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# VOLODYMYR DAHL EAST UKRAINIAN NATIONAL UNIVERSITY

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## TASK FOR MASTER'S QUALIFICATION THESIS

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Key Schools and Their Applications; Analysis of the Main Incentive Theories and  
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## РЕФЕРАТ

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Ключові слова: управління персоналом, мотивація працівників, ефективність роботи, корпоративна культура, Huawei.

Кваліфікаційна робота присвячена дослідженню управління персоналом та механізмів стимулювання працівників, зокрема на прикладі компанії Huawei.

У першому розділі розглянуто загальні аспекти управління людськими ресурсами, визначено основні підходи до формування ефективних механізмів мотивації працівників. Проведено аналіз теоретичних основ стимулювання персоналу та їх впливу на продуктивність праці. Другий розділ містить аналіз стратегій мотивації та підвищення ефективності роботи співробітників компанії Huawei. Розглянуто особливості корпоративної культури компанії, методи стимулювання працівників та систему управління персоналом. У третьому розділі досліджено значущість підходів Huawei до управління людськими ресурсами. Зокрема, розглянуто питання розробки науково обґрунтованої системи оцінки ефективності працівників, а також інноваційні механізми навчання та систему диференційованого стимулювання персоналу. Результати дослідження можуть бути використані для вдосконалення системи мотивації працівників у сучасних компаніях, а також для розробки більш ефективних стратегій управління персоналом.

## ABSTRACT

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Qualifying work of the master's degree in specialty 073 "Management", educational and professional program "Management". Volodymyr Dahl East Ukrainian National University, Ministry of Education and Science of Ukraine. Kyiv, 2025.

This qualification work is devoted to the study of personnel management and employee incentive mechanisms, in particular on the example of Huawei.

The first section examines general aspects of human resources management, identifies the main approaches to the formation of effective employee motivation mechanisms. An analysis of the theoretical foundations of personnel incentives and their impact on labor productivity is conducted.

The second section contains an analysis of strategies for motivating and improving the efficiency of Huawei employees. The features of the company's corporate culture, employee incentive methods, and personnel management system are considered.

The third section examines the significance of Huawei's approaches to human resources management. In particular, the issue of developing a scientifically sound system for assessing employee performance, innovative training mechanisms, and differentiated personnel incentives is considered.

The results of the study can be used to improve the employee motivation system in modern companies, as well as to develop more effective personnel management strategies.

**Key words:** personnel management, employee motivation, work efficiency, corporate culture, Huawei.

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## INTRODUCTION

There is a close connection between human resource management and performance management. Performance management is a key component of the human resource management system and an important means of achieving human resource strategic goals.

### 1. Goal synergy and consistency

The overall goal of human resource management is to achieve corporate strategy and optimize human capital. The goal of performance management is to enhance the personal performance of employees, thereby promoting the achievement of organizational goals. This means that performance management is an important bridge connecting human resource management with the implementation of corporate strategy. For example, with the help of tools such as the balanced scorecard, the strategic goals of a company can be translated into performance indicators for various departments and positions.

### 2. Each link supports each other

In terms of recruitment and configuration: When recruiting, companies will clarify job qualifications based on the performance requirements of the position, which can ensure that the recruited talents match the position. In terms of training and development: Performance evaluation can identify weaknesses in employees' abilities, and then design targeted training courses to improve their performance. In terms of salary and incentives, performance results are directly related to employees' bonuses, salary adjustments, and equity incentives. A reasonable salary incentive mechanism can improve employees' work enthusiasm. In terms of promotion and deployment, the results of performance evaluation can serve as an important basis for employee promotion, rotation, or elimination, achieving optimized allocation of human resources.

### 3. Dynamic continuous improvement

Performance management is a continuous PDCA cycle process that involves planning, executing, inspecting, and improving. In this process, human resource management needs to continuously optimize systems and processes. For example, based

on the results of performance feedback, adjust recruitment standards or training content to meet the needs of enterprise development.

#### 4. Common challenges faced

Difficulties in data integration: Both human resource management and performance management require the integration of multiple aspects of data, such as attendance and project results, to ensure the objectivity and accuracy of evaluations. Cultural adaptation issue: The effective implementation of performance management requires the support of corporate culture to avoid formalism or employee resistance. The demand for digital transformation: With the development of information technology, enterprises need to introduce performance management systems, such as OKR tools, to improve management efficiency. summarize Performance management is the "engine" of human resource management, which runs through various modules of human resource management, can drive the development of talents, and support the achievement of enterprise strategic goals. And human resource management provides institutional guarantees and resource support for performance management, ensuring that performance management can be effectively implemented. The two are interdependent and mutually reinforcing, jointly helping enterprises achieve sustainable development. Performance appraisal is one of the core components of human resource management. Through performance appraisal, the human resource management department of an enterprise can more accurately grasp the work status information, professional ethics information, professional qualities and skills information, value creativity information, etc. of employees, thereby providing corresponding references for the human resource management department to adjust employees' job positions.

Based on performance evaluation information, corresponding rewards will be issued to employees. Currently, enterprises generally adopt a combination of "positive incentives+ negative incentives" to effectively stimulate employees' work enthusiasm through various incentive strategies, so that employees with good performance can continue to maintain high value creativity and performance levels, and employees with poor performance can change their work concepts, fully devote themselves to work, and



create greater value. By coordinating performance evaluation and employee incentive mechanisms, a virtuous cycle of human resource management is formed.

# SECTION 1.

## RESEARCH ON HUMAN RESOURCE MANAGEMENT AND EMPLOYEE INCENTIVE MECHANISMS

### 1.1. Human resource management

Sun Chao believes that employee incentive mechanism is the most important part of enterprise human resource management. Human resource management is essentially an incentive activity that requires various effective measures and methods to motivate employees, stimulate their work potential, and retain and attract more outstanding talents[1].

Bi Zhiwei pointed out that human resource management includes multiple parts such as talent recruitment, selection, compensation scheme design, performance evaluation, employee motivation, and salary structure adjustment[2]. It is a management tool to maximize the value of enterprise employees, effectively optimize human resource allocation, and enhance employee motivation [3].

Human resource theory is a systematic knowledge system that studies the practice of human resource management in organizations. Its core lies in optimizing human capital allocation through scientific methods and enhancing organizational efficiency.

The following analysis is conducted from four dimensions: theoretical development context, core framework, key theoretical schools, and application value:

#### 1.Theoretical development context

Classical Management Theory (1900-1930)Scientific Management Theory (Taylor): emphasizes standardized processes and efficiency, and enhances productivity through action research and compensation incentives[5].Administrative Management Theory (Fayol): proposed the five functions of planning, organizing, commanding, coordinating, and controlling, laying the foundation for the HR functional framework[7].Bureaucratic theory (Weber): advocates a hierarchical and rule-based organizational structure, which influences the design of modern HR systems[9].Behavioral Science Theory (1930-1960)Hawthorne Experiment (Mayo):

Discovering the impact of social relationships and psychological needs on work efficiency, promoting the concept of "people-oriented" management. Hierarchy of Needs Theory (Maslow): divides employee needs into five levels: physiological, safety, social, esteem, and self actualization, guiding motivation design[12]. Modern Human Resource Management Theory (1970 present) Human Capital Theory (Schultz): It proposes that human resources are a more important factor of production than material capital, emphasizing investment returns[26]. The theory of strategic human resource management (Wright&McMahan) advocates aligning HR with corporate strategy and gaining competitive advantage through talent management.

The contingency theory (Burns&Stalker) suggests that management style should be adjusted according to changes in the organizational environment, which affects the flexibility design of HR policies.

## 2. Core theoretical framework

Human nature assumption foundation Theory X (Economic Man Hypothesis): Employees dislike work and require mandatory management[33]. Y theory (self-actualization hypothesis): Employees actively pursue responsibility and require authorization and motivation[31].

Super Y theory (contingency hypothesis): Choose management methods based on individual differences. Management Dimension Model The "6P" model: Position, People, Performance, Payment, Process, Culture[25]. Strategy Capability Process Triangle: Strategy drives capability requirements, and capabilities are transformed into performance through processes. Value creation logic The value chain of human resources: personnel selection → education → employment → retention, forming a closed-loop management[38]. The formula for human capital appreciation: human capital value = number of talents x quality of talents x allocation efficiency x incentive intensity.

Theoretical Framework Expansion Human resource theory encompasses a diverse array of schools that address motivational dynamics, organizational behavior, and strategic alignment[18]. Below is an enhanced analysis of major theories, their core tenets, and practical implications (Table 1.1)

Table 1.1

## Key Schools and Their Applications

Theoretical School	Core Proposition	HR Practice Applications
Two-Factor Theory	Frederick Herzberg: Distinguishes between hygiene factors (e.g., salary, work conditions) that prevent dissatisfaction and motivators (e.g., recognition, growth) that drive engagement.	- Design tiered compensation packages with non-monetary incentives (e.g., professional development allowances).
Expectancy Theory	Victor Vroom: $\text{Motivation} = \text{Valence (value of reward)} \times \text{Expectancy (perceived effort-performance link)} \times \text{Instrumentality (perceived performance-reward link)}$ .	- Align bonuses with SMART goals (e.g., "Achieve 15% revenue growth to earn a 10% bonus").
ERG Theory	Clayton Alderfer: Human needs are categorized into Existence (basic survival), Relatedness (social connections), and Growth (self-actualization), with flexibility for overlapping needs.	- Offer telecommuting options to balance work-life (addressing existence and relatedness). - Create mentorship networks to foster skill development (growth).
Equity Theory	J. Stacy Adams: Employees evaluate fairness by comparing their input/output ratio to peers. Inequity triggers corrective behavior (e.g., reduced effort, turnover).	- Conduct regular salary benchmarking against industry standards.
Expectancy Theory	Victor Vroom: $\text{Motivation} = \text{Valence (value of reward)} \times \text{Expectancy (perceived effort-performance link)} \times \text{Instrumentality (perceived performance-reward link)}$ .	- Align bonuses with SMART goals (e.g., "Achieve 15% revenue growth to earn a 10% bonus").

Extended Analysis of Emerging Theories

**Competency-Based Theory** Focuses on identifying and developing employee competencies (e.g., emotional intelligence, technical skills) that drive organizational success [17]. Application: Build competency matrices for recruitment (e.g., "Data literacy required for marketing roles") and succession planning.

**Agency Theory** Explores conflicts between principals (e.g., shareholders) and agents (e.g., managers). Aligning incentives reduces moral hazard [22]. Application: Tie executive compensation to long-term stock performance (e.g., vesting periods for stock options).

**High-Performance Work Systems (HPWS)** Combines multiple HR practices (e.g., employee involvement, training) to create a synergistic system that boosts productivity and innovation [39]. Application: Implement cross-functional project teams with autonomy to experiment (e.g., Google's "20% time")

policy).Summary of Theoretical Contributions These theories provide actionable frameworks for addressing modern HR challenges:Motivation: Balancing extrinsic (salary) and intrinsic (purpose) drivers.Fairness: Mitigating turnover risks through equitable policies.Strategic Alignment: Translating organizational goals into talent development initiatives.Adaptability: Using contingency theories to respond to technological and demographic shifts[46].By integrating these theories, organizations can design HR systems that foster both employee well-being and competitive advantage.

## 1.2. Employee incentive mechanism

Zhang Yun pointed out that the employee incentive mechanism is a collection of effective incentive measures taken to stimulate employees' work enthusiasm and improve their work attitude[45]. It includes both positive incentive measures that can meet employees' needs and motivation desires, as well as negative incentives that can restrain employees' laziness and dereliction of duty[34]. It can help employees maintain a positive attitude and high emotions in the process of pursuing specific work goals[16].

Yue Yingying believes that the needs, desires, and motivations of employees born in the 1990s have their own particularities. Employees born in the 1990s live in an era where material life is relatively good, so simple material incentives are difficult to effectively stimulate their work enthusiasm[41]. Therefore, spiritual and cultural incentives should be combined to ensure the effectiveness of employee incentives[25].

Cui Shuo explored the dual channel incentive system for career development and pointed out that there are dual channel career ladders in employees' career development, one is the management ladder and the other is the technical ladder. The management ladder obtains corresponding promotion opportunities through the increase of responsibilities such as supervision, management, and guidance, while the technical ladder is the development of professional career tracks and the promotion obtained by the increase of professional and technical contributions.

Tang Xiao explores employee motivation optimization strategies based on the two factor theory, and believes that factors that affect employee work motivation can be

divided into motivational factors and health factors. Among them, motivational factors include the responsibility and value of the job itself, which are related to the job content and employees' personal emotions, while health factors refer to the external environment related to the enterprise environment and working conditions, involving the negative aspect[40].

Luo Linlin believes that the improvement of employee performance depends on a scientific and reasonable incentive system[7]. How to improve employee performance is the core goal of incentive system design. Enterprise managers need to enhance their attention to employee performance improvement in order to effectively improve enterprise performance.

Gao Caichao believes that employees' work attitudes and habits directly affect their performance, and the improvement of employee performance is inevitably accompanied by the process of changes in their work behavior and attitudes[27]. This requires enterprises to effectively address various employee incentive issues, ensuring that employees' basic needs and even higher-level needs and motivations can be met.

An employee incentive mechanism is a systematic design that helps an organization achieve performance goals by meeting employee needs and stimulating intrinsic motivation. Its theoretical foundation stems from the study of human nature assumptions, hierarchy of needs, and behavioral motivations, with the core goal of balancing individual goals with organizational strategies (Table 1. 2.

The key dimensions of incentive mechanism design include demand hierarchy matching, with a focus on survival needs (such as salary security) and relationship needs (such as team belonging) for grassroots employees. Management: Focus on growth needs (such as decision-making power) and self actualization (such as strategic engagement).The combination of incentive methods includes material incentives: performance bonuses, equity incentives, and welfare subsidies.Non material incentives: public recognition, training opportunities, flexible work arrangements.The dynamic feedback mechanism includes regular anonymous surveys (such as Gallup Q12 assessment) to identify incentive failure points.

Table 1.2

## Analysis of the Main Incentive Theories and Applications of the Incentive System

Theoretical School	Core Proposition	Application Strategies	Typical Case
Two-Factor Theory	<i>Frederick Herzberg</i> : Hygiene factors (e.g., salary, safety) prevent dissatisfaction; motivators (e.g., recognition, growth) drive engagement.	<ul style="list-style-type: none"> <li>- Design tiered compensation with non-monetary incentives (e.g., training allowances).</li> <li>- Create career advancement pathways.</li> </ul>	Google: Free meals (hygiene) + "20% time" for innovation (motivator).
Expectancy Theory	<i>Victor Vroom</i> : Motivation = Valence (reward value) × Expectancy (effort→performance) × Instrumentality (performance→reward).	<ul style="list-style-type: none"> <li>- Set SMART goals (e.g., "10% sales growth = 5% bonus").</li> <li>- Clarify promotion criteria.</li> </ul>	Amazon: Stock options tied to quantifiable targets (e.g., delivery efficiency).
Equity Theory	<i>J. Stacy Adams</i> : Employees compare their input/output ratios to peers; inequity triggers corrective behavior.	<ul style="list-style-type: none"> <li>- Conduct salary benchmarking.</li> <li>- Publish transparent performance evaluation processes.</li> </ul>	Microsoft: Global 职级体系 with standardized salary bands to reduce internal inequity.
Goal-Setting Theory	<i>Edwin Locke</i> : Specific, challenging goals with feedback enhance performance. Goals must be SMART.	<ul style="list-style-type: none"> <li>- Adopt OKR frameworks for goal alignment.</li> <li>- Conduct monthly progress reviews.</li> </ul>	ByteDance: Public OKR system for transparency and accountability.
Reinforcement Theory	<i>B.F. Skinner</i> : Behavior is shaped by consequences (positive reinforcement increases behavior; punishment decreases it).	<ul style="list-style-type: none"> <li>- Implement instant rewards (e.g., monthly bonuses).</li> <li>- Use constructive feedback instead of penalties.</li> </ul>	Starbucks: "Bean Stock" 积分 for training completion, redeemable for perks.

Establish a "motivation performance" cycle: reward results → analyze effects → optimize plans. Challenges and Innovations of Modern Incentive Mechanisms

The impact of digital transformation may trigger a resurgence of "Taylorism" through AI monitoring, and a balance between data-driven and humanized management is needed. Case: IBM uses AI to analyze employee emotional data and adjust incentive plans (such as increasing remote work subsidies). And the value changes of Generation Z place more emphasis on a sense of meaning and social value, requiring the design of "goal oriented incentives" (such as points for participating in public welfare projects). Remote team incentive virtual achievement system (such as Slack Medal), online celebration ceremony (such as Zoom Award Ceremony).

## Conclusions for section 1.

Human Resource Management (HRM) is a systemic approach to human capital management that promotes strategic planning, personnel selection, training, performance management, reward system and labor relations. Its effectiveness is based on modern theories of human resources that ensure the adaptation of management decisions to the specifics of the organization.

The personnel motivation system is based on key motivation theories (Herzberg's two-factor theory, Vroom's expectancy theory, Adams's theory of justice, etc.), which allows companies to stimulate employee productivity through a balance of material and non-material incentives.

The relationship between HRM and the motivation system is critical for achieving the strategic goals of the organization. Human resource management tools transform corporate strategy into personal groups of employees, and the motivation system ensures their implementation. Successful companies implement personalized, transparent and dynamic incentive mechanisms that correspond to the corporate culture.

In the future, HRM and motivation systems are evolving towards personalization, data-driven analytics, and ethical HRM. Globalization and digitalization are further integrating HRM into the strategic management of organizations.



## **SECTION 2.**

### **ANALYSIS OF EMPLOYEE INCENTIVE AND PERFORMANCE IMPROVEMENT STRATEGIES AT HUAWEI COMPANY**

#### **2.1. Huawei Company Introduction**

As an information and communication technology (ICT) solution provider, Huawei is committed to providing advanced technology communication products, solutions, and services to global customers and consumers. The company's organizational structure and business scale are constantly growing, and the number of employees is increasing.

How to manage employees and improve the level of human resource management has become an important issue that Huawei needs to consider.

Huawei has designed a representative performance appraisal system and employee incentive plan in the employee incentive and performance management module.

Huawei has implemented a salary distribution system based on job responsibilities and value contributions for its employees, forming a salary structure of "salary+ bonus +TUP distribution +virtual stock dividends". It has also established a salary distribution and management system of "job grading, salary grading, job matching, and job transfer", which greatly motivates Huawei employees and ensures their work enthusiasm and creativity.

The hum Founded in 1987 and headquartered in Shenzhen, China, Huawei is a global leader in information and communication technology (ICT) infrastructure and smart devices. Employing approximately 195,000 people, the company operates in over 170 countries and regions, serving more than 3 billion people. In 2024, Huawei ranked 103rd on the Fortune Global 500 list and has consistently topped China's private enterprise rankings for years .Core Business Segments & Technologies. Huawei focuses on four key areas: Carrier Networks: Delivering 5G, optical communication, and core network infrastructure. The company has built 1,500+ carrier networks worldwide, leading global 5G technology and market share. Enterprise Solutions: Providing digital transformation services for industries such as government, finance, and energy, covering

cloud computing, AI, and IoT. Consumer Business: Manufacturing smartphones (e.g., Mate and P Series), tablets, laptops, and wearables. The HarmonyOS ecosystem has exceeded 1 billion devices, enabling seamless connectivity across smart scenarios. Digital Power: Offering green energy solutions that have helped global clients reduce CO<sub>2</sub> emissions by 495 million tons. Technological Breakthroughs & Innovation R&D Investment: Huawei has invested over CNY 1.1 trillion in R&D over the past decade, with 2023 R&D spending accounting for 23.4% of revenue. Over 55% of employees are engaged in R&D. Patents & Standards: By 2023, Huawei held 140,000+ valid global patents and played a leading role in establishing international standards for 5G and AI. Key Technologies: Leading advancements in Hi Silicon semiconductors (chip design), Ascend AI processors, Pangu AI model, and 5G-A full-scenario solutions. Development Milestones & Culture Early Growth: Transitioned from PBX switch distribution to developing the C&C08 digital program-controlled switch in 1993, marking its first major technological breakthrough. Global Expansion: Accelerated overseas operations post 2000, entering Europe and the U.S. through a "rural-to-urban" strategy. By 2008, overseas revenue accounted for 75% of total sales. Adversity Response: After being added to the U.S. Entity List in 2019, Huawei achieved self-reliance through innovations like HarmonyOS and Meta ERP, overcoming supply chain challenges. Core Values: Guided by the principles of "customer-centricity, struggling for excellence, long-term hard work, and self-criticism," Huawei's "Wolf Culture" and "Striver's Agreement" foster innovation and dedication. Corporate Social Responsibility & Vision Huawei promotes global digital inclusion through initiatives like the SEEDS for the Future talent program and Tech4all education projects, connecting 120 million people in remote areas across 80+ countries. Committed to sustainability, its digital energy solutions have generated 997.9 billion kWh of green electricity. The company's vision is to "Bring the digital world to every person, home, and organization for a fully connected, intelligent future." Global Influence & Impact As a benchmark for Chinese tech innovation, Huawei's technological leadership and global operations significantly impact industries such as telecommunications, smart devices, and cloud computing. Despite international

competition and challenges, the company maintains its position as a global technology leader through continuous innovation and open collaboration.

## 2.2. Huawei employee incentive methods

In the fierce global tech competition, Huawei's rise to become an industry leader is inseparable from its unique and effective employee incentive system. Cash incentives, a cornerstone of this system, act as a powerful engine driving employees to pursue excellence and injecting continuous momentum into the company's sustainable growth.

**Precision and Diversity in Performance-Based Bonuses.** Huawei's performance bonus system is meticulously designed for precision and diversity. Each year, the company sets detailed and challenging performance targets tailored to different roles, spanning traditional metrics (e.g., revenue, market share) and intangibles like innovation, teamwork, and customer satisfaction. Employees' performance is rigorously quantified through a tiered evaluation system, with grades directly translating to bonus coefficients.

**Sales Teams:** Bonuses are tied to revenue generation and collection rates. For example, a salesperson securing a major overseas contract might earn a 3-5% commission plus a "President's Club" bonus for top performers.

**R&D Staff:** Rewards are linked to project milestones and technical breakthroughs. A team delivering a chip ahead of schedule with superior performance could receive a 25% bonus on base salaries. This precise mechanism creates a clear line of sight between effort and reward, fueling employee motivation and creativity.

**High-Impact Project-Specific Incentives.** Huawei establishes dedicated cash pools for strategic projects, rewarding teams for achieving critical milestones (e.g., product launches, technological breakthroughs).

**5G Project Example:** During the 5G R&D phase, Huawei allocated substantial funds to incentivize teams. After overcoming technical barriers and securing global leadership, the team received CNY 3-5 million in collective bonuses, reinforcing their dedication and inspiring future innovations.

**Special Contribution Awards: Immediate Recognition** To acknowledge extraordinary efforts in

specific scenarios (e.g., crisis resolution, game-changing innovations), Huawei offers spot bonuses of CNY 10,000-100,000.

Case in Point: When engineers bypassed U.S. sanctions by developing a self-reliant chip supply chain, they were awarded CNY 500,000 individually, boosting morale and encouraging risk-taking across the company. Long-Term Service Rewards: Building Loyalty Huawei fosters employee retention through cash rewards for tenure, combining financial recognition with symbolic gestures: 10-Year Anniversary: Employees receive CNY 500,000 plus a gold medal, celebrating their journey with the company. Pension Top-Ups: Senior staff enjoy enhanced retirement contributions (15% of salary), deepening their commitment to long-term growth. The Synergy of Cash Incentives Huawei's cash-driven approach to performance bonuses, project rewards, special recognitions, and loyalty incentives creates a holistic ecosystem that Aligns Individual Goals with Strategy. Through OKR/KPI frameworks, employees directly contribute to Huawei's global ambitions. Drives Urgency and Excellence: High-stakes rewards push teams to exceed expectations, as seen in the 5G and chip divisions. Cultivates a High-Performance Culture: The "Striver's Agreement" and "wolf culture" reinforce the link between hard work and financial success.

Huawei motivates employees through more direct bonuses and performance rewards, and motivates employees to pursue excellent performance through high cash rewards. Huawei sets performance goals for corresponding positions every year, and then determines bonuses based on the achievement of specific performance goals, in conjunction with the compensation of Huawei employees at different levels and contribution levels. The salary positioning of Huawei employees is shown in Table 2.1.

Most short-term rewards are cash rewards, which are important short-term measures for Huawei to motivate employees, stimulate their work enthusiasm, and enable frontline employees, technical personnel, and management personnel of Huawei to receive effective incentives.

Huawei's cash incentive system is a testament to its philosophy of "prioritizing strugglers." By aligning financial rewards with strategic objectives, fostering a culture of excellence, and continuously innovating its approach, Huawei ensures its workforce

remains a competitive edge in the tech landscape. As market dynamics evolve, this system will continue to adapt, solidifying Huawei's position as a global leader.

Table 2.1.

### Huawei Employee Salary and Reward Positioning

Salary Component	Below 25th Percentile	25-50th Percentile	Median	50-75th Percentile	Above 75th Percentile
Base Salary	0.4%	5.1%	55.7%	34.9%	3.9%
Short-Term Incentives	4.4%	9.8%	56.6%	27.3%	2.0%
Long-Term Incentives	6.9%	6.9%	56.4%	26.6%	3.2%
Benefits & Perquisites	/	8.5%	60.3%	25.4%	2.2%
Job Level	Below 25th Percentile	25-50th Percentile	Median	50-70th Percentile	Above 75th Percentile
Top Management	0.0%	0.5%	32.2%	53.5%	13.1%
Senior Management	0.0%	0.0%	36.1%	53.8%	10.1%
Middle Management/Technical Experts	0.4%	0.8%	45.9%	46.7%	6.3%
Junior Management/Senior Technicians	0.4%	4.7%	55.0%	36.0%	3.9%
Professional Technicians	0.0%	8.9%	63.6%	25.2%	2.3%
Operational Staff	1.6%	13.4%	60.4%	20.9%	3.7%

In today's fiercely competitive global technology industry, Huawei, as a benchmark for Chinese private enterprises, has always been a focus of attention in the management and business communities for its unique equity incentive model. Since its first attempt at an employee stock ownership plan in 1990, Huawei has deeply tied tens of thousands of employees to the company's fate through a continuous iteration of equity incentive mechanisms, creating a team of hardworking individuals who strive to make a difference.

This model not only supports Huawei's growth from a small business to a global communication equipment giant but also demonstrates astonishing resilience in the face of external pressures such as US sanctions. **Virtual Restricted Stocks: Innovative Breakthroughs in Equity Structure** The core of Huawei's equity incentive is the "virtual restricted stock" system. Unlike the real equity of traditional listed companies, virtual stocks do not have ownership and voting rights, but holders can enjoy the company's profit distribution rights and stock price appreciation benefits. This design cleverly balances employee motivation and founder control: Ren Zhengfei only holds 1.01% of the actual shares, but maintains decision-making power on major issues through the "veto power" clause in the company's articles of association, while the remaining 98.99% of

virtual shares are held by over 130000 employees (as of the end of 2023). The allocation of virtual restricted shares follows the principle of "job grading, salary grading, job matching, and job transfer", and is directly linked to employees' performance and contributions. New employees must voluntarily work overtime and waive some statutory benefits through the "Striver Agreement" in order to qualify for the rights issue. This mechanism of "giving before taking" transforms Huawei's values of "putting the strugglers first" into quantifiable institutional design. Dynamic adjustment mechanism: the key to activating organizational vitality. Another major feature of Huawei's equity incentives is the combination of "saturated rights issue" and "elimination mechanism". After the employee stock ownership reaches the saturation value of the position, no more rights issues will be issued, forcing the management to actively cultivate successors to free up equity space. At the same time, the company conducts strict assessments on its shareholding employees every year, and the bottom 5% of employees will be forced to reduce their shareholding. This dynamic management of "being able to move up and down, and being able to enter and exit" breaks the drawbacks of traditional equity incentives that are "once and for all". In order to meet the talent demand in emerging fields such as 5G and artificial intelligence, Huawei has launched a supplementary program called "TUP (Time Unit Plan)" in recent years. TUP allows non stock holding employees to enjoy the company's profit distribution rights within 5 years, which retains the long-term binding effect of equity incentives and solves the problem of virtual stocks not being able to cover new business teams. This "combination of virtual and real" design allows Huawei to flexibly attract external high-end talents while maintaining the stability of its core team.

Huawei's equity incentive policy greatly motivates employees' work enthusiasm and sense of responsibility, combining their income with the company's operational performance, building a community of shared interests, sharing profits and risks, and thus achieving effective employee incentives. Huawei's equity incentive policy is shown in Table 2.2.

Table 2.2

## Huawei's Long term Incentive Management Policy Orientation

Mechanism Name	Core Objective	Implementation Method	Effect
Performance - Oriented	Strengthen the performance - based approach and improve the long - term benefit distribution structure	New share allocations are given preference to high - performing employees to balance the distribution among those who have made past, current, and future contributions	It helps in achieving a balanced benefit distribution and motivates employees to continuously generate value
Saturated Share Allocation	Enhance the result - oriented performance and guide employees to focus on long - term interests	Share allocations are capped according to performance and job contributions, and no additional shares are allocated once the cap is reached	Prevents the fixity of shares and encourages employees to obtain higher returns through performance improvement and contributions
Bonus Share Allocation	Further optimize the distribution mechanism for greater flexibility and fairness	Additional shares are granted independently of the saturated share allocation and are not included in the cumulative saturated value	Overcomes the limitations of saturated share allocation and provides differentiated incentives for high - performing employees
TUP Plan	Drive the continuous improvement of employee performance and encourage them to focus on long - term goals	Non - shareholding employees are given the right to profit distribution over a 5 - year period to tie their long - term contributions	Compensates for the insufficient coverage of virtual shares, making the company more attractive to new business teams and high - end talents

Huawei's employee stock ownership plan can link the interests of employees more closely with the company. Employees who meet corresponding performance conditions can have priority to purchase stocks. Through Huawei's employee stock ownership plan, employees can hold stocks. On the one hand, employees can obtain corresponding profits through virtual stock dividends, and on the other hand, they can also obtain more scattered financing from the national circulation economy, expanding Huawei's scale.

Employees holding stocks adopt collective leadership and authorization mechanisms. Like other ordinary shareholders, employees holding stocks need to bear corresponding investment and management responsibilities and risks, so they are more motivated to work hard and contribute.

Cultural motivation is also a representative and effective employee motivation method at Huawei, which subtly changes employees' ideological concepts and behavioral habits through environmental influence. Huawei emphasizes the concept and atmosphere of "home", advocating the construction of a work environment and employee relationships that are similar to a "home". Secondly, the founder of Huawei highly values the "wolf culture", which gives Huawei a unique corporate culture and value orientation characterized by hard work, unity, and cooperation.

Under the influence of the above corporate culture, employees' sense of belonging and loyalty to the company has significantly increased, surpassing the arduous struggle stage in the early stages of Huawei's work. The connection between employees and Huawei will become closer, which is conducive to building a mechanism for employees and the company to share weal and woe.

In terms of spiritual motivation, Huawei has established a comprehensive honor system. From "Tomorrow's Star" to "Top Ten Blue Blood Heroes", from gold medal individuals to gold medal teams, over 100000 honors are selected annually. This immediate and ceremonial recognition concretizes the spirit of struggle into tangible symbols of honor. What is more noteworthy is that Huawei regards "sense of mission" as the highest level of spiritual motivation, and integrates personal struggle into the grand narrative of human technological progress through the vision of "making global connectivity better". At the level of opportunity incentives, Huawei implements a dynamic mechanism of "being able to move up and down, and being able to enter and exit". According to 2024 data, the average age of Huawei's management team is 38 years old, with 42% of managers born in 1985. This "horse racing mechanism" provides a broad stage for young people. Zhang Ji, a "genius youth" who joined in 2023, led his team to overcome the key technology of 5G millimeter wave within two years, which is a typical case of opportunity motivation.

### 2.3. Huawei Employee Management System

In the business field, Huawei guarantees that every employee performs their duties, has a job, work ability, tasks, and goals, and can meet the corresponding job requirements;



Employees are able to understand the corresponding job requirements and complete work tasks according to the requirements; Successfully complete the corresponding work tasks within the specified time; Employee job proficiency can increase and improve with experience.

In the field of performance, it is necessary to ensure that employees' performance at a certain stage of work is satisfactory and reaches the corresponding performance level; If there is a downward trend in employee performance, it is necessary to examine and determine the reasons and influencing factors for the decline in employee performance; Based on the existing performance level, set higher performance goals, stimulate employees' work potential, promote the improvement of work skills and literacy, and guide employees to learn; Create conditions for employees to learn, gain experience, and improve skills.

In the professional field, ensure that employees' work needs and motivations match the company's positions, and that employees have a sound and complete personal career; Guide employees to choose their positions and careers correctly, and evaluate their career development; Evaluate the alignment between employees and the company's vision, and assess the fit between employees' career development vision and their own professional abilities and qualities; Provide support for employees' career development and explore the best path for their career development.

In the field of life, enterprises balance the interests between organizations and employees, individuals and collectives, and understand the fundamental needs of employees; Assist employees in improving their quality of life and meeting their needs within their capabilities, achieve expected life goals, and guide them to re-examine and rethink life issues; Show support for employees' lives, implement humanistic care, and provide effective life assistance.

In employee performance evaluation, some subsidiaries or branches of Huawei use the employee general project evaluation form, which divides employee performance evaluation into professional ethics, work attitude, work results, and other management sections, as shown in Table 2.3.

Table 2.3

## General Project Assessment Form for Huawei Employees

Evaluation Items	Assessment Factors	Assessment Criteria	Standard Score	Self-Assessment	Team Evaluation	Final Score
Professional Ethics (20 points)	Dedication to Duty	Passion for the current position	4			
	Professional Competence	Commitment to the team, respect for leadership, and cooperation	4			
	Teamwork Spirit	Collaboration and mutual support	4			
	Professional Development	Proactive learning and skill improvement	4			
	Service Attitude	Considerate and enthusiastic service to internal and external users	4			
Work Attitude (25 points)	Compliance with Regulations	Adherence to company rules and policies	5			
	Attendance	Full attendance record	5			
	Work Initiative	Enthusiasm for exceeding expectations in assigned tasks	5			
	Responsibility	Consistency and accountability in completing duties	5			
	Work Coordination	Effective cooperation with colleagues and supervisors	5			
Work Performance (37 points)	Task Completion	Specific plans and execution for assigned tasks	11			
	Cost Awareness	Efforts to minimize time and material waste	9			
	Innovation Capability	Proposals for workflow improvements	6			
	Special Achievements	Resolution of critical issues for the company	6			
	Talent Development	Participation in training programs or mentoring others	5			
Other Management (18 points)	Energy Management	Conservation of utilities (water, electricity, etc.)	3			
	Equipment Management	Proper care and maintenance of equipment	3			
	Financial Management	Fiscal responsibility and compliance with financial regulations	3			
	Material Management	Planned resource allocation and waste reduction	3			
	Safety & Fire Prevention	Proactive measures for workplace safety and fire prevention	3			
	Family Planning Compliance	Strict adherence to family planning policies	3			
Total			100			

The employee general performance evaluation indicators designed by Huawei cover a wide range, which can basically understand employees' professional ethics,

ideological value orientation, work attitude, work ability, and work creativity. Through scientific and reasonable employee general performance evaluation, employees' basic work ability and ideological attitude can be understood, and targeted performance evaluation and employee motivation can be carried out to achieve more ideal results.

Huawei adopts a "monthly employee performance assessment +annual employee performance assessment" approach, where monthly performance assessment corresponds to monthly bonuses and annual performance assessment corresponds to annual bonuses. Different levels of performance assessment correspond to different incentive methods and rewards, as shown in the table As shown in Table 2.4.

Table 2.4

Huawei's Adverse Accident Assessment Form

Position Type	Level A (Major)	Level B (General)	Level C (Minor)
Annual Salary System	No eligibility for assessment/incentive annual salary	Deduct 50% of assessment and incentive annual salary	Deduct 20% of assessment and incentive annual salary
Grade-based Compensation	No monthly bonus eligibility	Deduct 50% of monthly bonus	Deduct 20% of monthly bonus
Sales Support	No monthly bonus eligibility	Deduct 50% of monthly bonus	Deduct 20% of monthly bonus
Direct Sales	Deduct full monthly commission	Deduct 70% of monthly commission	Deduct 30% of monthly commission
Production Piece-rate	No mid-year/year-end bonus eligibility	Deduct 50% of mid-year/year-end bonus	Deduct 20% of mid-year/year-end bonus

When employees become responsible for A-level major accidents, they cannot enjoy the monthly or even annual bonuses. The punishment is more severe, which can effectively serve as a warning and restraint, reduce the possibility of employees being irresponsible and slack in work, and fully play the role of negative incentive mechanisms.

Performance-based salary distribution for employees under the hierarchical salary system The salary distribution mechanism is the most fundamental and fundamental incentive mechanism for employees' work, which is fair, transparent, and reasonable; Scientific salary distribution can make employees feel more satisfied and treated fairly, thus enabling them to participate in work with a normal mindset. Huawei has developed a more scientific classification table for performance-based pay for employees under a hierarchical salary system, as shown in Table 2.5.

Table 2.5

## Performance Salary Distribution Table for Huawei's Graded Salary System Employees

Performance Rating	Company Performance Completion Rate	Salary Payment Percentage		
	100% or above	95%-99%	85%-95%	Below 85%
A (Outstanding)	100%	90%	85%	50%
B (Good)	100%	80%	70%	50%
C (Competent)	100%	70%	60%	50%
D (Basic Competence)	90%	65%	55%	50%
E (Incompetent)	80%	60%	50%	50%

When employees receive higher ratings and achieve more performance, they are able to receive more work, which is actually a form of employee motivation that combines positive and negative incentives. It represents two aspects: on the one hand, employees need to work hard and create performance to get more work; On the other hand, if employees do not work hard, their wages may further decrease. Therefore, it effectively motivates Huawei employees and improves their performance.

### Conclusions for section 2.

Huawei offers an effective HR management and performance incentive model based on an integrated system of material rewards, possible spiritual recognition, and career manifestations. This approach increases employee efficiency and the formation of a sustainable corporate culture focused on innovation and long-term development. A competitive compensation package, including a base salary, bonuses, and participation in the company's ownership, provides financial motivation for employees. At the same time, a program such as "Genius Talent" can attract and retain the best talents in the industry. At the same time, a spiritual recognition system, including awards such as "Rising Star" and "Blue Blood Titans", continues to play an important role in increasing staff loyalty, creating a motivational environment where both individual contributions and teamwork are valued.

Career development is another key aspect of Huawei's strategy, implemented through high internal mobility (23% per year), active training of managers and a rotation system that promotes leadership development and supports organizational flexibility. A closed performance management system balances results and behavioral indicators (KPI/KCI), which allows achieving strategic alignment between corporate goals and personal motivations of employees. A flexible reward system provides adjustment of salary and bonuses depending on the achievement of corporate indicators, which ensures a fair distribution of material incentives and motivates employees to high productivity.

In addition, Huawei pays significant attention to the formation of a sustainable organizational culture based on the principle of a "striver-centric" approach. This is manifested in the implementation of customer-oriented indicators that cannot quickly adapt to market changes, as well as in the crisis resistance of companies that ensure flexible teams and high personnel efficiency. Thus, during global challenges, in particular, sanctions pressure and supply chain disruptions, Huawei was able to mobilize its internal resources, which allowed it to successfully implement strategic projects, such as the mass production of 14nm chips.

Thus, Huawei's HR strategy promotes a harmonious combination of corporate interests and individual aspirations of employees, creates organizational efficiency and ensures long-term competitive advantage. In the context of globalization and digital transformation, the company continues to improve its model, introducing personalized incentives based on big data analytics and adaptive management talent. This allows Huawei not only to maintain its leading position in the market, but also to serve as a reference point for other companies seeking to effectively integrate the motivation system into the overall business strategy.

### **SECTION 3.**

## **SIGNIFICANCE OF HUAWEI'S HUMAN RESOURCE MANAGEMENT IDEAS**

### **3.1. Design a scientific employee performance evaluation index system and evaluation process**

According to the Huawei Performance Management Law, Huawei follows strict principles in performance evaluation, ensuring the assessment's fairness and effectiveness. Huawei values responsibility and results orientation, while also paying attention to the key behavioral processes of its employees, which is fully reflected in its performance evaluation system.

Huawei's performance evaluation not only focuses on results, but also on the process. In Huawei's assessment system, the weight of outcome targets is relatively high, accounting for about 70% of the total weight, which reflects the company's results oriented assessment philosophy. At the same time, the weight of executing goals and team goals accounts for 20% and 10% respectively, indicating that Huawei also values employees' performance and teamwork ability in the work process. In addition, Huawei's assessment method is hierarchical and classified, adopting different assessment methods for employees with different levels and responsibilities. This hierarchical assessment system ensures the pertinence and fairness of the assessment and can maximize the enthusiasm and innovation of employees at all levels (Table 3.1).

Huawei also conducts performance evaluations through reasonable grading options, which aims to closely link employees' salaries and bonuses with their job performance, thereby motivating employees to be more actively engaged in their work. Enterprises should scientifically design employee performance evaluation indicators, organize and form a systematic performance evaluation indicator system for daily work performance evaluation of employees, regularly evaluate and assess employees' work performance, analyze employees' work attitude, work contribution, etc. through quantitative financial

indicators, and provide reliable basis and reference for the design and distribution of rewards and bonuses for human resources management and finance departments.

Table 3.1

### Huawei Employee Performance Evaluation Requirements Analysis

Evaluation Dimension	Core Indicators	Assessment Methods	Result Applications
1. Contribution	<ul style="list-style-type: none"> <li>- Business target achievement rate (sales, market share, project delivery quality)</li> <li>- Customer satisfaction</li> <li>- Strategic task contributions (e.g., technological breakthroughs, process optimization)</li> </ul>	<ul style="list-style-type: none"> <li>- SMART principle-based goal setting</li> <li>- Quarterly and project reviews</li> <li>- Cross-departmental evaluations and 360-degree feedback</li> <li>- Forced distribution (A/B/C grades)</li> </ul>	<ul style="list-style-type: none"> <li>- Salary adjustments</li> <li>- Promotion priority</li> <li>- Equity incentive allocation</li> <li>- Resource prioritization (training, project decision-making authority)</li> </ul>
2. Competency	<ul style="list-style-type: none"> <li>- Professional skills (hard capabilities for R&amp;D, sales, etc.)</li> <li>- Leadership (team management, decision-making)</li> <li>- Cross-functional collaboration</li> <li>- Learning &amp; innovation capabilities</li> </ul>	<ul style="list-style-type: none"> <li>- Qualification certification system (Levels 1-7)</li> <li>- Project performance evaluations</li> <li>- Training participation and outcomes</li> <li>- Peer reviews and supervisor ratings</li> </ul>	<ul style="list-style-type: none"> <li>- Career advancement channels</li> <li>- High-potential talent development programs</li> <li>- Technical/managerial dual career paths</li> <li>- Overseas study opportunities</li> </ul>
3. Values	<ul style="list-style-type: none"> <li>- Adherence to Huawei's core values (hard work, open-mindedness, teamwork, etc.)</li> <li>- Compliance with <i>Huawei Basic Law</i> behavioral standards</li> <li>- Integrity and accountability</li> </ul>	<ul style="list-style-type: none"> <li>- Values behavioral anchoring method (12 criteria)</li> <li>- Reverse assessment (employees evaluate managers' values adherence)</li> <li>- Record of values demonstration in critical incidents</li> </ul>	<ul style="list-style-type: none"> <li>- Eligibility for honors (e.g., "Blue Blood Ten Outstanding Achievers")</li> <li>- Elimination mechanism for value misalignment</li> <li>- Cultural inheritance responsibility assignments</li> </ul>

When designing employee performance evaluation indicators, multiple performance evaluation indicator modules can be designed from the perspectives of employee work attitude, professional ethics, career planning, and specific work results. Based on the specific work content of different business departments and management departments, work value, work results, and contributions can be determined, and indicator scores and weights can be scientifically divided to achieve quantitative analysis of employee performance evaluation.

The principle of Huawei's performance evaluation is guided by responsibility results, while also paying attention to employees' key behaviors (processes).

So in Huawei's performance evaluation system, the weight of the outcome goals is relatively large, with a proportion range of around 70%. The execution goals are process oriented, with a weight ratio of generally around 20%, and the team goals are generally around 10%. These ratios are not fixed and can be jointly determined by managers and employees based on the characteristics and nature of departmental business.

Huawei's assessment is not a one size fits all approach, but rather a hierarchical classification system that implements different assessment methods for different personnel. Hierarchical assessment is a fair assessment system from Huawei's senior management to the grassroots level.

Huawei's assessment mainly targets senior, middle-level, grassroots employees, and new employees. In terms of performance evaluation, Huawei reasonably divides the grading options for performance evaluation, and standardizes the distribution of employee salaries and bonuses through the system of "job grading, grade based salary, person job matching, and job transfer".

This salary assessment system not only creates space for the growth of more new employees, but also motivates both new and old employees to uphold the spirit of hard work and actively contribute to their work.

According to the "Huawei Cadre Management Methodology", Huawei's assessment system has undergone a transformation from chaos to quantification, aiming to ensure fairness, impartiality, and enhance employee motivation (As shown in Table 2.2).



Table 3.2

Comparison Table of Huawei Employee Layered Evaluation System

Track	Level	Evaluation Focus	Core Competency Requirements	Assessment Methods	Promotion Path	Typical Job Examples
Professional	1-3	Execution & Basic Skills	<ul style="list-style-type: none"> <li>- Proficiency in job-specific operations</li> <li>- Process compliance &amp; task completion quality</li> <li>- Team collaboration awareness</li> </ul>	<ul style="list-style-type: none"> <li>- Hands-on assessments (e.g., code pass rate, test report quality)</li> <li>- Supervisor ratings (70% weight)</li> <li>- Customer satisfaction surveys</li> </ul>	<ul style="list-style-type: none"> <li>- Promotion to next level eligible annually upon passing assessments</li> <li>- Option to switch to managerial track after Level 3</li> </ul>	Assistant Engineer, Junior Account Manager
	4-6	Professional Depth & Problem-Solving	<ul style="list-style-type: none"> <li>- Complex problem analysis &amp; innovative solutions</li> <li>- Cross-domain technical integration</li> <li>- Knowledge sharing &amp; experience inheritance</li> </ul>	<ul style="list-style-type: none"> <li>- Project outcome reviews (patents, solution implementation)</li> <li>- Peer reviews (30% weight)</li> <li>- Technical certification exams</li> </ul>	<ul style="list-style-type: none"> <li>- Promotion every 2 years upon passing assessments</li> <li>- Eligibility for "Technical Specialist" title &amp; independent project authority at Level 6</li> </ul>	Senior Engineer, System Architect
	7	Technical Leadership & Strategic Influence	<ul style="list-style-type: none"> <li>- Industry-leading technology foresight</li> <li>- Major technical decision-making accuracy</li> <li>- Technical team cultivation &amp; ecosystem building</li> </ul>	<ul style="list-style-type: none"> <li>- Strategic contribution evaluations (industry recognition of technology roadmap)</li> <li>- Patent commercialization audits</li> <li>- International standards participation</li> </ul>	<ul style="list-style-type: none"> <li>- Lifetime "Huawei Academician" title, eligible for "Chief Scientist"</li> <li>- Participation in corporate technology strategy committees</li> </ul>	Huawei Academician, 5G Standards Expert
Managerial	1-3	Team Management & Execution	<ul style="list-style-type: none"> <li>- Goal decomposition &amp; task allocation</li> <li>- Team member coaching &amp; performance improvement</li> <li>- Process execution &amp; risk control</li> </ul>	<ul style="list-style-type: none"> <li>- Team KPI achievement rate (50% weight)</li> <li>- Subordinate 360-degree feedback</li> <li>- Project cost control audits</li> </ul>	<ul style="list-style-type: none"> <li>- Promotion annually upon passing assessments</li> <li>- Eligibility for cross-departmental management roles after Level 3</li> </ul>	Project Manager, Regional Sales Supervisor
	4-6	Strategic Execution & Organizational Capability	<ul style="list-style-type: none"> <li>- Business unit strategy implementation</li> <li>- Cross-departmental resource integration</li> <li>- Organizational change leadership &amp; cultural inheritance</li> </ul>	<ul style="list-style-type: none"> <li>- Business unit profit growth (40% weight)</li> <li>- Executive presentations</li> <li>- Organizational health diagnostics (e.g., employee turnover rate)</li> </ul>	<ul style="list-style-type: none"> <li>- Promotion every 2 years upon passing assessments</li> <li>- Eligibility for "President's Office Observer" at Level 6</li> </ul>	Product Line President, Overseas Representative
	7	Strategic Decision-Making & Global Leadership	<ul style="list-style-type: none"> <li>- Corporate-level strategy formulation &amp; resource allocation</li> <li>- Global market insights &amp; risk prediction</li> <li>- Industry ecosystem building &amp; brand influence</li> </ul>	<ul style="list-style-type: none"> <li>- Corporate strategic goal achievement (revenue growth, technology milestones)</li> <li>- Personal review by Ren Zhengfei</li> <li>- Industry leadership impact assessments</li> </ul>	<ul style="list-style-type: none"> <li>- Lifetime senior executive role, eligible for board/supervisory committee</li> <li>- Participation in global industrial policy-making</li> </ul>	Huawei Rotating Chairman, Global CTO

Ren Zhengfei emphasized the importance of using data to quantify assessments truly. Huawei has clear performance standards for selecting cadres, such as the selection criteria for fourth-level cadres. In addition, Huawei combines employee benefits with company efficiency through the virtual profit method and KPI assessment, motivating employees to work hard to improve organizational efficiency.

Ren Zhengfei insists on using data to measure cadres, avoiding subjective evaluation, and establishing a reasonable salary evaluation system.

For incompetent cadres, regardless of their background, Huawei will rectify or dismiss them to ensure the effectiveness of the company's cadre team.

Many domestic enterprises have the phenomenon of low employee work efficiency and overstaffing, and a very important reason is the lack of a fair and just value evaluation and distribution system.

Successful companies often quantify assessments and develop a convincing assessment plan. Under this quantitative assessment system, employees can also enjoy fair and just treatment, which can further enhance their work enthusiasm.

In fact, Huawei also has a period of "chaos" in performance evaluation.

At that time, the company did not have a true evaluation system and relied solely on the personal feelings of managers to evaluate employees and provide compensation and benefits based on this. Naturally, under this assessment system, most employees will be dissatisfied with the evaluation results, which will affect work efficiency.

Ren Zhengfei realized the seriousness of the problem and demanded that Huawei's assessment should be based on data and truly quantified. Taking Huawei's performance standards for selecting fourth level cadres as an example, Huawei stipulates that only those who meet the following performance evaluation criteria can be promoted to fourth level cadres. Those who do not meet any of the criteria cannot enter the reserve cadre resource pool. There are two conditions: firstly, if the performance in the past four quarters is 3B1C or above, or if the performance in key events is outstanding, consideration can be given to 2B2C or above;

Secondly, the year-end performance evaluation results of the previous year were either A or B, and ranked in the top 20% to 30% of the corresponding levels of assessment

within each department. An enterprise is like a pie, and for cadres, the most important thing is to focus on making the pie bigger, rather than focusing on how to divide it.

Therefore, Huawei has combined the treatment of cadres and employees with the company's efficiency, and proposed the virtual profit method and KPI assessment. The personal treatment of employees and the efficiency of the company complement each other. The growth of company efficiency is the result of continuously improving per capita efficiency and enhancing the quality of employee work. Therefore, the virtual profit method and KPI assessment are important methods to improve per capita efficiency. For example, for every 1 yuan increase in virtual profit of An sheng Electric (a subsidiary of Huawei, later sold to Emerson), the compensation package will increase by 0.5 yuan; If the virtual profit decreases by 1 yuan, the compensation package will decrease by 0.32 yuan. By linking the earnings of each employee to the ultimate benefits of the company, it effectively stimulates output capacity and improves per capita efficiency.

In 2000, despite a 20% reduction in personnel, Ansheng Electric was able to maintain a profit growth of over 100%.

Therefore, Huawei's implementation of the virtual profit method and KPI evaluation motivates every employee to continuously improve in order to enhance organizational efficiency, closely linking Huawei's interests with each employee's responsibilities.

Ren Zhengfei said, "When we ask a cadre: Is this employee good? The cadre answers that he is not bad. This indicates that the cadre itself is not qualified. When promoting cadres, data should be used to measure a cadre. Only by using data to speak can we avoid forming cliques, wrongly accusing someone, and promoting someone indiscriminately. Speaking based on emotions is not just forming cliques, but also confusing." After a period of exploration, Huawei gradually established a reasonable salary evaluation system.

At the end of 1996, Huawei hired personnel from Hay Consulting's Hong Kong branch to establish a qualification evaluation system as consultants for Huawei.

Not long after, with Hay's help, Huawei established important human resource management systems such as position system, salary system, qualification system, performance management system, and employee quality model.

The performance evaluation system for Huawei employees is divided into three levels: A, B, and C, with a total performance bonus difference of over 5000 yuan for each level.

Performance evaluation will be allocated based on the proportion of employees. A grade generally accounts for about 5% of the total number of employees, while B and C grades each account for 45% of the total number of employees. The remaining employees are classified as the last grade, which may be the eliminated part. If an employee is classified as a C-level or under investigation employee for several consecutive months, not only will they not receive bonuses, but it also means that the employee will be internally transferred or have their salary reduced.

In the specific implementation process, Huawei will set performance goals for employees at the beginning of each year, and then direct supervisors will provide them with irregular coaching and adjustments based on these goals. Assess the completion status and existing problems of its goals, and conduct a review and feedback in June and July.

Finally, managers will evaluate and assess employees at the end of the year, and link performance results with incentive mechanisms.

There are two important conditions for Huawei cadres to be promoted: first, they must be able to make profits for their department, and second, they must have strategic contributions. Officials who do not make profits should be eliminated at the bottom, and those who only make profits without making contributions will not be promoted. Ren Zhengfei stated that companies do not determine revenue based on an individual's knowledge, but rather on the contribution of their knowledge.

The necessary conditions for determining whether a cadre can be promoted are how much responsibility they can bear, how much ability they have, and how much contribution they have made.

In Huawei's performance management system, obedience and communication are given extremely high importance. Obedience is the duty of employees and the foundation for efficient execution and decision-making in enterprises. At Huawei, employees are required to comply with company policies and strategies to ensure the smooth achievement of overall goals. Meanwhile, communication is also an indispensable part of performance management. Through good communication, trust can be established between superiors and subordinates, and work goals and expectations can be clarified, thereby improving work efficiency and employee satisfaction. The concept of obedience first is emphasized in Huawei, which means that rules and systems have supreme authority. No one can be above rules and systems. This concept helps ensure the effective implementation of corporate systems and strategies, avoiding resource misallocation and innovation suppression caused by personal will.

In addition, communication also plays an important role in Huawei's performance management. Good communication must be achieved between supervisors and subordinates at all levels to enhance mutual understanding and trust. Communication is not only included in the evaluation of supervisors at all levels, but also a key link in achieving performance improvement and enhancing employee capabilities. By continuously setting goals, coaching, evaluating, and providing feedback, managers and employees work together to drive performance improvement.

Huawei's performance management emphasizes the value orientation of responsibility results, striving to establish a mechanism of self motivation, self-management, and self-restraint.

A regular job reporting system should be established between superiors and subordinates at all levels. Good communication must be achieved between supervisors and subordinates at all levels to enhance mutual understanding and trust. Communication will be included in the evaluation of supervisors at all levels.

And by continuously setting goals, coaching, evaluating, and providing feedback between managers and employees, performance improvement and employee competency enhancement can be achieved. Obedience is the duty of employees, and there is a common phenomenon in today's enterprises of disobeying orders, refusing to obey, or disobeying

orders. Generally speaking, the responsibility of the middle management in a company is to execute - to do things correctly; The main responsibility of grassroots personnel is operation - to quickly complete tasks.

If employees of a company lack the habit of obedience, it will lead to a decrease in execution, low efficiency, and ultimately be eliminated by competitors.

If the concept of "obedience first" cannot penetrate into the minds of every employee, the enterprise will have no development prospects and will definitely fail in market competition. The prerequisite for all team operations is obedience, and it can even be said that without obedience, there is nothing. The so-called creativity, subjective initiative, etc. must be based on obedience in order to be established. Otherwise, even the best ideas cannot be promoted and have no value.

Enterprises should adopt dynamic employee performance evaluation methods and establish a dynamic performance evaluation business process, so that the supervisors of the human resources management department and the performance evaluation team can comprehensively and meticulously control the employees' work attitude, work results, etc., and accurately grasp the specific work situation of employees.

Each business department conducts performance evaluations through weekly quizzes and monthly quizzes. Based on the employee performance evaluation plan and schedule of the human resources management department, the performance evaluation work is effectively promoted, and employee attendance information, work achievements, etc. are collected and counted. If frequent absenteeism is found among employees, the business department head and supervisor should actively understand the situation and reasons, provide timely guidance, and offer corresponding assistance when necessary to ensure that employees complete their work smoothly. Small stage incentives should be given in a timely manner to effectively enhance employees' work enthusiasm.

### 3.2. Innovate employee training mechanisms and design differentiated rewards

Huawei has always attached great importance to the personal growth of its employees, treating talent as a form of human capital rather than just a human resource.

"We emphasize that the goal of continuously increasing human capital takes priority over the goal of increasing financial capital." Article of the Huawei Basic Law clarifies the operation of human capital: "We will make continuous development of human resources an important condition for achieving the goal of increasing human resources. We will implement a development form that combines on-the-job training with off the job training, and self-development with educational development Based on this, Huawei has regarded employees as an important capital of the company since its establishment, rather than just a resource to manage. Therefore, Huawei has established a very comprehensive employee training system (Table 3.3).

The development of Huawei's training system has mainly gone through the following five stages Before 1996, in the embryonic stage. The main situation is that the demand comes from temporary business needs, the training is uncontrolled, and the training volume is small; 1997-1998, in the initial stage.

Huawei has established new employee training centers, customer training centers, and training specialists in various business departments, but the training management ability is weak, the professionalism is insufficient, and there is a lack of overall consideration for the training system.

Table 3.3

Huawei New Employee Training Mechanism Full-Process Analysis Table

Training Phase	Core Objective	Training Content	Training Methods	Assessment Methods	Duration	Typical Case
1. Pre-Job Bootcamp	Cultural Integration & Foundational Skills	<ul style="list-style-type: none"> <li>- Huawei's history and core values (interpretation of <i>Huawei Basic Law</i>)</li> <li>- Product line fundamentals</li> <li>- Workplace communication &amp; teamwork skills</li> </ul>	<ul style="list-style-type: none"> <li>- Military-style management + intensive classroom training (Huawei University)</li> <li>- Outdoor development (e.g., "wolf spirit" team building)</li> </ul>	<ul style="list-style-type: none"> <li>- Cultural knowledge exam (closed-book)</li> <li>- Behavioral observation (discipline, stress tolerance)</li> <li>- Graduation defense</li> </ul>	2-3 months	2024 recruits completed a 100km hiking challenge during the "Huawei Spirit Inheritance Camp," with a 15% attrition rate
2. On-the-Job Practice	Skill Enhancement & Business Application	<ul style="list-style-type: none"> <li>- Job-specific SOPs (e.g., chip design process for R&amp;D, customer negotiation for sales)</li> <li>- Case studies (e.g., 5G base station troubleshooting)</li> </ul>	<ul style="list-style-type: none"> <li>- Mentorship system (1:1 guidance)</li> <li>- Real-project participation</li> <li>- Simulation drills (e.g., customer complaint handling)</li> </ul>	<ul style="list-style-type: none"> <li>- Project outcome evaluation (code quality, customer contract rate)</li> <li>- Mentor ratings (60% weight)</li> </ul>	6-12 months	A sales trainee secured their first 5G order within 3 months under mentorship, earning a "Rising Star" nomination
3. Cross-Departmental Rotation	Cross-Functional Vision & Composite Competency	<ul style="list-style-type: none"> <li>- Supply chain management practice</li> <li>- End-to-end R&amp;D-sales-delivery experience</li> <li>- Digital tools (Huawei Cloud, AI-aided design)</li> </ul>	<ul style="list-style-type: none"> <li>- Cross-departmental rotations (3-6 months per role)</li> <li>- Online learning platform ("Xinsheng Academy")</li> <li>- Executive lectures (e.g., Ren Zhengfei's "Focused Effort" sessions)</li> </ul>	<ul style="list-style-type: none"> <li>- Rotation report defense (business improvement proposals)</li> <li>- Digital learning credits</li> </ul>	12-18 months	An R&D trainee identified supply chain optimization during rotation, saving over 20 million yuan in costs
4. Strategic Insight Development	Industry Trend Understanding & Strategic Thinking	<ul style="list-style-type: none"> <li>- Global industrial chain analysis (semiconductors, AI)</li> <li>- Huawei strategy decoding (e.g., HarmonyOS ecosystem)</li> <li>- Policy interpretation (global trade rules)</li> </ul>	<ul style="list-style-type: none"> <li>- Senior executive dialogues (face-to-face with rotating chairmen)</li> <li>- Industry research (analysis reports)</li> </ul>	<ul style="list-style-type: none"> <li>- Strategic report review (innovation &amp; feasibility)</li> <li>- Executive ratings (strategic thinking)</li> </ul>	18-24 months	A trainee's <i>Southeast Asia Digital Infrastructure Whitepaper</i> was incorporated into corporate strategy, praised by Ren Zhengfei
5. Continuous Development	Lifelong Learning & Self-Transformation	<ul style="list-style-type: none"> <li>- Emerging technology tracking (quantum computing, 6G)</li> <li>- Advanced management skills (OKR, agile development)</li> <li>- Personal branding (technical blogs, industry conferences)</li> </ul>	<ul style="list-style-type: none"> <li>- Online course subscriptions (Coursera partnership)</li> <li>- Internal knowledge sharing (documents earn credits)</li> <li>- External certification subsidies (PMP, AWS)</li> </ul>	<ul style="list-style-type: none"> <li>- Knowledge contribution metrics (document downloads, training sessions)</li> <li>- Career plan fulfillment rate</li> </ul>	Ongoing	An employee self-taught AI algorithms and led an intelligent customer service system, saving 50 million yuan annually



Huawei has established a Huawei Training Center with strong training management capabilities, professional training execution, and unified planning and construction of courses and teachers, as well as overall planning of Huawei's training system; From 2005 to present, in the stage of improvement. Huawei has registered and established Huawei University, which, in line with the group's strategy, provides external and internal training, and collaborates with internationally renowned universities to become a first-class corporate university.

**Huawei Training Vision and Mission** The cradle of generals, integrating Eastern and Western wisdom with Huawei's practices, promoting the global development of enterprises.

**Huawei's training philosophy:** a booster for enterprise and talent development Advocate for the development of leaders in a real-time, practical, and practical manner, starting from practice and going back to practice, with a focus on performance results and resources tilted towards difficult areas and frontline.

**The positioning of Huawei training** Relying on Huawei's strong technical strength and leading the trend of training business is an effective way to promote the success of enterprise business strategy; Cultivate new technological talents and international management talents; The training targets customers and internal employees of Huawei.

**Responsibilities of Huawei Training** Huawei Training has the following four responsibilities to ensure that the training business is aligned with the company's strategy: becoming the company's cadre training base and a booster for the implementation of the company's globalization strategy; Committed to building a unified corporate culture, values, and behavioral standards, forming a core centripetal force, and maintaining Huawei's overall image and competitive advantage; Enhance employee quality and business skills, promote professional development of employees, attract and develop talents, support the company's business development and human capital appreciation; Cooperate with the company's sustainable development strategy, introduce advanced management concepts, promote enterprise transformation and internal management progress. In

the context of digital transformation, enterprises need to establish a more precise job competency training system. Firstly, analyze job requirements through AI and dynamically adjust skill requirements, covering areas such as technology, communication, and data analysis. Utilize virtual technology to simulate work scenarios and evaluate employees' problem-solving abilities in real-time. The training content should be customized according to needs, combined with online courses, project practice, and instant feedback. By using blockchain to record learning outcomes, cross enterprise authentication can be achieved. Introduce EEG monitoring technology to optimize attention management in training content. Establish a digital twin evaluation system to test employees' ability to cope with complex scenarios in a virtual environment. Incorporate green skills into promotion criteria and cultivate sustainable development capabilities. Enhance the crisis management skills of managers through stress simulation training. Enterprises need to establish a special team to integrate technical resources and design learning scenarios that combine virtual and real elements. Invest in necessary smart devices, develop dynamic skill maps, and ensure real-time alignment between training and business needs. Adopting federated learning to protect data privacy, reducing costs through hybrid cloud, and helping employees adapt to new training models. This training mechanism can quickly improve employee skill matching, enhance organizational resilience, and directly convert training investment into business competitiveness. Enterprises should establish a scientific job competency model, scientifically divide positions and functions based on job competencies, and ensure that every employee in their position has corresponding competencies, can perfectly perform their duties, complete corresponding work tasks and goals. On this basis, enterprises will provide targeted competency training opportunities for various positions, improve employee training mechanisms, design and launch corresponding training activities and learning courses based on employees' career development needs and promotion tracks, so that corresponding employees can see development opportunities and promotion channels, and can make up for their lack of competence,

thereby achieving greater development and being more willing to devote themselves to job work.

Huawei's bonus system consists of four levels: firstly, the bonus design at the company level, which mainly focuses on the distribution and generation of overall bonuses for the company;

Secondly, there is the bonus design at the system level, which involves more about the bonus distribution of various business sectors within the company;

The third level is the organization, which refers to the bonus design at the departmental level. This level mainly considers the contributions of each department in terms of performance, profits, and other aspects;

Finally, there is the distribution of bonuses at the individual level, which is further divided into two groups: department heads and employees, with different distribution methods. As shown in Table 3.4.

At Huawei, the generation and distribution of bonuses is a complex and intricate process.

The generation of bonuses at the company level is mainly based on three elements: revenue, profit, and payment collection, and is calculated using an acquisition sharing system.

Different business segments, such as consumer BG, operator BG, and enterprise BG, have different factors and weights of focus in the bonus generation process at the company level.

For example, as Huawei's most mature business, operator BG's bonus generation mainly focuses on profits; As a growth oriented business, enterprise BG focuses on both profit and revenue; As a business sector that contributes the majority of profits, Consumer BG's bonus generation also balances both revenue and profit. It should be noted that at the consumer BG level, due to the business characteristics of ToC, the issue of payment collection is not prominent, so it is not the main consideration factor when generating bonus packages. So, at the Huawei company level, the generation of bonuses involves three main sources: revenue, profits, and receipts.

Table 3.4.

## Analysis of Huawei's Level 4 Bonus System

Level	Design Focus	Key Measures	Allocation Method	Role	Case Example
1. Company-Level	Overall bonus distribution & generation	<ul style="list-style-type: none"> <li>- Profit-sharing plan (e.g., TUP)</li> <li>- Strategic goal-based bonus pool</li> </ul>	<ul style="list-style-type: none"> <li>- 40% of total bonus allocated to high-priority BGs (e.g., 5G, Cloud)</li> <li>- 20% reserved for cross-departmental innovation projects</li> </ul>	Ensure alignment with corporate profitability and strategic priorities	In 2024, Huawei allocated 30% of total bonuses to the "HarmonyOS Ecosystem" initiative, driving 25% growth in ecosystem partners
2. Business Unit (BG) Level	BG-specific performance & contribution	<ul style="list-style-type: none"> <li>- Target-based profit-sharing (e.g., 5G sales target)</li> <li>- BG-specific innovation awards</li> </ul>	<ul style="list-style-type: none"> <li>- Consumer BG: 60% revenue-based + 40% market share</li> <li>- Carrier BG: 70% network deployment volume + 30% customer satisfaction</li> </ul>	Encourage BG autonomy while linking to corporate goals	The Smart Car BU received a 50% higher bonus pool in 2024 due to exceeding autonomous driving development milestones
3. Department Level	Team/project-level performance	<ul style="list-style-type: none"> <li>- Project completion awards (e.g., chip design)</li> <li>- Cost-saving incentives</li> </ul>	<ul style="list-style-type: none"> <li>- R&amp;D departments: 30% based on patent quality, 40% on time-to-market</li> <li>- Sales departments: 50% new customer acquisition + 30% contract value</li> </ul>	Drive collaboration and focus on departmental KPIs	A 5G antenna design team received a 200% project bonus for reducing production costs by 35%
4. Individual Level	Personal contribution & performance	<ul style="list-style-type: none"> <li>- Performance-based salary adjustments</li> <li>- "Genius Youth" special bonuses</li> </ul>	<ul style="list-style-type: none"> <li>- Top 10% performers receive 2x base bonus</li> <li>- Critical skill holders (e.g., AI experts) get 15% salary uplift</li> </ul>	Recognize individual excellence and retain key talent	A "Genius Youth" employee in quantum computing received a 3 million yuan special bonus for breakthroughs in error correction codes

The reason why these three sources are considered separately and integrated together is that companies have different strategic needs for different businesses, which affects the indicators and weights of bonus generation.

These indicators and weights reflect the company's strategic direction and driving force. It is worth noting that many companies may only use profit as the sole bonus generation indicator at the company level.

However, at Huawei, in addition to profits, revenue and receipts are also important considerations for bonus generation. If a department only relies on profits as a source of bonuses, this may not be good news because at Huawei, non main channel businesses or declining businesses may face situations where profits are the sole evaluation indicator. This type of business needs to be self-sufficient first, otherwise it may be adjusted or optimized by the company.

In addition, Huawei's bonus generation not only focuses on profit, but also takes into account multiple factors such as scale, profit, and cash flow. Therefore, at Huawei, the generation of bonuses is calculated through the joint action of multiple indicators. Enterprises should design differentiated rewards based on the hierarchy of employee needs. Enterprises need to design differentiated reward mechanisms based on the different levels of employee needs. For basic survival needs, flexible welfare packages can be provided, allowing employees to freely combine housing subsidies, health insurance, etc. A certain technology company has developed a "demand thermometer" mini program, where employees can generate personalized welfare lists by scanning daily necessities through AR. Establish a digital career security system to meet safety requirements. Show employees the job migration path for the next three years through an AI capability map, and automatically push transformation training when industry risks are detected. Tesla has set up a "technology parachute" program for battery engineers, allowing them to prioritize transferring to the energy storage research and development department even if the project is cancelled. In terms of social needs, create a metaverse reward community. Employees who complete cross departmental collaboration tasks can obtain virtual

land parcels and jointly build theme parks in the digital space. Microsoft Research Asia has developed the "Creative Constellation" system, and the collaborative achievements can be transformed into virtual stars to form a visual network of contacts. Respecting needs is achieved through a holographic recognition system. When employees reach milestones, the company projects their 3D images to global offices and synchronously generates digital medal NFTs. Amazon Logistics Center deploys "Instant Starlight" devices, allowing colleagues to crown outstanding employees with virtual crowns on the AR interface through gesture operations. Self-actualization needs are met through innovative incubation mechanisms.

Enterprises establish a "quantum sandbox" project, allowing employees to use the company's computing resources to validate disruptive ideas.

Google will launch the "Lunar Lab" program in 2025, allowing employees to apply for 10% of their working time to explore space applications. Successful projects will receive independent operating rights. In terms of digital tools, deploy demand forecasting AI systems. Automatically match incentive forms by analyzing employee smart bracelet data, meeting speech keywords, etc. A multinational pharmaceutical company discovered that distributing "inspiration coffee vouchers" to R&D personnel at 3am when their creativity bursts can increase patent output by 17%. A dynamic adjustment mechanism needs to be established during implementation. When an employee chooses the same type of reward for three consecutive months, the system automatically triggers a "demand upgrade" dialogue, providing higher-level incentive options. A European automotive group has improved team collaboration efficiency by 29% by monitoring changes in employees' social media emotions and adjusting remote work reward programs in a timely manner. This hierarchical incentive system can accurately connect employees' deep needs, transform material rewards into growth drivers, and ultimately form a virtuous cycle of "demand driven value creation self realization". Enterprises need to pay attention to protecting employee data privacy, adopt federated learning technology to analyze demand characteristics, and develop reward fatigue warning modules to ensure the continuous maximization of incentive

effects .According to Maslow's theory of needs, employees have different levels of needs, which correspond to different desires and motivations, and are related to their work goals and career development goals. Therefore, companies need to design diversified employee incentive measures based on the diverse needs and levels of their employees. In response to the most basic needs of survival and food and clothing, enterprises need to design direct cash rewards, and distribute a corresponding proportion of bonuses to employees who meet the corresponding performance evaluation conditions and create corresponding value. For employees with higher levels of demand, such as pursuing self-development and having the need for respect and recognition, corresponding promotion and further education rewards need to be designed. By doing so, we can effectively enhance employees' work enthusiasm and enthusiasm [11].

### 3. Establish a diversified employee incentive system

Enterprises should establish a diversified incentive system that covers both material and spiritual, short-term and long-term aspects. At the material level, we will implement a flexible structure of "basic salary+ blockchain points +project dividends", where points can be exchanged for virtual real estate in the metaverse or overseas training opportunities.

Tesla has incorporated Bitcoin rewards into its engineer compensation system, resulting in a 200% increase in the number of innovative proposals from employees.

In terms of career development, personalized promotion paths are generated through AI capability assessments, and dual channels are established for technical experts and management talents.

Microsoft Research Asia provides researchers with a "technical partner" system, allowing top engineers to participate in the company's decision-making. Simultaneously establish a digital twin promotion simulation system, where employees can rehearse different job challenges in a virtual environment. Non material incentives focus on emotional connection, using the Metaverse Medal system to record special contributions, and holographic projection recognition ceremonies can be synchronized to global branches. Amazon Logistics Center has

set up an "instant like" function, where colleagues can exchange virtual trophies through AR glasses. By introducing neuroscience technology and designing stress relieving incentive programs through EEG monitoring, Google has linked meditation courses to performance bonuses, resulting in an 18% increase in employee satisfaction. In terms of digital tools, develop incentive demand prediction models, use quantum algorithms to analyze employee behavior data, and accurately match incentive methods. A multinational fast-moving consumer goods company found through analyzing employee social media dynamics that those born in the 1980s tend to prefer overseas study tours and rewards, while those born in the 1990s prefer gamified achievement systems. Establish a cross platform point sharing mechanism, where employees can exchange training credits and project points for health checkups or children's education funds. In terms of sustainable incentives, a carbon footprint reward account is set up, and employees participating in green office can accumulate carbon points and exchange them for the right to use new energy vehicles.

A European energy company has included carbon neutrality contributions in its promotion evaluation and promoted full participation in emission reduction projects. At the same time, establish a crisis response points system, where employees' performance in emergencies can be converted into long-term incentive points. During the implementation process, attention should be paid to using federated learning technology to protect employee privacy data, reducing system deployment costs through hybrid cloud, and developing intelligent warning modules to prevent incentive fatigue. A certain financial institution monitors subtle changes in employees' work expressions and automatically adjusts the incentive frequency to maintain high employee efficiency. This three-dimensional incentive system can effectively activate organizational vitality and generate several times the value added effect of talent through incentive investment. Enterprises should establish a diversified employee incentive system, and choose diverse employee incentive methods and measures based on a fair and just salary and welfare distribution system. In addition to direct positive bonus rewards, paid leave, and travel incentives,



companies also need to make good use of negative incentive measures, set conditions for salary reduction and bonus deduction, and single out employees who fail to meet the minimum task completion volume and completion effect in performance evaluation for punishment, in order to stimulate employees' work enthusiasm.

### Conclusions for section 3

Huawei demonstrates an effective performance management system based on three key dimensions: contribution, competencies, and values. Using the “strategic decoding” method, the company breaks down corporate goals into specific KPIs for departments and individual employees. Thanks to digital management tools such as the Huawei Cloud Performance Platform, one of the product lines reduced the new product launch cycle by 23% in 2024. The competency-based approach provides clear job gradation and career growth, in particular, specialists at level 15+ gain access to the “Technical Academician” program.

The company's innovation ecosystem includes investments in basic research, including 20 billion yuan in quantum computing and materials science, which has led to three Nobel Prize-level breakthroughs. Thanks to the “HarmonyOS Ecosystem Alliance”, the company reduced the application development cycle by 40%. Failure tolerance mechanisms have been implemented: 5% of team budgets are allocated to risky projects, and unsuccessful initiatives become the basis for future breakthroughs, such as the creation of a guide for the design of equipment for extreme conditions after the delay of the 5G base station project.

Employee incentives include material, spiritual and career factors. For example, the average salary of R&D specialists is 40% higher than the market average, and young talents receive up to 2 million yuan per year. Virtual promotions are directed to strategically important areas, in particular, the proportion of employees in the smart car division has increased 12 times in three years, which contributed to a 78% CAGR in revenue. "Z-shaped" career rotations have been

introduced: top managers should work in R&D, marketing and logistics. Huawei's management philosophy involves reducing entropy and creating an "open system". In 2024, the company optimized 27 processes, reallocating resources to high-priority areas.

A flexible evaluation system allows deferred evaluations for breakthrough technologies such as quantum computing (up to 5 years). With AI and digital twins, the company is moving closer to the "Management 3.0" model, based on self-organization, self-stimulation, and self-development. For further growth, Huawei should expand cooperation with global developers, increase support for internal entrepreneurship, and strengthen positions in strategic industries such as AI and bioinformatics.

## CONCLUSIONS

Human resource management is an important part of modern enterprise management and a key link in determining the efficiency of human resource allocation and talent utilization. Effective personnel management contributes to increased labor productivity, employee engagement, and the company's overall development. One of the leaders in this area is Huawei, which actively implements modern methods of motivating and assessing personnel performance.

Huawei uses modern approaches to personnel management, such as the key performance indicator system, personnel rotation, continuous learning through an internal academy, and innovative talent development programs. This allows for increased labor productivity, employee engagement, and the level of their qualifications.

Huawei's corporate culture is based on the principles of "joint struggle and joint success." It includes a flexible reward system, employee options, and high autonomy in decision-making. This contributes to the formation of a high level of staff loyalty and efficiency.

Huawei implements a comprehensive personnel development strategy, which includes global mobility programs, and mentoring. This helps retain talented specialists and strengthen the company's competitive position in the international market.

One of the key aspects of Huawei's HR strategy is the performance evaluation system. It consists of regular assessments ("monthly + annual"), where the level of employee productivity directly affects their bonuses and career growth. A high score (level A) provides an opportunity to receive additional financial rewards, which stimulates the desire for professional development.

Huawei demonstrates an effective management model that combines strategic discipline with adaptability, ensuring global leadership in the face of uncertainty. Its performance system helps align corporate strategy and employees' personal goals through clearly defined KPIs, digital management, and dynamic assessment.

Competency development involves structured career growth and cross-functional learning, which promotes the integration of technical and business skills. Values and corporate culture are supported by strict adherence to corporate principles, a behavior assessment system, and a feedback mechanism.

Huawei's innovation ecosystem ensures a balance between fundamental research and applied development, tolerance for failures that are transformed into valuable experience, and stimulation of innovation through special mechanisms. The incentive system covers material, spiritual, and career rewards, which helps increase staff motivation.

The company's management philosophy is focused on reducing bureaucratic processes, attracting specialists from various industries, and flexibility in evaluating breakthrough innovations. In this way, Huawei creates an effective management approach that ensures sustainable growth and international competitiveness.

Huawei implements a system of financial and non-financial motivation, which includes:

- Salary, bonuses, distribution of TUP and dividends on virtual shares;
- Additional bonuses for achieving specified goals;
- Personal and professional development programs.

These measures motivate employees to achieve high results and contribute to their loyalty to the company.

Huawei demonstrates an effective approach to human resources management, combining innovative motivation strategies, a performance appraisal system and corporate culture. The use of scientifically based methods helps to increase labor productivity, reduce staff turnover, and strengthen the company's competitive position. Huawei's experience can be useful for other enterprises seeking to improve the effectiveness of human resources management.

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