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ASSIGNMENT
FOR A QUALIFYING MASTER’S THESIS
given to
Zhang Liwan

1. Topic of work: “FORMATION OF THE COMPANY’S PERSONNEL MANAGEMENT SYSTEM”.

Scientific advisor SEMENCHENKO Tamara, PhD in Education, Assoc. Prof.
approved by the order of the University dated «17» September 2024, № 4601-3к/1025

2. Deadline for submission of thesis by the student 18 November 2024.

3. List of questions to be researched:

In chapter 1: explore the essence, content, and classification features of personnel management system; identify the unique challenges companies face in global personnel management, including recruitment and retention strategies; clarify how companies integrate modern HR technologies like AI and big data into their personnel management system.

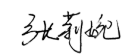
In chapter 2: Provide a technical and economic analysis of NIO's personnel management system; evaluate the impact of NIO's global expansion on its personnel management strategies; assess the company's workforce diversity, talent management approaches, and HR processes.

In chapter 3: propose improvements to NIO's personnel management efficiency, with a focus on minimizing risks; develop strategies for improving employee engagement, satisfaction, and retention; offer recommendations for incorporating digital tools and AI in optimizing NIO's global HR management.

4. Plan of qualifying master's thesis

No	Names of thesis chapters
1	THEORETICAL AND METHODOLOGICAL ASPECTS OF PERSONNEL MANAGEMENT
2	ANALYSIS AND ASSESSMENT OF NIO'S PERSONNEL MANAGEMENT SYSTEM
3	WAYS OF OPTIMIZING PERSONNEL MANAGEMENT IN GLOBAL ENTERPRISES

5. Date of assignment issuance 25 September 2024

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ABSTRACT

The qualification master's thesis contains 77 pages, 6 tables, 6 figures, 1 appendix, and a list of references of 60 titles.

The object of the research is human management systems within worldwide companies.

The subject of the research is the personnel management system of NIO, a leader in the electric vehicle industry, and the methods the company employs to integrate advanced human resource strategies and technologies to optimize its workforce management on a global scale.

This master's thesis aims to deeply examine NIO's personnel management system, concentrating on its solutions to the distinct difficulties in handling a worldwide workforce, encompassing aspects like recruitment, retention, diversity, and employing contemporary HR technologies like AI and big data and offer strategic recommendations to enhance the efficiency and effectiveness of NIO's personnel management practices, contributing to its ongoing innovation and global competitiveness.

The tasks of the qualification master's thesis are:

- to define the essence and scope of intellectual resources within NIO's framework;
- to investigate the role of human resources and brand management in supporting NIO's intellectual capital;
- to analyze NIO's organizational structure and current personnel management framework;
- to evaluate both internal and external environmental factors affecting NIO's HRM strategies;
- to assess the effectiveness of NIO's intellectual resource management practices;
- to provide recommendations for optimizing NIO's personnel management system to support innovation and competitive sustainability.

Based on the results of the study, the author formulates theoretical and practical

recommendations for optimizing NIO's personnel management system. These findings can serve as a valuable resource for global enterprises seeking to enhance workforce management efficiency through advanced technologies and modern HR strategies.

The findings obtained can be applied to the practical operations of NIO and similar tech-oriented firms to enhance the efficiency of their human resources systems.

Year of completion of the master's thesis: 2024.

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INTRODUCTION

Rationale. Intellectual resources encompass talents, knowledge, information, innovations, and supportive systems, forming a crucial foundation for companies to achieve competitive advantage in the knowledge economy. Intellectual resource management (IRM) is situated at the crossroads of knowledge and human resource management, aiming to enhance intellectual endeavors, facilitate sensible distribution of intellectual resources, and strengthen the creative abilities of businesses. Efficient IRM supports the "lean production" of mental labor, addresses inefficiencies in intellectual work, and curbs wasteful management practices, ultimately contributing notable economic and social benefits [1].

NIO Inc., renowned as a leading smart electric vehicle (EV) company in China and a global innovator, faces multiple challenges in the industry, including intense competition from both local and international EV manufacturers, ongoing demands for innovation, and navigating complex regulatory and consumer environments. As a result, NIO has embraced a strategic human resource management (HRM) approach, aligning it with its dedication to innovation and customer-centric design. The personnel management system of NIO is vital for maintaining operational efficiency, nurturing an innovative culture, and bolstering its competitive edge. The company's unique approach to managing human resources offers valuable insights into the strategic alignment of HRM within a high-tech industry setting, underscoring the relevance of studying this topic in depth.

Theoretical Basis. This study draws from both domestic and international scholarship on personnel management, organizational behavior, and intellectual resource management. Foundational contributions from renowned scholars such as J. Galbraith (organizational design), M. Porter (competitive strategy), and L. Edvinsson (intellectual capital) inform this research. These theoretical foundations are supplemented by key methodologies, including systems theory, which collectively guide the structural and analytical approach to examining NIO's personnel

management practices [2].

Purpose and Objectives. The paper aims to deeply examine NIO's personnel management system, concentrating on its solutions to the distinct difficulties in handling a worldwide workforce, encompassing aspects like recruitment, retention, diversity, and employing contemporary HR technologies like AI and big data and offer strategic recommendations to enhance the efficiency and effectiveness of NIO's personnel management practices, contributing to its ongoing innovation and global competitiveness.

To achieve this, the study addresses the following objectives:

- to define the essence and scope of intellectual resources within NIO's framework;
- to investigate the role of human resources and brand management in supporting NIO's intellectual capital;
- to analyze NIO's organizational structure and current personnel management framework;
- to evaluate both internal and external environmental factors affecting NIO's HRM strategies;
- to assess the effectiveness of NIO's intellectual resource management practices;
- to provide recommendations for optimizing NIO's personnel management system to support innovation and competitive sustainability.

Object and Subject of Research. The object of the research is human management systems within worldwide companies. The subject of the research is the personnel management system of NIO, a leader in the electric vehicle industry, and the methods the company employs to integrate advanced human resource strategies and technologies to optimize its workforce management on a global scale.

This research employs a combination of general and specialized methods, including:

- logical generalization and analysis: for synthesizing key theoretical concepts related to personnel management;

- system approach: to examine the interconnectedness of NIO’s personnel practices within a global context;
- economic analysis: assessing the cost-benefit implications of NIO’s HR investments;
- mathematical statistics: used to analyze key workforce metrics, including employee retention and performance;
- models of optimization: utilized to suggest strategies for tackling issues related to personnel;
- formalization and modeling: to establish a framework for evaluating and improving NIO’s HR strategies.

The uniqueness of this study lies in its practical assessment of NIO's staff management methods in the fast-changing, advanced electric vehicle sector. The study introduces actionable insights and methodological recommendations that refine personnel management systems to better support innovation and strategic alignment within similar high-tech organizations. A particular focus is placed on integrating human resource strategies with corporate innovation goals.

This research is timely, given the importance placed on talent management and innovation by both government and industry in China. This study's results are anticipated to align with NIO's strategic goals, given that efficient handling of intellectual assets boosts operational effectiveness, fosters innovation, and bolsters competitive edge. Furthermore, the suggestions offer a structure to maintain NIO's expansion path, guaranteeing the efficient use of its intellectual assets. These insights will also serve as a model for other high-tech companies facing similar challenges in today’s competitive global environment.

CHAPTER 1

THEORETICAL ISSUES REGARDING ENTERPRISE PERSONNEL MANAGEMENT

1. 1 Modern methods of personnel management

As the 21st century progresses, the evolution of employee administration is concentrating on adaptability, integrating technological advancements, and aligning tactics with organizational aspirations. Modern methods transcend traditional human resource management by focusing on creating dynamic systems that address global workforce diversity and leverage advanced technologies such as AI and blockchain. These techniques maintain a balance between operational efficiency and employee-centric practices, ensuring their engagement and inventive output. Organizations such as NIO, by harmonizing human resource tactics with their extended objectives, demonstrate the transformative capability of modern workforce management in propelling competitive edges and continuous expansion.

Modern staff management plays a crucial role in organizational triumph, particularly in rapidly advancing technological fields such as electric vehicles (EVs). The shift from conventional human resource management (HRM) models to evolving, data-centric tactics highlights the growing intricacies involved in handling a varied, worldwide workforce. This section explores the fundamental principles of modern employee management, focusing on adaptability, merging technologies, and aligning strategies with the organization's goals.

Globalization's ascent has intensified the demand for personnel management systems adept at addressing cultural, linguistic, and regulatory differences. Modern methodologies emphasize flexibility, allowing entities to synchronize their worldwide tactics with regional traditions. For example, companies such as NIO need to adapt their HRM structures to meet regional labor regulations and cultural subtleties, all the while preserving organizational uniformity. As noted by Friedman, an effective HRM system balances global uniformity with regional specificity, enabling organizations to

attract and retain top talent in diverse markets.

Multinational corporations frequently face difficulties due to the importance of effective communication, a key aspect of adaptability. Language obstacles can obstruct teamwork, resulting in discrepancies in the goals of teams and diminished productivity. Addressing these issues, contemporary staff management focuses on creating platforms for multilingual communication and training in cultural competence. These projects promote unity and strengthen employee unity, guaranteeing that workers from various areas can cooperate towards common organizational objectives.

Integration of Technology in HRM. The rapid advancement in realms such as artificial intelligence, data analytics, and blockchain has revolutionized staff management practices. AI-enhanced tools provide immediate assessments of employee performance, behavior, and participation, enabling managers to make informed decisions about workforce expansion and allocating resources. As an illustration, NIO utilizes artificial intelligence-driven predictive analysis to pinpoint employees with high potential and create tailored career growth strategies, harmonizing personal and organizational aims.

Likewise, the use of blockchain technology improves the clarity and safety of staff management through the generation of unchangeable records for employee agreements, performance assessments, and payroll information. Such progress ensures compliance with diverse regulations, particularly in global markets that show significant variances in labor legislation. Additionally, these advancements simplify administrative duties, enabling HR experts to concentrate on strategic endeavors like talent gathering and enhancing leadership skills.

Strategic Alignment with Organizational Goals. Contemporary personnel management methods focus on harmonizing HR tactics with the company's wider goals. Integrating employee growth with enduring business aims, organizations can cultivate a workforce that is actively involved and focused on performance. Aligning strategies is crucial in advanced technological sectors, such as electric vehicles, where innovation and nimbleness play a pivotal role in triumph.

NIO's HRM system, for example, integrates rotational responsibilities with interdisciplinary learning to improve technical and management abilities. The goal of these initiatives is to prepare workers for leadership roles and foster a culture of innovation through the exchange of diverse perspectives. Such congruence ensures that the managerial team directly assists the organization in responding to market demands and upholding its competitive advantage.

Therefore, the foundational tenets of contemporary employee leadership rest on adaptability, integrating technology, and harmonizing tactics. Such guidelines empower entities such as NIO to adeptly manage the intricacies of a worldwide workforce, encouraging creativity and operational effectiveness. By leveraging advanced technologies and aligning HRM practices with organizational objectives, companies can build a resilient workforce capable of thriving in dynamic, competitive environments. Modern personnel management is not merely an administrative function but a strategic enabler of sustainable growth and innovation. Table 1.1. outlines the essential elements that underpin modern strategies in human resource management, focusing on adaptability, technology integration, and strategic alignment with organizational objectives.

Table 1.1.

Core elements of modern personnel management methods

Element	Description	Application Example
Adaptability	The ability to modify HR practices to accommodate diverse global cultural and regulatory environments	Cross-cultural training and compliance with local labor laws
Technology Integration	Leveraging AI, data analytics, and blockchain to improve HR management practices	Using AI for performance prediction and creating personalized development plans
Strategic Alignment	Aligning HR strategies with broader organizational goals	Developing programs that support long-term innovation and agility

Source: compiled by the author

Table 1.2. highlights the role of advanced technologies like AI, data analytics, and blockchain in transforming HR management and their impact on organizational outcomes.

Table 1.2.

Application of advanced technologies in human resource management

Technology	Purpose	Impact
Artificial Intelligence	Provides real-time analysis of employee performance and supports strategic HR decisions	Enhances operational efficiency and enables data-driven insights
Data Analytics	Predicts workforce trends and optimizes resource management	Improves flexibility and increases employee retention rates
Blockchain	Ensures secure and transparent storage of employee records, protecting data integrity	Strengthens compliance and reduces administrative workload

Source: compiled by the author

The evolution of strategies in personnel management marks a transition from traditional tiered frameworks to dynamic, staff-centered systems that leverage technological advancements and data-driven decision-making methods. The review emphasizes the evolution of current staff management techniques, concentrating on their historical evolution, rising patterns, and the influence of international factors in forming modern strategies.

The structured approach to managing personnel has experienced considerable changes throughout the years. Previous models, commonly known as "personnel administrative," mainly dealt with transactional activities, focusing on aspects like compliance, salary, and documentation. Despite these roles fortifying the organizational framework, they infrequently played a role in achieving strategic objectives or fostering workforce involvement.

The shift to modern HRM practices emerged in the latter half of the 20th century, driven by globalization and advancements in organizational theory. Scholars, McGregor among them, introduced theories like Theory X and Theory Y, underscoring the importance of employee driven motivation and autonomy. Businesses started to realize that proficient management of their staff could boost their productivity and foster innovation. The transformation of this paradigm resulted in harmonizing employee growth, organizational ethos, and strategic coherence as key elements in HRM.

Modern techniques in personnel management are shaped by key trends emphasizing agility, inclusivity, and technological elements:

a) HRM focused on technology: innovative tech like AI, blockchain, and big data analytics have revolutionized employee management for companies. AI plays a vital role in personalizing employee experiences, forecasting strategies for the workforce, and assessing performance, whereas blockchain technology guarantees transparent handling of employee information. NIO employs AI to enhance hiring processes and foresee workforce needs, which enhances operational efficiency and harmonizes staff with the organization's objectives;

b) employee-centered approaches: contemporary HRM practices prioritize employee well-being and career development. Initiatives like adaptable work schedules, ongoing educational schemes, and rotational tasks signify a move towards fostering nurturing settings conducive to employee success. Research suggests that such practices lead to higher levels of engagement, reduced turnover, and increased innovation;

c) managing globalization and diversity: as firms navigate varied cultural and legal landscapes, approaches to workforce management are increasingly focusing on inclusiveness and cross-cultural expertise. International corporations, including NIO, strive to integrate global consistency with domestic flexibility, implementing tactics that respect local norms and shape a cohesive corporate identity.

The globalization of business has necessitated the development of HR strategies that transcend geographic boundaries. The variance in regulations, cultural differences, and workforce expectations in various fields requires adaptable strategies.

For example, NIO's expansion into European markets like Germany and Norway highlights the importance of tailoring HR practices to regional standards. Norway's stringent environmental rules and emphasis on a balanced work-life environment demand adherence to domestic labor legislations, all while preserving worldwide operational objectives. NIO's capability to tackle these difficulties emphasizes the importance of localized HRM approaches on a global scale.

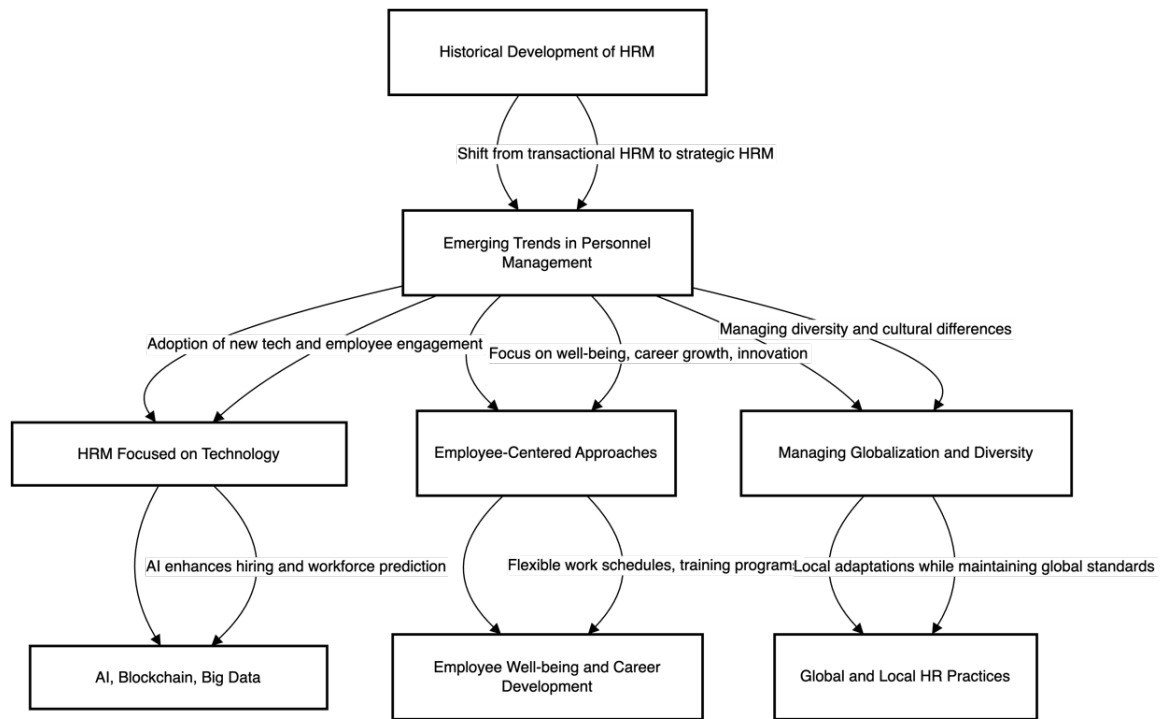


Fig.1.1. Application of advanced technologies in human resource

Source: compiled by the author based on [6]

Furthermore, the COVID-19 outbreak hastened the uptake of telecommuting and online cooperation tools, transforming worldwide approaches to personnel management. Companies are progressively focusing on resilience and flexibility in their HR strategies to manage uncertainties and enhance employee involvement in a mixed work setting.

Analyzing modern staff management approaches reveals a dynamic and evolving field influenced by technological advancements, global trends, and a deeper understanding of human motivation. By integrating employee-centric strategies with innovative technologies, organizations can address the complexities of managing diverse and dispersed workforces. Companies like NIO signify a shift towards strategic, adaptable, and all-encompassing HRM approaches, which enhance organizational goals and increase employee satisfaction and inventiveness. As the business environment continues to evolve, the ability to adopt and refine these methods will remain a critical determinant of organizational success.

Although contemporary methods of managing personnel have greatly enhanced the efficiency of organizations and the involvement of employees, they come with

certain constraints. These deficiencies underscore potential developmental paths and propose future strategies for enhancing the efficiency and inclusivity of human resources management. This part explores the limitations of current techniques and proposes tactics to surmount these hurdles for the advancement in this domain.

Limitations of modern personnel management methods:

a) dependence on technology: despite its benefits, the increasing reliance on technological means for personnel management leads to problems such as overreliance on automation and reduced human engagement. An example is that automated hiring methods might overlook subtler human aspects such as emotional intelligence or cultural compatibility, possibly causing discrepancies in recruitment. Moreover, excessive dependence on data-driven decision-making can result in devaluing workers as mere metrics, neglecting their unique input.

b) barriers on a global and cultural scale: global entities frequently encounter difficulties in aligning differences across cultures, even with attempts to control diversity and inclusivity. Practices customized for a specific region might not be effective in other areas, as each region has unique cultural standards, values, and expectations of the labor market. For example, NIO's work in harmonizing global uniformity with area-specific flexibility underscores the complexity in developing HR strategies that skillfully adapt to diverse regulatory and cultural settings.

c) resistance to change: adopting modern personnel management methods often requires a cultural shift within organizations, which can encounter resistance from both employees and leadership. Conventional attitudes, insufficient digital skills, or apprehension of employment changes from automation may hinder the effective adoption of emerging technologies and methodologies.

d) employee privacy concerns: the use of advanced analytics, AI, and monitoring tools raises concerns about employee privacy and data security. Employees may feel uneasy about how their data might be used in performance or predictive analyses, potentially undermining trust between the staff and the management. Companies must navigate the delicate balance between leveraging technology for

efficiency and ensuring ethical use of employee data.

e) concerns about skill deficits and training challenges: despite contemporary approaches focusing on ongoing learning and development, numerous firms face difficulties in rolling out training schemes that successfully tackle skill deficiencies. Rapid technological advancements often outpace the ability of companies to provide up-to-date training, leaving employees underprepared for emerging challenges.

Future directions for personnel management:

1. Integrating human and machine intelligence: the future of personnel management lies in striking a balance between technology and human interaction. Entities should concentrate on integrated approaches that combine information gained from data with natural human comprehension and empathy. For example, AI tools can assist in analyzing employee engagement trends, but final decisions on workforce planning should involve human judgment to ensure fairness and alignment with organizational values.

2. Cultural intelligence and customization: developing HR strategies that emphasize cultural intelligence will be critical for global businesses. Customized initiatives that adhere to local standards yet preserve a unified corporate identity can improve both employee contentment and organizational efficiency. Allocating resources to intercultural education for managers and staff alike aids companies in managing the intricacies of worldwide activities.

3. Ethical use of technology: organizations must establish clear guidelines for the ethical use of employee data. Open and open dialogue regarding data collection, storage, and use fosters trust and guarantees adherence to privacy rules. For instance, blockchain technology provides safe and clear methods for handling confidential staff data, simultaneously protecting against unauthorized entry.

4. Reskilling and upskilling for the future: addressing skill gaps through robust and future-oriented training programs is essential. Utilizing virtual reality (VR) and augmented reality (AR) to enhance training sessions offers employees the

opportunity to develop new skills in a captivating and feasible way. Moreover, companies ought to embrace agile learning methodologies, enabling employees to progress at a comfortable speed while concentrating on skills pertinent to the industry.

5. Employee-focus leadership patterns: upcoming strategies for managing staff should emphasize employee contentment and happiness through the nurturing of engaging leadership approaches. Such designs motivate managers to take on mentorship roles, focusing on cooperative efforts and common decision processes. Entities fostering an environment of self-empowerment and acknowledgment tend to keep elite talent and stimulate innovation.

6. Adaptability in the post-pandemic era: Transitioning to remote and mixed work environments has transformed the dynamics of the workplace. Firms are required to fund tools for digital teamwork, adaptable protocols, and psychological health assets to assist their staff in adjusting to this evolving environment. Tactics for staff management ought to concentrate on nurturing both resilience and adaptability to prepare for imminent disruptions.

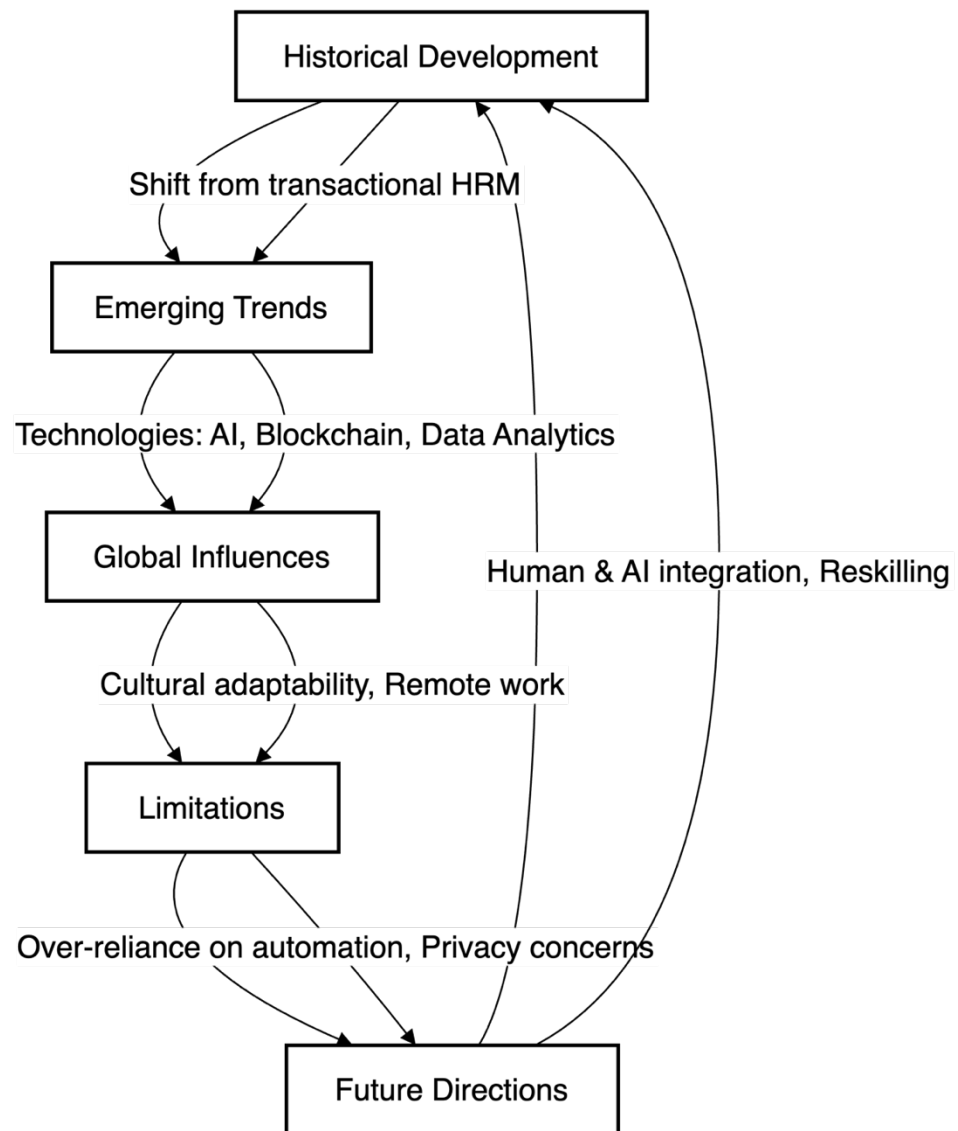


Fig. 1.2. Evolution and Future Trends in Modern Personnel Management

The flaws in contemporary methods of personnel management, encompassing excessive dependence on technological advances, cultural obstacles, and issues related to privacy, highlight the ongoing necessity for innovation and enhancement. Through the amalgamation of human and machine intelligence, cultivating cultural intelligence, and emphasizing ethics, organizations can tackle these difficulties, leading to more comprehensive and efficient human resources tactics.

NIO's example of blending advanced technology with employee-focused approaches highlights the potential for balancing innovation with empathy. In a swiftly changing worldwide environment, the capability of firms to adjust, improve, and

involve their employees is critical for ongoing triumph in the competitive market.

1.2. Management of movement and development of personnel

The shift in workforce adaptability and corporate expansion reflects a transition from rigid, transactional structures to more adaptable, staff-centric approaches. Before the 1960s, strategies for workforce were marked by centralized decision-making, scarce career advancement prospects, and an emphasis on immediate organizational requirements. As the 20th century drew to a close, the emergence of organized career advancement, global integration of the workforce, and the alignment of HR with corporate goals took place. The 21st century witnessed technological progress, worldwide talent networks, and cross-disciplinary movement transforming the dynamics of the workforce. Currently, companies are prioritizing employee inclusivity, sustainability, and welfare, aligning worker transitions with wider business objectives to navigate the complexities of a linked economy.

Prior to the 1960s, handling workforce movement and corporate growth was marked by conventional, tiered frameworks and predominantly transactional methods in managing human resources. In this era, the priority of workforce mobility lay in meeting the organization's requirements more than in pursuing personal career goals. Likewise, the focus of business growth was primarily on economic growth, while employee development received minimal strategic emphasis. This section explores the historical context, key characteristics, and limitations of how employees moved and how businesses expanded before the 1960s.

Before the 1960s, workforce mobility was largely influenced by industrialization and the subsequent emergence of large-scale organizations. The rise of factories and assembly-line production created demand for a stable and predictable workforce. Workers were frequently seen as replaceable assets, with minimal focus on enhancing personal abilities or advancing in one's career. Inside organizations, the movement of employees, both inside and outside, was primarily driven by economic factors such as job opportunities and wages, rather than deliberate strategies for personal or career

progression.

The period was also shaped by the economic and social impacts of two world wars. In the years between the wars, the relocation of the workforce was hindered due to conscription into armed forces or redirection towards industries related to warfare. Post-World War II, the urgency to reconstruct economies resulted in industrial growth and an intensified emphasis on job creation. The economic resurgence, especially in developed countries, propelled workforce flexibility, yet it was based more on fulfilling corporate needs than on promoting employee development.

Key characteristics of workforce mobility management:

a) job hunting routes: before the 1960s, employees mostly transitioned horizontally, leading to the relocation of them between comparable roles or industries in their job hunt. The advancement of status, or upward movement within an organization, was limited to a handful of individuals elevated based on seniority or assumed allegiance, as opposed to systems that favored merit-based advancement.

b) transactional relationships: the employer-employee relationship was transactional in nature, with organizations prioritizing efficiency and cost-effectiveness over employee satisfaction. Workforce mobility was viewed as a strategic measure to ensure access to labor, often at the cost of overlooking the workers' future goals or developmental needs.

c) geographical mobility: the mobility of the workforce was frequently propelled by economic prospects. For instance, the migration of laborers from countryside regions to metropolitan areas amidst industrialization underscored the labor demand in swiftly expanding urban centers. Despite its impromptu nature, this endeavor lacked coordinated support from multiple groups.

d) decision-making in a centralized system: in these organizations, a select few executives were responsible for making workforce distribution decisions, operating within centralized administrative frameworks. Staff members possessed minimal authority in forging their career trajectories or impacting how organizations decided on mobility.

Corporate development during this era focused on increasing productivity and profitability. Entities concentrated on expanding their activities and honing processes, often employing mechanization and extensive production techniques. Nonetheless, such initiatives are predominantly motivated by technological progress and economic interests, while scarcely incorporating human resource aspects into corporate planning.

Corporate development practices:

1. training and skill enhancement: programs for training were generally confined to the technical abilities necessary for certain positions. More extensive developmental efforts, including leadership enhancement and interdisciplinary skill development, were infrequent.

2. planning for succession: this approach was casual, frequently depending on family connections or individual relationships in organizations. Leadership choices and employee advancement were often swayed by nepotism and partiality.

3. employee preservation: the tactics for keeping employees were simple, focusing on maintaining job security, often through union agreements or joint bargaining. Although these strategies offered steadiness, they failed to tackle elements of employee involvement or fulfillment.

Before the 1960s, various limitations were linked with the approaches for workforce relocation and expanding businesses:

- a) inactive workforce movement: this was a responsive tactic, catering to immediate employment requirements without foreseen growth strategies for employees or organizations.

- b) disengagement among employees: the transactional aspect of interactions between employers and employees resulted in diminished engagement and reduced job satisfaction.

- c) career growth disparity: career advancement often restricted to specific demographic groups, perpetuating inequalities in workforce management.

In conclusion, before the 1960s, workforce dynamics and business expansion were shaped by economic needs and traditional management beliefs. Although these

methods guaranteed accessibility for the workforce in growing industries, they neglected the strategic emphasis on enhancing employee expansion and fostering organizational flexibility. In this period, the centralized, transactional method of managing the workforce laid the groundwork for groundbreaking changes in the following years. Understanding these age-old techniques provides vital understanding into the evolution of staff management and the formulation of more comprehensive and strategic approaches in modern organizations.

In the later decades of the 20th century, a notable shift occurred in the movement of the workforce and growth of businesses, characterized by moving from rigid, hierarchical structures to strategies that were more engaged and concentrated on the workforce. Globalization, technological advancements, and evolving socio-economic trends played pivotal roles in reshaping personnel management. This section explores the essential traits, main incentives, and challenges in enhancing workforce mobility and business expansion during this phase.

Key features of workforce mobility:

- career growth strategies: towards the end of the 20th century, the emphasis of workforce mobility shifted towards sustained career growth instead of just addressing immediate organizational requirements. Structured career pathways, rotational programs, and mentorship initiatives became integral to personnel management. Businesses started acknowledging the benefits of growth opportunities for employees in enhancing their retention and involvement. For instance, international firms like General Electric and IBM established career progression strategies to develop internal skill sets. Rotational programs enabled employees to gain cross-functional and international experience, aligning individual aspirations with organizational goals;

- worldwide workforce movement: globalization's ascent markedly boosted the mobility of the workforce across borders. Companies broadened their activities into global markets, necessitating employee adaptability to varied cultural and regulatory scenarios. The prevalence of foreign assignments and international mobility initiatives

encouraged cross-cultural understanding and global cooperation.

In this era, global companies allocated funds for moving aid, cultural education, and expatriate assistance, acknowledging the significance of seamless transitions for employee and organizational prosperity.

Enhanced agency for workforce: in contrast to the transactional approach of past years, the late 20th century saw employees acquire more control over their career trajectories. Labor markets became more competitive, and workers began to demand job flexibility, opportunities for learning, and work-life balance. The transformation was propelled by the rising sway of unions and labor union groups, advocating for more equitable pay and career advancement prospects.

The late 20th century witnessed the amalgamation of human resources and corporate strategy, with HRM being assimilated into corporate growth tactics. No longer relegated to administrative functions, HR departments began to play a central role in aligning workforce planning with organizational objectives. Companies adopted strategic HRM practices, emphasizing employee development as a driver of innovation and competitiveness.

The focus of corporate growth initiatives is progressively shifting towards fostering robust organizational cultures. Enterprises acknowledged that nurturing feelings of community, intent, and common beliefs enhanced workforce involvement and efficiency. The introduction of corporate mission statements, team-building initiatives, and diversity programs reflected this shift.

Notable examples include tech companies like Hewlett-Packard, emphasizing collaborative settings, and entities such as Johnson & Johnson employing strategies centered on diversity to boost their global appeal.

Advancements in technology transformed corporate development in the late 20th century. The rise of automation, digitalization, and the expansion of the Internet boosted efficiency and altered the function of workers. HR departments adopted electronic systems for managing employee records, tracking performance, and facilitating training.

Employing early-stage performance management software allowed businesses to pinpoint potential employees and simplify the process of succession planning. E-learning platforms and virtual training programs began to replace traditional classroom settings, offering employees greater flexibility in skill development.

Challenges and limitations:

- global variations: labor market dynamics were obstructed by disparities in economic expansion and labor legislation across different nations. Frequently, organizations faced challenges in aligning worldwide strategies with local customs, resulting in varied experiences among employees.

- workforce polarization: technological advancements, while increasing efficiency, also contributed to job polarization. Jobs requiring advanced skills in technology and management expanded, whereas standard, less skilled positions saw a decrease. This shift created a widening gap in career opportunities, prompting organizations to address the challenges of reskilling and upskilling their workforce;

- cultural adaptations: the rise in workforce movement presented difficulties in handling cultural diversity. It was essential for companies to cultivate welcoming settings that honored diverse viewpoints and harmonized staff with common corporate ideals. Failure to address these challenges often resulted in conflicts and reduced productivity.

The late 20th century marked a significant evolution in workforce mobility and corporate development, as organizations shifted from transactional approaches to strategic, employee-focused practices. Businesses laid the groundwork for modern employee management through the integration of human resources in their strategic plans, emphasizing cultural cohesion, and leveraging technology. However, challenges such as economic disparities, job polarization, and cultural adjustments highlighted areas for further refinement. The knowledge acquired during this period continues to influence contemporary tactics for enhancing workforce mobility and growing organizations, highlighting the importance of adaptability in a business environment increasingly worldwide and dynamic.

In the 21st century, there have been unparalleled shifts in employee movement and business growth, propelled by globalization, swift technological progress, and changing expectations in the workplace. Entities have adopted adaptable and staff-focused tactics to align with a global economy that is more interlinked and competitive. This section examines the defining features, emerging trends, and challenges of workforce mobility and corporate development in the contemporary era.

Key features of workforce mobility:

1) global talent networks: the rise of online communication and the gig economy have laid the groundwork for the creation of international talent networks. Organizations can now access skilled professionals from across the world, either through remote work arrangements or international assignments. This change has broadened the scope for workforce movement, surpassing conventional expatriate frameworks by offering enhanced adaptability and inclusiveness.

2) cross-functional and interdisciplinary mobility: the scope of workforce movement in the 21st century extends beyond mere geographic movement. Workers are progressively being motivated to delve into roles that span various functions and disciplines in their firms. The emerging trend underscores the increasing significance of nimbleness and adaptability in tackling intricate business hurdles. For instance, companies like NIO and Tesla employ rotational programs that allow employees to work across various departments, enhancing their understanding of the business and fostering innovation.

3) technology-driven flexibility: the fusion of technological progress has led to the creation of new transportation techniques, such as hybrid and remote working models. Digital collaboration tools, virtual reality (VR), and artificial intelligence (AI) have allowed employees to work effectively across borders and time zones, reducing the necessity for physical relocation while maintaining productivity.

Corporate Development Practices:

1) strategic talent management: it's become evident to organizations that managing talent is vital for their business growth. Methods such as customized career

planning, mentorship programs, and leadership development initiatives ensure alignment of employee growth paths with the organization's objectives. Talent mobility programs are designed not only to fill immediate vacancies but also to prepare employees for future leadership roles.

2) concentrating on employee experience: the aspect of employee experience has become a key element in the evolution of corporations. Enterprises focus on maintaining a harmonious work-life equilibrium, offering mental health assistance, and offering tailored developmental prospects to keep exceptional talent in a challenging job market. Firms like Google and Salesforce have set benchmarks by creating workplaces that prioritize employee satisfaction and innovation.

3) DEI (Diversity, Equity, and Inclusion): the 21st century has seen initiatives emphasizing DEI becoming critical components in corporate expansion strategies. Organizations are increasingly investing in programs that promote inclusivity, equal opportunities, and diverse leadership pipelines. These initiatives not only boost worker involvement but also elevate institutional efficiency through cultivating creative and innovative thoughts.

4) sustainability and social responsibility: the scope of corporate growth tactics has broadened to encompass both environmental sustainability and social accountability. Businesses amalgamate employee movement with eco-friendly strategies, like lowering carbon footprints due to global moves or endorsing telecommuting to diminish emissions.

Challenges and Limitations:

1) digital skill gaps: despite technological advancements, many organizations face challenges in bridging digital skill gaps. Rapid progress often exceeds employee adaptability, necessitating significant investment in skill development and retraining.

2) polarization of the workforce: the rise of the gig economy and automation has led to a divide in the workforce, characterized by an increase in high-skill positions and a decrease in regular jobs. Organizations must address these disparities to ensure

equitable development opportunities.

3) workforce outage: the constant linkage in online job roles has blurred the boundaries between one's personal and professional lives, increasing the risk of employee burnout. Balancing flexibility with employee well-being remains a challenge for corporate development strategies.

4) global and regulatory complexities: managing a global workforce involves navigating diverse labor laws, cultural norms, and regulatory requirements. These complexities could result in varied employee experiences and introduce significant challenges for worldwide companies.

The 21st century has seen a shift in workforce mobility and corporate growth towards a more dynamic, technology-focused, and employee-focused approach. Organizations like NIO exemplify these trends by integrating global talent networks, fostering cross-functional mobility, and prioritizing employee well-being and inclusivity. Yet, challenges such as skill shortages, fatigue, and complex regulations require continuous innovation and adaptability. In a world where business interactions and competition are becoming more frequent, aligning employee movement with strategic development objectives continues to be crucial for businesses' success.

1.3 Corporate culture as part of personnel management system

As a core aspect of its personnel management, corporate culture is crucial in molding the organizational landscape and propelling strategic achievements. Corporate culture, by synchronizing staff practices with company goals, promoting innovation, and boosting job involvement, forms the cornerstone of a unified and superior workforce. Its integration into personnel management is essential for navigating the complexities of today's globalized and competitive business landscape. Furthermore, analyzing the culture within a corporation sheds light on its impact on an organization's effectiveness, employee retention, and adaptability. Companies like NIO exemplify the strategic importance of embedding culture in employee management, offering practical guidelines for fostering inclusivity, innovation, and coordination. Amidst changing

business challenges, integrating and utilizing organizational culture within staffing frameworks is crucial for continuous progress and sustained competitive advantage.

A company's internal culture is pivotal in its employee management framework, shaping the principles, actions, and habits that guide the organization's internal dynamics. It forms the basis for fostering a unified and involved workforce, which in turn directly affects worker contentment, efficiency, and the company's capacity to fulfill its strategic goals. In this segment, we delve into the pivotal influence of the company's ethos in managing staff, analyzing its effect on organizational congruence, staff involvement, and sustained competitive edge.

Corporate culture provides a shared framework of values and norms that align employee behaviors with the organization's strategic goals. Such an approach fosters consistency in decision-making and actions, ensuring that employees across all tiers aim for common objectives. A robust corporate environment converts theoretical organizational goals into concrete daily routines, enhancing clarity and diminishing uncertainty in the work environment.

For example, organizations like NIO integrate customer-focused values into their culture, ensuring that employees prioritize innovation and excellence in service delivery. By embedding these principles into the personnel management system, NIO aligns workforce efforts with broader organizational goals, driving both individual and collective success.

Corporate culture plays a pivotal role in shaping employee experiences and fostering engagement. A positive culture that emphasizes inclusivity, transparency, and empowerment makes employees feel valued and motivated. Studies have consistently shown that employees who identify with their company's culture often exhibit higher levels of commitment and efficiency. On the flip side, a mismatch between the company's ethos and the values held by employees may result in their withdrawal and departure.

Consider NIO's NIO House as an instance, serving simultaneously as a collaborative area for employees and a hub for client engagement, highlighting how

organizational culture contributes to building connections and loyalty. These initiatives highlight the significance of culture in cultivating a setting where employees experience a feeling of belonging and direction.

Amidst the swiftly changing commercial environment, the corporate ethos promotes creativity and flexibility through the encouragement of risk-taking, teamwork, and ongoing education. A well-designed personnel management system incorporates cultural values that support creativity and experimentation, empowering employees to propose and implement new ideas.

Sectors of cutting-edge technology, like electric vehicles, are renowned for their innovative prowess, rendering cultural aspects vital for maintaining competitive edge. As an example, the guiding principle of NIO prioritizes cross-disciplinary collaboration and methods of engaging consumers, ensuring that its staff are ready to adapt to changing market needs and technological advancements. Incorporating these tenets into human resources management empowers organizations to cultivate a workforce prepared for change and drive forward.

Corporate culture as part of the personnel management system also promotes diversity, equity, and inclusion (DEI). Cultivating a culture that values diversity ensures respect and appreciation from employees of diverse backgrounds, crucial for fostering creativity and improving decision-making. Entities incorporating DEI in their organizational ethos benefit from a broader spectrum of perspectives and experiences, thereby enhancing their ability to address complex challenges.

As an illustration, companies such as NIO prioritize cultural intelligence and diversity in their team management frameworks, harmonizing their worldwide activities with specific local customs and values. This approach helps bridge cultural gaps and ensures a unified yet diverse workforce.

Corporate culture is integral to the personnel management system because it aligns organizational values with employee actions, enhances engagement and retention, drives innovation, and supports inclusivity. Addressing the increasing complexity faced by organizations in managing varied global workforce sizes, it's vital

to embed a strong and adaptable corporate philosophy in their employee management strategies. By fostering a setting that aligns with strategic goals and prioritizes employee health and well-being, organizations can develop a skilled, competitive workforce, adept at meeting 21st-century needs.

The culture within an organization is crucial for managing staff, as it significantly influences a firm's efficiency, employee satisfaction, and adaptability in a dynamic and competitive environment. A firmly rooted corporate culture serves as the core of managing staff, molding employees' role perceptions, interactions with peers, and contributions to the organization's objectives. This part delves into how vital a corporate culture is in promoting synchrony, fostering innovation, and ensuring the enduring viability of organizations.

One of the key roles of corporate culture in personnel management is aligning employee behavior with the organization's strategic objectives. Culture represents a unified set of principles and directives guiding staff in their decision-making processes and everyday activities. Integrating corporate culture seamlessly into staff management systems promotes uniformity, lucidity, and a unified direction throughout the organization.

Companies focused on customer satisfaction, such as NIO, integrate principles of innovative thinking and outstanding service into their core corporate ethos. This alignment ensures that employees not only meet but exceed customer expectations, contributing to both employee fulfillment and organizational success. Without this cultural foundation, misaligned goals can lead to inefficiencies and conflicts within the workforce.

A company's ethos is vital in nurturing employee engagement and loyalty, essential for effective staff management. A positive and comprehensive corporate ethos cultivates an environment where employees feel valued, motivated, and connected to the company's objectives. Research consistently shows that employees who demonstrate engagement are more efficient, inventive, and tend to continue in their roles within the organization over a prolonged duration.

Initiatives such as NIO's NIO House demonstrate the role of corporate culture in enhancing employee involvement in organizations. Such programs, nurturing a collaborative and transparent environment, give employees a sense of being proactive participants in achieving the organization's objectives. The feeling of community decreases employee turnover and boosts fidelity, ultimately decreasing hiring expenses and promoting steadiness in the workforce.

Corporate culture plays a vital role in fostering innovation and organizational agility. In industries characterized by rapid technological advancement and intense competition, such as electric vehicles, innovation is key to success. A culture fostering teamwork, transparent dialogue, and strategic risk-taking paves the way for innovative concepts and solutions.

Entities like NIO demonstrate the vital role of corporate culture in nurturing innovation via interdisciplinary cooperation and integrating client feedback in product development. Integrating these cultural principles into their staff management frameworks guarantees that employees are ready to adjust to changes and actively participate in the innovation cycle.

The core values of diversity and inclusivity in present-day employee management have surfaced, with the corporate culture acting as a foundation for realizing these principles. A culture focused on equity and inclusion guarantees that workers from varied backgrounds feel esteemed, appreciated, and encouraged to offer their distinct viewpoints. Such inclusivity promotes creative thinking, better decision processes, and bolsters the resilience of organizations.

NIO, for example, aligns its global operations with localized cultural practices to create a unified but diverse workforce. Utilizing this approach, the firm can leverage its worldwide team capabilities while maintaining a cohesive corporate persona. As a result, it prepares its staff to operate efficiently across cultural and geographical boundaries, fostering innovation and enhancing global competitiveness.

In a rapidly changing business environment, a strong corporate culture is vital for organizational resilience. It assists companies in overcoming obstacles, adjusting

to outside pressures, and sustaining staff morale in times of unpredictability. When employees are anchored by a clear set of cultural values, they are more likely to remain committed to the organization and contribute to overcoming obstacles.

Highlighting the pivotal importance of a company's culture in managing the workforce is vital. The culture serves as an essential tool for continuous success, achieved by harmonizing employee conduct with organizational objectives, encouraging involvement, encouraging innovative ideas, and promoting inclusiveness. For entities such as NIO, embedding a corporate culture in their staff management strategies not only fortifies their workforce but also places them at the forefront of competitive and evolving sectors. With the ongoing intricacies businesses encounter, the significance of corporate culture for maintaining resilience and nurturing expansion is set to become increasingly vital.

Exploring the significance of corporate culture in personnel management systems holds substantial academic and practical value. As organizations become more aware of how culture impacts workforce behavior, innovation, and achievement, research in this area provides crucial insights into merging corporate culture with staff management to address contemporary challenges. This part delves into the theoretical and practical significance of corporate culture in personnel management, highlighting its impact on organizational efficiency, employee involvement, and flexibility.

The concept of corporate culture blends various disciplines, including organizational actions, human resource oversight, and strategic leadership. Research in this domain contributes to bridging the gap between theoretical models and practical applications. Studies delving into the interplay between a firm's principles and its employee management systems illuminate how cultural norms, norms, and practices influence the organization's behavior and outcomes.

Academic frameworks, such as Schein's model of organizational culture, provide theoretical foundations for understanding how culture evolves and impacts personnel management. Such insights guide organizations in developing structures that foster cultural unity, ensuring that staff management strategies reflect shared values

and advance organizational success.

Examining the culture of a corporation in relation to staff management is vital for comprehending how cultural factors influence its performance. A harmonious corporate culture boosts employee motivation, teamwork, and creativity, key factors in boosting productivity and competitiveness. Studies in this field empower organizations to pinpoint cultural traits conducive to high performance and incorporate these into their staff management strategies.

The customer-centric ethos of NIO highlights the importance of aligning employee management systems with the firm's objectives. By fostering a culture of customer satisfaction, collaborative efforts, and creative methods, NIO has established itself as a leader in the intensely competitive electric vehicle industry. Scholarly investigations into these instances offer standards for other entities aiming to improve their efficiency via cultural synchronization.

Research into corporate culture's role in personnel management has shown its significant impact on employee engagement and retention. Fostering an environment characterized by positivity and inclusiveness leads to a culture where staff are valued, driven, and less likely to leave, simultaneously encouraging loyalty. Examining these factors aids companies in creating staff management tactics that boost employee contentment and dedication.

For instance, studies on organizational culture and job satisfaction reveal that inclusive and transparent cultures lead to higher levels of engagement and retention. NIO's emphasis on inclusiveness and collaboration, as seen in initiatives like NIO House, demonstrates how culture can boost employee fidelity and productivity. These instances offer concrete proof backing the creation of personnel management systems centered on culture.

In this era of rapid technological advancement and globalization, the role of corporate culture in fostering innovation and adaptability has become crucial in research. Research exploring the incorporation of cultural values like creativity, risk-taking, and a willingness to adapt into personnel management systems offers crucial

understanding for organizations to stay competitive.

Studies focusing on NIO's cross-disciplinary partnerships and client feedback mechanisms demonstrate the way organizational culture propels innovation in the electric vehicle sector. Investigating these practices enables scholars and practitioners to understand how personnel management systems can be designed to support cultural values that enhance organizational agility and innovation.

The increasing diversity of the global workforce has amplified the importance of studying corporate culture as part of personnel management. Research in this domain provides vital insights into how cultural norms and ceremonies enhance diversity, fairness, and inclusivity (DEI), while also shedding light on approaches to handle cultural variances in global organizations.

For example, NIO's ability to integrate global cultural practices into a cohesive corporate identity underscores the importance of aligning personnel management systems with diverse cultural contexts. Scholarly investigation into these tactics aids in formulating optimal strategies for handling diversity within international organizations.

The research value of corporate culture as part of the personnel management system lies in its ability to provide theoretical insights and practical solutions for improving organizational performance, fostering employee engagement, and enhancing adaptability. Investigating the integration of corporate culture into employee management aids academics and experts in understanding how cultural alignment drives innovation, promotes diversity, and sustains a competitive advantage in dynamic industries. Entities like NIO highlight the strategic importance of this alignment, offering valuable case studies to advance research in this crucial field. Amidst the escalating intricacy of the corporate landscape, delving into employee management culture remains essential for guiding firms towards lasting growth and wealth.

CHAPTER 2

EVALUATING THE PRESENT CONDITION OF NIO'S STAFF MANAGEMENT SYSTEM

2.1. Technical and economic characteristics of NIO

NIO, at the forefront of China's electric vehicle (EV) industry, is rapidly emerging as a worldwide frontrunner, owing to its novel approaches and advanced technologies. Utilizing cutting-edge technology in luxury electric vehicles, NIO has broadened its international reach and improved its operational effectiveness via a proficient personnel management system. The system plays a crucial role in fortifying NIO's internal processes, fostering ongoing innovation, drawing in proficient experts, and preserving its dominance in the global market. The focus of this section is on scrutinizing the business tactics, essential technologies, personnel management requirements, and the core principles of NIO. Additionally, it explores the significance of the personnel management system through four lenses: process management, financial management, human resources, and IT.

NIO, headquartered in Shanghai, China, is a multinational corporation specializing in the development and manufacturing of intelligent electric vehicles. Established in 2014 by William Li (Li Bin), who now holds the position of CEO, NIO is dedicated to manufacturing high-end smart electric vehicles. Among its premier models are electric car sedans like the ET7 and ET5, electric SUVs such as the ES6 and ES8, and the high-performance EP9 electric sports vehicle. The board of directors of the company consists of experienced experts in technology advancement, market strategic planning, and financial oversight, guiding the strategic direction that aids in NIO's worldwide growth initiatives.



Fig. 2.1. Nio's assets and liabilities overview (2021-2023)

Source: The 2023 NIO figures are based on available data up to November 2024.

This chart illustrates a comparison of NIO's total assets and total liabilities from 2021 to 2023. The total assets increased from 150.05 billion RMB in 2021 to 190.18 billion RMB in 2023, while the total liabilities rose from 81.24 billion RMB to 112.35 billion RMB over the same period. This trend indicates that the company has expanded its asset base while utilizing debt financing to support its business growth.

NIO's business model extends beyond the conventional scope of electric vehicle (EV) manufacturing and marketing, embracing a holistic approach to enhance the overall customer experience. Central to this strategy is the concept of a "User Enterprise," where customer satisfaction and engagement are placed at the heart of the company's operations [33]. This innovative approach emphasizes not only the production of high-quality electric vehicles but also the delivery of value-added services such as "Battery as a Service" (BaaS) and the establishment of NIO Houses. These services aim to redefine the ownership experience, fostering a deeper connection with customers and cultivating a loyal brand community. By focusing on service-oriented offerings, NIO is positioning itself as a company that transcends traditional vehicle ownership, creating an ecosystem designed to meet the evolving needs of its user base.

NIO's strategic focus on research and development (R&D) has been a key driver of its competitive positioning in the electric vehicle market. In recent years, the company has significantly increased its investment in R&D, particularly in areas critical to the development of innovative vehicle technologies, battery solutions, and autonomous driving systems. As part of this commitment, NIO has expanded its R&D team, with a corresponding increase in compensation packages aimed at attracting top-tier talent in the highly competitive EV sector. This emphasis on R&D is not only reflected in the growing headcount but also in the higher compensation levels offered to R&D professionals, including performance-based bonuses and stock options. By aligning the interests of its R&D team with the long-term success of the company, NIO ensures that its innovations are closely tied to the strategic goals of enhancing vehicle performance and improving the customer experience. This approach underscores the importance of human capital in driving NIO's future growth, highlighting the company's recognition of R&D as a critical element in maintaining a sustainable competitive advantage within the rapidly evolving electric vehicle industry.

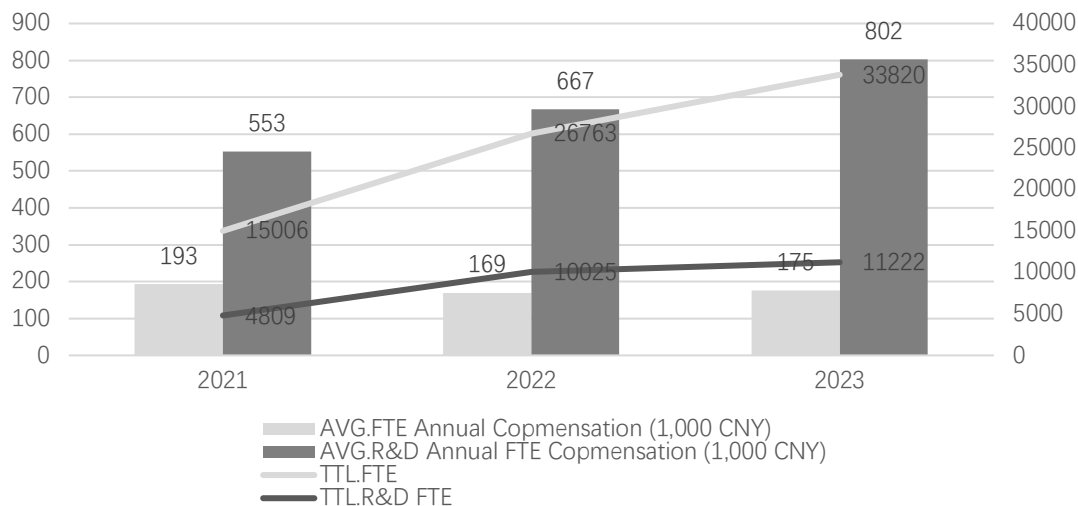


Fig. 2.2. Analysis of Employee Characteristics at NIO

Source: NIO 2023 Annual Finance Report

A premier product from NIO is the Battery as a Service (BaaS) model. Customers have the option to rent their vehicle batteries through this service instead of buying them directly. This service has significant consequences, mainly in lowering the vehicle's initial cost, thereby making electric vehicle ownership more reachable to

a wider demographic. NIO, by reducing initial expenses, can draw in a broader clientele, tackling a major obstacle to the uptake of electric vehicles—the issue of price sensitivity.

Additionally, the BaaS framework aids in technological advancements, allowing users to effortlessly replace their batteries with newer, more sophisticated models upon availability. This approach guarantees customer advantages from cutting-edge technology while also reducing worries about battery deterioration. Conventional electric vehicle owners frequently face worries about battery wear over time, potentially reducing the vehicle's efficiency and its market value. To tackle these issues, NIO offers a rapid and effective battery exchange service at its locations, greatly shortening charging durations and improving the ease of owning electric vehicles.

Table 2.1.

Key aspects of NIO's business model and their significance

Aspect	Description	Significance
Business Structure	NIO's strategy extends beyond manufacturing EVs to include a wide range of services.	Focuses on customer satisfaction and engagement as core components of the business model.
HR Strategy	NIO's focus on R&D	Keeps high growth of R&D FTE and pays more compensation for R&D FTE than others
User Enterprise Concept	Emphasizes a customer-centric approach to enhance vehicle ownership experience.	Cultivates brand loyalty and strengthens customer relationships.
Battery as a Service (BaaS)	Allows customers to rent batteries instead of purchasing them outright.	Lowers initial vehicle costs, making EV ownership more accessible and appealing to a wider audience.
Cost Reduction	BaaS significantly reduces the upfront cost of owning an EV.	Addresses price sensitivity and encourages higher adoption rates for electric vehicles.
Technological Advancements	Enables users to upgrade to newer battery technologies seamlessly.	Keeps customers updated with cutting-edge technology and mitigates concerns about battery degradation.
Battery Exchange Service	Offers rapid and efficient battery swaps at NIO locations.	Reduces charging times and enhances the convenience of owning electric vehicles.

Impact on Market Dynamics	By tackling cost and efficiency concerns, NIO reshapes consumer expectations in the EV market.	Positions NIO as a leader in the competitive landscape of electric vehicles.
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Furthermore, BaaS has emerged as a profitable income source for NIO, enabling the firm to maintain steady earnings via battery subscriptions. The novel nature of this service approach also contributes to sustaining customer allegiance, with users tending to stay involved in NIO's network when they can effortlessly enhance their battery systems. NIO's sales figures have been significantly boosted by the triumph of the BaaS model, which has also fortified its market position in an intensely competitive environment.

Beyond just BaaS, NIO has set up NIO Houses, functioning as more than just display areas; they act as hubs of culture, enabling NIO customers to engage with the brand and its community. The purpose of these locations is to nurture a feeling of community among participants, promoting social engagement and stronger ties with the NIO brand. NIO, through establishing a specialized area for its users, underscores its commitment to fostering a community centered on branding, presenting a distinct value proposition that sets it apart from conventional car makers.

NIO Houses offers a diverse range of services such as showcasing vehicles, demonstrating products, and engaging in customer service, all in an inviting setting. Such venues organize various events, workshops, and social events, thereby boosting customer involvement and fostering significant user connections. NIO, by focusing on engaging users and fostering community ties, cultivates loyalty and cultivates a robust brand identity, often absent in traditional automotive retail environments.

NIO's method of engaging customers reflects tactics used by top tech firms like Apple, focusing on crafting engaging customer experiences and community participation. This approach underscores a crucial transformation in the market stance of car brands, transitioning from solely transactional interactions to one focused on establishing lasting customer relationships.

NIO's proficiency in producing high-end vehicles, along with its dedication to

improving the user experience, bolsters its brand standing in the electric vehicle sector. The firm's emphasis on superior manufacturing quality, creative design, and outstanding customer service appeals greatly to those desiring more than just a vehicle; it's an experience. NIO, through establishing a service setting that involves customers across various stages of interaction, is successfully fostering brand allegiance and promoting recurring patronage [34].

Additionally, incorporating user input into the creation of products constitutes a crucial element of NIO's strategic approach. The firm proactively seeks feedback from its clientele, enabling them to influence the development of its products and services. The feedback mechanism guarantees that NIO stays attuned to client demands and tastes, thereby boosting contentment and fidelity progressively.

Aligning NIO's principles with those of its clientele further solidifies its competitive edge. NIO attracts eco-aware buyers by focusing on sustainability, innovation, and community engagement, viewing their car buying as a reflection of their principles. The link between a brand's identity and its core values nurtures a more profound connection, enhancing customer involvement and support.

NIO distinguishes itself from conventional car makers through its strategic focus on enhancing customer experience and community involvement. Unlike numerous well-known automobile firms that concentrate mainly on manufacturing and selling, NIO embraces a comprehensive strategy that emphasizes the complete experience of ownership. This change in viewpoint allows NIO to develop a unique persona in the car industry, marked by creativity, a focus on customers, and active community participation.

The disparity between NIO and conventional car manufacturers becomes more evident in their respective methods of engaging with customers. Numerous well-known brands frequently depend on traditional marketing strategies and sales transactions, missing out on the dynamic, engaging experiences provided by NIO via its BaaS and NIO House programs. NIO establishes itself as a pioneering force in the electric vehicle industry by building significant customer relationships, prioritizing enduring

connections over immediate sales.

With NIO's ongoing growth in operations and market footprint, prioritizing the improvement of the vehicle ownership journey via cutting-edge services is essential for its sustained prosperity. The firm's dedication to pleasing customers, along with its capacity to adjust to evolving market trends, places it advantageously in the competitive realm of electric vehicles.

Anticipating the future, NIO's emphasis on broadening its range of services and community involvement efforts is expected to enhance customer loyalty and bolster brand support. Through ongoing development of its BaaS framework and improvements in the offerings at NIO Houses, the firm can cement its status as a frontrunner in innovation focused on customers in the automotive industry.

Furthermore, with NIO delving into novel technologies and service frameworks, it becomes crucial to concentrate intensely on engaging users. Incorporating feedback from customers into the creation of products and improvement of services guarantees that NIO stays attuned to the changing demands and tastes of consumers.

To sum up, NIO's all-encompassing business strategy extends past just the production and sale of electric vehicles; it includes a wide range of services aimed at improving the complete experience of owning a vehicle. By adopting the cutting-edge Battery as a Service (BaaS) approach and creating NIO Houses, the firm focuses on enhancing customer contentment and community involvement, distinguishing itself from conventional car makers. NIO's commitment to establishing enduring customer relationships and nurturing a collaborative culture places it in a strong position to prosper in the competitive electric vehicle sector. Looking ahead, the firm's dedication to improving the experience of ownership plays a pivotal role in drawing and maintaining a dedicated clientele, simultaneously fostering continuous expansion and innovation.

Table 2.2.

Analysis of the current situation of SWOT in NIO companies

Strengths	<ul style="list-style-type: none"> - Strong user-oriented community culture with high customer engagement. - Leading battery-swapping technology that is fast and resolves battery degradation issues. - Advanced assisted driving technology with significant optimization potential. - Premium brand image fostering high customer loyalty.
Weaknesses	<ul style="list-style-type: none"> - Lack of large-scale profitability, with ongoing financial losses posing significant pressure. - Supply chain constraints, particularly chip shortages, limiting production capacity. - Decline in service quality in certain cities, potentially weakening competitive advantage.
Opportunities	<ul style="list-style-type: none"> - Low market penetration of new energy vehicles (NEVs) in China, indicating substantial growth potential. - Policy support for battery-swapping technology, with participation in national standards providing a competitive edge. - Development of retired battery storage systems aligns with circular economy trends. - Expansion into overseas markets offering new growth opportunities.
Threats	<ul style="list-style-type: none"> - Intensifying competition as both new entrants (e.g., tech giants like Baidu and Apple) and established automakers accelerate their transition to NEVs. - Gaps in autonomous driving technology compared to industry leaders. - Continued decline in service quality risks damaging brand reputation. - Internal management challenges in maintaining innovation and execution efficiency amid rapid growth.

Source: compiled by the author

2.2. Analysis of external and internal environment of NIO

NIO, at the forefront of the electric vehicle (EV) sector, functions within a multifaceted and evolving commercial setting. Grasping the difficulties confronting the company necessitates a thorough examination of its internal and external settings, focusing on crucial aspects such as corporate culture, process management, compliance risks, and recruitment strategies. Every one of these elements is vital in molding NIO's tactical reaction to pressures from both within and outside the organization.

The Culture of EV Businesses in China market.

The corporate ethos at NIO revolves around the "User Enterprise" idea, with a strong focus on customer contentment and involvement. The focus on customer satisfaction in this culture aims to nurture innovation and adaptability to the evolving needs of the electric vehicle market. The organizational ethos of NIO fosters robust teamwork and cooperative efforts, especially within its R&D divisions, where staff are motivated to exchange thoughts and collaborate for technological progress. The firm's approach to leadership is characterized by openness and support, fostering clear and straightforward interactions among teams and the leadership.

Nonetheless, NIO encounters difficulties in preserving its corporate ethos amidst its worldwide expansion. Venturing into uncharted markets entails meeting a variety of cultural standards and work methods, potentially leading to changes in management approaches and staff interactions. Furthermore, with the expansion of the company, sustaining a robust, cohesive corporate ethos among an international workforce might grow more challenging. Such circumstances may lead to the disintegration or weakening of fundamental principles, adversely affecting the morale and efficiency of employees. Consequently, it's imperative for NIO to persistently fund training schemes and initiatives for leadership enhancement that bolster the firm's principles in various areas.

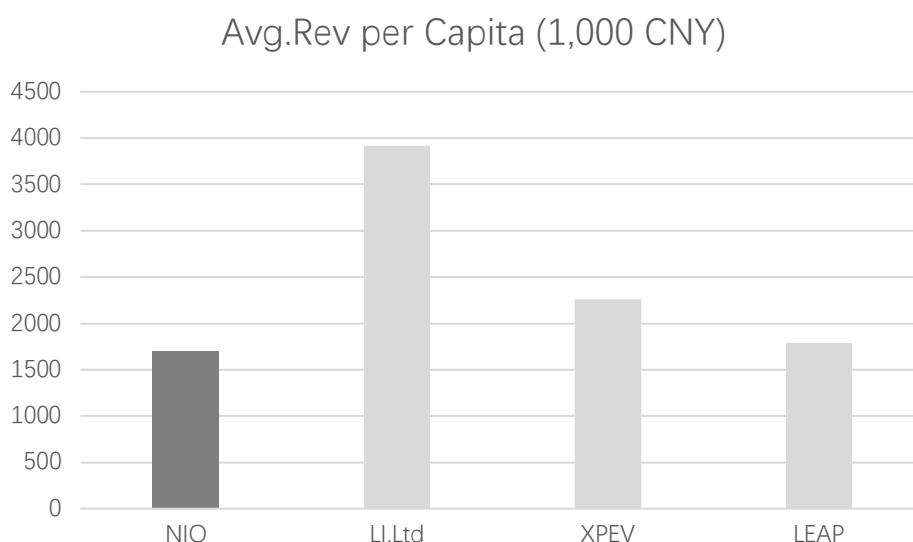


Fig. 2.3. Comparison of Average Revenue of per FTE

Source: 2023 Annual Reports of NIO, LI, XPEV, LEAP

The triumph of NIO in the fiercely competitive electric vehicle sector hinges greatly on proficient process management. The firm has streamlined operations in sectors like production, research and development, client support, and product innovation, guaranteeing both efficiency and quality. NIO's process management heavily relies on its "Battery as a Service" (BaaS) service, necessitating smooth collaboration among the design, production, and customer service groups. The goal of this service is not just to offer adaptability to clients, but also to assist NIO in enhancing its supply chain management, especially regarding battery procurement and recycling.

Yet, with NIO's growth in production capabilities and the broadening of its product range, the intricacy of process management escalates. The firm is under strain to uphold superior quality and innovation amidst expanding its activities in various areas. The oversight of an international supply chain introduces extra hazards in procuring materials, aligning production timelines, and guaranteeing prompt delivery. Additionally, with NIO incorporating cutting-edge technologies such as self-driving cars and intelligent functionalities into its vehicles, the intricacy of its operations escalates, necessitating enhanced collaboration among technical groups, outside vendors, and associates.

Operating across multiple regions, NIO encounters diverse challenges in adhering to local laws, standards, and regulations. Such hazards are especially noticeable in sectors like environmental laws, data security regulations, and safety norms specific to each industry. Adhering to emission norms plays a pivotal role in the electric vehicle sector, with firms such as NIO facing strict environmental regulations in major markets like the European Union and China. Furthermore, with the advancement of self-driving technologies, NIO faces the challenge of maneuvering through intricate regulations related to safety and privacy. NIO is also confronted with threats concerning intellectual property (IP) and digital security. Given the company's substantial investment in research and development and the creation of unique technologies, safeguarding its innovations against possible violations and cyber risks is imperative. Non-adherence to these regulations may result in expensive penalties,

legal conflicts, and harm to the company's standing. In order to reduce these hazards, NIO must develop strong compliance structures, persistently track regulatory shifts, and formulate an all-encompassing risk management plan.

Hiring staff plays a pivotal role in NIO's strategic approach, especially in its pursuit to broaden its worldwide presence and preserve its edge in the electric vehicle industry. The recruitment strategy of NIO is centered on drawing elite professionals in fields like engineering, research and development, marketing, and management. In response to the swiftly changing electric vehicle sector, the firm focuses on recruiting professionals skilled in new technologies like battery engineering, self-driving vehicles, and AI. The remuneration schemes of NIO, encompassing attractive wages, bonuses, and stock options, aim to draw and keep top industry professionals. Nonetheless, the hiring approach of NIO is challenged by various outside elements, notably the fierce job market for EV-related competencies. The need for proficient experts in AI, battery technology, and software creation has sparked fierce rivalry among electric vehicle producers, tech firms, and major traditional car manufacturers. Consequently, NIO needs to consistently improve its hiring methods, aiming to not just draw in skilled individuals but also to cultivate a workplace environment that is both inclusive and creative, promoting the retention of staff. Furthermore, NIO encounters difficulties in attracting new marketplaces where its brand remains largely unrecognized. Forming alliances locally with academic institutions, industry groups, and hiring agencies might aid the firm in enhancing its talent pool and global market footprint.

The internal and external milieu of NIO offers a mix of substantial prospects and hurdles. The company's ethos, procedural oversight, regulatory hazards, and hiring tactics are crucial to its triumph as a worldwide frontrunner in the electric vehicle sector. Nonetheless, with ongoing expansion, the company faces challenges in expanding its operations, maneuvering through regulatory landscapes, and attracting and keeping elite talent. NIO, through ongoing enhancement of these sectors, can improve its capacity to tackle outside challenges and seize new prospects in the swiftly changing electric vehicle industry.

2.3 Evaluation of human capital of NIO

Guidelines for Managing Staff and Fostering Corporate Culture at NIO.

The staff management structure of NIO is required to adhere to multiple essential criteria to accelerate its rapid growth and worldwide expansion:

The quest of NIO for top-tier professionals hinges on a team proficient in fields like battery technology, self-driving cars, and AI. Given the swift rate of innovation [37], it's vital for the company to consistently draw in and keep skilled experts in these fields. This necessitates customized hiring tactics, attractive remuneration plans (including stock options), and ongoing career progression strategies. Furthermore, it's crucial for NIO to cultivate a corporate setting that appreciates and enhances technical skills, offering abundant chances for the exchange of knowledge and innovation.

Worldwide Talent Management and Distribution: NIO manages research and development facilities in China, the U. S. and Europe. The task of overseeing a varied workforce faces hurdles owing to adherence to regulations, labor regulations, and cultural variances. As an illustration, the labor legislation in Europe frequently varies markedly from that in China. Addressing these intricacies, it's imperative for NIO's human resources division to modify its hiring, staff retention, and remuneration tactics throughout these areas. Utilizing local knowledge and adhering to global norms, NIO can maintain uniformity in its conduct and moral standards among worldwide groups.

Endorsement of an Innovation-Driven Culture: NIO focuses on nurturing an environment of innovation. The firm motivates its staff to adopt novel approaches via diverse motivational strategies, such as incentives for patent applications, internal contests for inventive solutions, and interdisciplinary cooperation. The innovative culture thrives in a tiered organizational framework, encouraging transparent dialogue and reducing administrative obstacles, thus empowering employees to embrace risks and suggest novel concepts.



Fig 2.4. Guidelines for managing staff and fostering corporate culture at NIO.

Source: compiled by the author based on [37]

The core values of NIO play a crucial role in shaping its strategies for managing staff. The firm expands its strategies for managing employees by prioritizing user experience and advancing technology. This approach fosters a welcoming and welcoming workplace atmosphere, promoting staff involvement in resolving issues and innovating.

NIO House, functioning as a Cultural Hub, functions not just to interact with customers but also as a communal area for staff. These facilities provide a distinctive setting where employees can instantly get customer feedback, synchronizing their actions with the firm's commitment to innovation focused on the customer. Close interaction with clients aids our staff in maintaining their drive and congruence with the firm's objectives, and in nurturing a profound feeling of community and direction. Customer Engagement Culture: Central to our organization is a culture emphasizing communication and collaborative efforts, with a focus on service. Promoting employee engagement through communication.

Cooperation and Openness: NIO's core tenets promote openness and interdepartmental collaboration, aiding in the dissolution of industries like marketing, product innovation, and Research & Development. Employees gain insight into the broader corporate strategy and its role in achieving NIO's extensive objectives through this method.

With NIO's ongoing growth in its worldwide presence and advancements in the electric vehicle sector, the significance of a proficient employee management system

grows more apparent. Assessing NIO's strategies for managing employees can be done through four main lenses: managing processes, finances, human resources, and integrating IT. The comprehensive examination will clarify the ways in which NIO utilizes these sectors to improve its operational effectiveness, worker contentment, and general competitive edge in the ever-changing automotive industry [38].

Proficient management of processes is fundamental to NIO's worldwide activities, facilitating smooth cooperation among different departments and geographical areas. The system for managing personnel is crucial for the standardization and automation of business operations, thus improving transparency, communication, and teamwork.

Organizations such as NIO are confronted with a multitude of difficulties in handling a varied workforce dispersed over various regions in the current interconnected commercial landscape. Workers hail from diverse cultural origins, each with unique abilities, and face a range of local legal and regulatory constraints. Such varied backgrounds can lead to intricate situations which, without proper management, could result in operational flaws, compliance hazards, and a decline in staff morale.

Uniform HR processes act as a fundamental structure for handling these intricacies. NIOs can reduce the hazards linked to regulatory adherence and operational inefficiencies by harmonizing HR procedures. As an illustration, the firm's consistent onboarding protocol guarantees that every employee, irrespective of their geographical position—be it in Europe, China, or the United States—is provided with uniform basic training and resources. Adopting this method cultivates a feeling of togetherness and inclusivity among staff, essential for sustaining an enthusiastic and involved workforce [39].

Adhering to regulations poses a major challenge for entities functioning in strictly controlled industries, like the automotive production sector. Non-adherence to regional regulations may lead to harsh monetary fines and harm to one's reputation. NIO, through the adoption of standardized HR processes, reduces the likelihood of regulatory violations, guaranteeing employee compliance with uniform corporate

norms and adherence to local legal requirements.

As an example, a uniform procedure for addressing employee complaints can guarantee swift and equitable resolution of matters in all areas, thereby diminishing the chances of legal conflicts. This forward-thinking strategy protects NIO from possible legal consequences and also bolsters staff confidence in the organization's dedication to just and balanced treatment.

Additionally, consistent HR methods aid in spreading essential compliance training throughout the organization. NIO strengthens its dedication to ethical conduct and compliance with regulations by making sure every employee is informed about local laws, business policies, and industry norms. Such dedication is crucial for upholding NIO's status as a conscientious corporate entity in the international arena.

Uniform HR processes not only guarantee adherence but also cultivate a feeling of togetherness and unity within the NIO workforce. Uniform implementation of HR strategies in various areas aids in dismantling divisions and fostering teamwork among staff members. The likelihood of team members forming a unified identity and collaborating efficiently increases when they have comparable onboarding experiences and utilize the same resources, irrespective of their physical location [40].

As an illustration, the standardized onboarding procedure of NIO not only diminishes training disparities but also motivates staff to forge connections with peers from diverse areas. Such a feeling of community can boost team spirit and cooperative efforts, spurring innovation and elevating general performance.

Additionally, cultivating a unified corporate ethos is crucial for drawing and keeping elite professionals in the fiercely competitive electric vehicle sector. Workers tend to stay faithful to a company that fosters a cohesive culture and fosters their growth. NIO can cultivate a captivating workplace that enhances worker contentment and loyalty by implementing uniform HR strategies in line with the firm's principles.

Wider Consequences of Standardized Methods Across Various Industries. NIO's dedication to standardized HR practices spans various sectors beyond human resources, encompassing aerospace, automotive, electronics, oil and gas, food and beverage,

pharmaceuticals, medical devices, and machinery. NIO can create a cohesive operational framework that boosts efficiency and teamwork throughout the organization by integrating top practices from diverse sectors.

Take, for example, the aerospace sector, renowned for its rigorous regulatory standards and emphasis on safety. NIO has the opportunity to utilize insights gained from this field to improve its compliance and safety procedures. NIO, through the adoption of consistent protocols focusing on safety and compliance with regulations, can guarantee that its products adhere to top-tier standards, thus enhancing consumer trust.

Uniform quality control procedures are crucial in the food and beverage sector to preserve product integrity. NIO can boost its operational effectiveness and guarantee top-notch vehicle quality by incorporating comparable quality control protocols into its production methods.

Additionally, consistent HR protocols allow NIO to draw in skilled individuals from diverse fields through competitive training schemes and career advancement prospects. As an illustration, workers versed in the electronics industry could offer crucial perspectives for enhancing NIO's tech proficiency. NIO can foster innovation and boost its competitive advantage by nurturing a varied workforce skilled in several sectors.

Adopting Uniform HR Procedures: Optimal Methods. For the effective execution of consistent HR processes, NIO ought to take into account these optimal practices:

- uniform training initiatives: create extensive training schemes that maintain uniformity throughout various regions. This guarantees uniform foundational knowledge and skills for every employee, promoting a feeling of togetherness and teamwork;
- global compliance framework: formulate a worldwide compliance structure that delineates the regulatory prerequisites for every region. It's essential to frequently revise this structure to align with alterations in local legislation, making sure

every employee understands their duties;

- consistent interaction: keep communication channels open among HR departments across various regions. Consistent gatherings and cooperative platforms aid in the exchange of knowledge and guarantee the uniform implementation of optimal practices throughout the organization;

- mechanisms for employee feedback: establish systems for collecting feedback to understand employees' experiences with HR procedures. Such input can be employed to persistently enhance and fine-tune consistent methods;

- cultural sensitivity training: offer training in cultural awareness to staff members to cultivate comprehension and respect for varied cultural heritages. Such training has the potential to improve cooperative efforts and teamwork, especially within an international workforce;

- performance metrics: formulate performance indicators to evaluate the efficiency of consistent HR processes. Consistently assessing these measures aids in pinpointing improvement opportunities and confirming that the methods are in harmony with the organization's objectives.

To sum up, creating standardized HR protocols is vital for NIO, as it addresses the intricacies involved in overseeing a varied international workforce. NIO, through the implementation of uniform procedures, can reduce risks of compliance, promote solidarity among employees, and improve interdepartmental and geographical cooperation. Furthermore, the widespread implementation of these standardized methods in various sectors enables NIO to capitalize on optimal practices, thereby enhancing operational effectiveness and innovation.

Table 2.3.

Optimal methods for enhancing HR management at NIO

Optimal Method	Description	Significance
Uniform Training Initiatives	Develop comprehensive training programs to ensure consistent knowledge and skills across regions.	Promotes teamwork and a unified organizational culture among employees.
Global Compliance Framework	Create a global compliance structure that outlines regulatory requirements for each region.	Ensures employees are aware of their responsibilities and aligns with local laws.
Consistent Interaction	Maintain open communication channels among HR departments globally.	Facilitates knowledge sharing and uniform implementation of best practices.
Mechanisms for Employee Feedback	Establish systems to collect feedback on HR procedures from employees.	Helps in continuous improvement and fine-tuning of HR methods based on employee experiences.
Cultural Sensitivity Training	Provide training to foster understanding and respect for diverse cultural backgrounds.	Enhances collaboration and teamwork in a multicultural workforce.
Performance Metrics	Develop indicators to assess the effectiveness of uniform HR processes.	Aids in identifying improvement opportunities and ensures alignment with organizational objectives.

Source: compiled by the author

With NIO's ongoing growth in the electric vehicle sector, the necessity for standardized HR processes is set to rise. Focusing on these methods, NIO can foster a unified corporate environment that draws and keeps elite professionals, thereby enhancing its enduring success and global competitive edge. By persistently investing in staff growth, operational superiority, and adherence to regulations, NIO can sustain its leadership status in the electric vehicle sector.

The smart planning features of NIO are also applicable in workforce scheduling, utilizing machine learning algorithms to analyze past attendance trends and predict changes in demand. NIO, through precise forecasting of staff requirements [41], can actively modify its employee numbers, reducing idle time and enhancing efficiency. Employing this tactical method in managing the workforce enables NIO to stay nimble and reactive to market needs, especially in times of high production.

Contributions to financial management for human resource. The system for managing personnel plays a crucial role in controlling labor expenses and improving financial clarity, especially as NIO expands its worldwide activities. Proficient fiscal

handling of human resources is crucial for sustaining profitability and enhancing the distribution of capital.

Effectively handling labor expenses. In regions like Europe and North America, where costs are high, labor expenditures form a major part of NIO's total operational expenses. NIO utilizes a smart system for human resources to track labor expenses instantly and modify staff numbers when required. Utilizing predictive analytics, NIO is capable of predicting staffing needs in high production stages, thus maintaining effective control over labor costs without sacrificing operational effectiveness.

As an illustration, amidst a surge in electric vehicle demand, NIO employed its HR management system to foresee staffing requirements and allocate resources appropriately. This forward-thinking strategy guaranteed the achievement of production goals while preserving the cost-efficiency. Furthermore, the human capital system's data on staff turnover assists in predicting possible employee exits, enabling NIO to pre-implement strategies for retention [42].

Rewards and incentives. The HR management system of NIO is also vital in managing employee salaries and benefits. NIO, through its extensive system for overseeing personal remuneration plans, guarantees equitable compensation for its employees' efforts. Such openness cultivates an environment of responsibility, encouraging employees to excel in their roles [43].

Furthermore, NIO's emphasis on fiscal openness enables its executives to oversee expenditures related to employees, encompassing wages, perks, and bonuses. Such transparency aids in making educated choices about budget modifications and harmonizes HR tactics with the firm's broader financial goals. As an example, in the context of altering recruitment methods or wage frameworks, the management at NIO has the capability to evaluate financial consequences and make decisions based on data that are in harmony with strategic objectives.

Innovative tactics for managing staff. Amidst a fiercely competitive international arena, NIO has implemented creative tactics to draw, keep, and cultivate elite technical expertise. Utilizing its distinct value offerings, the firm bolsters its employees' skills

and cultivates an environment of involvement.

Worldwide recruitment plan. The broad recruitment structure of NIO aims to draw top-notch global talent through attractive pay, chances for career progression, and a creative work atmosphere. The firm has formed alliances with top universities, research entities, and global employment networks to tap into a varied group of proficient experts. The strategic partnership bolsters NIO's efforts in attracting talent, ensuring its leading position in the EV industry's technological progress.

Furthermore, NIO's adoption of telecommuting has facilitated the recruitment of skilled individuals from diverse international locales, surmounting the geographical hurdles linked to conventional job frameworks. Moving to adaptable work schedules, especially after the pandemic, highlights the need for flexibility in strategies to attract talent [44].

NIO heavily focuses on professional growth initiatives, providing in-house training, mentorship, and chances for external learning. Such programs enable workers to constantly enhance their abilities and sustain a competitive advantage in the sector. NIO boosts personal career paths and bolsters organizational skills by fostering continuous professional development.

NIO not only promotes individual growth but also fosters employee involvement via initiatives in corporate social responsibility. NIO inspires its employees to support its goals and contribute to the community by advocating for philanthropy, corporate contributions, and staff volunteering.

Initiatives for diversity and inclusion. NIO recognizes the vital role of a varied workforce in nurturing creativity and innovation. Numerous initiatives have been initiated by the company to draw in and elevate people from diverse backgrounds, especially those less represented in STEM (Science, Technology, Engineering, and Mathematics) disciplines. The dedication of NIO to diversity is clear in its organizational ethos, advocating for inclusive decision processes and valuing varied viewpoints.

NIO's capacity for innovation and market adaptability is bolstered by fostering

a workplace culture that embraces inclusivity. Studies show that teams with varied backgrounds tend to produce inventive solutions and enhance business results. Consequently, NIO's emphasis on diversity and inclusion bolsters its organizational ethos and equips the firm for enduring triumph in the competitive electric vehicle arena.

Table 2.3.

Key initiatives to foster employee engagement at NIO

Initiative	Description	Impact
Employee-Centric Culture	NIO fosters a culture where employees feel appreciated and involved.	Enhances employee satisfaction and retention.
Stock Option Program	Offers stock options to align employee interests with the company's success.	Motivates exceptional performance and builds loyalty.
Professional Growth Initiatives	Provides in-house training, mentorship, and external learning opportunities.	Enables continuous skill enhancement and competitive advantage.
Corporate Social Responsibility (CSR)	Encourages employee involvement in philanthropy, volunteering, and community contributions.	Fosters a sense of purpose and connection to the community.
Diversity and Inclusion Initiatives	Implements programs to attract and uplift underrepresented groups, especially in STEM fields.	Enhances creativity and innovation by valuing diverse perspectives.
Inclusive Decision-Making	Advocates for inclusive decision processes within the organization.	Bolsters team collaboration and enhances overall business performance.

Source: compiled by the author

Integrating technology into staff management. The employee management system of NIO greatly depends on sophisticated IT technologies like AI, big data analytics, and blockchain to improve HR process efficiency and transparency.

The interplay of artificial intelligence and big data. AI's rise has revolutionized the personnel management tactics of NIO, facilitating decisions based on data in recruitment, performance assessment, and workforce organization. As an example, NIO utilizes predictive analytics to foresee upcoming staffing requirements, drawing on production timelines, market patterns, and past data. By adopting a progressive strategy, the company can modify its hiring tactics to meet expected labor needs, maintaining agility and adaptability to market variations.

Furthermore, the use of AI algorithms aids in the instantaneous evaluation of

employee performance, pinpointing crucial areas for enhancement and strengths. Utilizing extensive data analysis, NIO is capable of examining trends in workforce behavior, forecasting staff turnover, and crafting customized career development strategies. Adopting this forward-thinking strategy not only lowers the rate of employee turnover but also boosts the skill and drive of the workforce.

Integrating AI into NIO's HR operations significantly enhances automation in standard HR functions, including payroll management, timekeeping, and scheduling. NIO, by optimizing these procedures, can reduce operational expenses and enable HR staff to concentrate on strategic endeavors that propel organizational expansion. As an illustration, should predictive analytics signal a possible reduction in workforce owing to scarce career growth prospects, HR can actively implement training schemes or career trajectories to keep essential staff.

In conclusion, the staff management system of NIO plays a vital role in its worldwide growth, technological advancements, and competitive edge in the market. NIO's expansion, incorporating cutting-edge IT solutions like AI, big data, and blockchain into its human resources operations, has improved operational effectiveness, lucidity, and staff involvement. Utilizing these advancements in technology, NIO is capable of automating standard HR activities, making decisions based on data, and creating an innovative environment that draws and keeps elite professionals.

The Human Resources Department is tasked with the effective recruitment, training, retention, development, coaching, motivation, and termination of staff.

Viewed through the lens of process management, NIO's uniform and automated human resources systems aid in efficiently overseeing its worldwide workforce, adhering to local laws, and maintaining uniform corporate policies. Regarding financial oversight, the personnel management system of NIO plays a vital role in managing labor expenses and enhancing financial clarity. NIO can expand its business and maintain profitability by real-time tracking of labor costs and enhancing the distribution of resources.

Within the human resources sector, NIO's pioneering strategies in hiring,

keeping staff, and enhancing employee growth have placed the firm at the vanguard of drawing and nurturing elite technical experts. The firm's focus on professional growth, along with its stock option schemes and diversity efforts, cultivates a driven and involved workforce in harmony with NIO's wider goals.

Ultimately, it's impossible to measure the effects of technological progress in the HR structure of NIO. Employing artificial intelligence and comprehensive data has transformed the way employees are managed, thanks to proactive workforce planning and swift performance tracking. Concurrently, blockchain technology guarantees the safety and clarity of human resources data. With the global expansion of NIO, its technological progress is crucial for keeping its competitive advantage in the rapidly changing electric vehicle sector.

To sum up, the staff management system of NIO sets a precedent for its counterparts in the electric vehicle and cutting-edge technology sectors. Integrating technology into the management of human capital has enhanced the company's operational efficiency and laid a solid groundwork for its upcoming expansion. Amidst the hurdles of worldwide growth and tech chaos, NIO's workforce management system continues to be a crucial factor in its ongoing competitive triumph.

CHAPTER 3

WAYS OF OPTIMIZING PERSONNEL MANAGEMENT IN GLOBAL ENTERPRISES

3. 1 Suggestions for enhancing human resource efficiency

Faced with escalating worldwide rivalry, NIO needs to persistently improve its workforce management to boost operational effectiveness and draw and keep top-tier professionals. The firm's triumph depends on integrating advanced technologies such as AI and data analytics, enhancing its fundamental principles, honing incentive systems, and bolstering backing for distant and adaptable work settings. This section amalgamates recent research outcomes from four principal areas – processes, finance, human resources, and IT – analyzing their limitations and suggesting possible enhancements. Addressing these deficiencies, NIO is dedicated to maintaining the ongoing effectiveness of its staff management system, bolstering its worldwide strategy and innovation-oriented business approach [45].

In the context of NIO's dynamic expansion and increasing competition in the global electric vehicle industry, enhancing the efficiency of its human resource management is a critical priority. Even with significant progress in incorporating AI and data analytics into workforce management, various aspects still need enhancement to synchronize staff strategies with the company's expansion. Based on observations derived from existing methodologies, these recommendations are designed to enhance and improve NIO's human resource systems.

1. Refinement of performance management practices.

NIO's data-centric performance management system effectively monitors employee productivity through quantitative metrics like task completion rates and efficiency levels. Nonetheless, qualitative aspects like worker contentment, involvement, and teamwork are still inadequately represented. To address this gap, it is recommended that NIO:

- integrate instruments like surveys measuring employee contentment, evaluations by peers, and comprehensive feedback systems;
- develop metrics for assessing collaboration, creativity, and self-improvement, along with quantitative metrics.

2. Improved talent retention strategies:

Present models for predicting employee turnover mainly concentrate on performance and tenure metrics, overlooking vital elements such as job fulfillment, cultural compatibility, and external industry trends. To mitigate turnover risks and ensure talent retention, NIO should:

- enhance its predictive analytics by including broader data inputs, such as employee sentiment analysis and industry recruitment trends [46].
- create tailored programs for retention that provide individualized growth prospects, adaptable perks, and distinct career trajectories.

3. Broader application of AI across roles.

Even though the integration of AI has significantly improved resource allocation in technical industries, its benefits are not fully extended to roles involving both administrative and non-technical sectors. Addressing this disparity involves:

- crafting streamlined artificial intelligence instruments designed for everyday supportive duties, including organizing schedules, handling payrolls, and strategizing resource allocation.
- expanding the adoption of these technologies to ensure equity and efficiency across all organizational levels.

4. Endorsement for work done remotely and flexibly.

Considering NIO's expansion to a global workforce, maintaining team cohesion and worker participation in remote areas presents unique challenges. While technological tools facilitate remote collaboration, the psychological aspects of remote work are insufficiently addressed. To strengthen remote work support, NIO should:

- introduce virtual team-building initiatives and structured wellness programs, including mental health resources and flexible working schedules.

- implement work-life balance assessments as part of its performance evaluations to prevent burnout and sustain productivity.

5. Career development and growth alignment.

The workforce management system of NIO presently favors immediate operational requirements above the long-term career progression of its employees. For fostering harmony between personal ambitions and corporate objectives, NIO needs to:

- integrate metrics for career advancement into AI-based resource distribution systems to guarantee that task allocations promote skill enhancement and career progression.

- provide organized mentorship schemes, consistent skill development chances, and clear career advancement routes.

By focusing on these vital strategic areas, NIO has the capability to enhance its HR efficiency to satisfy the growing worldwide requirements. NIO stands ready to boost employee satisfaction and establish its dominance in the competitive electric vehicle industry by enhancing performance management, retaining employees, integrating technology, telecommuting, and fostering career advancement. This comprehensive strategy highlights the necessity of merging technological advancements with strategies focused on employees for enduring growth.

3. 2. Proposals for enhancing corporate culture

Establishing and maintaining a strong corporate identity is paramount for NIO, which aims to preserve staff dedication, nurture creativity, and enhance total organizational output. While the company has made significant progress in promoting a culture of innovation and customer-centricity, further efforts are needed to align employee experiences with strategic goals and enhance team cohesion. The ensuing suggestions concentrate on enhancing the organizational culture to bolster the workforce dynamics of NIO [47].

1. Strengthening team cohesion through integrated cultural programs: NIO has successfully implemented initiatives such as team improvement programs and

community meetings, exemplified by the NIO House platform that fosters collaboration and teamwork among staff and clients across diverse teams. Yet, the immediate effects of these efforts on cross-departmental cooperation and sustained performance remain unrealized. To enhance team cohesion, NIO should:

- a) create integrated cultural initiatives that merge team-building efforts with operational goals, including cross-disciplinary workshops and joint problem-solving meetings;
- b) initiate prolonged measurement tools, including surveys after events and performance evaluations, to determine the ongoing effect of cultural endeavors on both productivity and morale;
- c) customizing cultural initiatives for global teams.

Given NIO's operations in various markets, customizing cultural initiatives to align with local values and customs may bolster employee involvement. For instance:

- d) European emphasis is on multicultural discussions and inclusivity, whereas Chinese prioritize innovation and adaptability;
- e) this type of localization guarantees a sense of connection among employees across various regions to NIO's broad culture, honoring their distinct backgrounds.

2. Enhancing Employee Motivation through Inclusive Reward Systems

NIO's existing reward mechanisms, including bonuses and equity options, have proven effective for technical staff and senior executives. However, workers lacking technical expertise and lower-level personnel often feel neglected. To tackle this issue, NIO ought to:

- a) introduce customized incentive programs for non-technical roles, such as team recognition awards, performance-based bonuses, and opportunities for professional development;
- b) expand the scope of equity involvement to encompass a broader spectrum of workers, nurturing a feeling of shared ownership and congruence with the company's achievements.

3. Aligning Corporate Culture with Employee Well-Being.

It is imperative for NIOs to address challenges associated with workload, stress, and maintaining a balance between professional and personal life to cultivate a culture that supports both organizational objectives and personal joy. Suggested actions include:

- a) initiating personalized wellness plans for employees, which include mental health assistance, stress control seminars, and exercise programs;
- b) encouraging open communication through feedback mechanisms and regular check-ins, allowing employees to voice concerns and feel valued.

4. Integrating User-Centric Strategies into Workplace Culture.

NIO's dedication to providing outstanding customer experiences ought to be reflected in its internal processes. Synchronizing the corporate culture with strategies centered on the user can drive employees towards embracing novel and cooperative methods. For example:

- a) engage every department, HR and finance included, in customer feedback programs to aid employees in comprehending their part in boosting customer contentment.
- b) promote cross-departmental collaboration in projects impacting user interactions to achieve consistent congruence with the organizational objectives.

Enhancing its corporate philosophy is vital for NIO to maintain its edge in the global electric vehicle industry. NIO fosters a driven and cohesive workforce by reinforcing team unity, customizing cultural strategies, implementing inclusive rewards, prioritizing employee welfare, and harmonizing its internal approaches with user convenience. These efforts focus not just on enhancing worker commitment and innovation, but also on establishing the company as a benchmark for exceptional performance in the rapidly evolving automobile sector.

3. 3. Evaluating through the Lens of Processes, Finance, Human Resources, and IT

To thoroughly assess NIO's staff management system, a cross-disciplinary method is needed, amalgamating knowledge from processes, finance, human resources, and IT. These dimensions are crucial for aligning workforce strategies with broader operational and financial objectives. NIO can improve its staff management strategies to foster continuous expansion and innovation by tackling recognized deficiencies in these domains [48].

1. Process optimization.

The integration of AI and data analytics by NIO has markedly enhanced the distribution, timing, and effectiveness of tasks. However, these systems often prioritize immediate business needs over long-term career development for employees. To address this, NIO should:

- a) tailor task allocation to career goals: integrate career advancement metrics into task distribution systems, ensuring employees can develop skills aligned with their professional aspirations;
- b) cross-functional process reviews: conduct frequent evaluations to pinpoint chances for broadening employee positions and enhancing operational adaptability.

Concentrating on both operational requirements and the growth of employees will fill the void between immediate productivity and sustained workforce expansion.

2. Financial alignment with workforce goals.

The reward and incentive schemes of NIO have been successful in inspiring technical personnel, in contrast to non-technical staff who frequently miss similar accolades. Addressing this imbalance involves [49]:

- a) expanding inclusive incentive programs: introduce customized rewards for administrative and support roles, such as team-based bonuses and non-monetary recognition schemes.
- b) allocating resources for fairness: allocate monetary rewards more fairly

among various departments, fostering a shared feeling of ownership and dedication to the success of the organization.

Providing distinct monetary rewards to every employee will boost involvement and lessen differences in motivation.

3. Human resource development.

NIO's human resource strategies leverage predictive analytics to forecast turnover and identify high-performing talent. However, gaps remain in supporting non-technical employees and junior staff. To address this, NIO should:

a) incorporate qualitative metrics: broaden the scope of performance assessments to encompass aspects like collaboration, leadership, and inventiveness, promoting a more comprehensive perspective on employee input.

b) tailored career growth plans: create customized growth plans for every position, offering organized mentorship, educational prospects, and clear pathways for advancement.

Concentrating on comprehensive human resources growth guarantees that all employees feel appreciated and have chances for advancement [50].

4. IT integration and innovation.

NIO has effectively integrated sophisticated IT technologies, such as AI and blockchain, to improve employee management. However, these systems lack flexibility for employee-specific career development. Key recommendations include:

a) tailored information technology platforms: create career-oriented IT instruments enabling employees to establish objectives, utilize customized training materials, and monitor their advancement;

b) expanding IT benefits to non-technical roles: deploy simplified AI systems for administrative functions, streamlining operations such as scheduling, payroll, and resource allocation.

Improved IT integration will ensure that every employee, regardless of their role, benefits from technological advancements.

NIO, by analyzing staff management from the perspectives of processes, finance,

human resources, and IT, can pinpoint and tackle key inefficiencies that impede the efficiency of the workforce. Tailoring processes to career goals, promoting financial equity, fostering inclusive HR strategies, and enhancing IT systems are pivotal steps toward creating a robust personnel management framework. These specific enhancements will enable NIO to synchronize its employee tactics with wider organizational goals, guaranteeing continuous innovation and competitive edge in the worldwide electric vehicle sector.

CONCLUSIONS

A thorough analysis of NIO's workforce management system highlights crucial insights into the company's strategies and their significant influence on human resource management in a rapidly evolving and competitive sector. This research emphasizes the need for an all-encompassing and flexible strategy in managing staff, focusing on process optimization, employee involvement, and technological amalgamation. The following conclusions are drawn:

1.Strategic Importance of Workforce Management

The handling of labor forces is vital for NIO to maintain a competitive edge in the global electric vehicle market. The integration of cutting-edge technologies such as AI and blockchain into HR practices has enhanced operational transparency, resource allocation, and decision-making. Addressing the deficiencies in advancing careers, ensuring inclusive incentives, and advocating for non-technical roles are crucial for sustained organizational cohesion and ongoing growth.

2.Technology as a Driver of Efficiency

Employing cutting-edge technologies has empowered NIO to enhance its processes for managing its workforce.AI and data analytics provide actionable insights for performance evaluation, resource distribution, and talent retention. Yet, extending these technological benefits to non-technical departments is essential to ensure equitable access and comprehensive workforce development across all roles.

3.Focus on Employee Engagement and Inclusivity

Having an engaged and motivated workforce is essential for fostering innovation and enhancing productivity. The endeavors of NIO to bolster team solidarity via cultural initiatives, enhance incentives for non-expert employees, and enhance inclusivity underscore its dedication to nurturing a nurturing organizational atmosphere. Such efforts aid in matching worker contentment with company objectives, fostering operational effectiveness.

4. The Role of Corporate Culture in Innovation

The emphasis of NIO on nurturing a customer-focused strategy and integrating

it into staff management has promoted collaborative efforts and creative thought. By harmonizing its ethical standards with the expansion of its workforce, the firm advocates for innovation aligned with its strategic objectives, thereby solidifying its position in the electric vehicle sector.

5. Addressing Workforce Challenges

It's imperative for NIO to tackle ongoing challenges, such as effectively overseeing telecommuting, creating unique pathways for career growth, and retaining candidates with high potential. The organization can keep abreast of changing labor needs and sector tendencies by tactically funding training programs and worker welfare initiatives[52].

6. Future Directions for Workforce Management

As the global corporate environment progresses, there's an essential need for constant enhancement in employee approaches. NIO's long-term success will depend on its ability to: create all-encompassing HR structures that amalgamate sophisticated technologies in every position; enhance global workforce mobility programs that promote cultural adaptability and interdisciplinary collaboration; foster a company culture that focuses on innovative ideas, unity, and endurance in staff work procedures.

To sum up, the workforce management system of NIO plays a crucial role in its expansion and dominance in the worldwide electric vehicle market. Through filling recognized voids and utilizing cutting-edge technology, the corporation can create a cohesive and inventive staff adept at handling upcoming hurdles. Employing a comprehensive and strategic human resource management method will enhance NIO's operational efficacy and strengthen its ongoing competitiveness in the dynamic global economy.

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APPENDICES

APPENDIX A

Different-Level Product Model of NIO

Level	Description	NIO-Specific Example
Core Product	The core benefit or solution that the product provides to meet the customer's fundamental need. In NIO's case, this focuses on sustainable and innovative mobility.	Sustainable electric mobility—NIO provides environmentally friendly, electric-powered transportation with innovative technologies like autonomous driving and advanced energy management systems.
Actual Product	The tangible aspects of the product, including the design, features, quality, and branding. This is what the customer actually interacts with, sees, and experiences.	NIO's electric vehicle models (ES8, ES6, ET7)—These are high-end electric cars with luxury designs, advanced battery management, autonomous driving capabilities, cutting-edge technology, and high-quality finishes.
Expected Product	The set of attributes and conditions that buyers normally expect when purchasing the product. This includes basic standards that the customer assumes will be present, such as performance, reliability, and safety.	Expected performance and safety—NIO customers expect electric vehicles with a reliable battery system, a safe and smooth driving experience, advanced safety features, and efficient performance under various conditions.
Augmented Product	The additional services or benefits that come with the product, beyond the customer's initial expectations. These enhance the product's value and differentiate it from competitors.	NIO House, Battery-as-a-Service (BaaS), after-sales support—NIO provides community spaces, innovative battery-swapping services, and excellent customer service, offering added convenience, engagement, and post-purchase support.
Potential Product	Future additions and innovations that could further improve or evolve the product. These are the possibilities for extending the product and offering even more value to customers in the long run.	Future technologies such as more advanced AI, Level 5 autonomous driving, and global charging infrastructure expansion—NIO aims to continually innovate by integrating more AI-driven services, fully autonomous driving, and enhanced global capabilities.