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INNOVATIVE LEADERSHIP, ORGANIZATIONAL STRATEGY, ORGANIZATIONAL RESILIENCE AND ORGANIZATIONAL PERFORMANCE: AN EMPIRICAL STUDY BASED ON UNIVERSITIES IN YUNNAN PROVINCE

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Abstract

This paper proposes strategic suggestions for implementing innovative leadership in universities in Yunnan Province. In this research will include 4 variables which are innovative leadership, organizational strategy, organizational resilience and organizational performance. Organizational performance is a crucial indicator of the level of management in universities in Yunnan Province. The study considers various factors that influence organizational performance. It systematically analyses the impact of innovative leadership on the organizational performance of universities in Yunnan Province through literature review and empirical research. It has been found that innovative leadership has a positive impact on the organizational performance of universities in Yunnan Province, albeit with a certain lag. This paper examines the mediating variables of organizational strategy and organizational resilience on the organizational performance of universities in Yunnan Province. It includes stimulating teachers' innovative ability, optimizing the organizational structure of universities in Yunnan Province, and enhancing the core competitiveness of universities. The use of innovative leadership as a management model in Chinese colleges and universities is not yet widespread.

Keywords: Innovative Leadership, Organizational Performance, Organizational Strategy, Organizational Resilience.

INTRODUCTION

In recent years, Chinese universities' development environment has undergone significant changes due to economic growth and changes in the international environment. Universities play a crucial role in knowledge and technological innovation, and the demand for innovation support is increasing (Lishuo，2021). Yunnan's universities face challenges in infrastructure and management, and investment in local higher education is essential for sustainable development. The Yunnan provincial government has released an education revitalization plan that enhances leadership, financial support, and investment. This article examines the impact of innovative leadership on organizational performance, as well as the critical role of organizational strategy and resilience in creating competitive advantages. However, many organizations still lack sufficient innovation. Understanding the prerequisites for innovative leadership, including organizational strategy and resilience, is crucial for studying the factors that influence innovation performance. Additionally, it is important to recognize the significant role that universities play in the innovation transformation in Yunnan Province and China.

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Statement of problem

Venture capitalists usually evaluate leadership qualities before investing in start-ups (Muzyka et al., 1996). However, there has been limited academic research on innovation leadership, despite its acknowledged impact on start-ups. Innovation and new technologies have made organizations more flexible, akin to small tents on the move in the global knowledge economy. When basic experience loses its value, individuals may experience confusion and disorientation, which can lead to a sense of meaninglessness (Senett, 1998, 2004, 2006). Therefore, innovative leadership is critical in guiding organizations in such situations. The need for rapid development of innovation in higher education creates barriers. Yunnan HEIs are lagging behind in terms of hardware and software, such as average school size, facilities, and management. Local universities play a crucial role in higher education in Yunnan. To improve organizational performance, innovative leadership, organizational strategy, and organizational resilience are essential (Du Qingshan, 2011).

Research Questions

This study will focus on the core issue of how faculty job classification and management can contribute to the functioning of universities and the academic career development of faculty, with the following questions:

(1) What are the levels of organizational performance, innovative leadership, organizational strategy and organizational resilience of universities in Yunnan province?

(2) What are the effects of innovative leadership, organizational strategy and organizational resilience to organizational performance in universities of Yunnan province?

(3) What is the models of organizational performance, innovative leadership, organizational strategy and organizational resilience of universities in Yunnan province?

Research Objectives

(1) To determine the levels of organizational performance, innovative leadership, organizational strategy and organizational resilience of organization of universities in Yunnan province.

(2) To understand the effects of innovative leadership, organizational strategy and organizational resilience to organizational performance in universities in Yunnan province.

(3) To develop the models of organizational performance, innovative leadership, organizational strategy and organizational resilience of universities in Yunnan province.

LITERATURE REVIEW

Organizational Performance

According to Richard et al. (2009), organizational performance is a factor that determines how well an organization achieves its objective. Prior researchers paid less attention than what factors included in an organizational performance that measures organizational performance

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well, e.g., financial performance or non-financial performance or both (Richards et al. 2008). Organizations overall focus goes to enhance their performance by increasing their profit (Lusthaus and Adrien, 1998). Although, organizational performance is an important construct for most of the prior studies and unfortunately this construct not defined properly in studies (Dess and Robinson, 1984) because some of the organizations measures this construct differently to see their business objects. Meanwhile, organizational performance includes the main three areas such as market performance, financial performance, and stakeholder return (Richard et al. 2009). Efficiency refers to the ratio between inputs and outputs, aiming to achieve more output with fewer inputs. Productivity is defined as the relationship between output and input factors, with the goal of producing more or better goods with the same or fewer resources (Hanushek, 1986). Effectiveness focuses on reaching desired objectives, while efficiency emphasizes the process or means involved (Grünberg, 2004). Enhancing performance requires comprehensive measures, clear direction, and objectives. Different organizations prioritize different objectives, so there is no universal measure for performance improvement. This research focuses on financial performance, efficiency, and productivity as key dimensions of organizational performance.

Innovative Leaderships

Innovative leadership is a process that involves making radical changes through innovation in order to solve various problems and meet the needs of people. It is characterized by leaders who have a deep understanding of the past, present, and future, and who establish a vision for changing and creating new conditions to address current and anticipated issues (Asım Sen, 2012). These leaders believe in shaping the future with a shared vision and are willing to take risks to achieve it. A shared vision provides focus, direction, and unity among people for successful implementation. Innovation is seen as an ingrained attitude within an individual but requires a supportive organizational culture. It involves specific steps and results in the output that the organization obtains. Innovative leadership is about using innovative thinking and means to analyze and improve organizational problems, improve efficiency, and unite employees towards progress (Mastrangelo et al., 2004). The research selected four dimensions proposed by scholars for further analysis: strategic foresight, innovation incentive, resource integration, and risk resolution. Strategic foresight involves thinking from a strategic perspective and seeking long-term survival and overall interests. Innovation incentive involves having insight into entrepreneurial opportunities and predicting future changes and challenges. Resource integration includes utilizing various resources to bring about change. Risk resolution involves effectively eliminating and avoiding risks in a highly changing and unstable environment (Lishuo, 2021).

Organizational Strategy

Organizational strategy refers to the actions and decisions made by a business or organization to achieve its long-term goals. It includes overall strategies, resource allocation, and organizational structure design. The purpose of organizational strategy is to help a company gain a competitive advantage and ensure long-term sustainability in a highly competitive market. The fundamental components of organizational strategy are vision and mission,

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objectives and indicators, market analysis, resource allocation, and organizational structure. These factors are essential for the success and coordination of a business or organization (Elmer, 2013). Organizational strategy is a crucial aspect of business management as it guides the company towards its long-term goals and ensures success in a competitive market. Additionally, a formal register, clear structure, and grammatical correctness should be maintained (MacCrimmon, 1993). In generally, organizational strategy is an important means for enterprises or organizations to achieve long-term goals. It requires consideration of multiple factors and comprehensive decision-making. In this research, may include 3 dimensions of organizational strategy: Policy, Mission, and Goals (Lynch, 2006).

Organizational Resilience

Organizational resilience often means that a new organization itself must have the ability to effectively withstand frequent organizational management disruptions and have the adaptability to resist risks. Seville et al. (2008) provided a description and definition of resilience as the ability of an organization to continue to exist and maintain certain development potential even when faced with difficulties. Organizational resilience refers to an organization's ability to withstand disruptions and adapt to risks. It involves the organization's capacity to continue existing and maintain its development potential in the face of difficulties. Resilient management goes beyond adaptability and encompasses the utilization of existing management plans and capabilities, as well as the development of new planning and task capabilities to respond effectively to complex and dynamic environmental conditions. It is determined by the personal characteristics of employees, such as intelligence, emotions, cognition, self-discipline, and other abilities. Organizational resilience is a complex concept that encompasses multiple dimensions and crosses different levels within an organization (Frederick et al., 2016). According to Lee et al. (2013) identified two dimensions of resilience: planned and adaptive. Based on this research, this study focuses on three dimensions of resilience: Flexible continge, Status maintenance and Implement.

Research Framework

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RESEARCH METHODOLOGY

Research Design

This study is underpinned by four key research objectives that guide the methodological framework. In order to comprehensively address these objectives, the study will adopt a mixed-methods approach, integrating both qualitative and quantitative research paradigms to ensure a robust and comprehensive analysis. The mixed-methods approach is chosen for its strength in triangulating different data sources, which enables a richer and more nuanced understanding of the research problem. By employing both qualitative and quantitative methods, this study aims to capture the complexity of innovative leadership within the unique context of Yunnan Province's universities, contributing to both theory and practice.

Research Population

In this research, we will focus on selecting data in universities from the top 16 universities around Yunnan. (Ministry of Education of the People's Republic of China，www.moe.gov.cn, 2022). As Joreskog and Sorborn proposed that sample size should be greater than or equal to 200.00 to indicate goodness of fit (Joreskog & Sorbom, 1996). To account for potential non-response and ensure data quality, with 13 observed variables identified for this study, the minimum required sample size calculates to 260 respondents.the initial sample size of 260 is increased by 40%, rounding up to a final sample size of 364 respondents in total, and data collected from 778 individuals in this research.

Research Analysis

The collected data will be used by Smart-PLS for Inferential Analysis to build a mechanism model of how innovative leadership, organizational strategy and organizational resilience affect organizational performance.

RESULTS

This study verified that the relationships among variables in hypotheses 1 to 7 are valid. This chapter serves as an introduction to the procedures of collecting and analyzing research data. In terms of quantitative analysis, the data collection process comprises two stages: the pilot study and the formal study. The pilot study section provides an overview of the data collection process, conducts basic characteristic analysis, and offers descriptive statistical analysis of the pilot study data. For the formal study, the questionnaires that have been tested in the pilot study will be utilized, and the collected data will be analyzed using SPSS 27.0 software. Additionally, the relevance of the data will be further examined using Smart-PLS software, which will provide qualitative support for the variables and hypothetical paths.

It revealed that the means of the latent variables were in a range of 3.32– 3.95 at the moderate level to the high level; Organizational Strategy (OS), Innovative Leadership (IL), Organizational Performance (OP), and Organizational Resilience (OR), respectively. Additionally, considering each aspect of the latent variables revealed that the observation variables of the Innovative Leadership (IL) were in a range of 3.83-3.96 at the high level,

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efficiency is considered the most important dimension which is 3.96Mean ($\overline{x}$). The observation variables of Organizational Performance (OP) were in a range of 3.81-3.96 at the high level, efficiency is considered the most important dimension which is 3.96Mean ($\overline{x}$). The observation variables of the Organizational Resilience (OR) were in a range of 3.80-3.97 at the high level， where flexible continge is considered the most important dimension which is 3.89Mean ($\overline{x}$); . The observation variables of the Organizational Strategy (OS) were in a range of 3.91-3.92 at the high level, policy and mission are considered the most important dimension which are 3.92Mean ($\overline{x}$).

Table 1: Correlation coefficient of the observation variables in the Structural Equation Modeling (SEM) (n = 364)

	SF	II	RI	RR	FC	SM	IP	PL	MS	GO	FP	EF	PD
SF	1												
II	0.804**	1											
RI	0.770**	0.647**	1										
RR	0.670**	0.765**	0.826**	1									
FC	0.697**	0.679**	0.563**	0.570**	1								
SM	0.654**	0.655**	0.595**	0.634**	0.725**	1							
IP	0.571**	0.537**	0.674**	0.698**	0.783**	0.703**	1						
PL	0.701**	0.668**	0.573**	0.582**	0.719**	0.643**	0.628**	1					
MS	0.694**	0.631**	0.653**	0.608**	0.720**	0.656**	0.664**	0.766**	1				
GO	0.657**	0.597**	0.619**	0.606**	0.666**	0.670**	0.626**	0.716**	0.773**	1			
FP	0.682**	0.660**	0.627**	0.658**	0.708**	0.700**	0.699**	0.729**	0.733**	0.731**	1		
EF	0.636**	0.605**	0.611**	0.628**	0.658**	0.663**	0.628**	0.651**	0.677**	0.701**	0.795**	1	
PD	0.584**	0.551**	0.559**	0.546**	0.590**	0.622**	0.539**	0.568**	0.572**	0.603**	0.650**	0.634**	1

Remark ** at a 0.01 level of significance ($p < .01$)

Checking of the observation variable relationship in the Structural Equation Modeling (SEM) by using Pearson Product-Moment Correlation Coefficient revealed that it was less than 0.90 which was consistent with the criteria defined as the Correlation Coefficient of 0.90 and above would be a multicollinearity (Kline, 2016; Pallant, 2010; Hair et al., 2010). Consequently, it could be assumed that all observation variables were not multicollinearity and overlap variables, and appropriate for the Structural Equation Modeling (SEM) analysis.

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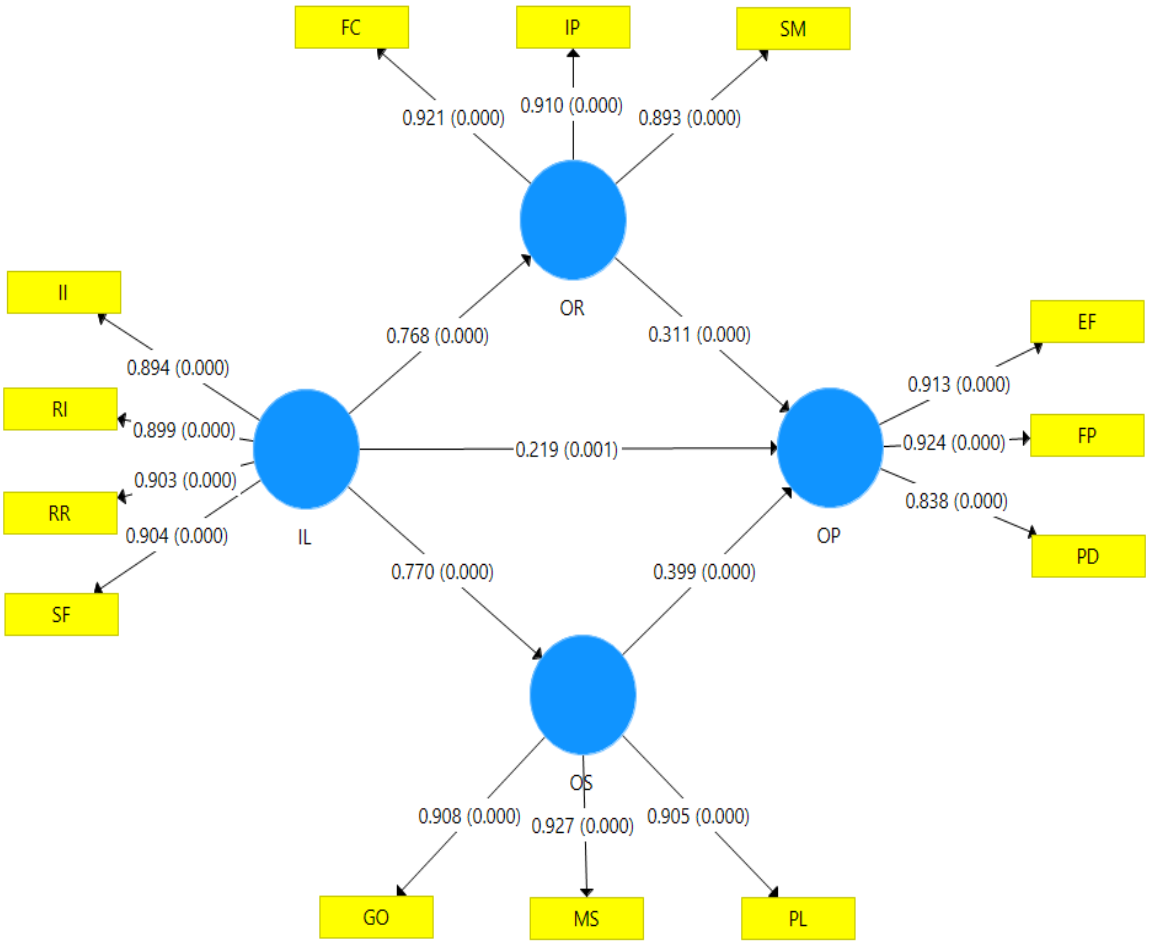

Figure 1: The statistical significance test results by Bootstrapping (n = 364)

The analysis of the structural model of innovative leadership, organizational strategy, organizational resilience, and organizational performance: An empirical study based on universities in Yunnan Province. The exogenous latent variables modeling comprising; Innovative Leadership (IL), Organizational Resilience (OR), Organizational Strategy (OS), and Organizational Performance (OP) with 13 observation variables, and the acceptable criteria of the factor loadings were greater than 0.70.

CONCLUSION AND FUTURE WORK

Conclusion

This study presents research themes based on a systematic review of existing literature. The themes include the impact of innovative leadership on organizational performance, innovative leadership theory, leadership style, organizational resilience, organizational strategy, and organizational performance theory as the theoretical basis. The study also proposes a multiple mediation research theoretical model to explain how innovative leadership, organizational

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resilience, and organizational strategy impact organizational performance. A theoretical model was constructed to examine how innovative leadership, organizational resilience, and organizational strategy impact organizational performance. Study 1 used statistical tools to quantitatively analyse the relationship between variables and employed the methods of 'innovative leadership' and 'organizational performance'. The relationships between variables were tested using the bootstrap method. Qualitative analysis was used in Study 2 to explore the mechanisms that influence the relationship between variables. The analysis employed text frequency statistics, semantic network analysis, and sentiment analysis. It aimed to investigate the influence mechanism between innovative leadership and organizational performance.

Discussion

This study aims to contribute to research on the relationship between innovative leadership and organizational performance. It constructs a multiple mediation model based on social exchange theory, social learning theory, and competence motivation opportunity theory to analyze the impact of innovative leadership on organizational performance. The study addresses methodological gaps by using a sequential interpretive design and combining text data mining techniques with leadership research. It examines the mediating role of organizational strategy and resilience between innovation leadership and organizational performance, filling gaps in the literature.

Additionally, the study identifies the mediating role of organizational strategy and resilience and explores their effectiveness in explaining organizational performance. It also investigates the relationship between innovative leadership and organizational resilience, filling a theoretical gap in the research. Finally, the study addresses a theoretical gap in the relationship between innovative leadership and organizational strategy, highlighting the moderating role of organizational strategy. This study provides valuable insights and directions for future research on innovative leadership.

Limitations and Future work

The study conducted a one-time survey, resulting in static and cross-sectional data that only reflects the participants' psychological experiences at that moment. The authors suggest using a longitudinal approach to explore relationships between variables more thoroughly. The research was limited to participants in Yunnan Province, which may restrict the generalizability of the findings. To address this, future studies should expand the sample to include a wider geographical distribution. The study's reliance on self-reporting may introduce methodological bias. To increase the credibility of the findings, data should be obtained from a third-party perspective, such as a team or leader. Additionally, the small sample size in the qualitative part of the study limits the comprehensive representation of the findings. Future studies should consider expanding the sample size for a more comprehensive analysis. The study only examined two mediating effects. Future research should explore other potential mediating variables. Overall, future research should consider conducting longitudinal studies, expanding the sample size, collecting data from multiple perspectives, exploring other mediating variables.

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