The Relationship Between Leadership and Employee Performance

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Abstract: This article delves into leadership from multiple perspectives, emphasizing its crucial role in shaping the dynamics and outcomes within teams and organizations. It divides the abilities that can have an impact on leadership into explicit and implicit abilities that are easier to quantify and observe, and implicit abilities. The latter, although difficult to define and measure, is considered a key factor that can catalyze social change and promote consistency with collective goals. This exploration extends to the study of the subtle role between leadership and the personal charisma and effectiveness of leaders, emphasizing how these intrinsic characteristics significantly affect team morale and productivity. In addition, this article also carefully studied the impact of various leadership styles on employee performance, revealing that certain methods may be more in line with specific organizational cultures and goals. Research shows that there is a strong correlation between effective leadership and improving employee performance. The article emphasizes that the influence of leadership may vary in different enterprises, especially those with different structures, indicating that the context in which leadership is exercised plays a key role in determining its impact. This study not only emphasizes the importance of leadership, but also provides insights into how leaders can adjust their methods to optimize team and organizational success.

Keywords: leadership, personality charm, employee performance, combination development.

1. Introduction

In today's society, leadership is one of the key factors for success. Whether politicians, military strategists, or entrepreneurs, they all need strong teams and organizations to expand their influence. Leadership, as an implicit ability, is not easy to quantify, but it is crucial for team execution and organizational development. This article aims to explore the connotation of leadership, the personality charm of leaders, the relationship between leadership style and employee performance, and the differences in the impact of leadership in different types of enterprises [1].

In today's society, leadership has always been an extremely important ability. Whether it is politicians, military strategists, or entrepreneurs, in order to achieve success, they all rely on a strong team and an organization that can cooperate precisely and be loyal to their leaders to expand their influence. However, leadership has always been a relatively vague ability. In this paper, we roughly divide individual abilities into two types: explicit abilities and implicit abilities. Explicit abilities can usually be reflected through some indicators or certain tests, and most skills can be included in explicit

abilities, such as swimming speed, learning ability, or cooking skills, which can all be called explicit abilities. Invisible abilities refer to various deep abilities that are difficult to discover and define, such as a person's form, personality charm, courage, and so on, including leadership. As we all know, the Internet era is an era of information explosion. Through the Internet, there are many people with any explicit talent who can stand out and achieve their own career. However, compared with those with explicit talent, those with implicit talent are not so lucky. They will lose the opportunity to win their own lives because of the lack of some explicit talent. Of course, this excludes world geniuses like Musk who can achieve success through some explicit abilities and then use implicit abilities, possessing both. Leadership is a typical implicit ability. In previous research, some have believed that leadership is a positive influence, not just a personal charm or coercive force, but an ability to bring about social change, align with the interests of the majority in the team, and drive team development. The practical effectiveness of leadership is reflected in the team's execution ability, as an efficient team can translate the leader's intentions into actual actions. The measurement of leadership is not only determined by the individual leader, but also by the ability and investment of the led, that is, the size of leadership depends on how many people can respond and actively participate in the cause. Leadership is also a dynamic concept, and in some literature, the details of leadership are borrowed from four abilities: influence ability, coordination ability, control ability, and decision-making ability. With the changes of the times and the development of society, the connotation of leadership is constantly enriched and updated [2].

2. Relationship Analysis

2.1. Relationship between a leader and charismatic personality

There is a certain relationship between a leader and their charismatic personality. Personality charm is the transformation of the objective world through non coercive influence on others. People with personality charm do not necessarily have to be complete leaders, but it can have an amplifying effect on leaders. The position of a leader makes it easier for their personality traits to be displayed. Anyone who has read Chinese history must have known a time when heroes emerged in large numbers, the Three Kingdoms period in the late Eastern Han Dynasty. Among them, Liu Bei and Guan Yu, who are well-known, can be used as important examples for discussing the relationship between personality charm and leadership. As a famous military general in Chinese history, Guan Yu's personal charm can be reflected in his loyalty and righteousness in character, as well as his outstanding ability in warfare. He can attract the attention of major feudal lords of the same period. But this is different from a thorough leader, it is a bottom-up attraction relationship. But Liu Bei is different. As the founding emperor of the Shu Han regime, he was a complete political leader. And Liu Bei's personality charm is reflected in more aspects.

1. Benevolence and people-oriented ideology: Liu Bei's concern for the people, sympathy for their suffering, and the policies he implemented, such as education and agriculture, all reflect his benevolence and people-oriented governance philosophy [3].

2. Valuing and attracting talents:

Liu Bei was able to attract and fully utilize talents, such as visiting the thatched cottage three times and inviting Zhuge Liang, demonstrating his foresight and wisdom.

The personality charm of a leader has a strong demonstrative effect, and some literature mentions selflessness and dedication as important manifestations of the personality charm of a leader. The reason is that having a risk mindset not only stimulates employees' sense of collective honor, but also serves as a model for their risk mindset. When a leader possesses charisma, they will have a strong attraction and infectiousness in interpersonal communication and can gain more powerful subordinates and network resources from it. The most profound charm of a leader's personality

should be their strong charisma. Some people have shown through modern psychological experiments that if business leaders only use material means to drive subordinates to take action, they can only mobilize 60% of their work enthusiasm, while the remaining 40% mainly comes from their recognition of the leader. It can be seen from this that personality charm has a significant impact on leadership [4].

2.2. The relationship between leadership and leadership style

The relationship between leadership and leadership style: To first understand the relationship between employee performance and leadership, it is necessary to roughly explain the types of leadership. When it comes to leadership types, one must mention a very classic book called James McGregor Burns' Leadership Theory written in the last century. This book mentions transactional leadership, transformational leadership, and ethical leadership. Firstly, let's talk about transactional leadership. The core concept of transactional leadership is reciprocity, which can be understood as the relationship between leaders and subordinates established through mutual benefit. To transform from a low-level entrepreneur and achieve greater success, one must promptly transform into a transformational leader [5].

In a sense, transformational leaders can be seen as a sublimation of transactional leaders. Transformational leadership inherits the advantages of transactional leadership and can improve employee performance through a reward and punishment system, but the bond between transformational leadership and employees is not just a thin layer of interest relationship. Transformational leadership tends to guide employees to surpass themselves and enhance their internal motivation through personality charm and creating long-term visions. Finally, it should be mentioned that the sublimation of transformational leaders, also known as moral leaders, is the establishment of moral codes and ethical standards on the basis of transformational leaders to enhance employees' vision. The bond between ethical leaders and employees adds a moral vision. Moral leadership not only has a certain personality charm but also has certain moral principles. This layer of moral principles makes the leader's team more difficult to destroy, and also stimulates employees' inner motivation for a longer and more stable period of time. Combined with the vision created by the leader and the encouragement given to employees, it can maximize employees' inner motivation for action. In some literature, the results of a leadership style survey conducted by American scholar Daniel Goleman in collaboration with Hay/Mc Ber management consulting firm in 2002, randomly selecting 3871 individuals from a database of over 20000 senior managers worldwide, are used for classification. Six completely different leadership styles have emerged here:

1.Authoritarian leadership style: emphasizes immediate obedience, and leaders with this style may not be good at linking organizational goals to employee work or motivating employees.

2. Coaching leadership style: Skilled in delegation and enhancing employees' sense of responsibility and belonging through continuous dialogue.

3. Leading leadership style: Setting high performance standards and requiring employees to meet these standards, while also requiring employees to understand the guiding principles of their work.

4. Democratic leadership style: emphasizes employee participation and decision-making, and leaders in this style are willing to spend time understanding employees' thoughts and opinions.

5. Authoritative leadership style: Emphasize the long-term goals of the enterprise and motivate employees to strive for them. Leaders with this style can make employees understand the meaning of their work.

6. Relationship based leadership style: advocating the establishment of internal emotional bonds, putting employees at the center, and emphasizing their emotional needs.

Each leadership style has its advantages and limitations, and may have different effects in different organizations and contexts. Therefore, effective leadership often requires a combination of multiple styles to adapt to constantly changing environments and organizational needs.

We also need to understand that if a leader's leadership style does not match their style, a series of crises will arise. The first thing mentioned is the crisis of trust. Due to improper personality cultivation and inappropriate leadership behavior of leaders, the followers will develop dissatisfaction and resistance, thereby losing trust in the leader. This leads to a crisis of trust in the leader's work, and the leader will gradually lose public support. This is an invisible harm, but the consequences are incalculable. Secondly, it should be mentioned that the lack of effective implementation of government policies is also an important foundation in the process of team operation, which is a crucial guarantee for the implementation and execution of leadership intentions. When leadership styles do not match, it can lead to unfavorable situations where policies are not implemented, orders are not followed, and prohibitions continue. Even if employees execute the leader's orders, the quality and effectiveness will still be poor. The last one is the conflict between cadres and the masses, which can lead to a gap between leaders and the masses, resulting in problems similar to a crisis of trust within the team [6-8].

2.3. The relationship between leadership and employee performance

Employee job performance is generally divided into individual performance and collective performance. To improve employee performance to a certain extent from both aspects, we need to learn to apply employee performance management to a certain extent. Firstly, we need to clarify rights and responsibilities, which can reduce internal struggles and conflicts within the collective. At the same time, standardizing workflow can eliminate unnecessary work steps and refine work time. This not only reduces unnecessary work steps and shortens the working time of individual tasks for employees, but also provides more space for employees to showcase their abilities. The second thing to learn is to build a good corporate culture. Leaders usually decide what kind of corporate culture a team will adopt and its future development. Therefore, this corporate culture must highly overlap with the leader's leadership style, and the quality of leadership style often depends on the leader's leadership. This leads to a positive correlation between leadership and corporate culture, as well as the impact on employee performance. Employees are the target and core of corporate culture. The role of corporate culture is to motivate employees and establish a bridge between them and the company. This not only improves the overall and individual efficiency of employees, but also enhances their satisfaction at the psychological level, ultimately achieving the maximization of the company's interests. In addition, some literature studies have found that there are differences in the impact of leadership ability among enterprises with different forms of ownership. The research results indicate that leadership ability in state-owned enterprises has a greater impact on individual employee performance than in non-state-owned enterprises. In state-owned enterprises, the importance of leaders' information gathering ability, decision-making ability, ability to influence others, coordination and communication ability is different from that of non-state-owned enterprises. For example, the ability to collect information has a greater impact in state-owned enterprises, while the impact of coordination and communication skills is relatively small. So to consider the relationship between leadership and employee performance, it is necessary to discuss the type of enterprise [9,10].

3. Conclusion

Leadership is an important implicit ability that is crucial for the success of teams and organizations. The charisma of a leader can amplify the effectiveness of leadership, and different leadership styles

have varying impacts on employee performance. Effective leadership requires a combination of multiple leadership styles to adapt to constantly changing environments and organizational needs. In addition, there is a positive correlation between leadership and employee performance, and the degree of impact of leadership on employee performance varies in enterprises with different forms of ownership. Therefore, leaders should focus on enhancing their own leadership skills to promote the development of the team and organization.

Effective leadership requires a dynamic approach, combining multiple leadership styles to adapt to constantly changing environments and organizational demands. In today's rapidly evolving business landscape, leaders must remain flexible and responsive to new challenges. Studies have shown a strong positive correlation between leadership and employee performance, with leadership effectiveness often serving as a key determinant of employee motivation, job satisfaction, and productivity. Furthermore, the degree of influence leadership exerts on employee performance varies across organizations, particularly in enterprises with differing ownership structures, such as state-owned, private, or multinational companies.

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