

Corporate Culture in Enterprise Management: The Motivational Role of Corporate Culture in Huawei Company as an Example

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Abstract. Now as China's economy is growing competition in the market more and more fierce, many enterprises realize that within the enterprise the importance of cultural construction in the whole enterprise management. Through research the incentive function of Huawei's corporate culture in the position in the company management, found that the role of Huawei's incentive mechanism of enterprise culture is: the enhancement enterprise's cohesive force, promote the good enterprise image and help to constraint and regulate the behavior of employees.

Keywords: Enterprise Culture; Enterprise Management; Incentives for Huawei.

1. Introduction

At present, China's economy is by the high quality development stage of rapid growth stage, while Chinese companies increasingly become important force in the world economic pattern. In the fierce international competition, the company wants to say, not only hard to do world-class, soft power will also ranks among world top class. And the enterprise culture as the soft power of an enterprise is significant on staff's incentive and constraint effects, so Huawei company to keep their unique enterprise culture construction and innovation.

You (2021) indicates that the enterprise culture is the elapsed time after the baptism, settle the enterprise of a kind of spirit, it reflects the value idea, the development of the enterprise strategy, etc., to be able to concentrate the power of the enterprise staff, working towards the same goal struggle continuously, and make the enterprise realize construction. Consequently, good enterprise culture can lead the power from the spiritual level. It help to promote the sustainable development of the enterprise, also embodies the spirit of an enterprise's core value. So the enterprise culture is an important guarantee for enterprise development achievements. Dang (2022) thinks that as long as there is an enterprise, there will inevitably be the existence of corporate culture, it can be said that corporate culture is the companion of enterprises. Corporate culture provides support for corporate management services. The competition in business development strategy is the competition between corporate culture. Meanwhile, Wei (2021) shows that the competition between corporate culture on the one hand is the specific embodiment of the economic concept, business purpose, business policy, social responsibility, social image, values and other personalized formed in business activities ; on the other hand, the construction of corporate culture plays a key role in improving the level of business development. Wang (2021) points out that the development of the enterprise to some extent, is the process of formation and development of enterprise culture.

However, with the further development of economic globalization and cultural diversity, it is impossible for private enterprises to remain invincible in unpredictable and competitive international and domestic markets without cultural cohesion, creativity, competitiveness and soft power. For Huawei, as a leader of private enterprises in China, the more complex the economic situation, the more need to reflect the spirit of enterprises, the more to reflect the value of corporate culture. Therefore, it is necessary to strengthen the construction of Huawei corporate culture and build an excellent Huawei corporate culture, which is an important issue for the development of Huawei enterprises.

Furthermore, with the continuous increase of internal competition, as well as the fierce external environment, including the competition of domestic Xiaomi and other similar enterprises, as well as the behavior of resisting Huawei equipment on the basis of privacy disclosure led by the United States, Huawei's corporate culture must keep pace with the times. Zhou and He (2022) find that the rapid operation of the market economy has brought new opportunities for enterprise development, but also

brought many challenges. Facing the increasingly fierce market competition, enterprises must constantly improve their creativity and competitiveness. Having the corporate culture that adapts to the development of enterprises can not only obtain broader development space in the market competition, but also promote the improvement of their own competitiveness. Improving the competitiveness of enterprises and gaining more shares in the market can further promote the realization of economic goals and bring more economic benefits to enterprises. Therefore, Huawei's unique corporate culture plays an important role in motivating its success. For an enterprise, the incentive effect is of great significance. By means of the incentive effect of corporate culture, employees can be guided to work in a positive attitude. It not only promotes the establishment of a good image of the enterprise, but also helps to optimize the management mode of the enterprise and establish the cultural reputation of the enterprise.

Zhou and He (2022) argue that Huawei's corporate culture incentive mechanism includes relevant incentive systems derived from 'Wolf' culture, equity incentive system, welfare incentive system and internal promotion incentive. Huawei's incentive mechanism also virtually connects the individual employees with Huawei's fate. In addition, Wei (2022) points out that corporate culture is the spiritual force leading the development of enterprises. Only by creating excellent corporate culture can we ensure the high-quality development of enterprises and make enterprises move forward. On the contrary, the enterprise culture that does not conform to the times will stop in the tide of market development, and will also be excluded by peer competitors. Hence, Huawei company in the development process, to keep pace with the times, constantly improve their competitiveness, the enterprise culture innovation as the primary development strategy to grasp, realize the importance of enterprise culture in the process of enterprise management. The specific functions of Huawei's corporate culture incentive mechanism are: enhancing Huawei's corporate cohesion, promoting the shaping of Huawei's good image, helping to restrict and regulate the behavior of employees, encouraging employees to realize themselves and promoting the improvement of economic benefits.

2. Literature Review

2.1 The Enterprise Culture Connotation

Sarah L.(1999) states that 'corporate culture' has aroused people's interest in entrepreneurship and their promotion of corporate culture. However, this theoretical basis is not critical, on the contrary, it operates more at the ideological level. Liu (2008) generalized corporate culture refers to the sum of corporate material culture, behavior culture, spiritual culture and institutional culture. In a narrow sense, corporate culture refers to corporate ideology centered on corporate values. Xu (2016) defines corporate culture, which is based on the spirit of the enterprise itself and related management norms as the development center, and then integrates the identity of employees within the enterprise, the enthusiasm of positive work responsibility and the innovative ability of employees to actively innovate for enterprise development, on this basis, develops a culture. The culture of enterprises is reflected in the internal rules and regulations and business activities of enterprises, which encourages enterprises to develop and cultivate employees' identification and compliance with the code of conduct for a long time, and is also the unique personality of enterprises. Zhang (2018) defines corporate culture as an enterprise at the beginning of its development in order to ensure its survival and development to seek a good solution, and establishes a set of beliefs and cognitions recognized and shared by internal staff. Culture itself is the existence of a force that symbolizes the process of civilization, reflects the characteristics of enterprises, and more confirms the formation process of enterprise civilization and thought, which helps to reflect the core concept of enterprise development and the direction of business management. At the same time, there are also internal behaviors and business activities with its own characteristics. Yang (2021) emphasizes that corporate culture plays an important role in the operation of the organization. He believes that 'the effectiveness of the organization is also affected by corporate culture, and corporate culture affects the implementation of management intelligence such as planning, organization, personnel, leadership and control'. As an

intangible culture, corporate culture is the management thought and method of enterprises, and the soul of enterprise survival, competition and development. Its shaping and implementation have increasingly become the core element of restricting the growth of enterprises, and have attracted more and more enterprises and researchers' attention. Zhou and He (2022) show that corporate culture is not only the soft power of an economic entity, but also the embodiment of enterprise value orientation and business philosophy. As the intangible assets of the enterprise, corporate culture is of great significance to combine the individual employees with the fate of the enterprise and promote the development and growth of the enterprise. Huawei's corporate culture is the practice of many years to explore, is an important part of the enterprise, but also the soul and support of the enterprise, but also set an example for other enterprises. Only by constantly exploring can the corporate culture become their own core competitiveness.

2.2 The Incentive Role of Enterprise Culture

Yang (2021) argues that motivation is a management process in which organizations induce individuals to produce motivation to meet certain needs so as to promote the convergence of individual behavior and organizational goals. It is an indispensable link and process in enterprise management. In practical enterprise management practice, motivation includes: starting from the established organizational goals, mobilizing the enthusiasm of employees by influencing their internal needs or motivations, and achieving the internal consistency of goals and behaviors between organizations and individuals. In addition, Zhou and He (2022) show that corporate culture, as a manifestation and carrier of culture, is the core component of many aspects such as corporate values, ways of doing things and behavior rituals, and plays a subtle influence on the normal operation of enterprises. Furthermore, corporate culture is mainly aimed at employees within the enterprise. Through the incentive effect of corporate culture, employees are guided to work in a positive attitude, so as to promote the establishment of a good image of the enterprise. Enterprise through the relevant rules and regulations and certain rewards and punishment measures to play its incentive role in corporate culture, so as to realize the optimization of enterprise management and establish enterprise culture reputation. In addition, in the process of enterprise development, corporate culture can regulate the behavior of members, stimulate their creativity, and ensure that employees have a good psychological state, so as to promote the efficient completion of enterprise goals and enhance the competitiveness of enterprises.

In terms of the role of incentive mechanism, Tian (2021) indicates that employee incentive mechanism can well meet the development needs of employees and improve their enthusiasm for work. For enterprise employees, they have not only material pursuit but also spiritual pursuit. The material pursuit of employees is mainly reflected in salary and welfare, and the spiritual pursuit of employees is often reflected in the promotion of positions. On the specific content of the incentive system, Zhou and He (2022) believe that corporate culture, as a cultural soft power of enterprises, virtually connects employees with the fate of enterprises. Corporate culture can not only improve the personal ability of employees, but also has great significance for the realization of enterprise goals. Huawei company has played a great role in the process of operation and development by using its excellent corporate culture. The specific role of corporate culture incentive mechanism is mainly: the relevant incentive system derived from 'Wolf' culture, equity incentive system, welfare incentive system and internal promotion incentive. In addition, for the so-called "wolf culture", Zhao (2020) finds that it is the perfect combination of struggle and humanity. The most prominent manifestation is the salary incentive TUP plan launched by Huawei (Huawei launched the TUP plan in 2013, that is, Huawei allocates a certain number of options to employees each year according to their positions, levels and performance. Options do not require employees to spend money, and five years are a settlement cycle). It effectively avoids the behavior of old employees sitting on their own and provides bonus incentives for young people. In addition, it not only encourages young people to work hard for more bonuses, but also improves the loyalty of new employees.

Furthermore, it is found that Huawei's corporate culture and its incentive effect are constantly updated with the increasing internal competitiveness and fierce external environment. As an enterprise, Huawei is not only developing rapidly in China, but also famous abroad. For now, Huawei's products and services have been accepted by people at home and abroad, and are well received. Huawei's unique corporate culture plays an incentive role in its success.

3. The Specific Content of Huawei Enterprise Culture Incentive Mechanism

As an enterprise, Huawei is not only developing rapidly in China, but also developing rapidly in foreign countries. Now Huawei's products and services have been accepted by people at home and abroad, and are well received. Huawei's unique corporate culture plays an important role in its success. A series of incentive measures attract and retain a large number of talents, stimulate the positive enterprising spirit of employees, and provide the possibility for the rapid development of enterprises. Specifically, it includes the following incentive system:

3.1 "Wolf Culture" Derivative Related Incentive System

'Wolf culture' emphasizes competition and encourages an indomitable spirit of progress, which encourages every employee and manager to compete actively involuntarily, leading to an upward sense of progress. The construction of Huawei's excellent corporate culture is based on the gradual transformation of the management mode and strategy of the founder and management. The unique management mode of RenZhengfei, the founder of Huawei, has created the emergence and development of "Wolf culture" Huawei has created a new management approach based on this corporate culture: by writing job numbers, positions and other information to the work plate, it reminds employees to be aggressive and gain access to top jobs in order to gain more equity and corporate benefits. This system also reflects the "wolf culture" to stimulate employees' desire to work, by stimulating employees to obtain higher honor and reward enterprising spirit so as to promote employee work efficiency, promote enterprises to achieve their economic goals.

3.2 Equity Incentive Mechanism

The incentive mechanism implemented by Huawei is constantly adjusted with the development of enterprises to adapt to the development characteristics of the new era. In the early days of Huawei, due to the need for a large number of funds and talents, the company chose internal financing to stimulate staff enthusiasm. The financial crisis swept the world in 2008, which is a major crisis for the survival and development of each enterprise. In view of the fact that many employees are not optimistic about the company's development prospects and try to leave to seek better opportunities for development, Huawei retains its core technology talents through 'allotment'. This measure includes the majority of employees in the enterprise, thereby enhancing the sense of belonging and responsibility of employees, greatly easing the brain drain and possible internal crisis. Today, Huawei has gained a lot of experience in implementing equity incentive mechanism, increasing the competitive advantage of enterprises and promoting the stable development of enterprises by constantly stimulating employee creativity. Equity incentive mechanism is a positive virtuous cycle for enterprises, because the equity held by employees can be realized, which not only enhances the trust of employees to the enterprise, but also makes the personal development of employees and the competitiveness of enterprises closely linked. If employees leave, the shares will be recovered, which greatly enhances the willingness of employees to remain in the enterprise to create value, and also mobilizes the creativity and enthusiasm of employees.

3.3 The Welfare Incentive System

Wei (2021) stresses that the enterprise's welfare system is the basis of sustainable development of the company, through the welfare system can make employees feel the care of the enterprise, so that employees have a sense of belonging, which plays an important role in retaining talents and

strengthening internal cohesion. Welfare system as an important part of enterprise incentive, only fully perfect can play its effect. In 2005, Huawei began to implement the staff welfare system reform in the global branches, and the whole staff included social insurance, medical insurance and other welfare measures. As Huawei's business is global, the welfare system is also different, adapted to the unique needs of different regions. Huawei company has a special welfare policy for new employees: the cost of new employees to the company's location can be directly reimbursed, which makes the employee's interest in the enterprise increased. Huawei maintains the relationship between employees and enterprises through emotion, rather than relying solely on interests, which is of great significance to retain talents and stimulate employee motivation. Through emotional orientation to close the distance between employees, so that employees feel the unique culture of the enterprise.

4. The Incentive Mechanism of Huawei's Corporate Culture

Corporate culture can not only improve the personal ability of employees, but also has great significance for the realization of corporate goals. Huawei has played a great role in the company's operation and development by using its excellent corporate culture. The specific functions of the corporate culture incentive mechanism are mainly as follows:

4.1 Increase the Cohesion of Huawei Enterprise Effect

Zhou and He (2022) show that corporate culture has a cohesive effect and can be connected by integrating the differences in behavior, psychology and value orientation of different members. The development of enterprises cannot be separated from the efforts of each member. Only through the concerted efforts within the enterprise can the development and growth of enterprises be promoted. Therefore, corporate culture plays an important role in enhancing corporate cohesion. Huawei's corporate culture is a common value recognized by its members. Employees have a high degree of recognition of the unique values and working methods of the enterprise, and have a common understanding of the enterprise goals, which will promote employees to have a high sense of responsibility for their own work and the enterprise. By strengthening the staff's sense of responsibility for the enterprise, promote teamwork within the enterprise, provide a strong internal driving force for enterprise development. Huawei's unique long-term incentive mechanism and short-term incentive function can promote employees' recognition of the company system, so as to strengthen employees' centripetal force and sense of belonging to the enterprise.

4.2 Promote the Good Enterprise Image

Zhou and He (2022) argue that corporate image is the external manifestation of corporate culture and its value orientation. Corporate culture suitable for enterprises can promote the shaping of corporate image, and vice versa will lead to the decline of members' aversion and corporate reputation. Huawei's unique "Wolf culture" the rotation system and the final elimination system are consistent with Huawei's values. Huawei's value orientation and corporate culture are also formed on this basis. Employees are influenced by corporate culture for a long time, and their working style and behavior are influenced by corporate culture, which has a positive effect on the establishment of corporate image. Furthermore, the external judgment of an enterprise's image is inseparable from the efforts of each employee and the influence of corporate culture. As a result, Huawei's excellent corporate culture for its development plays an important role in establishing a good corporate image.

4.3 The Constraint and Regulate Employee Behavior

Zhou and He (2022) indicate that corporate culture has a great influence on employees' ideological and moral, working methods and values. Huawei's corporate culture by restricting employee's work behavior, to a certain extent, can also make up for some loopholes in the company's institutional regulations, promote employee work style and behavior more in line with the requirements of enterprise development for employees. Corporate culture represents the enterprise value orientation

and business concept, and the formation of corporate culture also represents the establishment of the enterprise management system. The establishment of Huawei's corporate culture illustrates the establishment of the company's management system, and the daily operation and management of the company are also inseparable from the normative effect brought by corporate culture. Zhou and He (2022) indicate that the establishment of certain behavior norms and requirements within the enterprise through the enterprise culture, the use of intangible binding force of enterprise culture, the behavior of employees, psychological constraints and norms, so that employees more in line with the requirements of members in the process of enterprise development, to a certain extent, can also promote the rapid development of enterprises. Huawei's corporate culture encourages employees to realize themselves. Zheng(2021) thinks that the enterprise culture is facing the enterprise staff, must be People-oriented, respect the reasonable demands of employees. In respect of employees' corporate culture, employees can get satisfaction at work. Zhou and He (2022) indicate that Huawei Company through material incentives and spiritual incentives.

4.4 Promote to Improve the Economic Benefits of the Enterprises

Wei (2021) stresses that enterprises must constantly improve their creativity and competitiveness in the face of increasingly fierce market competition. Having the corporate culture that adapts to the development of enterprises can not only obtain broader development space in the market competition, but also promote the improvement of their own competitiveness. Improving the competitiveness of enterprises and gaining more shares in the market can further promote the realization of economic goals and bring more economic benefits to enterprises. Excellent corporate culture can promote mutual trust between employees and enterprises, strengthen internal communication, and promote employees to achieve their goals by creating a good working atmosphere. Harmonious working environment plays an important role in the improvement of employee work efficiency and the optimization of work results. The realization of employee work goals has a significant role in improving the economic benefits of enterprises. Huawei company's high salary and equity incentive and other incentives coexist corporate culture, to promote employee enterprising spirit and speed up employee work efficiency plays an important positive role; the improvement of staff work efficiency plays an important role in promoting the completion of the overall goal of the enterprise and the improvement of economic benefits. Huawei's excellent corporate culture has remarkable effects on promoting the economic benefits of enterprises and achieving the economic goals of enterprises.

5. The Company the Solution to the Problems of Incentives

Wang (2022) indicates that corporate culture, as a soft power of an enterprise, has an obvious incentive and restraint effect on employees, and is also the result of the common choice of employees and enterprises' daily work and life. Corporate culture incentive is more and more important for the development of enterprises. As a result, it has become a compulsory course for each enterprise to improve the lack of corporate culture incentives. Wei (2021) points out that there are many deficiencies in the company's corporate culture incentives, including excessive work intensity, more emphasis on material incentives than spiritual incentives, the coexistence of a variety of incentives to bring economic pressure to enterprises, equity incentive system design defects. In this regard, the corresponding solutions of Huawei in the incentive mechanism are proposed.

5.1 Set up the Development of People-oriented Concept

Yang (2016) argues that People-oriented is one of the important ways of modern enterprise management mode. The competition of modern enterprises is the competition of comprehensive strength, the competition of modern management concept, and its essence is the competition of talents. Therefore, it is very important for enterprises to establish a People-oriented development concept. In Huawei, some employees' needs are not fully met, leading to a decline in their loyalty to the organization, which in turn affects performance. This situation confirms the statement of willow. In

addition, Zheng (2021) points out that enterprise should always adhere to the People-oriented development concept in production and operation activities, and respect the reasonable willingness of employees from the demands of employees. Specifically, the most important thing is that enterprises should ensure the physical and psychological health of employees, not advocate overtime culture, and encourage employees to complete tasks during working hours. In addition to the reasonable distribution of employees' work, and actively concerned about the physical and mental health of employees, enterprises can also arrange annual physical examination or provide psychological counseling services to protect the health of employees, not only can strengthen the sense of belonging of employees to the enterprise, but also can ensure the stability of talents.

5.2 Respect Employees' Needs

High salary is not the only way to maintain the talent does not run away. It can meet the corresponding reasonable demands for different employees to ensure the stability of talents and the efficient operation of enterprises. Different training plans should be put forward for employees of different ages and positions. In addition, while emphasizing 'Wolf culture', Huawei should also promote a harmonious and friendly corporate culture. Avoid mistrust among employees caused by vicious competition and encourage employees to compete in a fair and friendly atmosphere. Thus, enterprise management plays an important role in the construction of corporate culture, managers need to strengthen the establishment of employee care awareness, timely correction does not conform to the core of corporate culture management, promote People-oriented corporate culture. And by paying attention to the reasonable demands of employees, to create a harmonious working environment for employees, respect and care for employees, so that employees fully enjoy the benefits of enterprise development. In addition, in the process of the development and construction of corporate culture, we should always adhere to the People-oriented development concept and implement respect and concern for employees, so as to alleviate the excessive psychological pressure of employees and promote the further improvement of corporate image.

5.3 Incentive System Combining Material Incentive and Spiritual Incentive

Wang (2022) discusses that material incentives were significantly more than spiritual incentives in the high salary and high incentive mechanism of Huawei, which led to many employees' emotional needs can not be met. Huawei company's this situation may make employees because of emotional and psychological pressure problems resulting in low efficiency, so the establishment of material incentive and spiritual incentive combination of incentive system is very important. Huawei company to strengthen the spirit of incentive, should enrich the enterprise's incentive way, can be "advanced workers" and other honorary titles issued to be detailed provisions, the overall spirit of incentive and material incentives and other incentives, so that senior managers through the spirit of incentive to further enhance their sense of achievement and sense of belonging, which can also promote the satisfaction of different employees emotional appeal; further said Huawei company for expatriate employees, can increase annual leave, the implementation of rotation system and other measures to meet the emotional needs of employees, in the protection of employees to learn advanced experience but also take into account their psychological needs, help enterprises to create a harmonious and friendly working atmosphere; in addition, Huawei enterprises can arrange psychological consultation in a certain period of time to help employees with excessive psychological pressure to alleviate their emotions and ensure that employees face work and life with an optimistic and positive attitude, which is not only conducive to shaping a harmonious corporate culture atmosphere, but also can promote the improvement of employee work efficiency, so as to speed up the enterprise to achieve its economic goals.

5.4 Through Rich Incentive Mechanism to Alleviate Enterprise Economic Pressure

Yang (2021) points out that Huawei has attracted a large number of talents with high salaries. Although it is very beneficial to the technological innovation of enterprises, it has also brought trouble

to the enterprise economy. The long-term poor source of funds will lead to increasing economic pressure. As Yang said in 2021, if Huawei simply rely on high salary to attract talents, Huawei will bear huge economic pressure. Therefore, Huawei must enrich its incentive mechanism to alleviate the huge economic pressure caused by management activities.

Huawei can appropriately reduce the excessive pay gap between employees by establishing a reasonable employee appraisal system, which can not only promote the distribution fairness and incentive fairness of enterprises, but also alleviate the internal contradictions of employees caused by uneven distribution of benefits, and help to create a harmonious working atmosphere. From paying attention to salary incentive to pay attention to the expansion of personal development space and the improvement of work ability, so as to promote the self-realization of employees and the achievement of enterprise goals. In addition, Huawei company can also bring innovation factors, satisfaction factors and other factors into the staff assessment, not only rely on economic factors as the standard of assessment, but also through the rich assessment standards to encourage staff to develop in many ways.

5.5 Perfecting the Mechanism of Equity Incentive System Design

Jie (2022) studies that from the perspective of equity incentive re-announcement, when the original equity incentive scheme loses value because of the decline in stock prices, revoking the original scheme for re-announcement of equity incentive can more effectively reduce the turnover rate of executives. But equity incentives can also increase the probability of executives leaving. As Jie Xiao, a scholar, said in 2022, there are also loopholes and deficiencies in the equity incentive mechanism of enterprises. Thus, Huawei should be improved as soon as possible to reduce unnecessary trouble and loss. Wang (2022) argues that by refining the specific content of equity incentive and ensuring the effective implementation of equity incentive mechanism through clear regulations, the disputes between employees and enterprises caused by vague regulations can be reduced or even avoided, so as to promote the harmonious development of the relationship between employees and enterprises. Reasonable shareholding proportion adjustment should be made according to the current situation of enterprises, and detailed provisions should be made on dividend and proportion, so as to promote the fairness and effectiveness of the implementation of internal incentive mechanism. There is also the establishment of open and transparent equity incentive operating environment. Through the form of fair publicity, the system is guaranteed to operate in a good and effective way without deviating from the system design goals. The openness and transparency of internal information can not only promote the internal supervision of employees to enterprises, strengthen the trust of employees to enterprises, ensure the normal operation of enterprises, but also help employees to put forward effective suggestions for the incentive mechanism of enterprises, and promote the improvement of enterprise incentive mechanism. In addition, for those who have left or withdrawn from the enterprise equity incentive mechanism through technology or intellectual property rights. In order to avoid the crisis of enterprise management caused by core technology leakage and ensure the safety of internal information, strict regulations and constraints should be carried out. To protect the legitimate rights and interests of enterprises from infringement by clarifying technical property rights.

6. Conclusion

In summary, as more and more enterprises begin to pay attention to the incentive effect of corporate culture, corporate culture is not only a soft power of economic entities, but also a reflection of corporate value orientation and business philosophy. Building a corporate culture in line with the development of enterprises has become an important task for every business manager. Furthermore, Huawei's corporate culture is both representative and unique incentive. After years of practice and exploration, Huawei's corporate culture has also set an example for other enterprises. Only by constantly exploring and updating, can the corporate culture become its own core competitiveness.

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