

A Study on the Management of the New Generation of Migrant Workers' Leaving in China

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Abstract—The purpose of this study is to provide countermeasures for the new generation of migrant workers' leaving in the small and medium-sized enterprises. This study discusses the characteristics of the new generation of migrant workers in China, investigates and analyzes the reasons for the migrant workers leaving the new generation of small and medium-sized enterprises, and puts forward strategies to control the migrant workers who leave for new generations of small and medium-sized enterprises. The research methods of this study are questionnaire survey and theoretical analysis. The main conclusions of this study are: pay and benefits are the primary factors affecting the new generation of migrant workers. The new generation of male migrant workers value promotion opportunities, while the new generation of female migrant workers value vocational training. Vocational training is the primary factor for the turnover of new generations of migrant workers under the age of 25. Remuneration and benefits are the primary factors for the migrant workers from the age of 25 and older. The new generation of migrant workers aged 25 to 30 pay more attention to promotion opportunities, and the new generation of migrant workers over 30 years of age.

Keywords—SME; New generation of migrant workers; Reason for leaving; Management strategy

I. INTRODUCTION

In the process of industrialization and urbanization, the transfer of surplus rural labor to cities and the concentration of labor force from the primary industry to the secondary and tertiary industries is a universal law. Since the late 1980s, the urban labor market in China has begun to provide a large supply of rural labor, providing sufficient labor for China's industrialization and urbanization. This is an important reason for the rapid economic development of China in the past 20 years. The most urgent task of urbanization in China is to realize the citizenization of the agricultural transfer population, and in particular to support the renewal of the new generation of migrant workers who have strong will and urbanization^[1]. In 2013, the Central Rural Work Conference proposed that by 2020, about 100 million permanent migrant workers from cities should be settled in cities and towns. This shows that the urbanization of the agricultural transfer population has become an important part of the national top-level design. There are 260 million migrant workers in China, and the mainstay is the new generation of migrant workers. The new generation of migrant workers has been the mainstay of SMEs. However, the

frequent departure of new generations of migrant workers has caused a shortage of employment for SMEs, which has seriously affected the development of SMEs and further affected the economic development of the entire region. Therefore, research on the new generation of migrant workers in Chinese SMEs is highly practical and necessary.

II. NEW GENERATION OF MIGRANT WORKERS

The National Federation of Trade Unions pointed out in the "Research Report on New Generations of Migrant Workers" that the new generation of migrant workers refers to the agricultural household registration population born after the 1980s, aged 16 or older, and mainly employed in non-farm employment in other places^[2]. From the perspective of population structure, the new generation of migrant workers includes two types of people: one is born in rural areas and enters urban employment after graduating from school; the other is the children of migrant workers who have grown up in the city with their parents. Due to the differences in the growth environment, and the higher level of education and education, the new generation of migrant workers has significant self-group characteristics compared with the previous generation of migrant workers.

A. Education level

In terms of education, the new generation of farmers is much higher than the previous generation of migrant workers. The new generation of migrant workers were all born after 1980 and are all covered by the "Compulsory Education Law of the People's Republic of China." All new generation of migrant workers should generally accept nine-year compulsory education. According to a survey conducted by the National Bureau of Statistics in 2016 on new generations of migrant workers, the average number of years of education for the new generation of migrant workers is 9.8 years, and the ratio of high school education and above is 26.4%^[3].

B. The concept of consumption

The previous generation of migrant workers had a conservative concept of consumption while the new generation of migrant workers had a more open concept of consumption. Most of the previous generation of migrant workers lived in sheds or flats, and less rented out houses, while the new generation of migrant workers preferred to rent out houses. The new generation of migrant workers is thirsty for new things, and is willing and willing to spend on it. The new generation of

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migrant workers likes to shop online and have a high rate of ownership of cosmetics, smartphones and computers. New generation of migrant workers also often go to cinemas, bars, and playgrounds.

C. Life goals

The main goal of the previous generation of migrant workers working outside the city was to return to the rural areas. The goal of the new generation of migrant workers is to stay in the city and become a city person. Most of the new generation of migrant workers do not have the experience of farming and basically do not do farm work. The goal of migrant workers is to stay in urban life. Therefore, when SMEs manage new generations of migrant workers, they must fully consider their life goals and provide them with a long-term method to remain in the city. Only in this way can they retain the new generation of migrant workers.

D. Rights awareness

Compared with the previous generation of migrant workers, the new generation of migrant workers has a great sense of rights protection. In the face of unfair treatment, the new generation of migrant workers is more inclined to use legal means to safeguard their legitimate rights and interests instead of swallowing it. According to the National Bureau of Statistics survey on new generations of migrant workers in 2016, when the rights and interests are damaged, the new generation of migrant workers choose the solution: 36.8% to negotiate with the other party, 30.1% to the relevant government departments, 27.2% through the legal route solve^[3].

III. REASONS FOR THE LEAVING OF THE NEW GENERATION OF MIGRANT WORKERS

A. Questionnaire

The task force investigated the primary reasons for the departure of new generations of migrant workers in small and medium-sized enterprises in Lanzhou City. A total of 330 questionnaires were distributed and 291 valid questionnaires were returned, accounting for 88.2% of all questionnaires. Questionnaires were surveyed on compensation and benefits, job intensity, promotion opportunities, and vocational training.

1) Gender perspective

Of the 291 valid questionnaires collected, 185 were men (63.6%) and 106 were women (36.4%). According to statistical results, the primary reasons for the departure of the new generation of male migrant workers were: pay and benefits (42.2%), promotion opportunities (29.7%), vocational training (27%), and work intensity (1.1%); female migrant workers resigned the primary reasons are: compensation and benefits (55.7%), vocational training (27.4%), job intensity (14.1%), and promotion opportunities (2.8%).

Therefore, compensation and benefits are the primary factors affecting the turnover of new generations of migrant workers. The new generation of male migrant workers value promotion opportunities, while the new generation of female migrant workers value vocational training. The intensity of work is also important for new generations of female migrant workers.

2) Age Perspective

Of the 291 valid questionnaires collected 84 (28.9%) were under 25 years old, 127 (43.6%) were 25 to 30 years old and 80 (27.5%) were over 30 years of age. According to statistics, the primary reasons for the departure of new generations of migrant workers aged under 25 are: vocational training (44.1%), compensation and benefits (35.7%), promotion opportunities (10.7%), and work intensity (9.5%); The primary reasons for the departure of new generations of migrant workers aged 25 to 30 are: compensation and benefits (45.7%), promotion opportunities (29.1%), vocational training (22%), and work intensity (3.2%); ages above 30 The primary reasons for the departure of new generations of migrant workers are: compensation and benefits (61.25%), vocational training (17.5%), promotion opportunities (15%), and job intensity (6.25%).

Therefore, vocational training is the primary factor for the new generation of migrant workers under the age of 25 to leave. Remuneration and welfare are the primary factors for the departure of new generations of migrant workers over the age of 25. New generations of migrant workers between the ages of 25 and 30 pay more attention to promotion opportunities, and new generations over the age of 30. Migrant workers pay more attention to vocational training.

B. Theoretical analysis

1) The new generation of migrant workers themselves

a) Low salary

Most of the new generation of migrant workers in small and medium-sized enterprises is labor dispatch workers. Although they do the same work, their compensation and benefits are lower than those of the regular employees. In this way, this new generation of migrant workers is easily psychologically unbalanced. In addition to comparing with other employees of the company, the new generation of migrant workers is also accustomed to refer to other people in the same position in the same industry as the basis for the departure. In addition, when the company is in the off-season sales season, the turnover rate of the new generation of migrant workers is also high. The reason is that the company's orders fell in the off-season, employees had to work less, and the salary they received was not high. For the new generation of migrant workers to get a higher salary, they have to rely on overtime to achieve, because their basic wages are not high; can only rely on more hours to get more performance pay.

b) Dissatisfied with the working environment

Compared with the old generation of migrant workers, the new generation of migrant workers can not tolerate the harsh environment of "dust", "noise" and "wet". They are more selective about the working environment and face little setbacks, so they can easily choose to give up. They want a decent and safe working environment. In addition, the new generation of migrant workers is repulsive to the boring life that they face the same machine every day and do the same repetitive work. They leave for a while and want to change their environment.

c) Family marital problems

The new generation of migrant workers is generally in the 18 to 30 age group, and in many small and medium-sized enterprises, female migrant workers account for a large proportion. As the phenomenon of separation of employees from marriage and pregnancy has gradually increased, on the one hand, women are more concerned about marriage and family, and on the other hand, companies have insufficient attention to the needs of women employees for marriage and childbirth. At the age of marriage and childbirth, the new generation of migrant workers resigned from their homes to get married, some returned home, and others had babies because of pregnancy.

2) SME reasons

a) Pay cost control

When SMEs face the problem of salary and welfare for new generations of migrant workers, they always consider the cost of the enterprise first. Therefore, when dealing with the problem of salary adjustment, companies always deliberately evade the benefits. It is also possible for the welfare of the new generation of migrant workers. If the reduction is reduced, overtime pay will not be given to overtime pay, and the new generation of migrant workers will be squeezed as much as possible. This is the fundamental point of the contradiction between SMEs and the new generation of migrant workers, and it is also the most fundamental reason for the departure of new generations of migrant workers. The new generation of migrant workers does not have the consciousness of the self-dedication of the old generation of migrant workers, but their hard work is not inferior to the older generation. They think that the pay and return are equal and that if the treatment fails to be expected or unfair, it may leave the company rashly.

b) Lack of humane management

Compared with the old generation of migrant workers who are obedient and obedient, the new generation of migrant workers has a relatively high level of education. They possess unique personality and dignity, yearn for freedom, and do not like to be bound. Therefore, it is very difficult for enterprises to manage. The new generation of migrant workers is generally less satisfied with the management of SMEs. It is believed that there are many problems in the management of SMEs because SMEs lack humanistic management. Managers of SMEs strictly manage the new generation of migrant workers according to the system, but for the new generation of migrant workers, due to the poor awareness of system constraints, it is easy to violate discipline. Some management personnel do not use persuasive education methods, and only use bad language criticism or fines treatment; it will damage the dignity of the new generation of migrant workers, resulting in the departure of new generations of migrant workers.

c) Insufficient career planning

In SMEs, the new generation of migrant workers does not have institutionalized rising channels, which is why most new generations of migrant workers lack a clear career plan. Due to different personal backgrounds and personal experiences, the level of employees in different enterprises is different. The new generation of migrant workers has different understandings of their careers. The more people who are motivated to make

progress, the more they hope to improve their abilities and qualities through rising positions. Get exercise and promotion to realize your own life value and ideal. The lack of professional training for career planning and the lack of management positions in the midst of the company have led to the emergence of new generations of migrant workers who are prepared to fight for a long time in the enterprise, which in turn affects the enthusiasm of their work and leads to the emergence of resignation.

IV. CONTROLLING THE STRATEGY OF NEW GENERATION MIGRANT WORKERS LEAVING IN SMALL AND MEDIUM-SIZED ENTERPRISES

A. Recruitment management system

Effective recruitment planning, accurate positioning, scientific assessment methods, good recruitment strategies, and smooth recruitment channels can bring more outstanding employees to the company, increase the satisfaction of new employees and reduce the number of new employees. Loss rate. Under the trend of "shortage of rural workers," if enterprises still insist on passive recruitment, they will lose their attractiveness to the new generation of migrant workers. Enterprises must change the "increase in migrant workers," the recruitment of inertia thinking, establish and improve the recruitment management system, take the initiative to attack strategy. The human resources department should take the initiative to participate in the planning of the enterprise and the employing departments, and have an in-depth understanding of the movement of personnel, and accurately locate the company's employment needs at all stages. The human resources department must formulate complete job descriptions and adopt scientific assessment methods to ensure "man-post matching". The human resources department must also reform its recruitment methods and expand recruitment channels, and formulate scientific and reasonable recruitment programs.

B. Performance management system

The purpose of establishing an effective performance management system is to enable the performance to be truly evaluated so as to obtain objective performance appraisal results in order to facilitate the performance of remuneration and take corresponding incentives. Because of the many characteristics of the new generation of migrant workers themselves, the simple performance appraisal system for the previous generation of migrant workers is not suitable for them. The performance appraisal of the new generation of migrant workers should adopt a comprehensive assessment method. It should include not only the assessment of the new generation of migrant workers directly but also the assessment of the new generation of migrant workers. Not only assessment of the work results, but also the assessment of the work process, in order to accurately reflect the true performance of the new generation of migrant workers. In addition, the assessment standards for the new generation of migrant workers in SMEs should be quantified to ensure that the performance assessment is fair and reliable. Strengthening the feedback and application of performance appraisal results can improve the sense of fairness of the new generation of migrant workers, enhance the sense of competition of the new generation of migrant workers, and thus improve the personal performance of the new

generation of migrant workers, and in turn promote the continuous improvement of corporate performance.

C. Remuneration management system

The salary of new generation of migrant workers in SMEs is generally low, and salary management is an important factor in controlling the loss of new generation of migrant workers. When SMEs establish a new generation of wage management system for migrant workers, their colleagues who are in compliance with national laws and regulations must adhere to an efficiency-oriented approach and implement a differential wage system. SMEs should be given different levels of wages according to the skills and work completion of the new generation of migrant workers, so as to promote the new generation of migrant workers to improve their skills and promote the improvement of production efficiency. Colleagues, companies must regularly conduct market surveys to ensure that the new generation of migrant workers pays outside the fairness in order to prevent the loss of employees. In addition, SMEs need to provide diversified benefits for the new generation of migrant workers combined with their own reality. In addition to the five insurance and gold prescribed by the state, they can also provide personalized benefits such as dormitory accommodation, child care, elderly care, and catering services. To attract and retain new generations of migrant workers.

D. Incentive mechanism

The characteristics of the new generation of migrant workers determine that the improvement of their work efficiency is not just relying on material incentives. They need spiritual incentives even more. Spiritual incentives correspond to material incentives and are an intangible incentive from the perspective of the spirit, such as giving full authorization to new generations of migrant workers, timely information feedback and performance recognition, establishing a flexible work system, giving career planning guidance, etc. . SMEs' incentives for new generations of migrant workers should change the single mode of material incentives in the past. The establishment of a comprehensive incentive mechanism combining material incentives and spiritual incentives can stimulate the enthusiasm of the new generation of migrant workers. In addition, companies must use such negative incentives as criticism, punishment, or expulsion so as to avoid a greater mental blow to the new generation of migrant workers, resulting in their resistance and dissatisfaction, and resulting in their departure.

E. Training system

The establishment of an effective training system can increase the productivity of the new generation of migrant workers, as well as their loyalty and sense of belonging. The training of the new generation of migrant workers in SMEs mainly includes four aspects. The pre-post training of the first-generation migrant workers includes pre-post general training and job knowledge training. The general training mainly includes the enterprise profile, product knowledge, and rules and regulations. Training on behavioral norms. The second is job security training, including training in fire safety, facility safety, and behavioral safety. The third is skills training, including sports skills training and intellectual skills training.

The fourth is to establish a job rotation system. Most of the small and medium-sized migrant workers existing in the new generation are production-type enterprises and are prone to job fatigue. The establishment of a job rotation system can cultivate the skills of the new generation of migrant workers, expand their career development channels, and increase their satisfaction.

F. Career management aspects

The characteristics of the new generation of migrant workers determine that their future will grow into urban workers, so they attach great importance to career development opportunities. SMEs should formulate personalized and differentiated promotion measures based on their own characteristics and the characteristics of the new generation of migrant workers, so as to establish a scientific and reasonable promotion mechanism. As SMEs are a flat organization with relatively large management scale and relatively small management level, SMEs should plan scientifically, increase the establishment of posts, and combine the performance assessment of new generations of migrant workers, and vigorously promote management personnel from within the company. SMEs can only retain the demands of the new generation of migrant workers in career development, broaden the career development channels for the new generation of migrant workers, and increase the career development opportunities of the new generation of migrant workers in order to retain the new generation of migrant workers.

V. CONCLUSION

The conclusion of this study is that remuneration and benefits are the primary factors affecting the departure of new generations of migrant workers. From a gender perspective, men value promotion opportunities, while women value vocational training and job intensity. From an age point of view, 25 years of age are valued for vocational training, 25 years of age are valued for salaries and benefits, 25-30 years are valued for promotion opportunities, and 30 years of age are valued for vocational training. The reasons for the departure of the new generation of migrant workers are: lower wages, dissatisfaction with the working environment and family marital problems; corporate reasons are: pay cost control; lack of humane management and lack of career planning for the new generation of migrant workers. The company carried out work from the six aspects of recruitment management system, performance management system, salary management system, incentive mechanism, training system, and career management to control the departure of new generation of migrant workers.

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