

华为技术有限公司薪酬体系的激励效果研究

摘 要

企业薪酬管理占据人力资源管理中的重要部分，更是企业管理价值观的集中体现。人类的潜能是无限的，企业希望将员工价值发挥到最大化的同时，也需要给予员工与之相匹配的回报，这样也就可以让公司和员工的共同利益最大化。华为公司成立于 1987 年，在华为公司一开始的运行过程中，就建设了一套比我国大多数企业的相同发展阶段更加完善的薪酬体系架构以及公司的核心价值观。在华为公司的运营过程当中，依照每个员工不同的工作状况，给予员工们以股权激励，让华为公司的凝聚力大大增强，员工们把自身视为华为公司的一部分，让员工的主观能动性大大增强，华为把员工与企业的利益相连，形成相互依存的关系。但是随着企业的发展华为技术有限公司的薪酬激励体系的缺点也逐渐暴露了出来。

本文首先对薪酬激励的相关概念进行界定，参考相关研究文献，分析华为技术有限公司薪酬体系的激励效果，首先对华为薪酬激励方案分析进行梳理，分析华为薪酬激励效果，积极作用与消极作用，进而对华为薪酬激励影响因素进行探究。找出现行员工薪酬激励体系在实施过程中的不足，最后提出完善华为薪酬激励体系的针对性措施。

关键词：薪酬体系；激励；华为技术有限公司

ABSTRACT

Enterprise salary management occupies an important part of human resource management, and it is also the embodiment of enterprise management values. The potential of human beings is infinite. Enterprises want to maximize the value of their employees, but at the same time, they also need to give their employees matching returns, so that enterprises and employees can achieve a win-win situation. Huawei was founded in 1987. In the early stage of its development, it has gradually established its own unique salary incentive mechanism and corporate culture. In Huawei, according to the specific situation of the employees, the company's human resources committees at all levels assess the amount of stock allotment, which further enhances the employees' sense of belonging to the company, makes the employees regard themselves as the owner of the company, and mobilizes the enthusiasm of the employees. However, with the development of the enterprise, the shortcomings of the salary incentive system of Huawei Technology Co., Ltd. are gradually exposed.

Firstly, this paper defines the related concepts of compensation incentive, and analyzes the incentive effect of the compensation system of Huawei Technology Co., Ltd. by referring to the relevant research literature. Firstly, it combs the analysis of the compensation incentive scheme of Huawei Technology Co., Ltd., finds out the shortcomings of the compensation incentive system of the bank employees in the implementation process, and finally puts forward the targeted measures to improve the compensation incentive system of Huawei..

Keywords: Salary system ;Incentive ; Huawei Technology Co., Ltd

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