

Enhancing Work Effectiveness of Highly Qualified Specialists: A Strategic Management Framework for Chinese Enterprises

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ABSTRACT

Chinese enterprises face persistent challenges in motivating and retaining highly qualified specialists (HQS), whose contributions are critical for innovation and competitiveness in the knowledge economy. While prior research has identified key psychological determinants of HQS work effectiveness-work engagement, organizational identification, value identification, and emotional belonging-little guidance exists on how organizations can systematically translate these findings into actionable management strategies. This paper addresses this gap by developing a comprehensive strategic management framework for enhancing HQS work effectiveness. Drawing on empirical findings from a large-sample survey of 562 HQS in Chinese enterprises and integrating established theories of motivation, social identity, and organizational behavior, the framework comprises four interconnected strategic pillars: (1) increasing work commitment through job design, autonomy, and challenge; (2) strengthening emotional belonging through organizational support, respect, and team cohesion; (3) enhancing organizational identification through fair systems, career development, and social status; and (4) cultivating value identification through authentic culture, value congruence, and ethical leadership. For each pillar, specific, actionable strategies are proposed, supported by empirical evidence from the current study. The framework recognizes the synergistic interrelationships among the four pillars and advocates for integrated rather than siloed interventions. This paper contributes a theory-driven, empirically grounded, and practically operational roadmap for Chinese enterprises seeking to optimize HQS performance, reduce turnover, and build sustainable competitive advantage in the global knowledge economy.

KEYWORDS

Highly Qualified Specialists; Work Effectiveness; Management Strategies; Work Engagement; Emotional Belonging; Organizational Identification; Value Identification; Chinese Enterprises.

1. INTRODUCTION

The rise of the knowledge economy has fundamentally altered the basis of competitive advantage for enterprises worldwide [1]. In this new economic landscape, highly qualified specialists (HQS)-individuals who possess advanced professional knowledge, specialized technical skills, and the capacity for innovation-have become the primary drivers of organizational performance and growth [2]. For Chinese enterprises, which are undergoing rapid industrial upgrading and increasing integration into global markets, the effective management of HQS has emerged as a strategic imperative.

Despite their recognized importance, many Chinese enterprises struggle to effectively motivate, evaluate, and retain their HQS. Traditional human resource management practices, designed for routine manufacturing and service work, often prove inadequate when applied to knowledge-intensive roles [3]. These practices tend to emphasize extrinsic rewards, standardized procedures, and

short-term quantitative outputs, while neglecting the psychological and affective dimensions of HQS work-their need for autonomy, meaning, value congruence, and emotional connection.

The empirical research presented in Papers 1 through 4 of this series has established that four psychological variables-work engagement, organizational identification, value identification, and emotional belonging-are significant positive determinants of HQS work effectiveness. Moreover, these variables are mutually reinforcing, forming a synergistic system in which enhancement of any single dimension generates positive spillover effects on the others.

However, a critical gap remains. While the empirical relationships among these variables are now well-established, little systematic guidance exists on how organizations can translate these findings into concrete management practices. What specific strategies can enterprises implement to increase work engagement? How can organizations strengthen emotional belonging among HQS? What practices effectively enhance organizational identification and value identification? How should these strategies be integrated to leverage synergistic effects?

This paper addresses these questions by developing a comprehensive strategic management framework for enhancing HQS work effectiveness. Drawing on the empirical findings from the previous papers and integrating established theoretical perspectives from motivation theory, social identity theory, self-determination theory, and organizational behavior, the framework proposes four interconnected strategic pillars. For each pillar, specific, actionable strategies are articulated, supported by empirical evidence and theoretical rationale. The paper concludes with practical recommendations for implementation and suggestions for future research.

2. THEORETICAL FOUNDATION

2.1. The Core Determinants of HQS Work Effectiveness

The empirical studies reported in this dissertation have established that HQS work effectiveness is jointly determined by four psychological variables.

Work engagement refers to a positive, fulfilling, work-related state characterized by vigor (high energy and mental resilience), dedication (strong involvement and sense of significance), and absorption (full concentration and engrossment) [4]. Engaged HQS invest sustained effort, persist through challenges, and derive meaning from their work. The current study found that work engagement had the strongest direct effect on work effectiveness ($\beta = 0.359$, $p < 0.001$).

Organizational identification refers to the psychological state in which employees define themselves in terms of their organizational membership and perceive organizational successes and failures as their own [5]. HQS with strong organizational identification align their professional efforts with organizational goals, demonstrate loyalty, and engage in organizational citizenship behaviors. The current study found a significant positive relationship with work effectiveness ($\beta = 0.272$, $p < 0.001$).

Value identification refers to perceived congruence between personal values and organizational values [6]. When HQS perceive that organizational culture, management systems, and leadership styles align with their professional values, they experience greater meaning and intrinsic motivation. The current study found a significant positive relationship with work effectiveness ($\beta = 0.275$, $p < 0.001$).

Emotional belonging refers to the affective sense of acceptance, care, and emotional connection experienced within the workplace [7]. HQS who feel respected, maintain good relationships, achieve work-life balance, and experience work as enjoyable develop strong emotional bonds that enhance retention and discretionary effort. The current study found a significant positive relationship with work effectiveness ($\beta = 0.258$, $p < 0.001$).

2.2. Synergistic Interrelationships

Critically, these four variables are not independent. The current study found significant positive interrelationships among all four, as shown in Table 1. Value identification had strong positive relationships with emotional belonging ($\beta = 0.372$) and work engagement ($\beta = 0.314$). Work engagement was strongly related to organizational identification ($\beta = 0.361$). Emotional belonging was positively related to both organizational identification ($\beta = 0.298$) and work engagement ($\beta = 0.283$). These interrelationships suggest that interventions targeting any single variable may generate cascading benefits for the others, creating multiplicative rather than additive effects.

Table 1. Interrelationships Among Core Determinants

Relationship	Standardized Coefficient (β)
Work Engagement \rightarrow Organizational Identification	0.361
Organizational Identification \rightarrow Value Identification	0.348
Value Identification \rightarrow Emotional Belonging	0.372
Value Identification \rightarrow Work Engagement	0.314
Emotional Belonging \rightarrow Organizational Identification	0.298
Emotional Belonging \rightarrow Work Engagement	0.283

*Source: Current study (N = 562), all $p < 0.001$ *

2.3. Theoretical Integration

The proposed management framework is grounded in four established theoretical perspectives.

Self-determination theory [8] posits that intrinsic motivation and psychological well-being depend on satisfaction of three basic psychological needs: autonomy (feeling volitional in one's actions), competence (feeling effective in one's environment), and relatedness (feeling connected to others). Work engagement and value identification are closely linked to autonomy and competence, while emotional belonging directly addresses relatedness.

Social identity theory [5] explains how individuals derive self-concept from group memberships. Organizational identification arises when HQS incorporate organizational membership into their self-concept, motivating behaviors that enhance organizational outcomes. Value identification represents the cognitive foundation for social identity.

Social exchange theory [9] posits that employees reciprocate perceived organizational support with increased effort, loyalty, and performance. Emotional belonging reflects the affective dimension of this exchange relationship, while organizational identification represents the cognitive dimension.

Job Demands-Resources model [4] explains work engagement as a function of job resources (autonomy, support, feedback) and personal resources (self-efficacy, optimism). The model provides guidance for designing jobs and work environments that foster engagement.

3. STRATEGIC PILLAR 1: INCREASING WORK COMMITMENT

Work commitment—the sustained investment of effort, energy, and persistence in work tasks—had the strongest direct effect on HQS work effectiveness ($\beta = 0.359$). Strategies to enhance work commitment should focus on job design, autonomy, challenge, and the prevention of negative emotional states.

3.1. Optimize Person-Job Fit

Each HQS possesses a unique configuration of knowledge, skills, abilities, and personal characteristics. Enterprises should conduct thorough job analysis to identify the specific requirements of each position and then match individual HQS to positions that align with their competencies and interests. When person-job fit is high, HQS experience greater competence satisfaction, which enhances engagement. Organizations should implement systematic job rotation and cross-training programs to identify optimal placements and provide variety that prevents boredom.

3.2. Enhance Work Attractiveness

Work attractiveness for HQS depends on three factors: autonomy, challenge, and variety.

Autonomy. HQS value self-direction and the freedom to determine how to accomplish their work. Organizations should grant HQS meaningful decision-making authority over their work methods, schedules, and priorities. Supervisors should focus on outcomes rather than processes, providing guidance when requested but avoiding micromanagement. Participative decision-making-involving HQS in decisions that affect their work-enhances both autonomy satisfaction and work engagement.

Challenge. HQS are motivated by difficult but attainable goals that stretch their capabilities. Organizations should assign HQS to complex, non-routine tasks that require creative problem-solving and offer opportunities for skill utilization. Challenge should be calibrated to individual capability levels; tasks that are too easy produce boredom, while tasks that are impossibly difficult produce anxiety and disengagement.

Variety. Extended periods in identical job assignments produce satiation and reduced engagement. Organizations should implement job rotation programs that allow HQS to gain experience across different functions, projects, or product lines. Cross-training in complementary skills provides variety while building organizational flexibility. Special project assignments offer temporary variety without permanent role change.

3.3. Activate Subjective Initiative

HQS possess intrinsic motivation that can be activated through appropriate organizational practices. Organizations should provide regular business training to enhance HQS competence and confidence, creating a virtuous cycle of mastery and engagement. Psychological counseling and wellness programs help HQS manage work stress and maintain positive emotional states. Transparent information about work processes, organizational strategies, and performance expectations enables HQS to understand how their contributions fit into broader organizational goals, enhancing meaningfulness.

3.4. Mitigate Negative Emotions

Interpersonal conflicts and negative emotional contagion significantly undermine HQS work engagement. Organizations should establish clear communication protocols and conflict resolution mechanisms to address disputes before they escalate. Regular leader-subordinate communication sessions provide opportunities to surface and resolve concerns. Open channels for upward feedback-suggestion systems, skip-level meetings, anonymous surveys-enable HQS to voice concerns without fear of retaliation. Technical training combined with psychological support helps HQS manage the emotional demands of challenging work.

3.5. Build Team Cohesion

Team cohesion enhances engagement by providing social support and shared purpose. Organizations should establish clear, challenging team goals that require collaboration to achieve. Team-based rewards-rather than exclusively individual incentives-encourage cooperative effort. Regular team-building activities, both work-related and social, strengthen interpersonal bonds. Leadership development programs should equip team leaders with skills in facilitation, conflict resolution, and psychological safety creation.

4. STRATEGIC PILLAR 2: STRENGTHENING EMOTIONAL BELONGING

Emotional belonging-the affective sense of acceptance and connection-had a significant positive effect on work effectiveness ($\beta = 0.258$) and also strengthened both organizational identification ($\beta = 0.298$) and work engagement ($\beta = 0.283$). Strategies to enhance emotional belonging should focus on organizational support, respect, communication, and team integration.

4.1. Enhance Organizational Social Influence

The social standing and public image of an organization affect how HQS feel about being associated with it. Organizations should actively build positive corporate reputations through ethical business practices, quality products and services, and transparent stakeholder communication. Participation in corporate social responsibility initiatives-environmental sustainability, community development, educational partnerships-enhances organizational legitimacy and provides HQS with pride in their organizational affiliation. Recognition programs that celebrate organizational achievements reinforce positive emotional associations.

4.2. Demonstrate Respect and Trust

HQS have strong needs for recognition and psychological safety. Organizations should implement regular recognition programs that acknowledge both major achievements and daily contributions. Respectful treatment includes listening attentively to HQS concerns, responding constructively to their ideas, and avoiding dismissive or condescending communication. Granting HQS meaningful autonomy in their work-trusting them to make decisions without excessive oversight-signals respect for their professional judgment. Fair, consistent application of policies across all employees prevents perceptions of favoritism that undermine trust.

4.3. Address Reasonable Employee Needs

HQS have diverse needs arising from different life circumstances, career stages, and personal values. Organizations should conduct regular needs assessments through surveys, focus groups, and individual conversations to understand what HQS value. Flexible benefit programs that allow HQS to choose among options (e.g., additional vacation, professional development funding, flexible hours) accommodate individual differences. When organizational constraints prevent meeting certain needs, transparent communication about the reasons builds understanding and preserves trust.

4.4. Open Communication Channels

Smooth, transparent communication is essential for emotional belonging. Organizations should establish regular communication routines-team meetings, all-hands gatherings, newsletters, intranet updates-that keep HQS informed about organizational developments. Leader accessibility-open door policies, regular office hours, skip-level meetings-ensures that HQS can raise concerns directly. For new HQS, structured onboarding programs that explicitly communicate organizational culture, values,

and support resources accelerate belonging development. Two-way communication mechanisms (surveys with feedback loops, suggestion systems with responses) demonstrate that HQS voices are heard and valued.

4.5. Enhance Team Consciousness

While organizational belonging is important, team belonging often has stronger effects on daily work experiences. Organizations should develop clear team missions that connect individual contributions to collective purpose. Collaborative work structures that require interdependence-rather than purely individual tasks-build team cohesion. Regular team-based celebrations of achievements, both formal (award ceremonies) and informal (team lunches), reinforce positive emotional bonds. Cross-training and job rotation within teams builds mutual understanding and appreciation of different roles.

5. STRATEGIC PILLAR 3: ENHANCING ORGANIZATIONAL IDENTIFICATION

Organizational identification-the cognitive sense of oneness with the organization-had a significant positive effect on work effectiveness ($\beta = 0.272$) and was strengthened by both work engagement ($\beta = 0.361$) and emotional belonging ($\beta = 0.298$). Strategies to enhance organizational identification should focus on vision clarity, organizational prestige, work environment, and procedural fairness.

5.1. Articulate Compelling Vision and Goals

HQS need to understand how their work contributes to larger organizational purposes. Organizations should develop clear, specific, achievable visions and strategic goals that provide direction and meaning. These should be communicated repeatedly through multiple channels-leader communications, training programs, performance management systems, and informal interactions. Individual goal-setting processes should explicitly link individual objectives to team, department, and organizational goals, making the connections visible. For HQS, who value professional development, career paths that show how advancement within the organization supports both organizational and personal goals enhance identification.

5.2. Enhance Organizational Prestige and Social Influence

HQS are more likely to identify with organizations that are respected by external stakeholders. Organizations should actively build external reputation through industry leadership, quality excellence, innovation recognition, and ethical conduct. Participation in industry associations, professional conferences, and public policy discussions enhances visibility and legitimacy. Communicating external recognition-awards, certifications, media coverage-to HQS reinforces pride in organizational affiliation. Corporate social responsibility initiatives that address societal problems valued by HQS (e.g., environmental sustainability, education, healthcare) enhance meaningfulness.

5.3. Create Favorable Work Environment

The physical, social, and psychological work environment affects identification. Regarding compensation, organizations should design salary systems that are internally fair (equitable across similar roles) and externally competitive (comparable to market rates). Transparent pay policies that explain how compensation decisions are made enhance perceived fairness. Performance-based rewards should be clearly linked to measurable contributions and consistently applied.

Regarding performance management, organizations should establish clear, specific performance criteria that HQS understand and can influence. Regular performance feedback-both formal (annual reviews) and informal (ongoing coaching)-provides developmental guidance. Multi-source feedback

(360-degree assessments) provides HQS with comprehensive perspectives on their performance. Assessment systems should be perceived as fair, accurate, and developmental rather than punitive.

5.4. Ensure Procedural and Distributive Justice

Perceptions of fairness strongly affect organizational identification. Regarding distributive justice (fairness of outcomes), organizations should ensure that rewards, promotions, and recognition are proportionate to contributions. Transparent criteria for allocation decisions-published promotion requirements, clear bonus formulas-reduce ambiguity and perceived arbitrariness.

Regarding procedural justice (fairness of processes), organizations should apply policies consistently across all employees, avoid special treatment or exceptions, and provide avenues for appeal when HQS perceive unfair treatment. Involving HQS in decisions that affect them-through consultation, representation on committees, or formal feedback mechanisms-enhances procedural justice perceptions. When decisions cannot be made participatively, providing clear explanations for decisions builds understanding and acceptance.

6. STRATEGIC PILLAR 4: CULTIVATING VALUE IDENTIFICATION

Value identification-perceived congruence between personal and organizational values-had a significant positive effect on work effectiveness ($\beta = 0.275$) and was the strongest predictor of both emotional belonging ($\beta = 0.372$) and work engagement ($\beta = 0.314$). Strategies to cultivate value identification should focus on team consciousness, organizational justice, career development, and social responsibility.

6.1. Build Team Consciousness and Organizational Support

Team consciousness enhances value identification by creating contexts in which shared values are enacted daily. Organizations should design team-based assessment systems that evaluate collective outcomes alongside individual contributions. Team-based rewards-profit sharing, team bonuses, recognition programs-align individual interests with collective success. Innovation management teams that bring together HQS from different functions to solve cross-cutting problems create opportunities for value sharing and identification.

The compensation system should be designed strategically to signal organizational values. Personnel costs should be allocated to maximize value creation rather than simply minimizing expense. Performance, skill, and competency-based pay should be designed to reinforce behaviors consistent with organizational values (e.g., innovation, collaboration, customer focus). Wage systems should be tied to organizational performance to align individual and collective interests.

6.2. Establish Fair and Just Organizational Climate

Perceived fairness is essential for value identification. Organizations should develop comprehensive, transparent performance appraisal systems with clearly communicated criteria. Appraisals should be conducted by trained assessors using standardized procedures to ensure consistency. Multiple data sources-self-assessment, peer assessment, supervisor assessment, customer feedback-provide balanced perspectives.

The compensation system must achieve both internal equity (fairness relative to colleagues) and external competitiveness (attractiveness relative to other employers). Systematic job evaluation methods should be used to determine relative worth of different positions. Regular market benchmarking ensures that compensation remains competitive. Benefits packages should address diverse HQS needs while communicating organizational values about work-life balance, health, and development.

6.3. Expand Growth Opportunities and Support Career Planning

Career development opportunities are particularly important for HQS, who value professional growth. Organizations should create dual career ladders that allow HQS to advance through either managerial or technical/professional tracks, accommodating different career preferences. Clear promotion criteria and timelines reduce uncertainty and enhance perceived fairness.

Regular training and development programs-technical skills, leadership capabilities, cross-functional exposure-build HQS competence and confidence. Tuition reimbursement, professional certification support, and conference attendance funding demonstrate organizational commitment to HQS development.

Individual career planning should be supported through mentoring programs, career counseling, and development planning conversations integrated with performance management. Organizations should help HQS articulate their career goals and then provide the experiences, training, and exposure needed to achieve those goals within the organization.

6.4. Establish Positive Organizational Social Image

Organizational social responsibility enhances value identification by demonstrating that organizational values extend beyond profit maximization. Organizations should articulate clear missions that address societal as well as economic value creation. Authentic corporate social responsibility initiatives-those integrated with core business strategy rather than peripheral philanthropy-are most effective at communicating genuine values.

Environmental sustainability practices (reducing carbon footprint, waste reduction, sustainable sourcing) appeal to HQS who value environmental stewardship. Community engagement-volunteer programs, educational partnerships, local economic development-provides opportunities for HQS to enact shared values collectively. Ethical business practices-transparent governance, fair supplier relationships, product safety-build trust and identification.

Organizations should communicate their social responsibility activities to HQS through internal channels, celebrate employee volunteerism, and involve HQS in selecting and designing CSR initiatives. When HQS see their organization acting on values they share, identification strengthens.

7. INTEGRATION AND IMPLEMENTATION

7.1. The Synergistic Framework

The four strategic pillars are not independent; they form an integrated, synergistic system (Figure 1). Value identification serves as a foundational pillar, influencing both emotional belonging and work engagement. Emotional belonging strengthens both organizational identification and work engagement. Work engagement directly enhances work effectiveness while also strengthening organizational identification. Organizational identification directly enhances work effectiveness while also reinforcing value identification.

This synergy has two important implications for implementation. First, organizations should assess all four dimensions to identify which are strongest and which require development. Second, interventions targeting any single pillar will generate positive spillover effects on the others, creating multiplier effects.

7.2. Implementation Recommendations

Organizations seeking to enhance HQS work effectiveness should consider the following implementation approach.

Phase 1: Diagnosis. Administer validated measures of work engagement, organizational identification, value identification, and emotional belonging to all HQS. Analyze results to identify relative strengths and weaknesses. Segment analysis by department, tenure, age, and other relevant variables to identify specific needs of different subgroups.

Phase 2: Priority setting. Based on diagnostic results, identify one or two pillars as initial priorities. The choice should reflect both the magnitude of the gap (largest deficits) and the potential for impact (pillars with strongest effects on work effectiveness or other pillars). Given the foundational role of value identification, this pillar often merits initial attention.

Phase 3: Intervention design. For selected priority pillars, design specific interventions drawing on the strategies outlined above. Interventions should be tailored to organizational context, resources, and culture. Where possible, design integrated interventions that address multiple pillars simultaneously (e.g., a leadership development program that addresses value identification, emotional belonging, and work engagement together).

Phase 4: Implementation. Pilot interventions with a subset of HQS before organization-wide rollout. Provide training and support to managers responsible for implementation. Communicate the rationale for interventions transparently to HQS to build buy-in.

Phase 5: Evaluation. Re-administer measures 6–12 months after implementation to assess change. Collect qualitative feedback through focus groups and interviews to understand what worked, what did not, and why. Use evaluation results to refine interventions.

7.3. Leadership Role

Leaders at all levels play critical roles in implementing these strategies. Senior leaders should articulate organizational values authentically, model value-congruent behaviors, and allocate resources to support interventions. Middle managers should translate organizational strategies into team-level practices, provide day-to-day support and feedback, and serve as role models for engagement and identification. Frontline supervisors should build supportive relationships, provide autonomy, recognize contributions, and address concerns promptly.

Leadership development programs should equip managers with skills in values-based leadership, supportive communication, conflict resolution, and psychological safety creation. Leader accountability for HQS engagement and retention should be incorporated into performance management systems.

8. DISCUSSION AND CONCLUSION

8.1. Summary of Contributions

This paper has developed a comprehensive strategic management framework for enhancing the work effectiveness of highly qualified specialists in Chinese enterprises. The framework comprises four interconnected strategic pillars-increasing work commitment, strengthening emotional belonging, enhancing organizational identification, and cultivating value identification-each supported by specific, actionable strategies derived from empirical findings and established theories.

The framework makes several contributions. First, it provides systematic guidance for translating empirical research on HQS psychological determinants into concrete management practices. Second, it recognizes the synergistic interrelationships among the four pillars, advocating for integrated rather than siloed interventions. Third, it is grounded in empirical evidence from a large-sample study of HQS in Chinese enterprises, ensuring relevance to the target context. Fourth, it offers a phased implementation approach that organizations can adapt to their specific circumstances.

8.2. Practical Implications

For Chinese enterprises, the framework offers a roadmap for optimizing HQS performance. Key practical implications include:

Measure what matters. Organizations should regularly assess work engagement, organizational identification, value identification, and emotional belonging using validated instruments. These measures should be integrated into regular HR analytics and used to diagnose strengths and weaknesses.

Invest in value identification. Given its foundational role in influencing both emotional belonging and work engagement, value identification merits strategic investment. Organizations should articulate clear, authentic values, ensure alignment between espoused values and enacted practices, and select and socialize for value fit.

Design integrated interventions. Rather than implementing isolated programs targeting single dimensions, organizations should design interventions that address multiple pillars simultaneously. Leadership development, performance management redesign, and culture change initiatives offer opportunities for integrated impact.

Develop leaders. Leaders at all levels need skills in values-based leadership, supportive communication, and engagement facilitation. Leadership development should be a strategic priority.

Adopt a long-term perspective. Changes in identification, belonging, and engagement develop over time. Organizations should expect improvements to emerge over 12–24 months rather than seeking immediate returns.

8.3. Limitations and Future Research

This framework has limitations that suggest directions for future research. First, the empirical findings on which it is based are cross-sectional; causal relationships among the pillars remain to be established through longitudinal research. Second, the framework was developed in the Chinese enterprise context; cultural adaptation may be needed for application in other national contexts. Third, the framework focuses on individual-level psychological variables; organizational-level factors (structure, strategy, technology) and environmental factors (market conditions, regulation) may also influence HQS work effectiveness. Fourth, the framework addresses HQS in general; different subtypes of HQS (research vs. development, individual contributor vs. manager) may require tailored strategies.

Future research should test the framework through longitudinal intervention studies, examine cross-cultural generalizability, explore moderators of strategy effectiveness, and develop industry-specific adaptations.

8.4. Conclusion

The effective management of highly qualified specialists is a strategic imperative for Chinese enterprises competing in the global knowledge economy. This paper has presented a comprehensive strategic framework for enhancing HQS work effectiveness, grounded in empirical research and established theory. The framework identifies four strategic pillars—work commitment, emotional belonging, organizational identification, and value identification—and provides specific, actionable strategies for each. By implementing these strategies in an integrated manner, Chinese enterprises can optimize HQS performance, reduce turnover, and build sustainable competitive advantage.

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