

## Study on the Loss of Personnel in the Cold Drink Division of Y Group and Countermeasures

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### Abstract

The development of enterprises depends on the stability of personnel. The value-added of enterprises is transformed through the hard work of workers. Therefore, the development of enterprises depends on the stability of personnel. The Y Group Cold Drink Division was producing the off-season during the September-December period, during which time staff turnover was severe each year. This paper analyzes the reasons for the loss of off-season staff and formulates the corresponding countermeasures. I hope that this study can give Y Group leadership guidance of the cold drinks business the corresponding reference to the off-season management, in order to ensure the stability of the staff to the global Dairy industry top five forward.

### Keywords

Staff loss, countermeasure, reason.

### 1. Introduction

At the 19th National Congress of the Party, General Secretary Xi Jinping emphasized that talent is the key to the development of a country. For a company, talent is the basis for the survival and development of an enterprise. In the 21st century, it is an era of knowledge-based economy and more an era of science and technology. In the fierce competition, it is far from enough to rely solely on price and product competition. The competition for talent highlights the importance of competition. Whether it is technical talent or workshop personnel are all the objects of the enterprise to snatch, reducing staff turnover, retaining the talents of enterprises is the most important task of the enterprise. Recently, Y released third-quarter results in 2017, showing double-digit growth in revenue and net profit. Currently, the market value of Y exceeded 180 billion, not only stable first, even more than twice as much as the second place. Y weighted average return on net assets, but also ranks first in the global dairy industry. Y Group is divided into cold drinks division, yogurt division, milk powder division, liquid milk division, raw milk division, there are many factories under each division, factories throughout the country, Y Group has always been a strong benchmark to lead the development of China's dairy industry, a leader in China's dairy industry. However, the sales volume created by the cold drinks division has been not optimistic. The loss of off-season staff has always been the major issue facing the cold drinks group. When the production starts in January each year, large numbers of old staff members will resign, causing the cold drinks department to spend a lot of manpower. Material resources to recruit new employees, after the entry of new employees, to go through three levels of training to the factory-level training, head teacher training, workshop training, training for a long time, coupled with the new employee job skills unskilled, can not be followed. On the production line production speed, can not adapt to the workshop production environment, many new employees after taking office a few days will leave after a few days, resulting in eight workshops a year the production line can not be opened normally, how to maintain the stability of the staff during the off-season, is a cold drink Division Factory leaders face the most important problems. This article mainly discusses the problem of frontline workers in the workshop and its countermeasures. I hope to give managers some advice.

## **2. The current situation of the loss of off - season personnel and the reason analysis**

Many managers have realized the importance of personnel to the enterprise, but there are still many problems in management. Every year, the loss of staff has brought serious losses to the enterprise. There are seven departments in a factory in the Y Cold Beverage Division: Personnel Administration Department, The quality management department, the technical department, the supply guarantee department, the equipment department, the production department, the logistics department and the production department are the largest departments, accounting for 80% of the total factory number. The production workshop staff) more than 600 people, off-season average loss rate as high as 40%. Staff instability, turnover is the main problem facing the off-season.

Off-season is a key period for personnel training and personnel stability in the cold drinks division. The main reasons for the serious loss during the next period include the following:

### **(1) The off-season holiday, people's instability**

September to December each year is the off-season for the Erie Beverage Division, which stops production during the off-season, sells inventory during peak seasons, leaves only a small number of staff on duty, and most people arrange assignments to other businesses as well. Some people choose to fill in rest cards and wait for the factory to come to work in the coming year. However, the three-month period is not short. Some employees in Erie started looking for other short-term jobs to keep their families spending. After waiting for other jobs. Due to a variety of reasons, or different working hours or workload and other issues, resulting in Y's staff began to shake the heart, choose to resign from Y to off-season jobs. As a result of the opening of the coming year, only a few employees who fill out the rest card have come to work in the factory, leaving most of their employees to leave.

### **(2) Employees do not want to send, leave automatically**

Y based in Inner Mongolia, radiating the country, all over the country have Y production plant. Most of the employees who work in the Erie workshop are peasants in the nearby villages, and they are all the main labor force in the home. The employees of the Y Cold Drink Production Factory, which take labor cost into account when building the factory, are generally located in the suburbs or villages. There are old people to be supported, and children under their care, so in the off-season do not want to leave home far too far to send to other places to work, because the expatriate enterprises are in the county outside the city, home to take care of children is not convenient, As a result, many employees will not choose to work as expatriates and resign directly, resulting in the loss of many old employees.

### **(3)The assignment to another business, the work is not satisfied**

According to the "cold drinks business off-season assignment", do not fill in the rest of the card staff should be arranged under the leadership of this class to participate in the assignment. Since the expatriated enterprise is the personnel administrative department that has signed the dispatching contract with the dispatching side in advance, it will only be dispatched based on the expatriate units in the previous years with fewer field trips. After expatriate staff arrive at the dispatched units, The difference between the environment, salary or working hours can not adapt to the new environment, leaving the expatriates to work negatively, leaving the dispatched enterprises to management after a long time or hard time. According to the factory's regulations: No special circumstances Can not leave the dispatch unit easily. Many employees chose to leave, resulting in a large number of expatriate staff.

## **3. Staff turnover countermeasures and suggestions.**

### **(1) According to the length of service paid corresponding life allowance**

The old staff is the foundation of the enterprise. From September to December, according to the employee's time to Y, employees are given the corresponding basic salary subsidy so that the employees can also have certain income during the off-season to ensure the basic life of the employees. Level, at the same time issue gifts of condolences to family-hard employees, so that relatives of

employees can feel the warmth of Erie, so that staff can have a warm winter, so that not only stabilize the staff mentality, but also to appreciate the warmth of the extended family, In the coming year, employees will work with gratitude and work more interested and productive. In addition, these employees will introduce their friends and family to work in Erie, even if there is an employee to leave, will soon be added up. Will not affect the production and operation of the coming year.

(2) The choice of assignment units try to choose close business

Taking into account the elderly and children at home employees need to take care of, so managers in the choice of assignment of enterprises should try to choose from the factory rival enterprises. As the Y Industrial Park at the same time liquid milk, milk, milk, yogurt division, in addition to the cold drinks division, the other division has no off-season, so you can consider the cold drinks division staff to other divisions to work, so After get off work, employees can go home and take care of the elderly and children. If such an employee can not be arranged, statistical work can be done well in advance to arrange the employees most in need of caring for the elderly and children to work in other business divisions, thus solving the concerns of employees and providing them to employees Eradicate the worries.

(3) Field trips to foreign companies, signed a contract

Before the dispatch of staff, the management staff went abroad to conduct field trips and inspected the project including accommodation, environment, corporate culture, salary and working hours, according to the characteristics of our employees, non-conformities and interviewed with the expatriate enterprises, After the agreement is signed, the dispatching contract will be signed to ensure the vital interests of our employees. At the same time, when expatriates, select the appropriate team members, the team members have a strong sense of communication and sense of service in the assignment problems encountered in time to be able to communicate with the dispatched units, and can always pay attention to the staff The work of the staff on the issue of expedition can take the initiative to give a reply. In addition, during the expatriate period, we organized more than one staff to gather, exchange and chat so that expatriate employees can understand that they are not alone and a warm family. Factory leaders should pay attention to the humane care of employees. During their assignment, factory leaders should also visit employees from time to time, give them psychological condolences and enhance their sense of belonging.

(4) Develop a sound staff training programs

Developing a comprehensive staff training program is a measure to reduce staff turnover. Prior to the off-season, personnel loss data in previous years are collected, collated and analyzed for big data to predict the loss of people this year. Based on the predicted staff turnover data, staff training programs, personnel training programs and staff training programs are formulated. In the off-season based on the loss of people predicted the recruitment of new employees, and in the meantime, new employees were trained to watch the video on the job, the old staff to take the new staff to field operations exercises, at the same time in the training, develop appropriate assessment methods, You can take the exam papers, or organize questions or competitions, quizzes, skills competitions and other activities to promote employee learning enthusiasm, while the top leaders of the factory to award outstanding employees, increase employee honor and so on. After three months of training, new staff skills have been improved to meet the needs of the coming year. Complement the loss caused by the loss of personnel to the factory.

#### 4. Summary

Off-season is also a crucial period for enterprises. To achieve development, enterprises must have a stable manpower structure, and the loss of off-season personnel should be given full consideration and solutions should be sought. The loss of staff will not only increase the labor cost of the enterprise, but the loss of personnel will cause the overall decline of the enterprise and the image of people. The fierce competition between modern enterprises is, in the final analysis, the competition of qualified personnel. The enterprise should formulate a sound Talent cultivation plan, emphasis on human

development, companies can be invincible in the fierce competition. Man is the main factor of production, but also the fundamental element of fierce competition. People's development in the enterprise can not be ignored. This article finds out the main reasons for the loss of staff during the off-season season of Y Group's Cold Beverage Division, and gives some reasonable suggestions. I hope this study can give some reference to the loss of staff. Other similar companies that have off-season or off-season can learn from this article to improve the stability of their staff so as to enhance the cohesion and solidarity of the staff and win the weight of enterprises in the face of fierce competition.

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