

The Impact of Leadership on Employee Performance: A Case Study Based on Huawei

Chen Zhang^{1*}

¹ Anqing Normal University, Anqing, China

Abstract. In today's society, business leaders increasingly attach great importance to leadership that can inspire employees' enthusiasm for work and make the entire company more orderly. The whole company is united and working towards the company's common goals. Leadership consists of a variety of elements, such as the leader's personality, the leader's values, emotional intelligence, the leader's ability to adapt and solve problems. At the individual employee level, the higher an employee's level of expertise, higher workability, higher work motivation, more growth opportunities, and higher potential will lead to better performance. Therefore, high-quality leadership has a vital role in promoting employee performance. This paper discusses the definitions of leadership and employee performance, analyzes the case of Huawei, illustrates the influence of leadership on employee performance, and makes management-related suggestions regarding corporate governance.

1 Introduction

In the new era, the importance of leadership is self-evident in the process of enterprise development, which is the practical embodiment of the people-oriented philosophy. Leaders need to prioritize understanding employees' genuine needs and growth to boost motivation and enhance their contribution to the company, ultimately enhancing overall employee performance. As a result, leaders try their best to provide resources and platforms for employees, with care and attention to employees, enhancing employees' sense of belonging and identity to the enterprise and constantly stimulating their enthusiasm for work. In addition, it is necessary to build a sound and efficient employee incentive system to promote employee performance.

2 Theoretical Basis

2.1 Leadership

At first, the term leadership referred to a personal image of the leader of an organization. Over time, the meaning of leadership has expanded to primarily refer to the ability to enable people in an organization to work together to create value. Leadership must take place within the relationship between manager and employee and the common goal between them. Therefore, leadership requires at least two or more people to accomplish something.

2.2 Employee Performance

Employee performance is a result of the hard work and input of individuals in the organization toward achieving the organizational objectives. In addition, employee performance can be considered as the effectiveness or outcome of employees' work resulting from organizational goals, customer satisfaction, and invested costs. Employee performance mainly consists of employee work behavior and employee work results.

3 A Brief Introduction to Huawei

3.1 Background Information

Huawei Technology Co., Ltd., referred to as Huawei, is a Chinese private enterprise mainly engaged in communication technology. It was founded by Ren Zhengfei in 1987, and its headquarters is located in Longgang District, Shenzhen City, Guangdong Province, China. Huawei is a focused global leader in information and communications technology. The company has always adhered to a robust management model and constantly innovates and learns. In addition, with great social responsibility, Huawei is committed to creating more beautiful things for the information society and enabling information and communication technology to connect the world.

* Corresponding author: 18156835075@163.com

3.2 Related Systems

3.2.1 Welfare Perks

Huawei offers excellent welfare perks, with employees receiving top-tier industry salaries. The average monthly wage for employees is 23,117 yuan, including year-end bonuses, insurance, housing funds, and housing provident fund. At the same time, the company has purchased commercial insurance for every employee. Working in Huawei is intense and stressful, and overtime work is frequent. To make up for it, Huawei provided a shuttle bus service and supper. Furthermore, the company offers rewards for product evaluation and equity to supplement employees' pay and also includes free charging services for employees.

3.2.2 Social Contribution

Huawei has shown a strong commitment to social responsibility by contributing to society in many ways, including scientific and technological innovation, educational support, environmental protection initiatives, and offering secure and dependable products. Specifically, Huawei is engaged in scientific and technological innovation to shoulder social responsibilities and promote fair and quality education. More than 600 schools have been implemented under the promotion of the Huawei TECH4ALL Education Project. Huawei follows the idea of "harmonizing science and technology with nature" for environmental protection and is committed to reducing carbon emissions, utilizing renewable energy, and enhancing the circular economy. At the same time, Huawei participated in the Digital With Purpose initiative by GeSI and committed to taking action on climate change. In addition, Huawei takes network security and privacy protection as the company's top priority and is constantly developing a full range of secure and reliable products to reduce risks to customers as much as possible.

4 The Impact of Leadership on Employee Performance: A Case Study Based on Huawei

4.1 People-Oriented Management Philosophy

Leadership is based on a people-oriented management philosophy, and Huawei has applied it in its management. Employees' recognition and respect can be achieved by acknowledging their genuine inner needs and emotional experiences. Next, ensure that the employees experience a positive atmosphere of teamwork within the company. At the same time, the people-oriented idea is the core of the leadership model in the new era. The employee-centric philosophy in business management means putting employees at the center, which emphasizes that the company should regard employees as the most important and pay sufficient attention to their professional development.

Under the guidance of this philosophy, leaders actively create a good working environment and working conditions to meet the needs of employees in all aspects, such as material, spiritual, and development needs. In addition, leaders should set up a scientific and efficient employee compensation system and formulate a good welfare system [1]. For instance, Huawei pays its employees a salary that ranks at the top within the industry, leading to higher engagement among the employees in their work. Huawei cares about its employees by covering insurance and housing costs, offering commercial insurance for each employee, and providing midnight snacks and shuttle bus service for those working late. Through all of this, employees feel that the company cares and is motivated to work hard in their positions. On the other hand, companies should provide employees with appropriate material rewards that motivate them to work hard and contribute to the company. In addition, companies must create a harmonious and inclusive atmosphere to make employees feel at home, strengthen their sense of belonging and identity, and promote improved employee performance.

4.2 Build A Corporate Culture Based on Trust

The implementation of leadership requires cooperation between leaders and employees, and trust is essential. Leaders should trust and support employees, communicate and listen to their ideas, and constantly encourage them. They should also listen carefully to employees' suggestions and opinions and actively respond to and fulfill their reasonable requests. The focus of the leadership model is to build trust between managers and employees, emphasizing the emotional connection and appreciation between the two. Leaders and employees trust each other, and leaders should also provide full support to employees on this basis. Simultaneously, we must promptly determine if employees are facing challenges and offer support and advice when needed to assist them in tackling obstacles and finishing assignments. In short, trust can make enterprises go further [2]. Furthermore, by organizing regular sharing meetings, leaders enable employees to comprehend the enterprise's vision and mission, as well as recognize the importance of their roles and contributions to the company's growth, thereby enhancing their sense of duty and mission. Enterprise managers need to consistently communicate the core values of the company, guide employees in adopting the right values, and strengthen their ethics and integrity. Ultimately, leaders must foster a positive team environment, enhance communication and collaboration among team members, build solid unity and togetherness, and achieve better employee performance.

4.3 Adopt Personalized Incentive Approaches

Huawei has a perfect and efficient employee incentive system, which makes employees more willing to work hard in their posts. Every employee is a unique individual and has different needs. Therefore, incentive

methods cannot be the same for each employee. Individual methods must be selected to meet the needs of employees. Before creating a perfect incentive system for employees, company managers must know the personality of employees and fully understand their needs to provide targeted recognition, appreciation, and support. First, leaders can challenge employees to improve themselves and provide them with a more advanced and broader platform. Second, for employees who want to live in harmony with their colleagues, managers should try their best to create a warm and comfortable working environment and an atmosphere of good interpersonal relations, provide more help and support, and make employees feel valued. Third, for employees who love learning, enterprises should provide them with resources and platforms to facilitate them to learn more knowledge and skills to help them realize their pursuits [3]. When leaders are prepared to establish circumstances and offer resources to employees, they will effectively ignite employee's enthusiasm and encourage them to contribute more to the organization.

Furthermore, leaders are recommended to implement strategies like job rotation and project assignments to allow employees eager for new experiences to engage with various tasks and responsibilities, broaden their perspectives, and enhance their skills. Moreover, leaders need to prioritize the career planning of their employees, offer guidance and support for their long-term growth, and empower them to succeed in their workplace. These methods can greatly improve the enthusiasm and responsibility of employees and improve employee performance.

5 Management Suggestions Based on the Impact of Leadership on Employee Performance

5.1 The Practice of Strengthening New Leadership

In the new era, it is necessary for enterprises to construct a new leadership model to adapt to the development of the times. The new leadership approach involves empowering and acknowledging employees' skills to enhance their capabilities and assist them in achieving their professional growth. With the assistance of new leadership, employees are given complete trust by their leaders, allowing them to independently engage in decision-making and explore different job tasks and responsibilities until they get jobs they are passionate about and skilled in. At the same time, leaders must trust employees, have faith in their abilities, and encourage them to take risks. Leaders must assist employees by offering resources and platforms to help them solve work-related challenges effectively and successfully overcome them. [4]. In the process of implementing new leadership, the ability of employees can be improved qualitatively, and the leadership will be enhanced. The enhancement of the two is conducive to enterprises to create higher value.

The new leadership empowers employees and becomes an empowering leadership. Leaders utilize the potential and motivation of their employees by establishing trust and providing recognition, enabling them to continually improve and understand their value. It is beneficial for the advancement and growth of businesses. Leaders are proactive in assisting employees to fully utilize their work passion and creative thinking and apply their professional skills to their job tasks. Simultaneously, workers will have increased trust in the company and see a positive cycle in action. Finally, employees' satisfaction and loyalty to the enterprise will be significantly improved, resulting in a high sense of belonging and identity to the enterprise.

5.2 Encourage Employees to Achieve Self-Innovation

In implementing the leadership model, we should create a relaxed and harmonious working atmosphere, recognize the employees' work results, and actively encourage them to achieve self-innovation and self-realization. Especially for enterprises such as Huawei that need to improve their scientific and technological level, the importance of innovation is self-evident. Innovation is essential for science and technology companies to thrive, involving employees' self-innovation and the continual growth of the companies. In addition, leaders should hold regular communication meetings, provide employees with ways to express their views and suggestions, show their talents, and make employees match their positions, which is the root of the orderly operation of enterprises [5]. Leaders can facilitate employees sharing their experiences and support them in reflecting on their failures and successes. During the practice of innovation, employees' creativity is unlocked, and their worth is demonstrated, boosting their work motivation significantly. In addition, employees break through their limitations, constantly challenge difficult jobs at higher levels, and improve their professionalism, thus helping enterprises achieve their business goals. To sum up, enhance the ongoing growth of the company by engaging in self-improvement, achieving personal value, and contributing ideas and actions, thus boosting their feelings of achievement and pride. These will make employees constantly improve their work enthusiasm and improve employee performance.

5.3 Promote Employees' Self-Learning

In the leadership model, we emphasize the learning and development of employees. Leaders use a variety of ways to create learning opportunities for employees. Managers have established a comprehensive and systematic training system and provide individual and diverse training programs, from introductory training to advanced training, according to the needs of employees. It is essential to invest the necessary resources for the individual development of employees, so leaders hire professional game trainers and purchase advanced scientific training equipment so that employees can

receive training in all aspects and continuously improve their abilities. Leaders should be creative in their training approaches, utilizing online and offline methods, theoretical and practical sessions, and offering targeted training like on-the-job and job rotation to provide employees with ample opportunities to learn and grow. Furthermore, the company conducts mentorship training to allow seasoned employees to mentor new hires and facilitate the passing on of organizational culture [6]. Leaders develop career plans based on employees' differences and provide a scientific direction for long-term growth. In addition, leaders actively communicate with employees, understand employees' ideas and development needs, and actively help employees establish correct career development goals. A proper career development path must be designed for employees, and resources and platforms should be provided for on-the-job training and project experience. Managers need to create a good learning environment and encourage employees to communicate and inspire each other so that they can learn and grow from each other. Leaders can build learning platforms such as corporate universities and corporate learning groups, offering employees opportunities and resources for in-service learning, thus promoting employees' automotive learning and upgrading, improving employee performance.

6 Conclusion

To sum up, leadership is gaining increasing support from business leaders, and in the context of the new era, new leadership models that are in line with the development trends of the time will continue to promote the further development of organizations. Company managers need to take it into practice, introduce new leadership models, and continually foster the personal potential of their employees. In addition, they provide employees with high-quality platforms and resources so that employees' professional needs can be met and their abilities recognized. In the future, an increasing number of businesses will adopt the idea of leadership. Many more business leaders are starting to recognize the significance of focusing on employees, prioritizing their career growth, enhancing their loyalty and connection to the company, and ultimately establishing a modern, happy, high-performing organization.

References

1. Zhang J D, Cheng H, Guo W, et al. The impact mechanism of virtual leadership on employee performance: a double case study based on grounded theory [J]. *Management Case Studies and Reviews*, 2024, 17 (04): 616-629.
2. Wang H Y. Impact of Goal-Oriented Leadership on Employee Performance [J]. *Accounting Learning*, 2023, (21): 152-154.
3. Deng Qi. The Impact of Service Leadership on Employee Performance and Loyalty [J]. *China-Afghanistan Science and Technology Forum*, 2020, (05): 102-104.

4. Libo F, Jinhai Y, Jiehui S. Research on the Influence of Female Leadership Traits on Employee Performance——Based on the Mediation Effect of Team Atmosphere [J][J]. *Journal of Nanjing Audit University*, 2017, 14(04): 34-43.
5. Jing J, Wang S, Yang J, et al. The influence of empowering team leadership on employees' innovation passion in high-tech enterprises[J]. *Frontiers in Psychology*, 2022, 13: 928991.
6. Dawei H. Analyze the scientific nature of employee performance management-Taking Wal-Mart (China) as an example [J]. *Mall Modernization*, 2015, (16): 129