

The Mediating Role Of Ethical Behaviour On The Impact Of Public Relationship Management On The Organisational Performance Of Huawei Products In Shenzhen, China

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Cite this paper as: Peng Chengen, Abhijit Ghosh, Rozaini binti Rosli (2024). The Mediating Role Of Ethical Behaviour On The Impact Of Public Relationship Management On The Organisational Performance Of Huawei Products In Shenzhen, China. *Frontiers in Health Informatics*, 13 (8) 3480-3487

ABSTRACT

This study statistically analyses the impact of public relations management on the organisational performance of Huawei products in Shenzhen, China, with a focus on ethical behaviour as a mediator. From 1700 stakeholders, including employees, customers, and business associates, opinions on advertising campaigns, ethical policies, and organisational KPIs were collected using a structured survey. The poll used a Likert scale to evaluate attributes, with a focus on areas such as stakeholder engagement, overall happiness, and the effectiveness of communication. This study used statistical methods, such as regression and correlation analysis, to look for connections between PRM and organisational success. A mediating variable was used namely, ethical conduct. Preliminary research indicates that effective public relationship management is significantly associated with improved organisational performance measures, such as sales growth, customer retention, or brand reputation. Furthermore, the results stress the role of ethical conduct in mediating this relationship, drawing attention to its role in fostering trust and loyalty among stakeholders. In addition to improving organisational performance, the study indicated that Huawei's commitment to ethical PR tactics strengthened relationships with stakeholders. Especially in highly competitive industries, these results highlight the importance of corporations incorporating ethics into their public relations strategies for long-term success. The findings provide actionable advice that Huawei and similar businesses may use to boost their performance via the use of strategic PRM strategies grounded on ethics.

Keywords: *Public relationship management, Organisational performance, Ethical behaviour, Huawei products.*

1. INTRODUCTION

Companies that want to succeed in today's cutthroat business climate need to have a solid public relationship management (PRM) strategy. This is especially the case with Huawei, a Chinese multinational conglomerate based in Shenzhen that dominates the telecom and technology industries. It is becoming more apparent that PRM has a significant role in determining organisational results as Huawei faces obstacles including market rivalry, customer trust, and company reputation (Liu, 2023). With an emphasis on the mediating function of ethical conduct, this research investigates the relationship between successful PRM and the organisational performance of Huawei goods. Building trust and credibility among customers, including consumers, workers, and partners, requires public relations professionals to behave ethically. To stay ahead of the competition in this age of fast technical innovation and changing customer expectations, companies like Huawei must emphasize ethical standards. Huawei may increase organisational performance by increasing stakeholder involvement and loyalty via the integration of ethical principles into its public relations initiatives (Berning, 2019).

Sales growth, company image, and customer happiness are some of Huawei's performance measures that this study intends to examine in connection to PRM. In addition, it examines the role of ethical conduct as a moderator in this connection, highlighting the significance of honesty in communication tactics. This relationship is important to understand because it reveals how well Huawei's PR campaigns were executed and it gives other companies ideas on how to improve their performance by becoming more ethical. The research concludes with important implications for both academics and practitioners by demonstrating the interplay between public relations, ethical conduct, and organisational performance. How ethical public managing relationships help to long-term success in a dynamic and complicated industry may be better understood by looking at Huawei's strategy (Lin, 2023).

2. BACKGROUND OF THE STUDY

For organisations to establish and sustain connections with their many stakeholder groups, PRM is a crucial part of strategic communication. Effective public relations management is critical for Huawei, a leading global technology company headquartered in Shenzhen, China, to adapt to a dynamic market with fierce competition and shifting customer expectations. Strong public relations and marketing tactics that emphasize honesty and integrity are necessary in light of the difficulties Huawei has encountered as a result of public interest and geopolitical concerns (Lu et al., 2023). Maintaining a level of candour, transparency, and responsibility in all interactions is what researchers mean when researchers talk about public relations ethics. To build confidence with its customers, investors, and partners, Huawei places a strong emphasis on ethical standards. People are starting to take notice of CSR initiatives, and they are showing a preference for firms that are ethically committed. Therefore, Huawei's organisational effectiveness may be greatly affected by how well it manages its public relations while being ethical (Zhang et al., 2020).

An organization's stakeholder relationships, consumer happiness, and brand loyalty may all benefit from a firm's commitment to ethics, according to the research. Incorporating ethical behaviour into Huawei's public relations and marketing efforts serves to both reduce the likelihood of negative outcomes and elevate the company's standing in the eyes of its target audience. The Huawei brand and the company as a whole may benefit from an emphasis on ethical public relations. Examining PRM, ethical behaviour, and organisational performance as they pertain to Huawei goods is the primary objective of this research. The study aims to shed light on how successful public relationship management may lead to long-term success and a competitive edge in the technology industry, especially in the complicated Shenzhen environment, by analysing these dynamics (Zhang, 2024).

3. PURPOSE OF THE STUDY

The researchers in this study aimed to investigate the impact of PRM on the productivity of Huawei's headquarters in Shenzhen, China. This research aims to examine the mediating role of ethical conduct in the relationship between effective public relations strategies and enhanced company reputation and customer loyalty. This research seeks to elucidate these dynamics to enhance Huawei's PRM processes, fostering sustainable growth and competitiveness while upholding ethical standards.

4. LITERATURE REVIEW

Results from the many studies that have examined the link between PRM, and organisational performance have shown that strong communication tactics are crucial to increasing stakeholder involvement and the likelihood of a company's success. According to the research excellence idea, when public relations strategies are successful in building trust and understanding among stakeholders, it helps organisations achieve their goals (Fei, 2024). The significance of strategic communication in gaining a competitive edge is emphasised by this core framework. The importance of acting ethically

within PRM has been highlighted in recent research. Organisational reputation, customer trust, and brand loyalty are all positively impacted by ethical public relations tactics. To maintain organisational effectiveness, it is essential to foster healthy connections with stakeholders, and ethical behaviour may help with that. The difficulties of geopolitical monitoring and public image need a strong dedication to ethical communication on the part of Huawei (Hu, 2024).

Furthermore, there has been a lot of talk in the academic community on how ethical behaviour mediates the link between PRM and organisational success. Organisational results may be impacted by ethical issues in public relations management, which in turn affect the efficacy of communication tactics. New research supports this view, showing that doing the right thing increases confidence in a company and its products, which in turn boosts sales and the market's overall performance. Ethical PRM processes are critical for Huawei because of the complicated and competitive technical environment in which the company works. Recognising the relationship between PRM, ethical conduct, and organisational success is crucial as the firm works to improve its reputation and win over customers' confidence. Additional research into these dynamics is required, according to this literature assessment, especially in light of Huawei's specific operating setting in Shenzhen, China (Wen, 2020).

5. RESEARCH QUESTION

- i. How to examine the perceptions of stakeholders regarding Huawei's PRM efforts and their impact on brand loyalty and trust in Shenzhen, China?

6. RESEARCH METHODOLOGY

The researcher used a convenient sampling technique in this research.

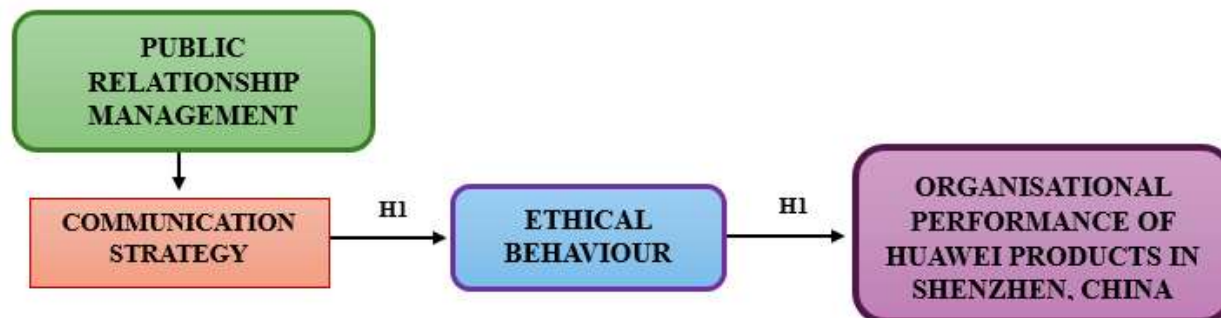
Research design: Quantitative data analysis was performed with SPSS version 25. The amalgamation of the odds ratio or the 95% confidence interval elucidated the characteristics and progression of this statistical connection. The p-value was established at below 0.05 as the threshold for statistical significance. The data was examined descriptively to offer a thorough comprehension of its fundamental attributes. Quantitative methodologies are defined by their reliance on computational tools for data processing or their use of mathematical, arithmetic, and statistical analysis to objectively evaluate responses to surveys, polls, or questionnaires.

Sampling: A convenient sampling technique was applied for the study. The research relied on questionnaires to gather its data. The Rao-soft program determined a sample size of 1547. A total of 1800 questionnaires were distributed; 1753 were returned, and 53 were excluded due to incompleteness. In the end, 1700 questionnaires were used for the research.

Data and Measurement: A questionnaire survey served as the main data collector for the study. There were two sections to the survey: (A) General demographic information and (B) Online & non-online channel factor replies on a 5-point Likert scale. Secondary data was gathered from a variety of sources, with an emphasis on online databases.

Statistical Tools: Descriptive analysis was used to grasp the fundamental character of the data. The researcher applied ANOVA for the analysis of the data.

6.1 Conceptual Framework



7. RESULTS

7.1 Factor Analysis

When validating the underlying component arrangement of a collection of measurement items, Factor Analysis (FA) is often used. It is believed that latent, non-observable factors influence the observed variables' scores. Models are the backbone of the accuracy analysis (FA) technique. Linking observable occurrences, underlying causes, or measurement mistakes is the main emphasis of this study.

One way to determine whether data is suitable for factor analysis is to use the Kaiser-Meyer-Olkin (KMO) Method. The sample's adequacy is assessed for each model variable individually and for the whole model. A large amount of potential common variation among numerous variables may be measured using statistics. Factor analysis works well with data that has lower percentages.

With KMO, they may create numbers between zero and one at random. Kaiser-Meyer-Olkin (KMO) values between 0.8 and 1 indicate that the sample is adequate.

It is necessary to take remedial action if the KMO is less than 0.6, which indicates that the sampling is inadequate. Use your best discretion; some authors use 0.5 as this, therefore the range is 0.5 to 0.6.

- If the KMO is close to 0, it means that the partial correlations are large compared to the overall correlations. Component analysis is severely hindered by large correlations, to restate.

Kaiser's cutoffs for acceptability are as follows:

A dismal 0.050 to 0.059.

- 0.60 - 0.69 below-average

Typical range for a middle grade: 0.70–0.79.

Having a quality point value between 0.80 and 0.89.

The range from 0.90 to 1.00 is stunning.

Table 1: KMO and Bartlett's Test

KMO and Bartlett's Test^a		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.976
Bartlett's Test of Sphericity	Approx. Chi-Square	6970.195
	df	190
	Sig.	.000
a. Based on correlations		

The overall significance of the correlation matrices was further confirmed by using Bartlett's Test of Sphericity. A value of 0.976 is the Kaiser-Meyer-Olkin sampling adequacy. By using Bartlett's sphericity test, researchers found a p-value of 0.00. A significant test result from Bartlett's sphericity test demonstrated that the correlation matrix is not a correlation matrix.

7.2 Test for Hypothesis

7.2.1 Dependent Variable

• Organisational Performance of Huawei Products in Shenzhen, China

One measure of Huawei's organisational success in Shenzhen, China, is how well the company does in developing and selling its products or expanding its position in the market. An increase in profits, market share, satisfied customers, and new product development are all components of it. There are a lot of factors that affect its success, including the standard of public contacts, operational processes, and strategic choices. In a highly competitive market, Huawei has shown again and again that it can adapt to consumer needs, keep its technological advantage, and maintain its position as an industry leader (Guo & Zhang, 2023).

7.2.2 Mediating Variable

➤ Ethical Behaviour

A person or group is acting ethically when they seek preexisting norms of behaviour to guide their moral decision-making. It includes being truthful, having integrity, being fair, and taking responsibility, and it affects how one behaves towards others and their responsibilities. Building relationships with consumers, boosting reputation, and staying out of trouble with the law are all benefits of acting ethically at work. Organisations may meet society's expectations, create a positive work environment, and succeed in the long run by focusing on ethical standards (Xie & Chen, 2019).

7.2.3 Independent Variable

➤ Public Relationship Management

Managing the relationships between a company and its many stakeholder groups—including the general public, employees, investors, and consumers is called PRM. To do this, one must be cognizant of their audience's impressions of them, take measures to control their reputation, and promote open communication to foster connection and engagement. Increasing brand recognition and loyalty may be achieved by several means of public relations, such as media relations, social media, and community involvement. The end aim is to ensure success in the long run by coordinating the expectations of stakeholders with the objectives of the company (Liu & Zhao, 2020).

- **Communication Strategy**

The goal of developing a communication strategy is to ensure that your message reaches your target audience as efficiently and effectively as possible. It specifies the intended results, major points, audiences, and routes of communication. The strategy's stated objective is to guarantee that all messages are clear and consistent by coordinating communication with organisational objectives. A communication strategy improves engagement, comprehension, and connections by determining who needs to be informed and then creating material specifically for them. Using it as a guide, they may react to comments or crises, manage public opinion, and disseminate information efficiently (Dou & Gao, 2022).

- **Relationship Between communication strategy and Organisational Performance of Huawei Products in Shenzhen, China through Ethical Behaviour**

When it comes to the success of Huawei's operations in Shenzhen, China, the company's communication strategy is paramount. Huawei builds trust and credibility with stakeholders by encouraging ethical and transparent behaviour. Customers' expectations and the company's values may be better aligned via clear and precise product information provided through effective communication. The alignment has a direct effect on sales or market share since it increases customer happiness and loyalty. Having a solid code of ethics also boosts morale and teamwork, which in turn increases output. Therefore, Huawei's market position and overall organisational performance are both bolstered by a strong marketing strategy based on ethical behaviour (Wan et al., 2019).

Based on the above discussion, the researcher formulated the following hypothesis, which was to analyse the relationship between communication strategy and the organisational performance of Huawei products in Shenzhen, China through ethical behaviour.

“H₀₁: There is no significant relationship between communication strategy and organisational performance of Huawei products in Shenzhen, China through ethical behaviour.”

“H₁: There is a significant relationship between communication strategy and organisational performance of Huawei products in Shenzhen, China through ethical behaviour.”

Table 2: H₁ ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	99894.736	1102	5893.785	5062.279	.000
Within Groups	2031.749	597	5.194		
Total	101926.485	1699			

In this study, the result is significant. The value of F is 5062.279, which reaches significance with a p-value of .000 (which is less than the .05 alpha level). This means the ***“H₁: There is a significant relationship between communication strategy and organisational performance of Huawei products in Shenzhen, China through ethical behaviour.”*** is accepted and the null hypothesis is rejected.

8. DISCUSSION

The impact of public relations on Huawei's bottom line in Shenzhen, China, highlights the need for honest communication and buy-in from all stakeholders. Developing meaningful relationships allows Huawei to boost performance KPIs like customer satisfaction and brand loyalty. Researchers may moderate these relationships and ensure their dependability and honesty by behaving ethically. Huawei boosts its public image by prioritising ethical standards, which boosts employee morale and devotion and enhances organisational outcomes. Therefore, by strategically

emphasising ethical public relations, Huawei may enhance its operational performance or strengthen its position in the market.

9. CONCLUSION

A well-managed public relations campaign is essential to the success of Huawei's Shenzhen, China, business. If Huawei prioritises ethical conduct, it will earn confidence and enhance relationships with stakeholders, which might lead to an increase in customer loyalty and worker engagement. This approach improves the company's standing in the market and its bottom line. Huawei is preparing itself for long-term success in a fiercely competitive sector by integrating ethical considerations into its public relations efforts.

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