

THE MEDIATING INFLUENCE OF ETHICAL BEHAVIOUR ON IMPACT OF PUBLIC
RELATIONSHIP MANAGEMENT ON THE ORGANISATIONAL PERFORMANCE OF HUAWEI
PRODUCTS IN SHENZHEN, CHINA.

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ABSTRACT

This study examines the impact of public relations management on the organisational performance of Huawei products in Shenzhen, China, while considering the role of ethical behaviour as a mediating factor in this context. Evaluation through survey was employed to gather perspectives from 1,700 stakeholders, encompassing employees, consumers, and business partners, concerning advertising initiatives, ethical business conduct, and organisational success indicators. This has indicated stakeholder participation, overall satisfaction, and communication efficacy, use a Likert scale for quantification. The correlations between public relations management (PRM) and organisational success were examined using statistical analysis through use of ANOVA. The mediating variable in this instance was ethical conduct. Effective public relations management is significantly associated with improved organisational performance metrics, as indicated by preliminary research. Moreover, the findings emphasise the significance of ethical conduct in mediating this relationship, highlighting its importance in cultivating trust and loyalty among stakeholders. The study indicates that Huawei's dedication to ethical public relations enhanced organisational performance and fortified stakeholder connections. These findings represent the necessity for firms in competitive sectors to include ethics into their public relations strategy for sustained success. The findings offer pragmatic recommendations that Huawei and analogous enterprises can employ to enhance their performance by implementing ethical strategic PRM strategies.

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

INTRODUCTION

Organisations benefit from fostering excellent relationships with clients and other stakeholders in the current competitive landscape. Huawei, a multinational firm headquartered in Shenzhen, China, dominates the telecommunications and technology sectors. In current situation, the problems associated with market

competition, customer trust, and corporate reputation, it is evident that PRM significantly influences organisational outcomes for Huawei. This study investigates the relationship between successful PRM and the organisational performance of Huawei products, emphasising the mediating function of ethical behaviour. Public relations professionals must adhere to ethical standards to gain the respect and trust of their clientele, including consumers, employees, and business partners (Edwards, 2021). This benefits companies such as Huawei, striving to remain competitive in this age of swift technical progress and evolving consumer expectations, must prioritise ethical principles. Further, incorporating ethical ideals into Huawei's public relations strategies can enhance organisational performance by promoting more involvement and loyalty among stakeholders.

This study intends to examine Huawei's performance measures concerning PRM, including sales growth, corporate image, and customer satisfaction. It underscores the significance of honesty in communication techniques and examines how ethical conduct serves as a moderating factor in this context. The efficacy of Huawei's public relations initiatives is evident in this relationship, which also provides insight into how other firms could improve their success by embracing more ethical methods. The interplay of public relations, ethical conduct, and organisational performance, which has substantial implications for both scholars and practitioners (Guo, 2022). Analysing Huawei's strategy may illuminate the role of ethical public relations management in achieving sustained success within a complex and dynamic market.

BACKGROUND OF THE STUDY

Strategic communication must use PRM to foster and sustain connections with diverse stakeholder groups. To maintain a competitive edge in a rapidly evolving market characterised by fierce competition and fluctuating consumer preferences, Huawei, a leading global technology firm headquartered in Shenzhen, China, depends significantly on proficient public relations management. In light of the obstacles encountered by numerous organisations due to public scrutiny and geopolitical issues, it is essential to adopt robust public relations and marketing strategies that emphasise transparency and integrity (Wachid et al., 2024). Other than this, researchers suggest that public relations ethics necessitate unwavering honesty, transparency, and accountability in all interactions. Huawei credits its success to its dedication to ethical business practices, which it employs to gain the trust of clients, investors, and business partners. Consumers are increasingly attentive to corporate social responsibility (CSR) initiatives and are choosing companies with robust ethical principles. Thus, the success of Huawei's public relations and ethical conduct management may substantially influence the company's organisational efficacy.

Company's commitment to ethics can positively influence stakeholder relationships, consumer satisfaction, and brand loyalty. Incorporating ethical behaviour into a

company's public relations and marketing activities reduces the likelihood of adverse outcomes and enhances brand credibility among consumers. An ethical public relations approach could enhance Huawei's reputation and business performance. The primary objective of this research is to examine PRM, ethical conduct, and organisational performance concerning Huawei products. This paper analyses these dynamics to demonstrate how excellent public relationship management can yield long-term success and a competitive edge in the technology sector, especially within the intricate Shenzhen context (Velasco et al., 2024).

PURPOSE OF THE STUDY

This study has the purpose to critically investigate the impact of PRM on productivity at Huawei's headquarters in Shenzhen, China. It would also examine how ethical behaviour influences the relationship between robust public relations initiatives and favourable company outcomes regarding reputation and consumer loyalty in China. This research seeks to elucidate the dynamics of Huawei's PRM processes for enhancement purposes. It aims to foster sustainable growth, enhance competitiveness, and uphold ethical standards for companies like Huawei to gain sustainable competitive advantage in the long term.

LITERATURE REVIEW

Literature research indicates that good communication strategies, PRM and organisational performance collaboratively enhance stakeholder involvement, hence increasing a business's likelihood of success. Effective public relations methods assist organisations in achieving their objectives by fostering trust and comprehension among stakeholders, as articulated in the concept of research excellence. This principle underscores the significance of strategic communication in achieving a competitive edge. Recent research has demonstrated the significance of ethical conduct in the management of PRM. Ethical public relations techniques positively influence an organization's reputation, customer trust, and brand loyalty (Khan et al., 2022). Fostering constructive relationships with stakeholders is essential for the effective operation of a business, and ethical conduct may represent a beneficial approach. In light of the difficulties associated with geopolitical surveillance and public perception, Huawei would benefit from exhibition of a robust dedication to ethical communication.

The role of ethical behaviour in mediating the relationship between PRM and organisational success has garnered significant scholarly interest. Ethical considerations in public relations management can significantly impact the efficacy of an organization's initiatives. Recent studies corroborate this, indicating that consumers exhibit greater trust in a brand that operates ethically, hence increasing demand for the company's products and services and eventually enhancing market performance. In light of Huawei's intricate and competitive technological landscape,

ethical PRM practices are paramount. To enhance the company's reputation and secure consumer trust, it is crucial to comprehend the relationship between public relations management (PRM), ethical conduct, and organisational success (Elshaer et al., 2024). This literature study suggests that additional examination of these processes is essential, especially given the distinctive operational context of Huawei in Shenzhen, China.

RESEARCH QUESTION

What of the influence of PRM on organisational performance of Huawei products in Shenzhen, China?

METHODOLOGY

RESEARCH DESIGN

Quantitative data analysis was conducted using SPSS version 25. The integration of the odds ratio and the 95% confidence interval elucidates the characteristics and evolution of this statistical association. The threshold for statistical significance was established at a p-value of less than 0.05. The data was examined descriptively to elucidate its fundamental properties. Quantitative approaches utilise computational tools or employ mathematical, arithmetic, or statistical analysis to process data or objectively assess survey, poll, or questionnaire responses.

SAMPLING

This research employed a convenience sampling method. Data for the study were collected via questionnaires. A total of 1547 individuals were selected for the sample using the Rao-soft algorithm. A total of 1,800 questionnaires were distributed; 1,753 were returned, with 53 excluded due to incompleteness. The investigation finally utilised 1,700 questionnaires.

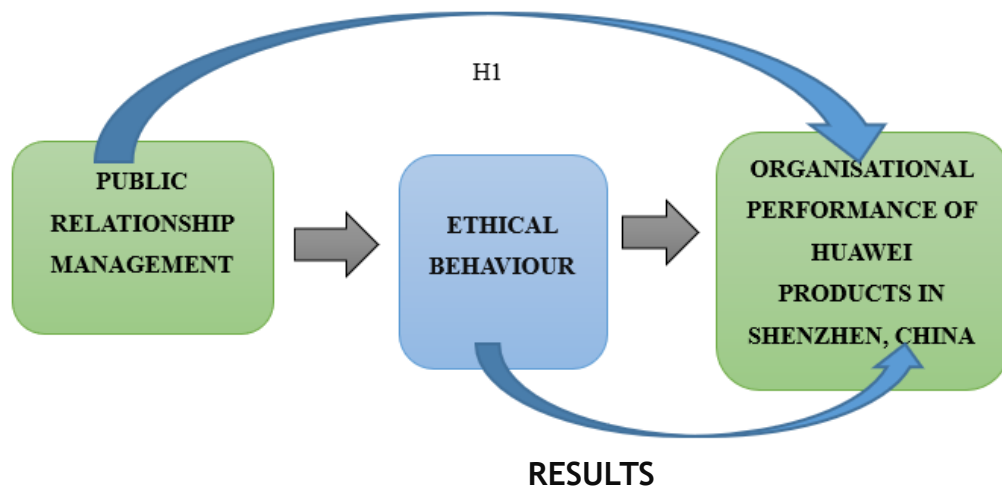
DATA AND MEASUREMENT

The predominant data for the study was obtained from a questionnaire survey. The initial section of the survey solicited fundamental demographic data, whereas the subsequent section required participants to evaluate the significance of diverse channels (both online and offline) utilising a 5-point Likert scale. A comprehensive array of secondary sources, including online databases, was meticulously examined to get the requisite information.

STATISTICAL TOOLS

Descriptive analysis was employed to obtain a fundamental comprehension of the data. The researcher utilised ANOVA to analyse the data.

CONCEPTUAL FRAMEWORK



Factor Analysis: When validating is a component arrangement of a collection of measurement items, Factor Analysis (FA) is often used. 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. FA 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 poor range of 0.050 to 0.059.

Below-average by 0.60 to 0.69

Middle grades typically fall within the range of 0.70-0.79.

Ranging from a quality point value of 0.80 to 0.89.

Incredible variation occurs between 0.90 and 1.00.

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		

“Bartlett's Test of Sphericity Test” further confirmed the general relevance of the correlation matrices. “The Kaiser-Meyer-Olkin” sample adequacy value is 0.976. The researchers obtained a p-value of 0.00 using “Bartlett's sphericity test”. The correlation matrix was demonstrated to be invalid with a significant result from “Bartlett's sphericity test”.

DEPENDENT VARIABLE

Organisational Performance of Huawei Products in Shenzhen, China: In Shenzhen, China, the organisational performance of Huawei goods is the degree to which the corporation meets its objectives in terms of product development, sales, or market presence. Growth in revenue, market share, customer happiness, and innovation output are all part of it. The quality of public interactions, operational procedures, and strategic decisions all play a role in its performance. The capacity to adapt, meet customer demands, and retain a leadership position in technology is shown by Huawei's exceptional organisational performance in a competitive environment (Guo & Zhang, 2023).

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).

Relationship between Public Relationship Management and Organisational Performance of Huawei Products in Shenzhen, China: PRM activities have predominantly facilitated the success of Huawei's products in Shenzhen, China. Through the cultivation of strong relationships with corporate partners, government entities, consumers, and suppliers, Huawei enhances its reputation and market standing via effective public relations management. Huawei's commitment to transparent communication and favourable public perception may foster customer loyalty, increase revenue, and enhance competitive advantage. Public relations management aids crisis management by enabling businesses to address public disagreements and challenges while safeguarding their brand. Moreover, it endorses CSR initiatives, so enhancing Huawei's reputation and bolstering the faith of its suppliers. Effective PRM solutions directly influence corporate success by facilitating market expansion, ensuring regulatory compliance, and bolstering consumer confidence, so improving organisational performance. Given PRM provides a competitive edge in Shenzhen's dynamic sector and facilitates long-term growth, it is evident that Huawei's success is fundamentally reliant on it. Investing in strategic Partner Relationship Management may facilitate a company's attainment of stability and profitability over time (Agarwal & Gupta, 2024).

The researcher in Shenzhen, China, set out to test the premise that public relationship management (PRM) has an effect on the organisational performance of Huawei Products in light of the preceding debate.

H₀₁: There is no significant relationship between public relationship management and organisational performance of Huawei Products in Shenzhen, China.

H₁: There is a significant relationship between public relationship management and organisational performance of Huawei Products in Shenzhen, China.

Table 2: H₁ ANOVA Test.

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	99588.620	731	5102.142	958.869	.000
Within Groups	1492.770	968	5.321		
Total	14081.390	1699			

In this study, the result is significant. The value of F is 958.869, 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 public relationship management and organisational performance of Huawei Products in Shenzhen, China” is accepted and the null hypothesis is rejected.

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. 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.

Public relations at Huawei in Shenzhen, China, influenced business results, demonstrating the need for open dialogue and participation from all parties involved. Huawei can improve performance KPIs like brand loyalty or customer happiness by cultivating strong connections. By acting ethically, researchers may mediate these connections and make sure they are based on honesty and reliability. By placing a premium on ethical standards, Huawei improves its public image, which in turn increases staff morale and dedication, which in turn leads to better organisational results. So, Huawei may improve its market position or operational performance by strategically focusing on ethical public relations.

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. In addition to this, improving the enterprise performance of Huawei goods in Shenzhen, China, requires efficient public relations management. Customer loyalty and staff engagement may both rise if Huawei emphasizes ethical behaviour, which in turn builds trust and strengthens relationships with stakeholders. Both the company's reputation and operational results are enhanced by this strategic strategy. Incorporating ethical concerns into Huawei's public relations strategies sets the company up for long-term success in a cutthroat industry.

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