



**THE IMPACT OF NON-MATERIAL INCENTIVES ON
EMPLOYEE'S INNOVATIVE BEHAVIOR: A CASE STUDY OF
HUAWEI**



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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
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of International Master of Business Administration in International
Business Management

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ABSTRACT

As a leading electronics company, Huawei has been very concerned about the innovative behavior of its employees. In recent years, Huawei's various R&D results have gradually shown a decreasing trend, so it is imperative to study the correlation between the innovative behavior of the company's employees. This study analyzed the correlation, positive, and mediating roles between non-material incentives, employee innovation, and organizational identity. The three research objectives of this study were: 1) To examine whether there is a correlation between non-material incentives, employee innovation behavior, and corporate identification, 2) To determine whether there is a positive impact between non-material incentives, employee innovation, and corporate identification, 3) To determine whether corporate identification has a mediating effect between non-material motivations and employee's innovative behavior.

Using quantitative analysis, this study analyzed the correlation between Huawei's non-material incentives and employees' innovativeness, with organizational identification as the mediating variable. This study employed Huawei employees at different levels as research subjects, distributed 300 relevant research questionnaires, and ultimately collected 247 valid questionnaires. This paper found that: 1) There was a correlation between non-material incentives, employee innovation, and organizational identification behavior; 2) There was a positive impact between non-material incentives, employee innovation behavior, and organizational identification; 3) Organizational identification had an intermediary effect between non-material incentives and the innovative behavior of the employees. So, Huawei needed to promote innovative behavior among their employees, and they could start by implementing targeted measures to improve employees' non-material incentive needs and enhance their organizational identification.

Keywords: employee innovation behavior, non-material incentives, organizational identification, huawei company

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Declaration

I, Lianchao Han, at this moment certify that the work embodied in this independent study entitled 'The Impact of Non-Material Incentives on Employee's Innovative Behavior: A Case Study of Huawei' is a result of original research and has not been submitted for a higher degree to any other university or institution.

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Chapter 1 Introduction

1.1 Background of Study

In the era of globalization, the competition for talent is the core of competition among enterprises. The number and structure of the employee pool in an enterprise have a significant impact on its ability to innovate and develop sustainably. Over one-third of all employees in an enterprise are well-educated employees with rich professional skills and experience who create most of the profits and wealth of the enterprise and actively promote the continuous innovation and development of the enterprise industry (Bergami & Bagozzi, 2021). However, these employees are also a scarce resource in the talent market, becoming the object of competition for enterprises. Therefore, how to motivate, train, and retain these employees has become a complex problem for modern enterprises. Hou (2021) studied that human needs can be divided into five categories: physiological needs, security needs, social needs, respect needs, and self-actualization needs. After the employees' low-level needs are satisfied, they will pursue higher-level needs, such as achieving self-worth. In traditional enterprise human resource management, enterprises only focus on the material incentives for employees. Most of the non-material incentives are null and void or challenging to fulfill, and employees can only be satisfied with low-level needs. Wang & Wei (2019) took the needs of each employee are multi-level and different, and the role of enterprises relying on a single material incentive and a written contract is minimal to stimulate employees' enthusiasm, and improve their work efficiency and loyalty. Employees are different from ordinary employees. They often have spiritual needs at work, focus on the realization of self-worth, and strongly hope to get recognition for their work from colleagues or units. Therefore, they need to establish an excellent organizational identification with themselves, and they need non-material incentives. In today's world, many famous international companies have developed non-material incentive policies for their employees and keep improving them with the times. It is interesting to study whether and how non-material incentives impact employee innovation and how organizational identification plays a role in it.

Huawei Enterprise is a leading global provider of information and communication technology (ICT) solutions and telecommunications equipment manufacturers. As a multinational company, Huawei is committed to international global customers with leading communication equipment, and services, including network infrastructure, cloud computing, artificial intelligence, the Internet of things, and intelligent terminals.

Huawei has always focused on the innovative behavior of employees and Organizational identification and realized that non-material incentives play a significant intermediary role between the two. Firstly, Huawei has adopted various strategies for non-material incentives. They have established a rich incentive mechanism to recognize employees' outstanding performance and innovative

achievements through annual great employees, creative pioneers, and team contribution awards. Huawei also provides training, promotion, and development opportunities to motivate employees to continue learning and growth(Li. B., 2022). In addition, Huawei focuses on the work environment and culture of its employees, creating a positive, open, and cooperative atmosphere, and providing good innovation conditions for employees. These non-material incentive measures directly affect employee innovation behavior. Huawei encourages employees to develop new ideas and solutions and has created a culture that encourages innovation(Xiong, Z. H., 2021). Employees have brought many leading technologies and products to Huawei through continuous innovation and improvement. This innovative culture guides and stimulates employees' innovation potential. At the same time, non-material incentives also have a Mesomeric effect on employees' Organizational identification. Through rewards and recognition, Huawei has established a close connection between employees and the organization. Employees feel that their contributions are recognized and valued, and they resonate with the organization's values, mission, and goals. This Organizational identification encourages employees to integrate into the organization more actively and make more excellent contributions to organizational development and innovation(Liu, 2021).

To sum up, Huawei actively influences and guides employee innovation behavior through non-material incentives, and this non-material incentive plays an essential intermediary role in shaping employees' Organizational identification. This culture and practice of focusing on innovation and Organizational identification will help Huawei promote its continuous growth and leading position.

1.2 Research Questions

With the gradual slowdown of global economic growth, competition between enterprises has gradually evolved into a match for the internal capabilities of employees(Takayama., 2019). As a leading enterprise in the electronics industry, Huawei attaches great importance to the innovation of its employees, so the material incentives provided are also good in the industry. However, from the recent research and development situation, the innovation behavior of employees is gradually showing a downward trend. Therefore, it is crucial to promote the impact of non-material incentives on employee innovation behavior, which is also the main issue to be studied in this article. From an analysis perspective, it can be mainly divided into the following three points:

1) Is there a correlation between non-material incentives, employee innovation, and organizational identity?

2) Is there a positive impact on non-material incentives, employee innovation, and organizational identity?

3) Is there organizational identity have an intermediary effect between non-material incentives and employees' innovative behavior?

1.3 Objectives of Study

In response to the three questions raised in this study, the following targeted research objectives can be proposed:

1. To examine whether there is a correlation between non-material incentives, employee behavior, and organizational identification;
2. To examine whether there is a positive impact between non-material incentives, employee behavior, and organizational identification;
3. To examine whether organizational identification mediates between non-material incentives and employees' innovative behavior.

1.4 Significant of Study

Based on the literature research, this article creates the most valuable employees for the enterprise. It conducts empirical research on the accurate data of the employees of each enterprise to explore the relationship between non-material incentives, organizational identity, and employee innovation, and to analyze the impact of non-material incentives on the innovation ability of employees. Finally, based on the study's results, non-material incentives to improve employee innovation are proposed to provide reference and inspiration for human resource management in current social enterprises. Its specific significance includes the following two aspects.

1. Theoretical significance

In previous studies, there have been many scholars who have studied how to improve employees' innovation from the perspective of material incentives such as salary, welfare, and equity incentives. However, there is not much literature that explores how non-material incentives affect employee innovation. In addition, there are also a large number of scholars who have studied the influence of organizational identification on employee innovativeness almost none of them have used organizational identification as a mediating variable to study the impact of non-material incentives on employee innovativeness. Therefore, this paper uses organizational identification as a mediating variable to deeply analyze the two variables of non-material incentives and employee innovation, which is an expansion of the existing incentive theory and further depth of human resource management theory and has particular theoretical significance.

2. Practical significance

Currently, China's economy is entering a new normal, and the national government is putting forward the supply-side reform strategy at the right time. Human capital, as an essential production factor, has an essential impact on the transformation and upgrading of China's economic structure. Finding ways to motivate employees to better use their value is an important way to improve productivity. Employees are the leading force in driving corporate change and innovation, but most companies still mainly adopt material incentives to motivate employees while ignoring the importance of non-material incentives, which have little effect on reducing employee turnover and improving employee motivation and innovation. With the increasingly fierce competition for talent, especially the competition for high-end knowledge-based skills, enterprises need to find effective

ways to motivate employees and improve their innovation ability to survive and transform successfully in the current macroeconomic environment. Therefore, the research in this paper has particular practical significance, both for the national macroeconomic development and enterprise employers.

1.5 Limitations of Study

The research limitations of "The Impact of Non-material Incentives on Employee Innovation Behavior -- the Mesomeric Effect of Organizational Identification" include the following aspects:

1. The sample selection is limited to enterprises in a particular industry or specific region, and may not fully represent the situation of other industries or regions.

2. The research method mainly adopts a questionnaire survey method, and there is a possibility of self-reporting bias.

3. The study mainly focused on the relationship between the three variables of non-material incentives, employee innovation, and Organizational identification, without considering the impact of other possible variables and factors.

Because of the above limitations, future research can further explore and clarify the relationship between the three variables of non-material incentives, employee innovation, and Organizational identification, explore more possible influencing factors and intermediary variables, and use a variety of research methods and research designs to verify, to improve the reliability and versatility of the results.

1.6 Scope of Research

The focus of this article is on the analysis of the impact of Huawei's non-material incentives on employee innovation behavior. Based on incentive theory and social exchange theory, 32 relevant literature were reviewed to understand the relationship between non-material incentives, employee innovation behavior, and organizational behavior in enterprises, and to provide breakthrough answers to the problem of Huawei's sharp decline in employee innovation behavior.

1.7 Hypothesis

H1: There is a correlation between non-material incentives, employee innovation behavior, and organizational identification.

H2: There is a positive impact between non-material incentives, employee innovation behavior, and organizational identification.

H3: Organizational identification has a mediating effect between non-material incentives and employee innovation behavior.

Chapter 2 Literature Review

2.1 Introduction

This chapter mainly summarizes the research on the relevant concepts and specific variables involved in this article by scholars, laying the theoretical research foundation for this article. At the same time, it analyzes the general background of the enterprise "Huawei Company" involved in this article, laying the practical research foundation for this article.

2.2 Literature Reviews

2.2.1 Non-Material Incentives

1. Definition of Non-Material Incentives

Xiao (2021) mentioned that in a coordinated system, there are material systems, social systems, and human systems in addition to the organizational systems. The organization can use human capabilities, and people can receive inducements from the organization. The appeal is the utility that the organization provides to the person to satisfy the motivation of the individual. Such incentives include material (e.g., salary, bonus, etc.) and non-material (e.g., good working environment, realization of ideals, mutual affection, etc.).

From the perspective of humanistic management, non-material incentives as a motivational tool that aims to satisfy people's multiple needs through means other than pay and benefits. Non-material incentives are to satisfy people's intrinsic higher-level needs through recognition, acknowledgment, awarding of titles, and promoting positions. non-material incentives are a motivational tool for managers to achieve employees' personal needs in the management process by means other than economic motivation so that they can achieve corporate and personal goals at a higher level of competence. non-material incentives is a process of using methods that do not include material motivation such as monetary motivation to act on people's needs or motivation to guide their behavior in the desired direction in order to achieve the discouraged goals.

By understanding the definition of non-material incentives by domestic and foreign scholars, this paper considers that non-material incentive is an incentive way for organizations to adopt means other than monetary to achieve higher level needs of individuals, to stimulate people's motivation and initiative, and thus to influence employees' innovation.

2. Dimensioning and Measurement

Bai (2019) established a comprehensive compensation model, in which non-material incentives were divided into three aspects: welfare, promotion, and environment. Zhao (2014) pointed out in her study that the research related to non-material incentives for knowledge-based employees is carried out from the three aspects of work environment, superior-subordinate relationship, and

self-improvement. It means that enterprises should actively improve the environment of employees in the enterprise so as to satisfy their basic needs, which mainly include work environment incentives, corporate culture incentives, and fair incentives.

Condly (2003) that Non-Material Incentives can be divided into tangible Non-Material Incentives and intangible Non-Material Incentives, companies the tangible Non-Material Incentives level will for employees to hand out gifts, and set up a holiday, in the intangible Non-Material Incentives level will show recognition and appreciation of employees; Sorauren (2000) study pointed out that the level of Non-Material Incentives is mainly expressed as the enterprise's praise for the employees' work ability and work effort, so the level of Non-Material Incentives can be reflected from the degree of employee recognition.

Jiang (2006) divided non-material incentives into four dimensions, namely, respect for employees, talent development, management tools, and work environment. Respect for employees refers to the integration of humane characteristics into the work, supplemented by emotional means, so that employees feel respected, mainly contains emotional incentives, honor incentives, personality, and respect incentives three dimensions. Talent development refers to effective incentives to give employees careers and the ability to develop expectations, including goals, development incentives, promotion incentives, labor incentives, and learning incentives. Management means to let employees have a sense of participation in various activities and actions in the enterprise, to encourage and support employees to actively respond to the call of the enterprise and to participate in related practices, mainly including equal participation incentives, competition, and evaluation incentives, and task incentives. Work environment refers to the enterprise or organization providing employees with their own needs of the workplace and work surrounding environment, so as to motivate employees. Liu (2004) pointed out that non-material incentives can be divided into the following six components, care incentives, respect incentives, recognition incentives, training incentives, participation incentives, and social relationship incentives.

2.2.2 Employee Innovative Behavior

1. The Concept of Employee Innovative Behavior

Innovation is an important force for social progress, a cornerstone, and a booster of social development. The term "innovation" was first introduced by Neng, who briefly summarized innovation in his work, comparing it to a production function, in the process of material production, the manager will upgrade the production factors, which will lead to the change of the original production function. the effect that the manager wants. It can also be argued that, to some extent, the recombination of products to generate new sales value is a form of innovation. On this basis, scholars have conducted various studies on innovation from different perspectives. Among them, innovative behavior has received much attention because of its significance and uniqueness. At this time, the definition of innovative behavior was also gradually clarified, that is, innovative behavior is the whole process of new products and ideas from nothing to something, and it is a combination of different stages of innovative

activities.

With the development of the times, there is an increasing number of individual innovative behaviors as a research topic. Scholars at home and abroad have studied employees' personal innovative behavior from different perspectives and also obtained different research results. Reviewing the literature, the definition of employee innovation behavior is mainly focused on three perspectives, which are personal characteristics, behavior and process. Scholars from the personal characteristic's perspective believe that innovative behavior is a part of personal characteristics and can reflect personal characteristics and a willingness to change. Scholars from the behavior perspective believe that the process of production and operation of a company includes many elements, including visible products and services, etc., as well as invisible but existing production methods and good ideas, etc. Innovative behavior is a behavioral expression that puts all of them into practice one after another, and the behavior facilitates the realization of organizational ideas. Scholars from the process perspective believe that innovative behavior embodies the process of ideas from their generation to their realization.

And the most popular of the 3 perspectives view is the one based on the process perspective. This perspective states that innovative behavior consists of the generation and implementation of innovative ideas, and divides innovative behavior into three stages: recognizing the problem is the precondition for the generation of innovative behavior, finding the solution is the key to the generation of innovative behavior, and carrying out the implementation makes the innovative behavior effectively generated, and in this process, the time investment and energy enthusiasm of employees are required. Innovative behavior is not only about generating new ideas and developing solutions but also about finding effective ways and means to implement the ideas and apply them.

In summary, this paper defines employee innovative behavior as the process in which employees generate some ideas that are beneficial to the development of the company and subsequently apply them.

1. Dimensions and Measurement of Employee Innovation Behavior

Employee innovative behavior is very beneficial for individuals, teams, and organizations, and this behavior not only allows employees to accomplish their established tasks more effectively but also, enhances the performance of teams and organizations. In order to improve the innovative behavior of employees, it is first necessary to set a measurable standard for innovative behavior. After studying the results of previous scholars, it was learned that innovative behavior has the following dimensions:

(1) Five dimensions said. Some foreign scholars subdivided it into five dimensions and prepared the scale in a targeted way based on the research combined with relevant literature. The empirical evidence shows that the measurement with the scale does not achieve the desired effect.

(2) Two-dimensional theory. Xiong (2021) a scholar in China, based his research on the five-dimensional scale and divided it into two dimensions of innovative idea generation and execution after a lot of research and mapping.

3. Influences on Employee Innovative Behavior

By combing through the literature related to employee innovation behavior, it is found that most scholars regard it as an outcome variable. At this level, the antecedent variables should be analyzed in the research process. After comparing the research results of a large number of domestic and foreign scholars, this article found that the antecedent variables mainly include employees' own factors, external factors, and their own external interactive factors.

(1) Own factors. Self-efficacy, self-leadership, intrinsic motivation, psychological empowerment, etc. are the main self-factors. In terms of the empirical test results, and the analysis of human resource practices, it is self-efficacy that plays a mediating value in influencing employee innovation behavior level, which indicates that self-efficacy can influence employee innovation behavior. Also, there is a very well-established research finding on innovation self-efficacy, which is that among college students, innovation self-efficacy positively acts on innovation behavior. For self-leadership, self-leadership has an effective contribution to this behavior. In terms of motivation, is further divided into two levels, intrinsic and extrinsic, with internal motivation promoting employee innovation behavior and external motivation having different effects on employee innovation behavior, while studies have also found that internal and external motivation act on different stages of employee innovation behavior, respectively. In terms of psychological empowerment, scholars have studied the psychological level and pointed out that psychological empowerment can promote employee innovation behaviors.

(2) External factors. After analysis, it is found that external factors include organizational support and leadership behavior IV in addition to pressure and atmosphere. Looking at scholars' research on the factor of leadership behavior, it was found that the factor produces a very obvious impact. Faced with different styles of leadership, employees then behave differently. In terms of organizational innovation climate, scholars have studied and concluded that organizational climate positively affects employee innovation behavior. In terms of organizational support, research has shown that employee's ability to demonstrate creativity at work is related to the amount of organizational support they receive. In terms of work stress, studies have shown that excessive work stress is not conducive to the generation of innovative behavior in employees and that appropriate work stress promotes innovative behavior in employees because their intrinsic motivation is stimulated.

(3) Self and external interaction factors. Some scholars point out that both self and external factors can influence employee innovation behaviors, but only a single aspect is not enough to fully and deeply explain the generation of employee innovation behaviors; individual employees need to be interacted with by various factors to generate innovative behaviors, which mainly include individual, leadership, work team, surrounding atmosphere, etc. Some scholars have concluded that employee innovation behaviors are influenced by the interaction between individuals and the environment and have been studied from the perspective of mutual matching between individuals and the environment. Some scholars have shown that the corporate innovation atmosphere system and incentive preferences jointly affect

employee innovation behavior, and in an innovative atmosphere, employees will produce more innovative behaviors due to outward incentive preferences and will inhibit innovative behaviors due to intrinsic incentive preferences.

(4) Dimensions of non-material incentives. Zhang (2021) after synthesizing the research results of related scholars at home and abroad, divided the non-material incentives into three parts: organizational environment, spiritual motivation, and professional competence development. Organizational environment refers to all the factors that exist inside and outside the organization and have real or potential influence on the organization. Any organization is influenced by its environment, and a good environment will have a positive impact on its members. Spiritual motivation refers to the use of effective means to meet the high-level needs of people such as respect, achievement, and self-actualization. It is a dominant and lasting form of motivation with a continuous internal driving effect. Career ability development motivation is to clarify the development direction for employees, provide good promotion opportunities, and improve employees' career development ability.

2.2.3 Organizational Identification

1. Definition of the Organizational Identification

The concept of organizational identification emerged early, around 1950, and drew on some concepts of social identity theory, but from 1950 to 1970, there was a lack of research on organizational identification. However, there are still many scholars who do not distinguish between the two concepts, and the boundaries are blurred. The Latin word for identity is "idem", which means "the same situation", and in English, it means "identity". The definition of organizational identification has been discussed in the literature from three perspectives: cognitive, affective, and sociological. Cognitive perspective: organizational identification at the individual cognitive level is a subjective feeling that members have a strong sense of belonging to their organization, organizational identification is the degree of consistency between employees' personal values and corporate values. Emotional perspective: organizational members bring a sense of superiority and pride to themselves through the organization, and then develop a strong identification with the organization. Domestic researcher Hou (2021) that organizational identification is a personal feeling of employees, mainly through their emotional processing of organizational-level variables. Sociological perspective: it is a blend of cognitive and affective perspectives, represented by Lu (2021) who argues that organizational identification refers to the cognition based on the role employees play in the organization and the emotional attachment to the organization based on. employees' identification with the organization specifically includes two meanings, on the one hand, rational identification with the organization's rules and systems, and on the other hand, emotional identification with the organization's culture, including a sense of belonging to the organization.

Table 2.1 Organizational Identification Scale

Research Perspective	Scholars	Definition
Cognitive Perspective	Mael(1989)	A subjective feeling that members have a strong sense of belonging to the organization in which they work
	Pratt2003)	The degree to which employees' personal values and corporate values are aligned with each other
Emotional Perspective	OReilly(1986)	The attraction to the employee through organizational strengths, which makes the employee emotionally
Sociological Perspective	Tajfel (1978)	The perception of the employee's role in the organization, and the emotional attachment to the organization based on this

2. Division and Measurement of Dimensions

Kimberly and Denise (1996) developed a one-dimensional scale of organizational identification, which consists of six short-form questions, and the questions are collected and designed from the perspective of employee cognition, such as "This scale is widely used in academic circles because of its simplicity and clarity, high reliability and recognition, so the measurement of organizational identification in this paper is designed with reference to this scale. it is reasonable to divide organizational identification into two dimensions: the pride and satisfaction that employees show towards their own company, and the degree to which employees identify with their role in the company. For the measurement of organizational identification, Bergami & Bagozzi (2021) designed a questionnaire for measuring organizational identification based on the three-dimensional division, which contains a total of 25 items, the number of questions is high, the quality of the respondents is high, and it is difficult to measure. The content design is more like investigating employees' organizational commitment. Chinese scholars believe that the division of organizational identification into three dimensions, survival, social, and development, is reasonable and reflects a progressive relationship, which corresponds to needs theory. The scale with 30 items was designed. There is less literature related to the application of this scale, and the lesser application leads to the reliability of this scale being further tested.

Table 2.2 Classification and Measurement of Organizational Identification Dimensions

Dimensionality	Representative Scholars	Content	Measuring tools
One Dimension	Mael (1992)	Emotional identity	Yes, wide range of applications
Two-dimensions	Karasawa(1991)	Identity with oneself Identity with others	NO

onal			
Three-dimensional	Cherney(1983) Wangyan Bing(2004)	Emotional identity Normative identity Continuous identity Survival dimension Social dimension Developmental dimension	Yes, controversial Yes
Fourth Dimension	Dick (2004)	Emotional, behavioral, cognitive and evaluative	Yes, needs further validation

2.3 Huawei Company Introduction

Huawei is a multinational technology enterprise headquartered in China, established in 1987. Huawei is committed to providing communication and information technology solutions to global customers and has achieved international leading positions in fields such as telecommunications networks, smartphones, cloud computing, the Internet of Things, and consumer business.

As a leading global provider of ICT (Information and Communication Technology) solutions, Huawei has a wide business layout worldwide. The company's products and solutions cover multiple fields such as telecommunications operator networks, enterprise networks, consumer devices, and cloud services. Huawei's telecommunications network products include wireless network equipment, transmission network equipment, fixed access network equipment, etc., providing excellent network solutions for operators in over 170 countries and regions worldwide.

In addition, Huawei is also one of the world's leading smartphone manufacturers. The company's smartphone product line covers multiple series from high-end to entry-level, as well as innovative photography and battery technology. Huawei's smartphones have received widespread attention and recognition worldwide.

Huawei is also committed to the development of cloud computing and the Internet of Things. The company provides flexible and reliable cloud computing solutions and platforms to support enterprises and organizations to carry out Digital transformation. In the field of the Internet of Things, Huawei helps customers achieve device interconnection and data sharing by providing IoT platforms and solutions, promoting the widespread application of animal networking technology.

Huawei adheres to the value of "customer-centric" and is committed to creating value for customers, continuously investing in innovation and research and development. The company emphasizes technological innovation and sustainable development and works with global partners to promote the development and progress of the ICT industry.

In summary, Huawei is a leading global provider of information and communication technology solutions, covering a wide range of fields such as telecommunications networks, smartphones, cloud computing, and the Internet of Things. It is committed to providing innovative technology products and solutions to

global customers.

2.4 Conceptual Framework

The main conceptual framework discussed in this article is shown in the following figure:



Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Introduction

This article focuses on the research through quantitative analysis. This chapter first analyses the research design of this paper then points out the sample size involved in this paper and the related data collection process and methods, shows the scales for each variable, and finally tests the reliability and validity of the scales used in this paper, laying the foundation for the empirical analysis below.

3.2 Research Design

Research design is the foundation of research, covering scale design, selection of dependent and independent variables, and data analysis tools. The following article discusses the design aspect:

1. Scale design: In this study, to measure concepts such as Non-Material Incentives, employee innovation behavior, and organizational performance, it is necessary to use appropriate scales. Through literature review and expert recommendations, this study used validated and widely used scales for measurement. The reliability and validity of the scale used need to be measured to ensure the reliability and usability of the data.

2. Dependent variables and independent variables: In this study, the dependent variables are employee innovation behavior and organizational performance. Employee innovation behavior can be measured by measuring their performance in developing new products or technologies, proposing innovative opinions and suggestions, and collaborating with cross-functional teams. Organizational performance can be evaluated through the organization's innovation ability, competitiveness, and business performance. The independent variable is non-material incentives, which can be measured by factors such as internal entrepreneurial opportunities, reward systems, autonomous work environments, and learning and development opportunities.

3. Five-point method: In the design of the scale and data collection, this study used a five-point method for evaluation, which uses a numerical scale from 1 to 5 to represent the respondents' attitudes or responses to a statement or question. This hierarchical classification helps to provide a certain degree of difference in choices and allows respondents to evaluate and choose between different options.

4. SPSS: In order to analyze the collected data, this study will use SPSS (Statistical Analysis Software Package) for data analysis. SPSS provides rich statistical analysis tools that can be used for frequency statistics, descriptive statistics, factor analysis, correlation analysis, and mediation analysis. Through the use of SPSS,

the collected data can be quantitatively analyzed to reveal the relationship between non-material incentives, employee innovation behavior, and organizational performance.

The research design of this article considers various methods and steps to ensure the reliability and effectiveness of the data and provides accurate research conclusions and insights.

3.3 Population and Sample Size

In order to study the impact of Huawei's non-material incentives on employees' innovation behavior and the Mesomeric effect of Organizational identification, this article needs to explain the data basis of the study from the aspects of sample size, problems, employee types, and total number of employees. The following is an explanation of the data basis for Huawei's research:

1. Sample size: Based on the purpose and questions of the study, this article has determined that 247 valid samples are required. This sample size is calculated using the sample size calculation method in statistics, based on factors such as expected effect size, statistical power, and confidence level. Ensuring a certain sample size can improve the reliability and generalization ability of research results.

2. Question: In this study, the specific nature of the question is to study the impact of non-material incentives on employee innovation behavior and the Mesomeric effect of Organizational identification. Therefore, the problem involves the non-material incentive factors, the performance of employees' innovative behavior, and the intermediary relationship of Organizational identification. The design of the problem needs to be specific and clear in order to guide the data collection and analysis of the research.

3. Employee Type: To represent the employee group of Huawei, This article will select employees from different departments, job levels, and work experience as samples. In this way, this article can obtain a diverse workforce to ensure the widespread applicability of research results. By selecting samples of different types of employees, this article can better understand the impact of non-material incentives on employees' innovative behavior and the mediating role of Organizational identification in different employee groups.

4. Total number of personnel: When considering the data basis for the study, it is necessary to estimate the total number of employees of Huawei company. This will provide us with an understanding of the overall scale and provide a basis for determining the sample size. Based on the principle of appropriate proportional sampling, this article ensures that the samples selected from the overall employee population are representative.

3.5 Data Collection

This study used a questionnaire survey as the main data collection method. The following are the specific contents of data collection:

1. Collection method: In order to collect data, this article designed a structured questionnaire, covering issues such as non-material incentives, employee innovation behavior, and Organizational identification. The questionnaire was evaluated using a five-point method, allowing respondents to evaluate and choose between different options. This article distributes questionnaires through online survey platforms and invites employees from Huawei to participate.

2. Collection time: The time span for data collection is two months, from March 2023 to April 2023. During this period, this article actively cooperated with Huawei and determined the appropriate time point for data collection through communication with the human resources department and employee relations department.

3. How many copies were collected: During the data collection period, this article received a total of 300 questionnaire responses. These questionnaires cover employees from various departments and job levels in Huawei. We thank the employees who participated in the survey for their valuable time and sincere answers.

4. Effective copies: In order to ensure the quality and reliability of the data, this article conducted Data cleansing and screening. During the cleaning process, this article excluded some questionnaires with invalid or missing information. In the end, this article obtained 247 valid questionnaires as the basis for our analysis. These effective questionnaires have consistency and completeness in answering questions and can represent the characteristics of the research sample.

Through the above data collection methods, scheduling, and the number of questionnaires collected, this article has obtained a sufficient database for research and analysis. Clarifying the effective number of data collection methods and results is crucial for the reliability and reliability of research.

3.6 Data Analysis

The five-point method is a commonly used evaluation and measurement method used to understand the attitudes, opinions, or perspectives of respondents towards a specific variable. It is usually used in questionnaire surveys to allow respondents to evaluate and choose between different options. The five-point method consists of a five-level evaluation scale, each level representing a specific evaluation or attitude. Usually, each level is represented by a number or label, such as 1, 2, 3, 4, 5, or strongly disagree, disagree, neutral, agree, strongly agree, etc. The respondents were asked to choose one of these options that best suits their perspective or attitude.

The five-point method is a relatively simple and intuitive evaluation method that respondents can easily understand and make choices. It provides a standardized way to compare and evaluate multiple options. In addition, the five-point method can also provide certain quantitative data, which is helpful for statistical analysis and comparison.

In summary, the five-point method is a commonly used evaluation method, especially suitable for measuring attitudes, opinions, or viewpoints in questionnaire surveys. When designing a questionnaire, using the five-point method can provide a simple, intuitive, and standardized measurement method for situations where respondents need to compare and evaluate multiple options.

3.6.1 Non-Material Incentives Scale

According to the "non-material incentives evaluation system" designed, the non-material incentives scale is slightly modified and divided into three dimensions: organizational environment, spiritual motivation, and professional ability development motivation. Among them, organizational environment includes office environment, organizational atmosphere, corporate culture, and corporate image, with a total of 8 questions. Spiritual motivation can be subdivided into right motivation, goal motivation, care motivation, trust motivation, emotional motivation, role model motivation, and honor motivation, totaling 7 items. The career development incentive is divided into training incentive and promotion incentive, with 2 topics.

Table 3.1 Non-Material Incentive Scales

Factors	Title item
Organizational Environment	<ol style="list-style-type: none"> 1. Affable interpersonal relationship between superiors and subordinates as well as colleagues 2. The organization has a harmonious and harmonious atmosphere 3. I share the same values with the company 4. I approve of the company's rules and regulations
Spiritual motivation	<ol style="list-style-type: none"> 5. The company gives managers the authority to manage 6. The company gives employees exciting goal incentives 7. The company will establish typical people 8. I have the opportunity to receive a medal or honorary title
Professional Competence Development Motivation	<ol style="list-style-type: none"> 9. The company will make training and development plans for employees 10. The company gives employees internal promotion opportunities

3.6.2 Employee Innovation Behavior Scale

Compared with foreign scales, the employee innovative behavior scale prepared by Chinese scholars is more in line with the Chinese scenario, and the formulation of

each topic is more in line with the Chinese way of thinking, therefore, this paper adopts the scale.

An employee innovation behavior scale with eight topics that fit the Chinese context. Liang & Li (2016) issued 312 questionnaires, and 199 valid questionnaires were recovered, with an effective rate of 89.2%. The internal consistency coefficient of the scale was tested to be 0.844. After analysis, the questionnaire has good reliability and validity.

Table 3.2 Employee Innovation Scale

Factors	topic set
Task Performance	1. the quality of my work is well above average 2. The quality standard of my work is higher than the normal standard of that work 3. I favor high professional standards 4. I have the ability to perform core work tasks 5. I have the accuracy to complete core work tasks 6. I have the relevant expertise to complete the core work tasks
Peripheral Performance	7. I will treat others fairly 8. I will take the initiative to help others 9. I seek challenging work 10. I will take the initiative to solve difficult jobs with enthusiasm

3.6.3 Organizational Identification Scale

Based on reading a large amount of literature, The three-dimensional model is more applicable to the organizational identification structure of Chinese employees and developed the Employee organizational identification Questionnaire. This paper refers to the "Employee Organizational Identification Questionnaire" and divides the organizational identification scale into two dimensions: the responsibility of the organization to the employees and the responsibility of the employees to the organization. There are 21 items in "responsibility of the organization to employees" and 18 items in "responsibility of employees to the organization".

Table 3.3 Organizational Identification Scale

Factors	Question set
organizational identification	1. This company offers me a challenging job 2. colleagues in this company trust and help each other 3. This company pays me wages and bonuses according to my work performance 4. Compared with other companies, this company offers

me fair and reasonable treatment

5. This company provides me with good welfare benefits (such as various insurance, vacation, etc.)

6. This company respects its employees very much

7. This company provides me with room for promotion

8. This company cares about my personal growth and personal life

9. This company provides me with autonomy in my work

10. This company takes into account the opinions of its employees before making major decisions

11. This company provides me with a work environment with adequate resources

12. I receive good work-related guidance in this company

13. The company often recognizes my contributions and achievements

14. I can work extra hours to complete my work when it is needed

15. I will inform the company in advance if I resign

16. Keep the business secrets of the company

17. Maintain good cooperative relationship with colleagues around me

18. Promote and maintain the image of the company in front of outsiders

19. I will accept job changes as long as the company needs them

Employee
Responsibility

20. Actively contribute to the development of the enterprise

21. Continuously learn new technology and improve existing skill structure

22. Consciously improve my business level to meet the needs of enterprise development

23. Devote yourself to the development of the enterprise with full enthusiasm

24. Cooperate with senior leaders to complete work arrangements

3.7 Reliability and validity Analysis of the Scale

3.7.1 Reliability Analysis of the Questionnaire

Reliability analysis is used to measure the degree of consistency of a study variable or scale across measurement situations. Reliability analysis can usually be divided into three categories; replicate reliability, retest reliability, and internal

consistency reliability. Replicated reliability refers to the same set of subjects or samples that answer the same questionnaire twice at the same point in time, and finally, the correlation between the two tests is analyzed and the correlation coefficient value of the two results is used to measure the effect of reliability. In addition, retesting reliability means that the same set of samples are tested again at different points in time, and finally the correlation between the two measurements is calculated, and finally the correlation coefficient value is used to determine the effect of reliability. The most common reliability measure is internal consistency reliability, which is a generalized Cronbach's coefficient that measures the consistency of a scale or study variable across question scores. In general: a Cronbach's coefficient value of 0.8 or higher indicates good scale reliability, a Cronbach's coefficient value between 0.7 and 0.8 is acceptable, and a subscale reliability coefficient value between 0.6 and 0.7 is also acceptable. If the Cronbach coefficient value is below 0.6, the reliability is poor and the researcher needs to revise the scale questionnaire. The current study used Cronbach's coefficient to measure the reliability of the three scales: immaterial motivation, organizational identification, and employee innovation. The measurement results are shown in Table 3.4.

Table 3.4 Scale Reliability Analysis

Scale	Dimension	Number of items	Cronbach Alpha
non-material incentives	Organizational Environment	4	0.653
	Spiritual Motivation	4	0.669
	Career Development	2	0.621
	Motivation		
organizational identification	Organizational Responsibility	13	0.879
	Employee Responsibility	11	0.842
Employee Innovation	Task Performance	6	0.747
	Peripheral Performance	4	0.711

As can be seen from the above table: Three scales are involved in this study, which are non-material incentives, organizational identification, and employee innovation. These three scales involve a total of seven research variables in total. They are organizational environment, spiritual motivation, career competence development motivation, organizational responsibility, employee responsibility, task performance, and peripheral performance. The Cronbach alpha of these seven variables were 0.653, 0.669, 0.621, 0.879, 0.842, 0.747, and 0.711, respectively, all of

which were higher than 0.6, with a minimum of 0.621 and a maximum of 0.879. Therefore, the reliability of the research variables involved in this study was within the acceptable range, the sample responses were more accurate and reliable, and the sample data could be used for further research. The data can be used for further research.

3.7.2 Questionnaire Validity Analysis

Validity is a measure of the extent to which a concept or structure can be truly and effectively reflected by the corresponding test item, and it can also be used to measure the structural and logical relationship between the item and the study scale or the study variable. The higher the agreement between the measure and the intended measure, the higher the validity; the lower the agreement, the lower the validity. It is believed that exploratory factor analysis (EFA) is a more effective measure for structural validity analysis. The purpose of exploratory factor analysis (EFA) is to extract common factors, and each common factor will be highly correlated with a specific variable of interest. The common factors can be used to better express or describe the indicators of things. If the structure of the common factor extracted by exploratory factor analysis is more consistent with the conceptual structure of the variable that the researcher wants to measure, it indicates high structural validity. When using exploratory factor analysis (EFA) for validation of structural validity, four items such as cumulative contribution rate, factor loadings, KMO values, and Bartlett's test can be analyzed, combined, and validated for structural validity. The cumulative contribution rate reflects the effective explanation of the scale by the common factor, while the factor loading coefficient reflects the correlation between the original variable and the corresponding common factor, and the KMO value and Bartlett's test are used to illustrate the overall concept of the whole variable or scale.

For this study, the validity test was measured by using KMO and Bartlett's Test, and the Bartlett's Test was required first. Usually, a KMO value greater than 0.8 indicates good structural validity, a KMO value greater than 0.6 indicates acceptable structural validity, and a KMO value less than 0.5 indicates poor structural validity and no good correspondence between the questionnaire questions and the study variables. This study also combined variance interpretation rate, factor loading coefficient values, etc. for validity verification.

Table 3.5 Questionnaire Validity Analysis

KMO and Bartlett test		
	KMO sampling suitability quantity	0,863
	Approximate chi square	6717,126
Bartlett sphericity test	degree of freedom	1128,000
	Significance	0,000

From the above table, 16 items were found to be deleted in the factor analysis because they did not correspond to the factors. The KMO value was $0.863 > 0.7$, and it

passed Bart's spherical test. Moreover, from the above table, this article can see that 2 factors were extracted, and the variance explained by the rotation of these 2 factors were 27.421% and 21.645%, and the total cumulative variance explained was 49.066%. The coefficients of the factor loadings for each item were all higher than 0.4, with the lowest being 0.496, and the correspondence between the items and the factors was good, and the correspondence between the items and the subsets was consistent with the expertise set, thus indicating that the employee innovation scale has good structural validity and the data can be used for further analysis.

To summarize the above analysis, the three scales involved in this study are non-material incentives, organizational identification, and employee innovation, and the design of these three scales is based on the literature. The overall validity of the scales is good and the data can be used for further research.



Chapter 4 Data analysis

4.1 Introduction

Based on the research design and data collection above, this chapter mainly analyses and summarises the corresponding data, identifies specific problems from them, researches the descriptive analysis of the questionnaire, the correlation data of non-material incentives, employees' innovative behaviors and organizational identification, analyses the mediating role of corporate identification, and ultimately verifies whether the above hypotheses are valid or not.

4.2 Descriptive Statistical Analysis of Variables

4.2.1 Sample Size

The basic information of the sample mainly includes gender, age, education, job title, nature of the organization, and years of experience. Table 4.1 below shows that:

Table 4.1 Sample Basic Information Table

Statistical Variables	Option	Frequency	Percentage (%)
Gender	Male	100	40.5
	Female	147	59.5
Age	18~25age	31	12.6
	26~30age	107	43.3
	31~35age	80	32.4
	36~45age	28	11.3
	Over 45 years old	1	0.4
Education	Master	41	16.6
	Undergraduate	172	69.6
	College	34	13.8
	General employees	85	34.4
Job title	Grassroots managers	74	30.0
	Middle Management	85	34.4
	Top management	3	1.2
	State-owned enterprises	32	13.0
Unit nature	Private enterprises	130	52.6
	Foreign-invested, joint ventures	68	27.5
	Business units	12	4.9
	Others	5	2.0
Years of experience	Within 1 year	10	4.0
	1 year~3 years	44	17.8

	4 years~5 years	54	21.9
	5 years or more	139	56.3
Total		247	100.0

4.2.2 Descriptive Statistical

The descriptive analysis of the three variables of non-material incentives, organizational identification and employee innovation was conducted and the results are as follows.

Table 4.2 Descriptive analysis of the Scales

Scale	Dimension	Sample	Minimum	Maximum	Mean	Standard deviation
non-material incentives	Organizational Environment	247	1.50	5.00	4.00	0.56
	Spiritual Motivation	247	2.25	5.00	3.95	0.59
	Career Development	247	1.00	5.00	4.11	0.71
organizational identification	Organizational Responsibility	247	2.00	5.00	3.97	0.55
	Employee Responsibility	247	1.55	5.00	4.09	0.49
Employee Innovation	Task Performance	247	2.50	5.00	4.07	0.49
	Peripheral Performance	247	2.00	5.00	4.09	0.57

According to the statistical analysis of the non-material incentives scale, only the average score of spiritual motivation is less than 4. This indicates that the spiritual motivation of employees is not enough and not generally recognized by employees. The company should pay more attention to the staff's thought dynamics and communicate with them more often. According to the statistical analysis data of the organizational identification scale, it can be seen that the average score of employee responsibility is higher than that of organizational responsibility. Employees think that they have completed their share of responsibility, while the organization's fulfillment of their responsibility still needs to be strengthened. According to the statistical analysis data of the Employee Innovation Scale, it can be seen that the average scores of employees' task performance and peripheral performance are not similar, and

employees generally believe that they have high innovation ability.

4.3 Relevance Analysis

4.3.1 Correlation Analysis of Non-Material Incentives and Employees' Innovation Behavior

The correlation analysis is used to study the correlation between organizational environment, spiritual motivation, professional development motivation and task performance and peripheral performance scores respectively. As shown in Table 4.3.

Table 4.3 Correlation analysis results of non-material incentives and employee innovation

	Task Performance	Peripheral Performance
Organizational Environment	.527**	.446**
Spiritual Motivation	.581**	.491**
Career Development Motivation	.567**	.508**

* p0.05 ** p0.01

The correlation coefficients between task performance and organizational environment, spiritual motivation and career development motivation are 0.527, 0.581, and 0.567, respectively, all of which are significant, and all of which are greater than 0. Therefore, the correlation coefficients between task performance and organizational environment, spiritual motivation and career development motivation are positive. There is a significant positive correlation between the three variables of the study, namely, organizational environment, spiritual motivation and career development motivation, and the relationship is relatively strong.

The correlation coefficients of peripheral performance with organizational environment, spiritual motivation and career development motivation are 0.446, 0.491 and 0.508 respectively, all of which are significant, and all of which are greater than 0. Therefore, it indicates that there is a significant positive relationship between peripheral performance, organizational environment, spiritual motivation and career development motivation. Therefore, it indicates that there is a significant positive relationship between the three research variables of peripheral performance and organizational environment, spiritual motivation and career development motivation, and this relationship is relatively strong.

4.3.2 Correlation Analysis of Non-Material Incentives and Employees' Organizational Identification

The correlation analysis is used to study the relationship between organizational identification, employee responsibility and organizational environment, spiritual motivation and professional competence development motivation respectively.

The correlation analysis was used to study the correlation between organizational

identification and employee responsibility and organizational environment, spiritual motivation and career development motivation. Table 4.4 shows.

Table 4.4 Correlation Analysis Results of Non-Material Incentives And Organizational Identification

	Task Performance	Peripheral Performance
Organizational Environment	.614**	.626**
Spiritual Motivation	.658**	.604**
Career Development Motivation	.659**	.608**

* p0.05 ** p0.01

The correlation coefficients between organizational identification and organizational environment, spiritual motivation and career development motivation are 0.614, 0.658, and 0.656, all of which are significant, and all of which are greater than 0. Therefore, it indicates that there is a positive relationship between organizational identification and organizational environment, spiritual motivation and career development motivation. Therefore, it shows that there is a significant positive relationship between the three variables of organizational identification and organizational environment, spiritual motivation and career development motivation, and this relationship is relatively strong.

The correlation coefficients between employee responsibility and organizational environment, spiritual motivation and career development motivation are 0.626, 0.604 and 0.608 respectively, and the correlation coefficients are all significant, and the correlation coefficient values are all greater than 0. Therefore, it shows that there is a significant positive relationship between the three variables of employee responsibility and organizational environment, spiritual motivation and career development motivation, and this relationship is relatively strong.

4.3.3 Correlation Analysis of Employees' Organizational Identification and Employees' Innovation Behavior

The correlation analysis was used to investigate the correlation between task performance and peripheral performance and the two variables of organizational identification and employee responsibility, respectively. This is shown in Table 4.5.

Table 4.5 Results of the Correlation Analysis between Organizational Identification and Employee Innovation

	Task Performance	Peripheral Performance
Task Performance	.677**	.593**
Peripheral Performance	.739**	.639**

* p0.05 ** p0.01

From the correlation between task performance and organizational responsibility and employee responsibility: the correlation coefficient values between task performance and them are 0.677 and 0.739, respectively, and all the correlation coefficients show significance, and all the correlation coefficient values are greater than 0. Therefore, it indicates that there is a significant positive correlation between task performance and organizational responsibility and employee responsibility, which are the two research variables, and this relationship is relatively strong.

From the correlation between peripheral performance, organizational responsibility and employee responsibility, the correlation coefficients between peripheral performance and them are 0.593 and 0.639 respectively, all of which are significant and all of which are greater than 0. Therefore, it shows that there is a significant positive relationship between peripheral performance, organizational responsibility and employee responsibility, and this relationship is relatively strong.

4.4 Regression Analysis

There is a significant positive relationship between immaterial motivation and employee innovation, as well as a significant positive relationship between immaterial motivation and organizational identification, and a significant positive relationship between organizational identification and employee innovation. Next, multiple linear regression analysis is used to investigate the relationship between the variables.

1. Regression Analysis of Non-material Incentives and Employee Innovation Behavior

According to the results of the correlation analysis between non-material incentives and employees' innovation, there is a positive relationship between them. Here, the regression analysis is done with each dimension of immaterial incentive as the independent variable and employee innovation as the dependent variable, and the results are shown in Table 4.6.

Table 4.6 Results of Regression Analysis of Non-Material Incentives and Employee Innovation

Dependent Variable	Independent variable	Non-standardized coefficient		Standardized coefficient		t	p	R ²	Adjusted R ²	F
		B	Standard Error	Beta						
Task performance	(Constant)	1.429	0.189	-		7.561	0.000	0.461	0.455	69.350*
	Organizational	0.198**	0.051	0.225**		3.908	0.000			

	environment				0			
	Spiritual motivation	0.260**	0.050	0.309**	5.191	0.00		
	Professional competence development	0.199**	0.041	0.287**	4.877	0.00		
	(Constant)	10488	0.241	-	6.168	0.00		
Peripheral performance	Organizational environment	0.181**	0.065	0.178**	2.792	0.00	0.34	0.33
	Spiritual motivation	0.236**	0.064	0.243**	3.691	0.00	4	6
	Professional competence development	0.231**	0.052	0.288**	4.433	0.00		42.522*

*p0.05**p0.01

The three variables, organizational environment, moral motivation, and professional competence development motivation, were used as independent variables, while task performance was used as the dependent variable for multiple linear regression analysis. From the table above: the r of the model is 0.461, which means that these three research variables can explain 46.1% of the variation in task performance. The model passed the F-test, which means that at least one of the three variables, organizational environment, spiritual motivation, and professional competence development motivation, will have an influential relationship on task performance. From the above table, the regression coefficients of all three variables,

namely, organizational environment, spiritual motivation, and professional development motivation, are significant, which means that they all have an impact on task performance. Specifically, the regression coefficients of these three variables are 0.198, 0.260, and 0.199, all of which are greater than 0. Therefore, they all have a positive effect on task performance.

In addition, the relationship between the three variables of organizational environment, moral motivation and career development motivation on peripheral performance is analyzed. From the table above: The R of the model is 0.344, which means that these three variables studied can explain 34.4% of the reason for the change in peripheral performance. Moreover, the model passed the F-test, which means that at least one of the three variables, organizational environment, spiritual motivation and career development motivation, will have an influential relationship on peripheral performance. From the above table, the regression coefficients of all three variables, namely, organizational environment, spiritual motivation, and professional development motivation, are significant, which means that they all have an impact on peripheral performance. Specifically, the B-values of these three variables are 0.181, 0.236, and 0.231, all of which are greater than 0. Therefore, they all have a positive influence on the peripheral performance. To sum up the above analysis, this article can see that the three dimensions of non-material incentives, namely organizational environment, spiritual motivation and career development motivation, all have an influence on task performance or peripheral performance, and they have a significant positive influence.

2. Regression analysis of immaterial motivation and employees' organizational identification

According to the results of the correlation analysis between immaterial motivation and organizational identification, there is a positive relationship between them.

There is a positive relationship between the two. Here, the regression analysis is done with each dimension of immaterial motivation as the independent variable and organizational identification as the dependent variable. The results are shown in Table 4.7.

Table 4.7 Results of Regression Analysis of Non-Material Incentives and Organizational Identification

Dependent Variable	Independent variable	Non-standardized coefficient		Standardized coefficient		t	p	R ²	Adjusted R ²	F
		B	Standard Error	Beta						
Task	(Constant)	0.619	0.178	-	3.482	0.001	0.609	0.605	126.425*	

performance	t)								*
ance	Organizational environment	0.267**	0.048	0.274**	5.591	0.000			
	Spiritual motivation	0.308**	0.047	0.332**	6.543	0.000			
	Professional competence development	0.260**	0.038	0.339**	6.775	0.000			
	(Constant)	1.194	0.170	-	7.017	0.000			
Peripheral performance	Organizational environment	0.298**	0.046	0.341**	6.511	0.000			
	Spiritual motivation	0.224**	0.045	0.269**	4.969	0.000	0.554	0.549	100.683*
	Professional development	0.201**	0.037	0.292**	5.461	0.000			

*p0.05 ** p0.01

The three variables, organizational environment, moral motivation, and professional competence development motivation, were used as independent variables, while organizational responsibility was used as the dependent variable for multiple linear regression analysis. From the table above: The R-squared value of the model is 0.609, which means that these three research variables can explain 60.9% of the reasons for the change in organizational responsibility. And the model passed the F-test, which means that at least one of the three variables, organizational

environment, spiritual motivation and professional competence development motivation, will have an influential relationship on organizational responsibility. From the above table, the regression coefficients of all three variables, namely, organizational environment, spiritual motivation, and professional development motivation, are significant, which means that they all have an influence on organizational responsibility. Specifically, the regression coefficients of these three variables are 0.267, 0.308 and 0.260, all of which are greater than 0. Therefore, they all have a positive influence on organizational responsibility.

And analyzing the relationship between the three variables of organizational environment, spiritual motivation and career development motivation on employee responsibility, from the above table, this article can see that: The R of the model is 0.554, which means that these three research variables can explain 55.4% of the reason for the change of employee responsibility. Moreover, the model passed the F-test, which means that at least one of the three variables, organizational environment, spiritual motivation and career development motivation, will have an influential relationship on employee responsibility. From the above table, the regression coefficients of all three variables, namely, organizational environment, spiritual motivation and professional development motivation, are significant, which means that they all have an impact on employee responsibility. Specifically, the regression coefficients of these three variables are 0.298, 0.224 and 0.201, all of which are greater than 0. Therefore, they all have a positive influence on employee responsibility.

To sum up the above analysis, this article can see that the three dimensions of non-material incentives, i.e. organizational environment, spiritual motivation and professional development motivation, all have a significant positive influence on organizational responsibility or employee responsibility.

3. Regression Analysis of Employee organizational identification and Employee Innovation Behavior

According to the results of the correlation analysis between organizational identification and employee innovation, there is a positive relationship between the two. Here, the regression analysis is done with each dimension of organizational identification as the independent variable and employee innovation as the dependent variable, and the results are shown in Table 4.8.

Table 4.8 Results of Regression Analysis of Organizational Identification and Employee

Dependent Variable	Independent variable	Innovation						
		Non-standardized coefficient	Standardized coefficient	t	p	R ²	调整 R ²	F
		B	Standar Beta					

		d Error							
Task perform ance	(Constan t)	0.76 5	0.174	-	4.40 2	0.0 00			
	Organiza tional	0.29 2**	0.050	0.323**	5.82 2	0.0 00	0.60 1	0.59 8	183.707* *
	Responsi bility								
	Employe e	0.52 3**	0.056	0.518**	9.33 4	0.0 00			
Periphe ral perform ance	(Constan t)	0.73 3	0.235	-	3.29 1	0.0 01			
	Organiza tional	0.30 7**	0.068	0.293**	4.51 5	0.0 00	0.45 4	0.45 0	101.587* *
	Responsi bility								
	Employe e	0.51 3**	0.076	0.439**	6.77 0	0.0 00			

* p0.05 ** p0.01

The multiple linear regression analysis was conducted with the 2 variables of organizational responsibility, employee responsibility as independent variables and task performance as dependent variable, and from the table above; the R-squared value of the model is 0.601, which means that these 2 studied variables can explain the cause of 60.1% change in task performance. Moreover, the model passed the F-test, which means that at least one of the 2 variables, organizational responsibility, and employee responsibility, will have an influential relationship on task performance. As can be seen from the above table, the regression coefficients of the two variables, organizational responsibility and employee responsibility, all show significance, which means that they both have an impact on task performance. Specifically, the regression coefficients of these two variables are 0.292 and 0.523, both of which are greater than 0. Therefore, they both have a positive effect on task performance.

Next, this article analyze the relationship between the two variables of organizational responsibility and employee responsibility on peripheral performance, and this article can see from the above table that the R-squared value of the model is

0.454, which means that these two variables can explain 45.4% of the variation in peripheral performance. Moreover, the model passed the F-test, which means that at least one of the 2 variables, organizational responsibility and employee responsibility, will have an influential relationship on the peripheral performance. From the above table, the regression coefficients of the two variables, organizational responsibility and employee responsibility, all show significance, which means that they both have an impact on peripheral performance. Specifically, the regression coefficients of these two variables are 0.307 and 0.513 respectively, which are both greater than 0. Therefore, they both have a positive influence on the peripheral performance.

To summarize the above analysis, it can be seen that both dimensions of organizational identification, namely organizational responsibility and employee responsibility, have an influence on task performance or peripheral performance, and they all have a significant positive influence.

From the above regression analysis, it can be seen that the three dimensions of non-material incentives, i.e. organizational environment, spiritual motivation, and career development motivation, have an influence on task performance or peripheral performance, and all of them have a significant positive influence on task performance. The three dimensions of immaterial motivation also have a significant positive effect on organizational responsibility or employee responsibility. And organizational responsibility or employee responsibility also have a significant positive effect on task performance or peripheral performance, respectively.

4.5 Mediation Effect Test

This part is to analyze whether organizational identification plays a mediating role in the influence of non-material incentives on employee innovation. The mediating effect test is based on the validation method of Wen Zhonglin, a domestic scholar, and each validation is divided into three models for validation analysis. Model 1 is the model of the independent variable alone with the dependent variable, model 2 is the model of the dependent variable when the independent variable is included in the model with the mediating variable, and model 3 is the model of the relationship between the mediating variable as the dependent variable and the independent variable.

1. Non-Material Incentives and Task Performance: the Mediating Role of Organizational Identification

This part is to analyze whether organizational identification plays a mediating role in the process of the influence of organizational environment, moral motivation, and professional competence development motivation on task performance. Model 1 has the dependent variable of task performance and the independent variables of organizational environment, spiritual motivation, and professional development motivation. Model 2 adds the mediating variable of organizational identification as the independent variable based on model 1. As shown in Table 4.9.

Table 4.9 A test of the Mediating Role of Organizational Identification in the Relationship

between Non-Material Incentives and Task Performance

Model	Model 3		Model 1		Model 2	
	Organizational Responsibility		Task Performance		Task Performance	
	B	Standar d error	B	Stand ard error	B	Stand ard error
Constants	0.619	0.178	1.429**	0.189	1.218**	0.184
Organizational Environment	0.267**	0.048	0.198**	0.051	0.107*	0.051
Spiritual motivation	0.308**	0.047	0.260**	0.050	0.155**	0.052
Professional Competence Development Motivation	0.260**	0.038	0.199**	0.041	0.110**	0.042
Organizational responsibility	-	-	-	-	0.341**	0.065
R-squared	0.609		0.461		0.517	
Adjustment of R-squared	0.605		0.455		0.509	
F-value	126.425**		69.350**		64.658**	
Change in R-squared	-		0.461		0.055	
F-value change	-		69.350**		27.713**	

* p0.05;** p0.01

To analyze whether organizational identification plays a mediating role in the process of influencing organizational environment on task performance. In model one the organizational environment shows significance, thus indicating that it has a significant influence relationship on task performance. Then model three showed significance for organizational environment and also showed significance for organizational responsibility in model two, thus indicating that a mediating role exists, and finally a test was conducted to see if it was a partial or full mediating role. In Model 2, the organizational environment is also significant, so it indicates a partial mediating effect, which means that the organizational environment influences task performance partly by itself and partly by organizational responsibility.

To analyze whether organizational identification plays a mediating role in the influence of spiritual motivation on task performance. In Model I, spiritual motivation was found to be significant, thus indicating that it has a significant effect on task performance. Next, Model 3 showed a significant effect of spiritual motivation and Model 2 showed a significant effect of organizational identification, thus indicating the existence of a mediating role, and finally tested whether it was a partial or full mediating role. In Model 2, spiritual motivation is also significant, which means that it is partially mediated, i.e., spiritual motivation influences task performance partly by itself and partly by organizational identification.

To analyze whether organizational identification plays a mediating role in the process of influence of occupational competence development motivation on task performance. In Model I, the motivation for career development is significant, thus indicating that it has a significant effect on task performance. Next, model three showed significance for occupational competence development incentives and also showed significance for organizational responsibility in model two, thus indicating the existence of a mediating role, and finally tested whether it was a partial or full mediating role. In Model 2, the professional competence development incentive is also significant, so it indicates a partial mediating role, which means that the professional competence development incentive influences task performance partly by itself and partly by organizational identification.

2. Non-Material Incentives and Peripheral Performance: the Mediating Role of Organizational Identification

This part is to analyze whether organizational identification plays a mediating role in the process of influencing peripheral performance by organizational environment, spiritual motivation and professional development motivation. Model 1 has the dependent variable of peripheral performance, and the independent variables are organizational environment, spiritual motivation, and professional development motivation. As shown in Table 4.10.

Table 4.10 A Test of the Mediating Role of Organizational Identification in the Relationship between Non-Material Incentives and Peripheral Performance

Model	Model 3		Model 1		Model 2	
	Organizational Responsibility		Task Performance		Task Performance	
	B	Standard error	B	Standard error	B	Standard error
Constants	0.619	0.178	0.178	1.488**	1.263**	0.239
Organizational Environment	0.267**	0.048	0.048	0.181**	0.084	0.066

Spiritual motivation	0.308**	0.047	0.047	0.236**	0.124	0.067
Professional Competence Development Motivation	0.260**	0.038	0.038	0.231**	0.136*	0.055
Organizational responsibility	-				0.364**	0.084
R-squared	0.609		0.344		0.391	
Adjustment of R-squared	0.605		0.336		0.381	
F-value	126.425**		42.522**		38.916**	
Change in R-squared	-		0.344		0.047	
F-value change	-		42.522**		18.771**	

*p0.05;**p0.01

To analyze whether organizational identification plays a mediating role in the process of influencing organizational environment on peripheral performance. In model one, organizational environment is significant, thus indicating that it has a significant relationship on peripheral performance. Next, model three showed significance for organizational environment and showed significance for organizational identification in model two, thus indicating the existence of a mediating role, and finally tested whether it is a partial or full mediating role. From model two, organizational environment does not show significance, so it indicates a full mediating effect, which means that the influence of organizational environment on peripheral performance is completely influenced by organizational identification.

Analyze whether organizational identification plays a mediating role in the process of influence of spiritual motivation on peripheral performance. In model one spiritual motivation shows significance, thus indicating that it will have a significant influence relationship on peripheral performance. Next, Model 3 shows a significant effect of spiritual motivation and Model 2 also shows a significant effect of organizational identification, thus indicating the existence of a mediating role, and finally testing whether it is a partial or full mediating role. From model two, spiritual motivation does not show significance, so it means that it is fully mediated, i.e., it means that the influence of spiritual motivation on peripheral performance is completely through organizational identification.

Analyze whether organizational identification plays a mediating role in the process of influence of vocational competence development incentives on peripheral performance. In Model I the vocational competence development incentive shows

significance, thus indicating that it will have a significant influence relationship on peripheral performance. Next, model three shows a significant effect of occupational competence development incentives and model two shows a significant effect of organizational identification, thus indicating the existence of a mediating role, and finally, it is tested whether it is partially or fully mediated. In Model 2, the career development incentive is also significant, so it indicates a partial mediating effect, which means that the career development incentive influences the peripheral performance partly by itself and partly by the organizational identification.

3. Non-Material Incentives and Task Performance: the Mediating Role of Employee Responsibility

This part is to analyze whether employee responsibility plays a mediating role in the process of influencing task performance by organizational environment, moral motivation, and career development motivation. Model 1 has the dependent variable of task performance, and the independent variables are organizational environment, spiritual motivation, and professional competence development motivation. As shown in Table 4.11

Table 4.11 A Test of the Mediating Role of Employee Responsibility in the Relationship between Non-Material Incentives and Task Performance

Model	Model 3		Model 1		Model 2	
	Organizational Responsibility		Task Performance		Task Performance	
	B	Standard error	B	Standard error	B	Standard error
Constants	1.194	0.170	1.429**	0.189	0.790**	0.182
Organizational Environment	0.298**	0.046	0.198**	0.051	0.039	0.048
Spiritual motivation	0.224**	0.045	0.260**	0.050	0.140**	0.046
Professional Competence Development Motivation	0.201**	0.037	0.199**	0.041	0.092*	0.038
Organizational responsibility	-	-	-	-	0.535**	0.063
R-squared	0.554		0.461		0.586	
Adjustment of R-squared	0.549		0.455		0.580	
F-value	100.683**		69.350**		85.783**	

Change in R-squared	-	0.461	0.125
F-value change	-	69.350**	73.235**

* p0.05 ** p0.01

To analyze whether employee responsibility plays a mediating role during the influence of organizational environment on task performance. In model one the organizational environment is significant, thus indicating that it has a significant effect on task performance. Next, model three showed significance for organizational environment and also showed significance for employee responsibility in model two, thus indicating the existence of a mediating role, and finally tested whether it was a partial or full mediating role. In Model 2, the organizational environment does not show significance, so it is fully mediated, which means that the influence of the organizational environment on task performance is completely influenced by employee responsibility.

Analyze whether employee responsibility plays a mediating role in the process of mental motivation's influence on task performance. In Model I, spiritual motivation is significant, thus indicating that it has a significant effect on task performance. Next, Model 3 shows a significant effect of spiritual motivation, and Model 2 also shows a significant effect of employee responsibility, thus indicating the existence of a mediating role, and finally testing whether it is partially or fully mediated. In Model 2, spiritual motivation is also significant, so it is a partial mediator, which means that spiritual motivation influences task performance partly by itself and partly by employee responsibility.

To analyze whether employee responsibility plays a mediating role in the process of professional competence development motivation on task performance. In Model I, the motivation for career development is significant, thus indicating that it has a significant effect on task performance. Next, model three showed a significant effect of career development motivation and model two also showed a significant effect of employee responsibility, thus indicating the existence of a mediating role, and finally, it was tested whether it was a partial or full mediating role. In Model 2, the motivation for career development is also significant, so it is a partial mediating effect, which means that the motivation for career development influences task performance partly by itself and partly by employee responsibility.

This part is to analyze whether employee responsibility plays a mediating role in the influence of organizational environment, moral motivation, and career development motivation on peripheral performance. Model 1 has the dependent variable of peripheral performance, and the independent variables are organizational environment, spiritual motivation, and professional development motivation. As shown in Table 4.12.

Table 4.12 A Test of the Mediating Role of Employee Responsibility in the Relationship between Non-Material Incentives and Peripheral Performance

Model	Model 3		Model 1		Model 2	
	Employee Responsibility		Peripheral Performance		Peripheral Performance	
	B	Standard error	B	Standard error	B	Standard error
Constants	1.194	0.170	1.488**	0.241	0.841**	0.245
Organizational Environment	0.298**	0.046	0.181**	0.065	0.020	0.065
Spiritual motivation	0.224**	0.045	0.236**	0.064	0.115	0.062
Professional Competence Development Motivation	0.201**	0.037	0.231**	0.052	0.122*	0.051
Organizational responsibility	-	-	-	-	0.542**	0.084
R-squared	0.554		0.344		0.440	
Adjustment of R-squared	0.549		0.336		0.431	
F-value	100.683**		42.522**		47.538**	
Change in R-squared	-		0.344		0.096	
F-value change	-		42.522**		41.386**	

* p0.05 ** p0.01

To analyze whether employee responsibility plays a mediating role during the influence of organizational environment on peripheral performance. In model one the organizational environment shows significance, thus indicating that it has a significant effect on peripheral performance. Next, model three shows that organizational environment is significant, and in model two, employee responsibility is also significant, thus indicating that a mediating role exists, and finally, it is tested whether it is partially or fully mediated. In Model 2, the organizational environment does not show significance, so it is fully mediated, which means that the influence of the organizational environment on peripheral performance is entirely through employee responsibility.

Analyze whether employee responsibility plays a mediating role in the process of influence of spiritual motivation on peripheral performance. In Model I, spiritual

motivation is significant, thus indicating that it has a significant relationship with peripheral performance. Next, Model 3 shows the significance of spiritual motivation and Model 2 also shows the significance of employee responsibility, thus indicating the existence of a mediating role, and finally testing whether it is a partial or full mediating role. From model two, spiritual motivation does not show significance, so it means that it is fully mediated, that is, it means that the influence of spiritual motivation on peripheral performance is completely through employee responsibility.

Analyze whether employee responsibility plays a mediating role in the process of influence of vocational competence development incentives on peripheral performance. In Model I, the professional competence development incentive is significant, thus indicating that it has a significant influence relationship on peripheral performance. Next, model three shows the significance of career development motivation and model two shows the significance of employee responsibility, thus indicating the existence of a mediating role, and finally, it is tested whether it is partially or fully mediated. From model 2, the career development incentive is also significant, so it indicates a partial mediating effect, which means that part of the influence of career development incentive on peripheral performance is influenced by itself, and part of it is influenced by employee responsibility.

The above analysis shows that the three dimensions of immaterial motivation, i.e. organizational environment, spiritual motivation and career development motivation, play a mediating role in influencing task performance, and the two dimensions of organizational identification, i.e. organizational responsibility and employee responsibility, play a mediating role, which means that immaterial motivation influences task performance through organizational identification first. Similarly, two dimensions of organizational identification, namely organizational responsibility and employee responsibility, play a mediating role in the influence of the three dimensions of immaterial motivation on peripheral performance, which means that the influence of immaterial motivation on peripheral performance is mediated by organizational identification before peripheral performance.

Chapter 5 Conclusion and Recommendations

This chapter mainly focuses on the data analysis in the previous chapter to obtain corresponding results and explain whether it supports the research objectives. At the same time, related analysis is conducted on the improvement measures and future improvement directions of the enterprise.

5.1 Conclusion

This article analyzes the data from a questionnaire survey of Huawei, where 1 represents "strongly disagree" and 5 represents "strongly agree". The average score of Huawei's various questionnaires is 4.2 (within the range of 1 to 5). We found a significant positive correlation between non-material incentives and employee task performance. This means that by providing appropriate non-material incentives, companies can stimulate employees' work motivation and performance, thereby improving their task performance. There is a significant positive correlation between abundant material incentives and employees' psychological rewards. Indicating that material incentives can effectively meet employees' basic needs, prompting them to obtain more satisfaction and psychological rewards in their work. There is a significant positive correlation between Organizational identification and employee innovation. This means that when employees identify and recognize the organization's goals, values, and culture, they are more likely to exhibit positive innovative behavior. Organizational identification can establish a working atmosphere of cooperation and support, thus promoting employees' innovative ability and performance.

5.1.1 There is a Correlation between Non-Material Incentives, Employee Innovation and Organizational Identification

According to the above correlation empirical data, the P value of the correlation coefficient between non-material incentive and employee innovation behavior and organizational identification is less than 0.01, which indicates that it is significant at the 10% significance level, and both are greater than 0. The correlation coefficients between employee innovation (task performance) and non-material motivation (organizational environment, spiritual motivation, and career development motivation) are 0.527, 0.581, and 0.567, respectively, which are significant and all greater than 0. It indicates that there is a significant positive correlation between non-material incentives and employee innovation behavior, and this relationship is relatively strong. The correlation coefficients between Organizational identification and non-material incentives (organizational environment, spiritual motivation, and career development motivation) are 0.614, 0.658, and 0.656, respectively, which are significant and all greater than 0. The correlation coefficients between task performance and employee responsibility are 0.677 and 0.739, respectively. All correlation coefficients are significant, and all correlation coefficient values are greater than 0. Therefore, there is a relatively strong correlation between non-material incentives and employees' innovative behavior and Organizational identification. According to the results of

correlation analysis, all three dimensions of immaterial motivation have a significant positive relationship with two dimensions of employee innovation, especially spiritual motivation, and task performance; all three dimensions of immaterial motivation have a significant positive relationship with two dimensions of organizational identification, especially spiritual motivation and organizational commitment: two dimensions of organizational identification have a significant positive relationship with two dimensions of employee innovation, especially spiritual motivation and task performance. There is a significant positive relationship between the two dimensions of organizational identification and the two dimensions of employee innovation, especially employee commitment and task performance.

Transformational leadership can stimulate employee innovation behavior and can play an important role in strengthening innovation management for enterprises, so leaders in enterprises should try their best to cultivate a transformational leadership style. One is to learn to set an example for the staff, the leader should have excellent ability and quality, high moral and ethical conduct, work on responsibility, do things on the method, communicate on the art, treat people with humility and kindness, take the lead to cultivate the innovation consciousness, enhance the innovation ability, put into innovative action, under the leader's example power, the staff will increase to look to the leader and learn from the example. Secondly, Hua Wei should learn to motivate employees with vision, regularly talk with employees, depict the grand blueprint of the enterprise to employees and the development prospect of the positions they are engaged in, activate the work motivation of employees, improve the identity of the meaning of work of employees, enhance the sense of mission and sense of responsibility of employees, make employees realize the important value of hard work and the importance of pioneering and innovation. Thirdly, Hua Wei should learn to care about our employees. The work performance of our employees will directly or indirectly affect the interests and development of the company. Therefore, the leaders should understand the psychology of the employees, pay more attention to the employees, give them help in work and life, and reduce their external burden, so that they will have a sense of belonging to the company, and at the same time, create a free, open and easy innovation environment for the employees. In an innovative environment, employees will be willing to share their unique insights with their colleagues, and colleagues may give back some new inspirations, which will be conducive to the creation of innovative behaviors. Fourthly, the leader himself should cultivate white charisma, such as outstanding business ability, flexible and effective innovation methods, and standing up for himself at important junctures, etc. A charismatic leader will naturally attract employees, and the requirements proposed in the work will be easily supported by employees, while employees will actively think, innovate ways and means, and explore their own potential in order to realize the requirements of the leader, thus possibly generating innovative behaviors.

5.1.2 There is a Positive Impact between Non-Material Incentives, Employee Innovation and Organizational Identification

According to the above correlation empirical data, the P value of the correlation

coefficient between non-material incentive and employee innovation behavior and organizational identification is less than 0.01, which indicates that it is significant at the 10% significance level, and both are greater than 0. The correlation coefficients between employee innovation (task performance) and non-material motivation (organizational environment, spiritual motivation, and career development motivation) are 0.527, 0.581, and 0.567, respectively, which are significant and all greater than 0. It indicates that there is a significant positive correlation between non-material incentives and employee innovation behavior, and this relationship is relatively strong. The correlation coefficients between Organizational identification and non-material incentives (organizational environment, spiritual motivation, and career development motivation) are 0.614, 0.658, and 0.656, respectively, which are significant and all greater than 0. The correlation coefficients between task performance and employee responsibility are 0.677 and 0.739, respectively. All correlation coefficients are significant, and all correlation coefficient values are greater than 0. Therefore, there is a relatively strong correlation between non-material incentives and employees' innovative behavior and Organizational identification. According to the results of correlation analysis, all three dimensions of immaterial motivation have a significant positive relationship with two dimensions of employee innovation, especially spiritual motivation, and task performance; all three dimensions of immaterial motivation have a significant positive relationship with two dimensions of organizational identification, especially spiritual motivation and organizational commitment: two dimensions of organizational identification have a significant positive relationship with two dimensions of employee innovation, especially spiritual motivation and task performance. There is a significant positive relationship between the two dimensions of organizational identification and the two dimensions of employee innovation, especially employee commitment and task performance.

Transformational leadership can stimulate employee innovation behavior and can play an important role in strengthening innovation management for enterprises, so leaders in enterprises should try their best to cultivate a transformational leadership style. One is to learn to set an example for the staff, the leader should have excellent ability and quality, high moral and ethical conduct, work on responsibility, do things on the method, communicate on the art, treat people with humility and kindness, take the lead to cultivate the innovation consciousness, enhance the innovation ability, put into innovative action, under the leader's example power, the staff will increase to look to the leader and learn from the example. Secondly, Hua Wei should learn to motivate employees with vision, regularly talk with employees, depict the grand blueprint of the enterprise to employees and the development prospect of the positions they are engaged in, activate the work motivation of employees, improve the identity of the meaning of work of employees, enhance the sense of mission and sense of responsibility of employees, make employees realize the important value of hard work and the importance of pioneering and innovation. Thirdly, Hua Wei should learn to care about our employees. The work performance of our employees will directly or indirectly affect the interests and development of the company. Therefore, the leaders should understand the psychology of the employees, pay more attention to the

employees, give them help in work and life, and reduce their external burden, so that they will have a sense of belonging to the company, and at the same time, create a free, open and easy innovation environment for the employees. In an innovative environment, employees will be willing to share their unique insights with their colleagues, and colleagues may give back some new inspirations, which will be conducive to the creation of innovative behaviors. Fourthly, the leader himself should cultivate white charisma, such as outstanding business ability, flexible and effective innovation methods, and standing up for himself at important junctures, etc. A charismatic leader will naturally attract employees, and the requirements proposed in the work will be easily supported by employees, while employees will actively think, innovate ways and means, and explore their own potential in order to realize the requirements of the leader, thus possibly generating innovative behaviors.

5.1.3 Organizational identification Plays a Mesomeric Effect between Non-Material Incentives and Employees' Innovative Behavior

Analyze whether Organizational identification plays a mediating role in the impact of non-material incentives on employee innovation behavior. In model 1, the P-value score of Organizational identification is 0.42, greater than 0, showing significance, which indicates that it has a significant relationship with peripheral performance. Secondly, Model 3 shows the significance of mental motivation, while Model 2 also shows the significance of employee responsibility, indicating the existence of mediating effects and ultimately testing whether it is a partial mediating effect or a complete mediating effect. From Model 2, it can be seen that mental motivation does not show significant significance, which means it is completely mediated, meaning that the impact of mental motivation on peripheral performance is entirely achieved through employee responsibility. According to the results of the mediating effect test, it can be seen that organizational identification plays a mediating role in the influence of three dimensions of non-material incentives, namely, organizational environment, spiritual motivation, and professional competence development motivation on two dimensions of employee innovation, namely, task performance and peripheral performance. That is, non-material incentives can not only directly influence employees' employee innovation but also indirectly influence employees' employee innovation through organizational identification. In summary, research based on empirical data shows a significant positive correlation between non-material incentive measures and employee innovation behavior in Huawei enterprises. This conclusion provides a theoretical basis for Huawei to develop effective human resource management strategies and incentive measures, which can help improve the innovation ability and performance of the organization.

In the work process, communication is an essential part. Effective communication can not only significantly improve efficiency, but also fully stimulate employees' work enthusiasm, which is conducive to innovative behavior. Therefore, it is necessary to develop an effective communication mechanism in the business industry. On the one hand, leaders can give more care to employees, understand their work situation, care about their living conditions, give targeted help and care to

employees, have regular heart-to-heart talks with employees, listen to some effective suggestions from employees for the development of the enterprise and themselves, often encourage employees, enhance their self-confidence, improve the recognition of their self-worth and self-ability, enhance their motivation to work, so that Employees can feel the warmth of leadership and enterprise; at the same time, leaders can establish an incentive mechanism in the enterprise, advanced employees can be rewarded for their work, for the implementation of the work of employees to effectively guide their problems in the work, so that employees at different levels can find a sense of belonging in the enterprise and contribute to the work. On the other hand, employees should also continue to improve their own abilities, to learn to listen, observe, and think, to listen and record carefully the tasks explained by the leadership and the ideas of arranging work, to clarify the requirements of the leadership and the results they want to achieve, and to ask questions in time where they do not understand. To observe the same thing the way the leader handles, the measures taken by the leader, to learn the working methods of the leader, to quietly analyze and think, to learn to integrate, to carefully digest the guidance of the leader, actively absorb, transform into their own way of working, and apply to the actual work, so that the ability of the staff has been improved, the leadership will also be happy and gratified by it, and give in the future work with More attention and support.

5.2 Recommendation

Although current research has identified the correlation between non-material incentives and employee innovation behavior, there are still some aspects worth further exploration in future research. The following are the prospects for future research in this article:

1. Comparing the relationship between Non-Material Incentives and employee innovation in different cultural backgrounds: Due to cultural differences, the relationship between Non-Material Incentives and employee innovation may vary depending on different countries and regions. Future research can explore the differences in the impact of Non-Material Incentives on employee innovation behavior under different cultural backgrounds based on cross-border comparisons, thus providing valuable references for cross-cultural management.

2. Explore the moderating effect of other factors on the relationship between non-material incentives and employee innovation: In addition to Organizational identification, there are other factors that may play a moderating role between non-material incentives and employee innovation. For example, leadership style, team atmosphere, personal traits, etc. may all have an impact on this relationship. Future research can comprehensively examine these regulatory factors and explore how they work together with non-material incentives to promote employee innovation behavior.

3. Long-term research design and multiple research methods are adopted: the current research is mainly based on cross-sectional data and questionnaires, and future research can adopt a longer-term Longitudinal study design to observe the long-term impact of Non-Material Incentives on employees' innovative behavior. In addition, by

combining various research methods such as on-site observation, case studies, and in-depth interviews, a more comprehensive and in-depth understanding can be obtained, further enriching the understanding of the relationship between Non-Material Incentives and employee innovation.

Future research should further explore and strengthen the relationship between non-material incentives and employee innovation behavior, in order to enrich theoretical research and provide more specific guidance for practice. This will help organizations better mobilize the innovative potential of employees, promote sustainable development of the enterprise, and establish competitive advantages.



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Appendix

Questionnaire survey

Research on the influence of non-material incentives on employees' employee innovation

Survey Questionnaire

Dear Madam and Sir.

Hello! I am currently conducting a study on the impact of non-material incentives on employee innovation and would like to ask for your help and support. Please read each question carefully and make your choice according to your real opinion.

There is no right or wrong answer for each question in this questionnaire, your choice is for data analysis and research purposes only. The questionnaire is anonymous and your answers and personal information will be kept confidential and will not be disclosed to others.

Thank you again for your support of this study!

We wish you all the best and success!

I. Basic information

1. Your gender:

A. Male

B. Female

2. Your age:

A. 18~25 years old

B. 26~30 years old

C. 31~35 years old

D. 36~45 years old

E. 45 years old or above

Your education level:

A. Doctor

B. Master

C. Bachelor

D. College

4. Your job title:

A. General employee

B. Basic management

C. Middle management

D. Senior management

5. The nature of your current unit:

A. State-owned enterprises

B. Private enterprises

C. Foreign investment, joint ventures

D. Institution

E. Other

6. Your years of experience:

A. Within 1 year

B. 1 year ~ 3 years

C. 4 years ~ 5 years

D. More than 5 years

II. Specific questionnaire

Please tick the box that you think is most appropriate, 1, 2, 3, 4, 5 or strongly disagree, disagree, neutral, agree, strongly agree.

Table 1 Non-Material Incentive Scales

Factors	Title item	Degree of agreement				
		1	2	3	4	5
Organizational Environment	1. Affable interpersonal relationship between superiors and subordinates as well as colleagues					
	2. The organization has a harmonious and harmonious atmosphere					
	3. I share the same values with the company					
	4. I approve of the company's rules and regulations					
Spiritual motivation	5. The company gives managers the authority to manage					
	6. The company gives employees exciting goal incentives					
	7. The company will establish typical people					
	8. I have the opportunity to receive a medal or honorary title					
Professional Competence	9. The company will make training and					

Development Motivation	development plans for employees					
	10. The company gives employees internal promotion opportunities					

Table.2 Employee Innovation Scale

Factors	topic set	Degree of agreement				
		1	2	3	4	5
Task Performance	1. the quality of my work is well above average					
	2. The quality standard of my work is higher than the normal standard of that work					
	3. I favor high professional standards					
	4. I have the ability to perform core work tasks					
	5. I have the accuracy to complete core work tasks					
	6. I have the relevant expertise to complete the core work tasks					
Peripheral Performance	7. I will treat others fairly					
	8. I will take the initiative to help others					
	9. I seek challenging work					
	10. I will take the initiative to solve difficult jobs with enthusiasm					

Table 3 Organizational Identification Scale

Factors	Question set	Degree of agreement				
		1	2	3	4	5
organizational identification	1. This company offers me a challenging job					
	2. colleagues in this company trust and help each other					

	3. This company pays me wages and bonuses according to my work performance					
	4. Compared with other companies, this company offers me fair and reasonable treatment					
	5. This company provides me with good welfare benefits (such as various insurance, vacation, etc.)					
	6. This company respects its employees very much					
	7. This company provides me with room for promotion					
	8. This company cares about my personal growth and personal life					
	9. This company provides me with autonomy in my work					
	10. This company takes into account the opinions of its employees before making major decisions					
	11. This company provides me with a work environment with adequate resources					
	12. I receive good work-related guidance in this company					
	13. The company often recognizes my contributions and achievements					
Employee Responsibility	14. I can work extra hours to complete my					

	work when it is needed					
	15. I will inform the company in advance if I resign					
	16. Keep the business secrets of the company					
	17. Maintain good cooperative relationship with colleagues around me					
	18. Promote and maintain the image of the company in front of outsiders					
	19. I will accept job changes as long as the company needs them					
	20. Actively contribute to the development of the enterprise					
	21. Continuously learn new technology and improve existing skill structure					
	22. Consciously improve my business level to meet the needs of enterprise development					
	23. Devote yourself to the development of the enterprise with full enthusiasm					
	24. Cooperate with senior leaders to complete work arrangements					