



**The Work Stress Management of Enterprise Employees – A
Case of Xiaomi Company in China**

WEI YAPING

6217195410

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS
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**The Work Stress Management of Enterprise Employees - A Case
of Xiaomi Company in China**

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This Independent Study has been approved as a Partial Fulfillment of the Requirements
for the Degree of Master of Business Administration (International Program)

Advisor:.....
(Associate Professor Dr. Qiu Chao)

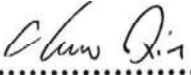
Date: 12 / 06 / 2024

.....
(Associate Professor Dr. Jomphong Mongkhonvanit)
Dean, Graduate School of Business Administration
Siam University, Bangkok, Thailand

Date: 27 / 06 / 2024

ABSTRACT

Title: The Work Stress Management of Enterprise Employees - A Case of Xiaomi Company in China
By: WEI YAPING
Degree: Master of Business Administration
Major: International Business Management

Advisor: 
(Associate Professor Dr. Qiu Chao)
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The purpose of this study is to explore the situation of work stress management of employees in Xiaomi Company, to analyze employees' perception of workload and leadership style, and to examine the relationship between organizational commitment satisfaction and stress. The objectives of the study were: 1) To explore the current situation of Xiaomi employees' perception of work tasks and workload; 2) To analyze the effect of leadership style on employee stress based on the two-factor theory; 3) To provide suggestions to Xiaomi's employees on work stress.

This paper adopted the qualitative research method, based on the two-factor theory combining a literature review and interviews with 40 Xiaomi employees to gain an in-depth understanding of their work experience and stress management. The two-factor theory was combined to provide a theoretical framework for the study. Interview was the main data collection method, and semi-structured face-to-face interviews were used to understand employees' perspectives, experiences, and suggestions.

The study found that: 1) Perception of work tasks and workloads: Employees generally perceive heavy work tasks and workloads, especially during peak project periods. Coping strategies include teamwork and task prioritization planning, emphasizing that teamwork is the key to reducing work stress; 2) The impact of leadership styles on employee stress depends on how they affect employees' motivator factors and hygiene factors. Positively supportive and motivational leadership styles are thought to reduce employee job stress, while negative leadership behaviors may lead to

emotional fatigue and feelings of frustration, exacerbating job stress; 3) Xiaomi employees need to follow the following work stress management suggestions: set clear work goals and priorities, reasonably distribute workload, learn to manage time, maintain good communication, focus on physical and mental health, learn to cope with stress, actively seek career development and growth opportunities, maintain work-life balance, and pay attention to personal quality of life.

Keywords: work stress management, job satisfaction, leadership style, Two Factor Theory



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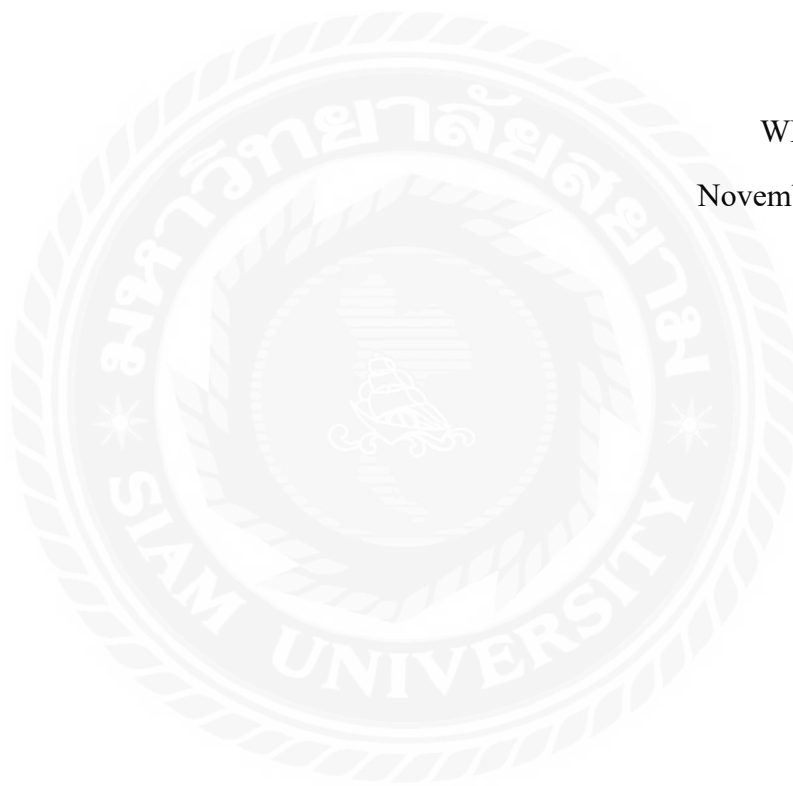
Finally, I would like to extend my appreciation to all the faculty members and staff of Siam University who have contributed to my growth and development as a student. Their unwavering support and encouragement have been a source of inspiration and motivation to me.

Declaration

I, *WEI YAPING*, hereby certify that the work embodied in this independent study entitled “The Work Stress Management of Enterprise Employees - A Case of Xiaomi Company in China” *is* the result of original research and has not been submitted for a higher degree to any other university or institution.

WEI YAPING

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Chapter 1 Introduction

1.1 Research Background

In recent years, with the continuous development of the global economy and the intensification of corporate competition, the work stress faced by corporate employees has gradually become an issue of great concern (Bakker & Demerouti, 2007; Lazarus & Folkman, 1984). Especially in a rapidly developing economy such as China, the issue of work stress management among corporate employees has attracted widespread attention. In this context, by studying Xiaomi, a Chinese company, as an example, it helps to gain a deeper understanding of the current situation, causes, and management styles of work stress among corporate employees, and provides useful experiences and insights for improving the quality of employees' work and promoting the sustainable development of enterprises (Wang & Szabla, 2014).

As a leading technology company, Xiaomi's employees generally face a highly competitive and ever-changing work environment (Wang, Xi, & Wang, 2018). As the company's business expands and competition in the market intensifies, the workloads faced by employees may become heavier and time pressure more pronounced (Cheng & McCarthy, 2018). In this situation, how to effectively manage employees' work pressure and improve work efficiency and creativity has become an important topic in corporate management.

In addition to the work task itself, employees' concerns about the work environment, work atmosphere, and work balance have gradually increased (Patterson, Warr, & West, 2004). Xiaomi, as a company focusing on innovation and employee development, may have some unique experiences and practices in managing work stress (Wang & Szabla, 2014). This has implications for other firms, especially in the current context of increasing social demands for CSR (Davis, 1973).

With the current society's increasing demand for CSR, companies need to pay attention to the physical and mental health of their employees and take active measures

to help them better cope with work stress (Carroll, 1999). Through in-depth study of Xiaomi's work stress management practices, it can provide some suggestions and guidance for other enterprises, prompting them to better fulfill their social responsibilities and enhance employee well-being and corporate image.

This is an era of uncertainty, volatility, complexity, and ambiguity (referred to as the "UVCA era"). In the UVCA Era, various challenges come and go, bringing a lot of pressure to enterprises and their employees. If they cannot cope with them correctly, it will greatly affect their work efficiency and job satisfaction, and in turn, adversely affect the sustainable development of the enterprise. How can companies help their employees to manage stress effectively and support them to cope with the challenges of the UVCA era? In this paper, we take Xiaomi as an example to study its practice of helping employees with stress management, and analyze the effective path of stress management in the era of UVCA, so as to provide a reference for other enterprises.

Therefore, taking Xiaomi as an example to explore the work stress management of corporate employees in China not only helps to understand the current work stress problems faced by employees in Chinese enterprises, but also provides some effective management strategies and experiences for other enterprises, which can promote the improvement of the work environment of employees and the sustainable development of enterprises. In this study, we will use the theory of job satisfaction and the theory of organizational behavior are used to explore the actual situation of job stress management and its influencing factors of Xiaomi's employees through qualitative research methods such as in-depth interviews and focus group discussions.

1.2 Research Questions

1. How do employees perceive the difficulty of their work tasks and the heaviness of their workload?

2. what is the effect of leadership style on employee stress based on the two-factor theory?

3. What suggestions can be proposed to Xiaomi's employees on work stress?

1.3 Research Objectives

The objectives of this study are to gain a deeper understanding of key aspects related to employee well-being and stress management within Xiaomi Corporation. Firstly, the study aims to investigate how employees at Xiaomi perceive their job tasks and workload, shedding light on their subjective experiences and strategies in managing work responsibilities. Secondly, the research seeks to examine the impact of various leadership styles within Xiaomi on employees' stress levels, with a focus on identifying specific leadership practices that either contribute to or alleviate workplace stress. Lastly, the study endeavors to explore the relationship between organizational commitment and employee stress, with a particular emphasis on identifying any perceived correlation between organizational commitment and stress levels, and evaluating its consequential impact on overall job satisfaction. Through these objectives, the research aims to provide valuable insights into the dynamics of employee stress management within Xiaomi and contribute to the development of effective strategies for fostering a healthier and more productive work environment. The three main objectives are:

- 1 To explore the current situation of Xiaomi employees' perception of work tasks and workload;
- 2 To analyze the effect of leadership style on employee stress based on the two-factor theory;
- 3 To provide suggestions to Xiaomi's employees on work stress.

1.4 Research Significance

The significance of the study is substantial as it delves into crucial aspects of organizational psychology and human resources management, specifically focusing on employee well-being within Xiaomi Corporation. By exploring how Xiaomi employees

perceive their job tasks, workload, leadership styles, and organizational commitment, the research aims to offer actionable insights that can contribute to the enhancement of employee well-being. Understanding the impact of leadership styles on stress levels allows for the refinement of leadership practices, fostering a supportive and conducive work environment. These insights are not only pertinent to Xiaomi but can also serve as a benchmark for other organizations seeking to improve their stress management strategies. Moreover, the study contributes to the academic understanding of organizational behavior and employee well-being, offering empirical evidence within the unique context of a technology-driven workplace. In an era where Corporate Social Responsibility (CSR) is paramount, this research aligns with societal expectations for companies to prioritize the mental and emotional health of their employees, reinforcing positive corporate images. Ultimately, the findings have the potential to inform practical interventions, enhance organizational strategies, and contribute to creating healthier and more productive workplaces.

1.5 Research Limitations

While this study aspires to contribute valuable insights into employee well-being and stress management within Xiaomi Corporation, it is essential to acknowledge several limitations that may influence the generalizability and depth of the findings. The relatively modest sample size and the specific organizational context of Xiaomi may restrict the broader applicability of the results to other industries or diverse workplace settings. The study heavily relies on self-reported data, introducing potential biases stemming from subjectivity or social desirability. Additionally, adopting a cross-sectional design limits the ability to capture the dynamic nature of employee experiences and stress management practices over time. The exploration of Xiaomi's organizational context may not encompass all influential factors, such as departmental dynamics or external market conditions. Cultural specificity is also a consideration, as Xiaomi's unique organizational culture and management practices may not be universally applicable. Furthermore, the study does not extensively delve into specific

interventions implemented by Xiaomi to address employee stress, which could provide a more nuanced understanding of effective stress management initiatives. Despite these limitations, the study offers valuable insights, and researchers, as well as practitioners, should interpret and apply the findings with consideration of these constraints. Future research endeavors may address these limitations to enhance the comprehensiveness and applicability of the study's outcomes.

1.6 Research Scope

The scope of this study is delimited to the examination of employee well-being and stress management within Xiaomi Corporation. Specifically, the research focuses on three primary dimensions: employee perceptions of job tasks and workload, the impact of leadership styles on employee stress levels, and the relationship between organizational commitment and employee stress.

Employee Perceptions:

The study explores how employees at Xiaomi perceive their job tasks and workload. This includes investigating their subjective experiences, coping mechanisms, and strategies for managing the responsibilities associated with their roles within the organization.

Leadership Impact:

The research analyzes the influence of leadership styles within Xiaomi on employees' stress levels. It aims to identify specific leadership practices that contribute to or alleviate workplace stress, offering insights into the dynamic between leadership approaches and employee well-being.

Organizational Commitment:

The study delves into how Xiaomi employees interpret and experience organizational commitment. It focuses on determining any perceived correlation

between organizational commitment and stress levels, as well as assessing the impact of organizational commitment on overall job satisfaction.

While these dimensions provide a comprehensive view of employee well-being, it's important to note that the study does not extensively explore other potential factors influencing employee stress, such as organizational culture, external market conditions, or specific interventions implemented by Xiaomi. The geographical and cultural context is limited to Xiaomi Corporation, and findings may not be universally applicable to organizations with different cultural backgrounds or operational environments.



Chapter 2 Literature Review

2.1 Introduction

In today's competitive business environment, technology companies are facing the pressure of changing markets and high innovation, which makes the management of employee work stress an important topic of organizational concern. Taking Xiaomi, a Chinese technology company, as a research object, this paper aims to explore in depth the current situation of employee job stress, its influencing factors, and effective management strategies. In order to establish a theoretical framework and provide background support, we conducted a literature review and systematically reviewed relevant studies on employee work stress management, the impact of leadership style on employees, and organizational commitment and employee satisfaction.

Globally, the issue of employee job stress is of great concern, and its impact on physical and mental health and organizational performance cannot be ignored. In China, a country with rapid economic development, technology companies are at the forefront of market competition, and employees face more complex and high-intensity work environments. Therefore, an in-depth study of Xiaomi, a typical technology company, can not only provide practical management suggestions for the company, but also provide new perspectives and theoretical support for academic research.

The literature review is structured according to the key dimensions of the research, covering topics such as employee work stress management, the impact of leadership style on employees, and organizational commitment and employee satisfaction. By organizing and evaluating existing studies, we aim to provide strong theoretical guidance for the empirical study of employee work stress management in Xiaomi, and we will examine employee work stress management from the perspectives of job satisfaction theory and organizational behavior theory to provide a theoretical foundation for subsequent empirical studies. Through this literature review, we expect

to contribute to the theory and practice of employee work stress management in science and technology enterprises, to provide actionable management strategies for enterprises, and to provide insights for academics to expand their research areas.

2.2 Work Stress Management

Street et al. (2019) surveyed 897 employees from an Australian mining company to identify characteristics associated with (a) high stress-related productivity impairment costs; and (b) the likelihood of stressed employees wanting stress management assistance at work. Overall, 52% of employees who identified as being in the contemplation stage of change for stress management and 52% of employees who experienced stress most of the time reported wanting stress assistance with stress. Semaksiani et. al. (2019) aims to analyze: 1) the effect of workload on motivation on employees of PT Sumber Harapan Abadi; 3) the influence of workload on productivity on the employees of PT Sumber Harapan Abadi; 4) the influence of work stress on productivity on the employees of PT Sumber Harapan Abadi. Diversity management is a process that creates and maintains a positive work environment where the similarities and differences of individuals are valued. The factors that lead to the job satisfaction will be explained further (Ragu et. al., 2019). Istitania et. al. (2020) empirically investigates the effect of perceived organizational support and work stress on job satisfaction in a telecommunication company. Istitania et. al. (2020) contributes practically as a management guide in terms of helping companies to provide various types of support and empowerment for their employees. Study Creating employee job satisfaction in Telecommunication Company: perceived organizational support and work stress as Antecedents. The implications of these findings have been further explored. While some stress is a common part of everyday work for most people, higher or prolonged levels of stress might be harmful. The aim of (Testa et. al., 2020) was to evaluate stress levels among employees. Huang et. al. (2021) explores the relationships among work stress, safety behavior, professional identity, social status

perception, and social support for construction site management personnel by using structural equation modeling (SEM). Social status perception negatively influences work stress indirectly through the mediation of professional identity. Identifying the cause of UBs is also significant. The objective of (Rabiei et. al., 2021) was to investigate the prevalence of UBs among the workers of a steel company in Iran and also to identify the factors affecting these behaviors. Method: This cross-sectional study was conducted on 270 people from the employees of a steel company in Iran in 2016. The correlation between general health, work-family conflict, job stress, and UBs showed that general health had a significant relationship with UBs ($P < .05$). Employee work performance is strongly influenced by the condition of the company such as motivation factors, job satisfaction, working stress, the physical condition of work, compensation system, and job design. The subject of (ND et. al., 2021) was to determine the relationship between motivation factors, job satisfaction, working stress, physical condition of work, compensation system, and job design with employee performance at PT. The unreasonable distribution of work even affects the daily life of management workers and aggravates the working pressure on company management workers. The training process of deep learning is the process of repeated forward and reverse calculations of the deep neural network based on the provided data. Liu et. al. (2022) study training methods and systems for stress management and mental health care of managers based on deep learning. This process can be abstracted, and the deep learning framework is designed to accomplish this task (Mora et. al., 2021).

2.3 Job Satisfaction

Valentine et al. (2007) proposed, through information from a survey of 313 business professionals, that perceived corporate social responsibility would mediate the positive relationship established between the code of ethics/training and job satisfaction. Brahmasari et al. (2009) aimed to analyze the impact of job motivation, leadership, and corporate culture on employees' job satisfaction, as well as their impact on firm performance. Valentine et al. (2011) aimed to assess the extent to which perceived

ethical corporate values and team creativity jointly influence job satisfaction and turnover intentions. Only a limited number of empirical studies have addressed the relationship between corporate reputation and employee behaviors such as employment and turnover intentions, job satisfaction, organizational commitment, and job performance. Alniacik et al. (2011) examined the independent and joint effects of firm visibility, employee affective commitment, and job satisfaction on employee turnover intentions. Wyk et al. (2012) attempted to fill the gap in identifying the factors that play an important role in fostering entrepreneurial behavior in firms' research gap in identifying market orientation, flexibility, and job satisfaction factors that play an important role in promoting corporate entrepreneurial behavior. The empirical results showed significant relationships with different market orientation, flexibility, and job satisfaction factors. Adonisi et al. (2012) suggested that organizations should promote corporate entrepreneurship by fostering their corporate entrepreneurial strategies oriented toward marketing, flexibility, and job satisfaction. Mathieu et al. (2016) proposed to test the relationship between corporate psychiatric characteristics and abuse of regulation, employee job satisfaction, and intention to quit. relationship. The theme of Asrar-ul-Haq et al. (2017) was to emphasize on the visibility of CSR in Pakistani universities and how it can contribute to the achievement of long-term goals. The research question focused on exploring and discovering information about CSR activities and how these initiatives predicted employee job satisfaction levels (Appiah, 2019) (Ashraf et al., 2016).

2.4 Leadership Style

Together, this series of studies seeks to provide insight into the multifaceted factors that influence employee performance. Riyadi's (2011) study seeks to clarify the relationship between financial compensation, leadership styles, and employee performance, providing organizations with insight into how financial rewards and leadership styles can work together to promote employee motivation for organizational success. Hendriati's (2017) analysis seeks to provide an in-depth understanding of the

impact of motivation and leadership styles on employee productivity, providing organizations with comprehensive insights on motivating employees to be individually and collectively productive. Sari's (2019) study, on the other hand, focused on the impact of financial rewards and leadership styles on financial performance and motivation, considering them as mediating variables. This study fills the research gap between financial incentives, leadership practices, and financial outcomes and employee motivation, providing guidance to organizations in developing financial incentives and leadership strategies. Ariussanto et al. (2020) examined the effects of leadership style, employee engagement, and work environment on employee performance in a manufacturing company. This study provided practical recommendations for organizations to optimize employee performance by comprehensively exploring the relationship between leadership style, employee engagement and work environment. Zochriba et al. (2020) aimed to measure the impact of organizational culture and leadership style on employee performance through an organizational commitment measurement mechanism. This study delved into the key role of organizational culture in shaping employee commitment and the resulting performance. Sinaga et al. (2020) analyzed the impact of interpersonal and transactional leadership styles on employee productivity. By examining the impact of interpersonal and leadership styles on employee productivity in a specific organizational context, this study provided useful insights for companies to optimize their leadership strategies. Mardah's (2020) research objective was to determine the impact of leadership styles on achievement, and by examining in depth the specific impact of different leadership styles on individual and organizational achievement, it provided organizations with guidance on optimizing their leadership approach to achieve their goals. Ifin's (2021) study focuses on the impact of emotional intelligence and leadership styles on the personal competence of employees in state-owned cement companies in Indonesia. By examining the role of emotional intelligence and leadership styles in shaping individual competencies, the study provides substantial insights for organizations to develop the overall qualities of their employees. Meirinhos et al. (2023), on the other hand, look at

the leadership and communication styles adopted by Angolan firms, particularly in Benguela province, and analyze their impact on organizational outcomes. By examining the complex effects of leadership and communication styles on organizational outcomes, the study provides valuable lessons for firms in different cultures. Wang et al. (2023) explored the relationship between charitable leadership and employee safety behaviors based on implicit followership theory, as well as the mediating role of subordinate followership and the moderating role of safety climate. By delving into the relationship between leader-follower relationships and safety behaviors, this study provides important insights for organizations to ensure workplace safety and employee well-being. Bi et al. (2023) proposed a novel hierarchical graphical neural network (TH-GNN) for Tribe-style graphs with a focus on risk assessment. By combining advanced neural network modeling and comparative learning of tribal structures, the study provides effective risk assessment strategies for organizations dealing with complex networks. Shamsudin et al. (2023) used seven dimensions of work life, communication, motivation, empowerment, strategic decision making, leadership, and core values as drivers of corporate culture. The goal of this study was to discover the factors that influence employee performance by testing the relationship between change management, job satisfaction, organizational commitment and leadership style and employee performance. This study provides practically meaningful recommendations for Islamic property companies in Indonesia to develop strategies to improve employee performance. Sekarini et al. (2023) aimed to determine the effect of job satisfaction, motivation and leadership style on employee performance in the Ministry of Health, Indonesia. By delving into the interactions between job satisfaction, motivation, and leadership style, the study provides key insights for optimizing employee performance in public institutions.

Ma et al. (2023) constructed a theoretical model based on the theory of the components of creativity, using transformational, empowering, authoritative and participative leadership as independent variables, corporate team creativity as a dependent variable, team psychological empowerment as a mediator, and the nature of

the company's business as a moderator variable. This study advances the theory of the leadership-creativity relationship and provides theoretical support for organizations to understand the dynamics of leadership and creativity in corporate teams. Ding et al. (2023) investigated the impact of green transformational leadership styles on the green performance of employees in a chemical company. The study delved into the concept of green transformational leadership and its potential impact on employee green performance in the chemical industry. These findings will provide practical insights for companies striving to align their leadership practices with the SDGs. Together, this series of studies provides insights into the multidimensional, multi-industry influences on employee performance. From financial incentives and leadership styles to organizational culture and safety behaviors, these studies cover a rich field of employee performance research. This diversity of contexts and approaches provides a wealth of information for organizations to develop strategies to optimize employee performance.

2.5 Two Factor Theory

Job stress has always been one of the focuses of attention in the field of organizational management. In an innovative company such as Xiaomi, the problem of job stress faced by employees is particularly prominent. In order to understand and address this issue more deeply, this study adopts the two-factor theory (Herzberg, 1959) as a theoretical framework, and comprehensively explores the dual effects of job tasks and leadership styles on employees' job stress through a qualitative research methodology, combining a literature review and employee interviews, as well as delving into the mediating role of organizational commitment in this process. First, from the perspective of job tasks, the two-factor theory categorizes job stress into motivational factors and hygiene factors (Herzberg, 1959). Motivational factors include the challenging nature of the work task, the sense of accomplishment, and the opportunity for growth, while hygiene factors include the repetitive nature of the work task, the boring nature, and the uncertainty. In the case of Xiaomi, employees generally

perceived the work tasks as burdensome, but responded positively to the work challenges through teamwork and task prioritization planning, creating a relatively positive work atmosphere. This fits with the concept of motivational factors in the two-factor theory, i.e., employees gained a sense of accomplishment and growth opportunities in coping with their work tasks. However, the hygiene factor in the two-factor theory also has a place in Xiaomi's work environment. Some employees mentioned the repetitive and stressful nature of work faced during peak project periods, which is consistent with the repetitive and boring nature of work tasks in the hygiene factor. Through the lens of two-factor theory, it can be argued that Xiaomi needs to focus on ways to mitigate the hygiene factors at work in order to improve employees' overall job satisfaction. Leadership style, as another important factor affecting employees' job stress, is also reflected in the two-factor theory. Positively supportive and motivating leadership styles positively influence employees' motivational factors, thereby reducing job stress (Bass & Riggio, 2006). Conversely, negative leadership behaviors may exacerbate employees' hygiene factors, leading to emotional fatigue and dissatisfaction (Maslach, Schaufeli, & Leiter, 2001). In the Xiaomi study, employees generally believed that leadership style had a significant impact on job stress. Through the lens of two-factor theory, it is possible to emphasize the importance of leadership training and development in Xiaomi in order to shape positive leadership styles and better support employees. The two-factor theory emphasizes organizational commitment as a key mediating factor. In the Xiaomi study, organizational commitment was positively related to employee satisfaction and adjustment (Meyer & Allen, 1991). This is in line with the concept of motivational factors in the two-factor theory that organizational commitment provides employees with positive identification with their work as part of the motivational factors. By focusing on and enhancing organizational commitment, Xiaomi can effectively mediate work stress and improve employees' overall work experience. The two-factor theory provides a powerful theoretical framework for an in-depth understanding of the management of employee job stress in Xiaomi. By integrating motivational factors, hygiene factors

organizational commitment into the study, a more comprehensive grasp of employees' work



Chapter 3 Research Methodology

3.1 Research Design

This study adopted the qualitative research design in order to gain insights into the subjective experience of job stress among employees at Xiaomi, as well as the role of job satisfaction and organizational behavioral factors in this process. In-depth interviews and focus group discussions were conducted in order to obtain rich perspectives and perceptions from the participants. Research participants came from different departments, positions and work backgrounds in Xiaomi to ensure that the study covers diversity. Data analysis used thematic analysis and theory-driven coding to identify major themes involving job stress, job satisfaction, leadership style, and organizational commitment, and apply job satisfaction theory and organizational behavior theory to the data. Through this process, an in-depth theoretical framework was constructed, aiming to provide strong support for the empirical study of job stress management among employees in Xiaomi. To ensure the credibility and validity of the study, this study adopted a detailed research agenda, documented reflection process, and continuous communication with participants. This qualitative research design aims to gain a deep understanding of employees' work stress experience, provide practical management suggestions for companies, and provide new theoretical insights for academic research.

Conversations with 40 employees were conducted through in-depth interviews covering a wide range of topics regarding work tasks, workload, leadership style, organizational commitment, work-life balance, and stress management practices.

Study Participants:

Selection Method: Purposeful sampling was used to ensure that employees from different departments, positions, and experience levels were included to ensure diversity and comprehensiveness of the findings.

Sample Size:

40 Xiaomi employees to ensure adequate coverage of the perspectives and experiences of a diverse group of employees.

Interview outline covered by the research questions:

1. Perceived job tasks and workload.
2. Impact of leadership style on employee stress.
3. Relationship between organizational commitment and employee satisfaction and stress.
4. Experiences of work-life balance.
5. Employees' perceptions and suggestions about stress management practices.

The Interview questions are as follows:

<p>Job Tasks and Workload:</p>	<ol style="list-style-type: none">1. How do you perceive your daily job tasks and workload at Xiaomi?2. Can you describe specific instances where you felt the workload was particularly challenging or manageable?3. What strategies do you employ to cope with high work demands?
<p>Leadership Style:</p>	<ol style="list-style-type: none">1. How would you describe the leadership styles within Xiaomi, especially within your department?2. Can you recall a situation where a leadership style positively or negatively influenced your stress levels?

	<p>3. What qualities in a leader do you think contribute to a healthier work environment?</p>
<p>Organizational Commitment:</p>	<p>1. How do you interpret and experience organizational commitment at Xiaomi?</p> <p>2. Have you observed any organizational practices that enhance or hinder your commitment to the company?</p> <p>3. Do you believe organizational commitment is related to your stress levels or job satisfaction?</p>
<p>Work-Life Balance:</p>	<p>1. How does Xiaomi support work-life balance, and how successful do you find these initiatives?</p> <p>2. Can you share personal experiences where maintaining a balance between work and personal life was challenging or fulfilling?</p> <p>3. In your opinion, how does work-life balance influence overall well-being and stress levels?</p>
<p>Stress Management Practices:</p>	<p>1. Are there any specific stress management practices or programs implemented by Xiaomi that you find effective?</p>

	<p>2. What suggestions do you have for improving existing stress management initiatives?</p> <p>3. In your view, how important is it for an organization to provide stress management support for its employees?</p>
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3.2 Population and Sampling

Population:

The population for this study consists of all employees working at Xiaomi Corporation, encompassing individuals from various departments, roles, and levels within the organization. The entire employee body at Xiaomi forms the broader population from which insights into stress management will be drawn.

Sample:

The sample for this study comprises 40 employees selected from the larger population of Xiaomi. The sampling method was purposive, aiming to capture a diverse range of perspectives. Participants were chosen based on criteria such as different job roles, levels of experience, and departments. This sample size of 40 employees was intended to provide a representative cross-section of the workforce, allowing for in-depth exploration and analysis of their experiences related to job tasks, workload, leadership styles, organizational commitment, work-life balance, and stress management practices within Xiaomi.

3.3 Data Collection:

This study employed the qualitative research methods to delve into the subjective experiences of Xiaomi's employees concerning stress management in the workplace.

In-depth interviews were conducted with 40 employees to gather insights. These interviews covered various topics including work tasks, workload, leadership style, organizational commitment, work-life balance, and stress management practices.

3.4 Data Analysis

This study deeply revealed the multilevel experiences of Xiaomi's employees in managing work stress by deeply analyzing the key aspects involved in the interview questions. First, The study focused on 40 employees' perceptions of their work tasks and workloads to uncover their coping strategies and related impacts under high work demands. Second, by analyzing employees' perceptions of leadership styles, the study gained insights into the positive or negative impacts of leadership behaviors on employee job stress and presented these impacts through specific cases. Next, this study focused on the complex relationship between organizational commitment and employee satisfaction as well as job stress, focusing on employees' understanding and experience of organizational support. At the same time, the study analyzed the actual effects of Xiaomi's work-life balance policies and employees' satisfaction with these policies and their impact on overall job stress. Finally, employees' perceptions and suggestions for Xiaomi's existing stress management practices were presented to identify effective practices and directions for future improvement.

Chapter 4 Findings

The comprehensive study found that for Xiaomi's employees, they generally perceived heavy work tasks and workloads, especially during peak project periods. In terms of coping with high work demands, some employees emphasized effective teamwork and rational planning of task priorities, believing that collaborative work among teams is the key to reducing work pressure. At the same time, employees also point out that companies can optimize workflow and improve overall work efficiency through more flexible project management and resource allocation.

The study further revealed the different impacts of leadership styles on employee stress. Positively supportive and motivational leadership styles are believed to promote employee motivation and creative thinking, thereby reducing workplace stress. However, some negative leadership behaviors may lead to emotional fatigue and frustration among employees, which in turn exacerbate job stress. Therefore, the study recommends that Xiaomi focus on leadership training to improve leaders' communication and motivational skills to better support employees.

In addition, the study highlighted the relationship between organizational commitment and employee satisfaction and job stress. Employee commitment to the organization is closely related to their job satisfaction, and employees who feel cared for and supported by the organization are more inclined to show higher levels of satisfaction and show greater adaptability in the face of job stress. This emphasizes the critical role of organizational support in employee mental health.

In terms of work-life balance, the study found different levels of needs. Some employees expect more flexible working arrangements to better accommodate individual differences, while others value company-provided benefits and social support. Companies can meet the diverse work-life needs of their employees through more refined policies and more personalized support.

Finally, the study emphasized employees' needs and suggestions for stress management practices. Employees emphasized the importance of training and resources, but also pointed out some possible practice blind spots. Employees suggested that the company provide more mental health resources, such as counseling services, and increase employee mental health awareness through regular stress management training. This re-emphasizes the need for comprehensive and individualized stress management support.

1. Perception of work tasks and workload:

In terms of employees' perceptions of work tasks and workload in Xiaomi, the study reveals that employees generally perceive work tasks as heavy, especially during peak project periods. Employees adopted diverse coping strategies in the face of high work demands, including rational allocation of work, optimized time management, and active communication. Despite the prevalence of a certain level of work stress, some employees were able to maintain high levels of job satisfaction through effective coping strategies.

2. The influence of leadership style on employee stress based on the two-factor theory:

The impact of leadership styles on employee stress depends on how they affect employees' motivator factors and hygiene factors. In examining the impact of leadership styles on employee stress, it was found that there was a wide variation in employee perceptions of leadership styles. Positively supportive and motivational leadership styles were found to reduce employee job stress, but some employees also mentioned negative leadership behaviors, such as lack of communication and unfair decision-making, as having a negative impact on job stress. The study suggests that Xiaomi focuses on leadership training to improve leaders' communication and motivational skills to better support employees.

3. Suggestions to Xiaomi's employees on work stress

Xiaomi employees need to follow the following work stress management recommendations: set clear work goals and priorities, reasonably distribute workload, learn to manage time, maintain good communication, focus on physical and mental health, learn to cope with stress, actively seek career development and growth opportunities, maintain work-life balance, and pay attention to personal quality of life.



Chapter 5 Conclusion and Recommendation

5.1 Conclusion

Through an in-depth study of employee work stress management in Xiaomi, this paper reveals several key findings that provide useful insights and suggestions for business management. First, employees generally perceive heavy work tasks and workloads, especially during peak project periods. Effective teamwork and rational planning of task prioritization are considered effective strategies to cope with high work demands, while companies can improve work efficiency through more flexible project management and resource allocation.

Leadership styles have different impacts on employee stress. Positively supportive and motivating leadership styles promote employee motivation and creative thinking, which can help reduce work stress. However, negative leadership behaviors can lead to emotional fatigue and frustration among employees, which can exacerbate job stress. Therefore, it is recommended that companies enhance leaders' communication and motivational skills through leadership training to better support employees.

Organizational commitment has a significant impact on employee satisfaction and job stress. Employees' commitment to the organization is closely related to their job satisfaction, and employees who feel the care and support of the organization are more inclined to show higher satisfaction and show greater adaptability in the face of job stress. Thus, the critical role of organizational support in employee mental health is emphasized.

There are diverse needs in work-life balance, and companies should meet the diverse needs of employees through more refined policies and more personalized support. Finally, employees' needs for stress management practices emphasize the importance of training and resources, which the company can address by providing more mental health resources and regular stress management training.

The following suggestions for Xiaomi's employees on work stress:

1. Set clear work objectives and priorities: Ensure that you understand your work objectives and break them down into manageable tasks and milestones. Prioritize the most important tasks to ensure productivity and a sense of accomplishment.

2. Reasonable distribution of workload: Avoid overburdening yourself, reasonably assess your work capacity and time, and consult with team members or superiors to ensure that your workload is distributed appropriately.

3. Learning to manage time: Learn to plan and manage time effectively and use time management tools or techniques, such as making schedules, setting time limits and using the tomato method.

4. Communicate with colleagues and superiors: Maintain good communication and share work progress, difficulties and needs with colleagues and superiors. Timely communication can reduce misunderstanding and stress, and gain support and understanding from others.

5. Cultivate habits of self-care and relaxation: Pay attention to maintaining physical and mental health by exercising regularly, maintaining good sleeping and eating habits, and finding relaxing activities such as reading, listening to music or practicing meditation.

6. learn to cope with stress: learn to cope effectively with stress and challenges by adopting a positive mindset and coping strategies, such as seeking help, adjusting expectations, breaking down problems or finding solutions.

7. Seek career development and growth opportunities: Actively seek career development and growth opportunities, participate in training courses, programs or activities, and continue to learn and improve one's skills to enhance job satisfaction and self-confidence.

8. Maintain work-life balance: Strive to strike a balance between work and personal life, and ensure that you have enough time and energy to participate in activities such as family, socializing and personal hobbies to improve your quality of life and sense of well-being.

Through the literature study and interview results these findings provide guidance for Xiaomi to help optimize the work environment, improve leadership effectiveness, strengthen organizational support, and develop more comprehensive stress management strategies. By meeting the needs of its employees, the company is able to establish a healthier, more positive work climate and improve employee satisfaction and performance levels.

5.2 Recommendation

Based on its in-depth understanding of employees' work stress management, Xiaomi can take a series of targeted initiatives to optimize the work environment, enhance leadership effectiveness, and strengthen organizational support, so as to more comprehensively meet the needs of employees and improve employee satisfaction and performance levels.

First, it is recommended that companies conduct regular leadership training. This training can cover leaders' skills in communication, motivation and team management. By improving leaders' emotional intelligence and leadership literacy, companies can create a more supportive and positive work environment. While understanding the needs of their employees, leaders are better able to guide their teams through challenges and reduce workplace stress. This type of leadership training can be conducted on a regular basis to ensure that leaders are able to continually improve their leadership skills and are better equipped to deal with different situations.

Secondly, it is recommended that companies implement more flexible working arrangements. In the current trend, more and more companies are adopting policies of telecommuting and flexible working hours. Xiaomi could consider introducing these flexible working arrangements to better meet the individual differences of its employees. Employees are able to achieve a better work-life balance, reduce work stress, and increase work efficiency through more autonomous work time and location arrangements. Such a policy also helps to enhance employee job satisfaction and loyalty.

Third, companies need to enhance organizational support. This can be achieved by providing more mental health resources and establishing professional counseling services. Employees may face a variety of pressures at work, including from work tasks and organizational climate. Providing mental health support will help employees better cope with work stress and maintain a good mental state. It is recommended that the company set up a special mental health support team to provide personalized psychological counseling services to better meet the mental health needs of employees.

In addition, the company can develop a more personalized welfare policy. By gaining a deeper understanding of employees' needs, benefit policies can be targeted to meet the needs of different employee groups. This may include more flexible benefit plans such as personalized social support, health benefits, etc. By offering more attractive and personalized benefits, a company can enhance employee job satisfaction, increase employee loyalty, and attract more high-quality talent to the company.

In addition, it is recommended that companies conduct regular stress management training. Through training, companies can improve employees' knowledge and skills in stress management and help them better understand and cope with workplace stress. Such training can include mental health education, skill development to cope with challenges, and so on. Training not only improves employees' mental toughness, but also contributes to a healthier work atmosphere and improves employees' overall sense of well-being and job satisfaction.

Finally, it is recommended that companies encourage employees to participate in the decision-making process. Establishing a more open and democratic decision-making culture and involving employees in some of the decisions makes employees feel more involved and responsible. This participation not only increases employee satisfaction, but also enhances employee accountability and cohesion. By establishing communication channels for employee participation, the company is able to better understand the needs of its employees, further optimize the work environment and reduce work pressure. These recommendations are intended to help Xiaomi better meet the needs of its employees and create a more positive and healthy work environment.

By focusing on leadership development, organizational support and personalized welfare policies, the company will be able to enhance employee satisfaction, attract and retain talented people, and in turn achieve better performance.



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