THE INFLUENCE OF INNOVATION LEADERSHIP AND STRATEGIC FIT ON HIGH PERFORMANCE ORGANIZATION AND ROLE OF WORK TEAM RESILIENCE IN CHINA

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ABSTRACT

Every business must prioritize innovation leadership because ideation, the stage in which great ideas are formed, is the first step in any successful innovation. Innovation is a key predictor of a company's capacity to maintain success. Maintaining success through an innovative culture is more crucial than ever in today's business world. The purpose of this paper is to highlight the creative leadership, strategic fit, and work team resilience causal models that were developed specifically to improve organizational performance in institutions in China. It is projected that the firm will make a good shift by embracing change with the participation of all employee levels, as well as their desire and preparedness to implement a new technology-based system. Resilience is overcoming barriers and recovering from perceived failure, disappointment, or rejection. Resilient kids are less likely to develop anxiety, depression, or poor coping skills. Managers must first grasp each team member's talents and assets to cooperate. Integrating conceptual methods and recognizing team resilience are necessary. The success of an organization is directly proportional to the performance of its workforce. An employee's performance is evaluated based on how well they are able to carry out their required job duties. High-performance organizations have a strong external focus and seek to address client needs. They fulfill and exceed customer expectations by cultivating deep customer connections. This article outlined five ways that can be analyzed and synthesized to develop a conceptual framework for promoting team synergy.

Keywords: Innovation leadership, Team synergy, High-performance organizations, Strategic fit, Work team resilience

INTRODUCTION

Universities are aware that achieving the right level of education and training requires more than just memorizing course content; students also need to gain marketable skills. 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 (Yan et al., 2019). Every business must prioritize innovation leadership because ideation, the stage in which great ideas are formed, 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. Innovation culture is created, nurtured, and practiced with

innovative leadership (Carmeli, Gelbard, and Gefen, 2010; Porter, 1996; Rivkin, 2000; Garcia, 2016).

A leader in innovation is aware that extraordinary achievements necessitate creativity (Supakit Srikanchana, 2006: 2). Managers of innovation initiatives think that when it comes to carrying out their projects, even the smallest aspects count. Innovation is a key predictor of a company's capacity to maintain success (Carmeli and Tishler, 2004; Ketokivi and Schroeder, 2004; Morgeson et al., 2015; Flint-Taylor & Cooper, 2017, p. 130). Maintaining success through an innovative culture is more crucial than ever in today's business world (Dietz et al., 2017; Duchek, 2020; Hartmann, Weiss, & Hoegl, 2020; Hartwig et al., 2020; Stoverink et al., 2020).

The purpose of this paper is to highlight the creative leadership, strategic fit, and work team resilience causal models that were developed specifically to improve organizational performance in institutions located in Yunnan Province, China. It is projected that the firm will make a good shift by embracing change with the participation of all employee levels, as well as their desire and preparedness to implement a new technology-based system. This shift will occur because the organization will (Strebel, 2003). A body of knowledge that can be utilized to advance and improve university performance is the goal of the article that is currently being written on innovative leadership, strategic fit, and work team resilience to improve organizational performance in universities. This article is being written with the intention of generating this body of knowledge.

LITERATURE REVIEW

1. Theories and Concepts of Innovative Leadership
1.1 Concepts of Leadership

Leadership is the capacity to conceptualize, motivate, organize, manage, and lead employees to greater levels of performance (Tucker & Russell, 2004). There are a lot of different theories regarding which kinds of leadership are most effective in certain circumstances. Each leadership style has its own conceptions of what makes a leader effective in different settings. Laissez-faire leaders are responsible for team members' behaviors without being involved. Democratic workplaces value productivity, creativity, and progress. Leaders need to be able to draw from a repertoire of at least six different leadership styles. There are six distinct types of leaders: coercive, authoritarian, affiliation-based, democratic, pacesetting, and coaching (Goleman, 2000).

Table 1 Goleman's Leadership Styles

Style	Characteristics
Coercive Leadership	Demands immediate compliance. This is a "tell" mode of leadership.
Authoritative Leadership	Provides vision and mobilizes the team towards the same. Explains the reason for the actions
Affiliative Leadership	Revolves around people – their emotions and goals. Keeps employees happy and creates harmony amongst them.

Style	Characteristics
Democratic Leadership	Forges consensus through participation. Fosters collaboration and team leadership
Pacesetting Leadership	Sets high standards for performance and exemplifies them by self. Exhibits a high drive to achieve and initiative.
Coaching Leadership	Develops people for the future. Assists employees in identifying their individual strengths and weaknesses and linking them to their personal and career goals.

Source: Goleman (2000)

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Table 2 Attribute of Leaders

Characteristics	Authors
Dreams that inspire devotion, passion, resolve, and courage	Manikutty and Singh (2010)
Innovation and Entrepreneurship	Wilson (2010), Barney (2010), Sharma (2010)
Creating and Managing Change	Wilson (2010), Barney (2010), Goldsmith (2007)
Creating and Communicating Vision	Manikutty and Singh (2010), Sharma (2010)
Creating and Executing Strategies	Barney (2010), Porter (1985), Bowman and Faulkner (1997), Mintzberg (1994), Kim and Mauborgne (2004)
Executing with excellence	Wilson (2010), Barney (2010), Sharma (2010), Jones and Jones (2008), Goldsmith (2007)
Creating Value	Barney (2010), Goldsmith (2007
Balancing work and life	Manikutty and Singh (2010), Maxwell (2008), Jones and Jones (2008)

Characteristics	Authors
Identifying, selecting, motivating, and developing the team members	Wilson (2010), Barney (2010), Sharma (2010), Goldsmith (2007), Jones and Jones (2008)

Leaders must adjust. Each member's requirements, goals, and resources determine the organization's finest leadership. Leadership tools and attributes change situations based on the following four aspects. Thus, firms and teams require good leadership (Hogan& Kaiser 2005). Leadership may improve performance. Experts say leaders motivate people to achieve company goals. Organizations or outsiders impact this. Leadership, according to Stogdill, involves expectations and group member participation (Yulk, 2010). It requires authority (Yulk, 2010). Motivating coworkers and subordinates is an art. People influence collective success. It's about getting people excited about the group's goal. Influencing the group to succeed is it (Robbins, 1990: 302). Leadership, according to Hersey, Blanchard, and Johnson, is influencing others (Hersey, Blanchard, and Johnson, 1996). Leadership involves authority, persuasion, and process to achieve goals. Leaders, followers, and situations work together. Leaders change. Trait Theories, Behavioral Theories, Situational/Contingency Theories, and Transformational Theories include leadership studies and philosophies. 1) 1930–1940 saw trait theories. (Yulk, 2010). Leadership training. Greeks and Romans established Greatman Theory of Leadership. Leadership was innate and could only be enhanced. Smart leaders are competent. For best results, leaders create trust, delegation, transparency, flexibility, consistency, inclusion, and innovation in their team, workplace, and themselves:

Businesses and teams need strong leadership to boost their performance. According to several experts, leaders encourage others to work toward the organization's goals. Experts and leaders encourage others to work toward the organization's goals. Mentoring coworkers and subordinates to work enthusiastically is an art (Yulk, 2010; Robinson, 1990). Leaders, followers, and situations interact and help achieve a goal through procedure, command, and persuasion. Leadership effectiveness contributes to the success or failure of an organization by affecting organizational performance (Hersey, Blanchard, and Johnson, 1996). Effective leaders foster trust, delegation, transparency, adaptability, consistency, inclusivity, and creativity in their team, workplace, and themselves for the greatest results (Madanchian, Hussein, Noordin, & Taherdoost, 2016a). When a person reaches his or her full potential, they or develops their own expert and distinctive leadership style (Lord and Hall, 2005).

1.2 Concept of Innovation Leadership

As they learn to function effectively in difficult and uncertain environments, leaders require the innovative leadership skills of innovators (David Horth, Dan Buchner, 2014). To foster innovation inside a company, it is necessary to maintain equilibrium, consistency, and focus on human capital and organizational culture. An organization that is capable of systematically promoting innovation will have the following five aspects: staff understanding of organizational goals and strategies; management committed to driving and deploying innovation; the environment; confidence in all levels of leadership; teamwork; and a willingness to take risks. Innovative leadership is the ability of leaders or management to

inspire people to generate or adopt new ideas or ways in their profession (Juito, 2003: 35). It leads to a greater number of inventions within a firm, which ultimately results in an increase in the value of the organization. People who are interested in researching the characteristics of ideal leaders who are able to flourish in an environment that is always changing should focus on innovative leadership.

Only leadership theories and innovation theories are utilized to characterize innovative leadership, as explained in further detail below. Distinctive behaviors of the innovation leaders: (Jack Zenger and Joseph Folkman; 2014).

Table 3 Distinctive behaviors of the innovation leaders

Characteristics distinctive behaviors	Details
Inspire and motivate through action	- This comes from a clear sense of purpose and meaning in the work
Excel at stretching set goals	– These goals required people to go far beyond just working hard, but to find new ways to achieve a high goal
Are persuasive	– Leaders are highly effective in getting others to accept good ideas. They do not push or force their ideas onto their teams. Instead, they present ideas with enthusiasm and conviction and the team willingly follow
Put their faith in a culture that magnifies upward communication	– Leaders believe that best and most innovative ideas bubble up from underneath. They strive to create a culture from the first level of the organization.
Display excellent strategic vision	- The most effective innovation leaders can vividly describe their vision of the future.

The acceptance of innovation is connected to the individual who will benefit from the invention. The social system, which plays an essential role in the rapid adoption of innovations, refers to the period of time that is given for a process in order for an innovation to be acknowledged and accommodated by society. Innovative leaders are those who are accountable for the successful beginning, promotion, and direction of innovation in their respective firms. They might be executives, managers, or even entrepreneurs, and they are required to have many characteristics of different leadership styles.

The primary objective of this study is to establish new characteristics of innovative leadership and provide insights into those characteristics. The ability to innovate is one of the keys to successfully fulfilling the need to increase quality while simultaneously reducing expenses. Leaders in business organizations that are adept at effectively innovating have important attributes that help them accomplish this goal. Innovative leadership research must incorporate influencing factors because one leadership style does not fit everyone. Approaches to development include being a self-learning leader, having a mentor, learning to delegate, and coaching others.

Innovative leadership is a combination of concepts, theories, innovations, and literature review research. Direct and indirect leadership have an effect on both the individual creative process and the group creative process. Idea development, appraisal, and execution are not separate stages in the innovation process; rather, they are interdependent on one another. There are both backward and forward influences and activities that affect each of the three stages. This essential quality is visually represented by the forward and backward arrows connecting individual creativity and team creativity, the forward and backward arrows connecting team creativity and organizational innovation, and the arrow connecting organizational innovation to individual creativity.

Table 4 shows the details of the components of innovation leadership definitions

| Authors	Components	Details
Sohmen (2015), Ball (2015)	**Innovative Leadership**	Leaders' or managers' ability to inspire others to do new things, solve challenges, and innovate adds value to the organization.
	(1) Skills	Management with change vision, practice ideas, learning capacity, innovation motivation, creativity, trustworthiness, and problem-solving ability.
	(2) Personality	Management with an open mind and a willingness to listen, together with an entrepreneurial spirit, morals, a willingness to take risks, demanding work, and an attitude toward change.
	(3) Social	Characteristics Management that is motivated, has excellent communication skills, is emotionally mature, has a social responsibility, and has networks and relationships both inside and outside the company.
	(4) Roles	Management in the role of thought leader and role model, a supporter of a climate conducive to learning within the organization, and employee inspirer.

Creative leaders are able to generate and implement original ideas, particularly in the face of circumstances that are either structurally complicated or unstable (Ball, 2015;; Sohmen (2015), the five fundamental characteristics of creative leadership include acting with passion and purpose, adopting an explorative attitude, imagining a better future, coordinating creative teams, and leading breakthrough transformation (David Horth, Dan Buchner, 2014).

3. Concept of Strategic fit

A strategy is a long-term plan designed to achieve the mission and goals of an organization. In general, strategic objectives concentrate on external elements such as stakeholders, the market, services, opportunities, and technological challenges (Lussier, 2003; Wattana Wongkiatirat, 2003). According to Dess, Lumpkin, and Eisner (2007: 5), management comprises four parts: 2) In strategic management, stakeholders should engage in those objectives' decision-making processes; 3) Strategic management should be done both short- and long-term; and 4) recognizing and adapting to changing situations as part of strategic management and understanding efficiency-effectiveness trade-offs. Thus, management must pick the finest short-term and long-term approaches for the organization that includes stakeholders in planning and precise evaluation to boost productivity and efficiency.

Management of the organization must be comprised of knowledgeable and discerning decision-makers (Dess, Lumpkin, and Eisner, 2007; Dess et al., 2007; Dyer, 1996). This presents a difficult decision-making situation for management (Pesic, 2007; Barney and Hesterly, 2006). Strategic management needs to be carried out on both a short-term and a long-term basis (Chan, Sabherwal, and Thatcher, 2006; Hu and Huang, 2006; Reich and Benbasat, 2000). The preliminary data can be summarized as follows for illustration purposes:

Figure 1 Strategic Fit on Organization
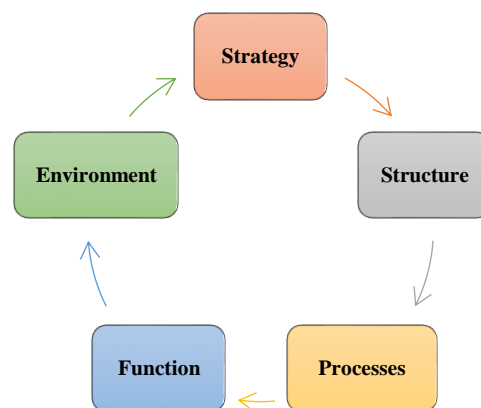
Source: Chan, Sabherwal, and Thatcher, 2006; Hu and Huang, 2006;
Reich and Benbasat, 2000)

4. Concept of Work Team Resilience

Winners. Defined. "A small number of persons with the proper mix of skills to do a specific work, who are driven by a meaningful purpose and have realistic performance targets for which they are collectively accountable," said Mickans and Rodgers (2005). Teamwork matters. Teamwork requires planning, decision-making, and problem-solving. Peace, harmony, and connectivity crucial. Friendly, skilled coworkers sought. Inform, negotiate, solve. Respect, admiration, and encouragement matter. Mickans and Rodger (2005) say team effectiveness is empirical and political since stakeholders and team members interpret outcomes differently. Negotiation and conflict resolution need goal-setting and communication. Improve

multidisciplinary teams. Weaver (2008) explored transdisciplinary research. Jean Lloyd (2009) says team members respect colleagues, help others, solve problems, focus on team goals rather than individual glory, communicate, and treat everyone equally. Prioritizing, incentivizing, and defining standards builds teams. Timothy Brady (2009) states teams understand roles, have similar goals, handle change and conflict, communicate information and ideas, preserve collaboration, employ direct communication, and establish trust. Western teamwork was unnatural.

Western and Asian cultures prioritize leadership and employees. China, a developed nation, promotes lifelong learning and advancement, whereas Asia's fast expansion raises environmental concerns including changing local governance standards. Collaboration-synergy Most M&As leverage synergy. Two objects add value. Logical. Synergy demands collaboration. Possible business synergy. Operational efficiency, asset utilization, or other variables may lower expenses. Sharing IT and supply chains may provide logistical and IT expertise. The new unit's synergy—teams learning and adopting best practices—improved sales, marketing, research, and development (Moran, Abramson & Moran, 2014, Julia Martins, 2022). Synergy benefits companies. Results, problem-solving, and organizational participation. (2014). Synergy requires a team to outperform its members. This synergy lets team members exchange life experiences, viewpoints, abilities, and communication styles. Synergetic theory solves problems. Teamwork boosts performance. Management creates winners (Federer, D., 2013). Team research demonstrates that building synergy and effectively harnessing group power to achieve goals are two of the most significant leadership abilities (Federer, D., 2013). Teamwork needs goals. Without a goal, teammates may set their own, causing conflict. Goal-oriented. Goals provide direction. openness. Share company goals. This displays the team's dedication. (2014). Pleasant surroundings promote collaboration. Communication, goals, and values synergize. Collaborating firms Revenue growth, merger synergy, integrated labor and technology, and cost reductions benefit shareholders. (2014). Transition worries help youngsters succeed. Resilience is bouncing back from setbacks. Resilient kids resist anxiety, depression, and poor coping. Students are getting stress-management and problem-solving classes in schools.

Zhao Sijia, Yi Lingfeng, and Lian Yanling (2021) examine organizational resilience. Resilience helps businesses grow. Despite growing interest, team resilience research uses different concepts and methods. Conceptual methods and team resilience are crucial. Managers must understand team members' strengths to collaborate. Managers can use team members' abilities and preferences to construct a communication framework (Linnenluecke, 2017; Melián-Alzola et al., 2020; Brown, 2018; Ortiz-de-Mandojana and Bansal, 2016). Organizational resilience helps disaster recovery, according to Zhao Sijia, Yi Lingfeng, and Lian Yanling (2021). Debate aids management in collaborative decision-making. Managers must ensure team members share project goals and vision. Coaching and recognition may motivate the squad. Human differences—priorities, abilities, interests, egos, and habits—challenge team cohesiveness. Team resilience literature differed widely in definitions and conceptualizations (Carden et al., 2018; Ma et al., 2018). Cross-sectional studies have overdone this hypothesis, but it is dynamic. According to studies, team satisfaction builds resilience. The conservation of resources paradigm analyzes team resilience (Chapman et al., 2020; Gucciardi et al., 2018). Organizational health and resources affected team resiliency. Resource managers

must evaluate these results. Strengthen teams? Alliger et al. (2015) extensively studied team resiliency. Leaders were counseled on developing resilient teams (Michelle Bennett, 2021; Julia Martins, 2022).

5. Concept of High-Performance Organization

This article 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.

Performance is derived from the terms "job performance" and "real performance," which refer to work performance and actual accomplishments. According to Al Mehrzi and Singh (2016), "performance" is the outcome or level of success of a person as a whole over a period of time. Planning, monitoring, developing, rating, and rewarding all work together to create natural, successful performance management. There is no one maxim that can be applied to employee performance; rather, it is totally contingent on the method by which firms manage, trains, and motivate their staff. The success of an organization is directly proportional to the performance of its workforce. One of the most important parts of an employee's performance is the degree to which they are successful in achieving their own objectives.

RELATED WORKS

The success of an organization is directly proportional to the performance of its workforce. An employee's performance is evaluated based on how well they are able to carry out their required job duties. High-performance teams are characterized by individuals that have a strong personal commitment to the growth and success of each other and the organization (Pawirosumarto, Sarjana, and Gunawan, 2017; Smith and Bititc, 2017; Anastasios D. Diamantidis and Prodromos Chatzoglou, 2018). The summarized the details that can be analyzed and synthesized to develop the research conceptual framework based on their review of the literature.

Table 5 Summary of Research Results Related to conceptual Framework

Authors	Details
Michelle Bennett, 2021	For 5 ways to promote team synergy:
	1) Recognize each person's strengths,
	2) Create team culture,
	3) Align on team vision and goal,

Authors	Details
	4) Maximize personal capabilities with tasks and responsibilities, 5) Celebrate team successes to improve confidence.
Michelle Bennett, 2021, Julia Martins, 2022.	A few ways where managers can simplify their team's workings to foster synergy 1) Start with interaction: 2) Establish a protocol for communication 3) Encourage attentive listening: 4) Develop confidence and collaboration: 5) Achieve a transparent culture
Anastasios D. Diamantidis and Prodromos Chatzoglou (2018)	Employing employees who have a variety of abilities is a useful asset for a company since it forms the basis for establishing many alternatives to current or future work needs. These alternatives might be beneficial to the company in the event that the requirements change.
Prayag et al. (2018)	Resilient organizations greatly contribute to the resilience of communities.
Islami, Mulolli, and Mustafa (2018)	They describe managing performance as a planned process whose essential components are agreement, measurement, support, feedback, and positive reinforcement, which molded performance expected results.
Pawirosumarto, Sarjana, and Gunawan (2017)	They 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.
P.Eddy Sanusi Silitonga and Djoko Setyo Widodo (2017)	According to the results of the determination study, factors other than Organizational Commitment, Competence, and Organizational Culture influence the performance of organizations.
Smith and Bititc (2017)	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.
Rebecca Mazin, 2017	Leadership and employee performance are positively related. Employees are responsible for their work. Employees work to meet organizational goals. Effective leadership influences employee work and productivity (Bass, 1997). Successful organizations need effective leaders and motivated employees. Leadership affects staff performance.
Al Mehrzi and Singh, 2016	Performance is the outcome or level of success of a person as a whole over a period of time in carrying out duties compared

Authors	Details
	to many possibilities, such as work standards, goals or targets, or mutually agreed-upon criteria.
Yang et al. (2016)	Performance is essentially what employees do or do not do.
Alsolami et al., 2 0 1 6 ; Samad, 2012; Samad et al., 2015; Vlok, 2012.	The most important attributes of innovative leaders are as follows: creative, collabo curious, courageous, committed.
Arham, 2014.	The performance of firms, particularly small and medium-sized businesses (SMEs), is a topic of intense interest among academics, practitioners, and policymakers
Dwiyanto (2008)	To evaluate the performance of public bureaucracy: 1. Productivity,2. Service Quality,3. Responsiveness, 4. Responsibility, 5. Accountability
Lohman (2003)	Key elements in performance measurement, namely: 1) Establish organizational goals, objectives, and strategies. 2) Formulate performance measurements and indicators. 3) Evaluates the extent to which organizational goals and objectives are met.

Teamwork requires planning, decision-making, and problem-solving. Skilled, sociable colleagues are sought. Respect, admiration, and encouragement matter. Most mergers and acquisitions leverage synergy. Synergetic theory helps individuals comprehend and solve connected problems. Organizational resilience helps organizations handle crises and grow sustainably. Managers must first grasp each team member's talents and assets to cooperate. Integrating conceptual methods and recognizing team resilience are necessary. M&As increase shareholder value by creating common goals, ideals, and communication. Managers must ensure team members share project goals and vision. They might inspire the squad with appropriate coaching and recognition. The impact of innovative leadership, strategic fit, and work team resilience on the employee performance of private Chinese institutions. Performance is the fulfillment of goals and objectives set for the individual within a certain time period. The focus of this study is on how to improve employee motivation and teamwork to increase employee performance. Therefore, thus of summary is a relational model from the following elements:

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