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Under the Internet Wave in First-tier Cities: Analysis of the Current Situation and Causes of Talent Loss of New Generation Employees (Post-90s and Post-00s) in JD Tech Companies

Jun Huang

Haikou University of Economics, School of Digital Economy, Chongqing, 401120, China

ABSTRACT

With the intensifying competition in the Internet industry in first-tier cities, the high liquidity of the new generation of employees (post-90s and post-00 s) has become a major challenge for the sustainable development of enterprises. This paper takes JD Technology Company as an example, based on the data of brain drain in 2019-2022, and analyzes the drivers of brain drain and countermeasures of brain drain. This paper takes JD Technology Company as an example, based on the data of brain drain in 2019-2022, and analyzes the drivers and countermeasures of the loss of the new generation of employees. The study found that the brain drain of JD Technology companies is characterized by younger age and leading active turnover. In 2021, the active turnover rate is as high as 48%, far exceeding the average level of the industry. In 2021, the active turnover rate is as high as 48%, far exceeding the average level of the industry. The macro level is affected by the location disadvantage of first-tier cities (suburban office) and The macro level is affected by the location disadvantage of first-tier cities (suburban office) and industry agglomeration effect; at the enterprise level, there are problems such as lack of competitiveness of salary and welfare, opaque career At the enterprise level, there are problems such as lack of competitiveness of salary and welfare, opaque career promotion channels, rigid performance appraisal mechanism, and disconnection between corporate culture and the needs of the new generation. Specifically, this paper puts forward four countermeasures: building a corporate culture with employee care as the core, establishing an early warning and dynamic management mechanism, building an open and flexible corporate culture as the core of the company's culture, and building an open and dynamic management mechanism. Specifically, this paper puts forward four countermeasures: building a corporate culture with employee care as the core, establishing an early warning and dynamic management mechanism, building an open and transparent career development platform, and optimizing the flexible salary and performance feedback system. The research conclusion provides theoretical and practical reference for Internet enterprises to adapt to the characteristics of the new generation of employees and build a long-term sustainable development system. The research conclusion provides theoretical and practical reference for Internet enterprises to adapt to the characteristics of the new generation of employees and build a long-term talent retention mechanism.

KEYWORDS

brain drain; new generation employees; Internet industry; first-tier city; JD technology company; talent retention strategy

1 Introduction

Under the background of digital economy, the Internet industry in first-tier cities, as the frontier of technological innovation, the competition for talents has become the key to the core competitiveness of enterprises. However, the high mobility of new generation employees (post-90s and post-00s) is becoming increasingly prominent, and has become a major challenge restricting the sustainable development of enterprises. Take JD Technology as an example, its talent turnover rate continued to climb during 2022-2024, with the proportion of employees aged 25-35 reaching 75%, significantly higher than the industry average. This phenomenon not only reflects the unique career aspirations and value changes of the new generation of employees, but also reveals the structural contradiction between the traditional management mode and the demand for talents in the new era [1].

The new generation of employees has far greater expectations for career development, job autonomy and work-life balance than ever before, but JD Tech's management practices show that it is still lagging behind in terms of compensation system, promotion mechanism and corporate culture suitability. For example, the active departure rate reached 48% in 2023, with 60% of the employees expressing dissatisfaction with opaque performance appraisals and narrow career paths. In addition, the clustering effect of Internet companies in first-tier cities has intensified the competition for talent, while the location disadvantage of suburban offices has further weakened the attractiveness of companies.

Taking JD Technology as a case study, this study analyzes in-depth the driving factors of new-generation employee turnover and proposes differentiated talent retention strategies. The study finds that the essence of the talent loss problem is the disconnection between organizational management and the needs of the new generation, which needs to be addressed systematically from the multi-dimensional perspectives of cultural restructuring, mechanism innovation and growth empowerment. The findings of the study not only provide practical references for JD Tech, but also provide

*** Correspondence:** Email:1399442808@qq.com

theoretical insights for peer companies to optimize talent management and enhance organizational resilience[2].

2 Investigation and Analysis of Talent Loss in JD Technology Company

2.1 Current Talent Situation in JD Tech

JD Tech has more than 40,000 employees, including more than 200 top management positions and more than 400 middle and senior level and above employees. The management committee consists of one general manager, four deputy general managers, and one chief engineer, who are in charge of five departments, including the Market Development Department, the General Management Department, the Assets and Finance Department, the Logistics and Transportation Department, and the Health Management Department, which are under the unified management of the general manager. The other four deputy general managers are in charge of the project engineering department, external procurement, market development, and product research and development. We are technology-centered, so we have many engineers in our product development department. Although the percentage of managerial employees is small, it is very significant in the company's employee composition[3].

2.2 Basic Talent Situation of JD Technology Company

The employees of JD Tech are categorized into four stages according to their age, the first stage is under 25 years old, which is 20% of the total population, and there are about 8,000 people; the second stage is between the age of 25 weeks and 35 years old, which is 75% of the total population, and there are about 30,000 people; the third stage is between the age of 35 years and 50 years old, which is 3.5% of the total population, and there are about 900 people; and the fourth stage is above the age of 50 years old, which is one and a half percent of the total population. years old and above, the proportion of the total population is 1.5 percent, about 600 people. From the current data, the entire company's employees are relatively young, most of them are under 35 years old, accounting for 95% of the total. This shows that the employees of the company are relatively young, sociable, with a high work ethic, and the company is full of vitality[4].

2.3 The current situation of brain drain in JD Technology Company

JD Technologies Inc. turnover data for the years 2022-2023. By analyzing the data, we found 2,100 departures in 2021, which is 33% of the total number of employees; in 2022, 1, 900 employees left the company, of which 32% left the company; and in 2023, 2,800 employees left the company, of which 48% left the company.

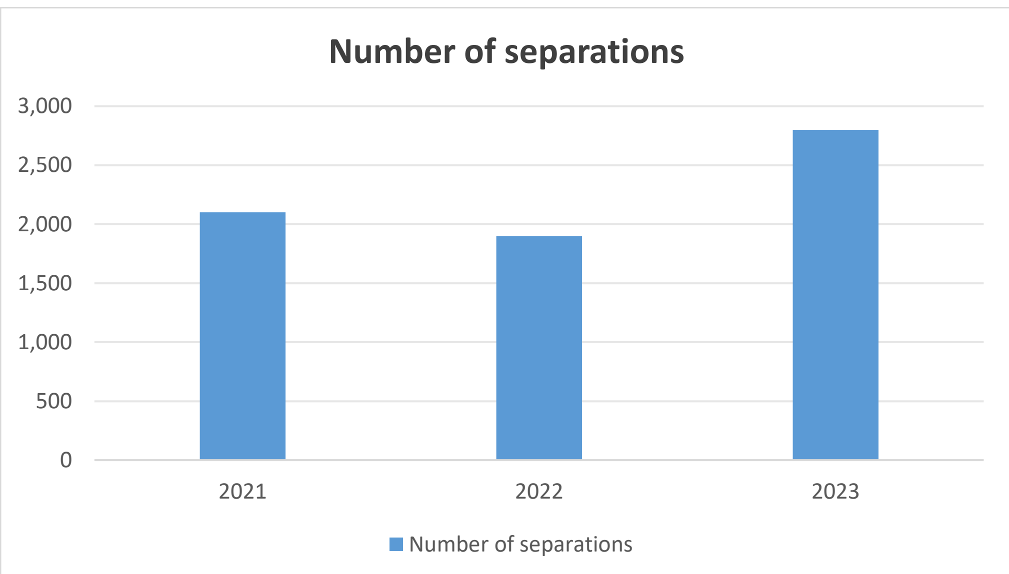

Figure 2.1 Number of Talent Leavers at JD Tech

Company turnover has always been high, and even companies in the same category have suffered greatly, but it's counterintuitive that JD Tech has a much higher than average employee turnover rate. Rising communication costs when working from home, as well as management constraints, can cause employees to leave. In terms of JD Tech's employee departures, the majority of employees leave voluntarily, as opposed to passive departures, where JD Tech initiates the termination of contracts, which we refer to as "involuntary departures," which includes failure to pass the probationary period, discouragement of dismissal, and non-renewal of contracts upon expiration. The survey data shows that the number of employees who left involuntarily is very small, mainly because the enterprise has taken a series of measures in cost control and staff upgrading, in order to recruit more excellent professional talents to make the enterprise stronger, and at the same time to inject more fresh blood into the enterprise[5].

3 Analysis of the root causes of the brain drain problem in JD Technology Company

3.1 Macro-factor analysis

JD Tech is headquartered in a first-tier city, where there are many outstanding large and medium-sized enterprises. However, because JD Tech is far away from the Internet companies and downtown areas, the transportation here is not convenient, and there is only JD Tech nearby, so the employees are likely to choose to go to work in the urban areas where the Internet companies are densely concentrated, and the rate of leaving the job will be increasingly high. Chinese companies need to have high-quality talents, and foreign-funded companies are expanding their scale of operation, which has led to an increasing demand for talents from both domestic and international companies. High-tech enterprises are able to provide their employees with a higher level of working environment, more free working hours, more transparent and fairer career development platforms and more welfare systems compared to JD technology enterprises. From this, it can be seen that JD technology firms are competing with their peers and their loss of key talent is increasing[6].

3.2 Analysis of business factors

For JD technology enterprises, the most important thing is the introduction of talent, phased training, senior management. JD technology enterprises in the establishment of talent innovation selection mechanism, staff entry position training, improve a more fair, transparent, rationalized talent promotion system, provide wages and benefits compared with the same industry, which have not given full play to the talent management system of the positive initiative and the importance[7].

3.3 Comprehensive cause analysis

Employees of JD Technology Enterprises have different perceptions of their work. At present, JD Technology Enterprises has made great efforts in the governance of talent loss, whether the administrative system and reward and punishment mechanism are standardized, whether the salary and welfare system is reasonable, whether the career promotion and development channels of employees are transparent and open, and whether it can reasonably help employees to deal with the contradiction between their families and their work, which are all required to be carried out step by step. Theory is linked to practice, and appropriate plans should be adopted according to the actual situation of the enterprise and targeted to solve the problems arising in the course of operation, in order to effectively prevent the loss of talents[8].

4 The solution to the problem of brain drain in JD Technology Company

4.1 Building an advanced corporate culture

(1) There should be a fund to maintain the relationship between departments, so that they can keep in touch with each other in their daily work, and at the same time, it can also be used to strengthen the communication and help between employees in the group building activities. (2) Utilize the JmeAPP that has been built to deliver information such as job working style, department members, and corporate culture to employees, so that they can feel more concerned about the company and enable them to work better. (3) Each department of JD Company will issue a reunion fund every month, so that the employees can enhance their feelings through dinners and travel, etc. At the same time, the company will also provide a family tour, so that they can take their family members and coworkers to the tour after work, to enhance the relationship between family members and coworkers, so that the employees and their family members can have a sense of belonging to the company[9].

4.2 Innovative talent management mechanisms

JD Tech should develop an early warning mechanism for employees to leave the company in light of the actual situation of the company. JD Tech should research and analyze the work attitude, work performance, and work suggestions of JD Tech's employees every once in a while, establish a competitive and reasonable salary and treatment system, compare the salary level of the same industry in the local area, and understand the willingness and needs of the talents of JD Tech. and needs, for the staff, the staff's energy is limited, even if they provide them with part-time pay, they will not be willing to do more than one job, to timely identify and solve the problems arising from the use of talent, appropriate to the staff to increase the workload, but it can not be too much, the establishment of a professional talent exchange channel, so that the JD Tech company and the talent can be effective communication between the talent, according to the talent on the JD Tech's satisfaction with the company's environment, to make reasonable predictions, and to be resolved, so as to reduce the loss of talent[10].

4.3 Establishment of a platform for growth and promotion

Build an open and transparent platform for career development. JD Tech should provide employees with a comprehensive development plan and career planning according to their individual and corporate development needs, and provide a platform for employees to give full play to their talents. Job promotion is the main reason for R&D staff to leave the company. Inadequate job promotion mechanism will result in a massive loss of talent and seriously affect the business operation. If you can not establish an open and transparent job promotion system, there will be a large number of excellent, capable and talented people, even if they work hard, they can not get the opportunity to be promoted, and then the idea of leaving the company, the loss of talent is inevitable[11].

4.4 Optimize compensation and benefits and performance appraisal

The remuneration system is one of the highest priorities of enterprises, and how to ensure that it is highly adaptable and sustainable is an issue that must be of concern to business managers. The remuneration system should both recognize employees' ability to work and create value for them. Compensation system is the centerpiece of enterprise human resource management and is a link that cannot be ignored. Through their own efforts, research and development personnel create business results that are compatible with the company, and therefore receive a corresponding salary, which is the company's recognition of the employee's work ability and contribution. The value of a compensation and welfare system lies in the correspondence between what employees give and the feedback they receive. A reasonable wage system can make employees feel that what they receive is equivalent to what they give[12]. In the future, they will work harder and harder. However, we also found that most of the employees are dissatisfied with the existing performance appraisal system. They feel that the existing performance appraisal system has defects such as confusing management and non-transparency, which cannot well provide effective help for the appraisal and salary allocation of each department. How to improve the existing employee evaluation system and find out the deficiencies is the focus of the work of human resources and various department managers in the future. We can refer to the performance appraisal management system of the same industry to study a performance appraisal management system that meets the development needs of our enterprise[13]. At the same time, according to the business and work characteristics of each department of the enterprise, a set of fast and efficient feedback mechanism should be formulated in a targeted manner, and the research feedback and correction should be carried out continuously. Only in this way can the compensation management system be able to better serve the human resource management in the current environment and rapid business development, and can better reduce the brain drain, improve the research and development ability of R & D personnel, and ensure the stability of the talent team[14].

This study reveals that the root causes of the high turnover rate of the new generation of employees in JD technology companies are the opaque career development system, the lack of competitive salary levels, the lack of flexible work patterns, and the discrepancy between corporate culture and employees' expectations. To address these issues, the study proposes a four-dimensional countermeasure system: restructuring transparent career development paths, establishing market-oriented compensation incentives, implementing flexible work patterns to promote work-life balance, and fostering a more inclusive and participatory corporate culture[15]. Together, these measures constitute a talent retention program adapted to the needs of the new generation of employees, providing a systematic solution to the challenge of talent loss for Internet companies.

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