



Moderating Role of work team Resilience in The Relationship Between Innovation Leadership and Strategic fit on Performance at The University of Yunan, China

Ting Li and Chayanon Kerdpitak

Program in Management Innovation, The Graduate School, Suan Sunandha Rajabhat University

Email: chayanon.ke@ssru.ac.th

Received August 26, 2023 Revise September 24, 2023 Accepted December 31, 2024

Abstract

This study examines the influence of innovation leadership and strategic fit on performance organization: the moderating role of work team resilience at a university 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 universities. 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: Work Team Resilience, Innovation Leadership, Strategic Fit, Performance Organization,

Introduction

In today's business environment, globalization and technological innovation present challenges for businesses. Leaders must embrace and participate in organizational development processes to adapt and manage their organizations effectively. Universities play a crucial role in fostering creativity, idea generation, and innovation within their organizations. They prioritize innovation leadership, which promotes creativity, welcomes and provides feedback, understands the risks that are worthwhile, and is detail-oriented. Universities are seen as resources for economic development and essential inputs for industrial processes in the knowledge-based economy of the 21st century. They foster a culture of innovation, transforming ideas into intellectual or material values for work, production, and living (Maynard M. T., & Kennedy D. M. (2016)

Innovation is a key predictor of a company's long-term viability and is essential for businesses to sustain success through an innovative culture. Innovation leaders go beyond traditional tactics, encourage teamwork, understand the risks, and are detail-oriented to ensure the success of their projects. Management strategies that are in line with both internal and external perspectives have a significant impact on organizational performance (Carmeli et al., 2013; Paolucci, N. et al., (2018). Medium-sized businesses thrive on strategic fit, leveraging untapped markets, and adapting to rapidly changing environments. Effective leadership is crucial for achieving goals and fostering organizational growth. Team resilience—the ability to recover from adversity, failures, and trauma—is essential for a team's success. Research on team resilience has been fragmented due to various conceptualizations, but it is generally defined as a team's capacity to bounce back from setbacks. This approach, which views team resilience as an emergent capacity rather than a fixed trait, is the most common in quantitative studies. Understanding team resilience capacity is essential for a consistent approach to understanding the phenomenon. By studying team resilience capacity, researchers can identify factors that contribute to a team's ability to recover and adapt in the face of challenges. This knowledge can then be used to develop strategies and interventions that enhance team resilience, ultimately leading to improved performance and success in the long run. Adversity impacts team performance, but it's not a prerequisite. A positive team climate, supporting norms, effectiveness, and psychological protection improve resilience. Research on team resilience is limited, but understanding and enhancing it can improve performance, job satisfaction, and overall organizational outcomes.

Resilient leaders maintain energy levels under pressure, manage disruptive changes, and adapt to new situations. They are characterized by self-awareness, mindfulness, self-care, meaningful connections, and a sense of purpose. Team resilience involves adapting to change and disruption creatively, reducing emotional toll on members. Research on resilience has shown positive effects on well-being, task performance, and work engagement, but can also have negative consequences on psychological stress. Team adaptation involves modifications made to procedures as a reaction to triggers or interruptions. Accurate mental models help teams identify enhancements to team processes and develop future strategies for overcoming



challenges. Debriefing exercises can help teams process negative events, identify needs for continuous improvement, and develop future strategies for overcoming challenges (Pangallo A., et al. (2016).; Ceschi et al., 2017).; Shatte, A.et al., (2017)

This study focuses on the importance of building resilience in the face of adversity in teams. Resilient teams can be measured by their ability to adapt to changing circumstances and maintain long-term viability as a team (Dimas et al., 2018). The study aims to understand how the innovative leadership, strategic fit, and work team resilience causal model can enhance organizational performance in Yunnan Province, China, universities. The findings will contribute to the management of universities, particularly in China, by identifying the most important criteria for achieving improved performance. The research will employ an exploratory sequential mixed-method design, combining qualitative and quantitative data to assess the impact of resilient work teams, innovative leadership, and strategic alignment on the overall performance of Private University in Yunnan Province, China. The knowledge gained from studying the causal model of innovative leadership that affects university culture, strategy, and performance will be academically and practically valuable, serving as a reference for promotion and growth agencies and companies.

Objective of Research

To explore the relationship between innovation leadership, strategic fit, work team resilience, and performance at universities in Yunnan Province, China.

Literature Review

3) Concept of Work Team Resilience

Teams are open systems that utilize resources, communicate internally, and achieve results. They are defined as a limited number of individuals with the right mix of competence to fulfill a task, dedicated to a meaningful purpose, and attainable performance goals. Internal components of teamwork include coordination, organization, decision-making, and problem-solving. Team effectiveness is both empirical and political, and requires clear goal definition, communication, negotiation, and dispute resolution abilities. Multidisciplinary teams require a balance of personality types and productive group dynamics. Business literature offers advice for productive teams based on traditional conceptions of teamwork and leadership, but these often rely on expert opinion. The success factors of Western and Asian teams depend on their location, project specifics, and the advantages of teamwork.

Synergy and collaboration are crucial in mergers and acquisitions, as they help organizations achieve greater value through excellent collaboration. Synergy can result in cost reductions, improved efficiency, and better problem-solving options. Team synergy allows team members to contribute their unique experiences, perspectives, skills, and communication styles to work together. Clear goals and objectives motivate team members and create a shared vision. Effective communication and a unified sense of purpose are essential for team success. Resilience is the ability to endure adversity, respond to it, adapt, and adjust to it. It is essential for students to overcome stressful experiences and achieve success in life. Programs designed to help students cope with stress and triumph over challenges are increasingly being developed



in educational institutions. Overall, synergy and collaboration are essential for organizations to achieve better results and achieve their goals.

Research on organizational resilience will focus on context, organizing for resilience, assessing resilience, and cross-level work. Organizational resilience refers to an organization's ability to recover from and adapt to shocks and events. It helps organizations identify opportunities and challenges, promoting sustainable growth. Team resilience is crucial for team success, but research faces conceptual difficulties due to various literature and overlap between concepts (Liang, F. & Cao, L. (2021), Team cohesion is essential for a successful team, and can be achieved through effective communication, establishing a protocol for communication, and fostering a transparent culture. Managers can start by recognizing each team member's strengths, creating a team culture, aligning on the team's vision and objective, matching individual talents with tasks and responsibilities, and celebrating team victories. Team resilience is a multidimensional concept influenced by individual, team, and organizational factors, and has been found to improve organizational outcomes and the well-being of military personnel. However, there is limited research on its military implications, and there are no official training programs designed to foster resilience.

Team resilience is a concept focusing on a team's collective capacity to perform tasks effectively in adversity, mediated by positive emotions and a resilient environment, requiring a combination of individual, team, and organizational factors. This research highlights the importance of recognizing individual strengths, creating a team culture, aligning on team vision and goal, maximizing personal capabilities, and celebrating team successes to improve confidence. Contemporary research on resilience is placing a greater emphasis on "building resilience," which involves deliberate actions to ensure individuals, teams, and organizations have the resources necessary to deal with adversity.

4) Concept of High-Performance Organization

Individual characteristics, situational factors, and performance regulation all impact performance in both organizations and people. It is described as an individual's quality and amount of work completed in accordance with their assigned responsibilities. The goal of performance management is to enhance the overall performance of a company or organization, including the performance of each individual and work group (Al Mehrzi, N., & Singh, S.K. (2016). An individual's skills, abilities, and attributes all have an impact on employee performance. According to research, integrating the Internet into occupations may enhance task processes, knowledge acquisition, and communication quality, thereby improving both individual and organizational performance. Employee performance is significantly influenced by the work environment, which includes both physical and non-physical aspects. Managers may encourage their workers by giving them liberty, complimenting them, implementing flexible working hours, and assisting them in managing professional, family, and personal responsibilities (Shmailan, A.S.B. (2016); Dahkoul, Z, M (2018); Diamantidis, A. D., & Chatzoglou, P., 2019). Employee resilience has an impact on organizational resilience, although further study is required. Managers have greater power, and their personalities influence firm strategy and decision-making. Furthermore, a happy work atmosphere encourages employee creativity and innovation, which leads to higher productivity and overall success for the firm. Furthermore, managers who stress open communication and foster a



culture of trust and respect may help their team members develop solid connections, resulting in improved work satisfaction and employee retention rates (Tuffaha, M. (2020).

Performance measurement is critical for measuring the success of public organizations since it entails setting objectives, developing indicators, reviewing performance, and undertaking continuous assessment. Productivity, service quality, responsiveness, responsibility, and accountability are some of the key measures employed (Islami, X. A., et al. (2018); Wuttipong K., et al., (2021), High-performance teams are driven by personal commitment, increased productivity, adaptability, open communication, quick decision-making, and a culture of trust and respect. They foster a supportive work environment, enabling quick adaptation to market needs, problem-solving, creativity, and a supportive work environment for individual and collective achievement.

5) Conceptual framework

The study examines the link between innovative leadership, team resilience, strategy fit, and high-performance companies. It emphasizes team synergy, individual skills, and vision alignment. The research also investigates how these factors can improve employee performance in Chinese colleges.

Conceptual Framework

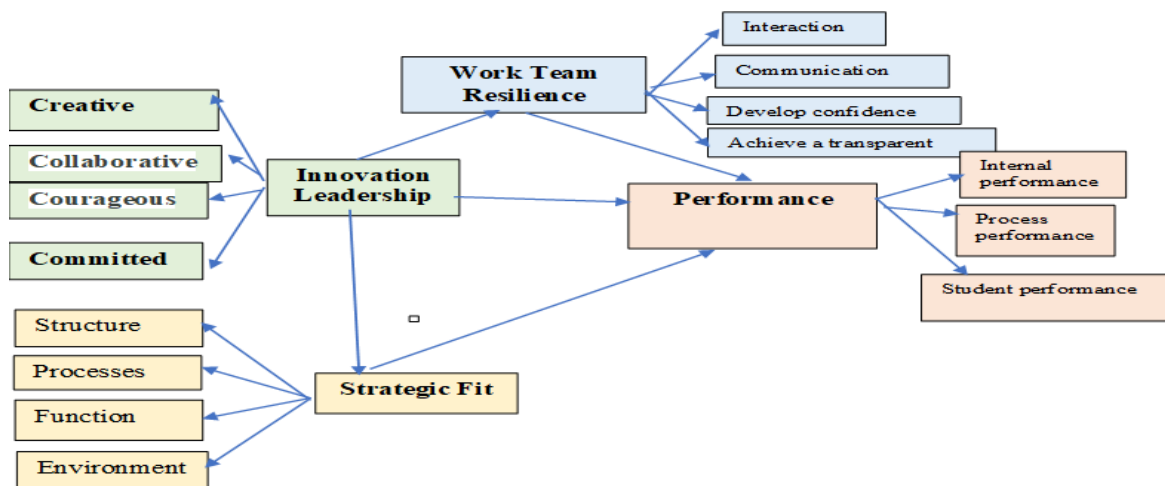


Figure 1: Conceptual Framework: displays the composition of all variables in a conceptual framework model

Research Methodology

This research details a mixed-methods research approach, utilizing both qualitative and quantitative methods to investigate complex phenomena like innovative leadership, strategic fit, and work team resilience.

This study uses a questionnaire based on a conceptual framework to analyze causal connection model consistency at the organizational level. The population includes all four universities in Yunnan, China, with a stratified random sampling of academic staff and support staff. This study investigates the relationship between innovative leadership, strategic fit, and



work team resilience and performance in colleges and universities in Yunnan, China. The research uses a questionnaire based on a tested conceptual framework and uses criteria evaluation, sample selection, and simple random sampling. Sample Selection The researcher uses the establishment classification criteria to select simple random sampling 50% (lottery numbers from 4 place). Sampling by Random Probability: Simple random sampling is a sampling method in which each item in the population has an equal chance and probability of being selected for the sample. Yunnan University of Economics and Finance and Yunnan University of Business Administration have different academic staff percentages. The study aims to identify the impact of these variables on university performance. The research uses 300 samples for Structural Equation Modeling (SEM) analysis, an anonymous and confidential survey questionnaire, and simple random sampling. A unique sampling method was used to interview 15 representatives, record the data in questionnaires, and analyze it in a database.

Research Results

Quantitative Research

1) To explore and discover ideas of innovative leadership, strategic fit, and work team resilience and performance.

In descriptive statistical analysis, mean, standard deviation, and variance are used to describe the sample's characteristics. The mean and standard deviation of all variables studied in the model fall within a reasonable range and are generally consistent with the expected outcome of the investigation. The standard deviations of these four variables are on average close to 1.00. The mean value of each measurement content in the innovation leadership scale is relatively high, with academic and support staff having a high level of recognition for the university's innovation leadership. The ability to provide reliable and collaborative input to staff has a score of 4.06, and providing creative input and idea suggestions to staff has a score of 3.97. Both academic and support staff perceive the university's innovation leadership as effective and valuable. The standard deviation of each measurement content is around 1, indicating no significant deviation from the formal survey data and the test results are acceptable. In the scale of work team resilience (WTR), dimensions of interaction, communication, developing confidence, and achieving transparency are high, with staff having a high evaluation of the display of universities.

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.

2) To examine the relationship between innovative leadership, strategic fit, and work team resilience as it relates to university performance,

Innovation leadership metrics are suitable for factor analysis due to their suitability and Bartlett test results. The innovation leadership factor has a high construct validity, with a



variance explanation rate of 78.19% after rotation. The strategic fit scale extracted four factors from the formal survey sample, with a variance explanation rate of 77.346% after rotation. The cultural identity scale also showed good construct validity, with a high variance explanation rate and factor loading after rotation. Overall, the strategic fit scale effectively captured the essence of perceived value and is reliable and valid for assessing strategic fit.

The study focuses on the factors affecting work team resilience, with a high convergent validity and a 0.5 AVE. The model's fitting index is good, with a chi-squared to degrees of freedom ratio of 1.762, high adaptation, and a 0.994 NFI. The RMSEA is 0.041, indicating a good fit. Further analysis can be conducted, and the confirmatory factor analysis indicators meet the standard, indicating a good overall fit. The study's findings suggest that organizational toughness plays a significant role in the development of work team resilience.

The study analyzed the strategic fit model, focusing on factor loadings, combined reliability, and average variance extraction. The results showed high convergent validity, with factor loading values between 0.6 and 0.9. The combined reliability of each dimension was greater than 0.7, and the average variance extraction was greater than 0.5. The study found significant relationships between organizational toughness variables and each measurement index variable, indicating a good fit. The chi-squared to degrees of freedom ratio was 2.455, and the model's fitness was better with closer GFI and AGFI values. The statistical significance of the model was determined using RMSEA.

The study examines factor loadings, combined reliability, and average variance extraction for each variable observation value. It finds high convergent validity with a CR of 0.7 and an AVE of 0.5. The study establishes a strong structural model of performance toughness with a fitting index of 2.356%. The study also finds that organizational toughness is a significant factor in performance toughness, and a second-order model of performance is established. The standardized root mean square residual (SRMR) of the model is 0.056, indicating a good fit.

The structural equation model has a running fitting index of 2.520, indicating good fit and validity. The model's high values of GFI, AGFI, NFI, TLI, and CFI support its validity. The RMSEA value is within an acceptable range, confirming the model's overall fit. The low χ^2/df value and high values of GFI, AGFI, NFI, TLI, and CFI provide confidence in using the model for further analysis. The SRMR value is within an acceptable range, confirming a good fit between the model and the observed data. 3) To examine the mediating work team resilience, performance and innovation leadership, and strategic fit in university, Yunnan Province China.

The path coefficient reflects the relationship and degree of influence between variables, and the critical ratio CR (Critical Ratio) can judge the regression. A CR value greater than or equal to 1.96 indicates a significant difference at the 0.05 significant level. The main effect hypotheses testing was validated for the relationship between ILS and WTR, SFS and P, CCS and P, and WRTS and P. The path coefficients of ILS and P were 0.386, 4.719, 4.583, 0.001, and 0.001, respectively. The mediation hypothesis describes the mechanism by which an independent variable affects the dependent variable through some intervening variable. The mediation effect test uses various methods, such as the stepwise test method, bootstrap method, and Sobel test method.

The mediation effect is a statistical technique used to evaluate and quantify the magnitude of the mediating impact. 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, and (0.095) and $p < 0.001$ in the path from innovation leadership to strategic fit to performance. The overall summary of the hypothesis is shown in Table 1.

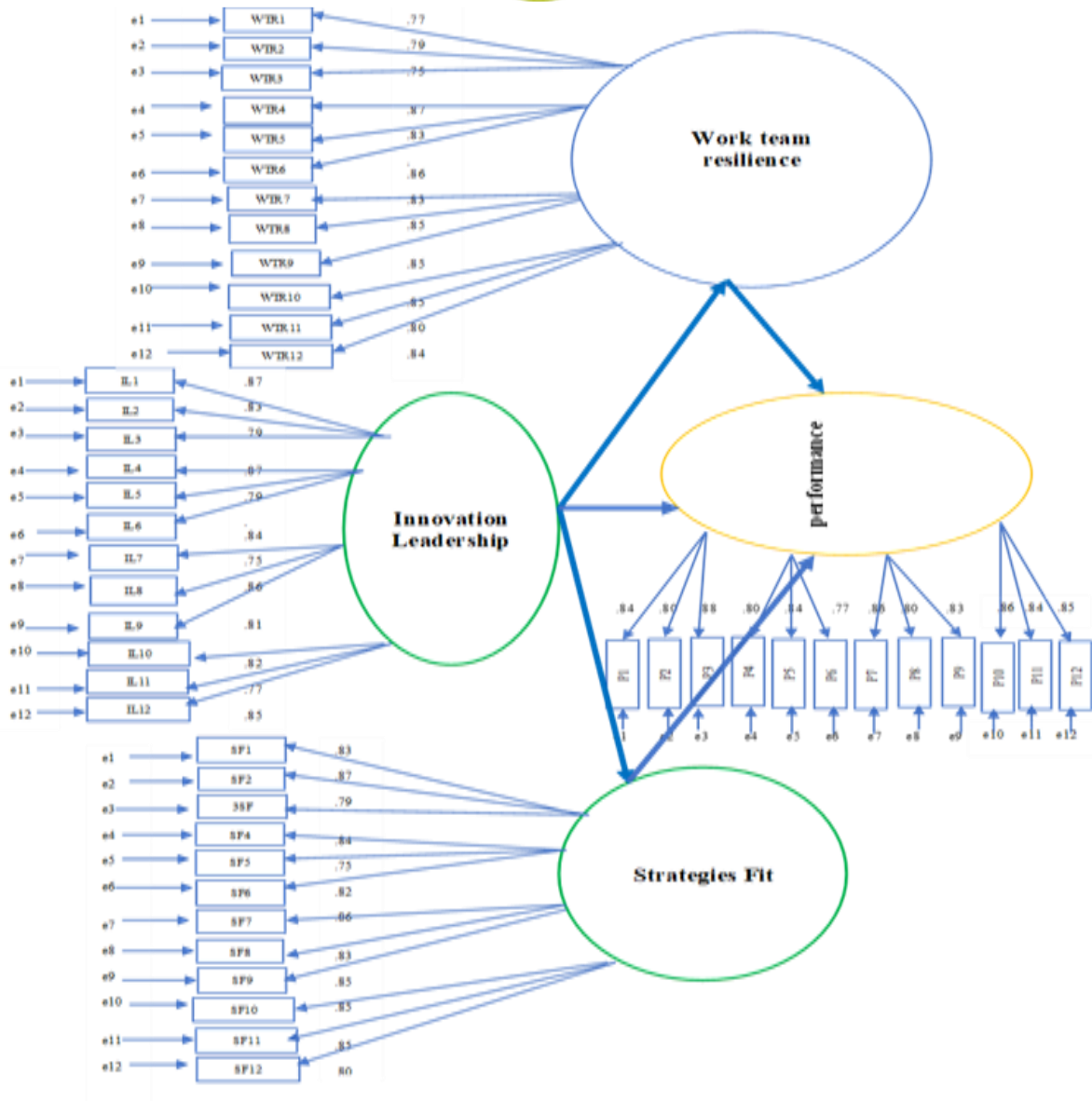


Figure 2 Operation results of Structural equation model



Table 1 Summary of Hypothesis Testing

	Hypothesis	Results
H1	There is significant relationship between innovation leadership, on university high performance in China.	Accepted
H2	There is significant relationship between strategic fit on university high performance in China.	Accepted
H3	There is significant relationship between work team resilience on university high performance in China.	Accepted
H4	There is a mediating role of work team resilience between innovation leadership and performance.	Accepted
H5	There is a mediating role of work team resilience between strategic fit and performance.	Accepted

Qualitative Research

Research results show a significant relationship between innovation leadership and university high performance in China. Innovation leadership in Yunnan Province, China, involves technology-enhanced learning, student performance tracking, and improving professors' job creation goals. Updating educational programs, infrastructure, and human resources is crucial for enhancing performance and societal contributions.

From research results in the part of qualitative research found that there have been relatively with research results of quantitative research: 1) Yunnan Province, China, sees innovative leadership and performance linked to technology-enhanced learning, student performance tracking, and improved job creation goals. Universities must update programs, infrastructure, and human resources to meet local and student needs, equipping students with skills for job market success and economic development. As the higher education industry grows, universities must adapt to accommodate diverse students, conduct research, and compete in local and regional markets. 2) Innovative leadership enhances institution performance by updating educational programs, addressing local needs, aligning professors' goals with job creation, and training qualified students for research, societal usefulness, and industry work. Examining unique characteristics is crucial for effective leadership and societal contributions.

The study found a significant relationship between innovation leadership, strategic fit, work team resilience, and high university performance in China. Innovation leadership, strategic fit, and collaboration are essential for high university performance. Technology-enhanced learning, student performance tracking, and job creation goals improve performance and societal contributions. Work team resilience mediates this relationship. Overall, innovation and strategic fit are crucial for Chinese institutions.

Discussion of Research

The research aims to explore the relationship between innovation leadership, strategic fit, work team resilience, and performance at universities in Yunnan Province, China. The study focuses on 4 universities in Yunnan, China, and examines the relationship between these variables and university performance. The research hypothesizes that innovation leadership,



strategic fit, and work team resilience have a significant impact on high university performance in China. Work team resilience, as a moderating variable, influences performance and innovative leadership, as well as strategic fit. The research also examines the mediating role of work team resilience between innovation leadership and performance and strategic fit. The findings can be used to raise worker motivation, improve job performance, and contribute to the current body of information on innovation leadership, strategic fit, work team resilience, and organizational performance. The findings can also aid future researchers in studying staff performance at universities in Yunnan Province, China.

Based on the above research, there are significant differences between quantitative and qualitative research. It was also found that the research results correlated with the concept and several past theories. These findings highlight the importance of considering both quantitative and qualitative research approaches in order to gain a comprehensive understanding of the subject matter. Furthermore, the alignment between the research results and existing theories suggests that further investigation in this area could contribute to the advancement of knowledge and potential practical applications.

This study explores the impact of innovative leadership, strategic alignment, and work team resilience on organizational performance in Yunnan Province, China, aiming to improve teaching staff performance. Furthermore, incorporating leadership innovation into education helps students develop essential skills such as communication, teamwork, and decision-making. These skills are crucial for their future success in a globalized and interconnected society. Additionally, by promoting critical thinking and problem-solving abilities, schools can empower students to become lifelong learners who can effectively navigate complex challenges and contribute positively to their communities. Such results from studies are consistent with the concepts of Sohmen, V. S. (2015); Horth, D., & Buchner, D. (2014) in the part of leadership that entails motivating, organizing, and leading employees to higher levels of performance by utilizing various models and emotional intelligence competencies. Strategic management ensures optimal performance and competency power, while innovation leadership is essential for organizational success (Harwiki, W., (2016); Lecturer, I., 2018). These scholars argue that effective leadership involves not only motivating and organizing employees but also utilizing emotional intelligence competencies to drive performance. Additionally, strategic management is crucial for achieving optimal performance and competency power, while innovation leadership plays a vital role in ensuring organizational success. These ideas highlight the importance of incorporating various models and competencies into leadership practices.

Universities should prioritize customer satisfaction, employee engagement, and continuous improvement by investing in technology and diverse workplace cultures. This fosters innovation and economic growth and equips students with valuable skills for future career success. Furthermore, technology enables universities to connect with students from diverse backgrounds and geographical locations, breaking down barriers to education and promoting inclusivity. Additionally, incorporating technology in the classroom can enhance collaboration and communication among students, preparing them for the collaborative work environments they are likely to encounter in their future careers. The study found a significant



relationship between innovation leadership, strategic fit, work team resilience, and university performance in China, with work team resilience playing a mediating role. These findings suggest that organizations in China can enhance their performance by fostering innovation leadership and ensuring a strategic fit. Additionally, it is crucial for organizations to prioritize the development of work team resilience, as it acts as a mediator in the relationship between these factors and university performance. By fostering innovation leadership and ensuring a strategic fit, organizations in China can create an environment that encourages creativity and aligns their goals with market demands. This, in turn, can lead to improved university performance (Harwiki, W., (2016); Lecturer, I., (2018)). China's organizations must adopt innovation leadership to stay competitive, foster creativity, and improve university performance by prioritizing work team resilience and navigating challenges effectively. However, it is important to note that team resilience plays a crucial role in translating these factors into tangible outcomes. Organizations should invest in building resilient teams that can adapt to challenges and setbacks, as they act as a bridge between innovation leadership, strategic fit, and overall university performance. Employee performance is a crucial aspect of a company's success, as it enables the creation of various work options and alternatives to current or future work requirements (Bataineh, K. A. (2017)). Research has shown that various factors, such as training culture, management support, environmental dynamism, and organizational climate, affect employee performance.

Furthermore, Employee performance is influenced by individual factors and organizational context, including supportive work environments, continuous training, and innovation, contributing to a company's success. Islami, X. A., et al.. (2018). describe managing performance as a planned process whose essential components are agreement, measurement, support, feedback, and positive reinforcement, which molds performance to expected results. In addition, Bataineh, K. A. (2017). defines employee performance as the combination of the individual's daily duties' efficiency and effectiveness in meeting the expectations of stakeholders. According to Isaac, O., et al.. (2017). employees are overwhelmingly in agreement that incorporating the Internet into their jobs improves task processes, knowledge acquisition, and communication quality, enhancing both individual and organizational performance.

On the other side, Pawirosumarto, S., et al. (2017). found a correlation between employee performance and a work environment comprised of physical and nonphysical variables that have a favorable and substantial impact on enhancing employee performance. While Marisa S. & Umit B, S. (2017) emphasize the importance of enhancing performance measurement systems and performance management methods as elements of the work environment that boost employee engagement levels, we believe that a more holistic approach is required. Also, Mensah (2018) supports their thoughts when talent management is viewed as a vital success component within firms, which has become the most fundamental managerial value in our very dynamic and unpredictable twenty-first-century market environment (Tuffaha, M. (2020)). A comprehensive approach to employee engagement involves improving performance measurement systems, and management methods, fostering a positive work culture, and enhancing communication for organizational success. Research by Ching, Shian,



Nien, and Huen (2016) indicates that outstanding employee performance is essential for the success of a business. Diversity in a firm can improve job satisfaction and job quality by fostering innovative work environments, promoting autonomy, and allowing employees to balance professional and personal priorities. Utin, N. H., & Yosepha, S. Y. (2019). studied the employee performance model at PT. Trakindo Utama Pontianak, focusing on leadership, motivation, and work discipline styles. The study reveals that leadership style, motivation, and work discipline positively impact employee performance, with the CEO's transformational leadership fostering a culture of continuous learning. Diamantidis A.D.& Chatzoglou, P. (2018) examined the relationship between firm/environment factors, job-related factors, and employee-related factors in Jordanian industrial workers' productivity. They found that employee contentment, management standards, and training significantly impact worker performance. Emphasizing employee satisfaction, maintaining strong management standards, and providing continuous training can increase engagement and productivity. How employee resilience affects organizational resilience needs additional research (Liang, F. & Cao, L. (2021), Research on organizational resilience, leadership, personnel, psychological capital, and manager personalities is crucial for managers. Understanding the relationship between employee resilience and organizational resilience is essential for fostering a resilient workforce and enhancing the organization's adaptability in challenging situations.

Research Suggestions

This document offers some suggestions that can lead to higher rates of university success, increased confidence and self-efficacy, and increased productivity and quality.

1. According to research findings, Chinese institutions should prioritize technology, diverse workplace cultures, employee engagement, and organizational resilience for improved performance. Managers should provide employees with the necessary tools, foster open communication, encourage continuous learning, and create a supportive environment. This will enhance their skills, and confidence, and drive innovation, fostering a workforce that can handle challenges and adapt to change.

2. The research reveals a significant relationship between innovation leadership, strategic fit, work team resilience, and high university performance in China. Yunnan Province implemented technology-enhanced learning, student performance tracking, and professor job creation, prioritizing collaboration, mental health, disability, and creativity. Implementing inclusive initiatives improved student engagement, retention rates, and academic outcomes. Emphasizing collaboration and mental health support fostered a positive campus culture, promoting overall student well-being and success.
3. Research results found that strategic fit prioritized collaboration, mental health, disability, discrimination, customer satisfaction, and creativity. Chinese institutions demonstrate a positive correlation between innovation leadership and performance, indicating that effective communication, stakeholder involvement, and strategic planning enhance employee engagement and job satisfaction.



Further research

1) In the future, researchers should explore student leadership development and entrepreneurship for academic benefit while studying organizational culture variables, innovations for staff behavior, and insights into new university opportunities.

2) In the future, researchers should focus on strategic fit, focusing on collaboration, mental health, disability, discrimination, customer satisfaction, and creativity. Chinese institutions' education, stakeholder involvement, and cross-team planning promote collaboration and employee engagement, providing valuable insights for multinational companies in diverse markets.

3) Furthermore, in addition to quantitative and qualitative research, action research can enhance market penetration, foster a positive image among communities, foster long-term partnerships, and foster sustainable growth.

References

- Al Mehrzi, N., & Singh, S.K. (2016) Competing through employee engagement: A proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 831-843.
- Alsolami, H. A., et al. (2016). Revisiting innovation leadership. *Open Journal of Leadership*, 5(2), 31-38.
- Bataineh, K. A. (2017). The impact of electronic management on the employees' performance field study on the public organizations and governance in Jerash governorate. *Journal of Management and Strategy*, 8(5), 86-100.
- Carmeli et al., (2013). Leadership, Creative Problem-Solving Capacity, and Creative Performance: The Importance of Knowledge Sharing, *Human Resource Management* January 2013 DOI:10.1002/hrm.21514.
- Ceschi et al., (2017). Decision-Making Processes in the Workplace: How Exhaustion, Lack of Resources and Job Demands Impair Them and Affect Performance *Frontiers in Psychology* May 2017;8:313 DOI:10.3389/fpsyg.2017.00313
- Paolucci, N. et al., (2018). Transformational Leadership and Team Effectiveness: The Mediating Role of Affective Team Commitment July 2018 *Journal of Work and Organizational Psychology* 34(3):000-000 DOI:10.5093/jwop2018a16
- Dahkoul, Z, M (2018) The Determinants of Employees' Performance in Jordanian Organization, *Journal of Economics, Finance and Accounting – JEFA* (2018), Vol.5(1). 11-17.
- Diamantidis A.D. & Chatzoglou, P. (2018) study in factors affecting employee performance: an empirical approach *International Journal of Productivity and Performance Management* · December 2018.
- Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*, 68(1), 171-193.
- Harwiki, W. (2016), The impact of servant leadership on strategic fit, organizational commitment, organizational citizenship behavior (OCB) and employee



- performance in women cooperatives. *Procedia Social and Behavioral Sciences*, 219, 283-290.
- Hermina U.N. & Yosepha S.Y. (2019). The Model of Employee Performance, *International Review of Management and Marketing*, 19(3) 2019
- Horth, D., & Buchner, D. (2014). *Innovation leadership. How to use innovation to lead effectively, work collaboratively, and drive results*. Greensboro: Center for Creative Leadership.
- Bader, I. & Alharbi, A. (2021). Innovative Leadership: A Literature Review Paper, *Open Journal of Leadership*, 28, 2021.
- Isaac, O., et al.. (2017). Internet usage, user satisfaction, task-technology fit, and performance impact among public sector employees in Yemen. *The International Journal of Information and Learning Technology*, 34(3), 210-241.
- Isaac, O., et al.. (2017). Internet usage within government institutions in Yemen: An extended technology acceptance model (TAM) with internet self-efficacy and performance impact. *Science International*, 29(4), 737-747.
- Islami, X., et al. (2018). Using Management by Objectives as a performance appraisal tool for employee satisfaction. *Future Business Journal*, 4(1), 94-108.
- Islami, X. A., et al.. (2018). The Sensitivity of the Effect of on-the-Job Training on Employment Outcomes in Experimental and Non-Experimental Settings. *Acta Universitatis Danubius. OEconomica*, (14 (5)), 154-166.
- Lecturer, I. (2018), Analysis of strategic fit, competence and work motivation: The effect on satisfaction and performance of government employees of parepare. *Russian Journal of Agricultural and Socio-Economic Sciences*, 74(2), 148-155.
- Liang, F., & Cao, L. (2021). Linking employee resilience with organizational resilience: The roles of coping mechanism and managerial resilience. *Psychology Research and Behavior Management*, 1063-1075.
- Madanchian, M., M., et al. (2016). The relationship between ethical leadership, leadership effectiveness and organizational performance: A review of literature in SMEs context. *European Business & Management*, 2(2), 17-21.
- Maynard M. T., & Kennedy D. M. (2016). Team adaptation and resilience: What do we know and what can be applied to long-duration isolated, confined, and extreme contexts. *National Aeronautics and Space Administration Economics*, 4(1), 1-8.
- Marisa S. & Umit B.S. (2017) Interplay between performance measurement and management, employee engagement and performance. *International Journal of Operations and Production Management*, 37 (9). pp. 1207-1228. ISSN 0144-3577.
- Pangallo A., et al. (2016). Measuring resilience in palliative care workers using the situational judgement test methodology. *Medical Education*, 50(11), 1131–1142.
- Pawirosumarto, S., et al. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador Hotels and Resorts, Indonesia. *International journal of law and management*, 59(6), 1337-1358.



- Sharma, D. (2016). Nexus between financial inclusion and economic growth: Evidence from the emerging Indian economy. *Journal of financial economic policy*, 8(1), 13-36.
- Shatte A., et al.. (2017). The positive effect of resilience on stress and business outcomes in difficult work environments. *Journal of Occupational and Environmental Medicine*, 59(2), 135–140.
- Shmailan, A.S.B. (2016), The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and*
- Sohmen, V. S. (2015). Reflections on creative leadership. *International Journal of Global Business*, 8(1).
- Tuffaha, M. (2020). The determinants of employee's performance: A literature review. *Journal of economics and management sciences*, 3(3), 14
- Utin, N. H., & Yosepha, S. Y. (2019). The model of employee performance. *International Review of Management and Marketing*, 9(3), 69.
- Wuttipong K., et al., (2021), The Influence of Organisation Culture and Entrepreneurial Orientation on Organizational Performance: Organizational Innovation as a Mechanism in Thailand. *Journal of Management Information and Decision Sciences* 24, (Special Issue 1)