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THE CAUSES AND COUNTERMEASURES OF BRAIN DRAIN IN ENTERPRISES
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With the increasing degree of economic globalization, the flow of talents in enterprises is significantly accelerating. From the point of view of market resource allocation, a reasonable flow of qualified personnel can optimize the allocation of human resources; from the perspective of an enterprise, an appropriate turnover rate will bring new knowledge, new technologies and more innovative ideas to the enterprise. However, the excessive outflow of talents will bring some negative impacts on the development of business. This paper starts from the concept of brain drain to analyze the causes and impacts behind this phenomenon by means of conducting interviews in the practical field, and finally the corresponding countermeasures toward this issue will be put forward.

The purpose of interview is to penetrate the causes leading to the brain drain around the world by conducting an instant interview to the 4 employees from different countries and companies. However, to investigate and acquire a comprehensive result, all the interviewees are selected in the same age group and equal social status.

According to the interview result, the reason behind the career choices differ from person to person while the most obvious one accounts for this phenomenon is the lack of promotions and the pursuit for personal career development. Apart from the salary issue always being considered, the employees’ feelings and satisfaction toward the company also plays a vital role when they make career decisions. Based on the interview results from our interviewees, some corresponding countermeasure will be put forward to tackle this problem and more discussion from author will be elaborated in the end.

Keywords: Brain Drain, Human Resource Management, Causes and Countermeasures
"The 21st century’s competition is talented person's competition" Andrew Carnegie once said, another classic word to describe the importance of employees and how they play a crucial role in the survival and development of enterprises: “take away my employees, leaving the factory, factory will be filled with weeds soon; With my factory, leaving employees, soon we will have a better factory”. Human capital always ranks on the top of the most important factors that may influence the nation’s development process in technology, natural resources and the level of investment (Berry & Soligo 1969, 778-794). Some literature research already points out that the nations grow faster when equipped with high-skilled people than the shortage of it and the deficiency of human capital is the vital factor which keeps the country less developed than others (Bhagwati 1976, 691-729). Availability of skilled and knowledgeable people is, at any time, the hinge in any sectors’ development of the economy. The considerably outflowing for these human resources undoubtedly lower down the productivity and progressing pace of the society.

Undoubtedly, in the era of rapid development of knowledge economy, the loyalty of employees has become a key factor in the existence and development of enterprises (Grapevinesurvey 2004, cited 10.1.2018). However, it is undeniable that as the economy grows, the range of jobs that people can choose has been expanding dramatically and the flow of talents among enterprises also accelerate greatly. It is true that the proper flow of talent can bring new ideas, fresh blood and optimize the structure of the enterprise while the high frequency of brain drain will significantly increase the direct costs of enterprises and weaken the enterprises’ competitiveness and stability at the same time. Therefore, in order to avoid the loss of talents and prevent the unfavorable influence caused by the excessive flow of talents. It is necessary to research and analyze the current situation of brain drain, explore the measures for talent management in the new social circumstance as well as prevent the unnecessary loss of talents, and this work has become a strategic task in the current enterprise human resource management such as how to keep the employees satisfied and motivated so as to control their intentions of turnover.

According to the incomplete statistics, in recent years the turnover rate of talent in Chinese domestic companies has been approaching 50%, while some of them have actually reached 70% (Tian, cited 10.1.2018). The problem of brain drain has indisputably become a bottleneck in deterring the sustainable development of many enterprises. This thesis will focus on addressing
the main causes and finding out the resolutions for this problem with the method of conducting an interview for the 2 representatives who left their previous company and did the job-hopping. Afterwards, I will put forward the countermeasures and suggestions on preventing the brain drain from the 3 aspects of the market, companies, and talent themselves, which aids to solve the problem of brain drain and achieve sustainable development.
2 BRAIN DRAIN IN ENTERPRISE

To figure out how the flow of talents fundamentally influences the development, we first need to get clarified what is talents and how they play an indispensable role in terms of every operating stage of the companies. Besides, the causes and types, consequences brought by the mobility of talents also need to be considered to help us combat this issue.

2.1 Talents role in Enterprise

The transition to knowledge-based economies raises the demand for high-skilled labor. To meet this demand, countries invest in education and enterprises, thereby expanding their own in seeking human capital. This approach has profound and long-lasting benefits for economic growth (Mahroum 1999, 17-18), but it is also costly and does not eliminate skilled labor shortages instantaneously. As far as enterprise’ concerned, the talent usually refers to those who have certain expertise, ability to meet job requirements as well as make the contribution to the further development of the enterprises (Teferra 2000, cited 10.1.2018). Most successful companies have realized that the competitive edge lies in the combination of the special resources they possess and their position with respect to the competitors (Horalikova & Zuzak 2005, cited 10.1.2018). To achieve the goal of sustainable development, this competitive advantage has become the severe problem as the rapid growth of business activities generates the simulation of business ideas or creativities, aiming to reach or possess high ground of market. Hence, talents and their unique knowledge become the only unduplicated resource of the company. People are practitioners of change, they are the main resource in their power to facilitate company to achieve the long-term sustainable competitive advantage.

2.2 Traits of Brain Drain

One of the perplexing issues haunting plenty of the enterprises is the inability to retain the talents for a long-term development, which accounts for the phenomena that a large cost in terms of talents management always occupy the top position in the annual enterprises’ balance sheet. Brain drain may be defined as “the departure of educated or professional people from one country, economic sector, or field for another usually for better pay or living” (Thesaurus, cited 10.1.2018). The brain
drain phenomena is getting more and more intensified as the blossom of globalization economy enables skilled workers benefit from wilder range of available jobs that may provide better overall reimbursement package (HRZONE, cited 10.2018).

From the perspective of enterprise, the turnover of talents can be roughly divided into 2 categories: the first category is the normal outflow of talent, referring to the professional mismatch without resignation, or cannot adapt to the enterprise necessarily (Daoxun & Yingying, cited 11.1.2018). The second category refers to the outflow of talents who cause the loss of enterprise or the enterprise cannot meet the employees’ satisfaction. The normal flow of talents is the inevitable outcome of the marketization of human resource allocation, which is conducive in terms of optimizing the distribution of social human resource so as to generate the social development. Whereas the abnormal outflow of corporate talents often brings some unfavorable effects to enterprises and society, jeopardizing the growth of economy substantially and the improvement of productivity (Report on turnover rate of employees in China 2016, cited 10.1.2018). This thesis will focus on the latter phenomenon and make some discussions. Simultaneously, the traits of brain drain will also be specified in the following part.

2.2.1 Normalization

With the staggering development of economic globalization and technological revolution, market competition is becoming increasingly fierce. Behind this competition, it is always obvious that the talent competition is ranked the top position when they entered the niche market and try to win the people since massive multinational companies are implementing the "talents localization" strategy on in the expansion process (Reza, cited 12.1.2018). At the same time, the rise of high-tech companies in the home countries are developing remarkably and the thirst for talents is always extremely urgent and stressing issue which leads to talents battle directly. For a considerable long period in the future, the scarcity of talent relative to capital and other resources will galvanize the high-quality talent flow between enterprise as a norm.

Figure 1 shows the monthly Quits in U.S from 2000 to 2013 and it keeps equal and only labor force age distribution changing. This trend line enables us to see the proceeding process of how the quits and exodus becomes normalization. Though there was a small decline happened in 2009, we may
not be able to see from the demographic effects in terms of labor force participation rate (What quits are telling us 2013, cited 11.1.2018).

![Figure 1, Trend line for quits rate (What quits are telling us. 2013, cited 11.1.2018).](image)

2.2.2 High frequency

Some of skilled people who have excellent management experience and master market resources or technical resources are always the target of various enterprises for their scarcity in the entire labor market. On the other hand, they are constantly pursuing their maximum value by altering the service object at the same time (What quits are telling us. 2013, cited 11.1.2018). Rapid changes in the balance of supply and demand and market competition caused by the power of enterprises make the continuous flow of talented people to the more promising brand enterprises. Hence it leads to the high frequency of employees' turnover.

2.2.3 Collectivism

Recently, the biggest feature of the loss of business talent is the “collective job-hopping” of core staff. One of this example would be the CEO assistant of Founder, Zhouxainfeng, leads more than 30 PC technology backbones collectively to join Hisense Digital Enterprise. Jiang Xinhzhou, who
worked in Jianlibao for decades, with 20 other sales managers do the job-hopping without any clues (What’s the best precautions to prevent “collective job-hopping”, cited 11.1.2018). These incidents have caused an uproar in the industry. But with increasingly same kind of signs and phenomenon, the reason behind it also deserves more serious considerations.

This stylized fact can be unveiled in most Eastern European countries as the outflow of talents is one of the most serious issues in the near future and specifically for the discussing process of becoming the new EU members. As the figure 2 manifests that most of skilled, especially young, and highly potential men who mostly like to leave Central and Eastern Europe to pursue their career development in other EU countries such as Germany, which is the probably the best target country. Apparently, the negative effects of brain drain then occurred as the emigration of qualified people left their own countries and committed to the counterparts than their home.

<table>
<thead>
<tr>
<th>Country of Emigration</th>
<th>Volume and Occupation of Emigrants</th>
<th>Country of destination</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russia 1990</td>
<td>250 Scientists of the academy of science (20%)</td>
<td>not specified; permanent contracts among others Germany</td>
</tr>
<tr>
<td>1991-93</td>
<td>18,000 Scientists and Intellectuals</td>
<td>Israel (44,000 engineers, 8,500 Ph.D.s) contracts, primarily Israel, Germany &amp; the US</td>
</tr>
<tr>
<td>1992</td>
<td>7,000-70,000 Scientists</td>
<td></td>
</tr>
<tr>
<td>1991</td>
<td>600 members of the academy of science; the most productive</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4% of the emigrants are students, 80-90% want to leave permanently</td>
<td></td>
</tr>
<tr>
<td>Bulgaria 1990-92 from 1989</td>
<td>40,000 Scientists per year</td>
<td>Work in the West primarily Germany, Ireland, France, UK; intend to emigrate permanently</td>
</tr>
<tr>
<td>Ex CSSR 1989</td>
<td>34.4% of the emigrants are intellectuals</td>
<td>Germany</td>
</tr>
<tr>
<td>Hungary ?</td>
<td>many want to emigrate permanently</td>
<td>US</td>
</tr>
<tr>
<td>Rumania 1980-84</td>
<td>12.1% of the emigrants were highly qualified</td>
<td>Germany, Hungary &amp; Israel</td>
</tr>
<tr>
<td>Poland 1980-87</td>
<td>76,300 academics</td>
<td>Germany, US, France and others Germany from 81-88 approx. 50-55% migrated to Germany, a great part being ethnic German emigrants (Aussiedler)</td>
</tr>
<tr>
<td></td>
<td>59,700 with university degree</td>
<td></td>
</tr>
<tr>
<td></td>
<td>19,800 Engineers, 8,800 Scientists &amp; academics, 5,500 doctors, 6,000 nurses</td>
<td></td>
</tr>
</tbody>
</table>

*Figure 2, Brain Drain from the Eastern Europe according to the Literature (Wolburge 2000, cited 19.1.2018)*
To look into the potential loss of brains in the Eastern European countries and obtain a better understanding of the collective characteristic of brain drain caused by immigrations, let’s continue to take an example of migration flows towards Germany. The skills ratio (the share of highly qualified immigrants out of all immigrants) might be exploited as a measurement for the instantaneous human capital content of migration (Straubhaar 2000, cited 19.1.2018). By observing the immigration pattern, we can establish a comprehend quantificational structure of migration over a specific time. This is accomplished by the Figure 3 where the migration structure is analyzed within the period of 1992-1994.

<table>
<thead>
<tr>
<th>Sending Country</th>
<th>Aggregated Immigrants according to Qualification</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>highly qualified (1)</td>
<td>total (2)</td>
<td>skill ratio (flows) (3) = (1):(2)</td>
</tr>
<tr>
<td>Poland</td>
<td>9.02</td>
<td>48.41</td>
<td>0.19</td>
</tr>
<tr>
<td>Ex CSSR</td>
<td>1.76</td>
<td>10.60</td>
<td>0.17</td>
</tr>
<tr>
<td>Hungary</td>
<td>3.78</td>
<td>10.87</td>
<td>0.35</td>
</tr>
<tr>
<td>Romania</td>
<td>6.11</td>
<td>63.47</td>
<td>0.10</td>
</tr>
<tr>
<td>Bulgaria</td>
<td>3.74</td>
<td>9.65</td>
<td>0.39</td>
</tr>
<tr>
<td>EX Yugoslavia</td>
<td>18.58</td>
<td>236.16</td>
<td>0.08</td>
</tr>
<tr>
<td>Albania</td>
<td>1.11</td>
<td>14.72</td>
<td>0.08</td>
</tr>
<tr>
<td>EX USSR</td>
<td>37.79</td>
<td>370.63</td>
<td>0.10</td>
</tr>
<tr>
<td>Total</td>
<td>81.89</td>
<td>764.51</td>
<td>0.11</td>
</tr>
</tbody>
</table>

*Figure 3, Eastern European Cumulated Immigration flows into Germany (Straubhaar 2000, cited 19.1.2018).*

Figure 3 also demonstrates the integral ratio of high-skilled immigrants differ from country to country. However, it is not surprising that Bulgaria has the highest ratio of immigrants from the former Yugoslavia exhibiting the lowest skill ratio, which is mainly because the civil war took place in the former Yugoslavia and this kind of asylum migration cannot be taken account into the outflow of brains induced by economic reason.
3 THE IMPACT OF BRAIN DRAIN

Generally, the relocation and intelligence exchange is as old as humans. The term “brain drain” originated in 1960, when the majority of intellectuals such as scientists and engineers who remained as the real assets or the future of any country (UK Essays. November 2013, cited 11.1.2018). Until now, this unsolved problem of brain drain is still haunting the countries and enterprises all over the world with the substantial outflow of intellectuals, which significantly hinders or alters the pace of economic growth. In 2000 almost 175 million people, or 2.9% of the world’s population, were living outside their country of birth for more than a year. Of these, about 65 million were economically active (Bergström, McPake & Pereira 2015, cited 18.2.2018). As the author’s main research topic will focus on the influence of brain drain for enterprises, more discussion will be stressed in the loss of enterprise that exodus brings.

3.1 Impacts on the cost of business

From the point of enterprises’ view, the impact of turnover of a competent employee is an all-encompassing issue, which is both tangible and intangible. Confronting the loss and departure of outstanding employees is a prerequisite for enterprise personnel crisis management (Chunli & Chunying 2008, cited 19.1.2018). Generally speaking, the company is forced to pay the following costs after an employee leaves the company:

- A good team is disintegrated or dysfunctional due to the departure of some core employee. As a result, tasks in execution are interrupted and business efficiency is greatly reduced.
- The vacancies left by the leaving employees are, to some extent, forcing the company to re-spend a significant amount of cost in looking for successors, while the time cost spent on the replacement recruitment gives the competitors a favorable catch-up opportunity.
- In addition, the outflow of certain key employees not only may take away resources such as business technology secrets and customers, but it also affects the mood of working staff and greatly frustrates the team’s overall morale.
- More seriously, the departure of executives or other core employees usually causes a big change in terms of business competitiveness, if the collective job-hopping happens, it is most likely to be a fatal strike to the enterprise.
– Besides, the economic losses for the enterprise are inevitable. Recruitment, training, maintenance as well as finding replacement generate costs that enterprises must bear. According to the Human Resource Compensation Standards, the loss of qualified personnel costs more than 2.8 times the amount of remuneration for maintaining the original talents (Office of Administration of Human Resource, cited 18.1.2018).

3.2 Impacts on social economic development

In this part, our goal is to evaluate the effect of exogenous talents shocks on regional economic performances. In the following decades as we are expecting, it increases by 20% the forecasted flow of high skilled migrants from every developing region to each developed region (Lumme, Leinonen, Falenius & Sundqvist 2006, cited 18.1.2018). It is tenable that we summarize the impacts of increased rate of turnover of high-skilled talents on the main channels by observing the change of variables as the following figure 4 implies.

<table>
<thead>
<tr>
<th>Channel</th>
<th>Mechanism</th>
<th>Impact on GDP per Capita</th>
<th>Calibration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demography</td>
<td>BD affects the demographic structure through the outflow of young workers</td>
<td>Negative</td>
<td>U.N. Population Prospects (2006 Revision)</td>
</tr>
<tr>
<td>Human capital</td>
<td>BD reduces HC via ex post loss of high-skilled workers</td>
<td>Negative</td>
<td>Estimates from Beine, Docquier, and Rapoport (2008)</td>
</tr>
<tr>
<td></td>
<td>BD enhances HC via ex ante incentives to be highly educated</td>
<td>Positive</td>
<td></td>
</tr>
<tr>
<td>Technological</td>
<td>BD produces positive externality on TFP by facilitating technology diffusion from the North</td>
<td>Positive</td>
<td>Estimates from Lodigiani (2008)</td>
</tr>
<tr>
<td>progress</td>
<td>BD negatively affects TFP via loss of high-skilled workers who are crucial to innovate/adopt technologies</td>
<td>Negative</td>
<td></td>
</tr>
<tr>
<td>Risk premium</td>
<td>BD reduces information risks and induces more FDI inflows</td>
<td>Positive</td>
<td>Estimates from Docquier and Lodigiani (2012)</td>
</tr>
</tbody>
</table>

Figure 4, Summary of the Main Channels of the Brain Drain (Lumme, Leinonen, Falenius & Sundqvist 2006, cited 18.1 2018).

Abbreviations:

BD: Brain Drain; HC: Human Capital; TFP: Total Factor Productivity; FDI: Foreign Direct Investment

Figure 4 explicitly summarizes the main channels and mechanisms via which kind of brain drain is conducted. Firstly, the demographic changes in the age structure reduce the working-age population because of the outflow of retirees in the local regions. Secondly, the drastic technology
improvement is accelerated in under developed regions, where the diaspora of superior talents always being place a great value in enhancing the knowledge and technology diffusion; On the contrary, the massive exodus of well-equipped human capital also rears dynamic impacts that slow down the catching-up of technology (Frederic & Hiller 2011, cited 18.1.2018).

The impact of the loss of highly skilled and knowledgeable people also varies from the size of country’s economy. Usually the middle-sized economic business is assumed more vulnerable as the brain drain can drastically undermine the key capabilities of a country, such as effective production and innovation. Many of these countries have made huge investments in infrastructure and education in terms of talents’ cultivation, but most SME companies are in the event of less developed and lack of resources to attract talents.

Overall, the brain drain is total damage to a country’s human resource composition and, by doing so, affects the standard of living of the residents, as it is clear from an economic point of view. Both individuals and society satisfy their own material needs through commodities which are produced from resources through certain technologies. Resources here refer to land, capital and human resource, which also indicate to any artificial skills used in production, which of course include labor and management skills. Apart from human resources, there is no doubt that the economic goods will be downgraded, followed by the descent of people’s living standard. It can also be described that the brain drain has a profound impact on the overall development of a country through its influence on the human resources (Frederic & Hiller 2011, cited 18.1.2018).

3.3 Impacts on Personal development

It is reasonable and understandable that employees desire the higher paid wage and can achieve the personal needs meanwhile. Usually for this reason that the salary and remuneration (as Figure 5 refers) are the big factors that always should be taken into account in the decision process. However, there are always more important issues to consider other than looking for the higher salary only while making the decision if it is a valuable move for the long-term career development.
Most people hold the opinion that staying in a position less than 2 years is not going to bring any negative effects in your career path as everyone’s situation is different and some quick moves cannot be prohibited and are even necessary (Hackett, cited 17.1.2018).

Figure 6 and Figure 7 indicated the truth that talents’ perception about job-hopping shifting. Increasingly numerous people who consider job-hopping as “damaging” to long term career goals, which means the awareness of avoiding frequent job-hopping has been encouraged a lot as lots of negative influences occur (Herman, cited 20.1.2018).
According to the figures (Hackett, cited 17.1.2018). Some drawbacks from high-frequency job-hopping can be detected:

- **Loyalty:** the more frequent you do job-hopping, the more risky that the potential employer may not be hiring you if it seems like you will not be sticking in one position for long.
- **Job security:** given your track record, you may be in the top of layoff list if the employer has to make a decision.
- **Limited growth:** Still due to the continual move in different positions or companies, you will miss out seeing the long-term development or impact of your work or it will be not easy to get promoted within. According to the Wharton Management professor Mathew Bidwell: “it takes 2 years for the performance review of external hires to catch with workers internally promoted.”
- **Burning bridge:** it usually takes time and efforts to build the connection and relationship network with your fellows but the job-hopping may easily compromise the potential for cultivating reliable contacts that can vouch for your talents.
- **Reliability:** one of the researches point out that 41% of employers reckon job-hopping is less acceptable when a worker reaches 30-35 years old as most employers may presume that you lack commitment particularly you attempt to hop in different filed sectors.
4 THE CAUSES OF BRAIN DRAIN

Involved in the condition of globalization the national politics, two-way deals of triangular agreements acquired especial importance (WRO, OECD...), that speeded up the turnover of high-skilled mankind (Iredale 2001; Docquier 2004). However, many enterprises encounter a common problem: how to take the high ground in the market as it is difficult to keep the core talents as their most important resources.

This phenomenon can be tracked as Figure 8 (Beine, Docquier & Rapoport 2007, cited 21.1.2018) reveals the result about the certain closefisted variables only, after the trivial variables have been decreased. For instance, country size (measured by the record of population) has been specifically included in the selection regression part, while it turned out to be unconsidered and was declined and that is why it shows blank in the columns 2 and 4. The research results also tell us that the geographic variables such as distance is more sensitive when it comes to the talents emigrations, the growth of degree of religious influences (through the selection bias) and the drop with the level of progression at origin (the effect of the openness is smaller than bias) (Fewderic 2011, cited 10.1.2018). Besides, the size of the nations also plays an important role while comparing the developing and developed countries, (small countries are recognized more open than larger countries) the mass exodus of talents from high income nations is less sensitive to distance and other geographic traits. In the end, the level of openness in developed nations does not rely on the level of development (which also can be applied in the high-income nations).
Enterprises are facing the fierce competition and being in the dilemma of lacing the ideas, the loss of core personnel undoubtedly causes a devastating blow for enterprises. As for how to attract more competent talents and keep them, the following factors for the outflow of people will be addressed to conduct a specific analysis and identify the countermeasures of brain drain.

### 4.1 Pull factors

**Perception and attraction of a well-developed nations’ reputation**

In 2000 almost 175 million people, or 2.9% of the world’s population, were living outside their country of birth for more than a year. Of these, about 65 million were economically active.
(population Database, cited UN 2002). For instance, in Bangladesh nearly 2 billion dollars is received from the residents who have the overseas emigration background, and these remittances have contributed the second largest resource of foreign revenue (Sengupta, cited 18.1 2018). It has been detected that the foreign scientists, technology talents from developing countries who are engaged in research and project produce 4.5 more publications and 10 times more patents than their counterparts at home (Carrington & Detragiache, cited 18.1.2018). So why is there such a giant difference in productivity? The figures mentioned above reveal the fact that the conditions and categories in which the prosperity of science and technology normally requires more resource support such as political issues, efficient funding as a backup, infrastructure, laboratories and a stable scientific community, which are generally unavailable in developing countries or underdeveloped enterprises. Hence in the pursuit of individual’s further development or out of other considerations, highly skilled people are more willing to seek options offered by others which are equipped with much more advanced resources.

The figure 9 suggests that the proportion of international migrants moved to the countries (Fewderic, cited 10.1.2018) that have stronger payment and GDP (can be observed with the trajectory from the ratio of trade pertaining to the domestic migration rates)

![Graph](image.jpg)

*Figure 9, Immigration rates in high-income countries have tripped since 1960, following the same trajectory as the trade/GDP ratio (Fewderic, The brain drain from developing countries, cited 10.1.2018)*

*Investments, Better salaries and opportunities*
According to Di Giorgio (2004), considerably improvement of salaries, investments, and better career opportunities are the important component of pull factors provided by foreign research locations. Normally the higher reimbursement is not the only factor to make a movement decision as working environment, team models, or other facilities also play a vital role in the decision-making process. Sometimes even those talents choose to take job leave for better opportunities. Apparently, this situation occurs when a noticeable change or development takes place in some countries or enterprises. To take Healthy Economic Market as an example, there is 8-10% increment for job changing taking place every year as most of job-hoppers raise their salary faster by changing workplace than counting on the annual bonus, according to Legal Technology Solutions Figures (What to expect in a pay increase when changing jobs, cited 20.1.2018). Job-hopping is not only helping employees find the interesting work but also sharpen the working skills and significantly increase the income (Lowry 2018, cited 20.1.2018). As report shows that the younger adult workers today are earning $10,000 less than they did in 1989 (New Report from Young Invincibles 2017, cited 21.1.2018), this might be a good indicator of how the good salary becomes a key indicator for the job-hoppers.

**Poaching from the competitors**

Typically, these talents lost by enterprises are not changing their careers, instead most of them directly join their competitors’ companies because of the high degree of substitution of personnel and technology between these companies and their competitors as the structure and job requirements are also quite similar (Knight 2016, cited 18.1.2018). Because of this, such as technical backbone or department managers who own the best performance, trained by companies are easily get the favor of competitors and they enable to offer more good working conditions, aiming to hunt these excellent talents to join.

**4.2 Push Factors**

*Lack of promotional prospects*
With the advent of the era of knowledge economy and the improvement of social life, employees' needs begin to be transformed from low-level material needs to high-level spiritual needs. According to Maslow's theory of needs, as talent has long been beyond the physical and security needs, instead the needs of in social recognition, respect from others, self-achievement is more intense than any other time, they pay more attention to job satisfaction and achievement in careers and personal promotional development and opportunities in enterprises, which leads to the results that employees rather choose to leave and find more promising companies and make a full commitment.

Nearly two-thirds of employees argue that a lack of promotional opportunities in their current company would be a great grievance that drive them to look for a new job, as it is suggested in the research done by Penna (Engage Employee, 2005, cited 21.1.2018). Additionally, no less than a third of managers (36%) confessed to not having an idea of what their direct reports' career targets are in the next years but still complaining the delay promotions in the current situation.

Apart from the long-term career development, brains who own the long learning-curve are more likely to surf between the different companies. Some people are willing to learn the new knowledge and skills and easily get out of their skill refinement. This attitude can also be the main cause of resignation when people getting tired of the daily task they already have a good command on and wish to leave the comfort zone and embrace the new challenge. This kind of employee is more considered to quit when their learning curve goes flat (Moffa 2011, cited 20.1.2018).

**Poor remunerations and less incentives**

Material benefits are the basic conditions and motivations for people's survival and work. To most people, high pay is the most effective incentive. Every employee in making the contribution to the enterprise also hopes that their work can be recognized from the enterprise with the appropriate wages, bonuses or promotions and other incentives, they do not only care about the absolute value of income but also concerned about the income relative value (Seema & Shikha, cited 19.1.2018). If the company does not establish the reasonable incentive mechanism, then it will inevitably dampen the enthusiasm of employees.
Culture conflicts and bad employee relations

Corporate culture is the enterprise spirit, development strategy, and management concept that are gradually formed and nurtured in the process of enterprise development. Excellent corporate culture has a good incentive, restraint and cohesion in the cultivation of employees and the formation of corporate culture often requires long-term accumulations. The high-quality leadership team refers to the overall quality of the leader, which includes knowledge, ability, morality and so on. Due to the influence of loss of talents caused by the leaders’ traits, behavior, the international authority Gallup survey (Global Leaders, cited 18.1.2018) points out that 75% of resignations leave their executives with the plausible excuse of low salary or personal development, but actually the main reason behind the resignation is usually the dissatisfaction with supervisors.

Mismatch between the commitment and treatment

Enterprises, like other social organizations, have their own inherent principles of operations. For employees, the principle of “justice” is mainly the justice of distribution, that is, the balance between distribution according to work and the distribution according to the size of contribution. When a problem occurs and breaks this principle, which is “those who work hard but do more with less pay” or “the reimbursement only lies in the job title other than the performance and commitment that employees make”, the employees’ working enthusiasm and creativity will not only be cracked down to the bottom but also will cause a serious depression for the working environment such as “passive obedience” or even “boycott” (The causes of brain drain in enterprises 2012, cited 20.1.2018). Then what is the key factor in terms of keeping a balance between treatment and cost and employees’ performance? It is generally accepted that there is an equation for the distribution plan: the sum of the costs and contributions that employees make in their work should equal the benefits and remuneration they acquire from the company (Xiaoyu, Talents Incentive and compensation management, 2005, cited 22.1.2018). Because this is calculated under the fact that the employees have to pay: the amount of work that must be done in the work of an enterprise; loss of the energy and health; commuting cost; constant training costs for personal development; family living expense, etc.

In the end, on the purpose of identifying the predominant reason of talents migration, some specific factors can be addressed (economic, professional or other) and the questions of “which of them (push factors or pull factors) influences stronger” can be answered. Figure 10 displays that the
economic factor usually plays the most important role in terms of migration of brains (Kazlaukiene & Rinkevivus 2006, cited 20.1.2018). Apparently, Higher economic payments serve as one of the strongest incentives when we see the comparison of index of salaries (Pull factors indicators> 4), investments, the level of domestic product profit and other welfare contexts may vary from several to many times.

*Figure 10, Migration push and pull factors (Kazlaukiene & Rinkevivus 2006, cited 20.1.2018.)*

(5 points were used in the survey, where 1 indicates “no influence”, 5 – “the highest influence”)

*Wilcoxon’s related sample set test: when p<0.05, the difference is significant*

In recent years, there has been a new situation in the management of human resources, which is the need of health management of employees has increasingly been placing a great value. The proposition of the background is that in the highly competitive working environment, employees are under higher working pressure. Currently in China, the state implements social security insurance programme, providing medical care, but it only covers limited areas, for instance, urgent treatment. (Cao, How to solve the problem of brain drain in China, 2006, cited 22.1.2018). Furthermore, when employees are in a sub-healthy state and "high-risk" situation, social security can provide little. In recent years, the rising figures of sudden death among employees is an alarming reflection of high working pressure. Effectively, corporations’ image has suffered a great censure and degradation,
which brought a hefty price to the enterprise. Therefore, as far as fairness is concerned, for both corporates and employees, the new factor of health cost should be taken into consideration.
5 INTERVIEW

In this chapter, an interview concerning to the causes of brain drain issue is implemented in the real field on the purpose of figuring out what usually is the main concern when people decide to do job hopping according to their various career experiences. The interview is conducted via skype with the questions sent beforehand by email and an instant answer through email also will be recorded. Here are the 4 employees who participated in this interview and each one of them are from different working backgrounds and cultures so as to ensure to get a comprehensive result. Before carrying out the interview, the author has promised that all the participants’ personal information are protected and remained confidential.

Introduction of Interviewees:

In order to keep our interview being comprehensive and objective, the author chose these 4 interviewees from different countries and backgrounds but almost in the same age group. Besides, all of them are not married yet but in relationship for several years.

Male 1, age in 30-40s, from China, Validation Lab Manager, Sartorius
Female 1, age in 30-40s, from China, Human Resource Business Partner, Sartorius
Male 2, age in 30-40s, from Hungary, Front-end developer, Qridi OY
Female 2, age in 20-30s, from Finland, Organic Performance Specialist, AWM Network

Interview questions:

1. What kind of company are you working for now?
2. How do you like your current workplace?
3. How often did you change your job?
4. When did you leave your last job?
5. What did you do there and how long did you stay?
6. Why did you decide to leave from your previous company?
7. What’s your main concern when you decided to join the company you are currently working for?
8. What’s your career plan in the next 5 years?
9. How do you think of the job-hopping?

All the interviewees presented here have at least 1 year working experience and 3 out of them have worked for their current company at least for 1.5 years, which are considered as stable and reliable talents by their employers. But some of them came to their current company for a very specific reason and some hints also have been given here about the causes of the movement of the talent.

What kind of company are you working for now?

- "I myself am 23 years old and from Finland, but 2,5 years ago I moved to have a study exchange here in Denmark, as my boyfriend is Danish. I ended up finding an internship here after the study exchange, and the internship turned into a job"

Except for the causes of brain drain we researched above, female 2 also reveals that another important reason why she decided to move was relationship. Apparently, personal external emotions and relations are also play a great role affecting the retention of the talent in a company or an economy sector. Particularly it is a big loss for a country or a company when it cultivates a well-educated citizen who make a better contribution for another sector in the end. Love or marriage, most of time, is regarded as an unstable factor without any routine or the rule can be tracked, but it still plays an important role in the decision-making process.

- How do you like your current workplace?

- "I like the workplace as the work environment is very nice and friendly. My colleagues and bosses are helpful and it's easy to discuss problems with them. The office is also quite good and there are efforts to further improve the workplace, so I'm quite satisfied."
- "I really like the workplace, it is very youthful and fresh, and all the employees are trusted with a lot of responsibilities early on, and I also have a lot of freedom to try out different things inside the company. Overall I'm very happy with the work place."
- "I feel quite comfortable for my current workplace. I like it."
- “Enjoyed working there very much - an open culture, had the regional and international exposure, can work with people from different background and cultures."
When it comes to the satisfactory degree towards their company, what employees value most usually lies in the relations with colleagues and working environment, which makes them feel more motivated and passionate during the working time. Hence it leads to the clue for how to retain the talents effectively by creating a more satisfying working environment.

- How often did you change your job?
- When did you leave your last job?
- What did you do there and how long did you stay?

- “Before this job, I've only worked for 3 summer jobs, that I changed because I only made short, summer long contracts with each company. It was about 2,5 - 3 years ago, I was a marketing coordinator. My job was lead generation, digital marketing (google ad-sense mainly), newsletters, CRM, and to assist the sales team. I was working there for about 2,5 years.”
- “Not so often this is my second real workplace (not counting summer jobs, internships, and own experiments). The last job I had was in the summer of 2014. I was a cleaner in different public buildings, and I only worked for 2 months.”
- “It depends on the current position. No specific frequency. On 31th July 2015. I worked as A quality assurance position in pharmaceutical plant. Review and approve the validation protocol and report. 1 year.”
- “Average 3-5 years but still depends on the actual situation. On June 2013, I worked as an HR Generalist, stayed for 3.5 years”

According to their previous working experience, only 1 of them is still engaging the same working field until now and the others changed their job content in different fields or even have nothing to do with their major studied in school. As our interviewees indicate in the latter part, some of them initially decided to leave from the company for pull factors such as higher wage or further education, or better working conditions while others left the company mainly for the push factors as they revealed.

- Why did you decide to leave from your previous company?

- “I had to start my studies in OAMK”
- “It wasn’t much of a choice. The company was going bankrupt and were downsizing, but I would have probably leave by myself soon as well, because I wasn’t satisfied with my salary there and didn’t like the direction the company was heading, as well as lost belief and interest in the product.”
- “Because the company business went down, and the company had decided to lay off employees. I was the new staff in team, and my responsibility was cut off also due to the company business cut off.”
- “It is because business shut down and closure.”

The internal culture recognition inside of the company also is proven to be a big factor as one of our interviewee points out that he lost his belief and interests in the product. Unfortunately, most companies nowadays attach more importance and value to the increase of their sales profit or how many percent of KPI (Key Performance Indicator) of employees can be generated, rather than even thinking about how much culture recognition and satisfactory their employees hold towards the product or company they are working for.

- What’s your main concern when you decided to join the company you are currently working for?

- “The company is in Denmark, so for me it was important it was very international, and provided me the opportunities to work both in Finnish and in English. The location was also good, and I felt that it fit well together with my BIT (Business Information Technology) education, combining online marketing with a little bit of more technical aspects.”
- “The company’s culture. Because I never join a trading company before, and career path.”
- “Maybe the main concern was the salary they can/willing to pay. They were a small start-up company so I wasn’t sure about how much salary I can expect but otherwise I had a very good impression on the company.”
- “Well, I found that I had a strong chemistry reaction with my boss and her leading and interviewing style impressed me a lot as we both are from a same HRM area. So this is my main concern when I made my decision joining the company.”

Employees’ relations and corporate culture also are the main concerns affecting the talent’s career choice. Because humans, to some extent, easily get emotional and motivated by either external or internal considerations when they plan the career path such as leader’s charisma, company working atmosphere, etc. As the career preference and choices are differ from person to person, the causes of the outflow or the retention of talents cannot be generalized down to one specific
area, which suggests the fact that more comprehensive countermeasures need to be put forward to solve the problem of brain drain.

- What's your career plan in the next 5 years?

- “I think it's not confirmed yet. The current position focus on the in-house service, and it has the bottle neck. I will decide this during this year: to continue my career in lab, quality or move to field marketing support.”

- “I will most likely stay a couple of more years in the company, as currently I'm having the change to work with many different exiting things, and looks like the course will stay same in the future. The company also clearly cares for its employees, and is a rather small, and almost family-like company so I don't think it is impossible that I would work there for the next 5 years. I would consider leaving the job if I ended up having to work with things I am not so passionate about, and if it turned out I had no change to advance my career inside the company, or even if me and boyfriend would at some point decide to move to Finland, instead of Denmark.”

- “I still would like to be a more mature Human Resources Business Partner and have a further development in a bigger platform”

Considering the further career choice, all the interviewees tend to leave from their current workplace in the 3 years if they cannot see the personal career development for long-term speaking. On the other hand, most interviewees express that they are eager to learn the new thing and willing to make some changes once they totally get familiar with what they are doing now. Besides, employees also value the size and progression of the company because the bigger platform is always the biggest attraction when people decide to hop a new job.

- How do you think of the job-hopping?

- “In my opinion there is nothing wrong with it, It's neither good nor bad. I believe if somebody feels unhappy, dissatisfied, burned-out or just simply lost motivation then they should change, its not good for themselves nor the company they working for to have employees who lost interest in them. I think in these cases people will start to care less about the quality of their work and not willing to do anything new just strictly what they have to. On the other hand leaving a workplace where you generally feel well for lets say a 5-10% higher salary is more questionable, but anyway it should be
the companies responsibility to keep those employees by improving work conditions and/or benefits.”

- “I think job-hopping is becoming more of a necessity for the employees, as it is harder to receive long term contracts from some companies, and in order to gain a varied set of skills, different kinds of jobs are useful. However, this can also be rather stressful, so for the employee job hopping is both good and bad. For the company job hopping is mostly bad, as employees who change often require a fair amount of resources in training, and trained employees leaving can be very costly for the company.”

- “From a HR professional’s perspective, I think it is more reasonable and satisfying when we see the candidate change their job in every 3-5 years other than 1-2 years and those people who can stick to one position longer are always put prior to consider when we recruit. Besides, to some extent, it is very healthy for personal’s career development to either make a job movement or get a further study after 3-5 years in a position because it is far enough to sharpen your skills or get a comprehend understanding of what is happening around your workplace within 1-2 years especially when you work as a tiny screw in a big machine.”

We also got an opinion from HR professional here towards influence of high-frequency job hopping issue. She first shows her approval as most employees like our interviewees desire to learn the new things by changing their positions or jobs. However, she holds the different opinion about the frequency of job-hopping, as most of time, the candidates who have too much short-term working experience are regarded as unstable factor and will have less possibilities to be hired, which is neither a good a sign in terms of personal career development.
6 THE COUNTERMEASURES OF BRAIN DRAIN

Based on what we discussed above, the corresponding countermeasures for the main causes (pull and push factors) can be deducted and exploited to tackle the problem on the purpose of maintaining the competitive edge of the enterprises by means of retaining the talents. Here, in the following part the precautions and countermeasures will be addressed both from inside and outside of the company.

6.1 Countermeasures for pull factors

The impact of external market factors on brain drain is mainly reflected in the competition among market participants and the adjustment and upgrading of economic structure. According to these two factors, there are two methods that company can adopt, which are, setting a competitive remuneration system and actively responding to the market changes.

6.1.1 Establish a competitive incentive system

Admittedly, a good incentive mechanism is the key to attract and retain the talent. First of all, starting from the improvement of salary and welfare management system for the purpose of mobilizing the enthusiasm of the talents. The enterprise should provide a fair and reasonable as well as market competitive salary system and establish an effective incentive mechanism. There are three aspects of salary management system we may adopt according to the research (Pay and Incentive Systems, chapter 11, 2017, cited 24.): first, let the employees be entitled to get the fair and reasonable salary compared to other employees and employees themselves. Second, the salary of the employees in the enterprise is fair and reasonable compared with the employees in the same industry. In addition, for the payment of the salary, the staff at the core level can carry out the annual salary system, which is expected to be negotiated by the company manager. In addition to the great contribution to the future of the company, the company can also grant additional year-end bonus, or give other material and spiritual incentives. The staff of the backbone level should be paid according to their working performance or the position level, so that the salary is institutionalized and transparent.
For the general employees, we should adopt a completely transparent and market-oriented way to calculate and pay the salaries according to the current market price, aiming to form internal competition. What's more, the reasonable salary system must be fair and competitive externally (Saunderson 2013, cited 26.1.2018), which generally consists of three parts: post-based skill salary, flexible bonus system and self-service welfare system. Hence the effective motivational performance lies in the parallel between the number of remuneration payment and the professional knowledge and skills that employee can command.

There are 3 aspects we usually need to pay extra attention to when it comes to the implementation of incentive system (The Lewin Group, cited 26.1.2018). Firstly, appropriately improving the salary and welfare of personnel and make sure it reflects the value and contribution made by talents. Secondly, reforming the distribution system and magnifying the incentive effect of distribution. In the last, the company may also help improve the employee’s housing condition, as well as the work and living environment, and a better treatment also needs to be considered for the inspiration of the professionals. Based on the incentive measures that companies apply, such as establishing a scientific performance appraisal system, recognizing and respecting the personality and values of talents, the talents usually are most likely to make a deeper commitment according to research (Incentive system in compensation management 2009, cited 26.1.2018).

6.1.2 Actively respond to the change of market

In the light of the fierce market environment, the companies that desire to attract and retain the talents usually not only are required to make a competitive compensation mechanism, but also need to actively respond to the change in national political climate, such as the change in economic structure, or the changes in external market. Therefore, it is imperative for the company to understand and firmly detect the direction of regional economic trends and development. For high-end skilled jobs or special management positions, adopting flexible and headhunting agencies also can be used to attract talents, enhance the company’s salary competitiveness, especially in terms of reducing the high turnover rate of managerial personnel or technical personnel. Meanwhile, the company also should improve the internal management system, reform the remuneration and appraisal system, as well as strengthen cultural construction so as to reduce the loss of qualified personnel (Brown 2016, cited 26.1.2018).
6.2 Countermeasures for push factors

The brain drain is the result of the combination of many factors. It is not enough to take market measures to cope with the external competitive environment. The company also needs to take appropriate internal measures to improve internal talent constraints and attracting mechanisms to deal with the loss of talents.

In response to the loss of talent brought about by the size and development status of the company itself, the main current measures of the company are to actively participate in the competition in the market, continuously enrich itself, strengthen its own strength, and improve various internal management systems. However, the construction of remuneration system and the welfare system have already made clear countermeasures and suggestions in the external response measures of the market. Next, the company needs to improve various internal management systems, including the personnel management system, the performance appraisal system and the incentive mechanism, company culture construction and interpersonal relationship building.

6.2.1 Establish human resources strategic planning

According to the company's strategic plan, human resources strategic planning refers to analyzing and forecasting the future human resources demand and supply of the company, employing human resources such as job creation, staff recruitment, testing and selection, training and development, salary design and staff re-allocation management tools (HR Planning, cited 27.1.2018). The company's human resources and corporate development are designed to adapt to a comprehensive development plan. The formulation of human resource planning is conducive to fully exploiting the potential of existing employees and meeting the needs of the company in the maximum extent, which is an important foundation for the company's human resources management. Hence, to stabilize human resources and enhance cohesion can ensure the long-term development of the company (Cantoria 2015, cited 27.1.2018).
6.2.2 Develop a sophisticated employee training system and promotion plan

Having a good talent does not mean that once and for all, it does not mean that people are willing to sacrifice more for the company, for which reason, the company must also train personnel in a timely manner, continuously improve the ability of personnel, but also must develop a promotion plan for the talent and make sure they have a clear goal, a positive, passionate work attitude (Shelton 2001, cited 28.1.2018).

Apart from the income factor, the personal development prospect of employees is an important reason for the turnover of talents. For talents, the improvement of their personal abilities is always a factor they value in their career development of the company. Therefore, the company needs to pay full attention to talents and strengthen the training of qualified personnel and provide talents with room and opportunity for development.

When it comes to the training method used to improve the employee’s satisfaction and the effectiveness of training program, it usually depends on the method in which training material is presented. As figure 11 suggests that more than half of the respondent point out that they learn better through on-the-job training (research conducted by Gallup organization and America Society for training and Development and the Society for Human Resource Management). In addition to using inside resource to train employees, EPPs prefers to use more external resources for training, which seems to be less on these resources as a percentage of total training expenditures. The overall cost differences perhaps is because of the size and regulations of these companies as they estimate 62,000 employees as samples.
<table>
<thead>
<tr>
<th>Average Percent of Organizations Using...</th>
<th>EPPs N=7</th>
<th>BMS N=501</th>
</tr>
</thead>
<tbody>
<tr>
<td>4-year colleges and universities</td>
<td>85.7</td>
<td>70.8</td>
</tr>
<tr>
<td>Community and junior colleges</td>
<td>71.4</td>
<td>69.2</td>
</tr>
<tr>
<td>Technical and vocational institutions</td>
<td>57.1</td>
<td>46.4</td>
</tr>
<tr>
<td>Product suppliers</td>
<td>71.4</td>
<td>72.9</td>
</tr>
<tr>
<td>Other firms, including private &amp; independent consults</td>
<td>85.7</td>
<td>78.8</td>
</tr>
<tr>
<td>Unions, trade, or professional associations</td>
<td>57.1</td>
<td>27.6</td>
</tr>
<tr>
<td>Federal, state, or local government organizations</td>
<td>28.6</td>
<td>27.9</td>
</tr>
<tr>
<td>Other</td>
<td>28.6</td>
<td>81.8</td>
</tr>
</tbody>
</table>

Figure 11, Average percent of enterprises using the above sources to implement training programme (Recruiting and Retaining Employees: Using Training and Education in the War for Talent. A consortium study for the ASTD & SHRM, 2000, cited 28.1.2018)

Abbreviations: EPPS: Exemplary Practice Partners

6.2.3 Help employee build a career plan

Staff career planning enables employees in the company to see the prospects of personal career development and inspire the staff dedication. During the fierce competition that most companies face, it is undoubtedly an important method to attract and retain talents by means of salaries and benefits. However, it is not enough to compete for talents based solely on such means. In fact, people with intelligence, especially for young people, can be the key factor in determining what to do and how to be motivated. Hence the company should attach more importance to the establishment of specialized agencies who will serve as consultant to the employee’s career developing issue, which to make sure that personnel development goal is aligned with the company’s strategic goal. Staff's career development usually experiences 3 major stages, which are the career establishment, mid-career development, and the post occupation (Middle Career Stage, cited 28.1.2018).
Here, based on the interview result and the theories we discussed above, the author thinks that at different stages, the different management methods should be adopted appropriately. First, during the establishment of career, young people are studious and desire to be motivated. In particular they focus on the accumulation of knowledge and the improvement of professional qualifications, but there is still a high possibility of brain drain since most of young generation are considered as unstable factor. Therefore, it is company’s mission to combine the on-the-job training and off-line training, which not only requires professional skills related to work, but also the education of company’s culture and values. Meanwhile, a customized career plan for individuals should also be conducted to help them recognize that the company can provide them with more opportunities for personal growth and reduce their mobility tendency with career prospects.

Second, in the mid-career stage, qualified personnel who possess high professional qualifications and ability start to serve and become as the backbone of the company, it would be absolutely a great loss if they decide to leave. During this period, what the company should do is to mainly focus on on-the-job training for them and enrich their work content through job rotation or other forms of short-term training, as well as offer them more opportunities for growth and development to meet their self-actualization needs.

Thirdly, in the latter part of employee’s career, talented people become the “elders” of the company and have extensive experience. What’s more, the company can then make them be “mentors” to young people such as imparting experience to rookies and describing the corporate culture’s image.

6.2.4 Establish a fair performance appraisal system

The assessment of talents needs to be accompanied by the corresponding incentives, otherwise it will not only fail to motivate the talents, but also will generate the dissatisfaction among the employees (Performance Evaluation Systems, cited 28.1.2018). In order to effectively encourage the talents to create the value for company and transform individual intellectual capital into organizational capital, the company must consider the combination of various kinds of incentive measures and carry it out comprehensively. Here are some methods can be utilized to build a scientific performance appraisal system.
1. **Establish an incentive mechanism related to positions and job titles**

   Creating appropriate non-material incentive is always a crucial part of attracting talents according to the Maslow’s theory of hierarchy needs (The hierarchy of human needs: Maslow’s model of motivation, cited 28.1.2018). According to the talent’s own quality and experience, the company can combine the employee’s needs in accordance with the company’s developing strategy, which is to help talents set up more challenging jobs or positions so that employees’ material and spiritual needs can be achieved.

2. **Establish a long-term incentive mechanism**

   Long-term incentives (such as Options/Stock) can promote the formation of a community of interests between the company and the individual employees. Motivated by the long-term expected returns, employees will be more serious and make a deeper commitment for their jobs. This kind of sense of responsibility and loyalty from the employee will be a good way to alleviate the problem of staff turnover.

**6.2.5 Establish harmonious employee relations**

A survey shows that in mobilizing the enthusiasm of staff factors, the company’s internal relations exceeding the wage factor, rank the second place in personal career development (Human Resource Management Functions-Employee Relations, cited 29.1.2018). Therefore, the company should strive to establish mutual trust and respect among the working peers, especially workers in management level should establish an honest, fair and just demeanor for their subordinate. Besides, a good emotional connection and ideological communication between the managers and employees should also be built to form a harmonious working atmosphere.

Let’s see a perfect example about how to build a company culture and rear a harmonious employee relationship. Google, is not just always about the high salaries and freebies, but also known as the one of the best workplace cultures in the world that influences every employee. It is universally acknowledged that Google is built nearly everything based on data and this data also has been used to analysis how to create an optimal workplace for them. For instance, Google knows that it takes 3 to 4 minutes for employees to wait in the lunch line, any longer and they waste the time
and too short where people do not get to meet new people. Hence as Google wants its employees to meet each other, it built a long lunch table which can expose them to more people they want to know. Other routines also are used to help build a good working atmosphere such as a warm greeting for new employees (Inside Google’s culture of success and employee happiness, cited 1.2.2018). According to Google, there is 15% increase in productivity over the following nine months when the new employees get a considerate welcome greeting in the beginning. Who knew the greetings could have such a big and lasting impact?

Figure 12, employees’ break time (Inside Google’s culture of success and employee happiness, cited 1.2.2018)

For the company, the following specific measure can be taken to promote free communication among employees such as providing employees with social opportunities by carrying out a number of cultural and sports activities and parties (chess games, ball games, etc.). At the same time, the company also can make use of festivals and various commemorative events to engage in some theatrical performances so that employees can make contacts, communicate more and corporate with each other, so as to enhance mutual feelings and recognition, as well as create a positive and progressive working atmosphere.
This paper starts with the theory of related theories of brain drain and followed by the analysis of current situation of brain drain in enterprises. Except for the pull and push factors that cause the brain drain that author mentioned above, there are some other important issues also play a crucial role in affecting the people’s career choice, such as love relationships, religious, etc. According to the specific reasons of company’s brain drain, this article puts forward corresponding solutions from the aspect of the external environment of the market, the internal construction of the company and the talents themselves, including the strategic planning of human resources, competitive salary incentive system, reasonable recruitment of talents and personnel career development. In spite of the countermeasures for brain drain can be various due to the different causes in different working situation, the similar economic development rules still can be addressed to provide useful inspirations.

Although the employee’s departure and job-hopping may seem like personal behaviors, in fact more often they reflect the behavior of the enterprises. Just as the deterioration of the environment will cause the loss of soil and water, the deterioration of the environment for business professionals will result in the loss of talent. When the brain drain occurs in enterprises, managers should do more than just retaining one person, but also need to reflect on whether it will deteriorate the talent environment of enterprise? In addition to the recognition of the causes of departure of talents, the further understanding and meticulous analysis of the research of brain drain also need to be put great value in order to take effective measures.

The brain drain ultimately comes down the key question of what is more costly to hire and retain the most valuable talent, than just to hold the replacement. Besides, more and more enterprises have realized that the cost of finding a replacement is far more expensive than the retention of these talents. Therefore, choosing a good talent matching the position and retaining them will always be the basis for the survival and development of enterprises.
8 DISCUSSION

Although the diaspora of brains usually means the big loss for enterprises, the company should see the positive sides as everything has two sides. Here is some critical thinking from author that can be used to neutralize the bad effects as well as contribute the sustainable development of enterprises.

From enterprise’s point of view, it is undoubtedly potential assets if they can make a good use of talents that outflow to other companies, because in general most talents will not easily change the industry, they will continue to engage in the same or related field instead in order to achieve the continuous development of their career. If the company has a good communication with them and keeps frequent contacts, they are more likely to become a valuable network of business, potential customer resources and future partners, or even become an important provider of external information resources, such as the delivery of market and technical information, creating all kinds of possible cooperation opportunities, and recommending suitable talents, etc. Furthermore, the enterprises are also able to obtain the competitor’s movements by making close contact with them and making use of the inextricably linked relationship between them to make correct desicions.

When outstanding talents leave companies, in many cases, it is because they are motivated by going out and learning new knowledge, or enriching their own experiences. Especially with many young, highly innovative employees, there is a significant proportion who have this mentality. But if the company developed well and had an open and flexible recruitment system, those who are outflowing are likely to come back again, which is so-called from “job-hopping” and “return-to-home”. And they are proven to be more diligent once they return and work steadily using learned skills and experiences to create greater value for the business.

Overall I’m quite satisfied with what I achieved about this thesis though the causes and countermeasure about this issue still have a long way to go. During my learning process, I applied and learnt knowledge both in real field and theoretical research, which is quite helpful for my future learning curve. The causes toward the brain drain are quite perplexed and a monographic study can be implemented to address this issue, but here I just picked up some universal causes happens around the world instead of focusing on a specific area. Based on what I observed during my research process, if the brain drain will make a difference in the future still needs more discussion.
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