

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Trade and Finance



Master's Thesis

**Practices and Enhancement Strategies of
Corporate Social Responsibility in China: A
Case Study of Huawei Technologies Co., Ltd.**

LIU YEZI

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DIPLOMA THESIS ASSIGNMENT

Bc. Yezi Liu

Economics and Management

Thesis title

Practices and Enhancement Strategies of Corporate Social Responsibility in China: A Case Study of Huawei Technologies Co., Ltd.

Objectives of thesis

The study aims to assess Huawei's practice in the field of CSR and accordingly propose CSR strategies for Huawei

Methodology

The theoretical part will focus on the practices and challenges of Corporate Social Responsibility (CSR) in China, and summarize the previous research and related theories conducted in this area, and respond to the issues by drawing on previous research results and theoretical frameworks.

The analysis section will adopt a questionnaire survey to assess participants' satisfaction with Huawei's CSR practices through a combination of quantitative and open-ended questions, and the collected data will be analyzed in depth using IBM SPSS Statistics software, aiming to explore whether Huawei's CSR performance is generally recognized by its stakeholders, and what problems exist in CSR practices. Accordingly, relevant CSR strategy suggestions were made to further improve Huawei's CSR performance.

These research results not only guide Huawei's future development strategy but also provide valuable experience and reference for other companies to implement CSR strategies.

The proposed extent of the thesis

80 pages

Keywords

Corporate social responsibility, China, Sustainable development, CSR stakeholder

Recommended information sources

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The Diploma Thesis Supervisor

doc. Ing. Irena Jindřichovská, CSc.

Supervising department

Department of Trade and Finance

Electronic approval: 26. 3. 2024

prof. Ing. Luboš Smutka, Ph.D.

Head of department

Electronic approval: 26. 3. 2024

doc. Ing. Tomáš Šubrt, Ph.D.

Dean

Prague on 26. 03. 2024

Declaration

I declare that I have worked on my diploma thesis titled "Practices and Enhancement Strategies of Corporate Social Responsibility in China: A Case Study of Huawei Technologies Co., Ltd." by myself, and I have used only the sources mentioned at the end of the thesis. As the author of the diploma thesis, I declare that the thesis does not break any person's copyright.

In Prague on March 22^{ed}, 2024

LIU YEZI

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Practices and Enhancement Strategies of Corporate Social Responsibility in China: A Case Study of Huawei Technologies Co., Ltd.

Abstract

With the development of the globalized economy, the attention to the issue of corporate social responsibility (CSR) is becoming more and more significant, and it has also created a boom in China. Stakeholders are expecting more and more from companies, and companies should take more and more responsibility. This study aims to analyze the current status of Huawei's CSR practices in China through quantitative research, and to make suggestions on CSR strategies based on empirical data.

This study first reviews the challenges of CSR in the context of China's rapid development, Huawei's current CSR practices, and other related CSR studies. It lays the foundation for the research of this paper. In the data collection section, this paper utilized a questionnaire survey to extensively collect evaluations of Huawei from stakeholders. The questionnaire was designed with a combination of quantitative and open-ended questions to assess participants' satisfaction with Huawei's CSR practices. IBM SPSS Statistics for data analysis was used to analyze the collected data in-depth. It shows whether Huawei's CSR performance is generally recognized by stakeholders and what problems exist in CSR practices. Further, based on the conclusion of the analysis, relevant CSR strategy suggestions are proposed for Huawei to further enhance CSR performance.

In conclusion, the findings of this study not only have guiding significance for Huawei's future development strategy, but also provide valuable experiences and references for other companies when implementing CSR strategies. Despite the limitations of the study in terms of sample selection and data collection methods, future research can expand on this foundation, including adopting a broader

stakeholder perspective and qualitative research methods, to gain more comprehensive and in-depth insights.

Keywords: Corporate social responsibility (CSR), CSR stakeholder, Sustainable Development goals (SDG), CSR strategy

Praxe a strategie zvyšování společenské odpovědnosti firem v Číně: Případová studie společnosti Huawei Technologies Co., Ltd.

Abstrakt

S rozvojem globalizované ekonomiky se problematice společenské odpovědnosti firem (CSR) věnuje stále větší pozornost a v Číně zaznamenala velký rozmach. Zainteresované strany očekávají od společností stále více a společnosti by měly přebírat stále větší odpovědnost. Cílem této studie je analyzovat současný stav postupů společenské odpovědnosti firem Huawei v Číně prostřednictvím kvantitativního výzkumu a na základě empirických údajů předložit návrhy strategií společenské odpovědnosti firem.

Tato studie se nejprve zabývá výzvami v oblasti CSR v kontextu rychlého rozvoje Číny, současnými postupy společnosti Huawei v oblasti CSR a dalšími souvisejícími studii CSR. To vytváří základ pro výzkum této práce. V části věnované sběru dat tento článek využil dotazníkové šetření k rozsáhlému sběru hodnocení společnosti Huawei od zúčastněných stran. Dotazník byl sestaven s kombinací kvantitativních a otevřených otázek s cílem posoudit spokojenost účastníků s praktikami CSR společnosti Huawei. K hloubkové analýze shromážděných údajů byla použita statistika IBM SPSS Statistics pro analýzu dat. Ukazuje, zda je výkonnost CSR společnosti Huawei obecně uznávána zúčastněnými stranami a jaké problémy v praktikách CSR existují. Dále jsou na základě závěrů analýzy navrženy relevantní návrhy strategií CSR pro společnost Huawei, které by měly vést k dalšímu zvýšení výkonnosti CSR.

Závěrem lze říci, že zjištění této studie mají nejen řídicí význam pro budoucí strategii rozvoje společnosti Huawei, ale také poskytují cenné zkušenosti a reference pro ostatní společnosti při zavádění strategií CSR. Navzdory omezením této studie, pokud

jde o výběr vzorku a metody sběru dat, může budoucí výzkum tento základ rozšířit, včetně přijetí širšího pohledu zainteresovaných stran a kvalitativních výzkumných metod, aby se získaly komplexnější a hlubší poznatky.

Klíčová slova: Společenská odpovědnost podniků (CSR), zainteresované strany CSR, cíle udržitelného rozvoje (SDG), strategie CSR

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1. Introduction

Corporate Social Responsibility (CSR) has become a key issue of global concern and its track highlights a universal value - that enterprises should not only pursue economic benefits, but also take responsibility for and make positive contributions to society. Although this may increase the operating costs of an enterprise in the short term, it will undoubtedly help to build a favorable image of the enterprise and form its intangible assets, thereby creating a competitive advantage for the enterprise and ultimately bringing potential benefits in the long term. However, due to the differences in political, economic and cultural aspects in different countries and regions, the practice of CSR also presents its own characteristics.

CSR in China started to catch up and develop at a fast pace in the 1990's. China was the first country to release a national sustainable development strategy after the United Nations Summit on Environment and Development held in Rio de Janeiro in 1992. After five years of joining the International Trade Organization (WTO), the revision of the Company Law of the People's Republic of China (2005) specified that companies should "assume social responsibility", and the Shenzhen Stock Exchange issued the "Guidelines on Social Responsibility of Listed Companies" (2006). In 2008, the Shanghai Stock Exchange also issued the "Guidelines for Environmental Information Disclosure by Listed Companies in Shanghai Stock Exchange" on strengthening the social responsibility of listed companies, and in this case, the construction of modern corporate social responsibility was really kicked off.

With the gradual deepening of China's economic reform, enterprises have gradually improved their internal governance structure and strengthened scientific, standardized and modernized management. Wind (2023) data shows that the number of listed companies disclosing social responsibility reports rose from 10 to 1,422 from 2006 to 2021, with CSR reports experiencing two significant increases in 2008 and 2020. As of December 2023, a total of 1,722 listed companies have prepared and published specialized annual reports on relevant information disclosure.

Nowadays, CSR has gradually become well known to the public, and both investors and consumers are becoming more and more concerned about corporate behavior, monitoring corporate performance and compliance, and expecting companies to take on more responsibility. China is committed to reflecting the requirements of high-quality development in all aspects, including economic, social and environmental. In the report of the 20th National Conference (2022), it is emphasized that "development must be planned at a high level that establishes a harmonious coexistence between humans and nature." In this context, the practice of CSR in China is in the stage of transformation from passive to active fulfillment, and there is a lot of room for enterprises to improve in this area. Therefore, how to actively participate in CSR activities and concretely implement social responsibility is crucial to the future development of Chinese enterprises.

In this thesis, Huawei Technologies Co., Ltd, a company with far-reaching influence in China, is selected as a case study object. Founded in 1987, Huawei is a leading provider of ICT (information and communication) infrastructure and smart terminals. It is a representative private high-tech enterprise in China. Huawei has always been committed to corporate social responsibility (CSR), and in recent years, it has been focusing on "environmental protection" and "social responsibility". Specifically, in terms of environmental protection practices, Huawei applies eco-materials, recycles old products and reduces Co2 emissions. In terms of social responsibility, Huawei has developed the Huawei Education Center to provide users with a full-scene intelligent learning experience, and has carried out a number of public welfare activities involving education and poverty alleviation. Huawei has been a leader in CSR in China, but some aspects still need to be further improved.

In this study, we used a questionnaire survey to collect data on the satisfaction of stakeholders (employees, management, suppliers, and consumers) with various aspects of Huawei's CSR. In-depth analysis using IBM SPSS Statistics was conducted to assess Huawei's performance in the area of CSR and to make CSR strategy suggestions to Huawei accordingly. In addition, the findings of this study are not only

instructive for Huawei, but also provide valuable experiences and strategic references for other companies in the implementation of CSR.

2. Research objectives and questions

In this thesis, the focus of the research is to dissect and enhance Huawei's CSR practices, not only by identifying drivers and challenges, but also by suggesting enhanced strategies. The following research objectives and questions are proposed to address the research focus. The main objective of this study is to analyze Huawei's accomplishment of CSR practices and further enhancement of CSR performance under the local environment. I seek to understand the impact of Huawei's CSR activities and how these activities affect stakeholders. The research questions aim to expose the complexity of Huawei's CSR implementation. They explore the effectiveness of current CSR practices, the impact on stakeholders, and explore potential areas for growth and improvement. Through quantitative analysis, this study will provide a multi-faceted view of CSR practices. The research methodology will be discussed specifically in Chapter Four.

2.1 Research objectives

- To examine in detail Huawei's Corporate Social Responsibility (CSR) practices in China, especially in terms of environmental protection and social responsibility.
- To analyze stakeholders' satisfaction with Huawei's CSR practices and their impacts.

- To propose CSR enhancement strategies to improve Huawei's CSR performance.

2.2 Research Questions

Based on the research objectives provided above, the following research questions can be formed.

- What are the specific CSR practices of Huawei?
- How satisfied are stakeholders (employees, managers, consumers, suppliers) with Huawei's different CSR practices? Which practices have a strong impact on CSR satisfaction?
- How to suggest strategies for CSR practices in Huawei? Can these be extensively applied?

2.3 Research Scope and Limitations

- The study focuses on Huawei's CSR activities in China, with special focuses on environmental protection and social responsibility.
- The study is limited to Huawei's CSR practices in China and may not be fully applicable to other companies or regions.
- The questionnaire survey relies on participants (employees, managers, consumers, and suppliers), and the data collected may have some response bias, especially the employee and manager satisfaction surveys do not fully reflect the actual situation.

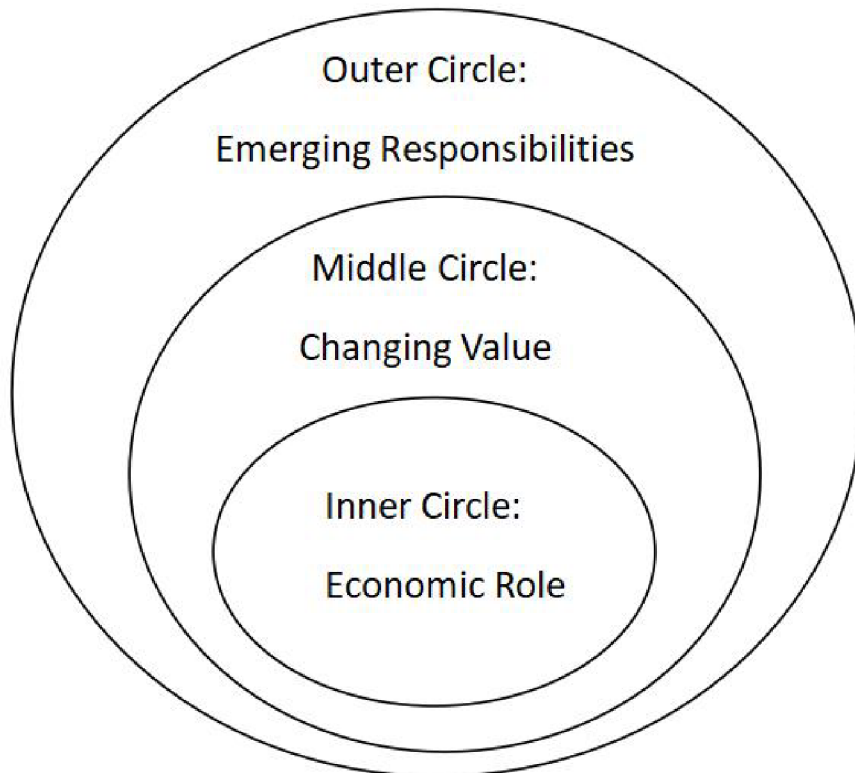
3. Literature Review

3.1 The Concept of Corporate Social Responsibility

The evolution of the concept of Corporate Social Responsibility (CSR) has a long and varied history. The 1950s was a period of adaptation and attitudinal change in the debate and perspectives on CSR. According to Howard R. Bowen, a professor at the University of Iowa who is known as the "father of CSR," large corporations at that time had gathered enormous power to make a real impact on society, and the decisions and actions of businessmen not only affected their shareholders, employees, and customers, but also had a direct impact on the quality of life of society as a whole. With this in view, he gave the original academic definition of CSR in his publication "Social Responsibilities of the Businessman": the obligation of businessmen to formulate policies, make decisions, or take certain actions in accordance with the goals and values expected by society (1953). Since then, there has been a surge in the literature on CSR, and scholars have begun to study and discuss CSR more. By the 1960s, it was clear to academics that there was a link between business and society. However, at that time, the main focus was on the economic performance of the enterprise, and beyond that the attention was limited to issues such as employee satisfaction, the social benefits provided by the enterprise, and the contribution of the enterprise to the communities.

It was until 1971 that the concept of the "three concentric circles" was put forward by the U.S. Committee for Economic Development, a traditional organization of major U.S. business leaders, in its report "Social Responsibilities of Business Corporations". The report stated that "business should contribute more to the improvement of the quality of life of the American people than just the quantity of products and services provided".

Figure 1: The CED's three concentric circles definition of CSR



Source: (Social responsibilities of Business Corporations, 1971)

The report describes in detail the provisions of the "three central circles" of corporate social responsibility: the inner circle represents the basic responsibility of enterprises, i.e., the economic function of providing society with products and jobs and promoting economic growth; the middle circle refers to the responsibility of enterprises for the social and environmental changes that may be affected by their actions when they carry out their economic functions, such as protecting the environment, treating their employees reasonably, and responding to the expectations of their customers; the outer circle contains other intangible responsibilities of firms to contribute to social progress on a larger scale, such as eradicating social poverty and preventing urban decline.

It was until 1979 that Archie B. Carroll put forward a new view of CSR, namely,

the economic, legal, ethical and philanthropic responsibilities of corporations towards various stakeholders. Carroll's theory clearly defines the specific responsibilities of the company, and also points out that the economic and social goals of the company are not contradictory, but are all part of the business framework of the company. Based on this theory, he proposed the "CSR Pyramid" model in 1991, which also laid the foundation for the subsequent modern CSR research.

Figure 2: The pyramid of CSR based on Carroll



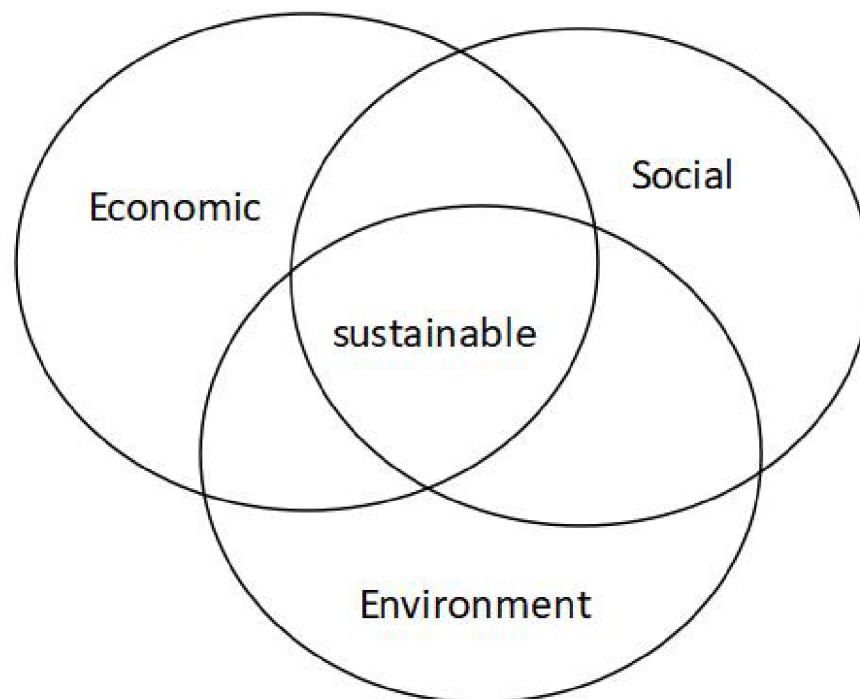
Source: (Carroll, 1991)

According to Carroll (1911), CSR refers to the economic, legal, ethical and corporate discretionary (philanthropic) expectations that society places on business at a given time. Therefore, in the pyramid structure above, it can be seen that economic responsibility is the foundation and accounts for the largest proportion, with legal, ethical and discretionary responsibilities decreasing upwards in that order.

Carroll's definition of CSR is recognized in academia as an advancement in CSR research, introducing a new conceptual framework for CSR. It has a guiding and inspiring significance for further research after CSR.

British scholar John Elkington proposed the concept of "three bottom line" in 1980.

Figure 3: Three bottom line of Elkington



Source: (Elkington, J. 1997)

In 1997, he wrote a book promoting his famous idea of the "three bottom line". According to this theory, CSR can be classified into economic, environmental and social responsibilities. Economic responsibility is the traditional corporate responsibility, which is mainly embodied in the improvement of profits, tax responsibility and dividends to shareholders and investors; environmental responsibility is the protection of the environment; and social responsibility is the

responsibility to other stakeholders in the society. Enterprises must fulfill their responsibilities in these three areas when practicing CSR.

From this we can understand that companies must analyze these CSR aspects to minimize the harm that their activities may cause, while creating economic, social and environmental value. This means that the enterprise has to take into account the needs of all those to whom it is responsible, shareholders, customers, employees, business partners, government, local communities and the public.

With the integration of the global economy, many international organizations have further expanded the content of CSR. The International Organization for Standardization (ISO) released the international standard ISO 26000 "Guidance on Social Responsibility" in November 2010, which represents a new stage in the development of the concept of corporate social responsibility.

ISO 26000 defines social responsibility as the responsibility of an organization for the social and environmental impacts of its decisions and activities through transparent and ethical conduct that

- Contribute to sustainable development, including health and social well-being;
- Considering the expectations of stakeholders;
- Complying with applicable laws and conforming to international norms of behavior;
- Be integrated with the organization's structure and be carried out in its specific relationships.

The impact of the ISO 26000 definition of social responsibility on the concept of CSR is that companies should be "transparent" and "ethical" in their socially responsible behavior. This makes the new-age concept of CSR clearer and provides an important framework and guidance for subsequent related research.

3.2 Development and Challenges of CSR in China

Before China's reform and opening up (1979), almost all Chinese enterprises were collectively owned and strictly controlled by the state, and were responsible for the welfare of their employees, including housing, medical care, children's education, pensions, and necessities of life. After this, the privatization of the economy began to remove the link between the state and enterprises. Privatized small and medium-sized enterprises (SMEs) and reformed large state-owned enterprises (SOEs) were relieved of many of their previous responsibilities to employees and society.

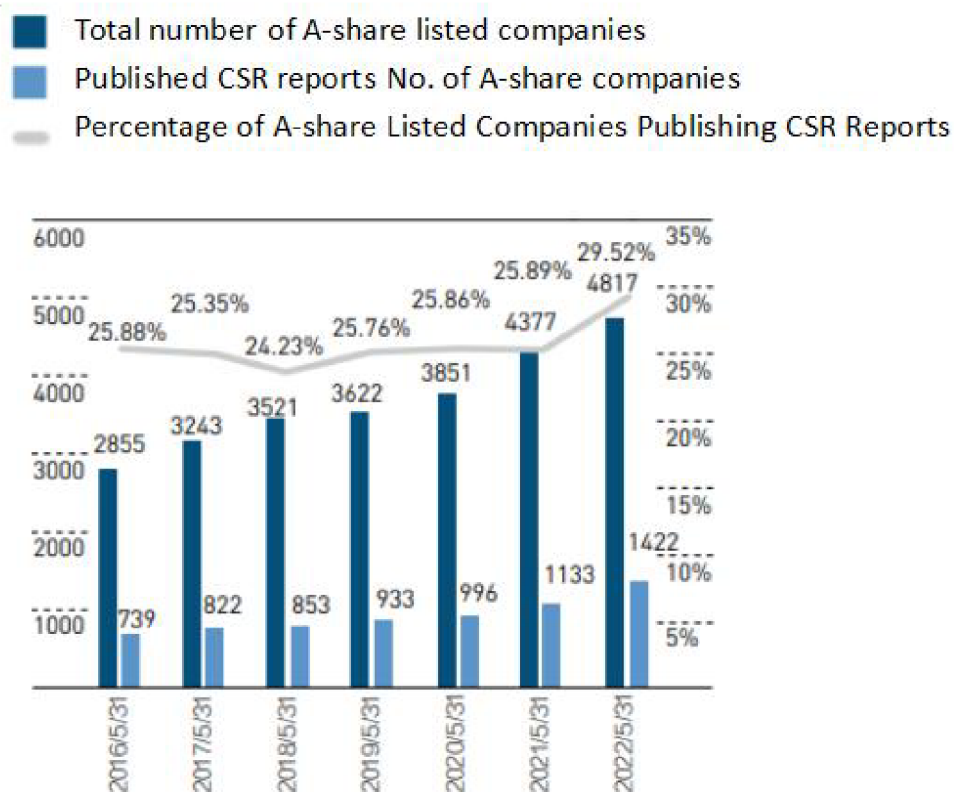
China's rapid economic growth has brought about a transition in the understanding of corporate social responsibility. Instead of merely pursuing the maximization of economic benefits, Chinese enterprises have begun to make efforts to take on social responsibility and achieve sustainable development of the economy, society and the environment. The Chinese government has been promoting CSR since the 1990s, and in 2007 it made it a legal requirement for state-owned enterprises to take on social responsibility, and CSR was elevated to the level of national policy. In 2015 the United Nations adopted the Sustainable Development Goals (SDGs) . In 2017, the Chinese government put forward "Changing Our World: The 2030 Agenda for Sustainable Development", CSR in China set off a boom, and related research or consulting organizations continued to emerge. Since then, CSR has continued to develop in China, with the "2020 State Council Government Work Report" proposing the "30-60" dual-carbon target, and the State Council issuing the "Peak Carbon Action Program by 2030" in 2021. However, with the rapid development of CSR in China comes the following challenges.

3.2.1 Corporate transparency and autonomy

Currently, the government remains a strong promoter of CSR but does not meet the expectations of international investment or rating agencies for CSR disclosure to

be "voluntary" and "autonomous". Many Chinese companies are committed to meeting government expectations. For example, in the 2020 CSR report, Chinese companies will include a section on social contribution that highlights their contribution to "precision poverty alleviation".

Figure 4: Disclosure of Corporate Social Responsibility Reports of A-share Listed Companies (2016-2022)



Source: Wind

The above chart shows the data of CSR reports of A-share listed companies from 2016 to 2022, and it can be seen that as of May 31, 2022, there are 4,817 listed companies in total, and 1,422 of them have disclosed their CSR reports. The disclosure rate is only 29.52%, indicating that there is still a big half of A-share listed companies have not released relevant reports. The overall disclosure rate in these seven years shows an upward trend, but the disclosure rate has not yet broken 30%. In China, listed companies rank high in terms of fulfilling their economic and legal responsibilities, but the current disclosure of CSR by A-share listed companies is

clearly unsatisfactory. More attention and efforts are needed.

3.2.2 Consumer Protection

The data on consumer responsibility reflects the CSR situation from the side. Consumers, as one of the most important stakeholders, whether their rights and interests are properly protected also reflects the performance of enterprises. Consumer rights and interests refer to the rights and interests enjoyed by consumers under the market economy after purchasing goods at reasonable prices, including the right to safety and security, the right to independent choice, the right to supervise and criticize, and the right to preserve dignity and national customs. Operators have the obligation to fulfill their legal responsibilities to ensure the safety of goods and services, provide truthful information about goods and services, avoid false publicity, protect consumers' personal information, and not violate consumers' personality rights, and so on.

Figure 5: Changes in Complaints Received by National Consumer Association Organizations in 2022

Project	2022(pieces)	Proportion of complaints(%)	2021(pieces)	Proportion of complaints(%)
After-sales service	388492	33.73	329561	31.54
(Business) Contract	306003	26.56	284361	27.22
Quality	228228	19.81	208922	20.00
Price	52242	4.54	46209	4.42
False advertising	44524	3.87	46121	4.41
Safety	32074	2.78	30575	2.93
Counterfeit	14924	1.30	15742	1.51
Human dignity	10312	0.90	7527	0.72
Measurement	7988	0.69	7462	0.71
Other	67125	5.82	68381	6.54

Source: China Consumers' Association (CCA)

Figure 5 shows the evolution of complaints received by the National Consumer Association Organization in 2022. From these figures, we can observe that the

after-sales service category received the highest number of complaints in both years, with its percentage of complaints increasing from 31.54% in 2021 to 33.73% in 2022. This is closely followed by the Contractual Issues category, which has seen a slight decrease in the percentage of complaints, from 27.22% to 26.56%. Quality related complaints stayed at the third position with a slight decrease in their percentage. The number of complaints in the categories of price, false advertising and safety show small fluctuations, while issues related to imitation goods and human dignity have increased both in absolute numbers and as a percentage of total complaints. Overall, the data indicates that, despite improvements in some areas, the current state of consumer responsibility by Chinese companies is not encouraging, and violations of consumers' rights and interests are widespread.

3.2.3 Employee rights

Figure 6: Comparison of average weekly working hours between China and Germany



Source: International Labor Organization (ILO)

Employee rights are also a core component of CSR. Ensuring work-life balance, health and well-being is an important part of employee rights. The graph above shows the average weekly working hours from the ILO survey, which shows that the weekly

working hours in China are much higher than the 34.2h/week in Germany. Long working hours indicate that employees' rights need to be improved, and also have a bearing on the long-term performance and reputation of the company.

At this point, the history of CSR in China and the challenges it faces have been reviewed. In examining the evolution from early development to the current implementation of a comprehensive strategy, we can see that China is becoming increasingly aware of the importance of CSR. However, this positive trend is accompanied by a number of challenges, including corporate transparency and the protection of consumer and employee rights. In the future, it is worth considering how Chinese companies can overcome these challenges while strengthening their CSR practices. In addition, this review provides a theoretical foundation and perspective for the next discussion of Huawei's CSR practices.

3.3 Huawei CSR Practices

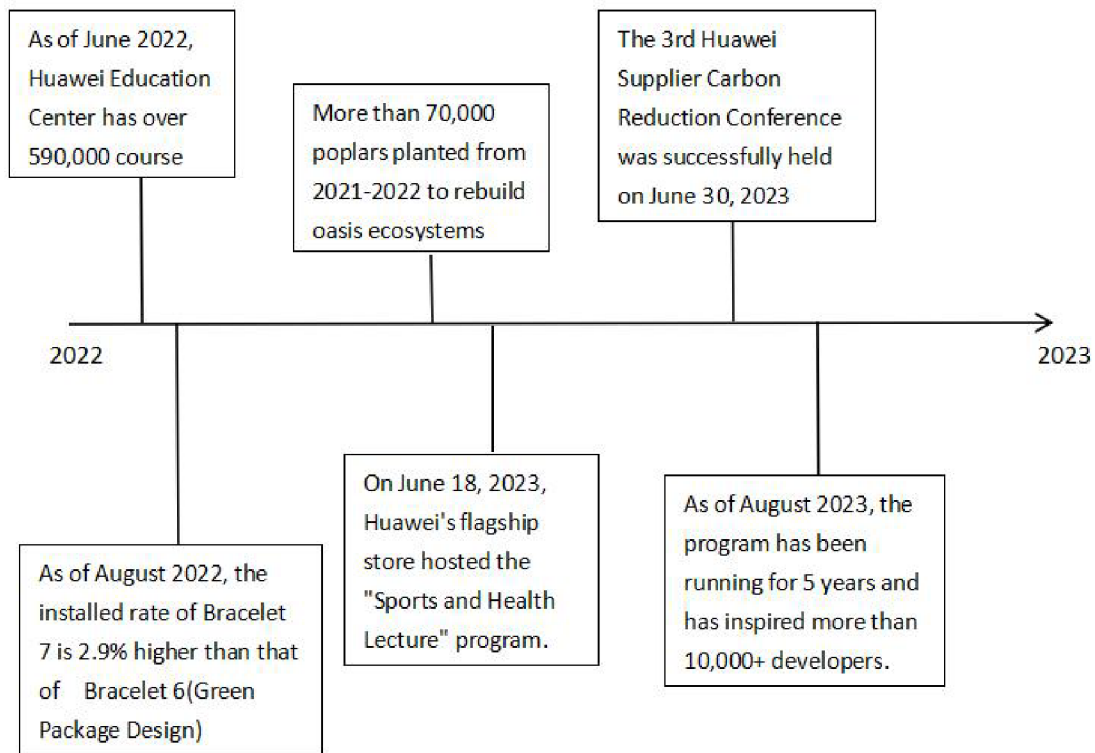
As a technology leader, Huawei not only occupies an important position in the global communications technology market, but also demonstrates its role as a leader in CSR. Throughout its history, Huawei has displayed its commitment to CSR through a series of landmark CSR practices.

Since the early 2000s, Huawei has focused on supply chain sustainability and introduced energy-efficient base stations and data centers to reduce the ICT industry's carbon footprint. Starting in 2013, Huawei began applying environmentally friendly materials in the manufacturing of cell phones. Following this, Huawei has also increased its support for the education sector, particularly in improving access to education in rural and remote areas. Huawei worked with educational institutions to establish a distance learning system to enable students to continue learning online even during the epidemic.

These actions not only reflect Huawei's commitment to promoting digital inclusion, supporting education and protecting the environment, but also demonstrate the company's leadership in social responsibility as a global ICT solutions provider.

The latest study gives us an idea of how well Huawei is doing in terms of CSR, but there are still many areas that are being overlooked.

Figure 7: Huawei's key practices in CSR (2022-2023)



Source: Huawei Terminal Sustainability Report(2021-2023)

By sorting out and analyzing Huawei's CSR practices, we can clearly see Huawei's advancement and innovation in this field. We can find that Huawei attaches great importance to health, education and the environment, but lacks effective data support, and employee rights and transparency seem to be neglected. As the field of social responsibility continues to progress and public awareness increases, Huawei will need to continually review and update its CSR practices to ensure that it can maintain its leadership position in a changing social environment and make a greater contribution to the achievement of the SDGs.

In order to further study Huawei's practice of CSR and suggest improvements. In the next chapter, the analysis method was designed to collect data from different stakeholders (consumers, employees, managers, partners) through questionnaires.

3.4 Relevant Theories and Existence Studies

Stakeholder theory is one of the extremely important theoretical streams in Corporate Social Responsibility (CSR) research, which provides a key framework for understanding the relationship between a firm and its wide range of stakeholder groups. It emphasizes that corporate success depends not only on shareholders, but also on the support and satisfaction of other stakeholders such as employees, customers, suppliers, communities, and governments (Freeman, 1984). However, many CSR articles in the research only explore the problems through a single perspective (employees) (Ahmad, N. et al., 2022; Wong, A.K. et al., 2023) or only assess from the customer's point of view (Luo and Bhattacharya, 2006) which may not fully cover all stakeholders' perspectives and experiences. There are also less articles on CSR practices and impacts from stakeholders' perspectives in China.

In terms of data collection many studies extract data directly from relevant reports (Gao, 2011), which may not reflect the latest CSR dynamics and practices. As for data analysis, many studies commonly use regression analysis (Mahbuba and Farzana, 2013; Yilmazdogan, Secilmis, and Cicek, 2015) in order to assess relations and impacts; there is also the use of the interview method to gain insights into CSR practices and strategies by engaging in conversations with the company's top management, employees, the community, and other stakeholders (Öberseder et al., 2011); and there are also things like focus groups (Bhattacharya et al., 2013) to understand the participants' perceptions of a particular topic or issue by organizing a discussion. It is also possible to explore the views of different stakeholders on corporate CSR activities.

The research in this article provides a little new contribution in terms of CSR practices and enhancement strategies in China. Satisfaction with CSR was first collected from multiple stakeholders' perspectives. After that, descriptive statistical analysis, multiple linear regression analysis and non-parametric test were conducted in IBM SPSS statistics respectively to gain a deep understanding of Huawei's practice and make suggestions for CSR strategies.

4. Methodology

4.1 Research design

In this study, a quantitative research design was mainly adopted, combining a questionnaire survey and IBM SPSS Statistics software to analyze the data. First, the questionnaire was designed to collect data on satisfaction with Huawei's CSR practices from Huawei's employees, managers, consumers and suppliers in China. Then, the collected data were analyzed and examined using SPSS software. This design aims to comprehensively assess the current status of Huawei's CSR practices in China and make suggestions on CSR strategies based on the empirical data.

Notably, the questionnaire was administered in Chinese to ensure that Chinese respondents could accurately understand and answer the questions, and the data collected from the survey was subsequently translated into English to maintain the accuracy of the information. This design is due to its ability to directly capture stakeholders' true feelings and evaluations from multiple perspectives, and is an effective way to understand Huawei's CSR impact and make strategic recommendations.

4.2 Data Collection Methods

Questionnaire design

The purpose of the questionnaire, its structure (e.g., single-choice questions, Likert scale single-choice, open-ended questions) and the content of the questions are described in the questionnaire design section.

Purpose of the questionnaire

- To understand stakeholders' direct feelings and evaluation of Huawei's CSR practices.
- To assess Huawei's performance in different aspects of CSR.
- To explore the impact of CSR activities on stakeholder satisfaction.

Questionnaire structure and content

The questions in the questionnaire were divided into the following three categories:

One is a single-choice question that surveys respondents' basic information (including gender, identity, age, etc.)

One is a single-choice question designed on a Likert-type scale to survey the satisfaction of Huawei's CSR practices, and five levels were designed for the satisfaction survey, namely

- Very satisfied (4)
- Satisfied (3)
- Neutral (2)
- Dissatisfied (1)
- Very dissatisfied (0)

This type of scale was proposed by Rensis Likert, an American sociologist, in 1932 to conduct attitude measurement. In this questionnaire design there are five levels ranging from very satisfied to very dissatisfied.

The last type of question is an open-ended question to collect different respondents' suggestions on Huawei's CSR strategy.

In view of the response rate of the respondents to the questionnaire and for the sake of the accuracy of the questionnaire, the questions of the questionnaire were streamlined and the following 13 questions were asked.

Huawei's CSR Practice Satisfaction Questionnaire

Basic Information

1. Your gender:

Male

Female

2. Your age:

18-30

30-45

Above 45 years old

3. Your relationship with Huawei:

Employee

Manager

Consumer

Supplier

Environment:

4. How satisfied are you with Huawei's R&D and promotion of environmentally friendly products?

Very dissatisfied

Dissatisfied

Neutral

Satisfied

Very Satisfied

5. How satisfied are you with Huawei's recycling of resources and waste management?

Very dissatisfied

Dissatisfied

Neutral

Satisfied

Very satisfied

6. Are you satisfied with Huawei's performance in reducing carbon emissions?

Very dissatisfied

Dissatisfied

Neutral

Satisfied

Very satisfied

Social aspects:

7. How satisfied are you with Huawei's work-life balance for its employees ?

Very dissatisfied

Dissatisfied

Neutral

Satisfied

Very satisfied

8. Are you satisfied with Huawei's efforts in carrying out educational programs ?

Very dissatisfied

Dissatisfied

Neutral

Satisfied

Very satisfied

9. Your evaluation of Huawei's social and charitable activities ?

Very dissatisfied

Dissatisfied

Neutral

Satisfied

Very satisfied

10. Are you satisfied with Huawei's performance in terms of information disclosure and transparency?

Very dissatisfied

Dissatisfied

Neutral

Satisfied

Very satisfied

11. Are you satisfied with Huawei's efforts to protect consumer rights and interests?

Very dissatisfied

Dissatisfied

Neutral

Satisfied

Very satisfied

Overall practice evaluation

12. What is your overall evaluation of Huawei's practice of CSR?

Very dissatisfied

Dissatisfied

Neutral

Satisfied

Very satisfied

Open question

13. (Choose to answer) If you wish, feel free to provide any other suggestions about Huawei's CSR below

What would you propose as a strategy for Huawei's CSR? _____

Sample Selection

In order to ensure that comprehensive feedback is obtained from all aspects of Huawei's CSR practices, the study includes four main groups in the sample selection section: consumers, suppliers, managers, and employees. This diversified sample selection helps provide insights into the impact of Huawei's CSR activities on different stakeholder groups, thus providing multi-dimensional data support for the study. By covering these key groups, the study was able to more accurately assess the overall effectiveness of Huawei's CSR practices and their performance in different areas.

Data Collection Process

The questionnaire content was collected online after importing it into Google Forms. Data collection for this paper went through two rounds, with links to the questionnaire first being sent to the target groups in the first week via the social media platform linkdin and Huawei's community forum platforms to ensure coverage of the different stakeholders, including consumers, suppliers, managers, and employees. At the end of the first week it was found that there were fewer employee respondents, and in the second week the questionnaire was started to be distributed to Huawei's internal newsletters in order to increase employee participation. The questionnaire collection period was set for two weeks and a total of 117 questionnaires were collected at the end of the two weeks.

4.3 Data Analysis Methods

The data from the questionnaires were imported into SPSS for transform and cleaning, after which the following data analysis was performed.

Descriptive statistical analysis:

Descriptive statistical analyses were first conducted so that basic information about the respondents, basic characteristics of satisfaction with different aspects of CSR practices could be obtained. These provide an overview of the overall distribution of the data and an understanding of how stakeholders directly feel and evaluate Huawei's CSR practices. Through descriptive statistical analysis, in addition to getting a clear picture of the basic situation of the research sample, I can further determine the regression analysis and hypothesis testing afterwards.

Multiple linear regression analysis:

Afterwards, the multiple linear regression analysis was conducted to investigate the correlation between satisfaction with different aspects of Huawei's CSR practices (environment, social welfare, employee care, etc.) and overall satisfaction. This analysis can help identify which specific areas of CSR activities have the greatest impact on improving the company's overall satisfaction, and the key factors. Thus, it provides data support for Huawei's CSR strategy.

Non-parametric hypotheses:

Non-parametric hypotheses are utilized to test specific hypotheses,

Hypothesis 1: There is a significant correlation between respondents of different age groups and Huawei's satisfaction in the development and promotion of environmentally friendly products;

Hypothesis 2: There is a significant difference between different groups (employees, managers, consumers, suppliers) and Huawei's satisfaction with disclosure and transparency.

Hypothesis 3: There is a significant relationship between different groups (employees, managers, consumers, and suppliers) and Huawei's satisfaction in social welfare and charitable activities.

To compare the differences in satisfaction between different groups to gain insight into the impact of various CSR practices.

5. Data Analysis

Based on the data analysis methodology written in the previous section, in this section is divided into five parts. Data preparation showing the pre-processing and definition of the collected data in SPSS. Descriptive statistical analysis to make specific observations on the data distribution; multiple linear regression analysis to explore the impact of satisfaction with different CSR aspects on the overall CSR satisfaction; non-parametric testing utilizing the Kruskal-Wallis H-test and Mann-Whitney U test to test the hypotheses. The evaluation and translation results will summarize the main findings of the data analysis and give answers to the research questions and hypotheses.

5.1 Data preparation

The data preparation stage before performing a series of data analysis in SPSS is very important. In this stage we define the variables such as changing the variable types, measures and variable value labels in the variable view section.

Figure 8: Setting Variable Type in SPSS

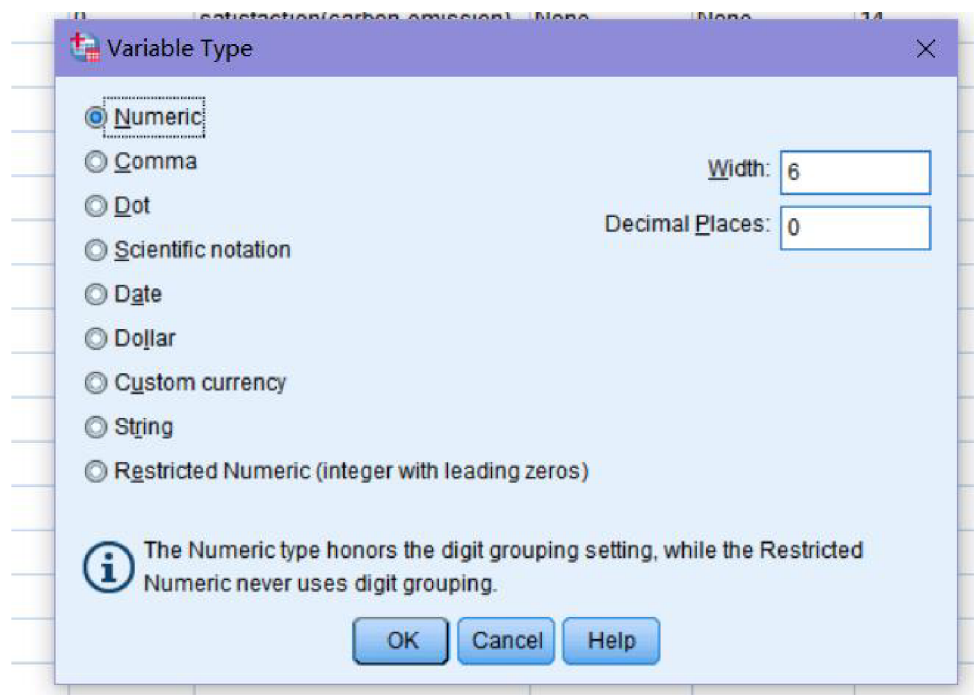


Figure 9: SPSS Variable Measurement Levels

Name	Type	Wi...	D...	Label	Values	Mis...	Co...	Align	Measure
Whatisyourgender	Numeric	6	0	gender	{0, Male}...	None	6	...	Nominal
Whatisyourage	Numeric	7	0	age ra...	{0, 18-30}...	None	7	...	Nominal
YourrelationshipwithHuawei	Numeric	8	0	relaton...	{0, Employ...	None	8	...	Nominal
HowsatisfiedareyouwithH...	Numeric	14	0	satisfa...	{0, Very di...	None	10	...	Ordinal
HowsatisfiedareyouwithH...	Numeric	14	0	satisfa...	{0, Very di...	None	14	...	Ordinal
AreyousatisfiedwithHuaw...	Numeric	14	0	satisfa...	{0, Very di...	None	14	...	Ordinal
Howsatisfiedareyouwithth...	Numeric	17	0	satisfa...	{0, Very di...	None	17	...	Ordinal
HowsatisfiedareyouwithH...	Numeric	14	0	satisfa...	{0, Very di...	None	14	...	Or...
HowdoyouevaluateHuawe...	Numeric	14	0	satisfa...	{0, Very di...	None	14	...	Scale
AreyousatisfiedwithHuaw...	Numeric	17	0	satisfa...	{0, Very di...	None	17	...	Ordinal
AreyousatisfiedwithHuaw...	Numeric	17	0	satisfa...	{0, Very di...	None	17	...	Nominal
Whatisyouoverallvaluati...	Numeric	14	0	satisfa...	{0, Very di...	None	14	...	Ordinal
Whatstrategysuggestion...	String	46	0	strateg...	None	None	46	...	Nominal
new_age_range	Numeric	8	2		{.00, 18-30...	None	14	...	Nominal

Figure 10: Assigning Value Labels for Gender in SPSS

The screenshot shows the SPSS Value Labels dialog box for the 'gender' variable. The 'Value' field contains '0' and the 'Label' field contains 'Male'. Below these fields, a list of value labels is displayed: '0 = "male"' and '1 = "Female"'. The 'Add' button is highlighted. The dialog also includes 'Spelling...', 'Change', and 'Remove' buttons, and 'OK', 'Cancel', and 'Help' buttons at the bottom.

In the data window section, the variables were recoded. for example, Male was coded as 0 and female as 1 in the gender section.

Figure 11: Variables recode in SPSS

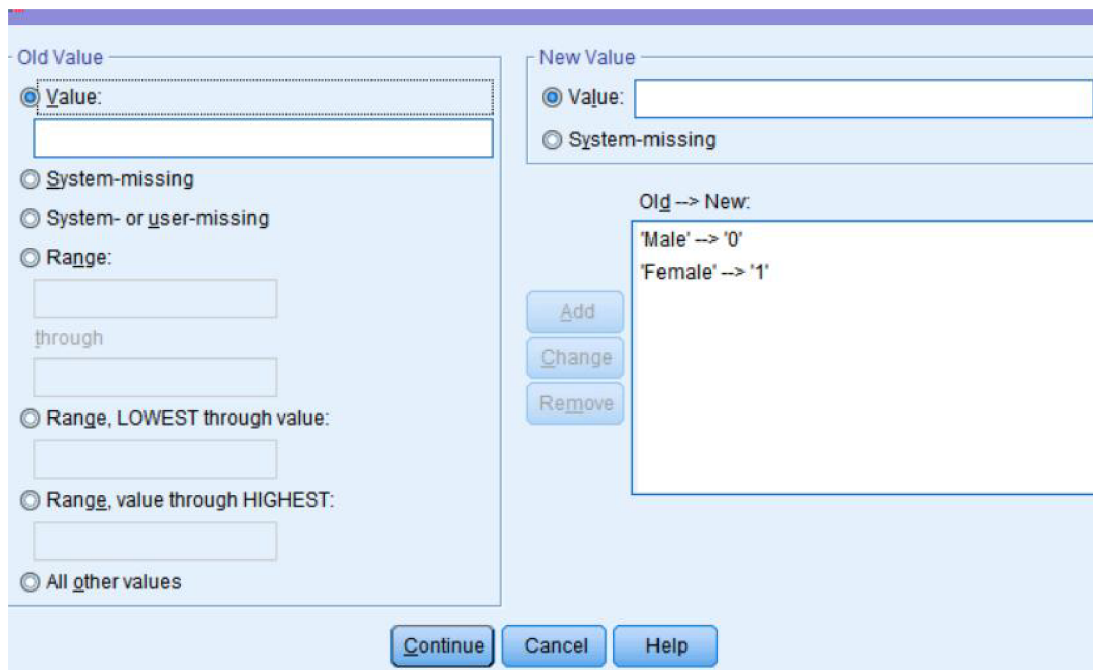


Figure 12 : Overview of Variables in SPSS Dataset

Name	Type	Wi...	D...	Label	Values	Mis...	Co...	Align	Measure
Whatisyourgender	Numeric	6	0	gender	{0, Male}...	None	6	...	Nominal
Whatisyourage	Numeric	7	0	age ra...	{0, 18-30}...	None	7	...	Nominal
YourrelationshipwithHuawei	Numeric	8	0	relaton...	{0, Employ...	None	8	...	Nominal
HowsatisfiedareyouwithH...	Numeric	14	0	satisfa...	{0, Very di...	None	10	...	Ordinal
HowsatisfiedareyouwithH...	Numeric	14	0	satisfa...	{0, Very di...	None	14	...	Ordinal
AreyousatisfiedwithHuaw...	Numeric	14	0	satisfa...	{0, Very di...	None	14	...	Ordinal
Howsatisfiedareyouwithth...	Numeric	17	0	satisfa...	{0, Very di...	None	17	...	Ordinal
HowsatisfiedareyouwithH...	Numeric	14	0	satisfa...	{0, Very di...	None	14	...	Ordinal
HowdoyouevaluateHuawe...	Numeric	14	0	satisfa...	{0, Very di...	None	14	...	Ordinal
AreyousatisfiedwithHuaw...	Numeric	17	0	satisfa...	{0, Very di...	None	17	...	Ordinal
AreyousatisfiedwithHuaw...	Numeric	17	0	satisfa...	{0, Very di...	None	17	...	Ordinal
Whatisyouoverallvaluati...	Numeric	14	0	satisfa...	{0, Very di...	None	14	...	Ordinal
Whatstrategysuggestion...	String	46	0	strateg...	None	None	46	...	Nominal

After the above changes 13 variables were redefined and the variables include.

Gender: gender of the respondent.

Age range: respondent's age group.

Relationship: relationship between the respondent and the company (employee, supplier, manager, consumer).

satisfaction(environmental product): respondents' satisfaction with Huawei's R&D and promotion of environmentally friendly products.

satisfaction(resource recycling): Respondents' satisfaction with Huawei's recycling of resources and waste treatment.

satisfaction(carbon emission): Respondents' satisfaction with Huawei's efforts to reduce carbon emissions.

satisfaction(employee): Respondents' satisfaction with Huawei's work-life balance for employees.

satisfaction(education program): Respondents' satisfaction with Huawei's education program.

satisfaction(social welfare): Respondents' satisfaction with Huawei's social welfare and charitable activities.

satisfaction(transparency): Respondents' satisfaction with Huawei's information disclosure and transparency.

satisfaction(consumer right): Respondents' satisfaction with Huawei's protection of consumer rights and interests.

satisfaction(overall): Respondents' overall satisfaction with Huawei's CSR practices.

strategy suggestion: Respondents' strategy suggestions for Huawei's CSR practices.

The gender, age, and respondent categories are not prioritized, so it is Nominal. while the satisfaction of different practices is divided into 5 levels of satisfaction, so it is Ordinal.

At this point, we have completed all the key steps of data preparation, including changing and transforming the data to ensure the accuracy and reliability of the analysis. This phase of the work provided a clear, structured data set for the data analysis, which made the subsequent analysis process more efficient and focused.

5.2 Descriptive statistical analysis

In this section, the descriptive statistical analysis of the data of different variables was done to understand the validity of the data, the distribution of the data and the variables as a whole. It also provides a better way to do multiple linear regression analysis and non-parametric tests afterwards.

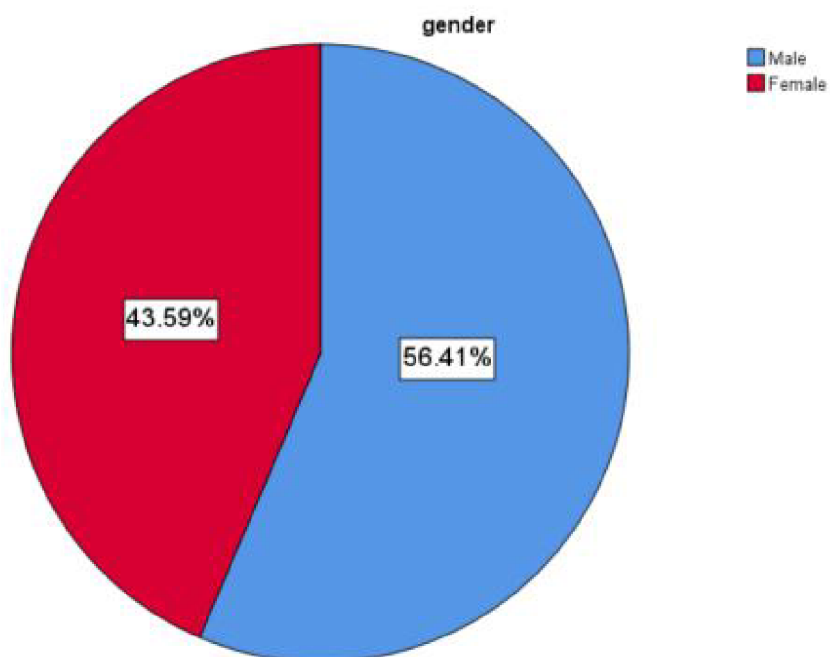
Figure 13 : Gender distribution of respondents

Statistics

gender		
N	Valid	117
	Missing	0

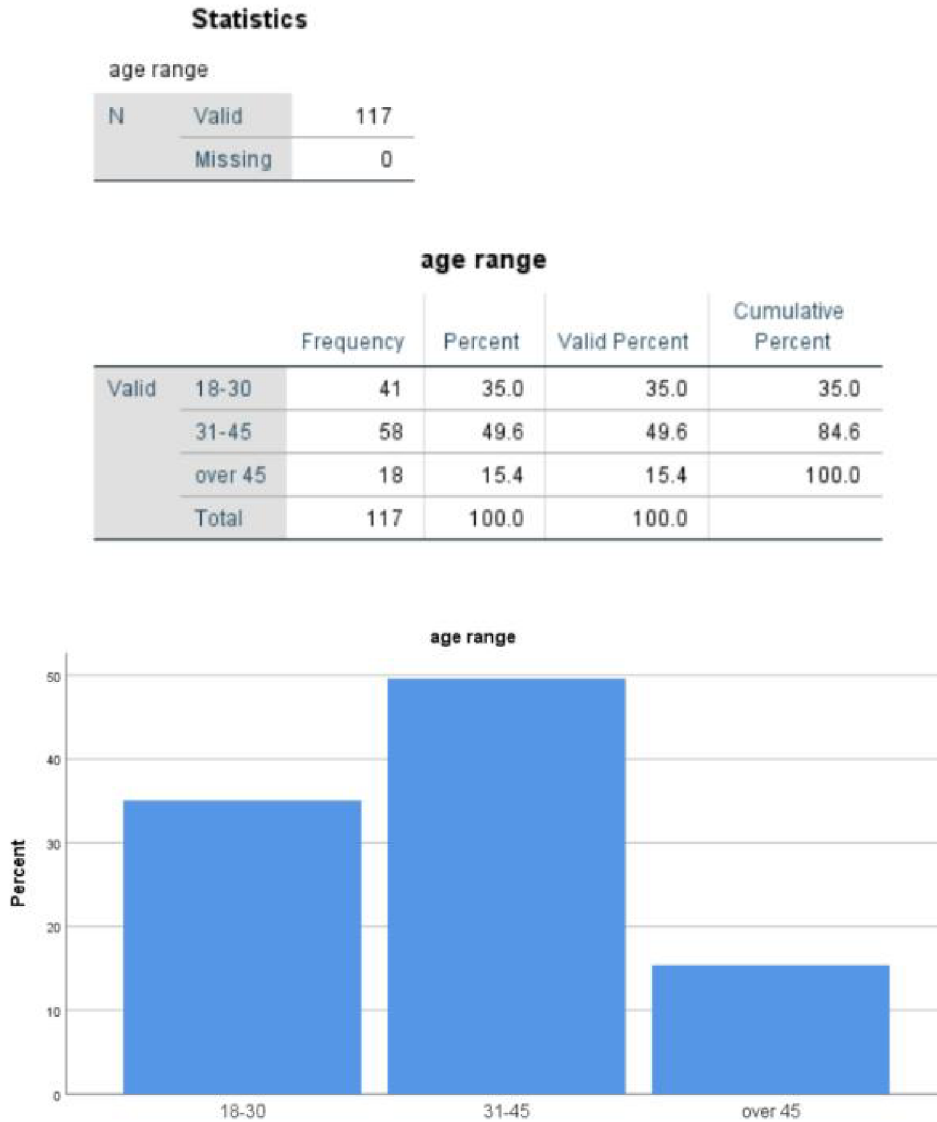
gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	66	56.4	56.4	56.4
	Female	51	43.6	43.6	100.0
Total		117	100.0	100.0	

Figure:



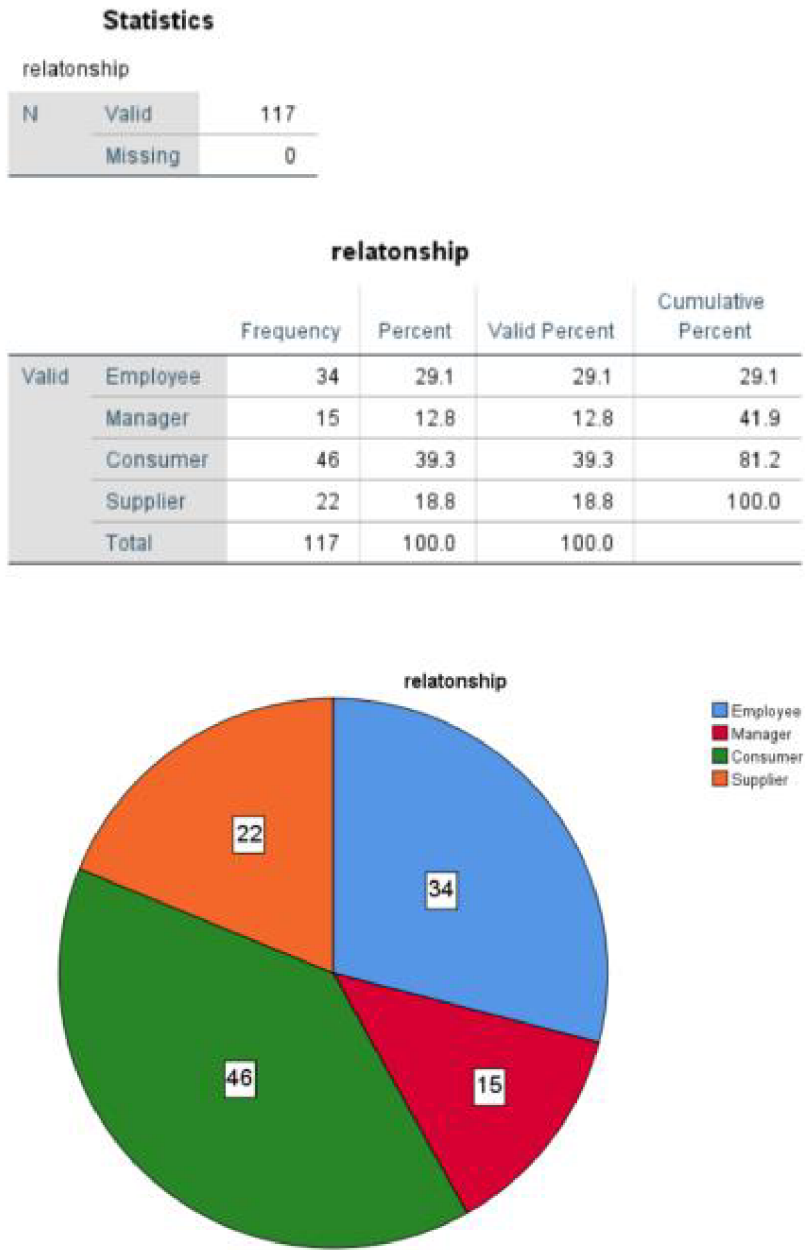
From this chart we can clearly see that there is no missing data, out of 117 respondents there are 66 males and 51 females less than 44%.

Figure 14 : Age group distribution of respondents



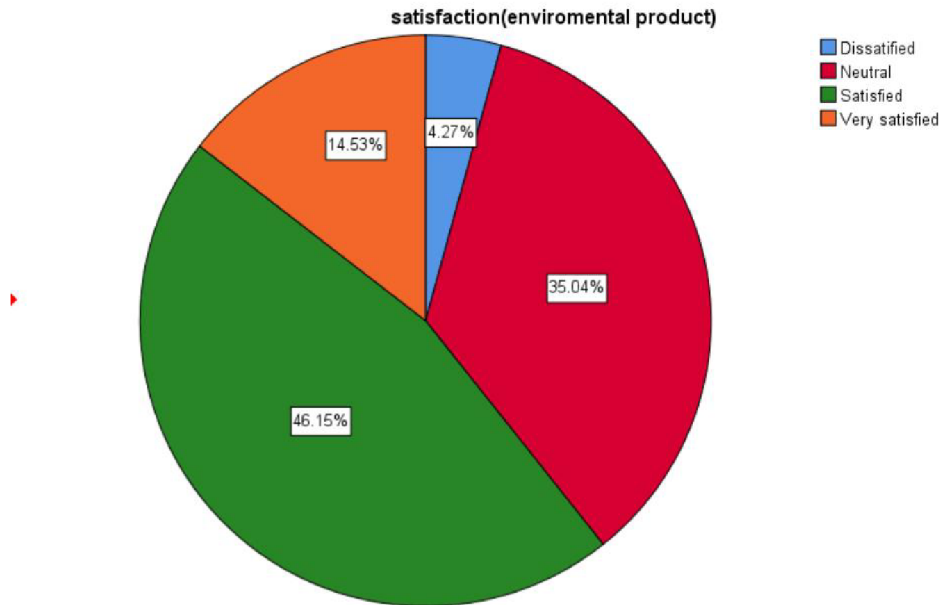
By analyzing we can get the age distribution of the respondents, the largest percentage is 31-45 years old occupying 49.6% with a total of 58 people. This is followed by 18-30 years old at 35%, with a total of 41 respondents. The smallest percentage of respondents is over 45 years of age with 15.4% and only 18 respondents.

Figure 15 : Relationship between respondents and Huawei



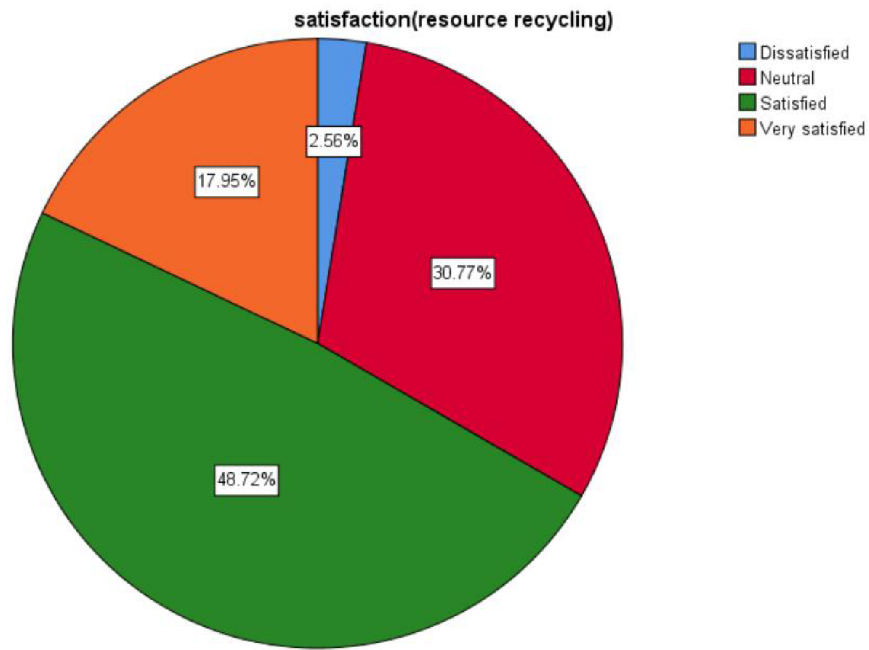
In addition to understanding the gender and age of the respondents, we also need to understand his identity is the relationship with Huawei. From the above chart we can see that employees are 34, consumers are 46, suppliers are 22 the least is the manager only 15.

Figure 16 : Respondents satisfaction with environmentally friendly products



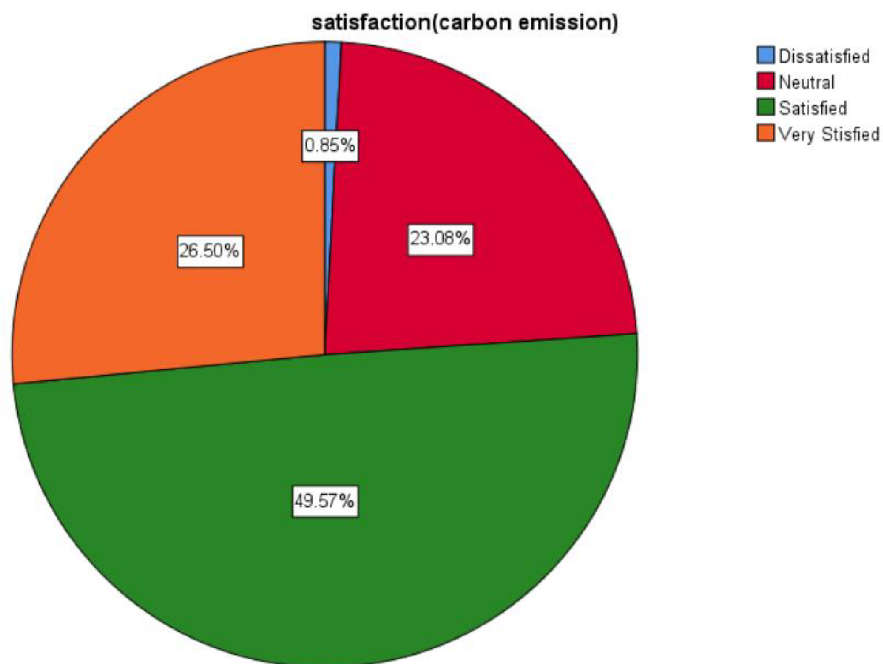
In addition to the need to analyze the basic information of the respondents (gender, age, status), it is also necessary to analyze the level of satisfaction with different CSR aspects. As can be seen from the figure, a large portion of stakeholders are satisfied with Huawei's R&D and promotion of environmentally friendly products, but there are still 35% of stakeholders who feel that the performance is average.

Figure 17: Respondents' satisfaction with resource recycling and waste management



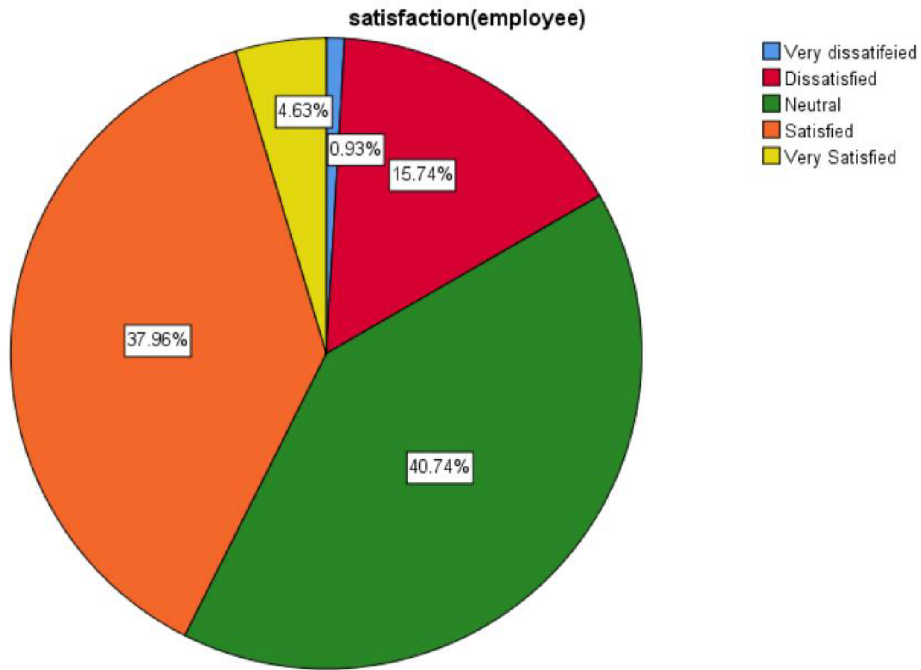
From the pie chart we can see that the respondents are highly satisfied with Huawei in terms of resource recycling and waste management. Very satisfied is 48.7% and satisfied is 17.9%.

Figure 18: Respondent's satisfaction with carbon emissions



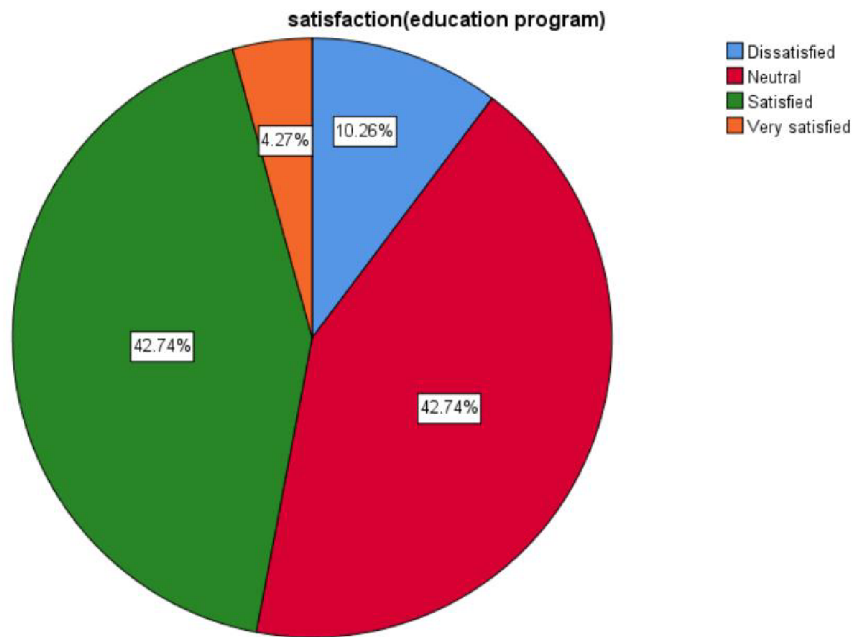
From the pie chart of satisfaction with Huawei's performance in reducing carbon emissions, we can see that respondents are highly satisfied with more than 75% of them satisfied and less than 1% dissatisfied.

Figure 19: Respondents' satisfaction with employee work-life balance



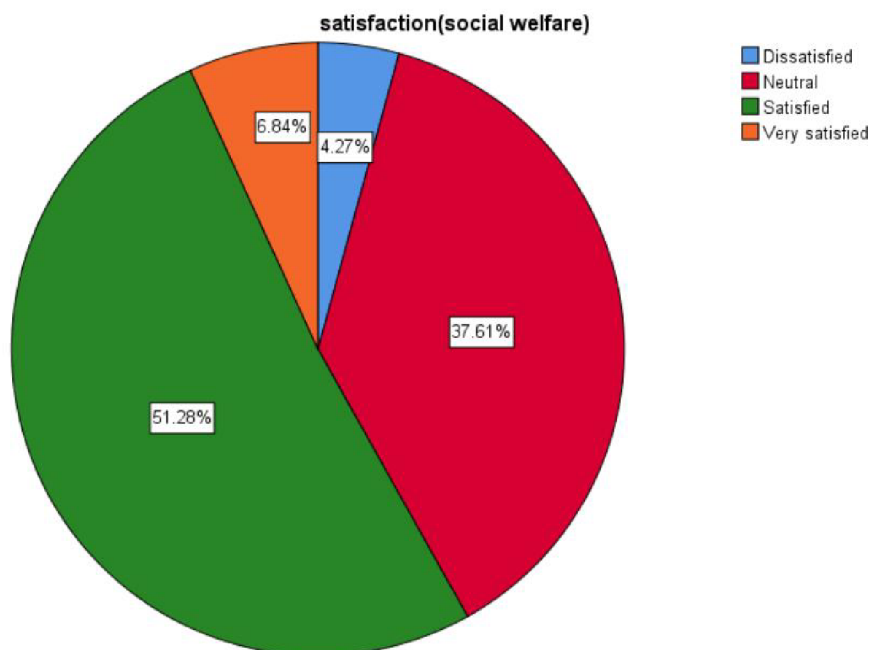
From the pie chart it can be seen that Huawei has a higher percentage of respondents who expressed average and dissatisfaction with the work-life balance. Higher than the respondents who are dissatisfied with the environmental aspects of the practice.

Figure 20: Respondents' satisfaction with educational programs



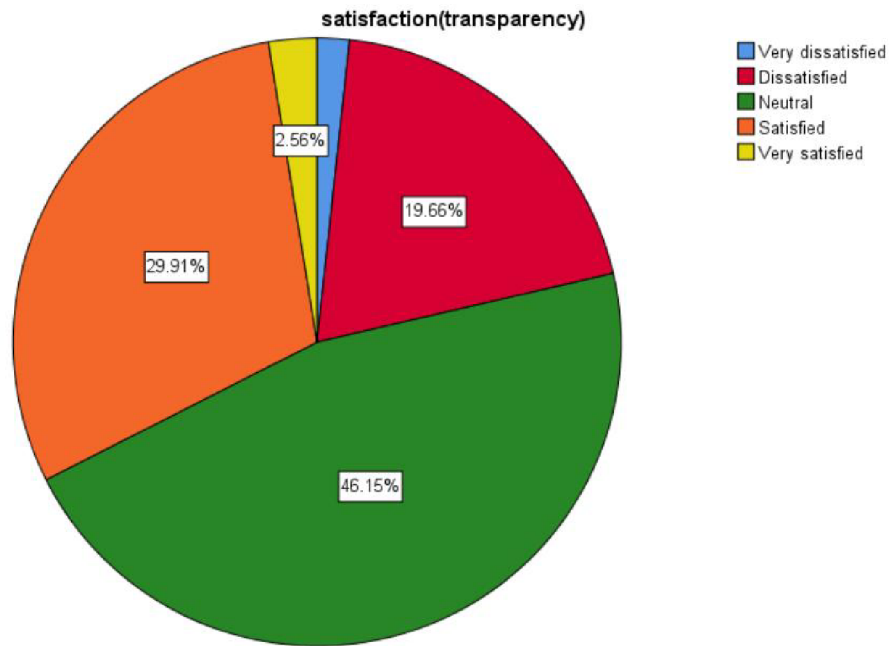
From the pie chart it can be seen that the respondents are less satisfied with the aspect of educational programs of Huawei. More than 42.7% of the respondents feel that it is average there are more than 10% of the respondents who are not satisfied with the performance in terms of educational programs.

Figure 21: Respondents' satisfaction with social welfare and charity



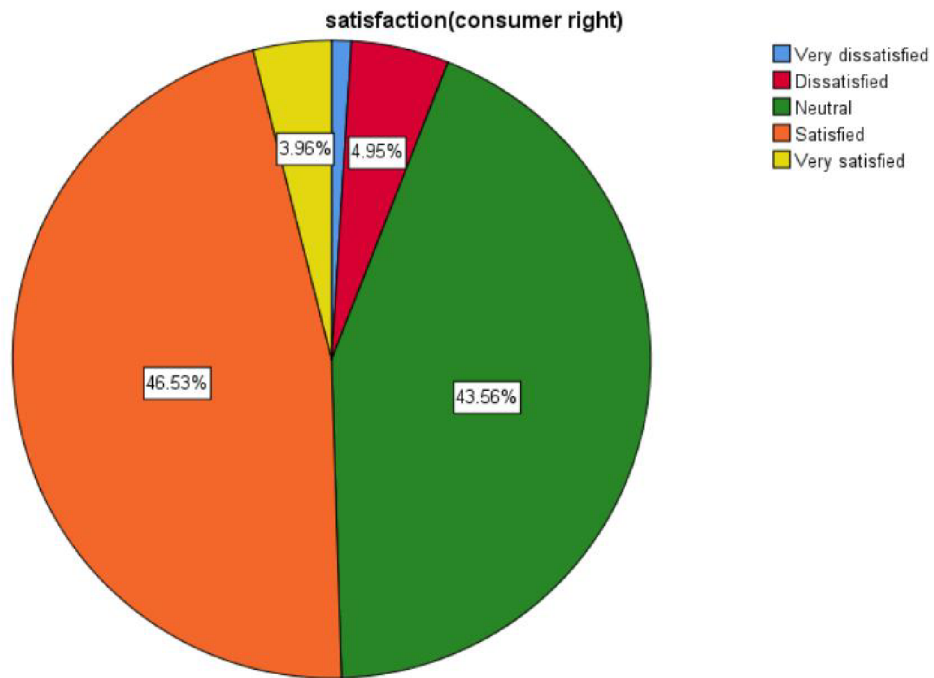
In terms of Huawei's social and charitable activities, more than 50% of respondents were satisfied, but 37.6% still felt that the performance was average.

Figure 22: Respondents' satisfaction with corporate transparency



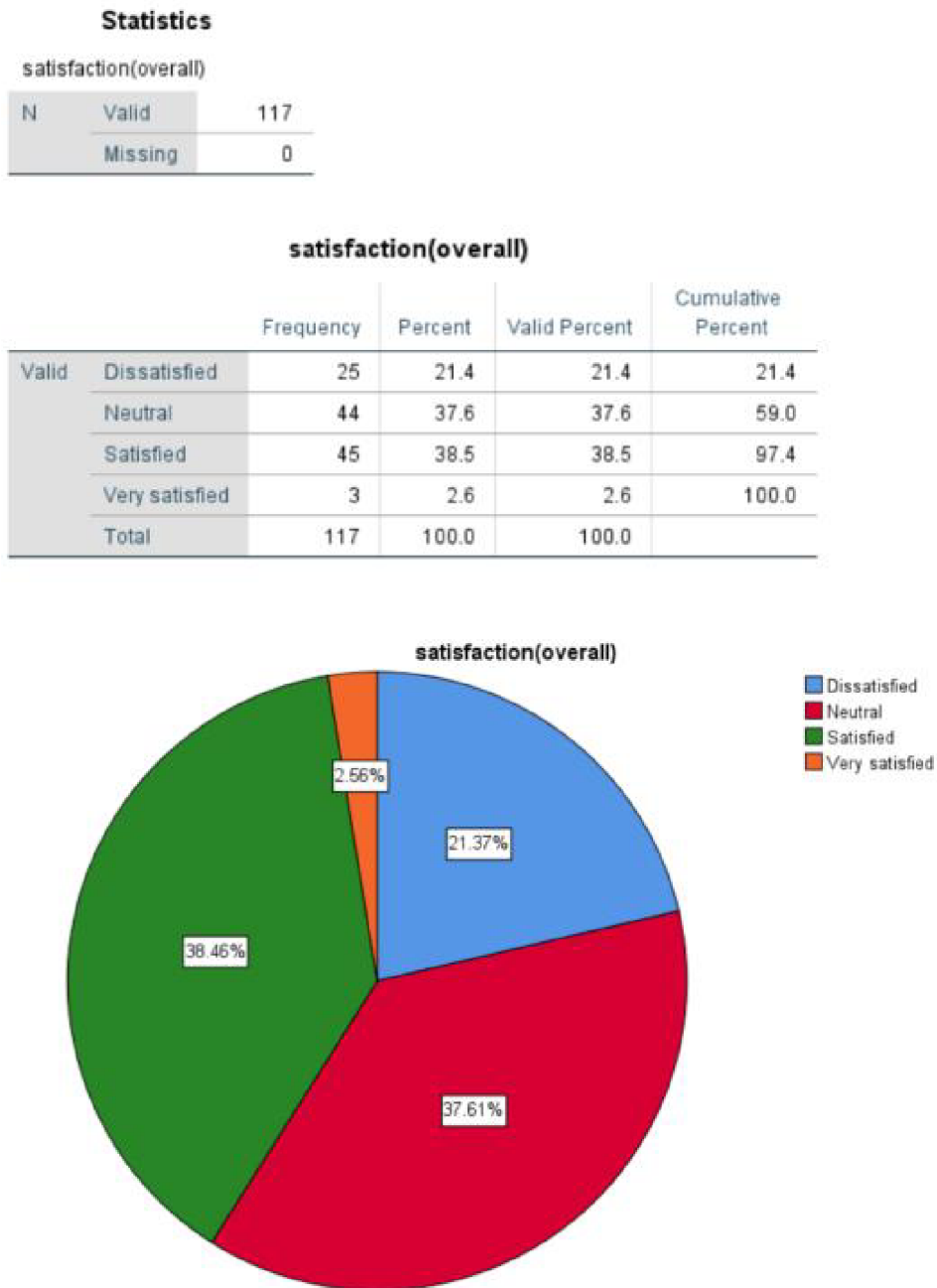
From this pie chart, it can be seen that while more than 75% of respondents are satisfied with Huawei's disclosure and transparency, more than 20% are dissatisfied.

Figure 23: Respondents' satisfaction with consumer rights



In terms of respondents' satisfaction with Huawei's protection of consumer rights and interests, it can be seen that more than 46% of respondents feel satisfied and more than 43% feel average.

Figure 24: Respondents' overall satisfaction with CSR practices



The chart above gives a concrete idea of the overall satisfaction of stakeholders with Huawei's CSR practices. We can clearly see that more than 40% of the respondents are satisfied. 44 respondents indicated that the practices are average and more than 20% of the respondents are not satisfied with the overall performance.

Figure 25: Respondents' Suggestions for CSR Practices

Increase transparency and openness
Carry out necessary employee training
Pay attention to employee rights and interests
Increase the variety of educational courses
corporate disclosure
Transparency issue
Add more csr data support
Increase the types of charity activities
csr report

The open-ended questions show that respondents are more concerned about Huawei's disclosure and transparency, employee rights.

After detailed descriptive statistical analysis, we now have a comprehensive and in-depth understanding of respondents' satisfaction with CSR. Through the distribution of data and figures on different CSR aspects, we have understood the situation of CSR practices. This provides a strong foundation for further Multiple linear regression analysis and non-parametric hypothesis testing.

5.3 Multiple linear regression analysis

Multiple linear regression analysis was applied to obtain the effect of satisfaction with different CSR aspects (environment, energy saving and emission reduction, etc.) on the overall satisfaction with CSR.

Figure 26: Summary of Regression Model for Satisfaction Factors

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.834 ^a	.695	.666	.468		

a. Predictors: (Constant), satisfaction(consumer right), satisfaction(eniromental product), satisfaction(carbon emission), satisfaction(education program), satisfaction(employee), satisfaction(social welfare), satisfaction(transparency), satisfaction(resource recycling)

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.537	8	5.192	23.676	.000 ^b
	Residual	18.202	83	.219		
	Total	59.739	91			

a. Dependent Variable: satisfaction(overall)
 b. Predictors: (Constant), satisfaction(consumer right), satisfaction(eniromental product), satisfaction(carbon emission), satisfaction(education program), satisfaction(employee), satisfaction(social welfare), satisfaction(transparency), satisfaction(resource recycling)

As can be seen from the above figure, an R-squared of 0.695 indicates that the independent variable explains approximately 69.5% of the overall satisfaction variance.

The ANOVA table shows that sig<0.05 indicates that the model is statistically significant, i.e., at least one of the independent variable groups has a significant relationship with the dependent variable.

Figure 27: Regression Coefficients for Satisfaction Determinants

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.405	.272		-1.487	.141
	satisfaction(enviromental product)	-.053	.078	-.051	-.674	.502
	satisfaction(resource recycling)	.210	.101	.196	2.089	.040
	satisfaction(carbon emission)	-.014	.103	-.012	-.132	.895
	satisfaction(employee)	.126	.077	.129	1.638	.105
	satisfaction(education program)	.002	.093	.002	.022	.982
	satisfaction(social welfare)	.086	.100	.073	.856	.394
	satisfaction (transparency)	.450	.086	.463	5.251	.000
	satisfaction(consumer right)	.304	.086	.269	3.552	.001

a. Dependent Variable: satisfaction(overall)

In the coefficient chart we can see that the P Value=0.04(Resource recycling), P Value=0.000(Transparency), and P Value=0.001(Consumer right). all three of these Sig. (p-value) are less than 0.05, indicating that they have a significant effect on overall satisfaction

From the results, transparency satisfaction, consumer right satisfaction and resource recycling satisfaction have a significant positive correlation with overall satisfaction. This indicates that these are important factors affecting overall satisfaction in Huawei's CSR practices.

5.4 Non-parametric tests

Non-parametric hypothesis testing is applied in this section to test for important trends and differences in the data without being concerned about sample size limitations. A complementary role is played for multiple linear regression, which also provides additional insights

Hypothesis 1

H0: There is no significant correlation between respondents of different age groups and Huawei's satisfaction in the development and promotion of environmentally friendly products

Figure 28: Age group recode

The image shows the 'Recode into Different Values' dialog box in SPSS. The 'Old Value' section has 'Value:' selected, with an empty input field. Below it are options for 'System-missing', 'System- or user-missing', 'Range:', 'Range, LOWEST through value:', and 'Range, value through HIGHEST:'. The 'New Value' section has 'Value:' selected, with an empty input field, and options for 'System-missing' and 'Copy old value(s)'. Below this is a list of 'Old -> New' mappings: '0 -> 0', '1 -> 1', and '2 -> 1'. There are 'Add', 'Change', and 'Remove' buttons next to the list.

Since the number of respondents over 45 years of age was found to be low, the age groups were recoded into two groups. One group 18-30 and one group over 30. after that Mann-Whitney U test was applied to compare the two independent samples.

Figure 29: Hypothesis 1 test results

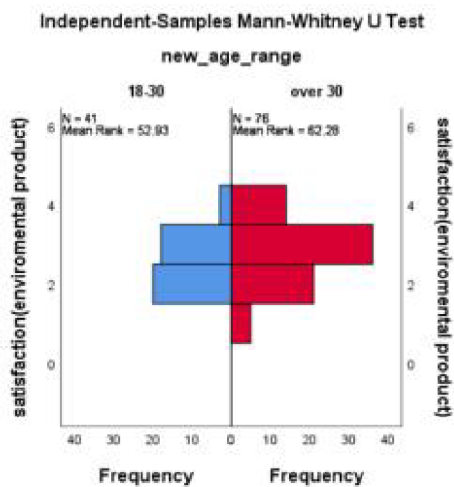
Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of satisfaction (enviromental product) is the same across categories of new_age_range.	Independent-Samples Mann-Whitney U Test	.124	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .050.

Independent-Samples Mann-Whitney U Test

satisfaction(enviromental product) across new_age_range

Independent-Samples Mann-Whitney U Test Summary	
Total N.	117
Mann-Whitney U	1807.000
Wilcoxon W	4733.000
Test Statistic	1807.000
Standard Error	161.911
Standardized Test Statistic	1.538
Asymptotic Sig. (2-sided test)	.124



The asymptotic significance (P-value) of the two-sided test is 0.124, which is higher than the general significance level of 0.05. This means that we cannot reject the null hypothesis. That is, there is no evidence of a significant difference between the satisfaction of respondents of different age groups with Huawei's development and

promotion of environmentally friendly products. The box plots show the distribution of scores on satisfaction with environmentally friendly products for two age groups (18-30 and over 30). The average ranking of the age group 18-30 is slightly lower than that of the age group over 30, but this difference is not considered statistically significant due to P Value higher than 0.05.

Hypothesis 2:

H0 = There is no significant relationship between different groups (employees, managers, consumers, suppliers) and Huawei's satisfaction with social and charitable activities

Because the respondents (employees, managers, consumers, and suppliers) include four groups, the Kruskal-Wallis H-test is chosen to test whether there is a significant difference between groups.

Figure 30: Hypothesis 2 test results

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of satisfaction (social welfare) is the same across categories of relationship	Independent-Samples Kruskal-Wallis Test	.226	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .050.

Independent-Samples Kruskal-Wallis Test

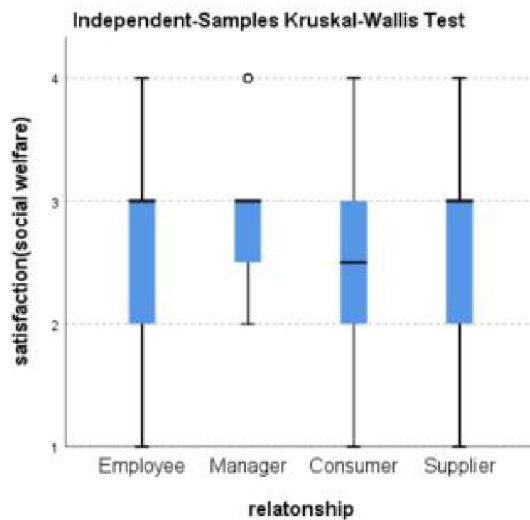
satisfaction(social welfare) across relationship

Independent-Samples Kruskal-Wallis Test Summary

Total N	117
Test Statistic	4.355 ^{a,b}
Degree Of Freedom	3
Asymptotic Sig. (2-sided test)	.226

a. The test statistic is adjusted for ties.

b. Multiple comparisons are not performed because the overall test does not show significant differences across samples.



The obtained Sig. value of 0.226 is greater than the commonly used significance level of 0.05, implying that there is not enough evidence to reject the null hypothesis. Therefore, we cannot prove that there is a statistically significant difference between the different groups and social welfare satisfaction.

The box plots show the distribution of social welfare satisfaction for the four different groups. Although the box plots show slight differences in medians between the different groups, these differences are not statistically significant.

Therefore, based on the results of these analyses, it can be concluded that . There is no statistically significant difference between the different groups in terms of their satisfaction with Huawei's social welfare and charitable activities.

Hypothesis 3

H0: There is no significant relationship between different groups (employees, managers, consumers, and suppliers) and Huawei's satisfaction with information disclosure and transparency

Figure 31: Hypothesis 3 test results

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of satisfaction (transparency) is the same across categories of relationship	Independent-Samples Kruskal-Wallis Test	.055	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .050.

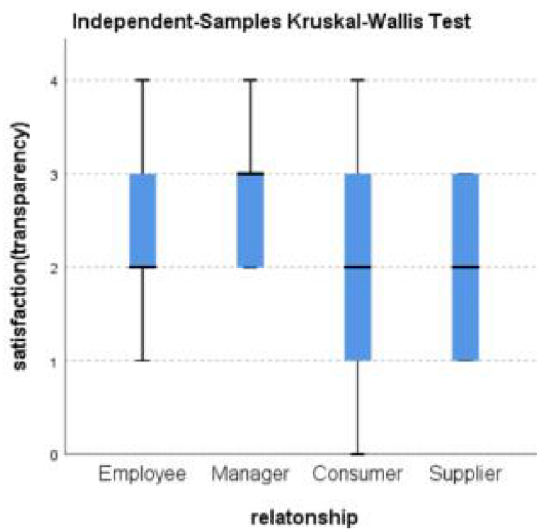
Independent-Samples Kruskal-Wallis Test

satisfaction(transparency) across relationship

Independent-Samples Kruskal-Wallis Test Summary

Total N	117
Test Statistic	7.592 ^{a,b}
Degree Of Freedom	3
Asymptotic Sig. (2-sided test)	.055

- a. The test statistic is adjusted for ties.
- b. Multiple comparisons are not performed because the overall test does not show significant differences across samples.



The Sig. value obtained is 0.055, which is greater than the common significance level of 0.05, meaning that there is not enough evidence to reject the null hypothesis. Therefore, we cannot prove a statistically significant difference between different groups and Huawei's satisfaction in terms of disclosure and transparency.

A box plot is then displayed depicting the distribution of the four different groups-employees, managers, consumers, and suppliers-in terms of transparency satisfaction. Although the medians for each group are slightly different as can be seen from the graph, the p-values from the Kruskal-Wallis test do not reach the significant level. Therefore these differences are not considered statistically significant.

5.5 Evaluation and Interpretation of Results

In the last part of the data analysis, we evaluate and interpret the results obtained.

In the descriptive statistics analysis we can see that stakeholders are more satisfied with the environmental aspects of the practices, but show more dissatisfaction with the social aspects such as employee rights, educational programs, corporate transparency and consumer rights. Combined with the responses to the open-ended questions on Huawei's strategic recommendations for CSR, we can see that there is still room for improvement in the social aspects (education, employees, corporate transparency, consumer rights) of the practices, especially in the issues of employee rights and corporate transparency. Looking at the overall satisfaction with Huawei's CSR practices, we can clearly see that more than 40% of respondents are satisfied, but more than 37% and more than 20% of respondents are still average and dissatisfied with Huawei's overall performance in CSR practices, which indicates that Huawei still has a lot of room for improvement in its CSR practices.

In the multiple linear regression analysis, we can see the impact of satisfaction with different CSR aspects (environment, energy saving and emission reduction, etc.) on the overall satisfaction with CSR. Through the analysis, we conclude that satisfaction with corporate transparency, satisfaction with consumer rights, and satisfaction with resource recycling in CSR have a significant positive correlation with overall satisfaction, which shows that in Huawei's CSR practices, we can further improve stakeholders' overall satisfaction with CSR practices and the performance of CSR practices by enhancing these aspects.

In non-parametric tests, the three proposed hypotheses were verified using the Mann-Whitney U test and the Kruskal-Wallis H test, which showed that there were no significant differences in some aspects of CSR among age groups (18-30, over30) and different groups of respondents (employees, suppliers, consumers, managers).

Additional insights were provided and complementary to the analysis.

Finally, in combination with the research objectives mentioned in the questionnaire design, we can conclude that stakeholders are average in their satisfaction with Huawei's CSR practices. More dissatisfaction was expressed on the issues of employee rights and corporate transparency. In the subsequent practice, Huawei can improve the overall satisfaction of stakeholders towards Huawei's CSR practices more quickly by improving the consumer rights and corporate transparency aspects.

In the next research discussion chapter, the findings of the thesis will be further summarized and discussed in two parts. The first part will discuss the current status and impact of Huawei's CSR practices. The second part will propose strategic recommendations to improve and enhance the effectiveness of CSR based on a review of the current status of Huawei's CSR practices, and then discuss the implementation of the strategic suggestions as well as possible challenges.

6. Research and Discussion

6.1 Current Status of Huawei's CSR Practices

In today's globalized economic environment, corporate social responsibility (CSR) has become an important indicator of a company's comprehensive strength and sense of responsibility. Huawei, as a leading global information and communication technology (ICT) solutions provider, has not only made great achievements in technological innovation, but also in actively fulfilling its social responsibility and promoting sustainable development . It has demonstrated its corporate responsibility and mission. This section discusses the current status of Huawei's practice in CSR based on the results of the data analysis in Chapter 5 and the literature applied in the thesis.

From Huawei's sustainability report, it can be understood that Huawei continues to work on environmental protection aspects such as energy saving and carbon reduction, as well as attaching high importance to education programs and health. Analyzing the data collected through Huawei's CSR practice satisfaction questionnaire, we can find that stakeholders basically have no negative comments about Huawei's environmental aspects of reducing carbon emissions, recycling resources, and developing and promoting environmentally friendly products. Thus demonstrating Huawei's progress and excellent performance in environmental aspects.

However, it can be understood from the results of the data analysis that stakeholders are most dissatisfied with Huawei's education programs, employee rights (employee work-life balance), and corporate transparency. From this, it can be realized that despite Huawei's significant achievements in its Corporate Social Responsibility (CSR) practices, there are many challenges.

In terms of employee rights, Huawei needs to focus on improving the work-life balance aspect while growing rapidly in order to increase employee satisfaction and public recognition.

In terms of education programs, although a distance learning system has been developed, it should be considered equally accessible to all students, especially in remote or resource-poor areas.

In terms of corporate transparency, how Huawei can further improve the transparency of its sustainability reporting to ensure the trust of all stakeholders is also one of the key challenges Huawei faces.

Overall, although a certain percentage of satisfaction ratings in the study indicate that the company's CSR practices have achieved some success. However, there is still a significant percentage of respondents who are neutral or dissatisfied indicating that the company needs further efforts and improvements in its CSR practices. In the next section, we will propose strategies to promote the further development of Huawei's CSR practices based on the current status and challenges of the company's CSR practices.

6.2 Recommendations for Huawei's CSR Strategy

Based on the in-depth analysis of the current status of Huawei's CSR practices. The identified challenges are mainly focused on employee rights and interests (work-life balance), education programs, corporate transparency, and the important impact of consumer rights and corporate transparency on the overall satisfaction of CSR practices, the following are some suggestions for CSR strategies

- Employee rights and interests: Implementing a flexible work system, more flexible working hours and teleworking policies to meet the needs of employees in special situations. This will help employees achieve a better work-life balance.
- Education: Enhancing cooperation between local communities and educational institutions to ensure that educational programs better meet the needs of the student body. To establish a program evaluation mechanism

that allows both students and partners to provide input and suggestions to ensure the effectiveness and sustainability of educational programs.

- Company transparency: Increasing CSR reporting, and regularly publish specialized and detailed CSR reports that need to include financial investment, timing, and specifics.
- Consumer rights: Establishing a consumer feedback mechanism to immediately address consumer issues and make improvements.

However, these strategies may encounter some obstacles in the process of implementation. The establishment of an evaluation mechanism for educational programs will require a large amount of human resources and technical support, which can be reduced through the form of cooperation and sharing with other enterprises. The implementation of a flexible working system may lead to resistance from managers. There is a need to improve communication within the enterprise.

After the implementation of these strategies, the increase in employee satisfaction within the organization will help to increase productivity and reduce turnover. Strengthening the effectiveness and sustainability of the education program will help Huawei's corporate image and brand reputation will be further enhanced and help attract more consumers and partners.

In short, by implementing these strategies, Huawei will not only be able to meet the challenges it currently faces, but will also be able to further improve its overall satisfaction with its CSR practices and contribute to the company's further development.

7. Conclusion

7.1 Practical Significance for Huawei and other enterprises

Through an in-depth analysis of stakeholders' satisfaction with different aspects of corporate social responsibility (CSR), this study reveals Huawei's performance in CSR practices. The research covers key areas such as employee rights, environmental protection, educational support, and corporate transparency. First of all, the data analysis shows that Huawei has achieved some results in the areas of employee rights, environmental protection and social contribution, enhancing the public's recognition of its corporate responsibility. At the same time, the data also confirms that there are still some challenges and room for improvement in the areas of corporate transparency and employee rights.

For Huawei, these findings underscore the importance of deeply integrating CSR into its corporate strategy. Through continuous improvement of CSR practices, Huawei can not only better meet the expectations of stakeholders, but also always take a leadership position in corporate sustainable development.

And for other enterprises, especially companies in the same field has a very good reference value. For example, Huawei lacks corporate transparency. Other companies can realize the importance of regularly releasing detailed CSR reports to the public. Huawei's lack of employee rights and interests can help other enterprises understand the advantages of supporting employees' work-life balance, which will promote the better development of the enterprise. Huawei's practice also reminds other enterprises to develop a comprehensive and diversified CSR program, which is the basis for meeting the broad needs of society and having a positive social impact.

In short, Huawei's experience and deficiencies in the field of CSR revealed in this study can enable enterprises to plan and implement their own CSR strategies

more effectively, which not only promotes the sustainable development of enterprises, but also creates greater business value and competitive advantages for themselves.

7.2 Research limitations and future directions

Research limitation

First, this study relies primarily on satisfaction surveys of specific stakeholder groups and may not fully capture the perspectives and experiences of all stakeholders. Secondly, the questionnaire design may not cover all key aspects of CSR practice in China and the questionnaire data may have social expectation bias, that is, respondents may tend to give answers that are considered acceptable or expected by the society when answering questions. Finally, in terms of data analysis, although descriptive analysis, multiple linear regression analysis and non-parametric test are combined to reveal certain trends and patterns, relying only on quantitative research may limit the ability to deeply understand complex CSR phenomena.

Future direction

Given the limitations of the study, the following directions can be considered for future research

- Consider a wider range of stakeholders, such as communities, government agencies and ngos, to gain a more holistic perspective on CSR practice. By including more diverse perspectives, research will be able to more accurately assess the impact of CSR activities.
- Develop more comprehensive questionnaires to ensure they cover multiple dimensions of CSR practice and encourage richer feedback from respondents with more open-ended questions.

- Combine qualitative research methods, such as in-depth interviews or case studies, to gain a deeper understanding and explain the reasons and contexts behind the data.
- Future research may also consider conducting cross-country or cross-industry comparative analysis to explore CSR practice models and effects under different cultural and economic backgrounds. To promote the improvement and innovation of CSR practices.

Through to overcome these limitations and to suggest future research direction, we can expect to get deeper and more comprehensive understanding to the enterprise CSR practice.

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