

THE INFLUENCE OF INNOVATION LEADERSHIP AND STRATEGIC FIT ON PERFORMANCE ORGANIZATION: THE MODERATING ROLE OF WORK TEAM RESILIENCE AT UNIVERSITY IN YUNNAN, CHINA

TING LI ¹ and CHAYANAN KERDPITAK ²

^{1,2} Suan Sunandha Rajabhat University, Thailand.

Email: ¹s62484945065@ssru.c.th, ²chayanan.ke@ssru.ac.th

Abstract

This study examines the relationship between innovative leadership, strategic fit, work team resilience, and performance in colleges and universities in Yunnan, China. The research employs a questionnaire based on a tested conceptual framework, using criteria evaluation, sample selection, and simple random sampling. The study examines the impact of innovation leadership, strategic fit, and work team resilience on high performance using random sampling. Results show differences in academic staff percentages at 2 private Yunnan University. The study uses 300 samples, an anonymous and confidential survey questionnaire, and simple random sampling. The overall mean score of performance is 0.860, with a Cronbach's Alpha of 0.915, indicating high dependability. The study found a strong correlation between the quality of education and student success in academic and professional endeavors. The study also found that organizational toughness plays a significant role in the development of team resilience. The study investigates the mediating relationship between work team resilience, performance, innovation leadership, and strategic fit in a university in Yunnan Province, China. The path coefficients and critical ratio CR indicate significant differences at the 0.05 level. The mediation hypothesis describes the mechanism by which an independent variable affects the dependent variable through an intervening variable. The standard path coefficient and p-value are (0.093) and $p < 0.010$, respectively, for innovation leadership, work team resilience, performance, and strategic fit, respectively. Updating educational programs, infrastructure, and human resources is crucial for enhancing performance and societal contributions. The study highlights the importance of strategic fit and work team resilience in enhancing leadership, performance, and community well-being. Incorporating leadership innovation into education helps students develop essential skills such as communication, teamwork, and decision-making, which are crucial for their future success in a globalized and interconnected society.

Keywords: Innovation Leadership, Strategies Fit, Performance Organization, Work Team Resilience

INTRODUCTION

Universities are aware that achieving the right level of education and training requires more than just memorizing a course content; students also need to gain marketable skills (Garcia, 2016). Employers and educational institutions are gradually realizing the importance of providing people with the competencies, skills, and knowledge that will ease their integration into the workforce once they complete their studies and support their professional growth throughout their careers, allowing them to successfully adapt to changes in the employment market. Private universities are viewed as a resource for economic development and the most essential inputs for industrial processes in the knowledge-based economy of the 21st century. Universities at the forefront of innovation and technology development are crucial to the system of innovation and technology production and its transfer to industry and society.

Numerous colleges have devised numerous programs, courses, seminars, and procedures to foster students' creativity and invention and enhance their cognitive abilities. The institutions that embrace intellectual human capital the most are universities. They serve as knowledge institutions that consist of teaching staff, researchers, and students, thereby constituting a vast pool of skills and potentials that can generate ever-increasing returns in terms of creativity, idea generation, and innovation within an organization's environment and culture. Executive administration of universities focuses on the efficient management and utilization of intellectual human capital. This is a difficulty for university administration, but the greatest issue is the transformation of ideas into intellectual or material values for work, production, and living, or knowledge in general. This signifies the transition from thinking and creativity to innovation, as well as the transition from a creative university stage to a productive university stage based on invention.

Innovation is a good determinant of a company's long-term viability. And it becomes increasingly crucial to be able to sustain success through an innovative culture in the uncertain and complicated global business climate of today. Every business must prioritize innovation leadership because ideation, the stage in which great ideas are formed as the basis for innovation success, is the first step in any successful innovation. Managers need to do more than simply cascade orders, especially in light of how leadership can affect workers' productivity and efficiency. The traditional dynamic between managers and staff members is one of submission to authority. In that creative leaders are receptive to their staff members' ideas and are more than happy to provide constructive criticism, innovative leadership goes beyond this arrangement. Innovation culture is created, nurtured, and practiced with innovation leadership. Continuous innovation is essential for businesses today. Organizations can increase their competitive advantage and assure long-term success by embracing innovation. Therefore, innovation leadership is beneficial since it spurs, encourages, and has an impact on creative activities.

The purpose of the study being undertaken on innovative leadership, strategic fit, and work team resilience to improve organizational performance in universities is to generate a body of knowledge that can be utilized to advance and improve university performance. This objective is of the utmost importance when considering the scope of the study.

LITERATURE REVIEW

Concepts of Leadership

Leadership is the capacity to conceptualize, motivate, organize, manage, and lead employees to greater levels of performance to propel an organization ahead in a dynamic and competitive environment (Tucker & Russell 2004). In order for leadership to be a major mechanism for driving and moving the organization in the proper direction, the team must possess competencies aligned with corporate direction and objectives. One of the most significant factors that contributes to a successful and productive company is leadership. There are a lot of different ways to approach leadership, and there are also of different theories regarding which kinds of leadership are most effective in certain circumstances.

In order to perform effective leadership, it is not enough to simply designate someone to take the reins of the organization; one must also ensure that the person in charge is flexible enough to adjust to the requirements of the group and is able to motivate members in accordance with the specific circumstances. Poor leaders have the ability to disrupt an already successful group and sow dissension inside an organization, just as strong leaders have the ability to inspire their followers to achieve more than they thought possible.

Concepts of Effective Leadership

In order for leadership to be effective, it is essential to understand that it must change in response to the circumstances of the situation. The demands of every individual in the group, the kinds of goals they want to achieve, and the resources they have all have the potential to affect the kind of leadership that is most suitable for the situation they find themselves in. When analyzing how various leadership tools and qualities will have an effect on a circumstance, the most important considerations centre on the following four aspects.

Consequently, strong leadership is required for the effective operation of both organizations and teams (Hogan & Kaiser 2005). With excellent leadership, an organization's performance may be enhanced. According to a number of experts, leadership is an individual's capacity to persuade group members to willingly participate in achieving the organization's stated objectives. This influence originates from either within or outside the organization. Stogdill describes leadership as the introduction and maintenance of structure in expectation and group member interaction. It is a relationship involving the application of influence and power (Yukl, 2010).

Mentoring subordinates or coworkers to accomplish their responsibilities with excitement and zeal is an art. Individuals exert group influence in order to accomplish the group's or organization's objective. It is a practice of invoking influence or persuasion on others' willingness and excitement to work toward the group's goal with success. It is the capacity to exert influence on the group in order to achieve the objective (Robbins & Coulter, 2005).

Leadership, according to Hersey, Blanchard, and Johnson, is the process of influencing the activities of a person or a group toward goal attainment in a particular context (Hersey, Blanchard & Johnson, 1996). In conclusion, leadership is the capacity to influence group members toward goal attainment via the use of procedure, command, and influence over others. It involves continual interaction between leaders, followers, and situations, all of which have an influence on one another and contribute to the accomplishment of a goal.

Concept of Innovation Leadership

As they learn to function effectively in difficult and uncertain environments, leaders require the innovative leadership skills of innovators. In addition to this, they need to cultivate an atmosphere conducive to innovation within their own firms. In order to maintain organizational health and ensure its continued viability in the future, innovative methods, techniques, and ways of thinking are essential. Other top leaders throughout enterprises are aware that they need to make changes to the way they now conduct business. Leaders are searching for new

ways to provide them a competitive edge and generate new industries, markets, products, and services as they strive to deliver results at a tactical level (David Horth, 2014).

Concept of Strategic Fit

To achieve long-term success, it is essential for a business to develop and retain a sustainable competitive edge. Management of the organization must be comprised of knowledgeable and discerning decision-makers. Strategic management for decision-making and analysis of implementation for optimal organizational performance and enduring competency power. Organizational strategy is an action plan for achieving mission-related goals and objectives. It also influences the organization's objectives and methods for accomplishing those objectives. A strategy is a long-term plan designed to achieve the mission and goals of an organization. It leverages competitive advantage to lessen its drawbacks. In reaction to changes, substantial improvements, or competition, an organization must clearly identify its objectives (Wongkiatirat, 2003). In general, strategic objectives concentrate on external elements, such as stakeholders, the market, services, opportunities, and technological challenges. In order for an organization to preserve its competitive edge over other units, it must establish its long-term direction as a guide for the allocation and distribution of resources. (Carmeli, & Tishler, 2004; Zenger & Folkman, 2014).

Concept of Performance

This chapter provides an overview of individual performance research. Individual performance is extremely significant for both the business as a whole and its employees. Performance has both a behavioral and an outcome dimension. It is a dynamic and multidimensional idea. This chapter presents three perspectives on performance: an individual differences perspective with an emphasis on individual characteristics as sources of variation in performance; a situational perspective with an emphasis on situational aspects as performance facilitators and impediments; and a performance regulation perspective with an emphasis on the performance process. This chapter shows how contemporary shifts in the nature of work, such as the emphasis on continuous learning and proactivity, the growth in teamwork, enhanced technology, and globalization trends, have an effect on the performance idea and future performance research. (Carmeli & Tishler, 2004; Diamantidis & Chatzoglou, 2019).

METHODOLOGY

The aim of this chapter is to present the research design, research methodology, subject of the study, tools and analysis. The researcher makes use of quantitative and qualitative research methodologies. Research design is a master plan or a strategy to guide the whole research process which focuses on discovering accurate and reliable answers to the research questions (Burns, 2000). The researcher used a variety of research approaches in order to complete this chapter's work. The first is the qualitative method, in which data is collected by in-depth interviews for phenomenon study, and the outcomes are used to better describe the quantitative findings. the qualitative method, in which data is collected by in-depth interviews for phenomenon study, and the outcomes are used to better describe the quantitative findings; the

second is the quantitative method, in which empirical data is collected by questionnaires for a causal relationship study on innovative leadership, strategic fit, and work team resilience that affect the performance of universities. Both methodologies are referred to as research methodologies.

RESULTS

In this research, Structural Equation Modeling was used to analyze the path of the structural equation model to obtain the path coefficient value and CR value of the structural equation model. The path coefficient reflects the relationship and degree of influence between variables, and the critical ratio CR (Critical Ratio) can judge the regression. Whether the coefficient is significant or not, it is generally believed that the CR value is greater than or equal to 1.96, which means that there is a significant difference at the 0.05 significant level. The standardized regression coefficients and variance parameter estimates of the structural equation model in this study are shown in the table.

Table 1: The Path Coefficients of Structural Equation Models Test

	Path hypothesis	Estimate	S.E.	C.R.	P
ILS	→ WTR	0.386	0.077	5.547	0.001*
TLS	→ SFS	0.305	0.065	4.719	0.000*
ILS	→ P	0.332	0.072	4.583	0.001*
SFS	→ P	0.297	0.056	5.275	0.000*
WTRS	→ P	0.207	0.052	3.971	0.001*

Note: * means $P < 0.001$.

Main effect hypotheses testing

- 1) Validation of the hypothesis of the relationship between ILS and WTR: The path coefficient of ILS on WTR was 0.386, and the C.R. value was 5.547, corresponding to a significant P of 0.001. Therefore, ILS had a significant positive effect on WTR, so the hypothesis was established.
- 2) Validation of the hypothesis of the relationship between SFS and WTR: The path coefficient of SFS on WTR was 0.305, and the C.R. value was 4.719, corresponding to a significant $P > 0.000$. Therefore, SFS had significant positive effect on WTR, so the hypothesis was established.
- 3) Validation of the hypothesis of the relationship between ILS and P: The path coefficient of ILS on P is 0.332, and the C.R. value is 4.583, corresponding to a significant P 0.001. Therefore, ILS has a relationship between P.
- 4) The path coefficient of SFS on P was 0.297, and the C.R. value was 5.275, corresponding to a significant P 0.000. Therefore, CCS had a significant positive effect on DT, so the hypothesis was established.

- 5) Validation of the hypothesis of the relationship between WTRS and P. The path coefficient of WTRS on P was 0.207, and the C.R. value was 3.971. This corresponds to a significant P of 0.001. Therefore, WTRS had a significant positive effect on P, so the hypothesis was established.

Table 2: Mediation test results

Parameter	Estimate	Lower	Upper	P
IL→WTR→P	0.093	0.063	0.217	**
WTR→SF→P	0.095	0.093	0.192	***

Note: ***p<0.001, **P<0.010

Source: Data and information from this research

In table 4.24 shows that the standard path coefficient and p-value are (0.093) and p<0.010 in the path from innovation leadership to work team resilience to performance which shows that the hypothesis is accepted. Also, in the path from innovation leadership to strategic fit to performance has standard path coefficient and p-value are (0.095), p<0.001) which shows that the hypothesis is accepted. The overall summary of hypothesis is shown in table 4.25 below:

Table 3: Summary of Hypothesis Testing

Hypothesis		Results
H1	ITL has positive direct effect on WTR.	Accepted
H2	STE has positive direct effect on performance.	Accepted
H3	WTR has positive direct effect on performance.	Accepted
H4	ILS has positive direct effect on performance.	Accepted
H5	ILS has positive direct effect on performance.	Accepted

Source: Data and information from this research

CONCLUSION

The study analyzed the strategic fit of universities and their performance in various dimensions. Communication, transparency, and environment dimensions were found to be lower than the average. The environment dimension focused on positioning strategies for universities to be distinctive in the minds of prospective students.

The strategic fit scale had a relatively high mean value, with no significant deviation from the formal survey data and test results. Internal performance was found to be higher when educating skilled individuals, while process performance was higher when preparing highly qualified students for industry and high academic achievement. The study found a strong correlation between the quality of education and student success in academic and professional endeavors.

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