Journal of Business and Management Studies (JBMS)
ISSN: 2709-0876
DOI: 10.32996/jbms
Journal Homepage: www.al-kindipublisher.com/index.php/jbms

JBMS
AL-KINDI CENTER FOR RESEARCH AND DEVELOPMENT

| RESEARCH ARTICLE

Job-Related Factors Influencing Employee Engagement: Towards an Improved Human Resource Policy in Selected Technology Enterprise, Hangzhou, China

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| ABSTRACT

This study identified the job-related factors influencing employee engagement, resignation intention, and retention at Xiaomi Enterprise in Hangzhou, China, and used the findings to propose an improved human resource retention policy. A descriptive-correlational quantitative design was used with 200 valid employee responses. Respondents were profiled by years of work experience, job level, and department. Job-related factors included salary and benefits competitiveness, career development opportunities, work environment and atmosphere, and corporate culture identity, while employee engagement was measured through communication and job autonomy. Weighted mean, standard deviation, reliability testing, and Pearson correlation were applied. Results showed that career development opportunities were the most influential retention factor, followed by salary competitiveness. Work environment, atmosphere, and corporate culture identity showed moderate but meaningful influence. Engagement was moderate overall, with communication stronger than job autonomy. All job-related factors were significantly and positively correlated with employee profiles and employee engagement at $p < 0.001$, leading to the rejection of H01 and H02. The findings support a retention policy focused on career paths, fair compensation, supportive leadership, workplace well-being, transparent communication, autonomy, and organizational culture.

| KEYWORDS

Employee engagement; employee retention; job-related factors; resignation intention; human resource policy; career development; compensation and benefits; Xiaomi; Hangzhou; technology enterprise

| ARTICLE INFORMATION

ACCEPTED: 20 May 2026 **PUBLISHED:** 28 June 2026 **DOI:** 10.32996/jbms.2026.8.8.14

Introduction

In the booming global technology industry, Xiaomi, a dynamic private enterprise established in 2010, has distinguished itself in fierce market competition through its innovative "Internet +" business model and high-end smart hardware products, growing into an internationally influential technology giant. Relying on private capital and entrepreneurial spirit, and via independent innovation and market-driven strategies, Xiaomi has achieved remarkable growth.

Xiaomi boasts a substantial workforce. Currently, it employs tens of thousands of employees across its global operations. In Hangzhou alone, where a significant part of its business is concentrated, the number of employees has been on a steady rise in recent years, mirroring the company's expansion and increasing business demands. This large-scale employee base brings both opportunities and challenges in terms of human resources management.

In recent years, Xiaomi has not only achieved remarkable success in the domestic market but also made significant progress in overseas markets. Its smartphones are widely popular in Southeast Asia, India, and some parts of Europe. Its smart home ecosystem, which includes a variety of interconnected devices such as smart speakers, smart cameras, and smart light bulbs, has gradually been recognized and adopted by global consumers. Its business covers multiple fields such as smartphones, smart homes, and the Internet of Things, with its market share continuously rising and its brand influence expanding.

However, like many companies in the technology industry, Xiaomi may also face the issue of employee resignation. There are several influencing factors. Firstly, work-life balance can be a major concern. In the fast-paced technology field, long working hours and high-pressure projects are common. Employees may feel overwhelmed, leading to a desire to leave. Secondly, career development opportunities play a crucial role. If employees feel that there are limited chances for promotion or skill-enhancement within the company, they might seek better prospects elsewhere. Thirdly, salary and benefits are always important. In a highly competitive industry, if a company's compensation package is not competitive enough, it will be difficult to retain top talent.

Notably, there exists a system that holds innovation in identifying enterprises. Yet, to date, this system has not been applied to technology enterprises. This gap highlights the need for targeted research in the technology sector. The intensity of talent competition in the technology industry is closely related to the employee resignation rate of enterprises (Walid Abdullah Al-Suraihi et al, 2021; Fizza Saeed, 2022). The employee resignation rate of technology companies is influenced not only by industry competition but also by the rapid iteration of the company's internal business (Junça Silva, 2024). When a company launches a new business, if it fails to provide employees with sufficient skills training and a clear career development path, the likelihood of employees choosing to resign will increase significantly (Nanda et al, 2021). For example, when Xiaomi entered the electric vehicle sector, many employees in relevant departments were uncertain about their future development within the company, because the new business required new knowledge and skills, and the company's training system failed to effectively and promptly respond to such a transformation.

Moreover, frequent organizational changes within the company can also have an impact on employee stability (Ariussanto et al, 2021). When a company frequently adjusts its structure and business direction, employees often feel confused about their career development, which leads to an increased willingness to leave the company. In the process of pursuing diversification and global expansion, Xiaomi has carried out several organizational structure adjustments. Although these changes are aimed at better adapting to market changes, they have left some employees confused about their job responsibilities and career prospects.

Xiaomi has attracted a large number of outstanding talents with its unique Internet culture and flexible management model. However, with the continuous expansion of the company, a series of problems have gradually emerged, and employees' career expectations, work pressure, and salary and benefits have been affected to varying degrees. The company's expansion has led to an increase in work intensity, especially in departments responsible for new product launches and market expansion. At the same time, with the intensification of market competition, the company's ability to provide competitive salary increases has been limited to a certain extent. Maintaining the stability of the core talent team and reducing the employee resignation rate has become the top priority of Xiaomi's human resources management.

Given the unique characteristics of technology enterprises, such as rapid technological advancements, intense market competition, and the need for highly specialized talent, studying them is of paramount necessity. Technology companies drive innovation and economic growth, and their ability to retain talent directly impacts their competitiveness and long-term success. A thorough analysis of the reasons for Xiaomi's employees' resignation is of great significance. It not only helps us understand the deficiencies in Xiaomi's human resources management but also provides suggestions for talent retention. By delving into these reasons, we can identify areas where improvements are needed.

While existing research has explored general factors influencing employee engagement in the global tech industry, critical gaps remain. Most studies focus on Western contexts or broad industry trends, with limited empirical research specifically targeting Chinese technology enterprises, especially Xiaomi's operations in Hangzhou. Additionally, few studies link employee engagement to the specific HR policies and organizational changes of individual firms, failing to deliver actionable, context-specific insights. This study addresses these gaps by examining job-related factors influencing employee engagement at Xiaomi's Hangzhou site, developing tailored HR policy improvements for this selected technology enterprise. It not only solves Xiaomi's practical talent retention challenges but also enriches the theoretical understanding of employee engagement in China's high-tech sector.

Against the context of frequent talent mobility in the technology industry, research on the causes of employee resignation has long served as a crucial topic of concern for both academia and the business community. High staff attrition not only increases corporate operating costs but also undermines knowledge inheritance and innovative vitality, which is particularly prominent in fast-developing technology enterprises such as Xiaomi Corporation. This study focused on exploring the influencing factors of employee resignation at Xiaomi and corresponding human resource policy optimization strategies, aiming to provide a theoretical basis and practical implications for the company's talent retention management.

Existing academic research on employee resignation has mainly centered on four core dimensions: salary and benefits, career development, work environment, and organizational culture. Scholars have analyzed the internal driving factors of employee resignation from multiple perspectives, laying a solid theoretical foundation for exploring the resignation phenomenon of Xiaomi employees.

Salary and benefits are universally regarded as the fundamental factor affecting employee retention. Bi et al. (2022) clearly stated that a competitive compensation package is the cornerstone for attracting and retaining talent. Latifah et al. (2023) further pointed out that the level of salary and benefits has a significant impact on employees' resignation intentions. In the technology industry, salary compensation not only reflects the market value of employees' work but is also closely related to their quality of life and sense of security. As Gartner (2023) confirmed, a reasonable salary structure and comprehensive benefits significantly enhance employee satisfaction and reduce staff resignation rates in the global tech sector. Moreover, different employee groups hold distinct perceptions of salary and benefits. Newly recruited employees pay more attention to basic salary and welfare guarantees, while senior technical staff attach greater importance to long-term incentive mechanisms such as equity incentives (Ruiyao et al., 2023).

Career development opportunities are another key determinant affecting employees' retention and resignation decisions. Ding et al. (2023) proposed that in the rapidly evolving technology field, professionals actively seek opportunities for skill enhancement and career expansion. ND and MA (2021) argued that employees have strong demands for professional skill upgrading and career path expansion. Ahmad and Mahmood (2021) added that effective career development planning enhances employees' sense of identity and loyalty to the organization. Notably, the importance of career development varies with tenure and position level. Wjjaya (2021) found that for junior employees with less than three years of experience, career development opportunities are more influential than salary competitiveness. In contrast, employees with more than 10 years of work experience are more sensitive to corporate culture and work-life balance (Silva et al., 2023).

A healthy work environment and psychological support also play an indispensable role in reducing employee burnout and resignation. Hapsari et al. (2021) pointed out that a positive work environment, including comfortable facilities, reasonable workloads, and harmonious team dynamics, helps improve job satisfaction. Dawson et al. (2022) highlighted that a supportive organizational culture creates a favorable work atmosphere and enhances employees' sense of belonging in fast-paced tech workplaces. International SOS (2024) further indicated that optimizing the work environment, especially protecting employees' mental health, can effectively relieve workplace pressure and enhance engagement. For middle managers caught between senior management and grassroots teams, their resignation intentions are closely linked to unreasonable workloads and poor team collaboration (Ferrari et al., 2021).

Organizational culture and value congruence significantly affect employees' organizational loyalty and sense of belonging. Huang et al. (2021) proposed that when employees identify with the company's values, their loyalty to the organization increases significantly. Liu et al. (2022) stated that the higher the degree of fit between personal values and corporate culture, the stronger employees' willingness to stay. As Henry (2022) noted, companies with a strong, well-defined corporate culture have a clear advantage in retaining staff. However, cultural fit is not a single-dimensional match. Some employees may agree with an innovative corporate culture but resist a high-intensity work rhythm, forming potential resignation tendencies.

Employee engagement, shaped by these job-related factors, acts as a critical mediating variable. King (2022) found that open and transparent communication facilitates information sharing and reduces misunderstandings, which in turn strengthens belonging. Gallup (2023) confirmed that companies with high internal communication have a 20% lower staff resignation rate. From a self-determination theory perspective, Rashid and Ratten (2021) argued that when employees are granted reasonable autonomy, they are better able to align their work with personal values, which boosts motivation and reduces resignation risks. Taken together, as Garcia and Lopez (2023) concluded, supportive work environments, aligned values, and clear growth opportunities all reinforce engagement, which in turn becomes the key determinant of whether employees choose to stay or leave.

Despite abundant existing studies on employee resignation influencing factors, there remain two obvious research gaps that need to be filled. Firstly, most studies lack in-depth discussion on the interactive mechanism of resignation factors among employees at different job levels and with different work experience. Although Li et al. (2024) noticed group differences in employee resignation reasons, they did not further explore the joint interaction of multiple influencing factors. Taking Xiaomi as the research object, Zhang Meng (2024) found that grassroots employees mainly resigned due to unreasonable salary treatment, while middle managers were primarily restricted by limited career development space. However, how these factors interact across different groups has not been fully examined.

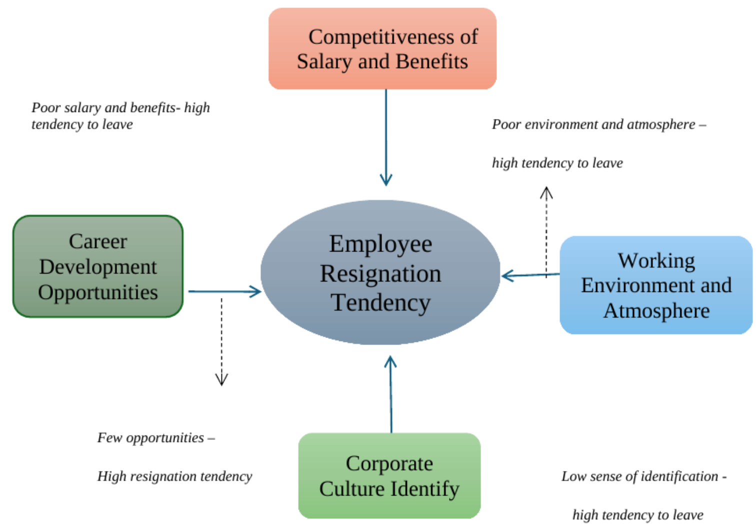
Secondly, under the context of drastic changes in the technology industry, there is insufficient research on the joint impact of the external industrial environment and internal organizational conditions on employee resignation. Chen Yu (2023) analyzed employee resignation under technological industry transformation and pointed out that with the widespread application of emerging technologies, Xiaomi's internal employees are facing unprecedented skill-upgrading challenges. The lag of the enterprise training system weakens employees' market competitive advantage and indirectly promotes resignation behavior, reflecting the joint role of external technological change and internal human resource support systems in talent retention.

Based on the above literature synthesis and research gap analysis, this study adopted a mixed-method research design to systematically investigate the key influencing factors of employee resignation in Xiaomi Corporation. By analyzing the interactive effect of resignation factors among different employee groups and exploring the combined influence mechanism of internal and external factors, this study intended to provide empirical support for Xiaomi to formulate hierarchical and classified human resource management and talent retention strategies. The research findings will not only help Xiaomi optimize its talent incentive and retention policies but also provide theoretical reference and practical enlightenment for employee resignation research and talent management practice in the broader technology industry.

Theoretical Framework

The theoretical framework of this study was shown in Figure 1. This framework was grounded in two foundational theories: Maslow's Hierarchy of Needs Theory and Herzberg's Two-Factor Theory, which together provided a structured lens for exploring the influencing factors of employee resignation in Xiaomi Corporation. This figure vividly illustrated the theoretical basis of this study, meticulously presenting and clearly explaining the research topic, which focused on exploring the influencing factors of employee resignation in Xiaomi Corporation. Drawing on Maslow's Hierarchy of Needs Theory, the factors in this study corresponded to different levels of employee needs: competitiveness of salary and benefits addressed employees' physiological and safety needs, which formed the basic foundation of job stability; work environment and atmosphere related to employees' need for safety and comfort in the workplace; career development opportunities responded to employees' needs for growth, achievement, and self-actualization; and corporate culture identity met employees' needs for belonging, esteem, and alignment with organizational values. Aligned with Herzberg's Two-Factor Theory, these variables could also be categorized into hygiene factors and motivator factors: salary and benefits, as well as work environment and atmosphere, functioned as hygiene factors, meaning that when these conditions were inadequate, they caused dissatisfaction and significantly increased the tendency to resign; in contrast, career development opportunities and corporate culture identity acted as motivator factors, as their presence enhanced job satisfaction, strengthened commitment, and reduced the likelihood of voluntary departure. The study aimed to examine how these factors interacted to influence employees' resignation tendencies, and to provide targeted recommendations for Xiaomi based on the findings.

Figure 1. Influencing Factors of Employee Resignation in Xiaomi Corporation



Source: Developed based on Maslow's Hierarchy of Needs Theory and Herzberg's Two-Factor Theory

Employees' resignation decisions were comprehensively influenced by multiple factors. These factors interacted with each other and jointly determined whether employees chose to leave their jobs (Mardah, S., 2020). In a technology enterprise like Xiaomi Corporation, the factors contributing to employee resignation had their uniqueness. Different from traditional enterprises, the technology industry developed rapidly, and employees had a more urgent need for career development and personal growth, needs that aligned with the growth and self-actualization dimensions of Maslow's Hierarchy of Needs Theory. Salary and benefits were not only the guarantee for employees' material life (corresponding to Maslow's physiological needs) but also the recognition of their work value (reflecting Herzberg's hygiene factors). Career development opportunities were directly related to employees' competitiveness in the industry and the realization of their personal career goals, which served as key motivator factors in Herzberg's Two-Factor Theory. The work environment and atmosphere affected employees' work comfort and efficiency, functioning as hygiene factors that prevented dissatisfaction. The sense of corporate culture identity determined employees' sense of belonging and loyalty to the company, addressing Maslow's need for belonging and esteem while also acting as a motivator factors to enhance job engagement.

The influence of different resignation factors on employees was not static, and it changed dynamically with time and company growth. In the early stage of the company's development, salary and benefits might be the key factors affecting employee resignation. As the company expanded in scale, career development opportunities and corporate culture gradually became more prominent. In addition, external factors such as increased industry competition and technological changes also altered employees' sensitivity to various resignation factors. For example, when new competitors emerged in the industry and offered more attractive salaries and career development opportunities, employees of Xiaomi Corporation paid more attention to these aspects, and the risk of resignation increased accordingly. Therefore, Xiaomi Corporation needed to continuously pay attention to the dynamic changes of these factors and adjust its management strategies in a timely manner to reduce the employee resignation rate. For instance, during economic downturns, employees might become even more concerned about job security, which should also be factored into the company's considerations.

Conceptual Framework

This study centers on Xiaomi employees' varied perceptions of resignation influencing factors. To analyze Xiaomi's employee resignation issue, researchers reviewed the company's strategic positioning and human resources strategy, and sorted out its strategic planning and management practices.

The conceptual framework in Figure 2 illustrates the correlation between employee resignation factors and human resource policy optimization. Corporate strategic orientation shapes employees' career paths, while human resources strategies including salary incentives and training-promotion systems directly affect employees' work experience and turnover intention (Mora, D., 2021). This research intends to clarify the relationships between resignation factors and staff retention, so as to provide theoretical support for improving management and lowering resignation rates.

Employee profiles defined by work experience and job levels moderate the relationship (Hypothesis H01) between job-related factors (salary and benefits, career development opportunities, work environment and atmosphere, corporate culture) and resignation. Employee engagement covering communication and job autonomy also affects job-related factors (Hypothesis H02).

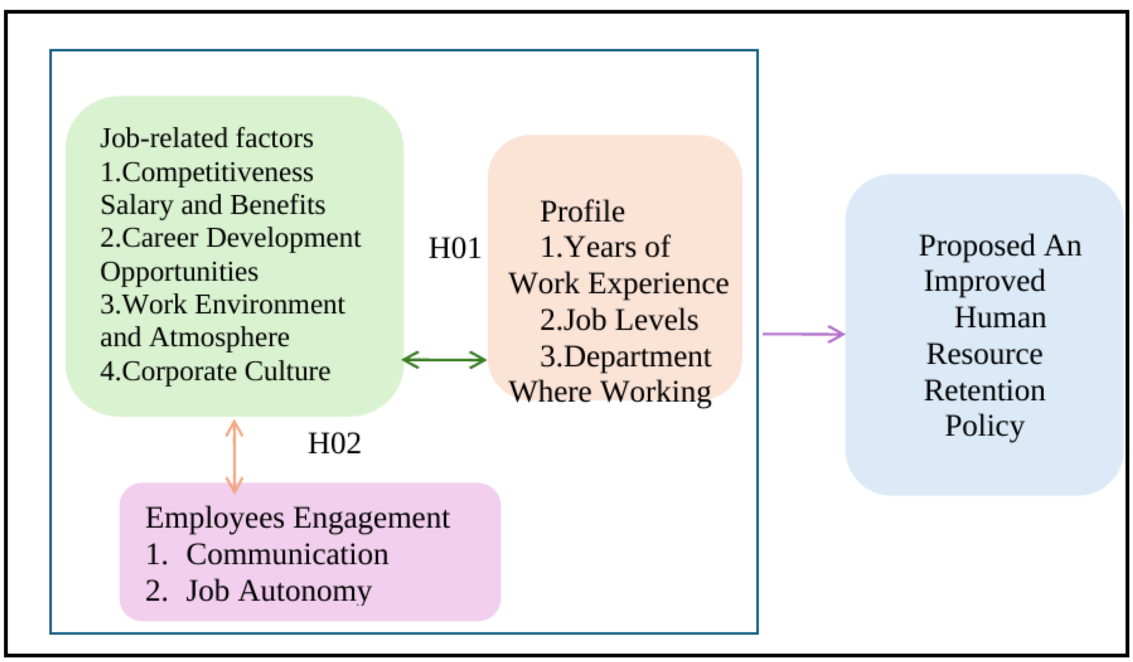
Newly-hired employees with 1-2 years of work experience attach great importance to salary and benefits, training system and team integration. They expect competitive salary to cover living costs and systematic training to improve professional skills and integrate into corporate culture, bringing vitality and innovative thinking to basic business execution.

Employees with 3-5 years of work experience, at a critical career stage, pay close attention to promotion prospects, project resources and corporate innovative atmosphere. With accumulated experience, they hope to obtain better development and rewards through promotion and high-quality project resources, acting as the backbone of business operation and growth.

Grass-roots managers need to balance management responsibilities and personal career development. Team pressure, work intensity and recognition of corporate strategy greatly affect their job satisfaction and resignation willingness, and they play a key role in team operation and strategic implementation at the grassroots level.

Senior technical and core business employees with solid expertise and rich experience pay close attention to corporate R&D investment, industrial technological adaption and the emphasis on technical talents in corporate culture. They act as the core driving force for technological innovation and business upgrading, enhancing the company's overall market competitiveness.

Figure 2. Author's Conceptual Framework



These different types of employees have varied needs and expectations, playing unique yet vital roles in the company's day-to-day operations. Their differences and complex interrelationships significantly impact strategic formulation, meticulous business planning, efficient implementation, and comprehensive performance evaluation. These factors, as clearly depicted in the chart, affect the company's stability and long-term sustainability in multiple, far-reaching ways. A deep understanding of them helps the company devise highly targeted human resource strategies, effectively enhance employee satisfaction, substantially reduce resignation, and powerfully drive long-term growth, ultimately contributing to the company's overall competitiveness and resilience in the market.

Methods

Maxwell, J. A., & Miller, D. C. (2021) argued that research design encompassed the full set of procedures and methods in a study, ranging from foundational assumptions to specific data collection and analysis techniques, and played a crucial role in ensuring research rigor. A well-designed research design acted as a bridge between theoretical research questions and practical empirical investigations, guiding the research process toward its intended objectives. It determined the type of analysis to be conducted, clarified data requirements, and outlined strategies for data acquisition, analysis, and application. Among the key decisions in research, selecting an appropriate method was particularly significant, as it had to align with the researcher's underlying worldview assumptions that shaped data collection, analysis, and interpretation.

This study adopted a descriptive-correlational research design to address its core objective of optimizing human resource policies for Xiaomi Enterprise in Hangzhou, focusing on the relationships between job-related factors, employee engagement, and employee resignation intention. This design was well-suited for the study because it allowed for systematic description of key variables and examination of their correlational relationships, without requiring experimental manipulation. Quantitative research was selected for its ability to collect structured numerical data, identify statistical patterns and correlations among variables, and provide objective, replicable evidence to support targeted policy recommendations for reducing employee turnover. The core variables targeted in this design included independent variables (namely job-related factors, such as salary and benefits, career development opportunities, work environment and atmosphere, and corporate culture, as well as employee engagement, encompassing communication and job autonomy), moderating variables (employee profiles defined by years of work experience and job levels), and the dependent variable of employee resignation intention. All variables were defined and contextualized in the research background section of this study.

Primary data was sourced from employees of Xiaomi's Hangzhou branch. Structured questionnaires were distributed among current and former employees. These questionnaires were designed to cover factors related to employee resignation, including job satisfaction and aspects such as salary, workload, and career development. Likert-scale questions were used, where respondents could rate their satisfaction from 1 (strongly disagree) to 4 (strongly agree). Additionally, questions regarding the frequency of considering resignation, with options "never", "occasionally", "frequently", and "constantly", were incorporated.

To obtain a representative sample, employees from diverse departments, job levels, and tenure lengths were selected. A multi-stage sampling method was adopted. Initially, departments were randomly chosen. Subsequently, within each selected department, employees were sampled using a combination of random and stratified sampling, taking into account job level and tenure. This approach ensured that the data collected could comprehensively reflect the characteristics of different employee groups within the enterprise, providing a solid foundation for exploring the influencing factors of employee resignation.

Secondary data was also crucial to this study. The researcher reviewed academic journals, industry reports, books, and online databases, which provided insights from previous research on employee resignation, human resources best practices, and factors affecting retention. For instance, studies examining the impact of company culture on employee loyalty and the link between compensation and resignation intention were analyzed.

The sampling process was conducted as follows. First, departments were randomly selected to cover core functions such as R&D, product, sales, and operations. Within each selected department, employees were further stratified by work experience (0-3 years, 3-5 years, 5+ years) and job level (entry-level, mid-level, senior-level), and then randomly sampled from each stratum. This stratified design ensured that the final sample reflected the demographic and structural diversity of the overall workforce.

Sample Size Justification: The total sample size of 200 was determined based on statistical power analysis and practical feasibility. Using G*Power software, the required sample size was calculated to achieve adequate statistical power. With a statistical power set at 0.80 and a significance level (α) of 0.05, a medium effect size ($f = 0.3$, consistent with similar employee resignation studies) was assumed. This calculation resulted in a required sample size of 200, which also accounted for an estimated 10-15% non-response rate during data collection, ensuring the robustness of subsequent statistical analyses.

This study aimed to explore the influencing factors of employee resignation in the Hangzhou branch of Xiaomi Corporation. The respondents were full-time employees of this branch, selected through multi-stage stratified random sampling to ensure that the sample could represent the characteristics of all employees.

To ensure the relevance and homogeneity of the sample, strict inclusion and exclusion criteria were established. The inclusion criteria included: (1) current full-time employees of Xiaomi Corporation's Hangzhou branch; (2) having been employed by the company for at least 6 months to ensure familiarity with daily operations and HR policies; (3) voluntarily participating in the survey and providing informed consent. The exclusion criteria included: (1) interns, part-time, or contract workers; (2) employees on long-term leave (e.g., sick leave, maternity leave) at the time of data collection; (3) respondents with obviously incomplete or invalid responses (e.g., identical scores for all items).

The primary research instrument for data collection was a structured questionnaire. The questionnaire was carefully and comprehensively designed to address the research objectives related to employee resignation. It covered a wide range of factors, including job satisfaction, salary and benefits, career development opportunities, work-life balance, management style, and corporate culture.

The structured questionnaire was the main data collection tool, and its design covered multiple dimensions. For example, job satisfaction was measured using a four-point Likert scale, asking respondents to rate their satisfaction with aspects such as salary and benefits, career development, work environment, and corporate recognition. Demographic information (age, gender, years of service, department) was also included. These data helped establish statistical relationships and trends, such as whether employees in certain departments or with specific years of service were more likely to resign.

To ensure the validity and reliability of the questionnaire, a pre-test was conducted among a small group of employees who were not part of the main study sample. Their feedback was used to refine the questions, improve clarity, and eliminate any potential ambiguities. The results of the quantitative research provide a comprehensive overview of the influencing factors and their relative importance, which will serve as the basis for formulating targeted human resources retention strategies

The questionnaire consisted of closed-ended questions. Among them, Likert-scale questions were adopted to measure respondents' degree of agreement or satisfaction with statements concerning the factors mentioned above. For instance, respondents were asked to rate the influence of factors such as salary and benefits on their resignation intention on a scale ranging from 1 (No Influence) to 4 (High Influence), and to assess their level of employee engagement on a scale from 1 (No Engagement) to 4 (High Engagement).

To ensure the rigor, validity, and reliability of the questionnaire, a rigorous validation process was conducted before formal data collection:

A pilot test was conducted with a small group of 30 employees from Xiaomi's Hangzhou branch who were not part of the final sample. This step helped identify ambiguities in the wording, potential misunderstandings, and logical inconsistencies. Based on the pilot test feedback, the questionnaire was refined to enhance clarity and readability.

Following the pilot test, a preliminary reliability analysis (Cronbach's α) was conducted. The results confirmed that the key dimensions of the questionnaire (e.g., Job Satisfaction, Career Development) exhibited high internal consistency (Cronbach's $\alpha > 0.80$), indicating the questionnaire is reliable for measuring the intended constructs.

The reliability of the questionnaire was assessed using Cronbach's α coefficient to examine the internal consistency of each dimension and the overall instrument. As shown in Table 3, the Cronbach's α values for all six dimensions ranged from 0.82 to 0.88, and the overall Cronbach's α of the 30-item questionnaire reached 0.93. All values exceeded the commonly accepted threshold of 0.80, indicating that the questionnaire had excellent internal consistency and was a reliable tool for measuring the factors influencing employee resignation.

The questionnaire was developed with reference to the published research findings of experts in the fields of human resources and organizational behavior. Renowned scholars such as De Villiers, A. and Marnewick, A.(2021) in their work "Employee Well-being and Sustainable Human Resource Management: A Systematic Literature Review" have provided valuable theoretical frameworks and measurement scales related to employee-related factors. These studies were carefully reviewed and integrated into the questionnaire design. For example, the dimensions of job satisfaction and career development opportunities in the questionnaire drew inspiration from the well-established models proposed in these authoritative literatures, ensuring that the questionnaire is grounded in solid academic research and can effectively measure the influencing factors of employee resignation.

During the data collection process, the researchers provided clear instructions to the respondents. They explained the purpose of the study, assured the confidentiality of the responses, and answered any questions the respondents had. The questionnaires were distributed in a standardized manner, either electronically or in hard-copy format, depending on the preferences of the employees and the practicality of data collection.

To ensure data accuracy, the researchers carefully checked the completed questionnaires for missing values, inconsistent responses, and outliers. Missing values were imputed using methods(mean imputation for numerical variables and mode imputation for categorical variables). Inconsistent responses were reviewed, if necessary, respondents were contacted for clarification. Use statistical methods to identify outliers and carefully evaluate their impact on the results.

After the data collection was complete, the data was entered into a statistical software package for analysis. Double-entry verification was used to minimize data entry errors. The data was then cleaned, coded, and analyzed using appropriate statistical techniques, such as descriptive statistics, correlation analysis, and regression analysis, to identify the factors influencing employee resignation in Xiaomi's Hangzhou-based enterprise.

In this study on employee resignation in Xiaomi's Hangzhou-based enterprise, appropriate statistical treatments were employed to effectively analyze the collected data and gain insights into the influencing factors, aiming to improve the company's human resources retention policies.

Frequency and arithmetic mean were used to summarize and present the basic characteristics of the data. In terms of respondents' demographic information including department, job level, and years of work experience, frequency was calculated to identify the number of employees within each category, while arithmetic mean was adopted to reflect the overall distribution of participants across different subgroups.

Four-point Likert scales were applied to measure four core job-related factors (competitiveness of salary and benefits, career development opportunities, work environment and atmosphere, and corporate culture identity) and two dimensions of employee engagement (communication and job autonomy). The arithmetic mean of each dimension was computed to reflect the perceived influence level of job-related factors on employee turnover intention, as well as the overall level of employee engagement regarding internal communication quality and work-related autonomy.

Multiple regression analysis was a key statistical technique used in this study, primarily to examine the influence of job-related factors and employee engagement on employee resignation intention, while accounting for the moderating role of employee profiles (work experience and job level). The goal was to determine the relationship between multiple independent variables and the dependent variable, addressing the core inquiries of whether there is a significant correlation between job-related factors and employee profiles, as well as between job-related factors and employee engagement.

The independent variables were consistent with the core factors identified in this study, including the competitiveness of salary and benefits, career development opportunities, work environment and atmosphere, and corporate culture (the job-related factors affecting employee resignation), as well as communication and job autonomy (the two dimensions of employee engagement). All these variables were hypothesized to influence employee resignation intention.

By performing multiple regression analysis, it was possible to identify which independent variables had a significant impact on the likelihood of employee resignation. For example, if the regression coefficient for career development opportunities was negative and significant, it would indicate that as the perceived quality of career development opportunities increased, the likelihood of resignation decreased. This information was vital for formulating targeted human resources retention policies and provided the empirical basis for proposing practical human resources improvement strategies based on the study's findings.

In addition, hypothesis testing was carried out within the framework of multiple regression. The null hypothesis stated that there was no significant relationship between the independent variables (job-related factors and employee engagement) and the dependent variable (employee resignation intention). The alternative hypothesis suggested that at least one independent variable would have a significant impact on the dependent variable, aligning with the purpose of this study. Statistical tests such as the F-test and t-test were used to determine whether to reject the null hypothesis and accept the alternative hypothesis. This provided statistical evidence for the variable relationships identified in the regression analysis, while also forming a reliable research basis for proposing practical human resources retention policies based on the study findings.

Results and Discussion

This section presents the results of the quantitative analysis conducted on the survey data collected from employees of Xiaomi Enterprise in Hangzhou, China. The analysis followed the sequence outlined in the problem statement, beginning with the demographic profile of respondents, followed by the level of influence of job-related factors and employee engagement, and concluding with correlation analysis to test the study's hypotheses.

This section illustrates the demographic characteristics of respondents in terms of years of work experience, job levels and working departments. Consistent with the descriptive statistical methods mentioned earlier, frequency is used to present the number of participants in each group, while percentage is applied to show the proportional distribution of respondents across varied subgroups.

The distribution showed that the largest group of respondents had 3-5 years of work experience, accounting for 41% of total participants, followed by employees with 1-2 years of working tenure at 34%. Together, these two cohorts made up 75% of the full sample and constituted the overwhelming majority of surveyed respondents. In contrast, participants with 6-10 years of experience took up 17.5%, whereas staff with over 10 years of work experience formed the smallest subgroup at only 7.5% of the total sample size.

This distribution reflected the typical workforce structure of a fast-growing technology enterprise like Xiaomi, where mid-career professionals with established technical skills formed the core of the workforce. The dominant share of employees with 1-5 years of work experience ensured that the findings captured the perspectives of employees who were critical to the company's daily operations and long-term growth. Meanwhile, the inclusion of small portions of mid-senior and senior-tenured staff (6 years and above) provided a balanced view of retention factors across different career stages.

Although the sample was skewed toward mid-career employees with 1-5 years of service, the inclusion of all four tenure subgroups helped ensure that the subsequent analysis could address resignation and retention concerns for newly hired, mid-career, and long-serving staff comprehensively.

The majority of respondents were frontline employees with 105 participants, accounting for 52.5% of the total sample, followed by junior managers at 25% (50 respondents) and middle managers making up 15% (30 respondents). Senior managers and top executives took the smallest shares of participants at 6% and 1.5% respectively, which made these two tiers the least represented groups in the collected data.

This distribution aligned with the hierarchical pyramid structure of Xiaomi, where the number of employees typically decreased as the management level increased. The large proportion of frontline staff was particularly important for this study, as they constituted the majority of the workforce and held direct insights into day-to-day working conditions and retention drivers. The inclusion of managers across junior, middle, senior and top executive tiers allowed for an analysis of retention differences among varied job hierarchies, although the relatively small sample size of senior managers and top executives limited the comprehensiveness of their group-level findings.

The sample was dominated by employees from the R&D department, with 70 participants accounting for 35% of the total sample, followed by staff from the Product department at 20% (40 respondents) and the Marketing department making up 17.5% (35 respondents). Together, these three core business departments constituted 72.5% of all surveyed participants. Employees from the Human Resources department took up 7.5% (15 respondents), while Finance and Other departments each accounted for 10% of the sample, with 20 participants respectively.

This distribution closely reflected Xiaomi's strategic focus on technological innovation and product development. The high representation of R&D and Product staff ensured that the study captured the views of employees who were central to the company's core business functions in Hangzhou. Meanwhile, the inclusion of Marketing, HR, and Finance employees provided perspectives from support and operational departments, helping to verify whether retention factors were consistent across different business units. The balanced representation of all major functional departments strengthened the generalizability of the findings to the enterprise as a whole.

This section systematically analyzes the four core job-related factors identified as key determinants of employees' resignation intention, with all findings grounded in weighted mean scores calculated from 200 valid employee survey responses. The analysis strictly follows the four-point Likert scale interpretation criteria defined in Section 2: scores of 3.26-4.00 indicate high influence on resignation intention, 2.51-3.25 moderate influence, 1.76-2.50 low influence, and 1.00-1.75 no meaningful influence. Building on the survey's quantitative results, this section provides an in-depth interpretation of the relative strength of each of the four factors (salary and benefits competitiveness, career development opportunities, work environment and atmosphere, corporate culture identity). By examining the weighted mean scores across all factors, the analysis clarifies the measurable impact of distinct job-related elements on employees' workplace attitudes, work engagement, and resignation intention, comprehensively presenting the overall influence of each factor within the sample population and laying a quantitative foundation for subsequent regression analysis and holistic discussion of research findings.

As shown in Table 7, all five items under the career development opportunities dimension received high influence ratings, with mean scores ranging from 3.32 to 3.52, making it the most influential core factor overall. The highest score came from the item "Promotion opportunities influence my motivation to perform" (M=3.52, SD=0.53), which clearly indicated that a clear and well-defined internal promotion path was the most critical factor for retaining employees. The standard deviations for this dimension were generally low (0.53-0.62), reflecting consistent views among respondents that personal growth and career development opportunities significantly affected their work engagement and long-term retention intentions. This finding is highly consistent with Ding et al. (2023), who noted that professionals in fast-growing emerging industries particularly value opportunities for skill improvement and career advancement; when companies fail to provide reasonable development paths, employees are highly likely to consider leaving to pursue better external job opportunities.

In the competitiveness of the salary and benefits dimension, three out of five items fell into the high influence category. The most valued aspect by employees was the competitiveness of their salary compared with industry standards (M=3.34, SD=0.61), demonstrating that employees attach great importance to industry alignment in compensation when seeking and holding jobs. In contrast, items related to salary adjustment rules and bonus systems only fell into the moderate influence range, with mean scores of 3.15 and 3.08, respectively. This indicates that while competitive base pay is essential, the company's current performance incentive and salary adjustment mechanisms have not fully met employees' expectations. The standard deviations for this group were concentrated between 0.61 and 0.70, showing that these views are widespread among employees. This situation aligns with Bi et al. (2022), who argued that a compensation and benefits system with industry advantages is an important foundation for stabilizing talent teams in technology enterprises.

The work environment and atmosphere dimension recorded mean scores between 2.88 and 3.18, placing all items in the moderate influence range. Team relationships emerged as the most positively rated element (M=3.18), whereas concerns over work-life balance received the lowest score (M=2.88). With standard deviations ranging from 0.63 to 0.72, there was notable variation in how employees across different departments and teams perceived their working conditions, especially regarding workload, overtime, and pressure. This pattern aligns with the view of Hapsari et al. (2021), who argued that positive interpersonal dynamics enhance workplace well-being, while imbalanced work rhythms and excessive pressure raise voluntary resignation risk.

Turning to corporate culture identity, all items fell within the moderate influence range, with scores from 2.84 to 3.02. Alignment with the company's core values was the strongest perceived driver (M=3.02), while perceptions of transparent and open decision-making were the weakest (M=2.84). Standard deviations between 0.69 and 0.74 indicated substantial divergence in how employees experienced organizational fairness and management practices. These findings are consistent with Huang et al. (2021), who observed that strong identification with corporate values fosters belonging and loyalty, whereas unclear or non-transparent management can gradually erode employees' willingness to remain with the organization.

Based on the overall item and dimension-level analysis results, the conclusions at the dimension level are consistent with the findings from individual items. Career development opportunities and salary competitiveness are the two core dominant factors influencing employees' retention intentions, while a positive workplace environment and a constructive corporate culture atmosphere also play a non-negligible role, acting as secondary but still important factors affecting employees' resignation intentions.

This section presents the weighted mean scores of the two dimensions of employee engagement, namely communication and job autonomy. The analysis followed the same 4-point Likert scale interpretation as previous sections, where scores from 3.26-4.00 indicated High Engagement, 2.51-3.25 indicated Moderate Engagement, 1.76-2.50 indicated Low Engagement, and 1.00-1.75 indicated No Engagement.

The results showed that after trimming the highest and lowest item scores to eliminate outliers, the communication dimension had an adjusted mean of $M = 3.14$ ($SD = 0.66$), falling into moderate engagement per the 4-point Likert scale. At the item level, only supervisor communication ($M = 3.26$, $SD = 0.64$) reached high engagement, proving direct managerial interaction effectively boosts employee engagement. Other items concerning corporate communication channels and information delivery scored moderately at $M = 3.07$ and $M = 3.10$; their higher SD (0.68-0.70) indicated inconsistent employee views on formal internal communication across teams.

For job autonomy, removing extreme values yielded an adjusted mean of $M = 3.01$ ($SD = 0.70$), also within moderate engagement. Supervisor's trust in staff ability topped the dimension ($M = 3.12$, $SD = 0.69$), emphasizing the value of psychological safety. By contrast, flexible work scheduling ($M = 3.00$) and innovative practice support ($M = 2.95$) earned lower scores, meaning the firm fails to fully back flexible and innovative work. Wider SD (0.69-0.73) reflected notable gaps in autonomy across different teams and supervisors.

In general, item-level results confirmed communication better facilitates engagement than job autonomy. Top scores on supervisor-related items prove frontline managers greatly shape employee engagement, whereas formal corporate policies still need further improvement.

This subsection presents the Pearson correlation analysis results to test the null hypothesis H01 and address Research Question SOP3, which examines whether there is a significant correlation between job-related factors and employees' demographic profiles. The correlation coefficient r, ranging from -1 to +1, was used to measure these linear relationships, with positive values indicating a direct association, negative values an inverse association, and significance evaluated at the 0.05 level. Results are presented separately for work experience and job levels in Tables 9 and 10.

Data showed that all items under the four job-related factor dimensions were significantly and positively correlated with employees' working years ($p < 0.001$). Among them, corporate culture identity and work environment and atmosphere demonstrated the strongest relationships with tenure.

The item indicating that transparent and fair decision-making strengthens organizational trust recorded the highest correlation coefficient (0.58), followed by the influence of corporate values and mission on organizational identity (0.55). Colleague relationships and team atmosphere also showed strong positive correlations (0.53 and 0.50). These findings suggest that employees with longer tenure place greater importance on organizational fairness, management practices, and workplace relationships. As experience accumulates, stronger emotional attachment and cultural identification develop, increasing expectations for a fair and supportive workplace (Huang et al., 2021).

In contrast, salary and welfare competitiveness showed the weakest correlations (0.29-0.38). Although statistically significant, these relationships were notably lower than those of corporate culture and work environment. Salary and benefits remained important as basic guarantees but had limited influence on deeper employment perceptions as tenure increased (Bi et al., 2022).

Career development opportunities fell between these extremes, with coefficients ranging from 0.35 to 0.43. Promotion opportunities and supervisor support displayed moderate correlations, indicating that career growth becomes increasingly important with tenure, though less influential than cultural and environmental factors.

Overall, all four job-related dimensions were significantly and positively associated with employees' working years, leading to the rejection of the null hypothesis for SOP3. Corporate culture and work environment showed the strongest correlations, while salary and benefits showed the weakest. Employees with longer tenure tended to value organizational culture, fairness, and team atmosphere more than basic remuneration.

Among all measured items, interpersonal communication, transparent managerial decision-making and internal promotion opportunities held the closest links with job levels, with an identical correlation coefficient of 0.32. After employees were promoted to higher positions, they no longer merely undertook routine basic tasks but took more active parts in team cooperation, departmental communication and personal career planning. In this context, pleasant interpersonal atmosphere, impartial organizational management mechanisms and clear promotion paths gradually exerted vital influences on their working attitudes, enthusiasm and retention decisions. Position advancement made employees pay more attention to personal career development space and organizational management equity, and they pursued long-term career progression and equal workplace development resources (Rovelli et al., 2021).

Items related to salary and welfare competitiveness still obtained the lowest correlation coefficients, ranging from 0.26 to 0.33. Salaries and welfare only satisfied employees' fundamental material needs, and the sense of satisfaction brought by material rewards showed little difference between grassroots staff and managerial employees, so it did not form distinct perceptual differences with the change of job ranks. In comparison, soft factors such as career development prospects and organizational management atmosphere were more easily influenced by position changes. Material incentives produced limited effects on adjusting the working mindsets of employees at different ranks and could not meet the core career demands of senior employees.

Based on the integrated correlation results of the two tables, all job-related factors showed significant correlations with employees' working years and job levels, so the original Hypothesis H01 was completely rejected. Long-serving senior employees placed more emphasis on corporate cultural construction, working atmosphere and fairness of organizational management, while employees in higher positions cared more about promotion channels and workplace interpersonal cooperation.

Employees with different personal characteristics held diverse views on job-related factors, and their core career needs changed obviously at different career stages and workplace ranks. Their workplace demands shifted constantly as working experience enriched and positions improved. Enterprises abandoned unified and stereotyped human resource management modes, classified employees in accordance with their service years and job levels, identified the core career demands of different staff groups accurately, and formulated differentiated management and incentive schemes that fitted employees' actual workplace needs. These practical measures effectively enhanced employees' sense of organizational belonging and helped the enterprise keep more stable staff members.

Consistent with the findings for working years, every item across four dimensions was positively and significantly correlated with job level, leading to full rejection of the corresponding null hypothesis under SOP3. Nevertheless, all correlation coefficients for job level were universally lower than those for tenure, proving staff's perception of workplace factors is less affected by hierarchical position than working experience. Interpersonal relation, transparent management and promotion channels stood as the top three relevant indicators, whereas salary-related items remained the least correlated.

This section presented the results of Pearson correlation analysis to test the null hypothesis H02, which stated that there was no significant relationship between job-related factors and employee engagement (communication, job autonomy). The correlation coefficient r was used to measure the strength and direction of linear associations between variables, ranging from -1 to +1; positive values indicated a direct relationship, negative values an inverse relationship, and significance was evaluated at the 0.05 level. The results were presented separately for communication and job autonomy in Tables 11 and 12.

As shown in Table 11, all items across the four job-related factors exhibited statistically significant positive correlations with communication ($p < 0.001$). The strongest relationships were found within the Corporate Culture Identity dimension. Transparent and fair decision-making recorded the highest coefficient ($r = 0.58$, $p < 0.001$), followed by alignment with the company's work philosophy ($r = 0.56$, $p < 0.001$) and sense of pride in the company ($r = 0.54$, $p < 0.001$). Employee well-being ($r = 0.51$, $p < 0.001$) and shared values and mission ($r = 0.45$, $p < 0.001$) also showed moderate positive associations. Employees who perceived the organizational culture as fair, transparent, and value-consistent were more likely to communicate openly and build trust (Huang et al., 2021).

Within the Work Environment and Atmosphere dimension, colleague relationships ($r = 0.53$, $p < 0.001$) and teamwork atmosphere ($r = 0.51$, $p < 0.001$) showed the strongest correlations with communication. Productivity of the work environment ($r = 0.48$, $p < 0.001$), work-life balance ($r = 0.47$, $p < 0.001$), and satisfaction with working hours ($r = 0.45$, $p < 0.001$) also demonstrated moderate relationships. Positive workplace relationships and collaboration encouraged more frequent and open communication.

Items under Competitiveness of Salary and Benefits showed the weakest correlations ($r = 0.31$-0.37). Salary competitiveness ($r = 0.37$, $p < 0.001$) and benefits packages ($r = 0.34$, $p < 0.001$) were slightly stronger than salary level, bonus systems, and salary adjustment mechanisms. Although significant, these findings suggest that material rewards satisfy basic needs but have limited influence on communication behavior compared with cultural and relational factors (Bi et al., 2022).

Overall, all four predictor dimensions were significantly and positively associated with communication-based engagement for SOP5. Correlation strength ranked as follows: corporate culture identity > work environment and atmosphere > career development opportunities > salary and benefit competitiveness. Cultural fairness, positive colleague relationships, and clear career pathways played a stronger role in promoting communication than material compensation.

The highest coefficients were found for transparent and fair decision-making ($r = 0.33$, $p < 0.001$) and promotion opportunities ($r = 0.33$, $p < 0.001$), followed by colleague relationships ($r = 0.32$, $p < 0.001$), salary competitiveness ($r = 0.32$, $p < 0.001$), training and learning programs ($r = 0.32$, $p < 0.001$), supervisor support ($r = 0.32$, $p < 0.001$), and sense of pride in the company ($r = 0.32$, $p < 0.001$). Employees who perceived company processes as fair, career growth as supported, and team relationships as positive tended to report greater autonomy at work, consistent with previous findings that developmental opportunities foster ownership and independence (Rovelli et al., 2021).

Items under Competitiveness of Salary and Benefits again showed the weakest correlations ($r = 0.27$ to 0.32). While significant, these coefficients suggested that pay and benefits were less directly linked to autonomy than structural and relational factors. Material compensation did not inherently increase control over tasks or schedules, although fair rewards could strengthen employees' sense of value.

Across both tables, all job-related factors were significantly and positively correlated with employee engagement, leading to the full rejection of H02. Communication was most strongly associated with perceived fairness, team relationships, and cultural alignment, whereas job autonomy was more closely linked to transparent processes and career development opportunities. These findings indicate that engagement is shaped not only by tangible rewards but also by organizational culture, work environment, and developmental support.

In summary for SOP5, all job-related factors showed significant positive correlations with both communication and job autonomy dimensions of employee engagement, hence H02 was entirely rejected. Across the two dependent variables, all factors correlated more strongly with communication than job autonomy; transparent institutional arrangement and career development serve as the most critical predictors for job autonomy.From regression perspective, the four sets of job-related factors jointly significantly predict employee engagement. Corporate culture and working environment contribute the largest explanatory power to the overall model, followed by career development, while salary and benefit competitiveness contributes the least predictive effect. Fair management system and friendly team climate are the core driving variables improving staff's perceived autonomy and interactive engagement.

Based on the above correlation findings for SOP3 and SOP5, employees with distinct tenure and job levels hold different priorities toward workplace factors, which addresses the research question of SOP6. Long-tenured staff attach greater value to corporate culture, fair management and team atmosphere, whereas employees in higher positions focus more on promotion pathways and internal teamwork. Since salary and benefits mainly satisfy basic material needs and barely lift deep engagement, companies should adopt differentiated HR policies by grouping employees based on working years and ranks to match their core demands effectively.

Discussion

This section presents an in-depth discussion of the empirical findings derived from the statistical analysis of 200 valid employee survey questionnaires collected from Xiaomi's Hangzhou branch. The discussion follows the logical sequence of the study's six research questions outlined in the Statement of the Problem (SOP), and is structured into three core sections: core research conclusions, targeted practical recommendations, and the theoretical and practical implications of the study.

Conclusions

This study aimed to identify the job-related factors influencing employee resignation and retention at Xiaomi's Hangzhou branch, China, and to propose improved human resources policies based on the findings. The analysis of survey data from 200 employees yielded six key conclusions that directly address the study's six research questions, with all conclusions strictly based on the empirical analysis results of Section 3.

First, the demographic profile of the study sample shows clear industry-specific attributes consistent with the characteristics of internet high-tech enterprises. The majority of respondents are frontline employees with 3-5 years of work experience, and the Research and Development (R&D) department accounts for the largest proportion of participants, which accurately reflects the workforce structure of Xiaomi's Hangzhou branch, where technical roles form the core of the business. This finding is consistent with the studies of Meirinhos et al. (2023) and Oktaviani (2021), which emphasized that employees at different career stages possess varying organizational expectations and resignation tendencies.

Second, the four core job-related factors show significant differences in their degree of influence on employee resignation intention. Career development opportunities emerge as the strongest influential factor, with the highest weighted mean score, followed by the competitiveness of salary and benefits, which also falls into the high influence category. In contrast, work environment and atmosphere and corporate culture identity are rated as having a moderate but still significant influence. Item-level analysis shows that items related to promotion paths, industry pay competitiveness, and team relationships receive the highest scores within each factor, indicating these are the core sub-factors driving employee retention decisions. These findings strongly support Ding et al. (2023), who emphasized that professionals in the technology industry actively seek continuous learning and growth opportunities due to rapid technological changes, and also reinforce Herzberg's Two-Factor Theory, which identifies advancement and personal growth as core motivator factors that reduce employee resignation tendencies.

Third, there is a statistically significant positive correlation between job-related factors and employees' demographic characteristics (years of work experience and job levels). All measurement items of the four job-related factors exhibit significant positive correlations with both years of work experience and job levels at the $p < 0.001$ level, leading to the complete rejection of the null hypothesis H01. Career development opportunities show the strongest correlations with demographic characteristics, followed by corporate culture and work environment factors, while salary competitiveness has the weakest but still significant correlations. This indicates that as employees advance in their careers, the importance of career growth, workplace culture, and team dynamics becomes more pronounced, while salary factors remain relatively stable across different tenure and job level groups. These findings are supported by Wijaya (2021), Silva et al. (2023), and Lee et al. (2023), who explained that employee priorities evolve depending on career stage, organizational role, and professional maturity.

Fourth, the overall level of employee engagement in the sample enterprise is at a moderate level, with significant differences between the two engagement dimensions. Both communication and job autonomy are rated as moderate engagement, with the communication dimension scoring slightly higher than the job autonomy dimension. Communication with supervisors emerges as the strongest engagement indicator, suggesting that leadership interaction, guidance, and feedback significantly contribute to employee motivation and organizational connection. This finding supports King (2022) and Gallup (2023), who found that open communication systems and transparent leadership practices enhance employee trust, engagement, and organizational belongingness.

Fifth, there is a statistically significant positive correlation between job-related factors and employee engagement. All measurement items of the four job-related factors exhibit significant positive correlations with both the communication and job autonomy dimensions of employee engagement at the $p < 0.001$ level, leading to the complete rejection of the null hypothesis H02. Corporate culture and work environment show the strongest correlations with communication, while career development opportunities are most strongly linked to job autonomy. This confirms that supportive work environments and aligned values are closely tied to higher engagement, and job-related factors are core antecedent variables influencing employee engagement. These findings strongly support Park and Kim (2022), Garcia and Lopez (2023), and Carter (2023), who emphasized that supportive organizational systems, growth opportunities, and collaborative work cultures significantly enhance employee engagement and organizational commitment.

Sixth, the empirical findings of this study provide a sufficient and evidence-based foundation for the formulation of targeted human resource retention policies. Employee retention and engagement at Xiaomi Enterprise are influenced by a complex interaction of extrinsic and intrinsic organizational factors, with career development opportunities and competitive compensation emerging as the strongest retention drivers, while organizational culture, communication quality, teamwork, and employee autonomy significantly strengthen engagement and organizational commitment. The study concludes that effective employee retention in technology enterprises requires comprehensive, employee-centered, and strategically aligned human resource policies that address employees' professional growth, financial security, workplace well-being, leadership support, and psychological needs simultaneously. These findings provide a clear roadmap for the optimization of the sample enterprise's human resource management system to reduce employee resignation intention and stabilize the core talent team.

The proposed human resource retention policy is presented in Appendix C.

Recommendations

Based on the six core research conclusions and the related literature reviewed in the study, this section presents targeted, evidence-based recommendations for Xiaomi's Hangzhou branch to optimize employee retention strategies, with all recommendations directly aligned with the study's empirical findings.

A precise employee portrait system should be built based on demographic characteristics to achieve differentiated management. Taking the core group of the sample, "frontline employees with 3-5 years of work experience in the R&D department", as the core, a dynamic employee portrait database should be established to classify employees according to their years of work experience, job levels, and departments, and accurately identify the core demands of different employee groups. For R&D technical employees, the focus should be on meeting their needs for technical growth and innovation opportunities; for product and marketing employees, the focus should be on meeting their needs for career advancement and performance recognition, so as to lay a data foundation for the subsequent formulation of differentiated management and incentive policies.

The core retention driver system should be optimized with career development as the top priority, supplemented by competitive compensation and benefits. A dual-track promotion pathway for both technical and managerial roles should be established, individualized development plans should be implemented for employees, and mentorship programs should be launched to accelerate the growth of mid-career employees, addressing the core demand for career development opportunities identified in the study. At the same time, regular market benchmarking should be conducted to keep salaries competitive with the industry level, and performance-based incentives and long-term incentive plans should be introduced to reward high performers fairly, ensuring the basic competitiveness of material compensation while reducing over-reliance on single salary adjustments. In addition, the construction of corporate culture and work environment should be strengthened, the transparency of management decision-making should be enhanced, and a collaborative team atmosphere should be created, so as to give full play to the moderate but significant retention effect of these two factors.

Differentiated management strategies should be implemented for employees with different demographic characteristics to match their evolving career demands. For employees with long tenure and high job levels, the focus should be on meeting their demands for corporate culture construction, management fairness, and participation in organizational decision-making, and they should be given more management authority and development space. For frontline employees with short tenure, the focus should be on meeting their demands for career development, team atmosphere, and skill improvement, and they should be provided with clear promotion paths and sufficient training opportunities. For the core group of the sample, mid-career employees with 3-5 years of work experience, the focus should be on balancing their needs for career growth and work-life balance, and providing targeted support for their professional development.

The overall level of employee engagement should be comprehensively improved, with a focus on optimizing the job autonomy dimension while maintaining the current good communication atmosphere. On the one hand, the organizational communication system should be further improved, upward and downward communication channels should be unblocked, the transparency of management decision-making should be enhanced, and training on empowering communication should be provided for supervisors, so as to further enhance employees' sense of participation in organizational management and maintain the current advantage of the communication dimension. On the other hand, the focus should be on optimizing the job autonomy dimension, appropriately delegating work authority to employees, giving them more autonomy in work schedule arrangement, work method selection, and innovative work attempts, reducing excessive micromanagement, so as to enhance employees' sense of work ownership and autonomy, and address the limitation of perceived autonomy identified in the study.

The mediating role of employee engagement between job-related factors and resignation intention should be fully utilized, and the improvement of employee engagement should be taken as the core starting point of retention work. Based on the significant positive correlation between job-related factors and employee engagement, the four core job-related factors should be optimized in a targeted manner to enhance employees' work engagement and emotional identification with the organization, thereby reducing their resignation intention and achieving the goal of long-term employee retention. Specifically, employees' communication engagement can be improved by strengthening corporate culture identity and optimizing the work environment atmosphere, and employees' sense of job autonomy can be enhanced by improving career development opportunities, so as to achieve comprehensive improvement of employee engagement through multi-dimensional optimization of job-related factors.

A complete closed-loop human resource retention management system covering the entire employee life cycle should be built. Based on the empirical findings of this study, enterprises need to develop a systematic employee retention policy spanning recruitment, pre-job training, career development, performance appraisal, compensation and benefits, as well as corporate culture development, alongside a dynamic mechanism to monitor and revise policy outcomes. Companies shall organize periodic employee satisfaction questionnaires and exit interviews to follow up on how retention measures work, and refine relevant policies promptly in response to shifts in staff needs and external market conditions. In this way, the whole management process advances sequentially from policy drafting to implementation oversight, outcome feedback and subsequent optimization, which sustains the long-term practical value of employee retention initiatives.

The implementation capacity building of the human resource management team should be strengthened, and the support of the senior management team should be obtained to ensure the effective implementation of all retention policies. The senior management of the enterprise should attach great importance to employee retention work, incorporate the employee resignation rate and retention effect into the performance assessment of the management team, and provide sufficient resource support for the implementation of retention policies. At the same time, professional training for the human resource management team should be strengthened to improve their ability to implement differentiated management and policy optimization, ensuring that all retention policies can be effectively implemented in various departments and teams. In addition, a cross-departmental retention work coordination mechanism should be established, with the human resource department as the core and the cooperation of various business departments, to jointly promote the implementation of retention policies and achieve the expected goal of reducing employee resignation and stabilizing the talent team.

Implications of the Study

This study carried significant implications for both theory and practice in the fields of human resource management and organizational behavior, particularly within the fast-growing technology sector. The findings not only enriched existing literature but also provided actionable guidance for organizations seeking to improve employee engagement and retention.

Theoretical Implication. The study contributed to the literature on employee retention by highlighting the primacy of career development opportunities as a core driver of engagement in the tech sector, often even more so than competitive compensation. While previous research had acknowledged the importance of these factors, this study offered empirical evidence of their relative importance in a high-tech, fast-paced environment, refining existing models of employee motivation and retention. Specifically, the results validated the positive link between job-related factors, such as career paths, communication effectiveness, and organizational culture, and employee engagement, adding robust empirical support to established organizational behavior frameworks. Furthermore, the study extended the understanding of how these factors interacted, showing that while each element contributed individually, their combined effect was critical to fostering a highly engaged workforce. By focusing on the unique context of Xiaomi's Hangzhou enterprise, this research also provided a nuanced perspective on how retention dynamics operated in Chinese technology firms, a context that had been less extensively studied in the international literature.

Practical Implications. For Xiaomi and similar technology enterprises, the study provided a clear, evidence-based roadmap to address employee retention challenges. Focusing on career paths, competitive pay, and team empowerment could directly improve engagement, reduce turnover, and preserve core talent. The findings suggested that organizations should prioritize investments in structured career development programs, as these were perceived as the most important factor by employees. Additionally, the study underscored the need for transparent communication channels and a supportive organizational culture, which acted as complementary pillars to reinforce the impact of compensation and career opportunities. The recommendations put forward in this section, including regular market benchmarking, performance-based incentives, and culture-building activities, were directly actionable and could be tailored to fit the specific needs of different teams and departments within Xiaomi. For managers and HR professionals, the study offered a data-driven framework for designing more effective retention strategies, enabling them to allocate resources where they would have the greatest impact on employee satisfaction and organizational performance.

Concluding Remarks. In closing, this study demonstrated that retaining talent in a dynamic tech environment required more than just competitive salaries. It demanded intentional investment in growth opportunities, transparent communication, and a culture that valued employees' contributions. The findings and recommendations presented here could serve as a practical guide for building a more engaged and stable workforce at Xiaomi's Hangzhou enterprise. While this research had provided valuable insights, it also highlighted the ongoing need for organizations to adapt their strategies as employee expectations evolved. In the fast-changing tech industry, continuous monitoring and refinement of retention practices would be essential to maintaining a competitive edge. Ultimately, this study reaffirmed that employees were an organization's most valuable asset, and investing in their growth, well-being, and engagement was not just a human resources function but a strategic imperative for long-term success.

In general, this study confirmed that job-related factors were central to employee engagement and retention at Xiaomi's Hangzhou enterprise. The findings and recommendations provided a clear, evidence-based roadmap for improving talent stability, while the implications added to the broader understanding of employee motivation in the tech sector. This work thus concluded the research, offering both practical guidance and theoretical insights for the organization and future studies alike.

Proposed Improved Human Resource Retention Policy

The proposed policy is titled Improved Human Resource Retention Policy of Xiaomi Enterprise, Hangzhou, China. It applies to frontline employees, junior managers, middle managers, senior managers, technical employees, and administrative employees. The policy aims to reduce resignation rates, strengthen engagement, improve career development, enhance workplace communication, increase satisfaction with compensation and benefits, improve work-life balance, and promote employee empowerment.

The Career Development and Growth Program requires each department to maintain clear career progression paths, conduct semiannual career conversations, prioritize internal promotion, support training participation, and offer job rotation or cross-functional assignments. Practical strategies include monthly training, quarterly career coaching, internal job posting, and mentorship pairing between senior and junior employees.

The Compensation and Benefits Improvement Program requires annual salary benchmarking with comparable technology enterprises, performance-based salary increases and incentives, recognition of outstanding employees, wellness support, and work-life balance benefits. Practical strategies include quarterly recognition awards, performance-based bonuses, employee appreciation activities, and flexible leave arrangements when applicable.

The Work Environment and Employee Well-being Program focuses on respectful supervisor-employee relationships, teamwork, safe working conditions, stress management, and workload support. The Communication and Leadership Enhancement Program strengthens open supervisor communication, transparent announcements, employee suggestion channels, and quarterly dialogue sessions with management.

The Employee Engagement and Empowerment Program provides reasonable task autonomy, opportunities for employees to contribute ideas, participation in decisions related to their work, and small-group project leadership opportunities. The Organizational Culture and Transparency Program strengthens fairness, accountability, ethical communication, transparent promotion guidelines, and recognition of employees who model company values.

Monitoring should be conducted through quarterly engagement surveys, exit interviews, performance reports, employee feedback, and turnover and retention analysis. Suggested key performance indicators include turnover rate, engagement score, training participation rate, internal promotion rate, absenteeism rate, employee satisfaction rating, and number of employee suggestions implemented.

Declarations

Funding: This research received no external funding.

Conflicts of Interest: The author declares no conflict of interest.

ORCID iD: To be supplied.

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