

Leadership, Resilience, Well-Being & Performance in Yunnan Universities: Empirical Insights

Yu Nie*, Min Zhang, Yihao Chen

Yunnan University of Finance and Economics, Kunming, Yunnan, China

**Corresponding Author*

Abstract: This study focuses on the relationship between organizational performance and innovation leadership in Yunnan universities, and finds that although innovation leadership has a lag effect, it can significantly improve organizational performance, optimize the working environment, and promote employee mental health. Through the analysis of organizational strategy and resilience, the study found that stimulating teachers' innovation ability, optimizing organizational structure, and enhancing core competitiveness are the key paths, and it is necessary to integrate mental health support strategies, such as providing psychological counseling services, strengthening work-life balance, and shaping a supportive culture. In response to the implementation recommendations, the study proposes four measures: strengthening teacher training to enhance professional competence, creating an innovative atmosphere to stimulate creativity, improving incentive mechanisms to increase motivation, and implementing mental health programs to ensure employee well-being. The conclusion points out that a comprehensive development strategy that takes into account organizational performance and employee mental health is the core path to build the long-term competitiveness and innovation ecology of universities.

Keywords: Innovative Leadership; Employee Mental Health; Organizational Strategy, Organizational Resilience; Organizational Performance

1. Introduction

In recent years, the development environment of Chinese universities has undergone significant changes due to economic growth and changes in the international environment. Universities have been identified as playing a crucial role in

knowledge and technological innovation, and there is an increasing demand for innovation support [1]. Yunnan's universities are confronted with challenges related to infrastructure and management, underscoring the necessity for investment in local higher education to ensure sustainable development. In response, the Yunnan provincial government has unveiled an educational revitalization plan, with a focus on enhancing 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 [2]. It is therefore vital to understand the prerequisites for innovative leadership, including organizational strategy and resilience, if we are to study the factors that influence innovation performance. It is also important to recognize the significant role that universities play in the innovation transformation in Yunnan Province and China.

2. Statement of Problem

Venture capitalists typically evaluate leadership qualities prior to investing in start-ups. However, there has been a paucity of academic research on innovation leadership, despite the acknowledged impact of leadership on the success of start-ups. Innovation and new technologies have been shown to engender greater organizational flexibility, which has been likened to the mobility of tents in the global knowledge economy [3]. In the context of a shifting economic landscape, characterised by the erosion of traditional competencies, individuals may encounter a sense of disorientation, potentially leading to a perceived loss of purpose. Consequently, the role of innovative leadership becomes paramount in orienting organisations through such periods of transition and uncertainty. The necessity for accelerated

innovation within higher education institutions gives rise to numerous obstacles. Yunnan HEIs are lagging behind in terms of hardware and software, such as average school size, facilities, and management. Local universities, therefore, play a crucial role in higher education in Yunnan. To enhance organizational performance, innovative leadership, organizational strategy, employee mental health and organizational resilience are imperative [4].

3. Research Questions

The present 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. The following questions will be addressed:

- (1) What are the levels of organizational performance, innovative leadership, organizational strategy, employee mental health and organizational resilience of universities in Yunnan province?
- (2) What are the effects of innovative leadership, organizational strategy, employee mental health and organizational resilience on organizational performance in universities in Yunnan province?
- (3) What is the model of organizational performance, innovative leadership, organizational strategy, employee mental health and organizational resilience of universities in Yunnan province?

4. Research Objectives

- (1) The objective of this study is to ascertain the levels of organizational performance, innovative leadership, organizational strategy, employee mental health and organizational resilience of universities in Yunnan province.
- (2) To understand the effects of innovative leadership, organizational strategy, employee mental health and organizational resilience on organizational performance in universities in Yunnan province.
- (3) To develop models of organizational performance, innovative leadership, organizational strategy, employee mental health and organizational resilience of universities in Yunnan province.

5. Literature Review

5.1 Organizational Performance

According to Richard et al. [5], 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 well, e.g. Financial performance or non-financial performance or both. Organizations overall focus goes to enhance their performance by increasing their profit [6]. Although, organizational performance is an important construct for most of the prior studies and unfortunately this construct not defined properly in studies [7] 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 [6].

Efficiency is defined as the ratio between inputs and outputs, with the objective being to achieve a greater output with a reduced input. Productivity is defined as the relationship between output and input factors, with the objective of producing more or better goods with the same or fewer resources [8]. Effectiveness is defined as the degree to which desired objectives are achieved, while efficiency is defined as the process or means involved in achieving those objectives [8]. The enhancement of performance necessitates comprehensive measures, clear direction, and clearly defined objectives. It is acknowledged that different organizations may prioritize different objectives, and consequently, there is no universally applicable measure for performance enhancement. This research focuses on financial performance, efficiency, and productivity as key dimensions of organizational performance.

5.2 Innovative Leaderships

Innovative leadership can be defined as a process involving the implementation of radical changes through innovation, with the objective of solving various problems and meeting the needs of the populace [9]. It is characterized by leaders who have a profound understanding of the past, present and future, and who establish a vision for transforming and creating new conditions to address both current and anticipated issues [10]. These leaders espouse a shared vision, propelling them to take calculated risks in their pursuit of that vision. A shared vision provides focus, direction, and unity among people for successful implementation. Innovation, understood as an ingrained attitude

within the individual, is contingent upon a supportive organizational culture. Innovation is a process involving specific steps and results in the output that the organization obtains. Innovative leadership is defined by the utilization of innovative thinking and methodologies for the analysis and amelioration of organizational issues, the enhancement of efficiency, and the unification of employees in pursuit of progress [11].

The research selected four dimensions proposed by scholars for further analysis: strategic foresight, innovation incentive, resource integration, and risk resolution. Strategic foresight, in this context, is defined as the capacity to think from a strategic perspective and to seek long-term survival and overall interests. Innovation incentive involves having insight into entrepreneurial opportunities and predicting future changes and challenges. Finally, resource integration is defined as the utilization of diverse resources to effect change. Finally, risk resolution is defined as the effective elimination and avoidance of risks in a highly changing and unstable environment.

5.3 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, objectives and indicators, market analysis, resource allocation, and organizational structure. These factors are essential for the success and coordination of a business or organization [12].

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 [13].

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 [14].

5.4 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. [6] 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 [8].

According to Dai et al. [8] 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.

5.5 Employee Mental Health

Mental health is an important component of public health, as well as a major livelihood issue and a prominent social problem. In the contemporary social context, enterprise trade unions should, if possible, adhere to a people-oriented, good humanistic care approach. This should be based on the implementation of the labour treatment of employees, in order to provide the most comprehensive services for employees. The enhancement of workforce quality is recognized as the primary conduit for facilitating growth and advancement opportunities for young workers, thereby augmenting their enthusiasm for engagement in the enterprise's infrastructural development. In consideration of the age distribution of young

workers across diverse grassroots units, the organizational structure, and variations in educational attainment, a range of informative activities are initiated to promote the development of young workers. In light of the variations in age, staff structure and education level among young workers in each basic unit, various spiritual and cultural education activities have been organized in different forms and with rich content. Furthermore, the construction of 'workers' homes' in basic units is being improved to provide spaces for psychological services. These services have been meticulously designed to cater to the diverse and individual needs of workers, as well as the characteristics of different groups, with the overarching aim of transforming the trade union's "workers" homes" into a welcoming and supportive environment for all. The "workers" homes" of labour unions serve as sanctuary and a wellspring of support and comfort for the many individuals who rely on them [15].

6. Research Methodology

6.1 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.

6.2 Research Population

In this research, we will focus on selecting data in universities from the top 16 universities around Yunnan. As Joreskog and Sorborn proposed that sample size should be greater than or equal to 200.00 to indicate goodness of fit. 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.

6.3 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.

7. Results

The present study verified the validity of the relationships among the variables in hypotheses 1 to 7. The present chapter thus serves as an introduction to the procedures of collecting and analyzing research data. Quantitative analysis involves 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, efficiency is considered the most important dimension which is 3.96Mean (\bar{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 (\bar{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 (\bar{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 (\bar{x}).

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 multidisciplinary [16]. Consequently, it could be assumed that all observation variables were not multidisciplinary and overlap variables, and appropriate for the Structural Equation Modeling (SEM) analysis.

The structural model of innovative leadership, organizational strategy, organizational resilience, and organizational performance is analyzed. This empirical study is based on universities in Yunnan Province. The exogenous latent variables modelling 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 loading were greater than 0.70.

8. Conclusion and Future Work

8.1 Conclusion

This study presents a series of research themes, which have been derived from a systematic review of extant literature. The themes encompass the impact of innovative leadership on organizational performance, innovative leadership theories, leadership styles, organizational resilience, employee psychological well-being, organizational strategy, and theories of organizational performance. These form the theoretical underpinning of the study. The study also proposes a multiple mediation research theoretical model, the purpose of which is to explain how innovative leadership, organizational resilience, employee mental health and organizational strategy affect organizational performance. The construction of a theoretical model was undertaken to investigate the impact of innovative leadership, organizational resilience, employee mental health and organizational strategy on organizational performance. Study 1 involved a quantitative analysis of the relationship between the variables, employing statistical tools with the focus on Innovative Leadership and Organizational Performance. The relationships

between these variables were then subjected to testing using the bootstrap method. Study 2 utilized qualitative analyses to explore the mechanisms influencing the relationships between variables, employing text frequency statistics, semantic network analysis and sentiment analysis. The overarching aim of the study was to explore the mechanism of influence between innovative leadership and organizational performance.

8.2 Discussion

The present study aims to contribute to research on the relationship between innovative leadership and organizational performance. To this end, a multiple mediation model has been constructed, drawing upon social exchange theory, social learning theory and competence, motivation and opportunity theory. This model is employed to analyse 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. The study examines the mediating role of organizational strategy and resilience between innovation leadership and organizational performance, thus addressing gaps in the literature. Additionally, the study identifies the mediating role of organizational strategy and resilience and explores their effectiveness in explaining organizational performance. Furthermore, it investigates the relationship between innovative leadership and organizational resilience, thereby addressing a theoretical gap in the extant research. Finally, the study addresses a theoretical gap in the relationship between innovative leadership and organizational strategy, highlighting the moderating role of organizational strategy. The study provides valuable insights and directions for future research on innovative leadership.

8.3 Limitations and Future work

The study utilized a one-time survey, yielding static and cross-sectional data that merely reflects the participants' psychological experiences at that particular moment. The authors propose the utilization of a longitudinal approach as a means to more thoroughly explore the relationships between variables. The geographical restriction of the study to participants in Yunnan Province may constrain the generalisability of the findings. To address

this limitation, subsequent studies should aim to expand the sample to encompass a more diverse geographical distribution. The study's reliance on self-reporting may introduce methodological bias. In order to enhance the credibility of the findings, it is recommended that data be obtained from a third-party perspective, such as a team or leader. The qualitative component of the study was furthermore limited by the relatively small sample size, which hindered comprehensive representation of the findings. It is recommended that future studies consider expanding the sample size to facilitate a more comprehensive analysis. The present study examined only two mediating effects. It is recommended that future research explore other potential mediating variables.

In conclusion, it is recommended that future research consider conducting longitudinal studies, expanding the sample size, and collecting data from multiple perspectives, in addition to exploring other mediating variables.

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