

Analysis of the Reasons for the Resignation of Production Staff in YI Company and Its Countermeasures

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Abstract: With the rapid development of the social and economic environment and the intensification of economic integration, China's economic structure has gradually integrated into the world. The competition among enterprises has become increasingly fierce. Enterprises need to improve their own competitiveness and maintain their core competitiveness. Based on the society, sustained and stable development. Reasonable staffing and planning is an important method for companies to improve efficiency. The staff turnover in the production department of Yinchuan Longji Silicon Materials Co., Ltd. is very serious, affecting the normal operation of the company and not conducive to the long-term stable development of the company. Therefore, discuss and study the production department of YL company The reasons for employee resignation and the proposed solutions have become the most prominent problems at the moment.

1. Introduction

In the labor market, the employment environment is increasingly distressed and employment pressure is increasing, but there are still many labor forces that are unstable. As a production-oriented enterprise, employees in the production department are the main core force. If you want to increase output and create value, you must stabilize personnel, improve personnel quality, and improve efficiency as much as possible. YL was established in 2009 with a registered capital of 350 million yuan. It is located at No. 15, Kaiyuan East Road, Technology Development Zone, Xixia District, Yinchuan. It currently employs 4,500 people and is the world's largest monocrystalline silicon manufacturer. The following is the company's production staff turnover data in the past six years.

Table 1 2015-2020 YI Company Production Personnel Turnover Data

Year	Year Early	Year End	Number of departures	Number of people who left	Turnover rate(%)
2015	971	970	790	135	54
2016	970	1366	1013	433	81
2017	1366	1455	1163	733	82
2018	1455	1739	1390	618	84
2019	1614	2212	1343	425	70
2020	2212	4373	3037	1000	87

In 2020, the turnover rate of YL's production personnel reached 92%, which seriously affected the company's normal operations. If the number of employees is not replenished in time, the output will plummet. The number of people cannot make ends meet, which increases the cost of recruitment and training, and puts a lot of pressure on the recruitment team. The company's system stipulates that resignation is divided into three categories. One is voluntary resignation, that is, employees take the initiative to go to the human resources department to complete resignation procedures; the second category is voluntary resignation, that is, employees do not greet without going through any formalities, and leave the job for more than three days without reason. , Submitted by the department clerk to the Human Resources Department. Survey data shows that the

proportion of self-leaving people is also very large. The consequences of self-resignation are much more serious than voluntary resignation, which will prevent the company from knowing the status of the personnel in the post and affect production efficiency.

In order to truly reflect the current situation of the resignation of the personnel in the production department of Yinchuan Longji Silicon Company, and to fully understand the reasons for the resignation of the personnel in the production department, the author issued a questionnaire to the resignees of the production department. The questionnaire survey is from October 31 to December 12, 2020. A total of 177 questionnaires were distributed and 177 were returned. Based on the principle of saving resources and facilitating recycling, the questionnaire is conducted by electronic questionnaire. Employees only need to scan the set QR code to fill out the questionnaire anonymously, and then click submit to complete the questionnaire. The questionnaire is divided into three parts, the first part is personal information: including gender, age, education level; the second part is objective questions: including the position and position in the company, and the reason for leaving; the third part is subjective questions, which are about the company Comments or suggestions. (The questionnaire is attached) After sorting and analyzing 177 questionnaires, among them, male employees are 137, accounting for 77% of the total; young people aged 18-23 and 24-29 are mainly young, accounting for 53% and 39 of the total. %; The education level is mainly in technical secondary school, junior college, and high school; most of the workers are workers, accounting for 73%; production personnel in the apprenticeship stage leave the most jobs, accounting for more than half.

Table 2 Reasons for Resignation and Post Analysis

Reason for leaving	Num	Squad leader (number of people)	Team leader (number of people)	Main operator (number of people)	Assistant (number)	Apprentices (number)
Family reasons	64		1	20	9	34
Working hours are too long	55	1	2	11	5	36
Seek another development	53		2	21	10	20
Stress from work	46	1	2	12	6	25
Physical discomfort	38		1	6	9	22
Not adapted to shift work	34	1	1	7	4	21
Unsatisfactory salary and benefits	33		2	7	6	18
Poor working environment	35	1		5	6	23
Work is boring	27			5	2	20
inconvenient traffic	24			4	4	16
Low quality of workshop leadership	16		1	3	2	10
Inadequate management	12	1	1	2	3	5

2. Analysis of the Resignation Factors of YL Company Production Staff

The resignation factors of Yinchuan Longji Silicon Company can be roughly divided into three categories: internal factors, social factors, and personal factors. The following is an analysis of these three factors.

Internal factors of the company. First, the working hours are too long. The employees in the production department have three shifts in two shifts, that is, the 12-hour shift has a 24 hour break, and the day shift and night shift are changed. Some employees are not used to shift work at first, unable to stay up late, and sometimes have to work overtime, which lasts for 14 or 5 hours. This is also one of the factors that cause the most turnover of new employees. Second, the promotion time is too long. From the basic level to the workshop leader, the employees of the production

department generally have to pass through the five basic ranks of apprentice, assistant operator, chief operator, team leader, and squad leader. It has been learned from grassroots employees that it takes five to seven years of work experience from an apprentice to a monitor. The long promotion time makes many employees impatient, and the effort is not proportional to the reward. Third, the work is boring and the environment is not good. The boring work content, the unchanging work location and environment, and the day-to-day shift work make many young people unable to find the slightest joy of work.

External factors. First, the popularity of the Internet. With the popularization of network technology, the information cost and psychological cost of employees changing jobs are reduced. Second: induce employees to leave during the peak job search period. In the two or three months after the Spring Festival each year, the peak period of employee job hunting and the high turnover of employees, a large number of job hunting opportunities will make employees bravely choose to change jobs.

Personal reasons. First, the work pressure is high. Safety accidents in heavy industry production enterprises are very common. There are hidden dangers of accidents at any time, whether it is for people or equipment and products, causing many people to be reluctant to engage in this high-risk industry. The second aspect is production pressure. The leadership's gradual requirements for production indicators have caused great pressure on employees. Once the production fails to meet the standards, wages and positions will be affected. Each workshop has output regulations, so once an accident occurs, the output will be greatly reduced. The company mainly produces monocrystalline silicon wafers. Monocrystalline silicon is more expensive in the market. No accidents are allowed for dry monocrystalline operation or slicing. In the event of an accident, it is easy to be scolded or even punished by the leader, which reduces performance and wages. Therefore, everyone is tightening their nerves and operating carefully. Third, the salary and benefits are not satisfactory. There is a gap between actual income and the salary advertised at the time of recruitment, which is mainly reflected in the apprenticeship stage. When recruiting, in order to attract a large number of workers, the company exaggerated the salary conditions. Many employees come with high wages, but the wages paid one month after the start of the job are seriously inconsistent with the recruitment time, which dampens the enthusiasm of the employees in the production department. The long-term work intensity and shift work hours are exchanged for It is a lower income, which is not proportional to the amount paid. This is one of the biggest reasons for resignation.

3. Countermeasures for the Resignation of Employees in the Production Department of Yinchuan Longji Silicon Company

Adjust internal related systems. First, adjust the working hours of production personnel, when a large number of employees leave due to long working hours and difficult night shifts. The traditional three-shift two-shift system is no longer the mainstay. The working hours can be adjusted as follows: 8:00-14:00, 14:00-20:00, 20:00-2:00, 2:00-8:00. The production staff work 6 hours and have 12 hours of rest, from the previous 12 hours to 6 hours, so that the production staff will feel that the night shift is a little better, and the six hours will be passed in a blink of an eye, and the body will not be too tired. Second, improve the ability and job matching of production personnel. According to the employees' own conditions and abilities, communicate with employees and assign appropriate positions. For example: 1. People with weak physical fitness and females cannot be assigned to the material preparation workshop, which is seriously inconsistent with his physical conditions. ; 2. Those with strong learning and operability are assigned to the positions of operating machines, etc. Not assigning positions to employees' abilities will only waste human resources and reduce work efficiency. Only when the energy level matches the requirements of the position, can the work efficiency of the organization be ensured, and the organization is also in a relatively stable state, which is conducive to the long-term, stable and healthy development of the organization, and is also conducive to the stable development of personnel.

Improve the workshop environment. First, optimize the working environment, take protective

measures, and improve the quality of hygiene. For example, in the slicing workshop, infrastructure such as bathing has been built so that employees can leave work neatly and improve mood satisfaction. Once the quality of the sanitary environment is improved, employees will work comfortably and comfortably. Second, improve the quality of workshop leaders. The workshop leaders have relatively deep qualifications and rich work experience, but because they are in a different era, they have a low level of culture. No one can take care of them. They can't change it temporarily. However, some employees leave due to the low quality of the workshop leaders. The company must Make timely improvement measures, do some cultural training for workshop leaders from time to time, improve cultural literacy, or conduct cultural knowledge competitions, and slowly nurture them.

Caring for employees. First, increase factory vehicles to make it easier for employees to go home from work. Second, reduce pressure for employees. In the production workshop, employees are paid based on performance, and performance is determined by output. Therefore, if each workshop wants to get high wages, it must be highly vigilant every hour and do not allow "accidents" to occur. Once it occurs, it will not only be criticized by the leaders but also the wages will plummet, so employees are under great psychological pressure. Third, reasonably control overtime hours.

Improve the salary system. First, increase the welfare benefits of production personnel during the probation period, increase transportation subsidies, increase meal supplement expenses, and reissue some daily necessities, so that employees can deeply feel their own interests. Even if the basic salary is not too high, these material things will make The employees feel gratified, pass the probation period steadily, enter the real work position, and perform their duties for the company. Secondly, building apartments for employees. Nowadays, young people are under great pressure to buy houses. Companies can pay attention to this phenomenon based on social surveys. For example, when companies build employee apartments, they can only buy apartments within the working period, and then formulate relevant housing purchase policies to provide internal employees. Housing and housing prices are lower than the market price and can be paid in installments. In this way, it not only solves the pressure of employees to buy a house, gives employees a sense of belonging, but also stabilizes the flow of personnel.

4. Conclusion

By analyzing the reasons for the resignation of employees in Yinchuan Longji's silicon material production department, the following conclusions are drawn:

First: The employees of Yinchuan Longji's silicon material production department have low satisfaction with the company's work system and salary levels. This is also the biggest reason for personnel resignation. The company should report to the headquarters in time, and make a balance based on the actual situation of the company and employees. The wage system in order to stabilize the hearts of the people, retain talents, and maintain the steady growth of business operations.

Second: Although the company takes profit as its production and operation goal, if it wants to stand in the market for a long time, it still needs to consider its employees more, more humane management, and maintain a small and stable turnover rate. The company brings a good reputation and corporate image, which is also conducive to the long-term development of the company.

The above are the measures taken in light of the actual situation of the company and the current situation of resignation. It is hoped that it will bring the effect to the company, reduce the resignation of personnel in the production department, stabilize the hearts of the people, and attract talents. I also hope that it can be used as a reference for companies in the same industry.

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