



**STUDY ON THE INFLUENTIAL FACTORS OF TALENT LOSS
IN SMALL AND MICRO ENTERPRISES--TAKE MDS
COMPANY AS AN EXAMPLE**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE MASTER'S DEGREE OF BUSINESS
ADMINISTRATION GRADUATE SCHOOL OF BUSINESS
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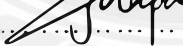
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ABSTRACT

The development of the Chinese economy is the result of the complementarity between state-owned and private enterprises. Large enterprises are stable in market competition, but significant problems are developing small and micro enterprises. To help small and micro enterprises grow from a young age, the leading role of talent is prominent. The objectives of the paper were: 1) To analyze the current situation of talent loss in MDS companies; 2) To explore the influencing factors of talent loss in MDS companies. The research object of this paper is MDS company, and the qualitative method was used in this study.

Through investigation and research, the following conclusions can be drawn: 1) The rate of talent loss in core positions is high. There is a significant talent loss among the management and professional technical personnel of MDS company. The number of young talents lost is relatively high, with the majority being young people under 35 years old and most of the lost talents having received higher education. The issue of talent loss has hindered the development of MDS company. 2) The failure to meet the three physiological needs, safety needs, and belongingness and love needs is the main reason for the resignation of MDS grassroots employees, manifested in factors such as low salary, poor welfare benefits, and poor working environment. Esteem needs and self-actualization needs are the main reasons for the resignation of middle and senior management personnel in MDS, specifically manifested as the inconsistency between the company's development and personal development paths.

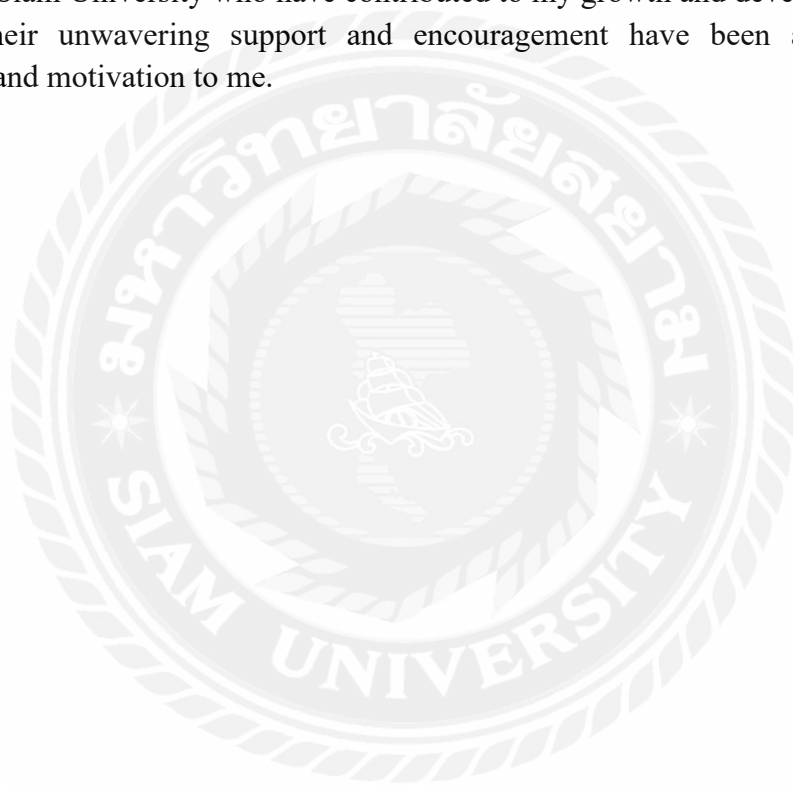
Keywords: MDS company, talent loss, maslow's hierarchy of needs

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Declaration

I, Feng Hengrui, hereby certify that the work embodied in this independent study entitled Study A study on Influential factors of talent loss in small and micro enterprises -- Take MDS Company as an example result of original research and has not been submitted for a higher degree to any other university or institution.

Feng Hengrui.....
(Feng Hengrui)
Aug 13, 2023



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CHAPTER 1 INTRODUCTION

1.1 Research Background

The development of the Chinese economy is the result of the complementarity between state-owned and private enterprises. Large enterprises are stable in market competition, but significant problems are developing small and micro enterprises. To help small and micro enterprises grow from a young age, the leading role of talent is prominent. Aptitude determines the development of small and micro enterprises and is a stable driving force for their product. However, precisely because small and micro enterprises have inherent advantages in capital and technology compared to large enterprises, it is also necessary to strengthen talent management during the development process, especially in response to issues such as talent loss in enterprise development, and to do an excellent job in overall control. The loss of talent is common in small and micro enterprises, as there are uncertainties in the scale, welfare benefits, management systems, future development processes, and other processes of the enterprise, which leads to constraints on the development of small and micro enterprises Shackles (Xu, & Qiu, 2013).

Small and micro enterprises mainly include small enterprises, micro-enterprises, family workshops, and individual businesses. Small and micro enterprises have a massive scale in China and are essential to economic development. According to the State Administration of Taxation statistics, small and micro enterprises provide 80% of employment opportunities and pay over 50% of taxes. In recent years, with the increasing attention paid to small and micro enterprises, central and local policy support for small and micro enterprises has gradually increased. In the context of the problematic epidemic situation in the past two years, multiple departments of the State Council have successively introduced policies related to tax reduction, fee reduction, and other aspects to help small and micro enterprises operate. The results have been significant, but at the same time, the shortcomings of small and micro enterprises have also been exposed, mainly involving uneven development, profound talent loss, and susceptibility to external factors. Especially in the context of the grand strategy of strengthening the country with talent, talent is the soul and foundation of the development of small and micro enterprises; Its massive loss will expose the enterprise to the risk of bankruptcy that is unavailable and unsustainable (Li, Jin, & Gao, 2023).

In recent years, the problem of talent loss in Mingdi Sheng has become increasingly apparent. For example, enterprise talents with rich work experience and solid professional abilities are prevalent in the talent market. Therefore, these excellent talents will voluntarily resign or be poached by headhunting companies due

to factors such as salary and development prospects. Especially in the context of the 2022 epidemic, the decline in business revenue directly led to problems such as low salary levels, high work pressure, and limited development space for talent in enterprises. Talent loss now hinders the operation and development of the company, and in this realistic context, MDS urgently needs to seek solutions (Yang, & Zhang, 2020).

1.2 Research Problems

Talent is an essential capital for enterprises and a significant driving force for enhancing their core competitiveness. The importance of talent for enterprises is becoming increasingly prominent, becoming a strategic factor in driving business operations. In the process of rapid economic development in China, many enterprises face profound talent loss in the fierce market competition, and the high turnover rate of employees has become a critical problem that seriously restricts the survival and development of enterprises. The issue of talent loss is more evident in small and micro enterprises (Docquier & Rapoport, 2012). At present, two urgent problems need to be addressed in response to the increasing talent loss in small and micro enterprises:

1. Frequent loss of young talents

The talent loss rate of small and micro enterprises in China is closely related to the age of employees. As employees age, the turnover rate will gradually decrease, and there is a negative correlation between the turnover rate and employee age. Talents under 35 are the leading group of small and micro-enterprise turnover. The main reasons are as follows: firstly, there is a significant difference between the expectations of the enterprise itself and young employees. Young people in the early stages of employment have relatively small family burdens and strong job adaptability. Most young people hope to change their employment prospects through job hopping, which can easily lead to job loss. The second reason is that older employees have lower expectations of the company than young people. The uncertainty of the external environment has led more senior employees to pursue stability generally. Most senior employees find it difficult to find satisfactory jobs due to their limitations after leaving, so they generally do not choose to go quickly (Kollmann, 2019).

2. Severe loss of highly educated talents

Under the current education system in China, talent growth is often accompanied by colossal capital consumption. Compared to large and medium-sized enterprises, most small and micro enterprises do not have advantages in retaining highly educated talents due to their inherent private nature. Most small and micro enterprises cannot meet the requirements of highly educated talents for achieving their value pursuits, resulting in a significant loss of highly educated talents. According to survey data

released by the National Bureau of Statistics of China in 2020, 54.6% of talent resignations are due to low salary and welfare levels, 40.9% are due to the company's development prospects not meeting future expectations, 36.9% are due to limited promotion space, and 33.6% are due to other issues (Wen, Xu, & Zou, 2021).

1.3 Research Objectives

This paper aims to draw on the theories and achievements of predecessors to conduct a comprehensive and scientific analysis of the current situation of talent loss in MDS companies, identify the fundamental problems of talent loss in MDS companies, and attempt to provide suggestions. I hope to fill in the research gap on talent loss in small and micro enterprises in underdeveloped areas through this study and provide a reference for small and micro enterprises in underdeveloped regions to face the problem of talent loss (Cheng & Yang, 2022). This paper has the following two research purposes:

1. To analyse the current situation of MDS Company talent loss.
2. To explore the influence factors of talent loss of MDS Company.

1.4 Scope of the Study

The author has read 50 academic articles on talent loss and determined that this study is based on Maslow's hierarchy of needs theory and Herzberg's two-factor theory to analyze the current situation of talent loss in the MDS company. In February 2023, 20 middle and senior management personnel of MDS company were interviewed and surveyed. This paper focuses on studying the factors that affect the stability of talent in small and micro enterprises, analyzing the reasons for talent loss, and proposing corresponding suggestions on how small and micro enterprises can effectively introduce, cultivate, utilize, and retain talent (Uddin, Chi, Janabi, & Habib, 2022).

1.5 Significance of the Study

Most small and micro enterprises are in the early stages of enterprise growth, and during this period, they will face many challenges. The increasingly severe problem of talent loss is one of the challenges faced by Mindyson Company. Because most small and micro enterprises are in the early stages of development, business managers lack the courage and ability to venture into the market; However, the human resource management of small and micro enterprises is relatively not precise enough, lacking planning and promotion for the long-term development of talents, which is

detrimental to the development of the enterprise itself and the overall stability and development of the social economy. This paper conducts on-site research on Mindyson, combines my achievements in human resource management theory and related theoretical knowledge, and deeply analyzes the reasons for talent loss in Mindyson Company. Suggestions are proposed to point out the development direction for managers. By improving employee job satisfaction, practical guidance is provided for small and micro enterprises to address the problem of talent loss (Gu, Ardito, & Natalicchio, 2022).



Chapter 2 Literature Reviews

2.1 Introduction

This chapter mainly elaborates on the definition of small and micro enterprises and talent loss, as well as the differences between explicit, implicit, active, and passive talent loss. A detailed introduction was given to the Maslow hierarchy of needs theory applied in the paper, providing a theoretical basis for the subsequent analysis of the reasons and countermeasures for the loss of professional and technical talents.

2.2 Literature Reviews

In 2022, Holbeche pointed out in his "Aligning human resources and business strategy" that small and micro enterprises have small-scale, low investment, and complex financing. Human resources are the most essential resource for the survival and development of enterprises. Based on the concept of team management, an efficient team and human resource management model can solve some problems in the human resource management of micro-enterprises (Holbeche, 2022).

In 2014, Wang and Yang used the SWOT analysis method to analyze the microenvironment that small and micro enterprises may face. After conducting research with the enterprise life cycle as the horizontal axis and human resource management indicators as the vertical axis, they found that the main reason for small and micro enterprises' loss of business vitality is the lagging human resource management system. It is necessary to establish a practical, fair, and reasonable salary distribution system and strengthen the functions of human resource management departments to solve the problem of loss (Wang & Yang, 2014).

In 2015, Klotz analyzed three reasons for talent loss. One is the lack of trust in employees by enterprises, which is mainly caused by the lack of work freedom and control by employees; Secondly, employees face harsh working environments. Thirdly, the salary and benefits of employees are inferior (Klotz & Zimmerman, 2015).

In 2015, Beck believed that there were generally three reasons for talent loss: external factors (external macro environment and competitors in the same industry market), Internal factors (lack of promotion space, low salary, excessive workload, excessive pressure, dissatisfaction with superior management, inability to utilize talents fully); Individual factors (personality factors, family conflicts, etc.) (Beck, Lu, & Yang, 2015).

The reasons for resignation can also be distinguished between voluntary and involuntary resignations. Some reasons for resignation that individuals cannot control, such as death, loss of workability, etc., are classified as reasons for automatic resignation. In the past, some reasons for involuntary resignation have now been changed to voluntary resignation, including resignation due to age or the need to take care of children, which should be classified as a voluntary resignation (Jackson, Schuler, & Werner, 2009).

Wen explained that resignation results from human behavior, where individuals terminate their employment relationship with the organization and choose to leave it for personal interests and other reasons. This should not include horizontal departmental transfers, appreciation, or passive layoffs within the enterprise. Although there is a specific correlation between resignation behavior and job satisfaction, it is not an absolute driving force that leads to employee resignation. Employee resignation intention is an important variable that leads to resignation, and personal behavior and cognitive processes directly affect resignation intention (Wen, Xu, & Zou, 2021).

Lin believes that employee turnover is a form of personnel mobility equivalent to the rotation of workers in the labor market. This rotation can be reflected between different companies, jobs, and professions and the relationship between employment and unemployment. But as for the reasons why people choose to leave the organization, there is no standard reason to explain it (Lin, Peng, & Wu, 2022).

Resigning employees increases potential profits for the company's competitors and also weakens the company's competitiveness. Therefore, from the perspective of the enterprise, high employee turnover is costly. At the same time, high liquidity inevitably brings about organizational instability. In places with low organizational efficiency, employee turnover is more elevated. Unstable organizations increase employees' tendency to resign, while stable organizations can better predict their career development. An employee is more likely to leave in an unpredictable work environment, which can create a vicious cycle (Mathis & Jackson, 2008).

2.3 Definition of relevant concepts

2.3.1 Definition of Small and Micro Enterprises

According to the "Law of the People's Republic of China on the Promotion of Small and Medium-sized Enterprises" and the "Several Opinions of the State Council on Further Promoting the Development of Small and Medium-sized Enterprises," small and micro enterprises mainly include three standards: engaging in industries that are not restricted or prohibited by the state and meeting the three conditions of annual taxable income not exceeding 3 million RMB, no more than 300 employees, and total

assets not exceeding 50 million RMB as small and micro profit enterprises. Compared to large and medium-sized enterprises, small and micro enterprises have the following characteristics: Firstly, the enterprise is not significant in scale, with few personnel and scarce talent, and often does not have an advantage in commercial competition; Furthermore, there is a lack of core competitiveness in the product and industry chain; Finally, decentralization cannot lead to cluster and chain development, weak organizational capacity, fragmented governance, and inability to form industrial advantages (Wolcott, Kamal, & Qureshi, 2008).

Poor primary conditions and working environments make attracting, retaining, and cultivating high-quality talents challenging. The talent shortage directly leads to the difficulty of small and micro enterprises in establishing a genuinely modern enterprise system. Some small and micro enterprises have a phenomenon of paternalistic "one lecture hall" and arbitrary business decision-making. At the same time, there are issues of inadequate internal management and non-standard management of personnel and property. Need for more completeness of human resource planning. Most small and micro enterprises need more human resource planning and a human resource department. Only the boss "slaps the head regarding recruitment and employment issues." For talents, most small and micro enterprises only focus on introducing and utilizing them rather than on cultivating them. The motivation for skills focuses on material rewards, lacking spiritual rewards and comfort (O'Dwyer & Ryan, 2000).

2.3.2 Definition of talent loss

There is a close connection between talent loss and talent mobility. In enterprises, talent flow includes both reasonable and unreasonable flow, while in general, talent loss can be seen as reverse and irrational talent flow. The issue of "talent loss" in enterprises has long been a concern of scholars in Western countries, referring to the phenomenon of significant or even critical talents leaving the enterprise or not playing an essential role in the enterprise. "talent loss" in this study refers to the voluntary loss of talent in small and micro enterprises. In general, this voluntary turnover behavior will hurt the growth of small and micro enterprises.(Hong & Milgram, 2011).

Talent loss is a phenomenon where individuals who play an essential or even critical role in the development of an organization lose their positive role. From different perspectives, scholars classify talent loss into different types. The various forms of talent loss can be divided into explicit and implicit. Apparent talent loss refers to personnel who play a crucial role in the enterprise leaving the enterprise without relying on the subjective will of the unit. Implicit talent loss is the intangible loss of employees who lose their positive role in the company due to inadequate motivation (Hay & Gray, 1974).

Another method of classifying talent loss is to organize it based on the difference between the active and passive parties, the party guiding the behavior of talent loss. The involved party for dynamic turnover is the employee, while the active party for stagnant turnover is the company. The employee turnover caused by force majeure is called force majeure turnover. Active turnover refers to the behavior of a company resigning or changing jobs due to the inability to meet employee expectations, usually due to salary level, promotion space, and work environment. Passive turnover refers to employees being dismissed by the company due to improper behavior or insufficient ability, and force majeure turnover mainly relates to retirement, death, and other factors that lead to talent loss (Longenecker, Petty, Palich, & Hoy, 2013).

This article mainly discusses explicit talent loss, which refers to the active flow of staff from one unit to another. It refers to the exact and functional talent loss in the above classification criteria for talent loss. Talent loss has a very adverse impact on the development of small and micro enterprises, so we attach importance to and adequately handle the issue of talent loss (Ho, 2014).

2.4 Theory of Reviews

2.4.1 Maslow's hierarchy of needs

In 1943, the famous American social psychologist Maslow divided human needs into the following five categories: physiological conditions (such as breathing water and food); Security needs (i.e., personal safety, moral protection, etc.); Social needs (i.e., friendship, love, etc.); Respect needs (i.e., self-esteem, confidence, achievement, etc.) and self-actualization needs (i.e., creativity, ability to handle relationships, etc.). The hierarchy of needs theory has two essential starting points: firstly, after meeting the needs of the lower level, other conditions only appear at the upper level. In addition, everyone has different needs. Secondly, if multiple needs are unmet, the most urgent needs must be met first. Once this need is completed, the incentive effect of other conditions will become more apparent (Blanchard, 1986).

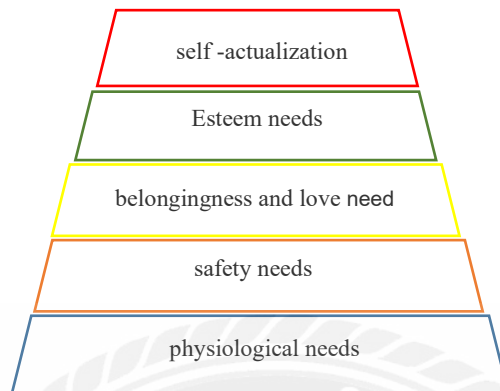


Figure 2. 1 Maslow's Hierarchy of Needs Theory Model

2.4.1.1 physiological needs

Low-level needs include food, water, air, sleep, sexual needs, etc. They are the most important and influential in human conditions. For example, when a person is starving, they are in great need of food—assuming that people need job compensation to survive and motivate their subordinates based on physiological needs. Incentive measures: increase wages, improve working conditions, provide more leisure time and breaks, and increase welfare benefits (McLeod, 2007).

2.4.1.2 safety needs

Low-level needs require stability, safety, protection, order, and the ability to avoid fear and anxiety. For example, a worker needs a fixed living place and drifts around. Incentive measures: Emphasize rules and regulations, occupational security, and welfare benefits, and protect employees from unemployment. Provide medical insurance, unemployment insurance, and retirement benefits to avoid confusion caused by dual directives on employees (Maslow & Lewis, 1987).

2.4.1.3 belongingness and love need

A person requests to establish emotional connections or relationships with others. Social needs to be applied, such as people actively socializing, making friends, and pursuing love. Incentive measures: Provide opportunities for social interaction among colleagues, support and praise employees in finding and establishing harmonious and warm interpersonal relationships, organize organized sports competitions and group gatherings (Huitt, 2007).

2.4.1.4 Esteem needs

Self-respect and the desire to be respected by others. The need for self-esteem makes people believe in their strengths and value, making them more capable and creative. Low self-esteem leads to an inferiority complex and insufficient confidence to handle problems. For example, they strive to study and become a doctor or lawyer to prove their existence and value in this society. Incentives: Public rewards and commendations emphasizing the enormity of work tasks and the exceptional skills required for success, awarding honor medals, publishing articles in company publications for praise, and listing outstanding employees with honors (Lester, 2013).

2.4.1.5 self -actualization need

People pursue the realization of their abilities or potential and make them perfect. The forms of self-realization on the path of life are different, and everyone can improve their skills and meet the needs of self-realization. For example, athletes practice their physical abilities to the extreme, making themselves number one in the world or simply surpassing themselves; An entrepreneur who sincerely believes that their business can bring value to society and therefore works better for it. Incentives: Use complex adaptation strategies when designing work, assign particular tasks to individuals with expertise, and leave room for subordinates when designing work and executing plans (Hale, Ricotta, Freed, Smith, & Huang, 2019).

2.5 Research framework

This paper first defines the connotation of the concept of priority, then conducts a theoretical analysis of the current situation of talent loss in small and micro enterprises, and reviews relevant literature. Then, design an interview outline based on Maslow's theory of needs and summarize and organize it after completing the interview. Analyze and summarize the data, explain the current situation of talent loss in MDS company, and extract existing problems. Then, analyze the causes of the existing problems, propose solutions to the issues, and offer feasible paths to reduce the talent loss of MDS company (Aparicio, Bacao, & Oliveira, 2016).



Figure 2. 2 Research framework

2.6 Case Description

2.6.1 Introduction to MDS Company

Nanning MDS Investment Consulting Co., Ltd. mainly engages in consulting services such as enterprise management consulting, investment consulting services, investment management, financial information consulting services, financial consulting services, financing consulting services, loan assistance consulting services, commercial consulting services, etc. It is a small consulting service company with 57 employees (Hale, Ricotta, Freed, Smith, & Huang, 2019).

2.6.2 Employee Status

MDS Company has developed well in recent years, and its scale has gradually expanded. There are currently 57 employees, mainly divided into management, technical, and ordinary employees. Among them, there are 40 regular employees, accounting for 70%, followed by 11 technical personnel, accounting for 19%; There are six management personnel, accounting for 11%.

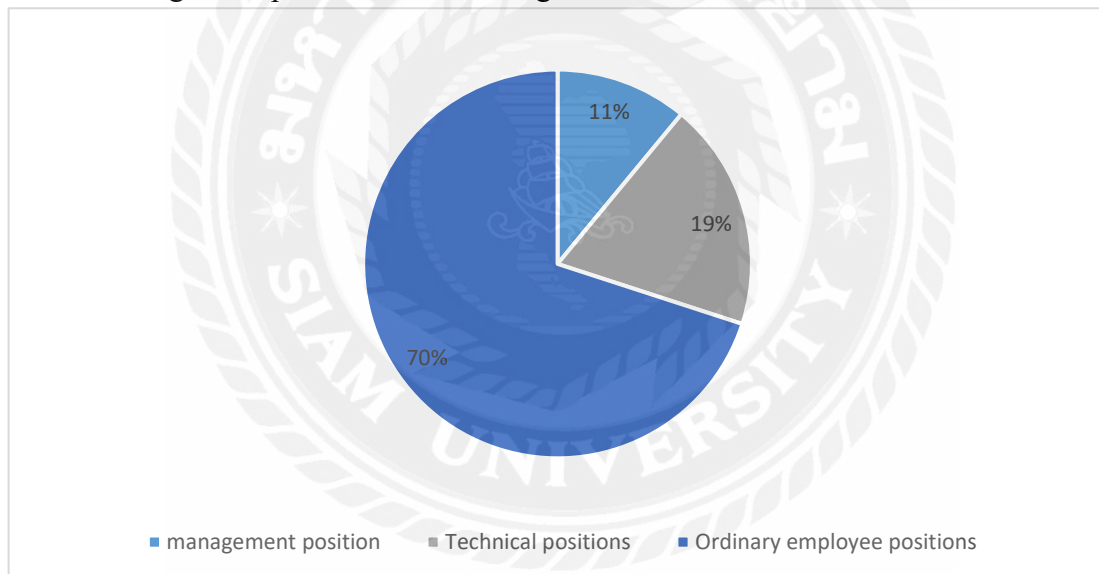


Figure 2. 3 MDS Employee Type Distribution Map

Source: MDS Company Human Resources Department

From the perspective of employee education background, the majority of employees in MDS company have a bachelor's degree, accounting for 49%; 28 of whom have a college degree, accounting for 44%, and 25 of whom have a master's degree or above in accounting for 7%, with only 4 of them. Through analysis and investigation, it can be seen that the proportion of MDS company's employees with a bachelor's degree or above is 56%, reflecting the overall high cultural level of the company's employees but the lack of highly educated research talents. The

improvement of MDS company's economic efficiency requires the recruitment and retention of highly educated research talents (Yang, & Zhang, 2020).

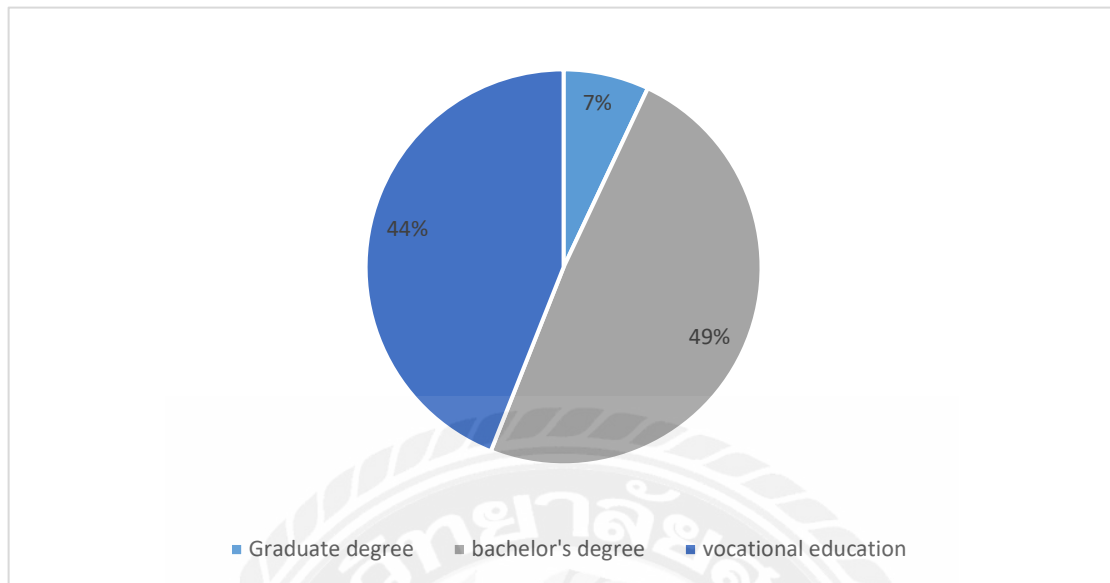


Figure 2. 4 MDS Company Employee Education Background Structure Chart
Source: MDS Company Human Resources Department

From the age distribution of enterprise employees, the population under the age of 35 is the largest, with a total of 36 people, accounting for 63%; There are a total of 18 people aged 35 to 45, accounting for 31%; 3 people aged 45 and above, accounting for 6%. The analysis shows that the learning and work abilities of the group under the age of 35 in MDS company are in the optimal age range of life, with superior age conditions, so there are more options available, and the likelihood of resignation is higher compared to other age groups (Wen, Xu, & Zou, 2021).

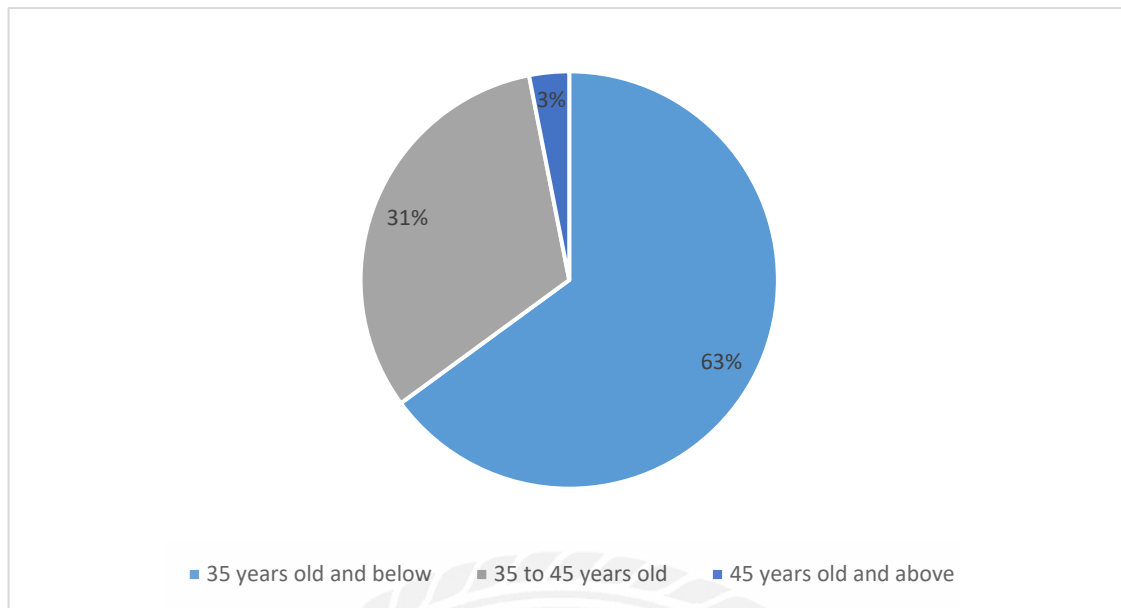


Figure 2. 5 MDS Company Employee Seniority Structure Chart

Source: MDS Company Human Resources Department

2.6.3 Recruitment Management of MDS Company

Talent recruitment is the foundation of MDS company's talent management. Starting in 2019, MDS Company collaborated with the Guangxi University of Finance and Economics to introduce interns as a supplement, which solved the problem of talent loss in the company for some time. However, most highly educated talents found it challenging to stay and resigned after working for some time. With the intensification of market competition, MDS company's talent resources cannot be replenished in a timely and effective manner, and newly recruited employees are prone to being unable to meet the job requirements, resulting in a dilemma of talent shortage and recruitment difficulties (Cheng & Yang, 2022).

2.6.4 MDS Company's Compensation and Benefits

The salary of MDS company is mainly paid in two forms:

One type is the annual salary system. The yearly salary system applies to the company's management personnel and part-time contracted talents. The yearly salary system mainly includes basic salary, performance-based salary, job incentive bonuses, and subsidy subsidies. Among them, subsidy subsidies and base salary are paid monthly according to regulations; Performance salary is paid after performance evaluation is completed; Incentive bonuses are distributed after major job tasks are completed (Hsieh, Chen, & Liu, 2019).

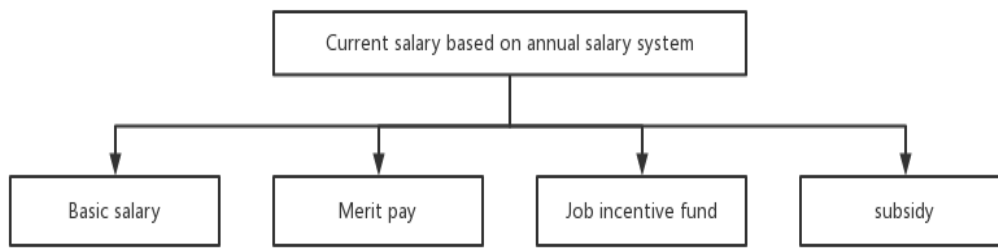


Figure 2. 6 MDS Company's Annual Salary System Salary Composition

The other type is the monthly salary system. The monthly salary system mainly includes basic salary, position salary, performance bonus, subsidy, seniority salary, and technical certificate bonus. The basic wage, position salary, and support are paid monthly, while performance bonuses are paid after passing the assessment. The annual income of ordinary employees in the company is approximately 60000 to 75000 yuan.

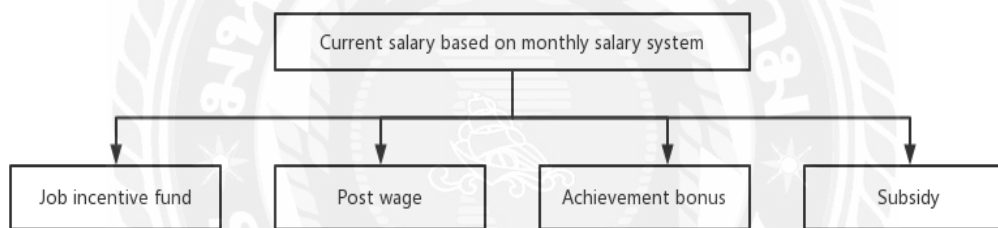


Figure 2. 7 MDS Company's Monthly Salary System Salary Composition

2.6.5 MDS Company Performance Assessment

MDS Company has formulated the following assessment content for its employees. Performance assessment content: The assessment is conducted monthly, divided into two assessment indicators: work completion and general indicators. The available assessment indicator is attendance management, accounting for 20%. The HR department will conduct statistics based on attendance, leave, absenteeism, and other conditions. The completion indicators of work are formulated by different position managers according to work needs and finally reviewed and coordinated by the human resources department. Assessment requirements: Different employee position managers will score the work progress or monthly target projects. Specific process: Before the end of each month, managers of different positions will submit performance assessment forms to the HR department for review by the department, and performance accounting will be conducted the following month (Gu, Ardito, & Natalicchio, 2022).



Chapter 3 Research Methodology

3.1 Research Methodology

This paper adopts a qualitative research method. Through a literature review of Maslow's hierarchy of needs theory, an interview outline was designed for ten questions, and 20 middle and senior management personnel were interviewed. Through interviews, we learned about the influencing factors of talent loss in MDS companies, laying the foundation for subsequent research (Beins, 2017).

3.2 Sampling and Sample Size

The interviewees for this interview are 20 middle and senior management personnel from MDS company, including 12 males and 8 females. There are 4 individuals with a graduate degree, 14 individuals with a bachelor's degree, 2 individuals with a college degree, 4 individuals under 35 years old, 13 individuals between 35 and 45 years old, and 3 individuals above 45 years old. There are 5 individuals with less than two years of work experience, 10 with two to four years of work experience, and 5 with more than four years of work experience.

sample characteristics	option	Number of people
gender	man	12
	woman	8
education	Graduates	4
	Undergraduates	14
	College graduates	2
age	35 years old and below	4
	35 to 45 years old	13
	45 years old and above	3
Years of service	Less than two years	5
	Two to four years	10
	Over four years	5

Table 3. 1 Sample Size

3.3 Research Design

Based on Maslow's hierarchy of needs theory, this study delves into the current situation and characteristics of talent loss in MDS company, and after a detailed understanding of the current situation of talent introduction, development, and flow in MDS company, summarizes the problems in the entire process and various stages of talent work in MDS company. The influencing factors of talent loss in MDS company

can be more intuitively understood through face-to-face interviews. The author designed an interview outline based on the current business situation of the MDS company and Maslow's demand theory, with a total of ten questions and two questions at each level.

Maslow's Hierarchy of Needs	Question
Physiological needs	1. Are you satisfied with the company's salary? What are the areas of dissatisfaction? 2. Are you satisfied with the company's welfare system? What are the areas of dissatisfaction?
Safety needs	3. Are you satisfied with the company's work environment? What are the areas of dissatisfaction? 4. Are you satisfied with the company's work schedule? What are the areas of dissatisfaction?
Belongingness and love need	5. Is the company's policies and management system sound? Is there anything that needs improvement? 6. Can you handle the relationship between superiors and subordinates, as well as colleagues well?
Esteem needs	7. Do you often feel the recognition of your leaders and colleagues when working in the company? 8. Do you think you can get promoted and promoted in the company?
Self-actualization need	9. Do you feel a sense of achievement when completing work tasks? 10. Are you willing to accept the company's arrangement of some challenging jobs?

Table 3. 2 Question Design

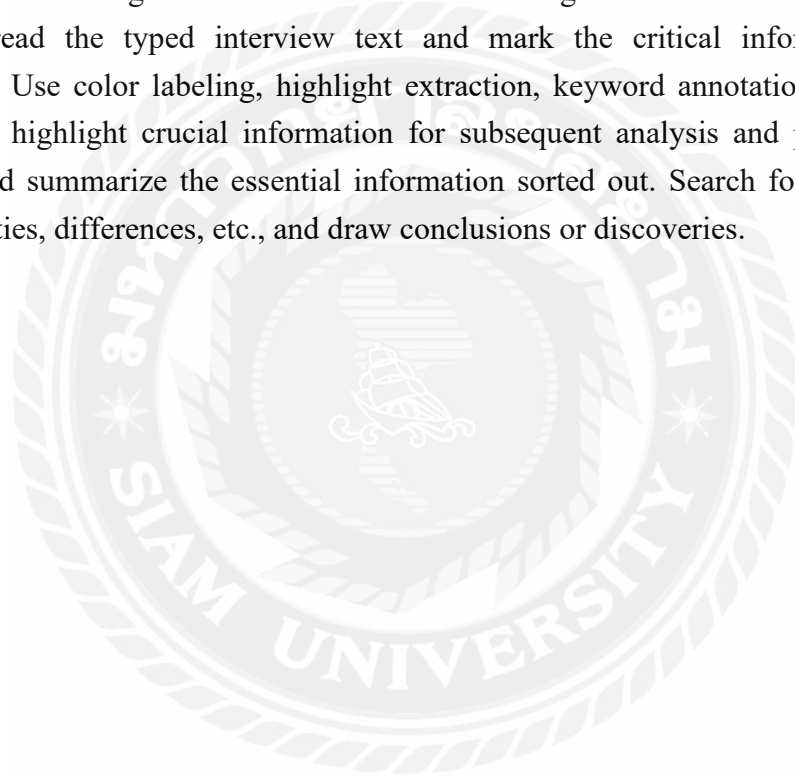
3.4 Data Collection

From February 11th to 27th, 2023, with the help of MDS company HR, an interview survey was conducted without affecting the regular operation of MDS company. Direct interviews were conducted, and the interview time for each interviewee was controlled within 20 minutes. In interviews with 20 people, based on the analysis above, factors such as age, gender, and educational background of technical talents were included in the sample structure to ensure the universality and effectiveness of the interview results. During the interview process, to avoid the interviewees being unwilling to express their true thoughts due to psychological burdens, it is necessary to inform the interviewees before each interview. The

interview records are only for academic purposes and will not register personal information such as the interviewees' names and contact information. We also ensure that the interview content is kept confidential. After eliminating the interviewees' concerns, follow the designed interview outline and ask them questions individually, guiding them to express their most authentic thoughts and feelings and keeping detailed interview records.

3.5 Data Analysis

Organize interview content and organize interview recordings or notes into text format to ensure the completeness and accuracy of the content. Longer interview content can be categorized and classified according to the theme or question. Carefully read the typed interview text and mark the critical information and viewpoints. Use color labeling, highlight extraction, keyword annotation, and other methods to highlight crucial information for subsequent analysis and presentation. Analyze and summarize the essential information sorted out. Search for patterns of commonalities, differences, etc., and draw conclusions or discoveries.



Chapter 4 Findings

4.1 Current Situation of Talent Loss in MDS Company

The analysis of data on talent loss in MDS company in the past three years found that the total number of employees in MDS company from 2020 to 2022 was 45, 51, and 57, respectively. From 2019 to 2023, the number of talent loss in MDS Company was 28, of which 8 were in 2020, with a talent loss rate of 17.78%. In 2021, talent loss was 9, with a talent loss rate of 17.64%. The number of talent loss in 2022 is 11, with a talent loss rate of 19.30%.

Years	Administrative staff	Technician	Ordinary employees	Total
2020	3	3	2	8
2021	4	4	1	9
2022	4	5	2	11

Table 4. 1 MDS Company's Talent Loss Statistics from 2020 to 2022

Source: MDS Company Human Resources Department

In terms of the age of talent loss, from 2018 to 2020, the number of talent loss cases aged 41 and above accounted for 7.55% of the total talent loss cases, with the lowest number of talent loss cases, while those aged 35 and below had the highest talent loss cases, accounting for 78.55% of the total talent loss cases; Young people under the age of 35 do not have clear career plans, are dissatisfied with the current situation, pursue higher and larger platforms, and are therefore more likely to switch jobs.

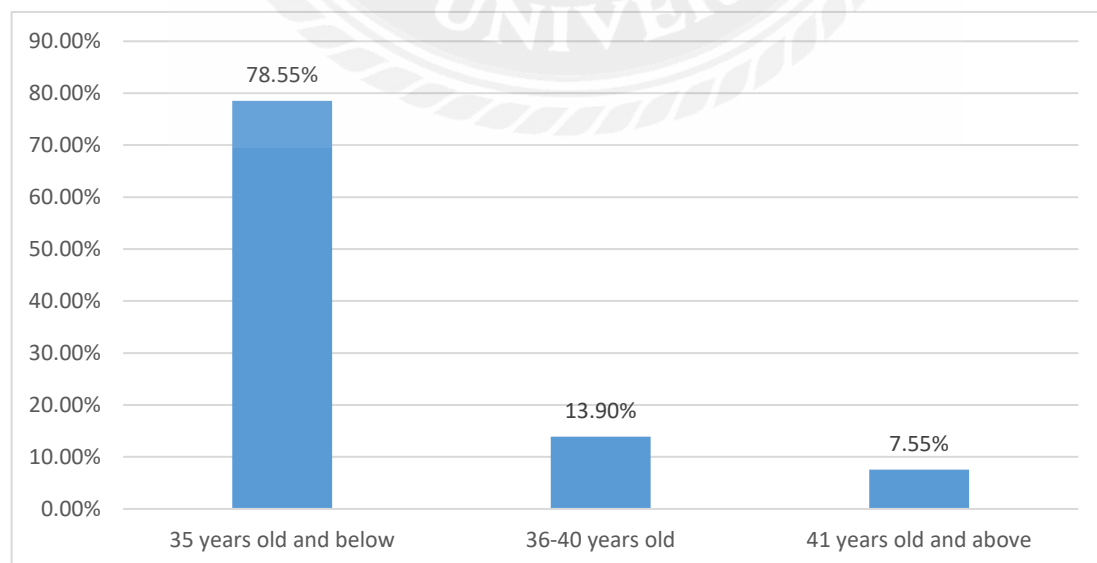


Figure 4. 1 Age distribution of MDS company's talent flow from 2020 to 2022

Source: MDS Company Human Resources Department

Analyzing the job situation of talent loss, the proportion of management personnel loss is in the middle, accounting for 39.28% of the total talent loss. The turnover of ordinary employees accounts for 17.86% of the entire talent loss. The number of technical personnel lost is relatively high, accounting for the most significant proportion, accounting for 42.86% of the total talent loss. Management and technical personnel have a more comprehensive range of job choices due to their outstanding abilities, resulting in a high turnover of these two types of talents.

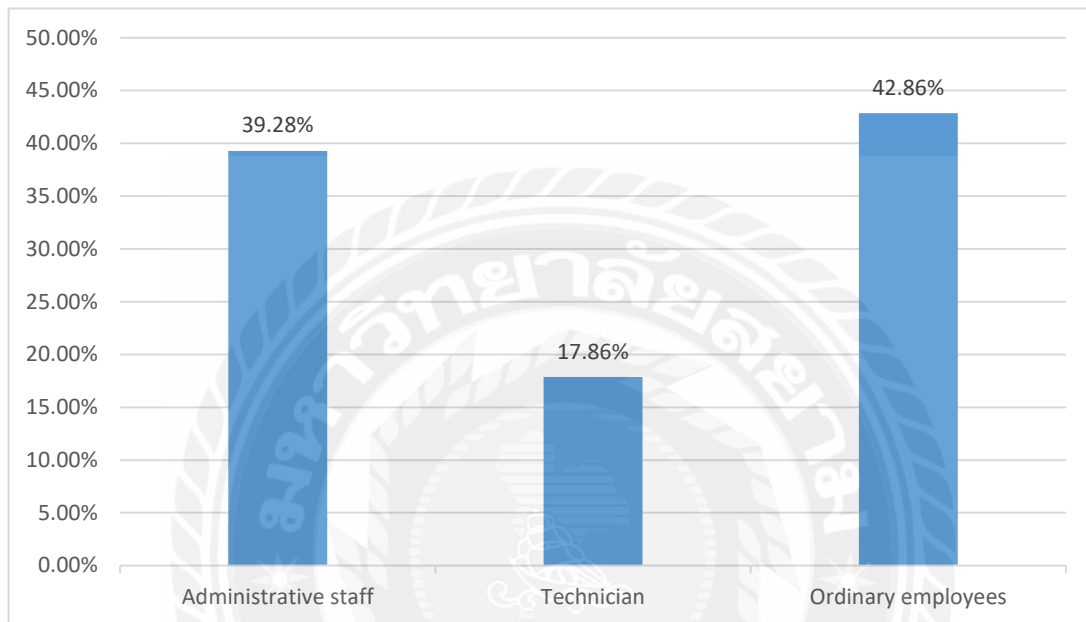


Figure 4. 2 Job Distribution of MDS Company's Talent Flow from 2020 to 2022
Source: MDS Company Human Resources Department

From the educational background of talent loss, talents with a bachelor's degree or above account for 71.43% of the total talent loss, while those with a bachelor's degree account for 57.14%. MDS companies habitually introduce college interns as a supplement to lost talent. Still, most highly educated skills find it difficult to stay and resign after working for some time.

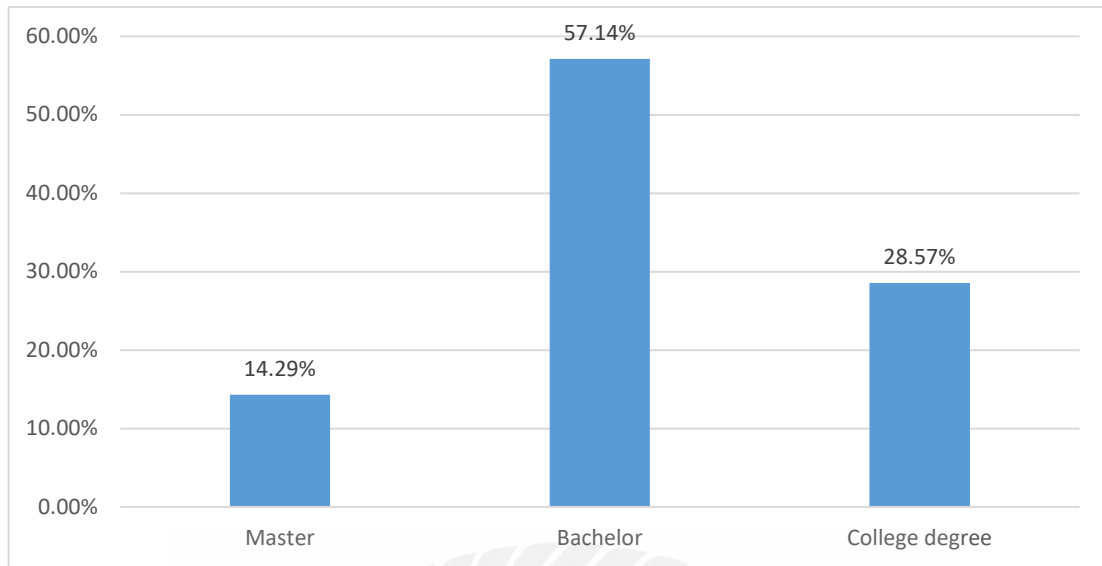


Figure 4. 3 Educational Distribution of MDS Company's Talent Flow from 2020 to 2022

Source: MDS Company Human Resources Department

4.2 Analysis of Talent Loss Factors in MDS Company

4.2.1 Physiological needs

Only 60% of respondents expressed satisfaction with the company's salary and benefits. It was learned from the interview that MDS company does not have a precise salary adjustment mechanism, and the fixed salary system has caused some employees' salary levels to remain unchanged for a long time. There is no clear performance evaluation standard for employees, and there is an issue of unfair bonus distribution. The allocation of employee bonuses is decided by the leader in charge of the business, so it is easy to cause low-performing employees to eat the big pot. In contrast, high-performing employees' returns are lower than expected.

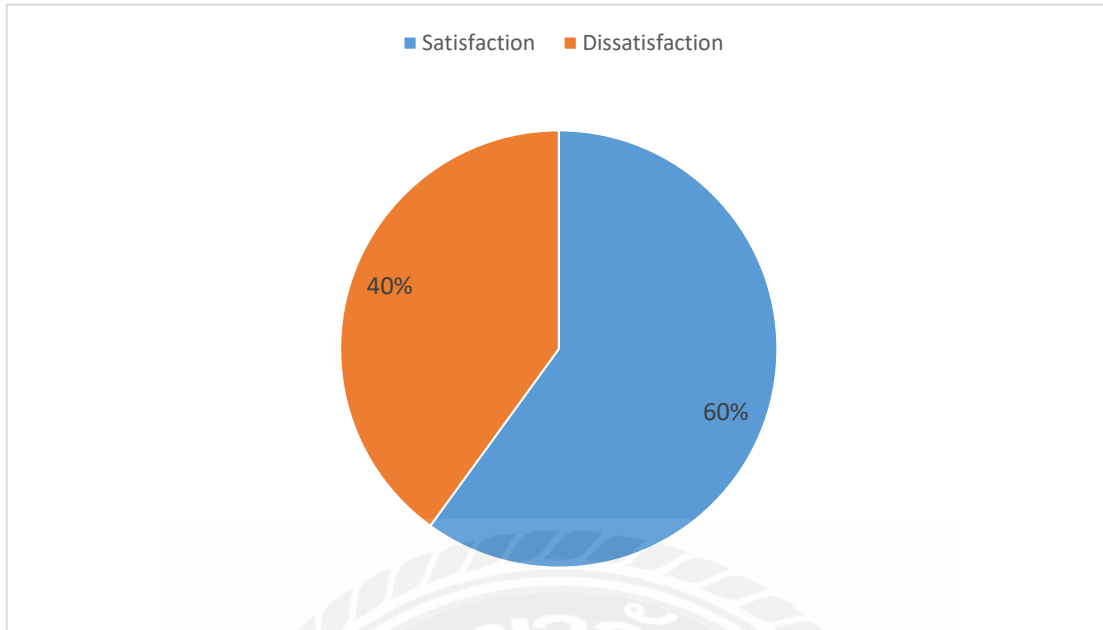


Figure 4. 4 salary and benefits

According to Maslow's physical needs theory, most employees in a company choose to work for survival. MDS Company has a small number of employees and a weak foundation. Due to the impact of the pandemic, the overall efficiency of the company could be better. Under the premise of reducing total income, it makes it difficult for employees to receive good salaries and welfare incentives. The main problems that the company faces regarding compensation are: firstly, the wages of existing personnel in the enterprise are lower than the same industry level in the market. MDS Company has, to some extent, experienced a "big pot rice" salary system, especially in the case of low salary increases for nonannual salary talents in the enterprise and low salaries for grassroots or frontline backbone personnel. The existing advantages of corporate welfare benefits are not prominent, which can easily lead to the loss of professional and technical talents, and companies often have to pay a higher cost than salary adjustments to find alternative talents. This not only affects the company's economic benefits but also leads to low efficiency of the company's on-the-job personnel. Secondly, the salary and benefits of technical talents are unreasonable. The failure of enterprises to provide a reasonable wage for technical talents has led to their voluntary resignation. Talents with strong learning awareness and solid knowledge abilities often need more time to be satisfied with their current job situation, so they often voluntarily resign from the company to seek more excellent job opportunities and higher platforms. However, older and highly specialized technical talents, often need to gain the corresponding knowledge level and training skills to adapt to the complex market economy employment situation at that time, so they mostly choose to stay. In the long run, it will lead to the collective

resignation of existing talents in the company or the inability to attract outstanding talents to work in the company for a long time, which could be more conducive to the regular and orderly operation of the company (Brignall, & Ballantine, 2004).

4.2.2 Safety needs

80% of the respondents are satisfaction with the work environment. Although MDS Company is located in an old urban area, with the opening of the subway line, transportation is convenient, and the rent of surrounding houses is low. Most employees live near the company. 50% of respondents expressed dissatisfaction with the company's work schedule. From the interview, it was learned that although MDS company implements an eight-hour work schedule, it has not been strictly followed. Leaders often assign work tasks before work, which leads to employees being forced to work overtime, and work tasks are also posted on rest days through channels such as phone and WeChat.

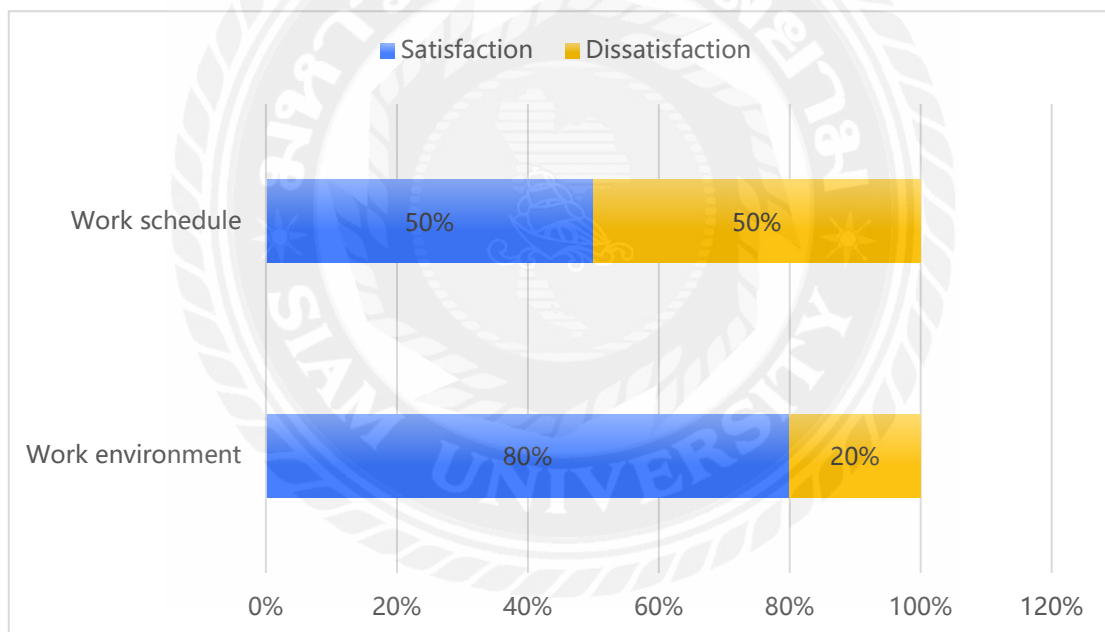


Figure 4. 5 work environment and work schedule

Employees who resign due to unmet safety needs are mostly concentrated among grassroots employees and are mainly female employees. Taking care of their families and lower salaries also prevent them from seeking suitable accommodation near the company; their safe leave cannot be met. Once there are positions with similar salaries that can accommodate family needs, such employees will immediately resign. This type of resignation is often a manifestation of the failure of human resource management (Binder, & Clegg, 2007).

4.2.3 Belongingness and love needs

60% of the respondents stated that the company's policies and management systems are imperfect, and there is a situation of "constantly changing orders" and "being outspoken." The interviewees stated that the management system needs to be reformed, and other employment mechanisms must be optimized in parallel. In addition, personalized training should be added to strengthen innovative actions in the management system to achieve the goal of knowing people and making good use of them. Regarding whether to handle the relationship between superiors, subordinates, and colleagues well, 40% of respondents expressed that they cannot take it well. They are mainly manifested in a lack of teamwork awareness and a need for a good sense of mentoring among colleagues. Within a performance-oriented company, experienced supervisors only actively give some things to each other. They prefer employees to be versatile players to help them deliver to customers. This extensive work style makes it difficult for some employees, especially newly hired ones, to adapt.

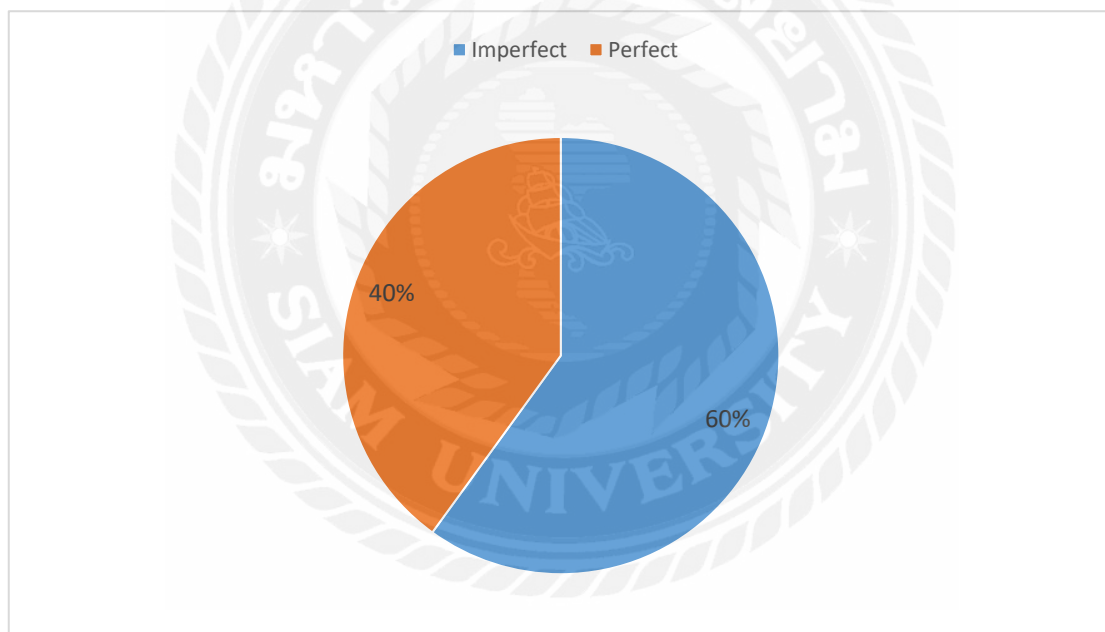


Figure 4. 6 company's policies and management systems

The phenomenon of family-based management in MDS companies is severe, and most small and micro enterprises have a family style. The most prominent manifestation is that when talent and middle management discuss issues together, the results often represent the wishes of senior management rather than decisions made under strict adherence to established rules and regulations. Lack of planning in human resource management. The drawback of family-style control to small and micro enterprises is the need for more modern organizational forms and reasonable salary structures. Although MDS Company is exploring equity incentive reforms that allow

employees to invest, the current talent management approach always adheres to the concept of 'borrowing based,' which can quickly leave a negative impression on employees. Talents believe that enterprises only value overall development, do not value individual growth, and do not receive the necessary respect. The inner desire for equality and respect for talents cannot be met. When this demand cannot be met, it can lead to employees tending to resign (Hsieh, Chen, & Liu, 2019).

4.2.4 Esteem needs

40% of respondents stated that their leaders and colleagues recognize them daily. Through understanding the phenomenon of "falsely claiming credit" within MDS company, some leaders only released work tasks and did not participate in the project. However, when the project is successful, most of the bonuses belong to the leaders. Only 20% of respondents stated that they can be promoted and promoted.

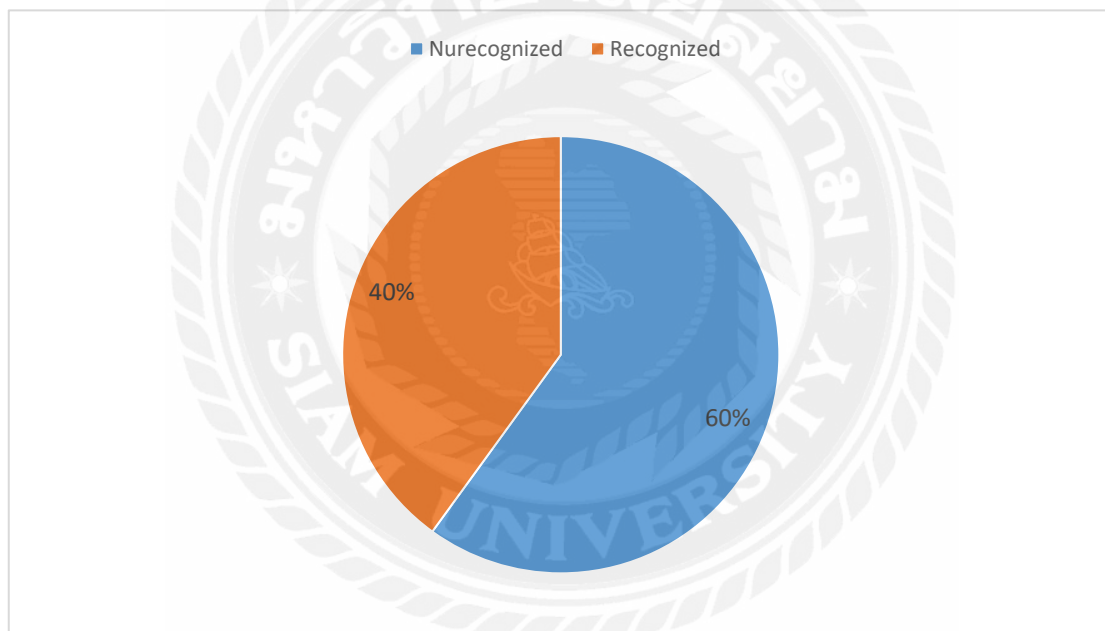


Figure 4. 7 leaders and colleagues recognize

From the survey results, most employees do not believe that the company's promotion mechanism has an excellent operating effect and even think there is no possibility of promotion in the future. Talents hope to showcase their strengths in the company and gain more excellent development space within the organization. Due to the severe family-style management model of MDS company, talent-seeking promotion opportunities in the company mainly depend on the job vacancies that arise after the resignation of superiors. The survey shows that most talents believe that enterprise managers cannot reuse them and have no room for future development. The company is ranked by seniority. As one of the ways to adjust salary for grassroots

employees, the promotion system of MDS company's grassroots employees does not necessarily mean the equivalence of employees' abilities and job levels, while the job categories and job levels adjusted after talent promotion remain unchanged. Therefore, more than simple vertical growth is needed to meet the needs of talent development, which is also one of the reasons for the talent loss of MDS company (Yun, Xiang, Liu, Lin, Zhao, Guo, & Wu, 2020).

4.2.5 Self-actualization needs

40% of respondents feel a sense of achievement when completing work tasks. In contrast, most employees think daily tasks are just mechanical repetitions and cannot improve their abilities. Only 15% of respondents expressed willingness to accept challenging work assignments from the company, and some employees feel that the current salary level matches complex work tasks.

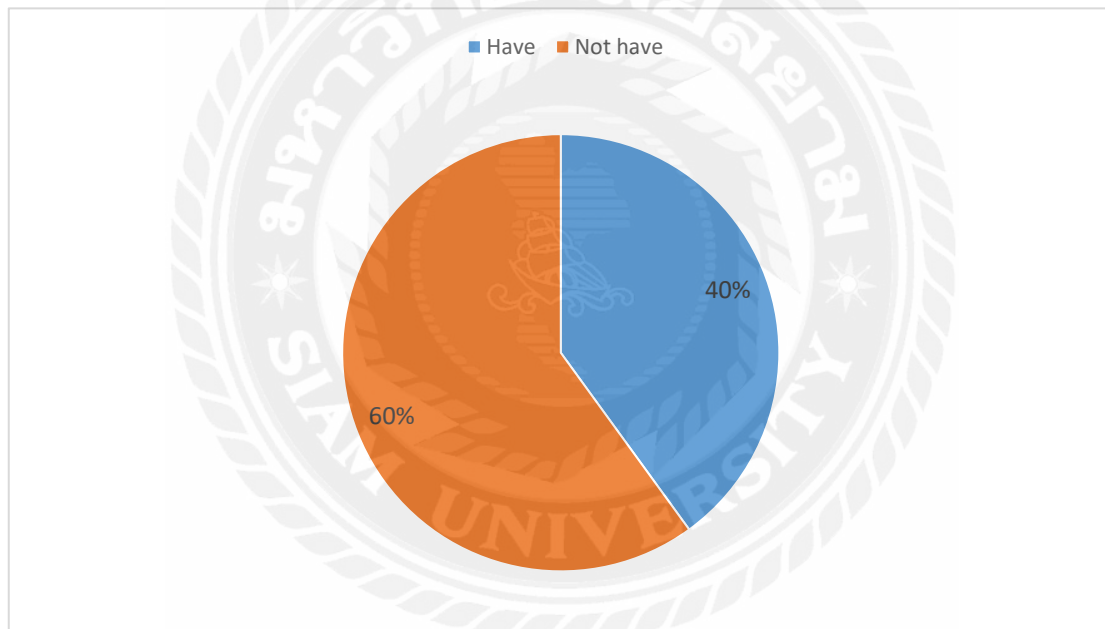


Figure 4. 8 Whether there is a sense of achievement when completing the work

According to Maslow's theory of needs, material compensation, working conditions, and other basic low-level needs are only considered, while high-level self-actualization needs often must be met. The level of recognition from superiors towards subordinates' various tasks, as well as the success achieved in each lesson, is also an essential foundation for mobilizing talent's work enthusiasm. Corporate culture is a value recognized by all members of the entire organization. An excellent corporate culture is conducive to maintaining the healthy operation of the enterprise. At present, the corporate culture construction of MDS company is basically in a state of need for improvement. The main problems are: firstly, the company needs to attach

more importance to talent. Due to the lack of talent management concepts and the imperfect human resource management system, talent needs to receive more attention and sometimes even be ignored. Secondly, the trust of talents in managers is relatively low. Once a manager's promise cannot be fulfilled, talent will find it easier to trust the company, resulting in a loss of confidence and talent's trust (Vaeyens, Güllich, Warr, & Philippaerts, 2009).

4.3 Conclusion

The talent who resigned due to unsatisfied physiological needs are mostly grassroots in the company, and their dissatisfaction is mainly concentrated in the company's salary. Low salary levels are one of the main reasons for their resignation. Due to their large workload and high proportion of physical labor, most of them are grassroots employees of the enterprise, and their salary level is at the lowest level among the overall enterprise salary, which is prone to employee dissatisfaction. Due to their low salary level, they are also sensitive to changes in compensation, and small fluctuations can cause significant psychological fluctuations.

Talent who resign due to unsatisfied safety needs are mostly grassroots female employees. Taking care of their families and lower salaries also prevent them from seeking suitable accommodation near the company; their safe leave cannot be met. Once there are positions with similar salaries that can accommodate family needs, such employees will immediately resign.

Talent who resign due to unmet belongingness and love needs believe that the company only values overall development and does not value personal growth. They do not receive the necessary respect. The inner desire for equality and respect among talents cannot be met, and when this demand cannot be met, it can lead to employees tending to resign.

Talent unsatisfied with Esteem must believe that enterprise managers cannot reuse them and need more room for future development. They think that the company's promotion mechanism does not have an excellent operational effect and even believe there is no possibility of promotion in the future. However, it will not directly lead to employee turnover, as employees over 35 must take on family responsibilities, and their life pressure is high. They are in a stage of ups and downs, and with cars and houses, their material needs are most vital.

Talent whose self-actualization needs have not been met only have this need at the company's management level. They are not too strict with salary and benefits requirements, but they focus on their development in the company. When there are competitors who compete for the same position but have better conditions than themselves, their motivation to resign will be formed.

Chapter 5 Conclusion and Recommendations

5.1 Introduction

At present, as MDS Company is undergoing transformation and development, the phenomenon of talent loss in the company is being studied through a "theoretical+practical" research method, and the human resource management strategy of the enterprise is being adjusted to achieve specific results in reducing talent loss. This has important strategic significance for the sustainable development of MDS Company.

5.1.1 Conclusion of the current situation of MDS talent loss

As a small and micro enterprise, MDS Company has experienced talent loss during its development process, which has, to some extent, hindered the company's business development. In addition to their weak strength, unscientific management, low welfare benefits, and narrow promotion channels, many small and micro-enterprise managers are limited by their insufficient knowledge reserves, and there is no practical solution to the problem of talent loss. Firstly, the characteristics of MDS company's talent loss include: firstly, a high rate of talent loss in core positions. The management and professional technical personnel of MDS company have a large number of talent loss. Secondly, the number of young people with talent loss is relatively high, with the majority being young people under 35 years old and most of the lost talents having received higher education. The issue of talent loss has hindered the development of MDS company.

In the new era, employees in enterprises have different perceptions of work. Currently, more people choose higher work platforms for their more elevated pursuits. Overall, because most small and micro enterprises are in the early stages of development, they face various problems that need to be improved, such as loose management systems and lack of management experience. For MDS company, there are a series of such problems as insufficient cultural centripetal force, low management level, and lack of emphasis on fairness and justice in the enterprise, which makes it easy for many talents to feel hopeless or even lost in promotion when working, thereby exacerbating the situation for small and micro enterprises with scarce talent.

For small and micro enterprises, rapid development requires investing a certain amount of capital costs, talent, etc., to promote healthy growth. Small and micro enterprises are small in scale, and their development is easily affected by market economic fluctuations. They need better risk resistance, better self-recovery ability, and weak competitiveness. Due to the limited financial resources of small and micro

enterprises, it is difficult to provide a complete supporting service system for enterprise talents in terms of salary, training, etc., which is not conducive to mobilizing the enthusiasm and initiative of enterprise talents, resulting in talent loss. In the talent market, small and micro enterprises need to gain the advantage of attracting talent, such as high-end work environments and modern information technology. Correspondingly, they cannot attract professional and excellent talents, which will affect the development of the enterprise. They must create objective profits and attract exceptional talents with action. Over time, the survival space of enterprises is limited and can only maintain basic survival, even creating a vicious cycle, making it difficult to grow and strengthen.

5.1.2 Conclusion of Factors Influencing MDS Talent Loss

The main reason for talent loss in MDS companies when low-level needs are not met is physiological needs, followed by safety needs, social needs, self-actualization needs, and finally, respect needs. The basic requirements of MDS employees are at a lower level, and are still solving fundamental survival problems. This is related to the low salary level of working in small and micro enterprises, as well as the stability of the job. High-level needs, respect needs, and self-actualization needs. It is the employees who are in the core business position of MDS who need this. They either hold essential places or have great potential, which is a high-level requirement that only middle and senior managers have. They are flexible with salary and benefits requirements, but they focus on their development in the company or industry.

The dissatisfaction of grassroots employees is mainly concentrated in salary and benefits, with low salary levels and poor welfare benefits being one of the main reasons for their resignation. Due to their large workload and salary levels being at the lowest level among the company's overall salary, they are often grassroots employees in the enterprise, which can easily lead to employee dissatisfaction. Due to their low salary level, they are also sensitive to changes in salary, and small fluctuations can cause significant psychological fluctuations. Once the salary level for the same position in other competing companies is higher than our company's, such employees will be highly likely to resign.

The reasons why the need for respect cannot be met are primarily focused on self-confidence, a sense of achievement, and independence. When senior managers excessively interfere with departmental decisions, such as the regular operation of enterprise departments and specific business operations within the department, they exert excessive pressure on middle-level managers. These department managers will undermine their independence and fail to meet the need for respect. When interference from the upper level has affected department managers' direct management of department affairs and subordinate employees, department managers will have to

resign. Respect from others refers to the need for employees to be noticed, praised, and recognized. When the superior manager is not humanistic, they will be stingy in praising and affirming employees, resulting in meaningless hard work by employees. Employees who make mistakes in their work will be severely criticized and punished accordingly, which seriously undermines the need for respect. This accumulated dissatisfaction can dampen employees' work enthusiasm, generate negative emotions, and affect work efficiency, ultimately leading to resignation.

5.2 Recommendations

5.2.1 Building an efficient communication platform

The practical construction of communication platforms is one of the factors that must be addressed in effectively preventing talent loss. Whether communication can be carried out with the correct attitude will directly affect the work progress. Enterprises should first be enterprises and then have the characteristics of revenue. Enterprises should also be represented as enterprises shared by all employees, and managers should treat themselves as enterprise members like ordinary employees. We should understand the expectations of company talents and create good opportunities for their communication. The more timely and effective communication between superiors and subordinates within the enterprise, the stronger the sense of belonging of talents to the enterprise. Establishing a reasonable and efficient communication platform across job levels and departments and facilitating talent communication channels is possible. This communication platform can be public or informal. When people in small and micro enterprises can deeply participate in their business activities, it will stimulate their sense of belonging and responsibility and promote their growth (Kollmann, 2019).

5.2.2 Improve the training system

Small and micro enterprises must establish a reasonable and efficient personnel training system and comprehensively ensure the development needs of talents through comprehensive training. When carrying out training work for the company's management, emphasis should be placed on cultivating their strategic thinking, decision-making ability, and professional level, and composite training should be carried out. When training the middle class of the company, the curriculum should mainly focus on cultivating their systematic knowledge level and comprehensive business management ability. When enabling grassroots personnel in enterprises, based on the fact that employees have been working on the company's frontline for a long time and do not possess corresponding professional knowledge and comprehensive abilities, training courses are set up with the focus on improving knowledge level and assisting in managing business activities. When conducting technical training for technical personnel, emphasis is placed on cultivating their

abilities. Small and micro enterprises should construct two types of exercise: external and internal movement within the company. Among them, internal training should be combined with the company's annual plan and work effectiveness, bringing in external "teachers" and mainly using a unified learning and assessment method within the unit. External training is based on the actual needs of the position, organizing company personnel to register for professional skills training courses collectively or to study in designated cooperative units. Finally, conduct a training evaluation. After training, training and evaluation work should be carried out separately from two aspects: feedback from personnel on the trainees and their subsequent workability performance (Drucker, 1994).

5.2.3 Establish a mechanism for job rotation and "job matching"

Due to the small number of staff in small and micro enterprises, most have multiple roles, so there are some connections between various positions. To facilitate work coordination, talents need to understand the work of their place and be familiar with the work of other parts. Implementing a job rotation system can strengthen talent exchange, make talents no longer limited to their functions, and improve people's enthusiasm in the new work environment. By learning and understanding the work of other positions, skills can gain unique work experience, update traditional thinking patterns, and improve their innovative application abilities. Through the work rotation mechanism, managers and internal personnel can understand each other, and managers can realize the suitable positions for employees to a certain extent. Employees are also more familiar with the enterprise (Handy, 2002).

The "ability position matching" mechanism is a talent selection mechanism that establishes a matching between employee abilities and positions. Whether employees' abilities match their work is a model that summarizes the skills, knowledge, abilities, interests, personalities, and values required by the enterprise and the place through job analysis. This model can effectively test whether a talent's workability meets job requirements by analyzing their resumes and setting situational tasks. Small and micro enterprises' internal talent selection system should be different from the general approach, and the job and talent conditions should be detailed and analyzed. Conduct a comprehensive evaluation of talents, including personal interests, psychology, and other aspects, to select the most suitable skills for the job requirements and form a competitive employment mechanism (Woodruff & Zenteno, 2007).

5.2.4 Optimize salary and benefits

Due to their problems, such as low salaries and inadequate incentive mechanisms, small and micro enterprises need help to mobilize the enthusiasm and creativity of talents, making it even more challenging to retain core talents. Companies tend to

spend a lot of money on talent development rather than cultivating them, as the cost of talent development is enormous and the effectiveness of training is unpredictable. The importance of talent for small and micro enterprises can be seen from this. Instead of hiring talent heavily after talent loss, finding ways to retain talent is better. Special attention needs to be paid to the salary and benefits of core skills. Core talents usually hold essential positions and generally enjoy higher wages. The human resources department needs to negotiate with the talents in advance. After both parties agree, the corresponding salary standards for the positions can be formulated to retain the skills required by the enterprise. If these talents resign due to dissatisfaction with salary and treatment, it may trigger negative emotions among other talents, reduce their motivation, and attempt to leave (Chimucheka & Mandipaka, 2015).

Small and micro enterprises also need to adopt more reasonable ways to distribute benefits to talent to convey the company's caring attitude towards mastery. Preserving our traditional welfare programs and vigorously implementing standard welfare measures such as paid leave for all internal talents is necessary. Add personalized welfare service projects more tailored to the actual skills needs. Conduct preliminary research on the welfare measures for enterprise talents and focus on improving the welfare needs with high feedback from enterprise talents to evaluate the feasibility of implementation. Treat projects that can be executed promptly as several welfare packages to select and match talents and increase their satisfaction with the company's welfare benefits. Improving welfare benefits can increase the company's sense of belonging and skills while also providing opportunities to share experiences (Alattar, Kouhy, & Innes, 2009).

5.2.5 Establish a differentiated performance evaluation mechanism

Analysis of the survey results found loopholes in the performance evaluation system of MDS company. The evaluation standards are not divided according to the different situations of different employees, and the evaluation standards for the evaluation process need to be clarified. Performance evaluation standards should be formulated in detail based on good communication between the human resources or supervisory department and talents and suggestions for targeted evaluation measures. The setting of evaluation standards should pay attention to the following: firstly, the formulation of evaluation standards should fully solicit the opinions of talents and employees and pay attention to humanization for easy implementation; secondly, the evaluation standards should be different, and the assessment standards with specific differences should be flexibly formulated. It is necessary to strictly follow the established evaluation standards in the assessment and evaluation process. Determine performance evaluation indicators based on job responsibilities and actual work conditions (Gebreeyesus, 2007).

5.2.6 Creating advanced corporate culture

An excellent corporate culture can fully stimulate the enthusiasm and creativity of employees so that they can work together with the company as it grows. Talent loss in small and micro enterprises is also related to the relatively weak corporate culture construction. Therefore, modern small and micro-enterprise managers must establish advanced internal cultural concepts for the development of enterprises and lay the cultural foundation for the future development of enterprises with a sound internal organizational culture and excellent internal communication culture of small and micro enterprises. To break through the development bottleneck of traditional small and micro enterprises' transformation, further, enhance their core competitiveness, and bring market competition and resource superiority through the construction of internal development culture and resource advantages. The power of social development benefits, resources, and industry economic development (Woodruff & Zenteno, 2001).



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Appendix

Hello! This questionnaire is currently being investigated and researched on the issue of talent loss in small and micro enterprises. Please cooperate to fill it out at your convenience and check it. This data is only used for academic research, and the information filled out in the questionnaire will be strictly confidential. Thank you for filling it out!

Basic information

Gender: male female

Age: Under 35 years old 35 to 45 years old Over 45 years old

Educational background: Graduates Undergraduates College graduates

Operating post: management position Technical positions Ordinary employee positions

Years of service: Less than two years Two to four years Over four years

Interview outline

1. Are you satisfied with the company's salary? What are the areas of dissatisfaction?
2. Are you satisfied with the company's welfare system? What are the areas of dissatisfaction?
3. Are you satisfied with the company's work environment? What are the areas of dissatisfaction?
4. Are you satisfied with the company's work schedule? What are the areas of dissatisfaction?
5. Is the company's policies and management system sound? Is there anything that needs improvement?
6. Can you handle the relationship between superiors and subordinates, as well as colleagues well?
7. Do you often feel the recognition of your leaders and colleagues when working in the company?
8. Do you think you can get promoted and promoted in the company?
9. Do you feel a sense of achievement when completing work tasks?
10. Are you willing to accept the company's arrangement of some challenging jobs?