

The Impact of 21st Century Leadership Skills on Employee Performance: Empirical Evidence from Real-Estate Industry[†]

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Abstract

This study explores the impact of 21st Century Leadership on employee performance. This study employed questionnaire survey to collect 207 questionnaires from personal real-estate companies in GuiZhou, China. The data were analyzed using descriptive statistics, multiple regression analysis. The results show that the impact of leadership skills on employees' job performance is a comprehensive study. There are many factors that constitute leadership, and different factors have different effects on employees' performance. At the same time, different company attributes and different constituent factors of leadership skills lead to different leadership styles, which requires to be able to explore common factors. First, from the perspective of commonness, effectively grasp the part of leadership skills that affects employees' work performance, and then give full play to the positive points of this sub factor, so as to promote it to finally serve the company, improve the work efficiency of employees and enhance the competitiveness of enterprises.

Keywords: Leadership skills, Employee performance, Leadership efficiency, China

Introduction

Research background

Employee performance expected to have directly affected the profitability of the enterprise. Meanwhile, there are also many factors affecting the employees' performance, especially the 21st century leadership which plays an important role in the employees' performance. The willingness of the leader to listen absorbedly to the needs and aspirations of the followers and to reflect on these needs and aspirations. As Crippen (2004) puts it effective leaders are great communicators and must be good listeners, to themselves (through their inner voice). The 21st century leadership is an effective way in the enterprise which can make full use the surrounding manpower and objective conditions in a specific range, and realize the management of employees through the minimum cost, so as to handle things efficiently. (Donkor et al., 2021).

Spears (2010) points out that this is usually done through, "making funds available for personal and professional development, taking a personal interest in the ideas and suggestions from everyone, encouraging worker involvement in decision-making, and actively assisting laid-off employees to find other position", among other actions that all aim at helping employees realize their potentials. In fact, leaders are the intuitive implementers of 21st century leadership. It is the manager of the enterprise, which is the benchmark of the enterprise, and his words and deeds are the imitation standard of employees. Therefore,

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in enterprises, managers are an important influencing factor of enterprise 21st century leadership. When leaders set a high standard for employees and strictly implement it, the employees in the enterprise will do better. In this way, employees in the enterprise are very excellent, and the development prospect of the enterprise will be very considerable. On the contrary, it is difficult for enterprise leaders to effectively manage their employees. If the overall 21st century leadership in the enterprise is weak the leader is difficult to be recognized and respected by employees. Therefore, in an enterprise, the impact of 21st century leadership on employees is very obvious. In the actual operation and management of the enterprise, the enterprise needs to have strong benign 21st century leadership to lead employees with practical actions and effective management, so as to promote the enterprise to achieve better development and gain a firm foothold in the market.

Thus, the effectiveness of 21st century leadership used in the employee performance can be reflected from their KPI, business volume, environmental atmosphere, work motivation and so on. All of this aspect and be shown in these enterprises. Besides, the results of research are used in these enterprises can help their employees improve work effectiveness, increase business volume and create a better work atmosphere. More importantly, it can make these enterprises have a strong competitiveness.

Through the continuous research and exploration of experts and enterprises, it is found that 21st century leadership of enterprises is the key to the development of enterprises. Therefore, this paper will focus on the influence of 21st century leadership on employee performance. Thus, the research objectives is not only explore 21st century leadership in Chinese enterprise, but also examine the impact of 21st century leadership on employee's performance.

Research significance

In this knowledge economy, technology and social changes are changing with each passing day, and the business environment is becoming more and more complex and changeable. In order to improve organizational performance, organizations need to constantly seek new ways to adapt to the changes of the environment. These problems are related to leaders in the organization nowadays. Appropriate 21st century leadership plays an important role in improving employees' work performance. Furthermore, it is very important to stimulate the performance of employees in order to compete with world and domestic famous enterprises, and the development of employee performance management is an effective carrier to solve this problem. Practice has proved that by carrying out employee performance evaluation, employees can understand their work performance, help employees figure out what they should do and why, give employees the opportunity to participate in the company's management, express their opinions, improve their work enthusiasm and innovative spirit, and play a role in improving the enterprise's competitiveness.

Literature review

The 21st century leadership skill is an achieving organizational goal by influencing the behavior of its followers is a unique function of leaders and is based on power. Its main purpose is to fully explore the potential of participants, make them better serve the organization, and then more effectively achieve organizational goals (Heidrick & Struggles, 2020). It comprises of leading, strategy, operational experience, and digital transformation. Leading means the appeal and influence in the enterprises. The strategy stands for how to achieve the leadership among the staffs.

The RBV views the role of management as one of overseeing the development and deployment of resources. This question aims to identify the customer's view on the importance of the role of management

RBV helps managers of firms to understand why competences can be perceived as a firms' most important asset and, at the same time, to appreciate how those assets can be used to improve business

performance. RBV of the firm accepts that attributes related to past experiences, organizational culture and competences are critical for the success of the firm (Campbell & Luchs, 1997; Hamel & Prahalad, 1996).

A leader's typical characteristics while leading, inspiring, guiding, and managing groups of people are referred to as their 21st century leadership. Political movements and societal transformation may be sparked by great leaders. They may also inspire others to create, invent, and perform (Hakkak et al., 2021). It exists in all walks of life, but it should be noted that 21st century leadership is not simple obedience, but also requires leaders to execute various orders and complete various tasks efficiently. 21st century leadership is the process of influencing others' actions and attaining a goal in a specific environment (Khaliq, Usman, Ahmed, 2021). This viewpoint is equally valid in the contexts of politics, society, family, and business.

Employee performance refers to the efforts and contributions of employees within the organization (Taa et al., 2020).

project completion status. Different jobs in the enterprise need to participate in different work projects. The overall completion of the project generates the key points of employee performance. Fifth, the investigation of employees' personal ability and growth status (Mahar & Pirzada, 2020). According to the comprehensive situation of employees, the enterprise defines them from a multi-dimensional perspective. The following is the specific measurement method of employee performance. Because there are certain differences in employee performance measurement in different positions, the employee performance measurement is selected to take the employee in sales position as a case for analysis.

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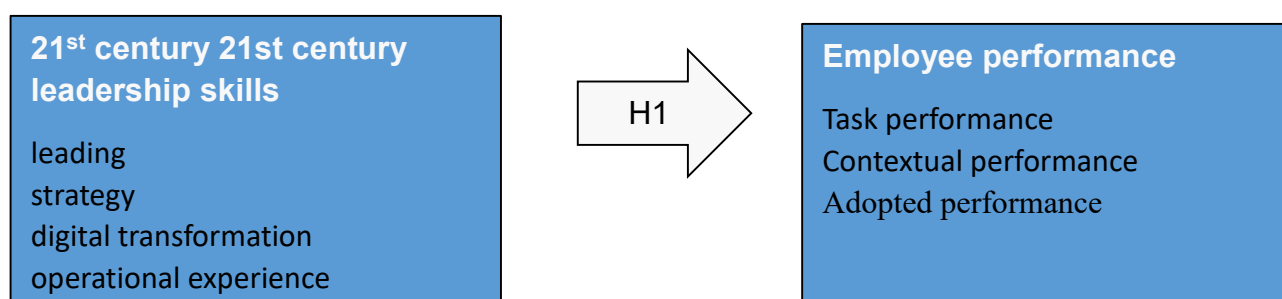
Donkor et al., (2021), they make a study to explore the impact of transformational 21st century leadership on employee.

Efendi & Nandarini (2020), their study aims to determine the influence of 21st century leadership, Training, and Physical Work Environment on Motivation and its impact on The Performance of Employees.

Sobande (2020) believes that 21st century leadership is very important for an organization, but the organization needs to find an effective method to evaluate 21st century leadership. For the final of leaders' past work data, the feedback of positive and negative aspects is very effective for the comprehensive evaluation of enterprises.

Conceptual framework and hypothesis

Drawing information from previous literature, the 21st century leadership skills are leading, strategy, digital transformation, operational experience (Heidrick & Struggles, 2020). Employee performance are task performance, contextual performance, and adoptive performance (Pradhan, 2017). Thus, conceptual framework should be draw as;



Hypothesis development

The insight and action of enterprise management have a very obvious impact on employee outcome. enterprise leaders have strong insight and can pay attention to the work status and efficiency of enterprise employees in time, so as to manage and influence employees, and finally promote the improvement of employees' performance. H1: The 21st century leadership skills have positive impact on employee performance.

The organizational and decisive power of enterprise management is directly related to the work productivity of enterprise employees. Under the influence of leaders, employees can pay more time and energy for enterprises in practical work. For companies that have experienced great changes, the job performance of employees largely depends on their views on the change ability of company managers. If employees think they have strong 21st century leadership, management ability and strong decision-making power, they are more willing to obey such leaders, and their work efficiency is continuously improved in practical work, creating an efficient interest chain for the enterprise. Finally, this study made the following assumptions: positive 21st century leadership has a positive impact on employees' job performance, while negative 21st century leadership has a negative impact on employees.

H1.1: The 21st century leadership skills have positive impact on task performance.

H1.2: The 21st century leadership skills have positive impact on contextual performance.

H1.3: The 21st century leadership skills have positive impact on adopted performance.

Methodology

Research method

In the thesis, the writer uses the survey method. The impact of corporate 21st century leadership on employees' job performance: On the one hand, we can get some feedback from the performance data of different teams in the enterprise. On the other hand, we need to understand the recognition of enterprise employees to enterprise leaders. In order to better understand the recognition of enterprise employees for enterprise 21st century leadership, an anonymous questionnaire survey was conducted for employees, and finally to analysis the questionnaire so as to clarify the impact of enterprise 21st century leadership on employees' job performance.

Population, sample, and sampling

The questionnaire survey was conducted in 6 companies; 579 employees belong to different departments. On the whole, they can belong to the market business development department, administrative department, financial department, marketing department, planning department and strategic department. Because the total number of participants in the questionnaire is 579, there are a large number of people, so in the process of questionnaire analysis, samples are drawn in proportion according to the total number of people in different departments of different companies, and finally form the sample of this study. There are 237 people in this sample.

Research instrument

The data is collected through the questionnaire platform; the questionnaire survey is divided into 3 sections. The first section is the collection of employees' basic information, and the second and the third sections mainly investigate the performance completion of employees under different 21st century leadership. Each section sets questions according to the key points of the investigation, and employees give answers and judgments to different questions, investigate the impact of different 21st century leadership

elements on employees' job performance according to the summary of job answers.

Data collection

This research employs an online questionnaire survey. The questionnaire is distributed, data collection and analysis are carried out to evaluation and voting platform, which focuses on providing users with a series of services such as powerful and humanized online questionnaire design, data collection, custom report and survey result analysis.

Data analysis

In this data analysis, a professional software for data processing, is selected for frequency analysis, classification summary and cross analysis, and finally complete the correlation analysis and linear regression analysis of the data. The interpretation of descriptive finding is as followed:

Strongly agree = 4.21 - 5.00

Agree = 3.41 - 4.20

Neutral = 2.61 - 3.40

Disagree = 1.81 - 2.60

Strongly disagree = 1.00 - 1.80

Descriptive Statistics of the respondent

Table 1 Demographic information of the respondents.

variables	Option	Frequency	Percentage (%)
Gender	male	112	54.1
	female	95	45.9
Age	25 years old and below	43	20.8
	26 - 35 years old	56	27.1
	36 - 45 years old	49	23.7
	Over 46 years old	59	28.5
Marital status	Single	86	41.55
	Married	82	39.61
	Divorced	30	14.49
	Widows	9	4.34
Education	Below bachelor degree	29	14.0
	Bachelor degree	68	32.9
	Master degree	58	28.0
	Above master degree	52	25.1
Working experience	Less than 3 years	34	16.4
	3 - 6 years	54	26.1
	7 - 10 years	45	21.7
	More than 10 years	74	35.7

The comparative analysis of the basic information of employees in the sample shows that male employees are more than female employees, but there is little difference in the data. There are only 17 more male employees than female employees, and the proportion of men and women is basically the same. In this regard, the gender difference in the analysis process of the impact of leadership skills on employee performance can be directly reflected from the data. In addition, the majority of the employees are aged 26 - 35, accounting for 27.1 %. Relatively speaking, there are more employees between the ages of 26 and 35. Employees at this age are relatively rational about things, and the impact of leadership skills on employee performance can be reflected objectively. In terms of marital status, it can be seen that 39.61 % of the employees are married. Married employees account for a high proportion, so leadership skills need to fully consider the impact of this factor on employee performance.

It can be seen from the survey sample data that employees have generally received education and basically all have bachelor's degrees. The proportion of below bachelor degree is relatively small, accounting for 14.0 % in total, including 28.0 % of master's degree and 25.1 % of master's degree or above. From the perspective of employees' working time, employees who have worked for less than 3 years account for 16.4 %, employees who have worked for 3 - 6 years account for 26.1 %, employees who have worked for 7 - 10 years account for 21.7 %, and employees who have worked for more than 10 years account for 35.7 %.

Descriptive statistics on the 21st century leadership

Table 2 Leading.

	The 21st century leadership skills: Leading	Mean	Standard deviation	Perception level
Q6	I have done a good job in Allocation of resources of future real estate development.	3.39	0.978	Neutral
Q7	I design my organization structure in order for quick response to customers' need.	3.34	0.992	Neutral
Q8	I can provide valuable Portfolio management for the real estate investment.	3.27	1.072	Neutral
Q9	I do strategic tradeoffs for funding.	2.97	1.121	Neutral
Q10	I do have effective rules for real estate.	3.27	1.072	Neutral
	Average	3.25	1.047	Neutral

Respondents generally said the leading function of the 21st century leadership. was average. The average value of Q6 - Q10 is 3.248. The average value of Q1 is the highest, which is 3.39, and the standard deviation is 0.978. The average value of Q9 is the lowest, 2.97, and the standard deviation is 1.121.

Then, the leadership strategy for employee performance lies in how to guide employees to act in their daily work. In the questionnaire survey, it can be seen that when the leadership measurement is used properly, employees can creatively complete the requirements of the company. It is mainly reflected in the daily resource allocation of employees, the rational design of real estate business portfolio for customers, effective investment management and strategic financing trade-offs, the effective compliance with the regulations of real estate, and the excellent work performance and daily behavior of the whole team.

Table 3 Strategy.

	The 21st century leadership skills: Strategy	Mean	Standard deviation	Perception level
Q11	I can set practical goals for the employees under their leadership in time.	3.69	0.813	Agree
Q12	I take effective measures to solve the problems of real estate.	3.17	1.101	Neutral
Q13	I often find opportunities in the real estate market in time.	3.31	0.976	Neutral
Q14	According to the situation of competitors in the real estate industry, I constantly launch new products in time.	3.08	0.982	Neutral
Q15	I always deal with violations of regulations or disciplines of real estate companies in a timely manner.	3.51	0.847	Agree
	Average	3.352	0.9438	Neutral

In the measurement strategy the 21st century, respondents generally said that it was average. The average value of Q11 - Q15 is 3.352, indicating that the average social capital management ability of the sample is strong. Among them, the average value of Q11 is the highest, which is 3.69, and the standard deviation is 0.813. The average value of q14 is the lowest, which is 3.08, and the standard deviation is 0.982.

Table 4 Digital transformation.

	21st century leadership skills: Digital transformation	Mean	Standard deviation	Perception level
Q16	I am skilled in real estate operations management.	3.12	1.087	Neutral
Q17	In real estate customer relationship management, I am highly strategic.	2.79	1.006	Neutral
Q18	I am skilled in motivating real estate team members to successfully execute firm tasks.	3.20	1.023	Neutral
Q19	The real estate team is highly cohesive under my guidance.	3.39	0.978	Neutral
Q20	I am skilled at igniting my real estate team's financial innovation excitement.	3.34	0.992	Neutral
	Average	3.168	1.0172	Neutral

In the digital conversion, respondents generally said that it was average. The average value of Q16 - Q20 is 3.168. Among them, the average value of Q20 is the highest, which is 3.34, and the standard deviation is 0.992. The average value of Q17 is the lowest, 2.79, and the standard deviation is 1.006.

It can be clearly seen in the table that the influence of digital performance factors in this part of leadership style. Obviously, with strong leadership style, employees' overall performance will be significantly better, and this positive impact can affect the vast majority of employees in the sample. From the data, the proportion of employees who especially agree with is no less than 62 %, and the proportion of employees who agree with is no less than 8 %. It is obvious that the proportion of all employees who support is no less than 70 %, which is a great affirmation of the role of leadership style. However, there are still

various factors that need to be regulated in the enterprise, especially many subjective factors. Therefore, in this part, we will also follow up in depth and dig out other influencing factors in the follow-up research, continuously improve and control the leadership style of the enterprise.

Table 5 Operational experience.

	The 21st century leadership skills: operational experience	Mean	Standard deviation	Perception level
Q21	I take my digital capabilities to the next level.	3.27	1.072	Neutral
Q22	I build agility into the right digital processes.	2.97	1.121	Neutral
Q23	When I encounter digital problems in my real estate company, I will fix the problem immediately.	2.87	1.018	Neutral
Q24	I focus on efficiency and growth at the same time.	3.69	0.813	Agree
Q25	I enlist enough employees in my digital reinvention campaign	3.38	0.997	Neutral
	Average	3.236	1.0042	Neutral

In terms of operating experience, respondents generally said that they were average. The average value of Q21 - Q25 is 3.236. Among them, the average value of Q24 is the highest, which is 3.69, and the standard deviation is 0.813. The average value of 23 is the lowest, 2.87, and the standard deviation is 1.018

It can be clearly seen from the table that the impact of operating experience on employees' work performance. Basically, employees have affirmed the impact of enterprise leadership on employees' work performance, and the approval rate is basically more than 60 %. Some, even if they do not agree very much, the approval rate shown in the data survey is basically more than 15 %, about 2 to 8 % of employees remain neutral, and the rate of employees who disagree is basically less than.

Table 6 Task performance.

	Task performance	Mean	Standard deviation	Perception level
Q26	I can respond quickly when the company encounters problems.	3.08	0.982	Neutral
Q27	I can stay calm while choosing decisions conducive to the development of the company.	2.84	1.116	Neutral
Q28	I always quickly make decisions in favor of the overall situation on the interests of employees.	3.17	1.101	Neutral
Q29	I can face failure bravely.	3.31	0.976	Neutral
Q30	I make adjustments to a failure plan quickly.	3.08	0.982	Neutral
Q31	I rate the quality of my work in past 3 months.	3.51	0.847	Agree
Q32	Compared to last year, I judge the quantity of my work in the past 3 months to be better.	3.12	1.087	Neutral
Q33	I managed to plan my work so that it was done on time.	2.79	1.006	Neutral
Q34	My planning was optimal.	3.20	1.023	Neutral
Q35	I kept in mind the results that I had to achieve in my work.	3.39	0.978	Neutral
	Average	3.15	1.031	Neutral

In terms of task performance, respondents generally said it was average. The average value of Q26 - Q30 is 3.096. Among them, the average value of Q29 is the highest, which is 3.31, and the standard deviation is 0.976; The average value of Q27 is the lowest, 2.84, and the standard deviation is 1.116.

In this part, it is mainly explored from 3 aspects: Task performance, contextual performance and adoptive performance. Task performance explores the speed, efficiency and quality of employees completing tasks under the leadership style. Contextual performance mainly depends on employees' adaptability to the working environment under the influence of leadership and their ability to cooperate with other employees; adoptive performance focuses on the ability to accept and deal with problems.

For employee's task performance, under the influence of leadership style, more than 47 % of employees can complete the work as required. At the same time, they pay high attention to the work process and can flexibly deal with the problems in the work process. Less than 10 % of employees have a negative attitude towards the company's leadership style, and the attitude of these people is also the focus of follow-up exploration. However, on the whole, it is not difficult to see employees' approval of leadership and the quantitative impact of leadership style on employees' job performance.

Table 7 Contextual performance.

	Contextual performance	Mean	Standard deviation	Perception level
Q36	I worked towards the end result of my work.	3.34	0.992	Neutral
Q37	I feel easy to set priorities in my work.	3.27	1.072	Neutral
Q38	I was able to separate main issues from side issues at work.	2.97	1.121	Neutral
Q39	I was able to perform my work well with minimal time and effort.	2.87	1.018	Neutral
Q40	I was able to fulfil my responsibilities.	3.69	0.813	Neutral
Q41	Collaboration with others was very productive.	3.39	0.978	Neutral
Q42	I took on extra responsibilities.	3.34	0.992	Neutral
Q43	When the opportunity arose, I took on a difficult job assignment.	3.27	1.072	Neutral
Q44	When others told me anything, I understood them quickly and well throughout.	2.97	1.121	Neutral
Q45	I worked hard to maintain my job knowledge current.	2.87	1.018	Neutral
	Average	3.23	1.003	Neutral

In terms of contextual performance, respondents generally expressed average. The average value of q31-q35 is 3.202. Among them, the average value of Q31 is the highest, which is 3.51, and the standard deviation is 0.847; The mean value of Q33 is the lowest, 2.79, and the standard deviation is 1.006.

The Contextual performance part focuses on the impact of the environment shaped under the leadership style on the employees of the enterprise. Generally, it pays attention to the employees' sense of responsibility in the whole team atmosphere, the response to work problems, and the awareness of innovation and method in work.

Table 8 Adoptive performance.

	Adoptive performance	Mean	Standard deviation	Perception level
Q46	I had innovative ideas at work.	3.69	0.813	Neutral
Q47	When there was an issue to be addressed, I took the initiative.	3.12	1.087	Neutral
Q48	I am always looking for methods to enhance my job performance.	2.79	1.006	Neutral
Q49	When accessible, I took on tough job duties.	3.20	1.023	Neutral
Q50	I was skilled at rapidly resolving challenging circumstances.	3.39	0.978	Neutral
	Average	3.24	1.028	Neutral

In terms of material performance, respondents generally said that it was average. The average value of Q36 - Q40 is 3.228. Among them, the average value of Q40 is the highest, which is 3.69, and the standard deviation is 0.813; The average value of Q39 is the lowest, 2.87, and the standard deviation is 1.121.

For the adoptive performance of employees, according to the survey, it can be found that this part of the data presents a different data situation from the previous survey of other factors. In the whole survey, it is found that the employees in the sample think that the enterprise leadership style is better, and the direct work efficiency of employees will indeed be improved, but it depends on the specific situation.

Under the strict leadership style, the whole working environment of the enterprise is tense, direct to each other, and the work efficiency is high, but the working atmosphere is slightly depressed; However, under the loose but effective leadership style, the working atmosphere of enterprise employees is better, and it can be clearly seen that enterprise employees have a strong sense of cooperation, can cooperate and understand each other, and have strong competitiveness among employees, which can continuously strengthen their own ability and promote their own growth. From the data, 47 % of people think that leadership will play a positive role in acceptance performance, while only 5 % slightly agree and 48 % disagree. This proportion is relatively large and needs effective attention.

Analysis of the impact of 21st century leadership on employee performance

The enterprise leadership style is mainly reflected in its leading, strategy, digital transformation and operation experience. Here, the data of all employees in the sample are collected. The overall data results are shown as follows.

First of all, in the enterprise, leaders are the concrete implementers and performers of leadership. At the same time, it is also the target of the enterprise and the goal pursued by the enterprise employees. Whether this goal is useful or not determines the influence of the enterprise leadership, and then affects the work performance and efficiency of the enterprise employees.

$$Y = 0.03 + 0.08\text{leading} + 0.18\text{Strategy} + 0.48\text{Digital conversion} + 0.24\text{Operation experience}$$

Table 9 Correlation analysis

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
(1) leading	1						
(2) strategy	0.679**	1					
(3) Digital conversion	0.818**	0.766**	1				
(4) Operating experience	0.919**	0.786**	0.782**	1			
(5) Task performance	0.688**	0.899**	0.794**	0.748**	1		
(6) Context performance	0.763**	0.801**	0.960**	0.786**	0.791**	1	
(7) Adopted performance	0.963**	0.762**	0.798**	0.958**	0.721**	0.752**	1

* $p < 0.05$ ** $p < 0.01$

Table 9 reports very high correlation between leadership and strategy, digital transformation, operating experience, task performance, context performance and adoption performance, which are 0.679, 0.818, 0.919, 0.688, 0.763 and 0.963 respectively. There is a very significant correlation between strategy and digital transformation, operating experience, task performance, context performance and adoption performance, which are 0.766, 0.786, 0.899, 0.801 and 0.762 respectively. There is a very significant correlation between digital conversion and operating experience, task performance, context performance and adoption performance, which are 0.782, 0.794, 0.960 and 0.798 respectively. Operating experience has a very significant correlation with task performance, context performance and adoption performance, which are 0.748, 0.786 and 0.958 respectively. Task performance is significantly correlated with context performance and adoption performance, which are 0.791 and 0.721 respectively. There is a significant difference between context performance and adoption performance, and the correlation value is 0.752.

The Impact of 21st century leadership on Employee performance

The enterprise leadership style is mainly reflected in its leading, strategy, digital transformation and operation experience. First regression analysis indicates that is an impact of 21st century leadership Skills on overall Performance. The important leadership skills are leading, strategy, digital conversion, and operating experience. It can be reported that overall performance = $0.03 + 0.08\text{leading} + 0.18\text{Strategy} + 0.48\text{Digital conversion} + 0.24\text{Operation experience}$ which can be presented as followed:

Table 10 the impact of 21st century leadership on overall performance.

	Coefficients	Standard Error	t Stat	p-value
Intercept	0.03	0.019	1.327	0.186
Leading	0.08	0.015	5.510	0.000***
Strategy	0.18	0.011	17.425	0.000***
Digital conversion	0.48	0.010	45.848	0.000***
Operating experience	0.24	0.017	14.155	0.000***
F = 7615.711 $p = 0.00$ Adj R2 = 0.993				

*** significant at 0.01

$$Y1 = \beta_1 + \beta_2\text{leading} + \beta_3\text{Strategy} + \beta_4\text{Digital conversion} + \beta_5\text{Operation experience}$$

The enterprise leadership style is mainly reflected in its leading, strategy, digital transformation and operation experience. This regression analysis indicates that is an impact of 21st century leadership Skills on task Performance. The important leadership skills are leading, strategy, digital conversion, and operating experience. It can be reported that task performance = $\beta_1 + \beta_2\text{leading} + \beta_3\text{Strategy} + \beta_4\text{Digital conversion} + \beta_5\text{Operation experience}$ which can be presented as followed:

Table 11 the impact of 21st century leadership on task performance.

	Coefficients	Standard Error	t Stat	p-value
Intercept	-0.11	0.058	-1.941	0.054
Leading	-0.12	0.044	-2.790	0.006***
Strategy	0.43	0.032	13.611	0.000***
Digital conversion	0.58	0.031	18.485	0.000***
Operating experience	0.11	0.050	2.292	0.023**

$$F = 884.674 \quad p = 0.000 \quad \text{Adj } R^2 = 0.945$$

*** significant at 0.01, ** significant at 0.05

$$Y_2 = \beta_1 + \beta_2\text{leading} + \beta_3\text{Strategy} + \beta_4\text{Digital conversion} + \beta_5\text{Operation experience}.$$

The enterprise leadership style is mainly reflected in its leading, strategy, digital transformation and operation experience. This regression analysis indicates that is an impact of 21st century leadership Skills on contextual performance. The important leadership skills are leading, strategy, digital conversion, and operating experience. It can be reported that contextual performance = $\beta_1 + \beta_2\text{leading} + \beta_3\text{Strategy} + \beta_4\text{Digital conversion} + \beta_5\text{Operation experience}$ which can be presented as followed:

Table 12 the impact of 21st century leadership on contextual performance.

	Coefficients	Standard Error	t Stat	p-value
Intercept	0.03	0.024	1.344	0.181
leading	0.79	0.018	42.990	0.000***
strategy	0.06	0.013	4.956	0.000***
Digital conversion	-0.04	0.013	-2.932	0.004***
Operating experience	0.18	0.020	8.713	0.000***

$$F = 6184.205 \quad \text{Sig} = 0.000 \quad \text{Adjusted } R^2 = 0.992$$

*** significant at 0.01

$$Y_3 = \beta_1 + \beta_2X_1 + \beta_3X_2 + \beta_4X_3 + \beta_5X_4$$

The enterprise leadership style is mainly reflected in its leading, strategy, digital transformation and operation experience. This regression analysis indicates that is an impact of 21st century leadership Skills on adopted performance. The important leadership skills are leading, strategy, digital conversion, and operating experience. It can be reported that adopted performance = $0.16 - 0.42\text{leading} + 0.06\text{strategy} + 0.90\text{Digital conversion} + 0.41\text{Operating experience}$ which can be presented as followed:

Table 13 the impact of 21st century leadership on adopted performance.

	Coefficients	Standard Error	t Stat	p-value
Intercept	0.16	0.042	3.778	0.000***
Leading	-0.42	0.032	-13.043	0.000***
Strategy	0.06	0.023	2.615	0.010**
Digital conversion	0.90	0.023	40.065	0.000***
Operating experience	0.41	0.036	11.601	0.000***
F = 1750.586 sig = 0.000 adjusted R ² = 0.971				

*** significant at 0.01, ** significant at 0.05

Conclusions

Table 14 Summarize the impact of 21st century leadership on performances.

	Employee performance	Task performance	Contextual performance	Adopted performance
Intercept	X	X	X	✓
leading	✓	✓	✓	✓
strategy	✓	✓	✓	✓
Digital conversion	✓	✓	✓	✓
Operating experience	✓	✓	✓	✓

The impact of leadership skills on employees' job performance is a comprehensive study. There are many factors that constitute leadership, and different factors have different effects on employees' performance. At the same time, different company attributes and different constituent factors of leadership skills lead to different leadership styles, which requires to be able to explore common factors. First, from the perspective of commonness, effectively grasp the part of leadership skills that affects employees' work performance, and then give full play to the positive points of this sub factor, so as to promote it to finally serve the company, improve the work efficiency of employees and enhance the competitiveness of enterprises.

In China's real estate industry, companies have generally adopted improving the leadership level to motivate employees' work, and the development of this incentive measure is very healthy, and the promotion effect on the company's employee performance is also very obvious, which shows that at present China's real estate enterprises have established a very perfect modern enterprise system, and the enterprise's incentive and restraint system is also more effective, and has played a certain role.

From the above research findings that there is a positive correlation between employee performance and leadership in Guizhou real estate industry, it can be seen that the interaction effect between leadership and employee performance is very significant, which shows that leadership ability shows a good incentive effect. Increasing leadership can improve employee performance; In turn, companies with better performance have higher leadership ability. In general, in Guizhou real estate industry, corporate leadership has played a good role in promoting the improvement of employee performance.

Discussion and recommendation

For the adoptive performance of employees, according to the survey, it can be found that this part of the data presents a different data situation from the previous survey of other factors. In the whole survey, it is found that the employees in the sample think that the enterprise leadership style is better, and the direct work efficiency of employees will indeed be improved, but it depends on the specific situation.

The RBV has been useful in identifying the basis by which the resources and capabilities of a firm serve as sources of sustained competitive advantage and identification of Resources and Capabilities for Sustainable Competitive Advantages.

Under the strict leadership style, the whole working environment of the enterprise is tense, direct to each other, and the work efficiency is high, but the working atmosphere is slightly depressed; However, under the loose but effective leadership style, the working atmosphere of enterprise employees is better, and it can be clearly seen that enterprise employees have a strong sense of cooperation, can cooperate and understand each other, and have strong competitiveness among employees, which can continuously strengthen their own ability and promote their own growth.

1) Positive leadership skills can form effective guidance for employees and improve work efficiency

Positive and powerful leadership skills can make employees believe in leaders, leaders can easily instill motivation into employees, and the employees are willing to obey the arrangement of leaders in work, so that the whole work order can be completed more quickly and efficiently. However, improving the leadership of enterprises requires mature, high-quality and effective leaders to build a leadership team with the same level. Enterprise leaders also need to constantly learn and improve themselves, so as to cope with the changes in the team and the new requirements of the company's development.

2) Positive leadership skills can promote a more harmonious working atmosphere and enhance team cohesion

Positive leadership enables leaders to better respect, understand, care for and love employees in the work process, so as to continuously help employees grow and enhance their sense of belonging, centripetal force and cohesion. In this way, employees benefit from the leadership of such leaders in the work process, and can continuously stimulate their potential and enthusiasm in the work process, so as to achieve all-round development in such a working atmosphere.

3) Positive leadership skills can promote employees' innovation

Positive leadership can describe the continuous growth of employees in the working atmosphere of trust points, stimulate their own colored paper and promote their creativity. Generally, in the enterprise, especially the transformational leadership skills, continuously promote the enhancement of employees' innovation in their work. In today's rapidly changing environment, innovation is generally regarded as the key element for organizations to maintain competitiveness. Many employees have creative thinking skills and professional knowledge, but they are not fully recognized and cultivated in the enterprise, which makes their talents useless. Organizations need leadership to create an atmosphere conducive to employees' innovation and creativity. In this way, the effective use of leadership skills in the enterprise will make employees aware of the importance of their responsibilities and tasks, stimulate their higher-level needs, and enable them to maximize their potential to achieve the highest level of performance.

Recommendation

The impact of leadership skills on employees' job performance is only a brief beginning in this paper. In the follow-up, we will continue to track and study the specific impact points of each factor, so as to analyze the details from a more micro level, and finally feed back to the macro field; At the same time, the author will continue to improve himself, promote the continuous enhancement of self-theoretical ability, and on this basis, go deep into practice, so as to test the research conclusions and improve the research content.

Based upon the early reports. It should be summarizing that the impact of leadership skills on employees' job performance is a comprehensive study. There are many factors that constitute leadership, and different factors have different effects on employees' performance. At the same time, different company attributes and different constituent factors of leadership skills lead to different leadership styles, which requires to be able to explore common factors. First, from the perspective of commonness, effectively grasp the part of leadership skills that affects employees' work performance, and then give full play to the positive points of this sub factor, so as to promote it to finally serve the company, improve the work efficiency of employees and enhance the competitiveness of enterprises.

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