

Reasons and Countermeasures of Core Employees' Dimission In Xinsteel

Zhang Le

Corresponding Author : Zhang Le,zhangle9656@163.com
School of Management,Shanghai University

ABSTRACT : *The competition in twenty-first Century is the competition of talents. Enterprises with talents can advance steadily in the tide of development of the times. For an enterprise, human resources are an important part of all kinds of resources needed by enterprises, and core employees are the most important ones. This paper discusses the problems related to the dimission of core employees in Xinsteel. It focuses on the analysis of the dimission status of core employees, and analyzes the reasons for the dimission of core employees through interviews with core employees and field research. Finally, I put forward my own countermeasures and suggestions for retaining the core employees of Xinsteel, hoping to be applied to practice and play a role. There are five parts in this paper. The first part describes the concepts, including the concept and characteristics of the core employees, the connotation and classification of employee dimission and the theoretical basis that needs to be used; the second part is the analysis of the status of dimission, including company profile, organizational structure, core employees composition, analysis of dimission status; the third part is the analysis of the reasons for the key employee dimission, including the survey methods used; the fourth part is the countermeasures and suggestions for the key employee dimission of Xinsteel, and the last part is the concluding remarks.*

KEY WORD: *Core Employees;Reasons for Leaving;Countermeasures*

Date of Submission: 30-10-2020

Date of Acceptance: 11-11-2020

I. DEFINITION AND THEORY OF CORE EMPLOYEE DIMISSION

1.1 Overview of Core Employee

1.1.1 Core Employee Definition

According to the "80-20 Law" of Italian economist Pareto, we can see that 20% of the employees in an enterprise have centralized control of 80% of the technology and management of the enterprise, and 80% of the wealth and profits of the enterprise are created by virtue of these technologies and management. Therefore, the 20% employees can be regarded as the core employees of the enterprise. The core employees of an enterprise refer to those who occupy the key positions in the enterprise, possess the key skills that constitute the core competitiveness of the enterprise, have high scarcity of human capital, and have played a vital role in the operation and development of the enterprise.

1.1.2 Core Employee Characteristics

Have the ability to undertake important positions. Compared with ordinary employees, core employees assume more important work in the enterprise. They usually master core technologies or management technologies, such as technology research and development positions or middle and senior managers, which require core employees to be capable of undertaking these important positions.

Strong working ability and learning ability. With the rapid development of The Times, the updating speed of professional technology and the updating of management practices are constantly accelerated, which requires them to keep learning and innovating.

Strong external adaptability. Core employees are a kind of scarce resource mastered by enterprises and occupy an important position in the whole human capital market. They have more management skills, technical skills and work experience than most employees, so they are also what competitive companies want to acquire. At the same time, they have a strong willingness to flow under the conditions of market economy, have a good judgment on their own ability, and are easy to adapt to changes in the external environment.

Strong ability to pursue self-worth. According to Maslow's hierarchy of needs theory, a person's highest need is the need for self-realization, which also means the constant pursuit of higher self-worth. Compared with ordinary employees, core employees pay more attention to their own growth and the realization of ideals, like challenging more difficult work, and hope to play an important and irreplaceable role in the operation and growth of the enterprise, so as to continuously realize the pursuit of self-worth.

1.2 Overview of Employee Dimission

1.2.1 Connotation of Employee Dimission

Employee dimission refers to the termination of the employment relationship between the employer and the employee and the employee's departure from the original company. Employee dimission is an important way of employee dimission in an enterprise. An appropriate proportion of employee dimission will have a positive impact on the rational allocation of human resources in the enterprise, but an excessive proportion will have a negative impact on the sustainable development of the enterprise. This paper mainly discusses the dimission of core employees. Core employees control all kinds of important resources of the enterprise, so the dimission of each core employee will cause certain losses to the enterprise. We hope that the dimission rate of core employees can be maintained at a relatively low ratio.

1.2.2 Classification of Employee Dimission

Voluntary Separation. Voluntary dimission includes employee's retirement and employee's resignation. Employee's retirement is predictable, while employee's resignation is unpredictable. In this paper, the voluntary dimission of core employees accounts for the majority of all dimission behaviors.

Involuntary Separation. Involuntary dimission includes employee dismissal and collective layoff. Among the core employees of a normal business enterprise, there are few cases of core employees being dismissed, and the probability of group layoff is small. In this paper, the involuntary dimission of core employees accounts for a small part in all the dimission behaviors.

1.3 Theoretical Basis of Core Employee Dimission

1.3.1 Maslow's Hierarchy of Needs

Maslow's hierarchy of needs theory divides human needs from low level to high level into five types, namely physiological needs, security needs, social needs, respect needs and self-actualization needs. The desire to pursue a higher level of need occurs only when a lower level of need is satisfied. A person's behavior will be driven by unmet needs to constantly strive to pursue, and the needs that have been met will not play a greater role in motivating people.

1.3.2 Two-factor Theory

Two-factor theory can be called the theory of motivation and hygiene factors, was set up, by American psychologist Herzberg two-factor theory from the internal needs and external to the distinction between the two and both in arousing the enthusiasm of people this Angle, on the one hand play a different role to explore in the enterprise how to motivate employees more effectively, so as to improve the staff's work enthusiasm and initiative.

1.3.3 Lewin's Field Theory

Lewin is a famous American psychologist, he thinks that individual condition and personal ability and its surroundings will directly affect the performance of the individual, there is a similar to the field in the theory of physics function relation exists in individual performance, personal conditions, and between ability and environment, between them is also affected each other.

1.3.4 Yilang Nakamatsu's Goal Consistency Theory

Japanese scholar Yoshihiro Nakamatsu proposed in his book *The Equation of Interpersonal Relationship* that when the pursuit direction of an individual is in line with that of a group, the individual's talent can be fully exerted and the overall function level of the group can be maximized.

II. CURRENT DIMISSION STATUS OF CORE EMPLOYEES OF XINSTEEL

2.1 Overview of Xinsteel

2.1.1 Profile of Xinsteel

Xinyu Iron & Steel Group Co., LTD., known as Xinsteel, is headquartered in Xinyu City, Jiangxi Province. Xinyu city is located in the west central part of Jiangxi, where there is a Beijing-Jiujiang transit, at the same time Zhejiang-Jiangxi railway and across the east and west sides, Shanghai-Kunming expressway and Daguang expressway two expressways also meet here, so the traffic is very convenient. Centering on the vision of green high-quality goods base and prosperous iron and steel enterprise, Xinsteel sticks to the adjustment of variety structure as the focus, optimizes the product structure and adheres to the strategy of scientific development view to implement the high-quality goods strategy vigorously, so as to realize the leapfrog development. The enterprise mission of Xinsteel is to "create high-quality steel products and provide first-class services", so Xingang people always adhere to the core values of innovation and dedication and the business philosophy of integrity and mutual benefit, and constantly make the enterprise better, bigger and stronger, and

provide customers with high-quality personalized products and quality services. The science and technology xing plant in the four plant management policies of Xisteel has been providing guidance for the operation and development of the enterprise. After three phases of continuous technological transformation, the technology and equipment level of the factory has been comprehensively improved. Therefore, Xisteel has also stepped into the ranks of 10 million tons of steel enterprises. In August 2016, Xinyu Iron and Steel Group ranked 477th among "2016 Top 500 Chinese Enterprises" with sales volume of 8.56 million tons and operating revenue of 35 billion yuan.

Xisteel has more than 800 varieties and over 3,000 specifications of carbon steel plates, low alloy steel plates, Marine pan and capacity plates, bridge plates and other medium and thick plates and rebar, cold-rolled sheet, round steel and metal products. Products have been exported to Europe, America, Japan, South Korea, Brazil, the Middle East and other more than 20 countries and regions.

2.2 Composition of Core Employees of Xisteel

The core employees of an enterprise refer to those who occupy the key positions in the enterprise, possess the key skills that constitute the core competitiveness of the enterprise, have high scarcity of human capital, and have played a vital role in the operation and development of the enterprise. Although the proportion of core employees is not high, they have become the most indispensable figures in the enterprise, which is the key factor to ensure the successful operation of the enterprise. According to the human resources statistics in The Annual report of Xisteel in April 2017, there are 25,468 employees in the company, most of whom are male. The total number of employees in Xisteel is 19,363, and the parent company is 15,638, accounting for 80.8%. The number of employees in its main subsidiaries is 3,725, accounting for 19.2%. According to the classification of employees, the existing employees of Xisteel are divided into five categories according to their professional composition: producers, salesmen, technicians, financiers and administrators. Among them, the number of producers accounted for the largest proportion, 13,806, accounting for 71.3%. The number of technicians is 3,971, accounting for 20.5 percent. Among these technicians, 404 are senior professionals and 1,428 are middle-level professionals. For administrators, the number of their members is 1,349, accounting for 7% of the total. The number of salesmen and accountants is 132 and 105, accounting for 0.68% and 0.54% respectively.

According to the internal human resource statistics of Xisteel in May 2017, there are 4,840 core employees in Xisteel, accounting for 25% of the total number of employees in the company. It is classified according to the four categories of professional composition, age structure, education level and gender structure, as shown in Table 1, Table 2, Table 3 and Table 4 below:

Table 1:Composition of Core Employees of Xisteel (Professional Composition Category)

Variables	Production Person	Sales Person	Technical Person	Financial Person	Administrative Person
Quantity	1500	118	2532	103	587
Proportionality	31%	2.5%	52.3%	2.1%	12.1%

Source: Internal HR Statistics of Xisteel

Table 2: Composition of Core Employees of Xisteel(Age Structure Category)

Variables	Under 25	26-35	36-45	Over 45
Quantity	605	1679	1384	1172
Proportionality	12.5%	34.7%	28.6%	24.2%

Source: Internal HR Statistics of Xisteel

Table 3: Composition of Core Employees of Xisteel(Education Level)

Variables	Technical Secondary School and Below	Junior College	Undergraduate	Master andAbove Degree
Quantity	105	1713	2819	203
Proportionality	2.2%	35.4%	58.2%	4.2%

Source: Internal HR Statistics of Xisteel

Table 4: Composition of Core Employees of Xisteel (Gender Structure Category)

Variables	Male	Female
Quantity	4240	600
Proportionality	87.6%	12.4%

Source: Internal HR Statistics of Xisteel

By analyzing the composition of the core employees of Xinsteel, four characteristics of the core employees of Xinsteel can be summarized as follows:

Core employees are mainly composed of highly educated talents, most of whom have received higher education and have higher comprehensive quality. Core employees with bachelor's degree or above account for 62.4%, and those with junior college degree or above account for 97.8%.

Core employees tend to be younger, with core employees under 35 accounting for 47.2%, indicating that young people are playing a more and more important role in the company, while core employees over 35 still account for the majority, reaching 52.8%.

Technicians account for a large proportion of the core employees, accounting for 52.3%, which indicates that for a large steel enterprise, the importance of technology cannot be ignored.

The majority of core employees are male, accounting for 87.6%, indicating that male employees still play an important and dominant role in traditional heavy industry enterprises such as steel enterprises.

Through the above four characteristics and internal human resources available statistical data analysis, we can find the core of the new steel group mainly by male employees, high level of education, aged 26-45 years old, has a senior professional and technical ability of technology and strong management ability of administration and the professional dedication, hard work of loving one's production of people, they focus on the company more than 80% of the technology and management, technology and management has created more than 80% of the wealth of enterprises and profit, is an important factor of successful business.

2.3 The Dimission Status of Core Employees of Xinsteel

It can be known from the composition of core employees of Xinsteel that there are many core employees in the company. Therefore, this paper makes an exploration and analysis of the dimission situation of core employees in the company on May 1, 2016, solstice and May 1, 2017. According to the internal human resource statistics of Xinsteel in 2016 and 2017, the dimission of core employees in the above period can be obtained, as shown in Table 5 below:

Table 5:DimissionSituation of Core Employees of Xinsteel on May 1, 2016 Solstice on May 1, 2017

Variables		Quantity	Proportionality
Professional Composition Category	Production Person	42	22.9%
	Sales Person	4	2.2%
	Technical Person	97	52.7%
	Financial Person	2	1%
	Administrative Person	39	21.2%
Age Structure Category	Under 25	56	30.4%
	26-35	94	51.1%
	36-45	31	16.8%
	Over 45	3	1.6%
Education Level	Technical Secondary School and Below	8	4.3%
	Junior College	75	40.8%
	Undergraduate	86	46.7%
	Master Degree andAbove	15	8.2%
Gender Structure Category	Male	156	84.8%
	Female	28	15.2%

Source: Internal HR Statistics of Xinsteel

By analyzing the dimission of core employees of Xinsteel on May 1, 2016 and May 1, 2017, it can be seen that 184 core employees left during this period, accounting for 3.8% of the total number of core employees.

In the core employees leaving the company according to the constitution is the professional technical people more, leaving the company reached 97 people, accounted for 52.7%, followed by the production and the administrative departure number 42 and 39 people, accounted for 22.9% and 21.2% respectively, indicating that with a scarcity of human resources and technical personnel and management personnel dimission rate is higher, their external more resilient.

According to the age structure, the majority of people from 25 to 35 left their jobs, among which 56 people from 25 years old left their jobs, accounting for 30.4%, and 94 people from 26 to 35 years old, accounting for 51.1%. This indicates that the core employees at the age of 25 to 35 have relatively high internal and external demands of the enterprise, and are likely to leave their jobs.

According to the degree of education category, specialized subject and undergraduate course departure number majority, specialized subject departure number 75 people, undergraduate departure number 86 people, accounted for 40.8% and 76.7% respectively, compared to the master's degree and above the core employees of only 203 people, the number of departure has 15 people, this suggests that higher level of education employees

self value pursuit of belief and achieve ideal faith stronger, plus they have the better the human capital, their dimission rate is higher.

In terms of age structure, as the majority of core employees are male, the number of male core employees leaving has reached 156, accounting for 84.8%.

III. ANALYSIS OF REASONS FOR CORE EMPLOYEES' DIMISSION IN XINSTEEL

3.1 Investigation on the Reasons for Core Employees' Dimission of Xinsteel

Due to the new steel group on May 1, 2016 to 2017 on May 1, the number of core employee dimission was 184, compared with the group's core employees of 4840 people, the proportion of small, coupled with the departure of 184 core employees professional category dispersed, leaving the difficulty of the contact is bigger, so some survey method is very difficult to use on the leaving reason investigation, therefore, I decided to use interview method to collect part of core employees leaving the company information, combined with field survey method to collect some group internal human resources statistics to analyze new steel core employees reason for leaving the company.

3.1.1 The Interview Method

I conducted a face-to-face interview with seven core employees of Xinsteel who left their jobs on May 1, 2016 and May 1, 2017, mainly asking about their main reasons for leaving. The main contents are shown in table 6 below:

Table 6: Statistics of Interviews of Core Employees Leaving Xinsteel

Number	Gender	Age	Professional Composition Category	Length of Service	Main Reasons for Leaving
1	Male	38	Technical Person	8 years	Development is hindered, it is difficult to obtain promotion opportunities, and it is difficult to enhance his own value
2	Male	32	Technical Person	3 years	Low wages and benefits, low job prospects
3	Male	29	Sales Person	4 years	Low wages are not up to expectations, and work pressure is high
4	Female	28	Administrative Person	2 years	Family reasons
5	Male	46	Technical Person	15 years	The company has little prospects and wants more valuable work
6	Female	24	Financial Person	2 years	Low salary and want to improve her value through further studies
7	Male	31	Production Person	6 years	The salary is low, the job is the same, and there is no hope of rising, he can't learn valuable things, and the working environment is relatively depressing

Source: Face-To-Face Interview in Xinsteel

Through the analysis of Table 6, we can find some reasons for the seven core employees of Xinsteel to leave their jobs, as shown below:

- The salary does not meet their expectations;**
- Their own value is difficult to be reflected;**
- Not optimistic about the development prospects of the enterprise;**
- Want to learn new knowledge to enrich their own ability;**
- Family reasons.**

3.1.2 Field Research Method

The following information can be obtained from the data of core employees' dimission during the period of May 1, 2016 solstice and May 1, 2017 of Xinsteel:

At this time a new group, the core employee dimission number 184 people, 179 of them are voluntary redundancy, only five people are involuntary redundancy, 1 of involuntary employees leaving the company is mainly due to the serious violation of the articles of association of the company's discipline and get fired, the rest 4 people is the production of people, mainly by the enterprise management difficult and performance was not up to standard and sacked.

Among the core employees who left, 97 were skilled, and 35 of them were assigned to other companies in the same industry. Many of them received higher salaries and minor promotions.

Among the core employees who left, there were 28 female employees, 15 of whom were determined to want to have children for family reasons, and 9 of the 15 were determined to leave for the reason of having a second child.

Among the 184 core employees who left, 9 employees were confirmed to leave for further study to learn more knowledge, and they were all under the age of 30 and had enough energy to learn new things.

Among the core employees who left, there are 42 producers, among whom 22 are determined not to continue working in the same industry. Many of them are not optimistic about the development prospect of steel enterprises and want to work hard in new and dynamic industries.

Due to the impact of overcapacity in the steel industry, the operation of Xinsteel has been adversely affected to a certain extent. Many jobs have been laid off and salaries have been reduced, and the dimission of core employees has also been affected.

3.2 Analysis and Summary of the Dimission Reasons of Core Employees of Xinsteel

In the above investigation on the reasons for core employees' dimission of Xinsteel, I used two investigation methods: face-to-face interview and field investigation. Through analysis and summary, the following main reasons can be obtained from the external environment, enterprise environment and personal reasons of employees:

3.2.1 External Environment

The development prospect of the industry is worrying. Since the outbreak of the international financial crisis in 2008, many industrial enterprises in China have been greatly hit. In recent years, the sluggish international economic recovery, coupled with the rising trend of trade protectionism, and the domestic policy of cutting overcapacity, supply-side reform and environmental protection requirements have brought great challenges to many industries in China, especially the steel industry, which is the pillar industry of the national economy. China's steel industry has excess production capacity of low-end products, poor ability to control key resources, and fierce homogeneous competition among enterprises in the steel industry. Under the circumstances of intensified international competition and slower domestic economic development, the profit is very low or even loss year by year. Therefore, a variety of steel enterprises to reduce costs, labor costs are relatively easy to reduce one, and they are pessimistic about the prospects for the next few years. Therefore, some core employees voluntarily left to seek job opportunities in other industries, and some core employees were fired due to the impact of the reduction of labor costs.

3.2.2 Enterprise Environment

Poor business performance of the enterprise. The worrying development prospects of the steel industry have affected not only the super large steel enterprises in the first tier, but also the steel enterprises in the third and fourth tier city of Xinyu. Profits are at a lower level in recent years, new steel group in 2016 and 2015, the operating income relative to the 2014 has a larger lower, at Xinsteel. In 2015 annual report shows that belongs to the shareholders of listed companies net profit after deducting non-recurring gains and losses, and even negative, and shareholder's basic earnings per share than in 2014, too far. In order to reduce the labor cost, Xinsteel adopted the measures such as salary reduction and employee dismissal, among which some core employees were involved. As a result, some core employees were not satisfied with the current situation, so they left voluntarily or involuntarily.

Relatively depressed working environment and corporate culture. On the one hand, as iron and steel enterprises themselves are heavy industrial enterprises with high pollution, there are still large deficiencies in some working environments of iron making and steelmaking, which leads to depression in production and operation. In addition, the high repeatability of some work affects the resignation of some core employees. On the other hand, As a large state-owned steel joint enterprise, Xinsteel has some common problems of state-owned enterprises, including promotion based on "seniority" and "relationship". For some excellent technical employees who have been on the job for a short period of time or are not good at interpersonal communication, it is more difficult to get promoted. In addition, under the current operating situation, enterprises will reduce the possibility of career promotion for some core employees due to the reduction of management and the removal of some organizations.

Unsatisfactory salary and treatment. On the one hand, Xinsteel is located in Xinyu city, a third-tier and fourth-tier city, and its salary level is relatively low compared with other well-developed first-tier and second-tier cities, which means its absolute salary level is relatively low. On the other hand, As the only state-owned large iron and steel joint enterprise in Xinyu city, Xinsteel has provided a lot of job opportunities. In the period when the business situation is good, the salary level of its employees is in the middle and high-end level in this region. In recent years, due to the difficulties in enterprise operation, the salary level of enterprise employees has been lower than that of the middle level in this region, and there is a big gap in salary compared with that of the same industry, which indicates that his relative salary level is also lower. In addition, the current salary mechanism of Xinsteel pays too much attention to the administrative level, post level and working years of employees, and some core employees with good performance cannot get reasonable remuneration matching

with them. According to Maslow's hierarchy of needs theory, what core employees pursue are more high-level needs such as respect and self-realization, but this does not mean that they do not have low-level needs such as physiological needs and safety needs. The premise of pursuing high-level needs is to satisfy their low-level needs. As a result, many new steel group's core employee dimission are affected by the salary is not ideal, part of steelmaking, ironmaking operation ability will be a better production core employees moved to other areas well-paying private steel enterprises, and other technology has a good technical ability of core employees and excellent management talents administration also moved to high wage levels in other industries.

3.2.3 Employee's Personal Reasons

Low Sense of Achievement in Work. According to the goal consistency theory of Japanese scholar Yoshiro Nakamatsu, it can be seen that when the personal pursuit direction of the core employees is in line with the development direction of the enterprise, the individual talents of the core employees can be brought into full play, so that the overall function level of the enterprise can be correspondingly maximized. Core employees always pursue higher self-worth. They are eager to fully realize their own value through their continuous efforts. They are willing to set higher working goals for themselves and make efforts towards the realization of higher goals. Many core employees of Xingang who left the company said that their career development in the company was hindered, and that there were not enough job vacancies to touch the "ceiling" of their careers, so that they could not better play their own value. When their pursuit of personal value and ideal cannot be realized, they will become bored with their work, and their sense of achievement will be kept at a low level, thus leading to the dimission behavior of core employees.

Family Reasons. According to the investigation, some of the core employees of Xinguang Group resigned because of family reasons, including marriage and funeral. It is worth noting that core female employees account for a considerable proportion of resignations due to family reasons, and their reasons for bearing children account for the majority. The fifth plenary Session of the 18th CPC Central Committee was held in October 2015, at which the proposal for the 13th Five-Year Plan for National economic and social development was adopted. The plenum put forward some Suggestions, including adhering to the basic state policy of family planning and improving the population development strategy, including fully implementing the policy of allowing one couple to have two children, which has since been fully liberalized. Compared with the population in first-tier and second-tier cities, the population of Xinyu, a third-tier and fourth-tier city, is more keen on having a second child. The deep-rooted traditional concept of having children and the relatively low cost of raising children make the comprehensive two-child policy more deeply implemented here. As a result, more female core employees of Xinsteel quit their jobs to become full-time housewives due to the reason of having a second child.

IV. COUNTERMEASURES FOR CORE EMPLOYEES' DIMISSION OF XINSTEEL

4.1 Establishing a Fair and Reasonable Compensation and Treatment System

Core employees are the scarce resources owned by every enterprise, and also the main wealth and profit creators of this enterprise. Enterprises will take measures to reduce staff, increase efficiency and reduce costs when the current development situation is not clear and the development prospect is not optimistic. The most important of these measures is to keep core employees from losing. Maslow's hierarchy of needs theory shows that a prerequisite for keeping core employees is to ensure that they have a fair and reasonable salary to meet their physiological and safety needs. On top of this, if they want to retain core employees, they should have enough salary incentives to motivate core employees. In Xinsteel, want to have more to retain core employees, for more implementation from the salary, the administrative level, post level and greatly reduce the influence of such factors as working life, pay more attention to the staff's personal work ability and work performance, the enterprise salary treatment of the employee in a fair and reasonable allocation, more allocation to the core employees's hands. For those with poor working ability and performance, salary reduction or dismissal can be implemented, which can not only retain more core employees, but also save the human cost of the enterprise. It is also possible to implement diversified compensation packages, such as flexible welfare subsidies such as transportation fees, gas fees, movie tickets, and gifts on holidays and festivals to improve the remuneration system of Xinguang Group.

4.2 Formulate Diversified Development Paths for Employees and Establish and Perfect a Sound Promotion Mechanism for Employees

Many employees of Xinsteel have vague personal development direction and lack reasonable guidance and communication in their career planning. Moreover, their promotion mechanism is relatively single and their promotion channels are narrow. Therefore, when the core employees touch the "ceiling" of their career, their personal pursuit of value is hindered by the limitation of their position, and their sense of achievement at work is greatly reduced. Xinsteel can adopt a two-way career development path, establish multiple career channels, such

as administrative position level, technical position level and so on, and design the salary, welfare and development path of each channel. And establish a good two-way communication between channels, give core employees more development paths and promotion opportunities, let the core employees see multiple possibilities for upward development, to pursue their own value pursuit of broader prospects and development goals, in order to better retain the core employees.

4.3 Give Full Play to the Role of Workers' Universities and Cultivate More Reserve Core Employees

There is a staff university and a part-time Party school in the subordinate units of Xinsteel. To deal with the dimission of core employees, we can not only reduce the dimission rate of core employees through various "throttling" measures, but also train more core employees through "open source" measures. In Xinsteel, new employees can be trained through methods such as "bringing in the old", "mentoring" and "study groups", or through the staff university. And want to develop more core employees, the most effective and most cost-effective method is to give full play to the role of the staff at the university, to select the position in the field of the core employees as the instructor, select potential and the ability of employees, as students, let them in the post training, key points and methods of the teaching work, precept method can indicate the core employees as backup for many employees correct method and path. Once the core employees who assume important positions leave, there will be enough backup core employees to take over and ensure the normal operation of the enterprise.

4.4 Strengthen the Construction of Organizational Culture and Cultivate a Good Corporate Culture

The core values of an enterprise are the important guidance to guide the development of the enterprise, and the three points of "innovation, dedication and transcendence" are the core values of Xinsteel. Like other state-owned enterprises, Xingang also has the common problems of "judging seniority" and "walking relationship", but as a state-owned enterprise, it also has other advantages. As a member of a state-owned enterprise, the Party organization is mature, the number of party members is large, and there are enough party members to take the lead in all kinds of enterprise activities. As a result, new steel group can conduct many activities such as collective traveling, Arbor Day collective activities such as planting trees and helping old people in poverty, make new steel group more closely and harmonious interpersonal relationship between employees and create a good atmosphere of enterprise, cultivate the idea of core employees dedication, enhance the cohesive affinity of the core employees and the sense of belonging, lowering core employee dimission. We can also sign lifetime employment agreements for core employees among core employees, improve their benefits in all aspects, cultivate a sense of pride in being that kind of employee, and sign non-compete agreements for technical talents to retain key talents. In view of the implementation of the universal two-child policy, Xinsteel can offer core female employees who want to leave because of childbirth longer maternity leave and relatively generous welfare benefits during production to retain core female employees.

V. CONCLUSION

The main ideas of this paper come from my observation and thinking during my internship in the Human Resources Department of Xinsteel., a subsidiary of Xinsteel. This paper first introduces some basic concepts and theories about core employees, and then expounds the research background of this paper, including the introduction of the general situation of Xinsteel, the composition of core employees and the dimission of core employees. Then through interviews and field research method to collect the related survey data, according to the results of interviews and related investigation and statistics analysis of the new steel group's core employee dimission major reasons, namely, industry development prospects are grim, poor enterprise management benefit, working environment and the enterprise culture is depressed, salary is not ideal, low employee job satisfaction and family reasons. Finally, according to what I have learned and the actual situation of Xinsteel, I put forward several countermeasures, including establishing a fair and reasonable salary system; Develop a diversified development path for employees and establish a sound promotion mechanism for employees; Give play to the role of the staff university, cultivate more reserve core employees and strengthen the construction of organizational culture, cultivate good corporate culture. Due to my limited ability, the data collection is not comprehensive and complete. Due to the difficulty in collecting sample data, questionnaire survey is not used to accurately analyze the reasons for dimission, and the countermeasures proposed may not be able to play a role in retaining core employees of Xinsteel.

Xinsteel is in the critical period of the development of iron and steel enterprises, and the core talents play an important role in the development of the enterprise. It is sincerely hoped that Xinsteel can have the courage to innovate and surpass the past with the help of the core talents in the current trend of economic development.

BIBLIOGRAPHY

- [1]. Qi Xing, D. (2017). Research on the Development Strategy of Core Talents in Large State-owned Iron and Steel Enterprises. Hubei University of Technology.
- [2]. Wang Zijing, D. (2016). Study on the Problem of the Loss of Core Employees in C&W Enterprises. Beijing University of Technology.
- [3]. Wang Yanming, J. (2018). Discuss the relevance of enterprise human resource development and employee education and training. Modern Marketing (Late Issue).
- [4]. Li Shufeng & Men Xiaohong, J. (2017). Research on the Impact and Countermeasures of the Comprehensive Two-Child Policy on Female Employees in Enterprises from the Perspective of Human Resources Development-Taking Beijing XX Exhibition Company as an example. World of Labor Security.
- [5]. Ge Fang, J. (2016). Problems and Countermeasures in the Management of core employees in Steel Enterprises. Operation and Management.
- [6]. Zhou Shaosen, J. (2015). On the Development of Human Resources in State-owned Enterprises. Chinese Market.
- [7]. Zhang Min, J. (2011). Analysis of the Reasons and Countermeasures for the Resignation of Core Employees of Enterprises. China Management Informationization.
- [8]. Xia Xichun & Zhang Ling, J. (2011). Summary of Research on the Loss of Core Employees in Chinese Enterprises. Entrepreneur World.
- [9]. Xue Liwei, J. (2007). "How to Develop Human Resources for Core Employees in Enterprises. Shandong Textile Economy.
- [10]. Emerald, J. (2017). "Retaining key workers: Factors that can help reduce employee dimission", Human Resource Management International Digest, Vol. 25.
- [11]. Mélanie Raukko, J. (2009) "Organizational commitment during organizational changes: A longitudinal case study on acquired key employees" , Baltic Journal of Management, Vol.4.

Zhang Le. "Reasons and Countermeasures of Core Employees' Dimission In Xinsteel." *International Journal of Business and Management Invention (IJBMI)*, vol. 09(11), 2020, pp. 10-18. Journal DOI- 10.35629/8028