



**RESEARCH ON THE PROBLEM OF BRAIN DRAIN IN
ENTERPRISES
—A CASE STUDY
OF HUAXI CONSTRUCTION GROUP CO., LTD**

**JINFAN QU
6217195029**

**An Independent Study Submitted in Partial Fulfillment
of The Requirements for
The Degree of Master of Business Administration
Graduate School of Business
Siam University
2020**



**RESEARCH ON THE PROBLEM OF BRAIN DRAIN IN
ENTERPRISES
—A CASE STUDY
OF HUAXI CONSTRUCTION GROUP CO., LTD**

**Thematic Certificate
TO
JINFAN QU**

This Independent Study has been approved as a Partial Fulfillment of the Requirement of International Master of Business Administration in International Business Management

Advisor:

(Dr. Li Zhang)

Date: 17 / 12 / 2020

.....
(Associate Professor Dr. Jomphong Mongkhonvanit)
Acting Dean, Graduate School of Business Administration

Date 23 / 12 / 2020

ABSTRACT

Research Title: RESEARCH ON THE PROBLEM OF BRAIN DRAIN IN ENTERPRISES
—A CASE STUDY OF HUAXI CONSTRUCTION GROUP CO., LTD

Researcher: JINFAN QU

Degree: Master of Business Administration

Major: International Business Management

Advisor:


(Dr Li Zhang)

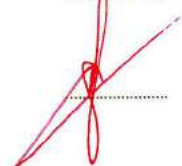
17, 12, 2020
.....

Generally speaking, human resource management has certain commonalities. With the arrival of the knowledge economy era, competition among enterprises has gradually fallen on human resource management, and no other aspects are emphasized. The advantage of human resources has become a major concern of enterprise managers, whether it is the recovery of capital or the competition for the market, human resources should be gradually optimized and upgraded. After the gradual improvement of human resources, the core competitiveness of enterprises will increase progressively, and there is a clear positive correlation between the two. Human resources are a manifestation of the core competitiveness of an enterprise, and the construction industry has gradually become sluggish, and its brain drain rate is increasing.

Brain drain is classified as employee job-hopping due to a number of factors, such as poor industry prospects, unreasonable salary system, blocked promotion channels and unattractive bosses. This article studied the Huaxi Construction Group using questionnaire surveys. The Group's current status of talents and brain drain were obtained, and the reasons for brain drain were analyzed. After that, based on the incentive theory, countermeasures were given to reduce the brain drain of Huaxi Construction Group Corporation. The study found that the external environment, internal environment, and personal factors all impacted corporate brain drain, while effective incentive measures could alleviate this problem.

Keywords: Huaxi Construction Group, Brain Drain, Incentive Theory

Approved by



摘要

题目： 企业人才流失问题研究——以华西建设集团有限公司为例
作者： 曲劲帆
学位： 工商管理硕士
专业： 工商管理

导师：
(张力. 博士)

..... 17 / 12 / 2020

一般而言，人力资源管理均存在一定共性，伴随着知识经济时代的全面到来，企业之间的竞争重心已经逐步落在了人力资源管理之上，并没有对其它方面予以侧重。如今的人力资源优势显然已经逐步企业管理者所关心得一大课题，不管是对资本的回收还是在对市场的争夺之上皆应该要逐步将人力资源予以优化与升级。显而易见的是，人力资源在逐步提高后，企业核心竞争力也会逐步提高，二者之间呈现出明显的正相关关系。人力资源是企业核心竞争力的体现，而建筑建设行业逐渐低迷，其人才流失率不断提升。人才流失被归为员工跳槽，发生这一现象的原因有很多，如行业前景不佳、薪酬体系不合理、晋升渠道不畅、老板缺乏吸引力等。本文采用问卷调查法对华西建设集团进行研究。获得了该集团人才现状和人才流失情况，分析了人才流失的原因。然后，基于激励理论，提出了降低华西建设集团公司人才流失的对策。研究发现，外部环境、内部环境和个人因素都会影响企业人才流失，而有效的激励措施可以缓解这一问题。

关键词： 华西建设集团 人才流失 激励理论

ACKNOWLEDGEMENT

I would like to thank all the teachers who have taught me, thank you for your tireless education, for guiding the formation of my outlook on life and values; thank you also for the thesis instructor who helped me a lot; for choosing the topic of the thesis , Data review, and then to the first draft of the paper, and the comments on the final draft, all gave me patient guidance. On the premise of determining the direction of the thesis, help me clarify my logical thinking.

Thanks to my parents, relatives, friends and classmates for their love, support and encouragement for making me face everything.

Finally, I would like to thank my thesis supervisor again, thank you for taking the time to give guidance and make my thesis more perfect. thank you all!



CONTENTS

ABSTRACT.....	I
CONTENTS.....	III
CHAPTER1 INTRODUCTION	1
1.1 Research Background	1
1.2 Research Significance.....	1
1.2.1 Theoretical Significance	1
1.2.2 Practical Significance.....	2
1.3 Research Problems.....	2
1.4 Research Objectives.....	2
1.5 Research Hypothesis	2
1.6 Research and Innovation.....	3
CHAPTER2 LITERATURE REVIEW.....	4
2.1 Definition of Brain Drain.....	4
2.1.1 Research on Employee Turnover Rate.....	5
2.1.2 Research on Employee Turnover Factors	5
2.1.3 Research on Reducing Employee Turnover Rate	5
2.1.4 Research on Employee Turnover.....	6
2.2 Brain Drain Model	7
2.2.1 March Simon Model	7
2.2.2 Lewin's Field Theory	9
2.3 Related Theories of Employee Motivation	9
2.3.1 Hierarchy of Needs Theory.....	9
2.3.2 Two-factor Theory	12
2.3.3 Expectation Theory	12
2.3.4 Fairness Theory.....	12
2.4 Employee Satisfaction Theory	13
CHAPTER 3 RESEARCH METHOD DESIGN.....	16
3.1 Research Method Determination	16
3.1.1 Literature Analysis Method.....	16
3.1.2 Investigation and Research Method.....	16
3.2 Qualitative Description of the Research Object.....	17
3.2.1 Overview of Huaxi Construction Group.....	17
3.2.2 Industry Background of West China Construction Group	17

3.2.3 Employee Structure of West China Construction Group	18
3.2.4 Overview of Brain Drain of Huaxi Construction Group	18
3.3 Employee Satisfaction Survey	19
CHAPTER 4 ANALYSIS OF RESEARCH RESULTS	24
4.1 Descriptive Statistical Analysis of the Questionnaire	24
4.2 Analysis of the causes of brain drain in West China Construction Group (SPSS analyzes the significance of each cause)	31
4.2.1 Analysis of external factors	31
4.2.2 Analysis of Internal Factors of the Enterprise	34
4.2.3 Analysis of Personal Factors	40
4.3 Countermeasures for the Brain Drain of Huaxi Construction Group	41
4.3.1 Implementation of Human-based Management	41
4.3.2 Establish and Improve Employee Career Development Plans	43
4.3.3 Establish a Fair and Reasonable Salary System	44
4.3.4 Shaping a Good Corporate Culture	47
4.3.5 Establish a Prevention Mechanism for Brain Drain	48
CHAPTER 5 RESEARCH CONCLUSIONS AND PROSPECTS	50
5.1 Research Conclusion	50
5.2 Recommendation	51
REFERENCE	53
ACKNOWLEDGEMENT	55
APPENDIX A	56

CHAPTER1 INTRODUCTION

1.1 Research Background

Human resources are a necessary resource for the development of modern enterprises, as well as the embodiment of the core competitiveness of enterprises (Gao Qiyu, 2017). Human resources play a very important role in the operation of an enterprise, which is embodied in two aspects: one is that human resources are the basis of enterprise production and operation; the other is that the rational use of human resources can improve the efficiency of the enterprise's use of other resources, thereby producing more Great commercial value (Ge Hailong, 2019). With the in-depth development of the dormitory market economy, competition among companies has become more intense, which has led to more frequent talent flows between companies, and many companies are facing the problem of brain drain.

Huaxi Construction Group is a large-scale construction group established in 1950. According to the company's annual report in 2019, the company currently has more than 20,000 employees and annual operating income of 31.87 billion yuan. However, the company's brain drain problem is more serious, which causes the company to spend a lot of headhunting and recruitment fees every year to recruit suitable talents. Therefore, this study intends to deeply analyze the reasons for the brain drain of Huaxi Construction Group Corporation and provide corresponding solutions to ensure the normal operation of the company.

This study takes Huaxi Construction Group as an example. It deeply analyzes the current situation of the company's brain drain and its causes, and proposes countermeasures to reduce the company's brain drain. This not only improves the management level of the company, but also helps to improve the company's employees and employees. Corporate performance, thereby enhancing the company's market competitiveness. At the same time, Huaxi Construction Group has a very important position as a representative of the industry, especially in the construction enterprises in western China. Therefore, the solution to the brain drain of Huaxi Construction Group has good reference value for other similar enterprises.

1.2 Research Significance

1.2.1 Theoretical Significance

With the continuous deepening of reform and opening up, my country's construction industry has developed rapidly under the conditions of a flexible market economy due to its flexible mechanism and greater power to operate independently. From industrial economy to knowledge economy, human resources, as an irreplaceable factor of production, are becoming more and more important. Human resources play an increasingly important role in corporate competition and development, and the problem of employee turnover has risen to a certain height. To further understand the problem of employee turnover, we must first understand the meaning and characteristics of employee turnover. This article mainly summarizes the meaning

and characteristics of employee turnover. Employee turnover refers to the voluntary outflow that the organization does not want but the employees are willing to. This kind of outflow method is passive for the enterprise. The outflow of employees that the organization does not want will often bring special losses to the enterprise, so it is called employee turnover.

1.2.2 Practical Significance

At the same time, companies are also encountering various problems in their rapid development, especially the problem of employee turnover. According to the latest corporate turnover rate survey report, the turnover rate of construction companies still ranks the highest among companies in the same industry, at 20.2%. If things go on like this, the sustainable development potential and competitiveness of enterprises in terms of talents, technology, and markets will surely be seriously affected. So, what is the reason that affects the turnover of employees, and how to solve it? This article will combine the current situation of the staff turnover of West China Construction Group and related theories of human resources to explore the above problems, and use literature analysis to collect, analyze and summarize the relevant data, providing reference for the writing of the paper.

1.3 Research Problems

1. Why the brain drain of Huaxi Construction Group Corporation?
2. What is the staff structure of Huaxi Construction Group Company?
3. What is the current situation of brain drain in Huaxi Construction Group Corporation?
4. How to reduce the talent turnover rate of Huaxi Construction Group Corporation?

1.4 Research Objectives

This research intends to analyze the current situation and reasons of human loss of Huaxi Construction Group, and formulate relevant countermeasures and suggestions to reduce the rate of human loss of Huaxi Construction Group. The specific research content is as follows:

- a. The employee structure of Huaxi Construction Group Company was obtained through research;
- b. The current situation of the brain drain of Huaxi Construction Group Company is obtained through research;
- c. Study the reasons for the brain drain of Huaxi Construction Group Company;
- d. Give measures to reduce the brain drain rate of Huaxi Construction Group Company.

1.5 Research Hypothesis

The hypotheses of this study mainly include the following three:

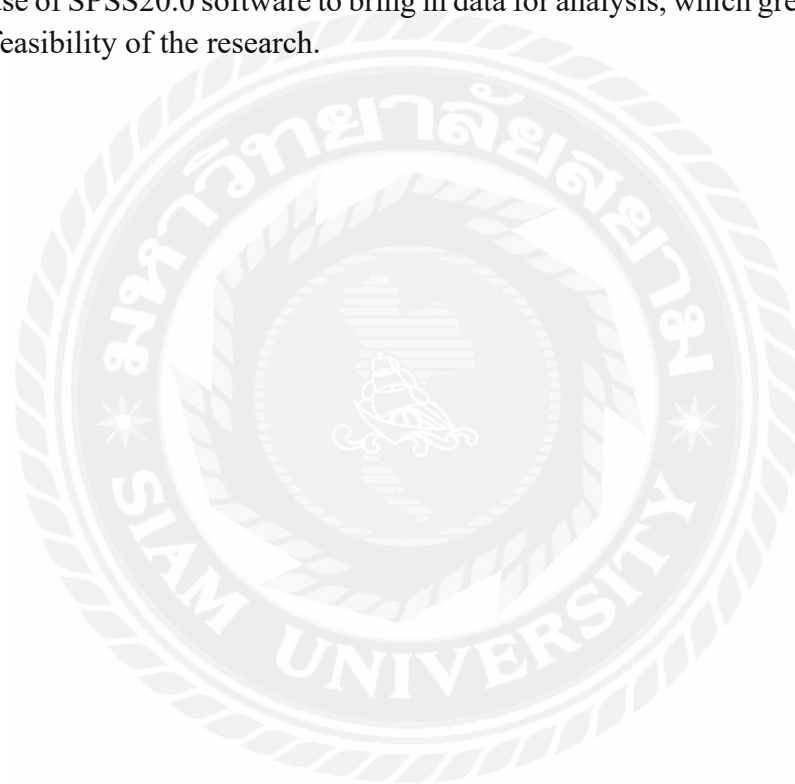
H1: The external environment of Huaxi Construction Group is negatively related to the loss of talents.

H2: The internal environment of Huaxi Construction Group is negatively related to the loss of talents.

H3: There is a positive correlation between the personal factors of Huaxi Construction Group employees and the brain drain.

1.6 Research and Innovation

This research is based on Huaxi Construction Group Corporation as an example. Therefore, the research is mainly on the internal situation of the company under study, especially the brain drain. Specifically, the research scope focuses on the current situation of talents, the current situation of brain drain, and brain drain Analysis of the reasons and measures to reduce brain drain. The innovation lies in the use of qualitative and quantitative analysis methods, and the use of SPSS20.0 software to bring in data for analysis, which greatly increases the accuracy and feasibility of the research.



CHAPTER2 LITERATURE REVIEW

2.1 Definition of Brain Drain

Employee turnover refers to the loss of personnel who play a key role in the production and operation of the enterprise and the overall development of the enterprise in the form of non-enterprise dismissal, or the loss of its active role. It is a special group, unit, professional staff or employee, transferred from its own group to another group or unit. The transfer of employees from service units to other units to engage in production activities is the main form of employee turnover, and the key to employee turnover is whether it can fill the vacancies in time. In the long run, if there is no big gap between competitors in terms of geography, conditions and working environment, the turnover of employees will often be proportional to the supply, that is, the inflow and withdrawal of employees can offset each other. In most cases, the employee turnover we often talk about refers to the large gap between competitors in terms of social status, working conditions, various environments, and overall strength, which leads to the flow of employees from a weak party to a superior party within a period of time. This flow shows obvious imbalance and inequality.

According to the current situation of Huaxi Construction Group, there is a widespread problem of employee turnover. The number of employee turnover is rapidly decreasing, and the situation is getting more and more serious. The turnover of employees is very common and serious. The most common phenomenon is that the shortage of employees is decreasing, and it often feels that no one is available.

At this stage, the condition of Huaxi Construction Group employees is generally not good. Government departments, state-owned enterprises, and foreign-invested enterprises continue to recruit employees from the organization. State-owned enterprises are able to attract all kinds of employees by virtue of their reputation and unparalleled strength, while Huaxi Construction Group is far from the same industry in terms of management, salary, benefits, and training. The strength and overall scale of Huaxi Construction Group limit the development of human resources. However, in the case of personnel selection, training, use, retention, eagerness, and quick results, it is not enough for employees in the company's career planning. The quality and stability that make employees unable to obtain comprehensive improvements are even worse. These are all aimed at the development of PR. All have a huge impact on the development of the enterprise.

Regarding the research on the problem of corporate brain drain, foreign scholars began to conduct research in the last century, and there have been relatively fruitful research results so far, while domestic research is later, but the research usually focuses on a certain company. Based on empirical analysis.

2.1.1 Research on Employee Turnover Rate

Bing Min (2016) analyzed the reasons and influencing factors of the turnover rate by using skilled employees as research, and at the same time researched that the high mobility of skilled employees is a common problem of enterprises. Luo Yan (2017) researched that the turnover rate of young employees is showing a gradual increase, and pointed out that the high turnover of employees in the company represents a certain contradiction in the company with poor cohesion. Xu Deqin (2017) researched that the most important indicator for evaluating employee mobility is the turnover rate. Jia Lingling (2017) researched that certain incentive measures can effectively reduce the turnover rate, and at the same time can improve the enthusiasm of employees, thereby improving production efficiency. Among the many ways to improve employee work efficiency and reduce employee turnover, raising wages is the most effective way.

2.1.2 Research on Employee Turnover Factors

Adam (2018) studied the reasons and factors of employees' resignation from the perspectives of the company's salary system, training system, and promotion mechanism. At the same time, the study found that companies can achieve high performance and human resources are closely related Indivisible. Wang Zhuoli (2018) studied the mobility of employees from the perspective of organizational behavior, and analyzed the reasons for employee mobility from both internal and external aspects of the company. The external factors mainly include the market environment and industry development prospects. Obviously, when the market environment is good and the industry prospects are considerable, the employee turnover rate is lower. The internal factors mainly include remuneration, promotion system, benefits, corporate culture, management, etc. Li Shuzhi (2008) analyzed the influencing factors of employee turnover with private enterprises as the research object. Among them, the objective factors mainly include the inability of the company to guarantee benefits, insufficient management, and the unprofessionalism of the human resources department, while the supervisory factors include the employees' own career planning and distrust of the company's prospects. Zhang Rongnan (2011) used a questionnaire survey to study the human resource model of H company. At the same time, through the analysis of the questionnaire data, he obtained eight main factors of employee turnover in H company, and through regression, it was shown that each factor is mutually influencing. Zhou Li (2012) studied the influencing factors of employee turnover in private enterprises and analyzed the influencing factors of employee turnover from three perspectives: society, enterprise and individual. The research is a relatively comprehensive and detailed study of the reasons for employee turnover.

2.1.3 Research on Reducing Employee Turnover Rate

Pang Hongzao (2008) focused on the strategy of reducing the employee turnover rate from the perspective of corporate management and operations, and the study found that the company's adherence to the "people-oriented" employee management philosophy can effectively reduce the employee turnover rate. Liu Xiaobao (2018) researched that the needs of employees can be divided into material needs and spiritual needs. When the material and

spiritual needs are not met, the probability of employees leaving the company greatly increases. Therefore, companies should also adopt strategies to reduce employee turnover. From the two aspects of meeting material needs and spiritual needs. Jiang Tianjiao (2018) believes that reducing the turnover rate of employees should start from the various processes of employee management at the same time. He divides the process of employee management into three stages: recruitment, training and formal work, and collects employee information during these three processes. Flow data, and then use psychological contract theory on this basis to in-depth analysis of the needs of employees at different stages to give targeted measures to reduce the turnover rate.

2.1.4 Research on Employee Turnover

The author of Mobley (2016) believes that in the actual research on the management of corporate employee brain drain, more attention should be paid to a process of social behavior and value perception that occurs between the satisfaction of corporate talents' actual work ability and the corporate's actual brain drain. He specifically pointed out that the continuous outflow of talents affects the management process of the company as follows: employees' anxiety and satisfaction with their own work often directly lead to negative thoughts that they want to resign, and then they will continue to seek ideas and practical actions for such resignation. Correct evaluation, and then select solutions by weighing various other possible factors and finally produce the intention of attracting resigners. The final result determines the outflow of talents. Marchandsimon (2017) two American Simon scholars put forward the Simon model of long-term employee turnover in the March and Simon model. The Simon model uses the corporate talent flow market and the specific individual behavior of hiring talents as a whole to analyze and study the long-term employee The situation after resignation. The model mainly analyzes the reasonable degree of change in the management of Chinese companies' brain drain, and uses the talent market and individual corporate behavior as the main variables to study the development process of corporate brain drain. Ellis ting (2017) experts believe that the comprehensive evaluation of the satisfaction of relevant staff in the outflow enterprise and the degree of the enterprise's possible entry of migrant employees play an important and decisive role in promoting the entry of enterprise employees into the outflow enterprise. Worker satisfaction is closely related to the continuous realization of an employee's self-development value in actual management work, the continuous improvement of work management ability, and the effective handling of various complex interpersonal relationships including complex interpersonal relationships in actual work. Dalrymple (2018) considers from the perspective of the forced outflow of corporate employees, whether the phenomenon of forced mobility of corporate employees generally refers to the fact that corporate employees are forced to leave the organization due to forced resignation, such as promotion, resignation, retirement, or dismissal. Muchinsky&tuttle, Woturba (2018), etc. respectively determined through market survey analysis and research results that the turnover satisfaction that talents can achieve for employees' expectations is obviously and directly related to the negativeness of employees after they leave, and employees expect to get after entering work. The better the actual expectation is in line with the actual expectation before the job, the higher the degree of expectation can be achieved, and the lower the satisfaction map for resignation.

Jun Hu (2017) used the structural equation model to study the job satisfaction and mobility of service-oriented employees, and concluded that the main reason for the loss of service-oriented talents in service-oriented companies is mainly due to the The satisfaction of working employees is generally low, and they lack a sense of identity and pursuit of the job. As a result, once job changes occur, or due to individual reasons, the problem of brain drain occurs. Wang Yanliang (2018) stated that there is almost a problem of high brain drain rate in Chinese enterprises. He believes that although this has strengthened the flow of corporate talents, enterprises also have hidden dangers. Li Wenyi (2018) pointed out that if companies want to retain talents, the most important thing is to rely on salary and welfare, and the imperfect salary and welfare system. The reason is that the company does not have a complete training and promotion system. Wang Jian pointed out in his master's thesis that the business management model is not sound, which seriously affected the brain drain of his company. The Zhang Jing (2018) meeting proposed to update the concept of enterprise employment management, and proposed to improve the management level of the enterprise's mental and physical health of Chinese employees and individuals, so that more employees have a sense of dependence on the industrialization of Chinese enterprise talents, and can effectively reduce the enterprise The probability of brain drain. Wang Xiang (2019) defines the phenomenon of entrepreneurial talent loss as: within a public institution, it has an important role in promoting its overall management and development strategy, or even a key role in promoting entrepreneurial talents that are not based on the wishes of the entity A large number of outflows, or the loss of its active role in promoting, directly lead to a significant decline in the overall operating and development benefits of the startup company, and it is impossible to smoothly achieve the established development strategy goals as scheduled. Talk about whether the brain drain of Xiuli (2019) company will directly affect the morale and team cohesion of our company's employees. In her research report paper, she emphasized again that the loss of outstanding talents will often directly cause strong social shocks within the company, and will have a huge negative impact on the work mood and daily work and life attitudes of other on-the-job managers, leading to The company's staff group and work efficiency have greatly decreased.

2.2 Brain Drain Model

2.2.1 March Simon Model

American scholars March and Simon put forward a model of employee turnover in "On Enterprise"-March and Simon model. Try to integrate the labor market and individual behavior to investigate and study employee turnover. One model analyzes the perceived rationality of flowing out of the enterprise, and the other analyzes the perceived ease of flowing out of the enterprise. The March and Simon model introduced labor market and behavior variables into the employee outflow process, laying a solid theoretical foundation for future research on employee outflow.

The March & Simon (March & Simon) model is also known as the "participant decision" model. It is an earlier and more influential overall model of employee turnover. The model is

actually composed of two models. A model analyzes the rationality of the perceived flow from the enterprise, in which the degree of employee satisfaction with the work and the estimation of the possibility of inter-enterprise mobility are the two most important determinants.

I feel the determinants of the model of rationality flowing from the enterprise. Employees' satisfaction with their jobs and their estimates of the possibility of inter-firm mobility are the two most important determinants here. Job satisfaction is consistent with the implementation of employees' self-worth at work, their grasp of various relationships at work, and their competence in job roles or other roles. The realization of self-worth at work depends on the foreman's work style, the amount of remuneration, the employee's participation in work arrangements, the relationship between education and promotion and salary increase.

Another model analyzes the perceived ease of outflow from the company, the number of companies that employees can see, the availability of their qualified positions, and the degree to which they are willing to accept these positions. These factors are the model. Determinants in the. Among the determinants of the ease of outflow that employees feel, March and Simon particularly emphasized the number of companies that employees can see, the availability of their competent positions, and their willingness to accept these positions. Among the factors that determine the ease and degree of information flow that employees can see, March and Simon particularly emphasized the number of employees in important companies that employees want to see directly, and the important positions they can hold. The safety, reliability and accessibility of people and the ease with which they are willing to accept these important positions. This enterprise employee cash outflow cost model is mainly based on the following assumptions:

- a. An employee of an enterprise must first have sufficient knowledge of his current enterprise work management and be competent or competent;
- b. The number of employees in an external work company that can be selected by employees: it is a function of an employee's choice of work or career development ability;
- c. Employees' professional participation includes ability and professional character, including: gender, age, socioeconomic status, length of service and technical expertise;

What employees see in their understanding is the number of benefits employees can see. From a corporate economic point of view, it depends on your company's economic status, product reputation, output value growth, and the company's own ability. Can it provide a higher political, socioeconomic status, or whether it has a higher political, socioeconomic status in a major position in an enterprise, etc. From the perspective of an employee's independence, it depends on the ability and initiative of an employee to participate independently. The employee independently recognizes the number of employees in different companies. Recognizing the number of employees in different companies depends on an employee's ability to independently contact different corporate characteristics or personal events or things, personal independent insight and ability to independently recognize different things, and based on the employee's own independent exploration thinking tendency and Innovation tendency.

2.2.2 Lewin's Field Theory

The psychological field is one of the most important concepts in Lewin's psychological system, and it is also the core of his theory. The concept of field is borrowed from physics by Lewin. Lewin believes that the psychological field is the sum of a person's life event experience and future thoughts and desires. As the individual grows older and the experience accumulates constantly enriching and expanding in quantity and type. At the same time, each person's psychological field has its own individual differences, but in general, the richer a person's life experience, the larger the range of his psychological field and the more levels.

In order to better explain the psychological dynamic field, Lewin proposed a new concept of psychological living space, also referred to as living space. Living space is actually another psychological expression that combines psychodynamic field with topology and vector science. The formula $B=f(PE)$ represents a person's living space. In this formula, B stands for behavior, f stands for functional relationship (can also be called a law), P refers to a specific person, and E refers to the entire interpretation environment of the psychological field. To explain this formula in words, it means that behavior changes with the changes of the two factors of people and the environment. In order to analyze a person's behavior in a specific situation more accurately, Lewin proposed the concept of psychological environment, which is the psychological fact (sometimes called event) that actually affects a person's behavior. That is to say, the psychological influence on employees is also great, which has a certain guiding effect.

2.3 Related Theories of Employee Motivation

The theories used in this research mainly include hierarchy of needs theory, two-factor theory, expectation theory and fairness theory.

2.3.1 Hierarchy of Needs Theory

Maslow believes that human needs are hierarchical, and gradually from the lowest to the highest. When the lowest needs are met, they will pursue higher-level needs. There are mainly the following factors: ① The five needs constitute different levels or levels, and become a force to motivate and guide individual behavior. ② The relationship between low-level needs and high-level needs: Maslow believes that the lower the level of need, the greater the strength and the greater the potential. As the level of demand increases, the force of need is correspondingly weakened. Before high-level requirements emerge, lower requirements must be met. In the evolution of animals and humans, advanced needs are relatively late. Infants have physiological and safety needs, but the need for self-realization emerges after adults. All living things need food and water, but only humans can realize themselves. The needs of low-level people are directly related to the individual, also known as missing needs. When this need cannot be met, it directly endangers human life; high-level needs are not absolutely necessary for the survival of the human body, but the human body meets this need. Health, longevity, and strong energy are called the need for growth. The high-level needs are more complicated than the low-level needs. To meet the high-level needs, there must be good external conditions:

social, economic, political, etc. Maslow believes that there is a difference between low-level and high-level needs. To meet the high-level needs, the low-level needs must first be met, but it is not absolute. Before people's high-level needs emerge, the low-level only needs to be partially satisfied. Example: In order to realize the ideal, sacrifice life and safety without considering the physical needs. Individuals need different pursuits, and some needs exceed the desire for love and belonging. Maslow divides people's needs from bottom to top into material needs, safety needs, social needs, respect needs and self-realization. At the same time, Maslow believes that motivation is a way to improve employee efficiency and loyalty, and the way of motivation is to satisfy employees' needs (Luo Jianshu, 2016). Maslow's theory is very practical in many companies. Demands are very important to employees. Enterprises should define them according to different needs. There have been many results in social research on employee turnover. The most representative and influential one in the early stage is the "March and Simon Model". The research method of this model is to unite individuals and labor market for research and investigation, so this model is also called "participant decision model". The model is actually composed of two models together. They studied two aspects: the perceived reasonableness of leaving the enterprise and the perceived ease of leaving the enterprise. It is easy to see from Model 1 (Shown Figure 2-1) that employees' satisfaction with their work and their expectations of the possibility of inflows within the enterprise are two decisive factors. The employee's job satisfaction is influenced and determined by the self-perceived job satisfaction, the foresight and grasp of the working relationship, and the harmony between the job and various other roles. The employee's job satisfaction is influenced and determined by the self-perceived job satisfaction, the foresight and grasp of the working relationship, and the harmony between the job and various other roles.

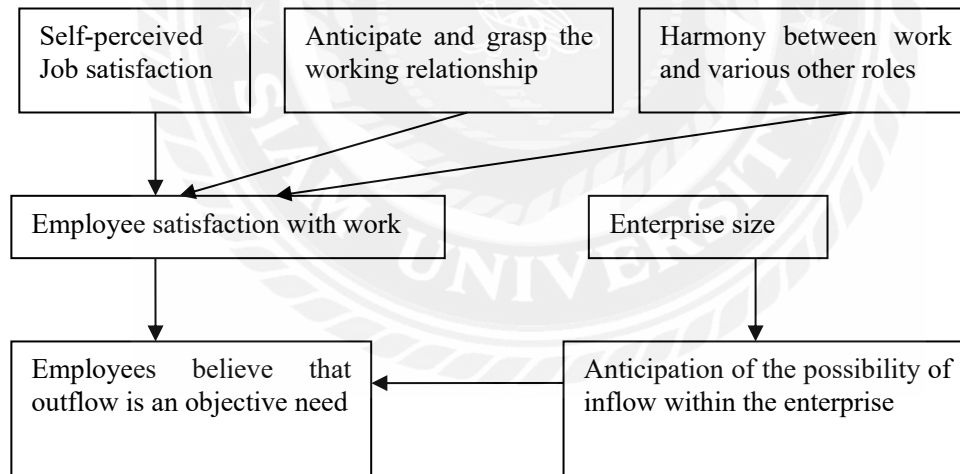


Figure 2-1: March and Simon Model One

From Model 2 (Shown Figure 2-2), it can be observed that March and Simon's model emphasizes that how easy it is for employees to feel that they leave the company depends on the number of external companies they can choose from. The number of cognitively selected companies is determined by three factors: the level of business activities, the number of companies that employees can see, and the personality of the participants.

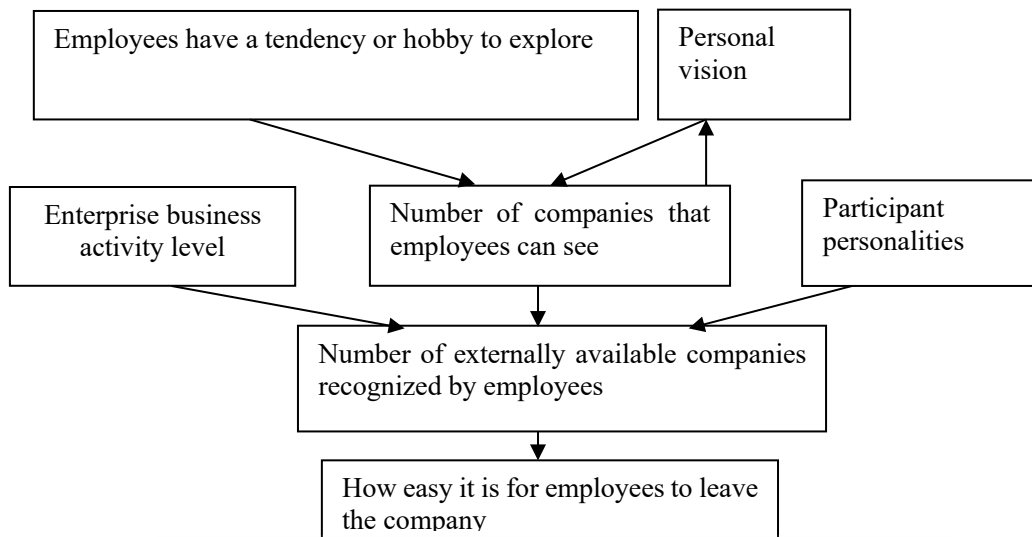


Figure 2-2: March and Simon Model Two

To sum up, the two scholars of March and Simon believe that the personality or psychological characteristics of employees are the key factors that cause personnel turnover. However, the March and Simon model, as an early brain drain model, inevitably has certain limitations for the reference value of employee turnover in current social business organizations.

The Price model established by Price is used to study the determinants and disturbance variables of the outflow of relevant personnel. It is not difficult to see from the Price model (Shown Figure 2-3): Among them, there is a direct proportional relationship with the outflow of personnel: wage levels, integration with enterprises, basic and formal communication with enterprises, and enterprise centralization and personnel the outflow is in inverse proportion. However, Price's theoretical model has an important premise that requires employees to change their jobs and have a great opportunity to meet their dissatisfaction with this job at the same time, which leads to employees leaving. Because of this, the model has a major shortcoming, that is, how individuals determine these outflow influencing factors and how to evaluate the size of changing job opportunities, which is not clearly expressed.

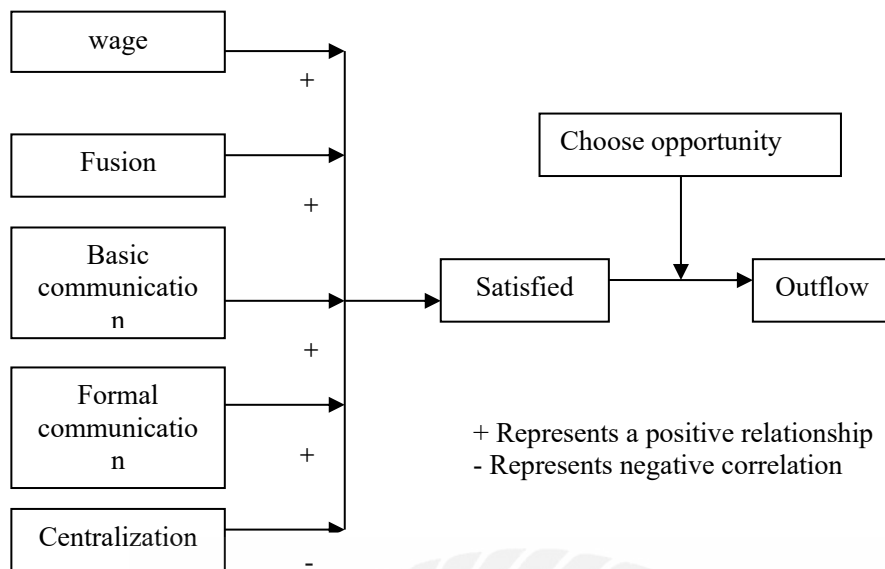


Figure 2-3: Price Model

2.3.2 Two-factor Theory

The two-factor theory is the "health-motivation" factor theory, proposed by the American psychologist Herzberg. He believes that the improvement of health care factors of employees can only eliminate the dissatisfaction of employees, but cannot improve employee satisfaction. In fact, it is effective to improve employee work efficiency. In order to further improve employee work efficiency, it is necessary to treat employees Incentives (Wang Diandian, 2014). At the same time, it is worth noting that when health care factors are the basis of incentive factors, only when health care factors are met, the incentive measures of the enterprise are effective.

2.3.3 Expectation Theory

The expectation theory was put forward by the American behaviorist Victor. The foundation of this theory is that the reason why people engage in a certain job and strive to achieve a goal is because this job can achieve their personal goals and meet certain needs (Liu Yuanyuan, 2015). The effect of the goal on people's stimulation depends on the product of the value of the goal and the expectations of the expected goal. Therefore, the greater people's expectations of the goal, the greater the effect of the goal on people's motivation, which is also applicable in enterprises.

2.3.4 Fairness Theory

The fairness theory was put forward by the British baggage scientist Adams. The focus of the theoretical research is the reasonable distribution of wages, fairness and the impact on employees' work motivation. The fairness theory was put forward by British Lili scholar Adams. Its research focuses on the reasonable distribution of wages, fairness and the positive impact on employees. The theory believes that the work enthusiasm of corporate employees is not only affected by wage levels, but also by wage fairness. Therefore, companies should pay attention

to wage fairness in the process of motivating employees, and wage unfairness often leads to employees leaving (Liu Chengqian), 2014). Equity theory is a theory that studies the rationality and fairness of employee compensation distribution, which has a positive impact on wage distribution. Everyone will socially compare the labor and income he pays with the labor and income paid by others, and he will compare his labor and income in the past with the labor and income in the past as a historical comparison. The employee needs to maintain a fairness in distribution. If he finds that his income is equal to his income ratio, then he will find that his income ratio is equal. When he thinks that it is fair and reasonable, so that he feels happy and works hard, if he finds that his income and expenditure ratio is different from other people's income and expenditure ratio, or his current income and expenditure ratio is different from the past income and expenditure ratio, he will produce Feelings of unfairness, inner dissatisfaction, and enthusiasm for work also decline. In foreign countries, companies have adopted various measures based on the basic principles of fairness theory, such as separately and secretly awarding bonuses, in an effort to give employees a subjective sense of fairness, thereby enhancing their work enthusiasm. The theory believes that the enthusiasm of employees is not only affected by salary levels, but also by salary fairness. Therefore, companies should pay attention to the fairness of salary in the process of motivating employees, and the unfairness of salary often causes employees to leave. The reason (Liu Chengqian, 2014), many companies currently ignore this point, which leads to the turnover of employees.

2.4 Employee Satisfaction Theory

Since Hoppock first proposed the concept of job satisfaction in 1935, the definition of job satisfaction in academia has been continuously deepened, deconstructed, and derived in decades. Hellriegel et al. (1999) believe that the level of job satisfaction indicates the value judgment of employees for the work they are engaged in and whether they can get happiness from it. Weiss (2002) believes that job satisfaction is an emotional evaluation of employees for their own work status. Bai Furong (2002) believes that job satisfaction is an evaluation made by employees by comparing the gap between various job-related factors' expectations and actual conditions. Liu Yun (2004) believes that job satisfaction is the degree of pleasure that employees feel that the job itself can meet the needs of personal values. Li Chengwen (2005) believes that job satisfaction is the degree to which employees' physical and psychological needs are met. Price (2001) believes that job satisfaction can be regarded as an employee's overall feelings towards work, or an overall attitude of employees towards all aspects of work. Zhang Fandi (2003) believes that job satisfaction is the result obtained after employees explain job characteristics according to personal reference standards. In today's society, knowledge capital and human capital have gradually replaced material capital and become the core resources of enterprises. With these changes, job satisfaction has become more and more important.

In 1957, some researchers at the University of Minnesota divided the influencing factors of work content into 20 dimensions through further research on the theory of work adaptation. Later, scholars realized the influence of non-work factors on job satisfaction and began to

understand job satisfaction. The influence of social environmental factors and personal character factors are studied. The research of Seashore (1975) believes that the factors affecting job satisfaction include personal factors and environmental factors: political, economic, cultural environment, professional characteristics, organization and work environment, personal factors are demographic characteristics, personality characteristics, etc. Compared with other engineers, the personality of some engineers is easier to make people satisfied, because their personality is easier to make people satisfied. A study by Judge in 2008 raised this point. Coreself evaluations play a significant role in job satisfaction. Research by Shu Xiaobing and others believe that the most important factors affecting corporate managers' job satisfaction are organizational structure and organizational tendencies, career development, job requirements and job requirements. Gao Chongyan and Hao Liaogang (2010) found through empirical research that the employee satisfaction and employee loyalty of top managers are affected by employee value, employee expectations and competitors, and their tendency to leave is generally lower than that of low-level managers. The job satisfaction of middle and senior managers is greatly affected by the market. This is actually consistent with the development trend of management that pays more and more attention to human nature. From "economic man hypothesis" to "social man hypothesis" to "complex man", human nature is an unavoidable problem in management.

Previously, the concept of salary satisfaction was regarded as the simple satisfaction of the material salary level. However, as an in-depth study of compensation satisfaction, many scholars have put forward new definitions of compensation satisfaction such as direct, indirect, material, and intangible compensation emotional experience. Practice has proved that the motivation of employees to work hard is not only because of the high salary, but also the exercise, improvement and challenge of employees' abilities. A good corporate salary system not only brings material and spiritual satisfaction to employees, but also greatly improves employees' salary satisfaction. Correspondingly, improving the enthusiasm and efficiency of employees can fundamentally save corporate expenditures and improve corporate competitiveness.

Talent is the top priority of enterprise development. The key to the development of an enterprise is to see how it can attract talents and give full play to their advantages. The company hopes that its employees will work hard for the company, provided that they must meet the requirements of employee compensation. In other words, companies must take measures to improve the salary satisfaction of their employees. But at present, many companies are not satisfied with the purchase of airborne troops at higher wages. For example, companies with poor economic efficiency have caused dissatisfaction among many employees. Even successful companies will pay higher salaries to all employees, and some employees are still dissatisfied. Because capable people feel that they are very capable, but they are also dissatisfied, thinking that they get the same salary as those of capable people.

Salary is a direct or indirect form of compensation. The essence of salary is an exchange behavior of employees' contributions to the enterprise. For the mental or physical labor paid by employees, the enterprise should pay corresponding salary. We must abide by the market

transaction rules, otherwise neither party will be satisfied. If both parties are satisfied with this exchange, employees will be able to achieve better results. Therefore, many companies regard salary and salary satisfaction as an important standard of human resource management to attract, maintain and motivate the talents the enterprise needs.

In this way, reforming the wage management system and improving wage satisfaction are the driving force for increasing the enthusiasm and enthusiasm of employees and a solid foundation for the long-term stable development of the enterprise.



CHAPTER 3 RESEARCH METHOD DESIGN

3.1 Research Method Determination

3.1.1 Literature Analysis Method

On the whole, this research includes a theoretical part and a case analysis part, and the research in the theoretical part provides theoretical support for the case analysis research. The theoretical part of the research article is mainly based on the way of literature analysis. Specifically, "brain drain" is a key word to search a large number of domestic and foreign related documents, and through the sorting and reading of the documents, the main theories and methods of the research are obtained. Then get the basic framework of research, understand the latest research status at the same time, and re-study on the basis of previous research.

3.1.2 Investigation and Research Method

Go deep into the Huaxi Construction Group Company and use questionnaire surveys to obtain first-hand information on the company's brain drain. A total of 364 questionnaires were issued and 328 questionnaires were returned, of which 312 were valid questionnaires, with a questionnaire efficiency of 95.1%. The questionnaire data was sorted and analyzed by SPSS to verify the hypothesis. The results are shown in Table 1, Table 2, and Table 3. Shown.

Table 1: Influence of External Environment on Employee Turnover Rate

Dependent variable	Independent variable	Standardized β coefficient	<i>P</i>	R^2
Employee turnover rate	Macroeconomics	-0.187**	0.013	0.78
	Industry environment	-0.234**	0.026	

Source: developed by author.

Note: * and ** indicate significant at $P < 0.01$ and $P < 0.05$ respectively.

Table 2: Influence of Internal Factors on Employee Turnover Rate

Dependent variable	Independent variable	Standardized β coefficient	<i>P</i>	R^2
Employee turnover rate	Salary System	-0.381**	0.011	0.81
	Business prospects	-0.218**	0.029	
	Corporate culture and atmosphere	-0.006*	0.004	
	Incentives	-0.137*	0.002	
	Employee growth opportunities	-0.175**	0.034	

Source: developed by author.

Note: * and ** indicate significant at $P < 0.01$ and $P < 0.05$ respectively.

Table 3: Influence of Personal Factors on Employee Turnover Rate

Dependent variable	Independent variable	Standardized β coefficient	<i>P</i>	R ²
Employee turnover rate	Personal character	-0.012**	0.024	0.83
	Self-literacy	-0.104**	0.031	
	Family education issues	-0.009	0.208	
	Pure springboard psychology	0.318*	0.002	

Source: developed by author.

Note: * and ** indicate significant at $P < 0.01$ and $P < 0.05$ respectively.

3.2 Qualitative Description of the Research Object

3.2.1 Overview of Huaxi Construction Group

Sichuan Huaxi Group Co., Ltd. was established in May 1950. It is one of the 30 "large enterprise groups that are rapidly becoming stronger and larger" cultivated by Sichuan Province's important state-owned backbone enterprises and the provincial government. The company holds the first batch of special qualifications for general contracting of housing construction approved by the Ministry of Construction, enjoys the right to operate foreign trade and foreign trade, and has an AAA corporate credit rating. Sichuan Huaxi Group has total assets of 10 billion yuan, annual main business income of more than 12.7 billion yuan, and annual profits and taxes of more than 500 million yuan. Sichuan Huaxi Group has 20036 registered employees, of which: 14,309 are on duty, 5,727 are not on duty, and 29,536 are retired employees. There are nearly 10,000 professional technical (economic) management personnel, including 9 experts enjoying special government allowances from the State Council, 6 outstanding experts in Sichuan Province, 1 academic and technical leader, senior and intermediate technical titles, and first-level project managers, There are more than 4000 registered constructors.

3.2.2 Industry Background of West China Construction Group

The predecessor of Sichuan Huaxi Group Co., Ltd., formerly known as Sichuan Provincial Construction Engineering Group, Sichuan Provincial People's Government Construction Engineering Bureau, Sichuan Provincial Construction Engineering Bureau, Sichuan Provincial Urban Construction Bureau, Sichuan Provincial Urban Construction Department, Sichuan Provincial Construction Department, Sichuan Provincial Construction Engineering Corporation, Sichuan Huaxi Group Corporation, Southwest Engineering Administration, and the First Engineering Bureau of the Ministry of Construction Engineering, etc., whose basic strength comes from the three major systems of the Sichuan Provincial Construction Department, the Southwest Administration of the Ministry of Construction, and the First Bureau of the Ministry of Construction. Over the past 50 years, the division has been frequent and has undergone changes.

3.2.3 Employee Structure of West China Construction Group

The survey is mainly about 364 employees of Huaxi Construction Group. Up to now, the company has made practical research based on the age and gender of the employees, and from this it has truly learned the personal situation of the employees.

For the development of the entire company, most of the employees are under 35 years of age, and the number of employees under 25 and between 25 and 35 has always remained basically the same; employees have half of the company's entry time. From one year to three years, the number of employees in one year has exceeded 38. Based on a practical analysis of gender, the gender ratio of male and female employees at work has generally remained at 6:4. According to the analysis based on their academic qualifications, the overall educational level of employees is low, and the number of high school and below has even directly reached 83%. Most of these people are grassroots employees. From the perspective of household registration, the numbers of Jiangnan locals and migrants are basically the same.

3.2.4 Overview of Brain Drain of Huaxi Construction Group

There are currently 312 employees investigated by the group. The continuous loss of corporate management talents and front-line employees has greatly restricted the development of the company. There are 214 grassroots construction staff, 75 technicians, and 23 office management staff.

Table 4 Basic Information on Employee Resignation of Huaxi Construction Group

	2017	2018	2019
Grassroots construction staff	11	18	25
Technical staff	23	30	35
manager	4	6	5

Source: developed by author.

It can be seen from Table 3.1 that from 2016 to 2018, the number of employees lost in the company has been increasing, especially grassroots construction personnel and technical personnel, which shows that the company's current system and benefits are not enough to keep employees better, and they have to seek self-development.

a. High overall brain drain rate

According to the statistics of relevant data, compared with Western countries, the survival status of Chinese companies is worse, with an average survival time of only 6.5-7 years. It has to be said that Chinese enterprises have generally encountered difficulties in the process of operation and development, and one of the important reasons for the difficulties is the lack of talents in enterprises, especially the lack of talents caused by the massive loss of nuclear staff. At present, the staff turnover rate of Huaxi Construction Group has long exceeded the normal level of staff turnover rate. The high employee turnover rate of the enterprise has seriously

affected the achievement of the enterprise's business objectives and ultimately hindered the sound development of the enterprise and even led to the bankruptcy of the enterprise. This involves the hierarchy of needs theory, which cannot meet the needs of employees at different levels. Huaxi Construction Group The current brain drain problem is not only a problem that all Chinese enterprises need to face, but also an important problem that needs to be solved urgently in our country today.

b. The most serious loss of employees during the probation period

The unpredictability of employee turnover during the probation period. Huaxi Construction Group basically did not set up obstacles or set too low obstacles on the issue of employee turnover during the probation period. In addition, my country's market economy developed late, and the lack of contract spirit in economic activities failed to meet employees' psychological values and related expectations. , Resulting in the vast majority of employees leaving the company freely without any restrictions.

c. Mainly outflow to similar groups

The scale of employee turnover is large, and the turnover rate is relatively high, with a turnover rate of about 20% (employee satisfaction theory). From the perspective of the direction of employee flow, the geographical direction of employees mainly flows to the economically developed areas, and the enterprise direction the employees mainly flows to foreign companies.

d. The loss of core talents has a huge impact

The flow of high-quality employees is relatively frequent. Managers and technicians in the middle and high positions of Huaxi Construction Group generally work in the enterprise for two to three years, and even the longest one does not exceed five years. It is precisely because these high-quality employees have higher technical level or management ability, they are greatly attracted by the outside world, and they have a wider choice after the outflow, so the flow of high-quality employees is more frequent. At the same time, the economic losses brought to the enterprise are also greater.

3.3 Employee Satisfaction Survey

The data was obtained by surveying the employees of Huaxi Construction Group in the form of questionnaires in 2020 and verbally inquiring individual employees of the company. The data obtained was filled in according to the actual situation of the employees. About 364 employees were surveyed, and 312 questionnaires were actually valid.

Table 5 Basic Information of Respondents

Statistical variables	characteristic	Number of samples	proportion
gender	Female	72	22%
	male	240	78%
age	Under 20	6	1.61%
	20-30 years old	50	16.13%
	31-40 years old	206	66.13%
	41 years old and above	50	16.13%
Working years	Less than 1 year	31	9.68%
	1-3 years (including 3 years)	198	61.92%
	3-5 years (including 5 years)	51	19.35%
	More than 5 years	31	9.68%
position in company	General staff	196	62.90%
	Grassroots construction staff	54	17.74%
	Technical staff	31	9.68%
	Senior management	0	0%
	other	31	9.68%

Source: developed by author.

It can be seen from the above table that 35.48% of female respondents were surveyed this time, and 64.52% of male respondents were surveyed. It can be seen that they account for a large proportion. From the perspective of age distribution, most of the people surveyed are between 31-40 years old, accounting for 66.13%. It can be seen that Huaxi Construction Group has mostly employees in their 30s and 40s. From the perspective of working years, most of the surveyed employees are concentrated within 1-5 years, of which 61.92% are employees who have worked for 1-3 years, and 19.35% are employees who have worked for 3-5 years. It can be seen that most employees are relatively mobile. Strong, belong to short-term temporary workers. From the perspective of company positions, most of the employees participating in the survey are ordinary employees in basic-level positions, accounting for 62.90%. In addition, basic-level construction personnel accounted for 17.74% and technical personnel accounted for 9.68%, which is in line with the general distribution of Huaxi Construction Group. Generally speaking, the employees of Huaxi Construction Group are mainly male ordinary employees in their 30s and 40s who work short-term.

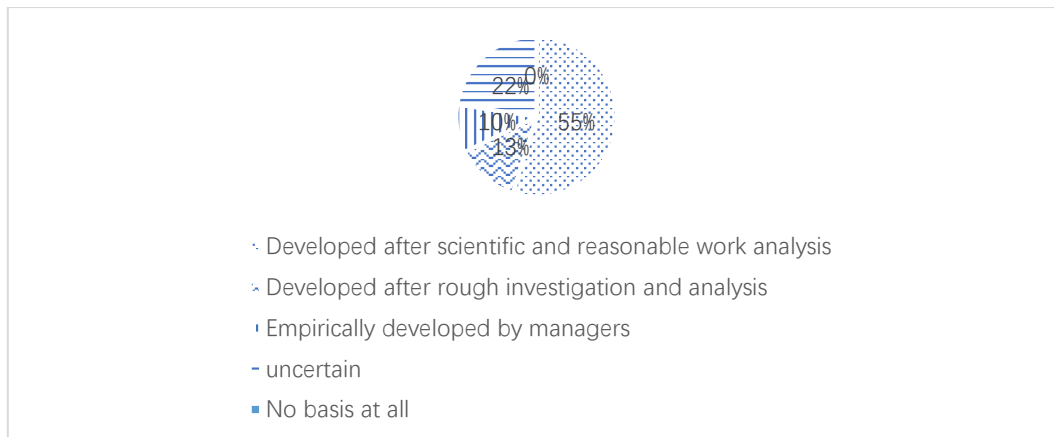


Figure 1 Wage Setting

As shown in Figure 1, among the surveyed employees, more than half of the surveyed employees believe that the current salary of Huaxi Construction Group is determined through scientific and reasonable job analysis, but about 1/5 of the employees are about this There is an attitude of uncertainty, and none of the employees believe that wages are set without any basis at all, indicating that most employees agree with the company’s method of setting wages and believe that it is fair and reasonable.

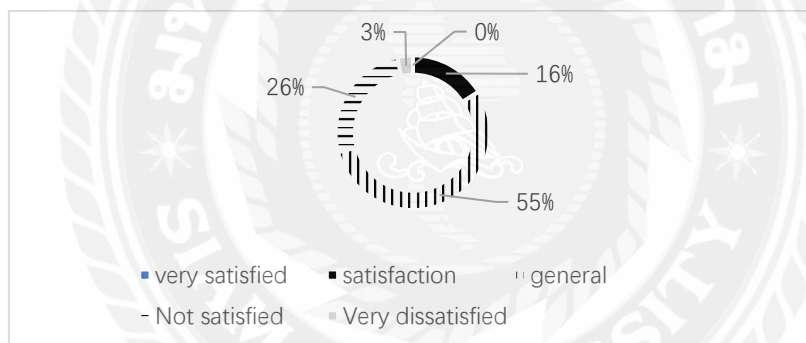


Figure 2 Salary Income Satisfaction

It can be seen from Figure 2 that more than half of the employees of Huaxi Construction Group have a general attitude towards salary income, and a quarter of employees are directly dissatisfied. Only 16.13% of employees think salary income is satisfactory. It can be seen that the company It is necessary to carry out rectification on the issue of employee wages, improve the salary system, and increase employee satisfaction.

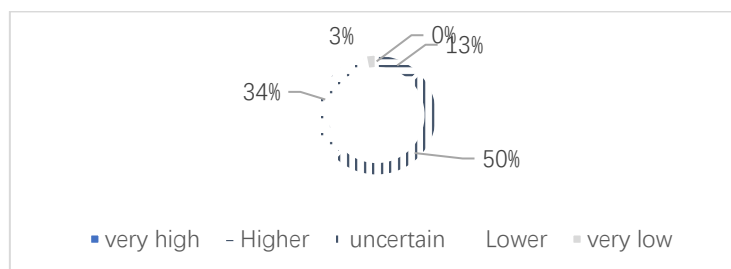


Figure 3 Comparison of Employee Salary Income

It can be seen from Figure 3 that most of the employees of Huaxi Construction Group are uncertain about their salary and income, which indicates that the company's salary is highly confidential. However, 35.48% of employees still believe that their wages and incomes are relatively low, which can easily cause employees to be dissatisfied with their salary and wages, thereby increasing the turnover rate and job dissatisfaction, which is not conducive to the long-term development of the company. Therefore, the company needs to further adjust the salary.

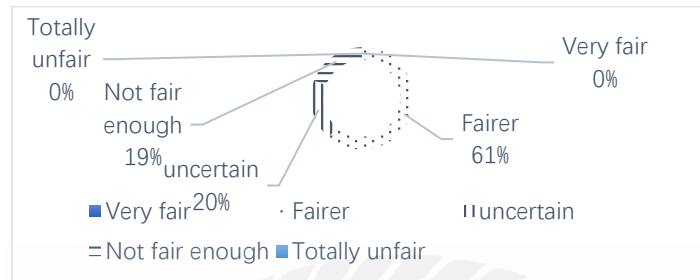


Figure 4 Evaluation of Employee Salary Income

It can be seen from Figure 4 that compared with other employees of the same level in the company, 61.29% of the employees of Huaxi Construction Group consider their wages and incomes to be fair and fair, which is conducive to the stability of the company's development. However, the combination of Figure 3 and Figure 4 further shows that the salary level of Huaxi Construction Group is generally low, and the salary system needs to be adjusted and improved.

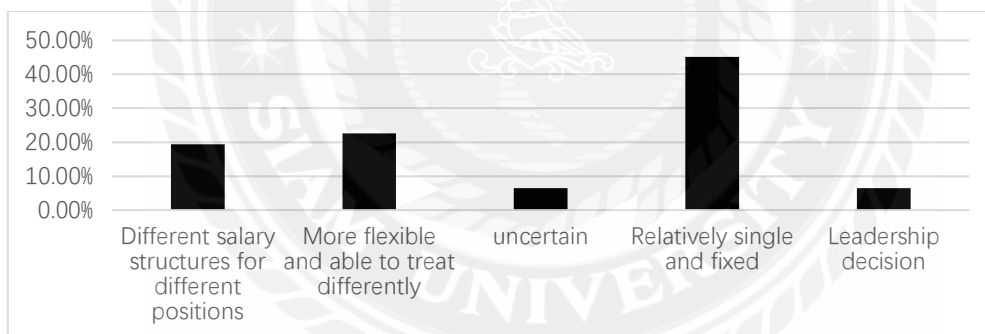


Figure 5 Company Salary Structure

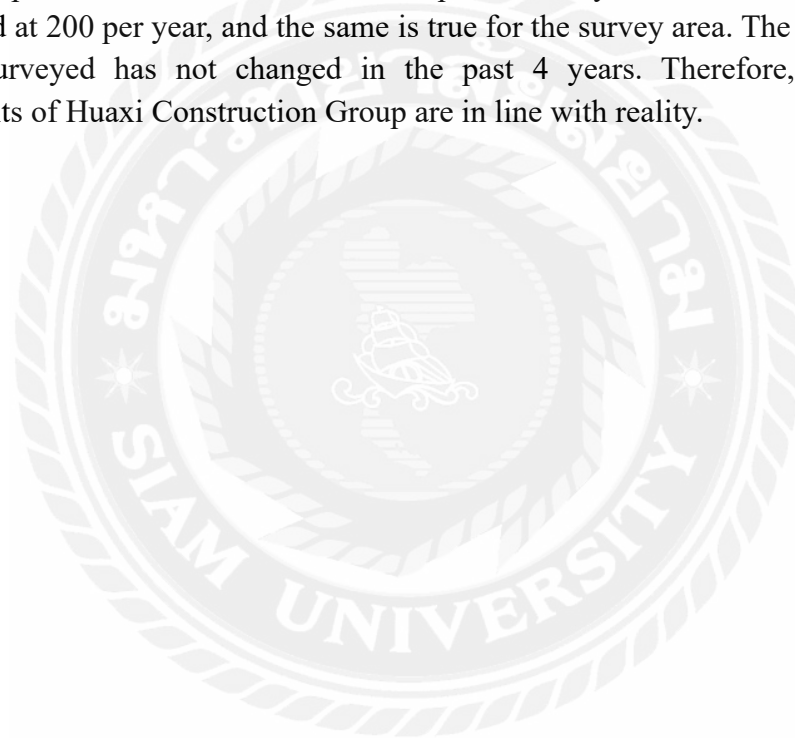
It can be seen from Figure 5 that 45% of employees believe that the company's salary structure is relatively single and fixed, and nearly 20% of employees believe that the group has different salary structures for different positions. Moreover, the group should pay attention to science and rationality, but also to certain differences.

Huaxi Construction Group is a construction company mainly composed of construction employees, up to 80% of whom are paid with special compensation based on basic salary. According to the figure, the basic salary in the salary level reaches 70%, which is in line with the reality.



Figure 6 Proportion of Salary Level

The main employees of the company under investigation are managers or general managers, because most of the company's employees are ordinary employees. Most of the concerns are the salary situation of ordinary employees. According to the internal data of Huaxi Construction Group, from 2016 to 2019, the sample of salary satisfaction survey for all employees is fixed at 200 per year, and the same is true for the survey area. The proportion of the population surveyed has not changed in the past 4 years. Therefore, the internal investigation results of Huaxi Construction Group are in line with reality.



CHAPTER 4 ANALYSIS OF RESEARCH RESULTS

4.1 Descriptive Statistical Analysis of the Questionnaire

We first summarize the basic information of the respondents and process them through descriptive statistics. The results are shown in Table 3-1 and Table 3-2.

Table 6 Gender

	frequency	percentage	Effective percentage	Cumulative percentage
male	280	78%	78%	78%
effective Female	72	22%	22%	22%
total	312	100%	100%	100%

Source: developed by author.

From Table 6, we can see that the number of male and female respondents was 280 (78%) and 72 (22%) respectively, and the ratio was close to 3:1.

Analysis of employee turnover in different age groups

Based on the research content and results of the above chapters, since the options of the questionnaire belong to one of the reasons for employee turnover, we classify them. The results are shown in Table 7.

Table 7 Descriptive Statistics

Resign	N (effective sample size)	Minimum	maximum	Mean	Standard deviation
Salary System	312	1.00	1.80	1.2937	0.18967
Business prospects	312	1.00	2.00	1.2642	0.19248
Valid N (list status)	312				

Source: developed by author.

It can be concluded from Table 7 that the intensity of resignation (from the degree of deviation from the mean) is in order of salary system > enterprise prospects, so it is not difficult to find that among employees' resignation methods, the salary system (1.2937 > 1.25) is not strong; enterprise prospects (1.2642 Slightly less than 1.25).

Table 8 Descriptive Statistics

Resign	N (effective sample size)	Minimum	Maximum	Mean	Standard deviation
Salary System	175	1.00	1.80	1.2894	0.19134
Business prospects	110	1.00	1.80	1.2579	0.18937
Valid N (list status)	312				

Source: developed by author.

Table 9 Descriptive Statistics

Resign	N (effective sample size)	Minimum	maximum	Mean	Standard deviation
Salary System	175	1.00	1.80	1.3011	0.21249
Business prospects	110	1.00	2.00	1.2524	0.19986
Valid N (list status)	312				

Source: developed by author.

From Table 9, we find that in the current resignation status, the salary system ($1.2993 > 1.2813$) is not strong, and the company's prospects (1.2524 is approximately equal to 1.25). In summary, the intensity of resignation (from the degree of deviation from the mean) is in order: salary system > corporate prospects.

Before analyzing the results of the questionnaire, in order to verify the validity of the questionnaire in this article, a reliability analysis test is required. We use SPSS 20.0 software to analyze the reliability of the entire questionnaire, and the results are shown in Table 3-7:

Table 10 Reliability Statistics

Cronbach's Alpha^a (Cronbach reliability coefficient test)	Number of items
0.664	32

Source: developed by author.

From Table 10, we find that the reliability test coefficient of Cronbach's Alpha is 0.664, indicating that the results of the questionnaire survey are more scientific (the Cronbach coefficient method is a method of checking reliability, which was proposed by Lee Cronbach in 1951. It is Overcoming the shortcomings of the partial half-by-half method, which is currently the most commonly used reliability analysis method in social science research), the results of the questionnaire can be analyzed as follows.

Table 11 Validity Analysis

Resign	sum of square	df (Degree of freedom value)	Mean square	F (Validity test)	Significance
Corporate culture and atmosphere	Between groups	3	0.139	3.700	0.013
	Within the group	312	0.038		
	total	312			

Source: developed by author.

It can be seen from Table 11 that corporate culture and atmosphere have significant differences between different age groups ($P=0.013 < 0.05$). Below we use multiple comparisons to further explore, as shown in Table 12.

Table 12 Multiple Comparisons

Tamhane (Non-parametric test)

Dependent variable	(I) Resign	Mean difference (I-J)	Standar d error	Signific ance	95% confidence interval		
					Lower limit	Upper limit	
Salary System	1	2	-0.06519	0.03520	0.343	-0.1600	0.0297
		3	-0.05623	0.03484	0.504	-0.1502	0.0377
		4	0.02050	0.03517	0.993	-0.0744	0.1154
	2	1	0.06519	0.03520	0.343	-0.0297	0.1600
		3	0.00895	0.02690	1.000	-0.0625	0.0804
		4	.08568*	0.02733	0.012	0.0129	0.1585
	3	1	0.05623	0.03484	0.504	-0.0377	0.1502
		2	-0.00895	0.02690	1.000	-0.0804	0.0625
		4	0.07673*	0.02687	0.029	0.0052	0.1483
	4	1	-0.02050	0.03517	0.993	-0.1154	0.0744
		2	-0.08568*	0.02733	0.012	-0.1585	-0.0129
		3	-0.07673*	0.02687	0.029	-0.1483	-0.0052

Source: developed by author.

Note*. The significance level of the mean difference is 0.05.

From Table 12, it is not difficult to find that among the reasons for employee resignation, (where 1, 2, 3, and 4 represent the number of Cronbach's confidence items) there are significant differences between the employees surveyed in 1 and the employees surveyed in 2. , There is a significant difference between the employees surveyed in 3 and the employees surveyed in 4. In the reason for the resignation of the dependent variable, it can be concluded that employees have more bias towards the salary system.

Table 13 Validity Analysis

Business prospects					
	sum of square	df (Degree of freedom value)	Mean square	F (Validity test)	Significance
Between groups	0.329	3	0.110	3.102	0.033
Within the group	12.045	312	0.036		
total	12.374	312			

Source: developed by author.

Table 14 Multiple Comparisons

Dependent variable: business prospects

(I) Incentives	(J) Reason for leaving	Mean difference (I-J)	Standard error	Significance	95% confidence interval	
					Lower limit	Upper limit
1	2	0.09333	0.03583	0.044	-0.0034	0.1901
	3	0.07208	0.03470	0.225	-0.0219	0.1661
	4	0.03794	0.04022	0.923	-0.0701	0.1460
2	1	-0.09333	0.03583	0.044	-0.1901	0.0034
	3	-0.02126	0.02428	0.944	-0.0857	0.0432
	4	-0.05539	0.03167	0.404	-0.1400	0.0292
3	1	-0.07208	0.03470	0.225	-0.1661	0.0219
	2	0.02126	0.02428	0.944	-0.0432	0.0857
	4	-0.03413	0.03039	0.841	-0.1155	0.0472
4	1	-0.03794	0.04022	0.923	-0.1460	0.0701
	2	0.05539	0.03167	0.404	-0.0292	0.1400
	3	0.03413	0.03039	0.841	-0.0472	0.1155

Source: developed by author.

As shown in Table 14, from the number of Cronbach's reliability items, it is not difficult to find that the survey in 3 and the survey in 4 has weaker significance (significance $0.044 < 0.05$), while the other variables are not. There are significant differences.

Table 15 Analysis of Variance

	sum of squares	df (Degree of freedom value)	Mean square	F (Variance test)	Significance
Between groups	0.043	3	0.016	0.457	0.862
Within the group	10.892	312	0.041		
total	10.935	312			

Source: developed by author.

Table 16 Multiple Comparisons

(I) Incentive s	(J) Reason for leaving	Mean difference (I- J)	Standard error	Significanc e	95% confidence interval	
					Lower limit	Upper limit
1	2	-0.03481	0.02885	0.792	-0.1122	0.0426
	3	-0.03188	0.02840	0.841	-0.1081	0.0443
	4	-0.03144	0.03112	0.896	-0.1149	0.0520
2	1	0.03481	0.02885	0.792	-0.0426	0.1122
	3	0.00293	0.02524	1.000	-0.0641	0.0699
	4	0.00337	0.02826	1.000	-0.0720	0.0787
3	1	0.03188	0.02840	0.841	-0.0443	0.0781
	2	-0.00293	0.02524	1.000	-0.0699	0.0641
	4	0.00044	0.02780	1.000	-0.0737	0.0746
4	1	0.03144	0.03112	0.996	-0.0520	0.0849
	2	-0.00337	0.02826	1.000	-0.0787	0.0720
	3	-0.00044	0.02780	1.000	-0.0746	0.0737

Source: developed by author.

From Table 14 and Table 15, we can easily find that there is a significant difference between incentive measures and the reasons for employee turnover. Therefore, it can be clearly concluded that incentive measures have a certain impact on employee turnover.

Table 17 Analysis of Variance

	sum of squared	(Degree of	Mean square	F (Variance	Significance
	df	freedom	value)	test)	
Between groups	0.156	3	0.072	1.683	0.214
Within the group	10.972	312	0.049		
total	11.128	312			

Source: developed by author.

Table 18 Multiple Comparisons

(I) Incentive s	(J) Reason for leaving	Mean difference (I- J)	Standard error	Significanc e	95% confidence interval	
					Lower limit	Upper limit
1	2	0.01556	0.03312	0.998	-0.0739	0.1050
	3	0.05546	0.03329	0.468	-0.0344	0.1453
	4	0.01141	0.03635	1.000	-0.0863	0.1091
2	1	-0.01556	0.03312	0.998	-0.1050	0.0739
	3	0.03990	0.02401	0.461	-0.0238	0.1036
	4	-0.00415	0.02810	1.000	-0.0792	0.0709
3	1	-0.05546	0.03329	0.468	-0.1453	0.0344
	2	-0.03990	0.02401	0.461	-0.1036	0.0238
	4	-0.04405	0.02830	0.541	-0.1196	0.0315
4	1	-0.01141	0.03635	1.000	-0.1091	0.0863
	2	0.00415	0.02810	1.000	-0.0709	0.0792
	3	0.04405	0.02830	0.541	-0.0315	0.1196

Source: developed by author.

From Table 17 and Table 18, it is not difficult to find that through the mean deviation and the corresponding value of the standard error, it can be concluded that the incentive measures have a significant difference in the reasons for employee turnover.

Table 19 ANOVA

	Departure expectations				
	sum of square	df	Mean square	F	Significance
Between groups	0.056	3	0.021	0.5164	0.7572
Within the group	13.298	312	0.042		
total	13.354	312			

Source: developed by author.

Table 20 Independence Test Table

Resign	T test for the mean equation				
	t	df	Sig.(Bilateral)	Two-sided mean difference	Standard error
Salary System	-6.864	312	0.0125	-0.15416	0.02533
Business prospects	-0.2733	312	0.8384	-0.00454	0.02816

Source: developed by author.

It can be seen from Table 20 that there is a significant difference between corporate culture and atmosphere among the reasons for leaving (Sig.=0.000).

4.2 Analysis of the causes of brain drain in West China Construction Group (SPSS analyzes the significance of each cause)

4.2.1 Analysis of external factors

Based on the research content and results of the above section, this article divides the current status of turnover rate factors into five phenomena, namely: salary system, corporate prospects, corporate culture and atmosphere, incentive measures, employee growth opportunities, and personal personality. Among them, corporate prospects, employee growth opportunities, incentive measures, salary system, corporate culture and atmosphere are positive phenomena, and personal characteristics are negative phenomena. Since the options corresponding to the questionnaire options belong to one of the five phenomena, we classify the questionnaire options. The results are shown in Table 21.

Table 21 Phenomenon Corresponding Options

phenomenon	Corresponding options	phenomenon	Corresponding options
Business prospects	6-10	Salary System	1-5
Employee growth opportunities	21-25	Corporate culture and atmosphere	11-15
Incentives	16-20	Personal character	26-30

Source: developed by author.

Table 22 Descriptive Statistics

	N	Minimum	Maximum	Mean	Standard deviation
Salary System	312	1.00	1.80	1.2896	.19479
Business prospects	312	1.00	2.00	1.2531	.19248
Corporate culture and atmosphere	312	1.00	2.00	1.2615	.18870
Incentives	312	1.00	1.80	1.2418	.18094
Employee growth opportunities	312	1.00	1.80	1.2448	.31253
Personal character	312	1.00	1.80	1.2466	.19995
Valid N (list status)	312				

Source: developed by author.

From Table 22, it is not difficult to find that leaders do not have a strong salary system ($1.2896 > 1.25$) and a slight corporate culture and atmosphere ($1.2615 > 1.25$), and they treat the salary system and corporate prospects (1.2531 slightly greater than 1.25) and employee growth Opportunities (1.2448 is slightly less than 1.25); but there are strong incentives ($1.25 > 1.2418$), and their personal character is not strong.

Table 23 Descriptive Statistics

	N	Minimum	maximum	Mean	Standard deviation
Salary System	312	1.00	1.80	1.2813	.18916
Corporate culture and atmosphere	312	1.00	2.00	1.2593	.18920
Business prospects	312	1.00	1.80	1.2560	.18728
Personal character	312	1.00	1.80	1.2462	.20934
Incentives	312	1.00	1.80	1.2451	.18314
Employee growth opportunities	312	1.00	1.80	1.2319	.18471
Valid N (list status)	312				

Source: developed by author.

From Table 23, we cannot find that among the current factors affecting employee turnover, the 18-24 people do not have a strong salary system ($1.2813 > 1.25$), a strong corporate culture and atmosphere ($1.2593 > 1.25$) and corporate prospects ($1.2560 > 1.25$), and a slight personal character ($1.2462 < 1.25$); in addition, there are very strong opportunities for employee growth ($1.2319 < 1.25$). In summary, the intensity of the phenomenon (from the degree of deviation from the mean) is in order: salary system > employee growth opportunities > corporate culture and atmosphere > corporate prospects > incentive measures > personal personality.

Table 24 Descriptive Statistics

	N	Minimum	maximum	Mean	Standard deviation
Salary System	312	1.00	1.80	1.2993	.20147
Corporate culture and atmosphere	312	1.00	2.00	1.2641	.18870
Employee growth opportunities	312	1.00	1.80	1.2601	.17930
Business prospects	312	1.00	2.00	1.2497	.19905
Personal character	312	1.00	1.80	1.2471	.18885
Incentives	312	1.00	1.80	1.2379	.17881
Valid N (list status)	312				

Source: developed by author.

From Table 24, it is not difficult to find that among the current factors of employee turnover rate, employees have a very low salary system (1.2993>1.2813), and a low corporate culture and atmosphere (1.2641>1.2593); in addition, some employees have low Employee growth opportunities (1.2601>1.25), corporate prospects (1.2497 is approximately equal to 1.25) are not obvious; in addition, there is a strong personal personality and incentive measures. In summary, the intensity of the phenomenon (from the degree of deviation from the mean) is in order: salary system> corporate culture and atmosphere> incentive measures> employee growth opportunities> personal character> corporate prospects.

Through the above statistical analysis results, it is found that compared with resignation, some employees have a stronger salary system and corporate culture and atmosphere. When employees have higher employee growth opportunities, corporate prospects and personal characteristics. When it has lower incentives. On the whole, the factor of employee turnover rate presents a phenomenon of differentiation, that is, the situation of high salary system and high employee growth opportunities, which also shows that the salary system has produced obvious results for people of different levels. Relatively speaking, the factor of employee turnover rate treats the salary system with a relatively calm mind, and there is no overly strong reaction. Therefore, there is a clear difference between the employee turnover rate factor and the employee turnover rate factor.

4.2.2 Analysis of Internal Factors of the Enterprise

Table 25 One-way Analysis of Variance

	sum of square	df	Mean square	F	Significance
Salary System	Between groups	.411	.137	3.700	.012
	Within the group	12.262	.037		
	total	12.673	334		

Source: developed by author.

It can be seen from Table 25 that there are significant differences in the compensation system among different employees ($P=0.012 < 0.05$). Below we use multiple comparisons to further explore, as shown in Table 26.

Table 26 Multiple Comparisons

Dependent variable	(I) Employee	(J) Employee	Mean difference (I-J)	Standard error	Significance	95% confidence interval	
						Lower limit	Upper limit
						Salary System	1
3	-.05623	.03484	.504	-.1502	.0377		
4	.02050	.03517	.993	-.0744	.1154		
2	1	.06519	.03520	.343	-.0297		.1600
	3	.00895	.02690	1.000	-.0625		.0804
	4	.08568*	.02733	.012	.0129		.1585
3	1	.05623	.03484	.504	-.0377		.1502
	2	-.00895	.02690	1.000	-.0804		.0625
	4	.07673*	.02687	.029	.0052		.1483
4	1	-.02050	.03517	.993	-.1154		.0744
	2	-.08568*	.02733	.012	-.1585		-.0129
	3	-.07673*	.02687	.029	-.1483		-.0052

Source: developed by author.

Note: *. The significance level of the mean difference is 0.05.

Through Table 26, it is not difficult to find that in the salary system phenomenon, there are significant differences between 4 groups and 6 groups, and there are significant differences between 5 employees and 6 groups.

Table 27 One-way Analysis of Variance

Business prospects					
	sum of square	df	Mean square	F	Significance
Between groups	.329	3	.110	3.017	.030
Within the group	12.045	331	.036		
total	12.374	334			

Source: developed by author.

Through Table 27, it is not difficult to find that there is a significant difference in the company's prospects in different employee compensation systems ($P \text{ value} = 0.030 < 0.05$). The following is an in-depth analysis of the differences between different employees through multiple comparisons.

Table 28 Multiple Comparisons

Dependent Variable: business prospects

(I)	(J)	Mean difference (I-J)	Standard error	Significance	95% confidence interval	
					Lower limit	Upper limit
1	2	.09333	.03583	.044	-.0034	.1901
	3	.07208	.03470	.225	-.0219	.1661
	4	.03794	.04022	.923	-.0701	.1460
2	1	-.09333	.03583	.044	-.1901	.0034
	3	-.02126	.02428	.944	-.0857	.0432
	4	-.05539	.03167	.404	-.1400	.0292
3	1	-.07208	.03470	.225	-.1661	.0219
	2	.02126	.02428	.944	-.0432	.0857
	4	-.03413	.03039	.841	-.1155	.0472
4	1	-.03794	.04022	.923	-.1460	.0701
	2	.05539	.03167	.404	-.0292	.1400
	3	.03413	.03039	.841	-.0472	.1155

Source: developed by author.

As shown in Table 28, it is not difficult to find that although there is a weaker significance between the 3 groups and between the 4 groups (significance $0.044 < 0.05$), there is no significant difference among other employees.

**Table 29 One-way Analysis of Variance
Corporate Culture and Atmosphere**

	sum of square	df	Mean square	F	Significance
Between groups	.017	3	.006	.158	.925
Within the group	11.876	331	.036		
total	11.893	334			

Source: developed by author.

Table 30 Multiple Comparisons

**Dependent Variable: corporate culture and atmosphere
Tamhane**

(I)	(J)	Mean difference (I-J)	Standard error	Significance	95% confidence interval	
					Lower limit	Upper limit
1	2	-.01519	.03292	.998	-.1038	.0735
	3	-.01101	.03299	1.000	-.0998	.0778
	4	.00259	.03441	1.000	-.0900	.0951
2	1	.01519	.03292	.998	-.0735	.1038
	3	.00417	.02618	1.000	-.0653	.0737
	4	.01777	.02794	.989	-.0567	.0923
3	1	.01101	.03299	1.000	-.0778	.0998
	2	-.00417	.02618	1.000	-.0737	.0653
	4	.01360	.02803	.997	-.0611	.0883
4	1	-.00259	.03441	1.000	-.0951	.0900
	2	-.01777	.02794	.989	-.0923	.0567
	3	-.01360	.02803	.997	-.0883	.0611

Source: developed by author.

As shown in Table 29 and Table 30, it is not difficult to find that corporate culture and atmosphere have no significant differences in the factors of different employee turnover rates.

Table 31 One-way Analysis of Variance

Incentives						
	sum of square	df	Mean square	F	Significance	
Between groups	.043	3	.014	.433	.729	
Within the group	10.892	331	.033			
total	10.935	334				

Source: developed by author.

Table 32 Multiple Comparisons

Dependent Variable: incentives						
(I)	(J)	Mean difference (I-J)	Standard error	Significance	95% confidence interval	
Employee	Employee				Lower limit	Upper limit
1	2	-.03481	.02885	.792	-.1122	.0426
	3	-.03188	.02840	.841	-.1081	.0443
	4	-.03144	.03112	.896	-.1149	.0520
2	1	.03481	.02885	.792	-.0426	.1122
	3	.00293	.02524	1.000	-.0641	.0699
	4	.00337	.02826	1.000	-.0720	.0787
3	1	.03188	.02840	.841	-.0443	.1081
	2	-.00293	.02524	1.000	-.0699	.0641
	4	.00044	.02780	1.000	-.0737	.0746
4	1	.03144	.03112	.896	-.0520	.1149
	2	-.00337	.02826	1.000	-.0787	.0720
	3	-.00044	.02780	1.000	-.0746	.0737

Source: developed by author.

As shown in Table 31 and Table 32, it is not difficult to find that there is no significant difference in incentive measures for different employee turnover factors.

Table 33 One-way Analysis of Variance

Employee growth opportunities					
	sum of square	df	Mean square	F	Significance
Between groups	.156	3	.052	1.571	.196
Within the group	10.972	331	.033		
total	11.128	334			

Source: developed by author.

Table 34 Multiple Comparisons

Dependent Variable: employee growth opportunities						
(I)	(J)	Mean difference (I-J)	Standard error	Significance	95% confidence interval	
Employee	Employee				Lower limit	Upper limit
1	2	.01556	.03312	.998	-.0739	.1050
	3	.05546	.03329	.468	-.0344	.1453
	4	.01141	.03635	1.000	-.0863	.1091
2	1	-.01556	.03312	.998	-.1050	.0739
	3	.03990	.02401	.461	-.0238	.1036
	4	-.00415	.02810	1.000	-.0792	.0709
3	1	-.05546	.03329	.468	-.1453	.0344
	2	-.03990	.02401	.461	-.1036	.0238
	4	-.04405	.02830	.541	-.1196	.0315
4	1	-.01141	.03635	1.000	-.1091	.0863
	2	.00415	.02810	1.000	-.0709	.0792
	3	.04405	.02830	.541	-.0315	.1196

Source: developed by author.

According to Table 33 and Table 34, it is not difficult to find that there is no significant difference in the employee turnover rate among different employee turnover factors.

Table 35 One-way Analysis of Variance

Personal Character	sum of square	df	Mean square	F	Significance
Between groups	.056	3	.019	.463	.709
Within the group	13.298	331	.040		
total	13.354	334			

Source: developed by author.

Table 36 Multiple Comparisons

Dependent Variable: personality

(I)	(J)	Mean difference (I-J)	Standard error	Significance	95% confidence interval	
					Lower limit	Upper limit
1	2	.03407	.03570	.920	-.0625	.1307
	3	.01720	.03716	.998	-.0830	.1174
	4	.03828	.03957	.914	-.0681	.1447
2	1	-.03407	.03570	.920	-.1307	.0625
	3	-.01688	.02652	.989	-.0873	.0535
	4	.00420	.02981	1.000	-.0754	.0838
3	1	-.01720	.03716	.998	-.1174	.0830
	2	.01688	.02652	.989	-.0535	.0873
	4	.02108	.03312	.985	-.0630	.1052
4	1	-.03828	.03957	.914	-.1447	.0681
	2	-.00420	.02981	1.000	-.0838	.0754
	3	-.02108	.03312	.985	-.1052	.0630

Source: developed by author.

As shown in Table 35 and Table 36, it is not difficult to find that there is no significant difference in personal character among different factors of employee turnover rate.

In summary, among the five phenomena, only the salary system and corporate prospects differ in terms of different employee turnover factors. In the salary system phenomenon, 4 groups of employees have a lower salary system than 6 employees; among employees, 5 employees have a lower salary system than 6 employees' turnover rate factors. In the phenomenon of business prospects, only differences exist between employees, that is, the four groups have higher business prospects than the three groups.

4.2.3 Analysis of Personal Factors

We have analyzed the differences between employees in different situations, and found that there is a significant difference between the factors affecting employee turnover and employee turnover rate between the salary system and the company's prospects, but there is no significant difference in the other four phenomena. Now we analyze the differences in personality of factors affecting employee turnover.

Table 37 Standard Deviation Test

	N	Mean	Standard deviation	Standard error of the mean
Salary System	312	1.2020	.16936	.01694
	312	1.3780	.16631	.01837
Business prospects	312	1.2540	.18825	.01883
	312	1.2585	.18722	.02067
Corporate culture and atmosphere	312	1.2460	.19869	.01987
	312	1.2756	.17678	.01952
Incentives	312	1.2600	.18749	.01875
	312	1.2268	.17712	.01956
Employee growth opportunities	312	1.2140	.16393	.01639
	312	1.2537	.20620	.02277
Personal character	312	1.2580	.21704	.02170
	312	1.2317	.19992	.02208

Source: developed by author.

From Table 37, it is difficult for us to find obvious differences in personality among the five phenomena. To this end, we analyzed the independence test, and the results are shown in Table 38.

Table 38 T-test of the Mean Equation

	T test for the mean equation				
	t	df	Sig.(Bilateral)	Mean difference	Standard error
Salary System	-7.034	180	.000	-.17605	.02503
Business prospects	-.162	180	.871	-.00454	.02798
Corporate culture and atmosphere	-1.051	180	.295	-.02961	.02818
Incentives	1.217	180	.225	.03317	.02725
Employee growth opportunities	-1.446	180	.049	-.03966	.02744
Personal character	.842	180	.401	.02629	.03121

Source: developed by author.

Through Table 38, it is not difficult to find that there is a significant difference (Sig.=0.000) between the salary system and employee growth opportunities in the personality of the influencing factors of employee turnover, while other phenomena have no significant differences between groups. To sum up, there are significant differences in different personalities among the factors affecting employee turnover.

4.3 Countermeasures for the Brain Drain of Huaxi Construction Group

4.3.1 Implementation of Human-based Management

The salary system currently promoted by Huaxi Construction Group is closely related to obvious defects, wages and other indicators. Although the company's salary system has adopted reform measures, it is basically a slight change and cannot be said to be a conservative reform. Therefore, it is necessary to optimize and adjust the salary system. For the above problems, in the process of optimizing the salary system, four principles can be summarized: legality, competitiveness, fairness, and incentives. These principles accurately explain the humanity principles that employees must consider. These principles are consistent with the sound compensation mechanism and employees' ideas. They not only stimulate the enthusiasm and enthusiasm of employees, but also encourage employees to make more enthusiastic contributions to the company. Establish a sense of identity with the company.

First, treat all employees equally. Huaxi Construction Group has always been customer-centric. Employees should pay attention to customer satisfaction during their work, try their best to meet customer requirements, maintain customers, and improve group performance. Therefore, the salary evaluation results have clear indicators and tasks, so that most employees

can achieve their goals, excellent results will be rewarded more, and bad results will be eliminated through fair competition. The compensation system has been converted from the previous single promotion method to a two promotion channel design, and employees can switch between the two promotion channels. And those new employees and more capable employees can be significantly promoted and change their development direction at any time.

There are various reasons for the brain drain in the construction industry, but in fact there are rules to follow. In response to the above-mentioned problem of the brain drain of Huaxi Construction Group, we adopted a research method that combines two aspects of resigning employee interviews and on-the-job employee satisfaction, and combined with the reasons for the brain drain in the construction industry analyzed above, and finally analyzed the talents of Huaxi Construction Group The reason for the loss. Through these two aspects of research, the reasons for the brain drain of Huaxi Construction Group can be studied from three levels, namely, the enterprise level, the individual level, and the economic and labor market level.

As a typical representative of the domestic construction industry, Huaxi Construction Group is also common in other domestic construction industries. Only according to the above-mentioned important reasons, can the problem of brain drain in most domestic construction industries, including Huaxi Construction Group, be solved. Only in this way can the problem of brain drain in many domestic construction industries be fundamentally solved. This article focuses on the three major levels of enterprise, individual, economy and labor market, and proposes a comprehensive solution to the problem of brain drain in the construction industry.

In recent years, Huaxi Construction Group has obviously ushered in extremely rapid development. However, Huaxi Construction Group has always had a shortcoming. Corporate management has always been a traditional management. Where can employees learn about the bright future of the future? If you can't even see your own future, your efforts will obviously become empty talk. If an individual does not choose to work hard, it is just nonsense to create profits and value for the company. If it cannot continue to create high benefits for the enterprise, the subsequent development of the enterprise will also fall into a deadlock. Regarding the above, this is also the direct cause of the high staff turnover rate of Huaxi Construction Group. Therefore, in order to fundamentally solve this problem, employees must obtain a more reasonable room for growth. First, fully construct a sound enterprise internal competition mechanism, so that only excellent employees can get jobs; second, for employees who are exceptionally good and whose abilities are stronger than the job requirements, use rotation To train employees, their knowledge and skills can be greatly improved.

Obviously, human resources have gradually become the company's most active business management element resources, and human resource planning plays a very important role in the company's business management process. The company's human resource planning has certain guidance and overall characteristics, and can even make practical adjustments to human resource policies and methods, which can ensure that human resource management activities can be fully implemented. This is conducive to formulating and implementing macro development plans, and rationalizing the balance between supply and demand of human

resources. Details are as follows:

Determine strategic planning, human resource planning, human resource management system and detailed implementation plan. All of these are completely dependent on the company's strategic goals, but a detailed employee recruitment plan is the main content of the human resource plan-to establish a human resource management system, make the management plan successful, and improve planning, education, assessment and incentive plans, retirement plans Supply in various directions and basis.

Every enterprise must do a good job of job assignment and employee arrangement, and make a human resource plan in advance. During the job changes and development during the period, there are also long-term talent supply and demand forecasts based on the specific conditions during the planning period. According to records, only when the company can better implement the human resource supply and demand forecast for the jobs generated by the work research institute can it provide the prerequisites for the formulation of medium and long-term human resource plans and annual implementation plans. Scientific human resource development has laid a solid foundation for the company's specific implementation plan in the future.

Only by clearly understanding the corporate strategy, and actively entering the entire strategy implementation process of Huaxi Construction's human resource management, and assuming the important task of strategic command, can it be easier to implement only when the leadership attaches importance to the work. Leaders of Huaxi Construction should face the current status quo and management dilemmas, assess the situation and take the strategic pattern and requirements of modern corporate human resource management as the strategic starting point. From the perspective of achieving the long-term strategic goals of Huaxi Construction, we must establish and improve compliance The human resource planning system and framework required by the enterprise, improve the support and reasonable platform for human resource strategic planning, and create a good human resource operation and management environment for the correct development and implementation of the human resource strategic execution plan. In order to effectively avoid the lack of traditional human resource strategic plans, it cannot be carried out without the reality of enterprise development.

4.3.2 Establish and Improve Employee Career Development Plans

An effective communication mechanism is essential for the management and employees of Huaxi Construction Group. It can not only solve problems in the process of enterprise development in a timely manner, but also help increase employees' understanding of Huaxi Construction Group's relevant policies and facilitate the company. The implementation of relevant policies has promoted employees to create more wealth for Huaxi Construction Group. Therefore, Huaxi Construction Group should establish an efficient communication mechanism within the company, such as building an internal website, and updating the company's latest information on the website every day, such as some of the company's rules and regulations, some of the company's new developments, etc., to facilitate everyone Employees get the company's latest news as soon as possible; establish and improve the employee suggestion

system, broaden and improve the suggestion channels, encourage every employee to put forward corresponding opinions and suggestions based on the company and their own actual conditions, so as to solve the company's current problems and improve Business Situation. For those employees' suggestions that have been adopted, they will be promoted and implemented within Huaxi Construction Group on the premise that they are operability, and certain material rewards and spiritual praise will be given to the employees who made the suggestions.

Personnel recruitment is the first link between employees and the company. If there is a problem in this link, it is likely to bring hidden dangers to the loss of future employees. At present, my country West China Construction Group still has many problems in the recruitment of personnel, such as irregular recruitment procedures, etc. Some companies even deceive applicants in order to retain excellent talents. This will not only fail to retain excellent talents, but will affect it. The reputation of the entire company. In order to select more suitable talents during the recruitment period, companies should adhere to the following principles:

a. Frankly meet with the recruited personnel. The recruiters of Huaxi Construction Group must pass all the company's information and job information to candidates accurately and without any dishonest behaviors deliberately concealing negative information about the company and positions. Only by obtaining a higher match between employees and Huaxi Construction Group degree. Even if employees do not meet their own expectations after understanding the Huaxi Construction Group and their positions, they can also choose to opt out of the recruitment process, thereby reducing the turnover rate of core staff and recruitment costs.

b. Inform the applicant of the development prospects of Huaxi Construction Group. Give employees the opportunity to choose independently. If employees feel that the company's development prospects do not match their expectations, they can consciously choose to leave.

c. Inform candidates of future career development plans. Understand the interests and intentions of employees, and tailor their career plans.

d. Fully communicate and select talents who adapt to the culture of West China Construction Group. Only those who integrate with the culture of Huaxi Construction Group can create more value for the company and realize their own life goals. Otherwise, even if they have high skills, they cannot truly integrate into the company.

4.3.3 Establish a Fair and Reasonable Salary System

From officially entering Huaxi Construction Group to the tendency of employee turnover, this period of time is usually referred to as the employee tenure. This stage plays a vital role in the management of the entire human resources. During his tenure, he improved the management system of the enterprise, mainly from the perspectives of salary system, promotion space, and communication mechanism.

Huaxi Construction Group is a profit-oriented enterprise. The company is mainly to make money. This requires a large number of talents to ensure that the company can operate smoothly. Retaining talent is very important. Therefore, the company must establish a scientific and

reasonable wage management system, and these systems must be implemented scientifically and reasonably. Retaining talent Huaxi Construction Group is an energy company. The people who run this enterprise are a large number of professionals. To this end, it is necessary to establish a salary management system to achieve salary incentive effects, retain talents, and create value. The company's corporate culture emphasizes that to accelerate China's development, professionals, coordinators, work difficulties and individual abilities are needed. It is particularly important to determine the amount of wages based on the work done. It is more appropriate to use performance pay and basic pay systems. First of all, professionals have laid the foundation for the company's development and development. Therefore, for positions with high technical requirements, high-paid employees can be used to attract technical employees and new technical personnel. Of course, the temptation of high salaries will have a great impact on anyone, but under the condition of cost budget constraints, the salary structure will change reasonably and the employees' psychology will be satisfied, so that the salary structure better reflects the incentive effect.

At present, the concept of salary management of Huaxi Construction Group still stays in the traditional salary management system. Therefore, it is necessary to break through the traditional concept and establish a new salary management concept, and transform the traditional salary management system into a modern salary management system. The distribution system transforms the human resources investment system. Second, to build a scientific and reasonable salary management system, Huaxi Construction Group can refer to the advanced international experience at home and abroad and combine the characteristics of the enterprise to formulate a salary management system consistent with the enterprise, and gradually establish a standardized and scientific salary management.

The wage system currently implemented by Huaxi Construction Group has obvious defects. There is a close relationship between wages and indicators. Although the company has reformed the wage system, it is basically a minor change and cannot be called a wage reform. At the same time, the company's salary incentives are also insufficient, and the company's salary system is also in its salary system. Therefore, the compensation needs to be optimized and adjusted. In response to the problems mentioned above, in the process of optimizing the wage system, four principles can be summarized, such as: legality, competitiveness, fairness, and incentives. These principles accurately express the humanity principles required by employees. The perfect salary mechanism of these principles is consistent with employees' thinking, which not only promotes the enthusiasm and enthusiasm of employees, but also encourages employees to strengthen their enthusiasm for the company's contribution. Enhance recognition of the company.

First of all, all employees are treated equally: fair wage structure and consistent performance reduces the degree of dissatisfaction among employees. Huaxi Construction Group has many settlement methods. In addition to salary bonuses for front-line staff, there are also many schools' high-tech and airborne management salary recruitment. This also leads to unfair wages. While the salary system is constantly improving, the company finally adopted the same salary management method, that is, the salary of employees is basic salary,

performance salary, and special salary. Among them, the basic salary is a fixed salary, the performance salary is mainly closely related to the personal ability of the employee, and the special salary is various subsidies and rewards from the company. Performance pay needs to be supervised by relevant departments. Huaxi Construction Group always regards customers as the center. Employees should pay attention to customer satisfaction at work, try their best to meet customer needs, retain customers, and increase department performance. Therefore, the performance of salary evaluation is manifested in the following aspects: clear indicators and tasks, so that most employees can meet the indicators, excellent performance will be more compensated, and poor performance will be eliminated, which is both fair and competitive. The salary system has changed from a single promotion method in the past to two promotion channels, and employees can switch between the two channels. At the same time, new employees and capable employees can also improve rapidly and change their development direction at any time.

To solve the high turnover rate of personnel, the first step should start with recruitment and establish a correct recruitment system. Just like a person who doesn't even know his own career plan and just joins Huaxi Construction Group, this must bear the risk of the employee's loss in the future for Huaxi Construction Group. The principle of "select only the most suitable, not the best" should be the primary principle of construction companies when recruiting. For example, Huaxi Construction Group also has high school graduates, college students, and undergraduates in the bottom jobs, which shows that there are serious problems in the recruitment system.

In view of the problems in the recruitment process of Huaxi Construction Group, it is suggested that the company should establish a correct recruitment system and make the following improvements:

First, in terms of values. Although things like values are intangible and invisible, they have a profound impact on employees' sense of identity with the company after they join the company. Whether the company's image can be correctly conveyed to customers should be the primary indicator of recruitment. The second is the recognition and awareness of the construction industry. Third, applicants are required to have personal indicators such as stress resistance, management ability, and execution ability.

In response to the recruitment problem of Huaxi Construction Group, it is believed that the company should use more scientific and effective structured interviews based on behavioral event interview techniques.

At present, the enthusiasm of Huaxi Construction Group's employees, especially new employees, has been severely affected. The reason is that its salary and welfare system is flawed and imperfect, and the top priority is to improve it. Therefore, if a company wants to retain talents, it must first start with salary, increase employee salaries and benefits as much as possible, and establish a competitive salary system.

Through the staff survey of Huaxi Construction Group, it is found that 85% of employees hope to learn new knowledge and skills in the company, realize their self-worth, and get promotion opportunities. Therefore, the company should have a comprehensive and complete employee training plan and employee promotion system. Provide adequate training for different employees, and develop employees in multiple aspects and levels.

The construction industry should establish a "people-oriented" corporate culture atmosphere, and build a harmonious working environment and a good psychological atmosphere for its employees. Through the enlightened employment system, scientific and effective management system and humanized management methods, employees can maintain a healthy and happy mentality under stressful working conditions.

Although Huaxi Construction Group has developed rapidly in recent years, there is a drawback of Huaxi Construction Group, that is, business management is mostly family management, most positions are occupied by relatives and friends of the leader, and there is little room for internal promotion. We might as well imagine that if the company does not even have an open and transparent promotion mechanism, how can employees see a bright future? If you can't see your future, how can you work hard for it? If you don't work hard, how can you create economic benefits for your company? If it cannot create high benefits, how can the company develop? If the company stagnates, how can it retain employees? This series of questions is not difficult to explain why Huaxi Construction Group's core staff turnover rate remains high. Therefore, in order to solve this problem fundamentally, it is necessary to provide employees with reasonable promotion space. First of all, establish and improve the internal competition mechanism of the company. Only excellent employees can obtain a competitive position; secondly, for those exceptionally excellent employees whose ability far exceeds the job requirements, they can be rotated when there are no higher job vacancies. To exercise employees in a way, and continuously improve their knowledge and skills; finally, regularly carry out training and career planning activities for employees to continuously improve their comprehensive quality and capabilities.

4.3.4 Shaping a Good Corporate Culture

In the process of establishing the corporate culture of Huaxi Construction Group, the personal development of employees should not be neglected, which mainly includes two aspects: material and spiritual. For outstanding employees, humanistic care and material rewards can be given to motivate employees. Adopt the concept of common development between employees and Huaxi Construction Group, integrate employees into the development of Huaxi Construction Group, pay full attention to the personal development of employees, and enhance their sense of belonging to the company. If every employee regards the development of Huaxi Construction Group as their own efforts Direction, then the improvement of the cohesion of Huaxi Construction Group will be easy.

To improve the enthusiasm of employees, the first step is to let employees choose the most suitable positions, give full play to their professional expertise and expertise, and provide them

with greater development space to display their talents. On the basis of employees doing their job well, Huaxi Construction Group can establish a sound training system, further improve the staff's business level and professional knowledge, improve the overall quality of employees in various departments, and feel the power of corporate culture. Senior managers of Huaxi Construction Group should also play an exemplary role and actively participate in the cultural construction activities of Huaxi Construction Group. In addition to normal wages and salaries, Huaxi Construction Group's operating activities should also provide employee benefits in the form of rewards to improve the overall staff of the company. Work enthusiasm and work enthusiasm. In addition, the establishment of a fair and open performance appraisal system enables employees to improve in comparison and competition without subjective factors as the basis for appraisal. The performance appraisal system can adopt methods such as performance pyramid and economic value added.

Through the implementation of this series of measures, Huaxi Construction Group and its employees will develop together. Employees will perform their duties in the development of Huaxi Construction Group. The development prospects of Huaxi Construction Group will be broader. At the same time, the employees' pursuit of wages and salaries has changed to the pursuit of maximizing corporate value, and they are concerned about the growth of Huaxi Construction Group, which strengthens the overall cohesion of Huaxi Construction Group and effectively displays the value of corporate culture.

4.3.5 Establish a Prevention Mechanism for Brain Drain

Human resources are the most active resources in the process of corporate management, and human resource planning plays the greatest role in the process of corporate management. The company's human resource planning is not only instructive and holistic, but also can continuously adjust human resource policy methods and means to make human resource management work better. This helps organize and implement macro development projects, control the balance of human resources supply and demand, and achieve a balance between human resources supply and demand. The organization's human resources can be better configured to complete the work of optimizing the allocation of human resources. In order to establish a scientific and efficient human resource planning system, the company must comprehensively consider the following aspects:

Determine the strategic plan, human resource plan, human resource management system, and detailed implementation plan. All of these, the company's strategic goals are completely dependent on the content of the human resource plan, but the main content of the human resource plan is to establish a human resource management system, a detailed employee recruitment plan, successful training plan, improvement plan, education, evaluation, and incentive plan, Retirement plans and other directions, and as a basis.

The so-called prediction refers to the use of effective target information such as history and current situation, the use of effective scientific methods and technologies, in the future development process, to make scientific and reasonable conclusions about the target in advance

without legal evolution. Therefore, human resources should conduct specific research on the internal and external environment of the company's human resources supply, predict the company's human resources supply and supply, to predict the quantity and quality of human resources, and the leadership plan, backup plan, and talent flow of scientific talents. It is not standardized.

Job analysis refers to the main premise of developing scientific and effective human resource plans, and then predicting the supply and demand of various talents. Every enterprise must do a good job of job assignment and staff arrangement, determine the job resource plan in advance, and forecast the supply and demand of long-term talents in the plan and the change and development of positions, and even according to the specific situation in the plan. The job description of the job research is the company's better forecast of talents, and then provides the most important prerequisite for the mid- to long-term human resource planning and annual plan formulation. The development of scientific human resources has laid a good foundation for the company's specific implementation plan in the future.

Huaxi Construction Group finds employees, implements employee recruitment information, conducts interviews, interview evaluations, and hires and arranges employees. Each step involves a lot of human, material, financial and other issues. It is necessary for Huaxi Construction Group employees to obtain employment costs. After the completion of the employment, Huaxi Construction Group will implement induction training and on-the-job training for new employees, and at the same time provide guarantees to employees, thereby incurring direct costs for employee development and use guarantees; at the same time, the training costs of employees in training will cause the training of employees Production efficiency costs, as well as indirect costs for employees to use guarantees in development, also form employee development guarantees. The loss of core personnel will directly lead to severance pay. At the same time, the behavior of core personnel loss will also result in the cost of losing benefits before the loss, as well as the cost of temporary vacancies.

CHAPTER 5 RESEARCH CONCLUSIONS AND PROSPECTS

5.1 Research Conclusion

With its unique advantages, Huaxi Construction Group has gradually become a new driving force for my country's economic development, but its employee turnover problem has become more and more serious, which has had a profound impact on Huaxi Construction Group and the development of the national economy. Through the analysis of the reasons for its employee turnover, this paper makes an in-depth and detailed exploration of the countermeasures of Huaxi Construction Group to deal with employee turnover. Only a few companies have ideal talents. In many companies, in order to meet the development needs of the organization, some companies make employees work too hard. During the work process, some employees have limited ability, and some employees may feel that their ability is insufficient. In the long run, talents cannot be effectively used, resulting in imbalances. appear. The nature and characteristics of any enterprise organization may be contrary to its continuous pursuit of survival and sustainable development of the enterprise. The effective acquisition and rational utilization of enterprise human resources are the main decisive factors affecting the survival and sustainable development of enterprises. How does the organization ensure all types of human resources in the right time and quantity. With the progress and rapid development of modern science and information technology in our country, the social and economic environment has also undergone tremendous changes. How to correctly deal with these important and volatile factors is extremely important. The factors that affect the number of employees in the corporate structure include the company, machinery and equipment, technological innovation, internal work management systems, and employee capabilities. The enterprise human resource management planning system analyzes the existing factors and human structure of the enterprise, finds out the factors and bottlenecks that these factors affect the effective management and utilization of enterprise human resources, and maximizes the protection and improvement of enterprise human resources management performance. Reduced the relationship and ratio between corporate human resources and corporate management costs. The stable growth of employees within the company plays a vital role in the long-term development of the company. Huaxi Construction Group currently lacks this. In response to this problem, the company should arrange the company's middle and senior managers as career development mentors for new employees, and conduct one-on-one heuristic interviews to regularly review the career development of new employees and inspire self-management awareness of new employees' career development. So that they can better go further in the enterprise and construction industry, the ultimate goal is to reduce the brain drain of the enterprise.

Work in the construction industry is intense. This kind of high-intensity work has severely affected the work and personal life balance of new employees in most domestic construction industries, including Huaxi Construction Group. In addition to work, employees of any

company have their personal lives, such as family life. The significance of family life to a person is self-evident. Give employees a high degree of attention and attention to the balance between work and personal life, so that the work and personal life of new employees can truly complement each other, which can further reduce the brain drain of the company.

The economy and the labor market are inherently unstable. If left unchecked, it will naturally cause market chaos, and the "invisible hands" of the market lack the ability to self-regulate. Therefore, when the economy and labor market are in disorder and their operations are ineffective, the government is particularly required to extend a "tangible hand" so as to carry out appropriate regulation and intervention to improve the soundness and effectiveness of the construction economy and labor market access system. my country's numerous construction industries, including Huaxi Construction Group, as emerging industries in the national economy, require adequate support from the local government, and rational use of laws, administration, and economic methods to conduct scientific regulation and control. The industry can develop in a healthy and orderly manner. All in all, if Huaxi Construction Group wants to reduce the excessively high brain drain rate, it should break the traditional personnel management concept established before, re-establish a new human resource management concept suitable for the development of modern enterprises, and establish a set of scientific modern human resources Management mode. If Huaxi Construction Group wants to reduce the employee turnover rate, it must retain the talents and implement humanized management, so that the talents feel that they are the core resource for the development of the entire enterprise. Only in this way can Huaxi Construction Group become a place to attract and retain talents, continue to grow, improve core competitiveness, and take the lead in the fierce competition.

5.2 Recommendation

By studying the case of staff turnover in West China Construction Group, we can see that the theory of human resource management plan is an important theoretical basis for modern enterprise human resource management plan and business management. It also includes the corporate human resource management overall plan and various human resource management business plans. Determine the manager's requirements for resource management capabilities, adjust different positions in the company, control different behaviors, tasks, training, etc. of the company's employees, provide reliable decision-making basis for human resource planning and management and business development, thereby effectively guaranteeing corporate human resources Plan management and business activities to be normal and orderly. The requirements of human resource organization and management not only help employees realize the development policy, but also mean that the various material needs and spiritual needs of the company and employees are fully satisfied, so as to make the company and employees lasting motivation and enthusiasm Fully motivated, employees must be fully aware of the various things they can meet and the level of demand they can meet only under certain conditions when formulating human resource management plans. The formulation of human resource management plans can help enterprises to calculate the specific costs of corporate human resource management planning solutions through inspection and analysis, as well as the social

and economic benefits brought about by the implementation, and avoid the need for large amounts of the actual problem of high labor costs caused by waste of human resources. Therefore, through the development of enterprise human resources planning, it is possible to predict the changes in the resource structure of the internal personnel of the enterprise organization, adjust the personnel resource structure of the enterprise organization, and effectively control the organization's labor cost at a reasonable labor cost level. This is also the organization's continued business an indispensable key link in the process of survival and development is also an indispensable part of the future development of Huaxi Construction Group.

This article takes Huaxi Construction Group, a well-known construction industry in China, as the research object. Aiming at the problem of the increasing brain drain rate of Huaxi Construction Group in recent years, it consults books and important theories related to brain drain at home and abroad, and analyzes the brain drain of my country's construction industry. Analyze the reasons from the three levels of enterprise, individual, economy and labor market, and finally conduct countermeasure research through these three levels, and is committed to providing a complete solution to the talent problem of Huaxi Construction Group. The Huaxi Construction Group studied in this article is a traditional domestic construction industry with a history of more than 20 years, and it has a certain representativeness. Through various in-depth analysis within the enterprise, we find out the real reason behind the high brain drain rate of Huaxi Construction Group, and propose corresponding solutions to the reasons to help Huaxi Construction Group reduce the brain drain rate. At the same time, I hope to provide reference for more domestic construction industries to solve the problem of brain drain. Due to the limited time of this research and the limited level of my own, I have not been able to conduct a thorough research on the subject of this article, and can only propose relatively simple countermeasures. At the same time, the problem of brain drain in construction companies will be the key research object of construction companies in the future. It is hoped that scholars can conduct more in-depth research and thoroughly solve the problem. In the end, I hope that China's construction industry as a pillar industry of the national economy can develop in an orderly and healthy manner.

REFERENCES

- Cui, W. (2019). *Research on the status quo, causes and countermeasures of brain drain in banking industry-Taking ZG Bank Dezhou Branch as an example*. Shandong: Shandong University
- Fan, W. Y. (2019). Song Hongfeng recognized the impact of incentives on employee performance. *Chinese Forestry Economy*, 3(11), 45-49.
- Gao, Q. Y. (2017). Factors analysis of brain drain in state-owned enterprises in Liaoning Province. *Chinese Market*, 11, 169-170.
- Ge, H. L. (2019). *Case study on brain drain of ZM Construction Group*. Huanggu District, Shenyang: Liaoning University of Petroleum and Chemical Technology.
- Houtkamp, C. (2016). English and the brain drain: An uncertain relationship. *Acta Universitatis Sapientiae, European and Regional Studies*, 9(1), 23-29.
- Huang, Y. (2019). *Employee mobility research of Fuzhou NY State-owned Commercial Bank*. Jiangxi: Jiangxi University of Finance and Economics.
- Huang, Z. Y. (2019). On how to control the loss of human resources. *The national circulation economy*, 23(2), 156-161.
- Jiang, T. J. (2018). Discussing the crisis of brain drain from human resource management and salary management. *China Science and Technology Investment*, 7(2), 113-117.
- Jing, Z. (2019). Research on the problem of staff turnover in tourism and hotel industry and its countermeasures. *Marketing Industry*, 13(8), 103-107.
- Khadria, B. (2013). *Brain drain, brain gain, India*. Retrieve from <https://doi.org/10.1002/9781444351071.wbeghm073>
- Kong, X. N. (2018). A probe into the brain drain of travel agencies and M&A integration strategies. *China Management Informatization*, 4(12), 66-70.
- Li, B. (2015). *Research on the brain drain of Shanxi A Construction Company*. Taiyuan: Taiyuan University of Technology
- Li, S. Z. (2008). An analysis of the cause of brain drain in private enterprises. *China Collective Economy*, 4(27), 74-79.
- Li, W. X. (2018). Exploring countermeasures for bidirectional flow of scientific and technological talents in colleges and enterprises based on expectation theory. *Knowledge Economy*, 18(7), 198-204.

- Liu, C. Q. (2014). *Optimization design of career planning for employees in State-owned enterprises - A case study of the headquarters of XX Group*. Furong District, Changsha: Hunan Agricultural University.
- Liu, L. (2019). State-owned enterprise performance management in the new period and its reform proposals. *Enterprise Reform and Management*, 11(3), 112-116.
- Liu, X. B. (2018). Reasons and countermeasures for brain drain in state-owned construction enterprises. *Human Resource Management*, 5(3), 109-110.
- Liu, Y. Y. (2015). *Study on the current situation and countermeasures of HP company's brain drain*. Chengdu, Qingyang District: Southwestern University of Finance and Economics
- Lu, H. Y. (2018). Ways and measures to improve corporate culture construction. *Science and Technology*, 34 (11), 117-121.
- Luo, J. S. (2016). *Case study on brain drain of Y Company*. Dalian, Ganjingzi District: Dalian University of Technology.
- Luo, Y. (2017). Causes and countermeasures of brain drain in small and medium-sized enterprises. *Human Resource Management*, 1, 700-711.
- Min, M. (2016). Analysis of causes and countermeasures of brain drain in state-owned enterprises under the new situation. *Journal of Shanxi Economic Management Cadre Institute*, 4(2), 13-16.
- Pang, H. Z. (2008). A preliminary study on the training mode of applied service outsourcing talents. *Journal of Tianjin Institute of Finance and Trade Management Cadres*, 3(11), 10-14.
- Panzaru, C., & Reisz, R. D. (2017). Brain drain migration from Romanian Academia. *The End of a Mirage. European Review of Applied Sociology*, 10(14). doi: 10.1515/eras-2017-0003
- Ren, J. (2019). *AX Securities company brain drain problem and countermeasure research*. Hebei: Hebei University of Engineering.
- Savic, M., & Dakic, S. (2016). Demographics, migration and brain drain in the Danube region. *Economic Themes*, 54(4), 469-483.
- Tyson, A. (Ed.). (2019). *The political economy of brain drain and talent capture*. New York: Taylor and Francis.
- Wang, Z. L. (2018). Reasons and countermeasures for corporate brain drain. *Fortune Today: China Intellectual Property*, 3, 117-118.

- Wu, F. (2019). *Research on the construction of college operation and maintenance talent team of JXM network company*. Jiangxi: Jiangxi Normal University.
- Wang, J. D. (2014). *Research on early warning management Mechanism of enterprise brain drain*. Laoshan District, Qingdao: Qingdao University of Science and Technology
- Wang, Y. L. (2015). Development of talent introduction and training mechanism for petroleum enterprises. *Chemical Management*, 29(4), 26-27.
- Wang, W. (2014). *Analysis of the reasons for the brain drain of Chongqing's state-owned insurance companies and countermeasures*. Chongqing: Chongqing University of Technology
- Xu, D. Q. (2017). *Analysis of reasons and countermeasures for brain drain in engineering enterprises*. n.p.
- Yang, H. (2019). *H Group brain drain problem and countermeasures*. Jiangsu: Jiangsu University
- Yin, L. (2018). The guiding role of equity theory in corporate salary management. *Economic and Trade Practice*, 11 (5), 87-83.
- Zhang, R. N. (2011). *Analysis of the causes of brain drain and countermeasures of H Company*. Suzhou: Suzhou University.
- Zhou, L. (2012). Research on the brain drain of small and medium-sized enterprises. *China Business Review*. 21(4).18-24.

APPENDIX A

Questionnaire

Dear Sir and Madam:

Hello! Due to the research needs of the paper, we sincerely invite you to participate in this questionnaire survey, and sincerely hope that you will spare your precious time to answer and assist. I promise that this survey will be anonymous. All survey results are for statistical analysis only. The data will be kept confidential and will never be published or processed individually. Please feel free to answer according to your actual feelings. Thank you very much!

1. Your age:

A. 18-20 years old B. 21-25 years old C. 26-30 years old D. Over 30 years old

2. Your gender:

A. Female B. male

3. Your marital status:

A. unmarried B. married

4. You belong to:

A. Field staff B. Local employees

5. Housing status:

A. No room B. Have a house, have a loan C. Housing, no loans

6. Your education status:

A. Below high school B. High school (including technical secondary school)

C. Junior college D. Undergraduate E. Postgraduate

7. How long have you worked in the construction industry:

A. 1 year or less B. 1 ~ 2 years C. 3 ~ 4 years D. More than 4 years

8. Your working time in UME Construction:

A. 1 year or less B. 1 ~ 2 years C. 3 ~ 4 years D. More than 4 years

9. You have worked in several construction companies:

A. 1 B. 2 C. 4 D. More than 4

10. The reasons why you choose the construction industry related work are interest:

A. life B. practice C. other

11. Your current position is:

A. General staff B. Middle managers (assistant manager, supervisor, foreman)

C. Above department manager

12. Your current salary is:

A. Below 2500 yuan B. 2500-3500 yuan C. 3500-4500 yuan D. 4500-5500 E. Above 5500

13. Do you think the current work schedule is reasonable:

A. Very reasonable B. More reasonable C. Unreasonable

D. Very unreasonable

14. Are you satisfied with the welfare status of the construction industry:

A. Very satisfied B. More satisfied C. Not satisfied D. Very dissatisfied

15. Are you satisfied with your current work unit welfare status:

A. Very satisfied B. More satisfied C. Not satisfied D. Very dissatisfied

16. Do your family and friends support your work:

A. Very supportive B. More supportive C. Not support D. Very unsupported

17. Do you have a tendency to leave now:

A. YES B. NO

18. Will you still choose the construction industry for your next job:

A. YES B. NO