



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Research and Optimization of Huawei's Human Resource Management Strategy System

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Student Name: Luyao Feng(2227096)

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Executive Summary

With the gradual recovery of the global economy and the rise of China, the development of Chinese enterprises has also received increasing attention. Huawei, as one of the representatives of Chinese enterprises, as a world-leading ICT solutions provider, has been committed to talent development and management. Huawei has achieved great success in human resource management, but with the passage of time and the development of the enterprise, human resource management also faces new challenges. Starting from the management and development of Huawei's human resources, this paper explores the process, current situation and optimization direction of Huawei's human resource management, hoping to provide some enlightening thinking and feasible solutions for enterprise human resource management.

1. Introduction

Human resources, as one of the most important resources in enterprises, play a crucial role in enterprise operations. Human resource management is a series of activities that plan, organize, guide, motivate, and monitor human resources in an enterprise, aimed at improving the core competitiveness of the enterprise and the productivity and innovation ability of employees. With the rapid development of globalization and information technology, enterprises have entered a new era, and human resource management has also undergone tremendous changes and challenges.

As a rapidly growing high-tech enterprise, Huawei has been widely recognized and highly praised worldwide due to its keen market insight and advanced technical system. At the same time, Huawei is also a well-known human resource management innovator, and has made significant achievements in promoting the "employee oriented" management philosophy, implementing an efficient talent management system, and promoting interaction and communication between employees and enterprises. However, with the continuous development and transformation of the

company, Huawei's human resources management is facing increasing challenges, such as a high employee turnover rate and rising recruitment costs.

Therefore, for Huawei, optimizing its human resource management strategy and improving the productivity and innovation ability of its employees can not only provide a strong guarantee for the sustainable development of the company, but also effectively respond to changes and challenges in the external environment.

2. Huawei's Corporate Governance Overview

2.1. Company Overview

Founded in 1987, Huawei is a leading provider of ICT (information and communication) infrastructure and intelligent terminals in the world. Currently, Huawei has approximately 195000 employees, with operations in more than 170 countries and regions, serving more than 3 billion people worldwide.

Huawei is committed to bringing the digital world into every person, every family, and every organization, and building an intelligent world where everything is connected. By redefining the experience through AI, consumers can gain the ultimate personalized and intelligent experience in the entire scene of home, travel, office, video entertainment, sports and health. By 2021, Huawei's global annual revenue reached CNY636.8 billion.

2.2. Organization Structure

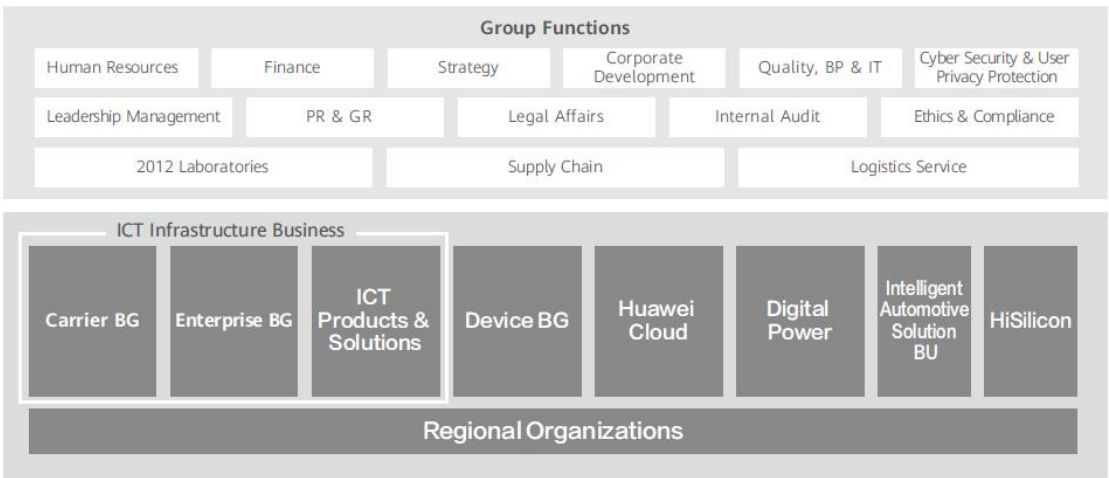


Fig. 1.Huawei's Group Functions

Huawei's management has a board of directors, an executive committee, and a leading group for each business unit. The board of directors is the highest decision-making body of Huawei, and its decisions are determined by the shareholders' meeting. The Executive Committee is the body responsible for daily decision-making and management, appointed by the President. These leading groups are responsible for implementing the overall strategy, resource allocation, and performance evaluation.

As shown in Figure 1, Huawei's organizational structure, from top to bottom, mainly includes the board of directors, executive committee, absolute executive team, various business unit leadership teams, departments, and groups. Each business unit is responsible for its own business and operations. Each department is led by a department manager, and the group is led by a group leader.

3. Analysis of the current situation of Huawei's human resources management

3.1. Human resource management model

Huawei's human resources management model focuses on "employee oriented", focusing on the personal and professional development of employees, as well as the construction of enterprise human resources strategy and organizational culture. The core concept of this model is "making the best of everyone's talents, being fair and open", which means that any employee has the opportunity to obtain development opportunities in the enterprise, and this development opportunity is fair and open. Huawei's human resource management model is mainly divided into three aspects: talent introduction, talent cultivation, and talent retention. In terms of talent introduction, Huawei focuses on introducing high-quality and professional talents, and attracts more talents to join the company through different recruitment channels and methods, such as campus recruitment, social recruitment, internal promotion, etc. In terms of talent cultivation, Huawei provides various training and development opportunities for employees, and has established a complete training and development system, including skills training, management training, cross functional

training, and other forms. In terms of talent retention, Huawei assesses employees based on factors such as their development, abilities, contributions, and values. It uses a reasonable salary and welfare system to motivate employees, and provides them with broad career development space, thereby promoting their growth and development.

3.2. Personnel turnover rate

Although Huawei's employee turnover rate is lower than the industry average, there is also a certain degree of personnel turnover. It is understood that the average monthly turnover rate of employees in Huawei Group is 0.74%, while the turnover rate of Huawei terminal companies is 0.83%, which is at a relatively low level in the same industry. However, the large-scale recruitment and rapid expansion of enterprises have also led to a high turnover rate of employees, and the personal choice of employees has also become an important factor affecting the employee turnover rate.

3.3. Employee compensation

Huawei's compensation system is mainly contribution oriented, taking into account factors such as employees' job performance, market competitiveness, and industry salary levels, with a view to improving employees' work enthusiasm and creativity. Huawei's salary and welfare system is also relatively complete, including various forms such as five insurances and one fund, supplementary medical insurance, commercial insurance, year-end bonus, welfare car purchase plan, and stock incentive plan, to meet the multiple needs of employees.

3.4. Corporate culture construction

Huawei always adheres to the concept of innovation, openness, and sharing in the construction of organizational culture, aiming to create a loyal, competitive, and innovative workforce. The company continuously carries out various cultural construction activities, promotes a culture of innovation, education, and cooperation, promotes the self-improvement and development of all employees of the company, and further expands the space for employees to exert their self value.

3.5. Employee care

Huawei attaches great importance to the coordination of employees' lives and work. Provide corresponding living and management support for domestic and foreign employees free of charge; Various cultural activities have been established, such as concerts, football matches, and go games, to fully leave ample space for employees to develop their interests and hobbies. In addition, Huawei also provides various generous incentives, such as stock awards, short-term bonuses, year-end bonuses, fixed compensation, and option incentives, to meet the different needs of employees at different levels. The company is also continuously improving welfare policies, such as overtime meals for all employees, free massage services, free accommodation, free travel, and other benefits.

4. Challenges and issues in Huawei's human resource management

4.1. The working environment of "wolf culture"

With the continuous expansion of the company's scale, cultivating and retaining talents has become a serious issue facing Huawei in human resource management.

The work environment has an important impact on employees' work enthusiasm and creativity. In Huawei's human resource management, there is a high pressure and workload environment of a "wolf culture".

First, the working environment is too single. Huawei emphasizes teamwork, but due to overly strict work requirements for employees, there are not many opportunities for employees to communicate with each other in the workplace, which can lead to isolation and negative emotions among employees.

Secondly, work pressure is too high. Huawei's work intensity and pressure are very high, which may exceed the tolerance of some employees, leading to a decrease in their work enthusiasm, and a large number of resignations and negative impacts.

4.2. Problems with the existing assessment system

The biggest feature of Huawei's human resources management is its performance based employee evaluation system, which rapidly enhances employees' work efficiency and innovation awareness. However, this evaluation system also has some shortcomings and problems, such as overemphasizing the data and utilitarianism of performance indicators, and ignoring the personal qualities of employees. Therefore, it is possible to establish a variety of information communication platforms for all employees, some employees, and other situations, allowing employees to participate in the process of enterprise strategy formulation and decision-making management, and establish a participatory management model for employees to exchange information from multiple sources and circulate normally.

4.3. Career Development Issues

Huawei provides employees with good career planning and promotion opportunities, but in terms of career development, Huawei also needs to strengthen communication and negotiation with employees, provide more development opportunities for functional vice presidents and executive directors, and cultivate and strengthen the leadership, skills, and human resources of senior executives. In the process of employee career development, attention should also be paid to the work of employees to truly complement their knowledge and skills weaknesses, so that employees can better grow and develop within the company and inject greater vitality into the company's further development.

4.4. Cultural differences

With the acceleration of Huawei's strategic internationalization process, the issues of company development and cultural heterogeneity will still have an impact on the company's cross-border popularity. Huawei needs to carry out targeted career development planning and arrangements in terms of cultural integration, provide employees with opportunities suitable for their communication and integration between different cultures, and improve their synchronization and cross-cultural communication skills with overseas employees.

4.5. Single training method

Training and Development Training and development is an important component of Huawei's human resources management, which aims at the career development and growth of employees. Huawei has made great efforts in employee training, but there are still some problems.

First, the training method is too single. Huawei's training methods mainly include college front lines, experiential learning, mentoring, and so on. They all focus on practice and experience as a teacher. This learning method cannot maximize the potential and growth rate of some employees.

Secondly, the training objectives are not clear enough. Both induction training and various future trainings need to set clear goals, so that employees have a clear career development direction and goals. However, in Huawei, due to the unclear goal setting, there are problems such as participating in training but the content is not suitable for oneself, and the training effect is poor.

5. Optimization suggestions for Huawei's human resource management

Huawei has adopted HRM policies that have contributed to the company's success. These policies have been primarily focused on ensuring recruitment and selection of the best candidates, training and development of employees, performance management, and employee welfare. However, there are some areas where further enhancements could be made to improve the company's HRM practices. Specific optimization suggestions are as follows:

5.1. Working environment

In order to improve Huawei's work environment, Huawei can provide employees with more favorable social environments, such as employee activities, fitness equipment, and so on. At the same time, it should also reduce employee work pressure. For example, Huawei can consider providing other activities outside the workplace, such as employees shopping, trying new things, and so on, which is conducive to alleviating work pressure.

At the same time, Huawei should also strengthen the investigation and management of employee satisfaction, understand employees' thoughts and opinions, and promptly solve various problems, so as to maintain a high degree of enthusiasm among employees, thereby playing a positive role in promoting Huawei's overall performance.

5.2. Improve the performance appraisal mechanism

Huawei needs to develop a more complete performance appraisal mechanism to improve the fairness and accuracy of performance appraisal. When formulating performance appraisal indicators, it is necessary to consider individual differences and comprehensive evaluation of employees. The performance of employees should be comprehensively, accurately, and impartially evaluated. Link performance appraisal results to salary levels. In this way, it can better motivate employees and further improve their work enthusiasm. Strengthen the supervision and evaluation of performance appraisal to ensure the fairness and accuracy of performance appraisal.

5.3. Reasonably design the post incentive system

Huawei needs to reasonably design a job incentive system to ensure that employees' expectations for job incentives match the actual benefits they receive. Specifically, Huawei can adopt corresponding salary levels and benefits for different positions to encourage employees to fully display their talents in their positions. Strengthen the reward and punishment mechanism for employees, and there should be corresponding reward mechanisms for outstanding employees. The potential needs and career development direction of employees should be fully considered to provide more development opportunities for employees to improve their work enthusiasm.

5.4. Promoting cultural integration

Huawei needs to accelerate innovation in cultural integration, strengthen cross-cultural communication and learning among employees during the development of multinational positions, help employees enhance their attitudes towards each other, and enhance team cohesion. At the same time, we should improve the diversified scale of our overseas recruitment personnel, change our company culture, manage

our business more transparently, and try to transform our company culture into a global culture.

5.5. Training and Development

Huawei should provide more comprehensive and high-quality training and training methods for emerging technologies in the information age. For example, it should introduce a new organizational level knowledge base or online guidance, increase the promotion of online training, and address different learning needs of employees such as different learning styles and goals. In addition, Huawei can increase its mastery of the setting of training goals, including setting internship evaluation goals during induction training, to help new employees grow rapidly, and also provide Huawei with excellent employee reserves.

6. Conclusion

In modern human resource management, this needs to be continuously optimized in a constantly changing market environment, and Huawei is no exception. In daily management, Huawei's talent cultivation and human relations management also need to be constantly adjusted and improved. This article puts forward some optimization suggestions for the problems existing in Huawei's human resource management.

Through the analysis and discussion of these issues and suggestions, it can be seen that the optimization of Huawei's human resources management is a complex and long-term process that requires the joint participation of all parties in order to achieve sustainable and good operational results. I believe that these measures can not only maintain Huawei's competitive advantage, but also further improve Huawei's corporate image and employee satisfaction. Huawei's optimization of human resource management will promote the company's continuous progress and obtain greater development opportunities.

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