EFFECT OF RESILIENT LEADERSHIP ON SUSTAINABLE BUSINESS PERFORMANCE THROUGH ENTERPRISE INNOVATION AND THE MODERATING ROLE OF EXECUTIVE INCENTIVES

NAN SHUHUA

A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF DOCTOR OF
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Name – Surname	Mrs. Nan Shuhua
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Dissertation Advisor	Assistant Professor Kanokporn Chaiprasit, Ph.D.
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ABSTRACT

Leaders' resilience plays a significant role in organizational competitiveness, yet no scholars have proposed a definition of resilient leadership in the manufacturing industries. Therefore, the relationship between resilient leadership and sustainable business performance in the manufacturing industries has become a new topic for research.

Accordingly, this study sampled 500 manufacturers operating in Jiangxi - a large manufacturing province in China. A questionnaire was administered to collect the data, adopting a stratified sampling method. A structural equation model was developed to empirically examine the relationship between variables. In particular, path analysis and decomposition effect methods were used to examine the direct impact of resilient leadership on sustainable business performance; and the indirect effect of introducing enterprise innovation as a mediating variable. This study used the hierarchical regression analysis method to test the moderating effect of executive incentives.

The research results revealed that: (1) resilient leadership had a significantly positive impact on sustainable business performance, (2) enterprise innovation played a mediating role between resilient leadership and sustainable business performance, and (3) the moderating effect of executive incentives was established. Findings of the study are beneficial for practitioners and will allow their strategies to reflect sustainable competitive advantages and sustainable business performance.

Keywords: resilient leadership, sustainable business performance, enterprise innovation, executive incentives

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Nan Shuhua

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List of Abbreviations

RO	Realistic Optimism
CF	Cognition and Flexibility
ITB	Inspiration,Team and Building
IC	Innovation Capacity
CSR	Customer Supplier Relationship
PSI	Product Service Innovation
SI	Strategic innovation
TI	Technical Innovation
MI	Marketing innovation
ECP	Economic performance
ENP	Environmental Performance
SOP	Social Performance
EI	Executive incentives

CHAPTER 1
INTRODUCTION

The first chapter of this study presents a brief background of the role played by resilient leadership in sustainable business performance, factors that affect this relationship as well as formulates the research problem that would be the focus of the current study.

Furthermore, this chapter will introduce the purpose and objectives of the study, as well as the two research questions that researchers will attempt to answer that the researchers will attempt to answer. Chapter 1 concludes with a discussion on the significance of the resilient leadership in a corporate setup as well as the study contribution to the existing body of literature. The present chapter is partitioned as follows:

- Background and Problem Statement
- Research Questions
- Research Objectives
- Research Hypothesis
- Research Scope
- Significance of the study

1.1 Background and Problem Statement

Civilizations have devolved into chaos throughout history owing to a lack of competent leadership. As gregarious social creatures, people play different roles in society (King et al., 2009); some are leaders, while others are followers. On the other hand, societies with exceptional leaders often deteriorate into chaos. This highlights the need for strong leadership in every society's capacity to function, progress, and thrive. Similarly, although businesses and organizations need skilled leaders and managers to operate well on a smaller scale, it begs the issue of what are the implications of to be a successful leader. According to Holsinger (2018), Self-reliance, independence, decisiveness, ambition, and risk-taking are all essential qualities associated with

leadership. In fact, many leaders have these characteristics, but different leaders will choose different leadership styles according to the different external environment.

Resilience is one of the most critical characteristics of a leader in the modern world (Holsinger, 2018). Today's leaders are bombarded with setbacks, disappointments, and unsuccessful efforts at achievement. While many executives and researchers are aware of this, we continue to avoid discussing the importance of resilience in the corporate world. Perhaps resilience is a quality seen from a personal standpoint. When we think about resilience, we see a person who has just finished an ultramarathon with two prosthetic legs. We do not imagine a leader who went through a tough year and emerged a stronger leader. Personal resilience is crucial, but it is also a necessary component of good leadership. The genuine grit of a leader is shown not by how well they perform in good times, but by how well they showcase emotional strength, fortitude, and professionalism in difficult times. It is hard to display resilience until you have experienced adversity. For example, a leader who leads a team amid a leadership change, a period of significant turnover, an organizational reorganization, or a season in which surveys show low performance. The more difficult the leadership task, the simpler it is to cultivate a resilient leadership stance.

Many people feel considerable unease in an uncertain and changing environment; Business companies and managers are equally troubled by these pressures. Leading a company requires dealing with many issues in a constantly changing and fluid business environment. Managing stakeholders and internal politics, resource competition, economic fluctuations, legislative changes, technology and data security, new market competitors, and finding and maintaining qualified and dedicated personnel are only part of the challenge. Southwick, Litz, Charney, & Friedman (2011) believe that as leaders and organizations often encounter difficulties and crises, their processes and resources will be tested. Will they be able to withstand the strain, or will they snap? Southwick et al (2011) also argued that it’s very difficult to be a successful leader in a time of rapid economic development and change. However, the unique stressors facing organizations around the world today have inspired a new interest in studying individual and organizational behavior that focuses more on what constitutes practical and adaptive leadership. Surprisingly, there are some leaders and organizations that not only survive

but thrive in this environment, but others come close to failing under the changing pressures. A lot of study and attention have been put into comprehending the elements that underpin these variances Recently, Transformational business models emphasize the importance of resilience in leadership and organizational performance. This chapter will look at the dynamic process of the resilience of people as leaders and how leaders engage with organizations to impact stability, development, and sound change during a crisis. What are the characteristics of resilience, and why do confident leaders adapt and, in some cases, become even stronger in the aftermath of a crisis? The solution is complicated and diverse, including various domains and mediating variables. This chapter is split into two parts. The first part gives a brief overview of the resilience construct; it defines resilience and discusses numerous key psychological, biological, and social domains and mediating elements related to individual resilience. The second half of the chapter focuses on resilient leaders' traits and how these attributes might promote the formation and maintenance of resilient organizations.

Resilient companies have leaders who agree to their goals. These people can develop a good vision for the company, effectively communicate strategies to others, and establish a strong attachment to the path of action by setting an example. This dedication makes it more tolerant and resilient to ambiguity in the face of danger. Bass and Avolio (1994) argue that in their transformational leadership paradigm, having a clear vision is one of the main criteria for measuring superior leadership performance. Covey (1991) also pointed out that having a vision, starting from goals, deeply understanding goals, values, and desired outcomes, and striving to apply this understanding to every task are one of the seven habits of successful people. When the purpose is clear and strong, people in the organization feel that their work is important, which not only increases job satisfaction but also reduces job turnover, thus making it easier to help the organization withstand adversity.

Resilient executives often have a positive outlook on their company. They believe in a bright future, can overcome obstacles, and believe in light at the end of the tunnel. However, it must be emphasized that resilient leaders must sincerely express their optimism (Reivich & Shatte, 2003) in the corporate climate. Realistically optimistic leaders recognize that underestimating danger and overestimating capabilities may lead

to failure (Kruger & Dunning, 1999). Resilient leaders, like pessimists, not only should risks be assessed, but areas of vulnerability and potential threats be closely monitored; but unlike negative people, they can easily get rid of negative information and broaden their focus, with greater creativity and better decision-making. (Fredrickson, 2001) Realistically optimistic executives don't raise the alerts too soon, nor do they indulge in confirmation biases or dismiss evidence that does not fit with the projected business strategy. Confirmation biases pose a problem when an excessively optimistic leader first sees evidence indicating that business estimates are incorrect but then seeks to interpret the facts in a manner that still fits a rose-colored perspective. Businesses waste time and money by failing to take remedial action to discount warning indications before evaluating findings or possible consequences. Resilient people learn to handle their worries. The ability to face fear greatly broadens a person's choices and types of choices, while being unable to face fear is a serious limitation. The fear of change is one of the most common fears that leaders and organizations must face and overcome. Modern leaders, especially those in rapidly expanding areas, must understand how to support creative transformation. This transformation typically occurs in matrix organizations, where changing concepts need to be unified across departments with different professional areas and teams. Regrettably, what is often scary is the change in the organizational structure, and there are some team members who are not able to respond to this change in a resilient way. Influential leaders feel afraid inside the company and actively try to alleviate it. Common scenarios might lead to low morale and reluctance to change: (1) fear of failure respectively if previous actions were practical, fear of poor performance might cause resistance to change; (2) perceived loss of self-mastery respectively routine often promotes a feeling of control Some team members may experience a loss of control due to change; (3) unfamiliarity with change respectively operational changes need individuals to step outside of habits imprinted in memory and uncharted ground; (4) rigid or rigid outlook, namely knowing and following procedures might be a complex challenge, and some team player might object exploring new approaches after deciding to stick with their tried and true method. These impediments to change are motivated by fear or perceived danger. A resilient leader looks for reasons to

resist change, actively supports capacity development in response to change, and strives for collaboration to get organized.

Current global changes such as globalization, digitization, COVID-19 pandemic and greater global rivalry provide significant difficulties for organizational leaders. Leaders are always challenged with change; they must deal with essential developments while also responding quickly to unforeseen situations. In this context, leaders' resilience has shown to be critical not just to leaders' health and well-being, but also to that of their followers, and so plays a significant role in organizational competitiveness. The global economy has reached a high-speed growth track as economic integration deepens and advances, and a new phase of technological revolution has started. Faced with increasingly fierce market competition and the demands of current economic development, particularly under the influence of the epidemic, scholars have expressed concern about resilient leadership, specifically how leaders respond to various disasters and challenges, how to remove intervention factors and respond to the situation, and how to revitalize the team after the crisis. In the context of economic globalization, Jilong and Rong (2020) argue that improving leadership flexibility is critical to the long-term viability of businesses. Giustiniano, Cunha, Simpson, Rego, and Clegg (2020) note that the COVID-19 pandemic is both known and unknown, and countries have different ways of responding to it, highlighting the importance of Resilient leadership. Furthermore, for contemporary firms, innovation has become an essential core competitiveness and driving force for long-term growth, and national strength competition is strongly portrayed as an independent innovation war. Not much is known about organizational leadership resilience impact on sustainable business performance in Chinese-owned large and small to medium enterprises and the role of enterprise innovation in this process (Zaharna, 2016, 2018). Moreover, executive incentive is another aspect that was found to have an impact on the relationship between organizational resilience and sustainable business performance (Kalay & Lynn, 2015; Teece, 2010; McGrath, 2010; Yu & Hang, 2010;) as well as innovation (Yun, Faraj, & Sims, 2005; Lorinkova, Pearsall, & Sims, 2013; Faulkender et al., 2010; Copeland et al., 2005). This provides a great opportunity for the researcher to investigate the impact of resilient leadership on sustainable business

performance through innovation the moderating role of executive incentive on the Chinese companies (Shenglan, 2015; Yu & Hang, 2010; Lorinkova et al, 2013).

1.2 Research Questions

The present study advances the following questions:

Q1. Does resilient leadership influence sustainable business performance in manufacturing enterprises located in Jiangxi province in China?

Q2. How resilient leadership effect sustainable business performance, when enterprise innovation make as a mediating variable and executive incentive make as a moderating variable?

1.3 Research Objectives

The primary objectives of the present research are as follows:

Objective 1: To study the influence of resilient leadership on sustainable business performance in manufacturing enterprises located in Jiangxi province in China.

Objective 2: To research such effect, by considering the mediation effect of enterprise innovation and the moderation effect of executive incentive.

1.4 Research Hypothesis

There are six hypotheses of this dissertation:

H1: There is a positive correlation between resilient leadership and enterprise innovation.

H2: There is a positive correlation between resilient leadership and sustainable business performance.

H3: There is a positive correlation between enterprise innovation and sustainable business performance.

H4: Enterprise innovation mediates the effect between resilient leadership and sustainable business performance.

H5: Executive incentive has a moderating effect on the relationship between resilient leadership and enterprise innovation.

H6: Executive incentives has a moderating effect on the relationship between resilient leadership and sustainable business performance.

1.5 Research Scope

To focus on investigating the effect of resilient leadership on sustainable business performance through enterprise innovation the moderating role of executive incentive on 500 manufacturing enterprises located in Jiangxi province in China.

1.6 Definition of Terms

Sustainable business performance： the focus on profitability to ensure survival and financial efficiency such as ROI ROA, and sales growth used as an ultimate outcome and the most important drivers of business sustainability, and the need for a comprehensive approach is emphasized. (Lozano and von Haartman 2018);Sandvik& Sandvik,2003).

Economic performance: (also known as financial performance), which is often used by shareholders and/or investors to gauge corporate performance, in general, denotes the degree to which a firm's financial objectives are being reached or have been met (Rafuse, 1996; Padachi, 2006; Lazaridis, 2007).

Environmental performance: including resource use, pollution control and governance, and environmental investment. (Xuan and Weide 2009).

social performance: the accountability to meet society's expectations and duties on businesses at any particular momen(tCarroll 1979).

Resilient leadership: leaders can cultivate this tenacity by engaging in challenging past experiences in their personal and professional lives, and learning from these challenges, in order to address these constantly changing and disturbing issues.(Patel 2010;Faustenhammer and Gössler 2011).

Realistic Optimism: A forward-thinking attitude that implies executives have an optimistic attitude that events will turn out well, even to being certain that they will (Southwick & Charney, 2018).

Cognition and Flexibility： one of three basic cognitive control (or execution) processes, inhibition, and working memory. This includes overriding learned routine behaviors (such as braking when a traffic light turns red). (Diamond 2013).

Inspiration and team building: The integration of resources and inputs, coordinating work to achieve organizational goals, assigning responsibilities to each organization member, fairly resolving difficulties, and seeking incremental improvement on a continuous basis. (Fajana 2002).

Innovation capacity:the ability to recommend products, process or new ideas of employees in organizations (Damanpour,1991).It is a selection of ideas or behaviors related to company policies, programs, systems, processes, products or services that are new to an organization(Zaltman,Duncan,&Holbek,1973).

Product innovation: products that are developed d and commercialized to customers who acquire and use them (Sandvik& Sandvik, 202003).

Process innovation: an introduction to some impo ortant modifications in the production process such as new machines or new methods o of an organization (Nieto & Santamartia, 2010).

Statigic innovation: According to Hamel (2000), strategic innovation is a source of competitive advantage ideal for firms seeking to succeed in the new economy and creatively refresh their strategy.

Technological innovation: In the existing production management system through the introduction of new combinations of various factors of production, its basic features are mainly through the introduction of new technological products, the introduction of new technologies, the development of new markets, and the control of the sources of new products and raw materials. It is necessary to rely on advanced technology, according to the market situation with the new products, and ultimately gain benefits. (Schumpeter 1934;Mansfield 1971).

Marketing innovation: Deliberate acts by market players that result in a distinctly new or changed kind of market (Nenonen et al., 2019; Read et al., 2009, Santos and Eisenhardt, 2009).

Executive incentives: A company can take some effective incentives or measures to establish a mechanism to strengthen the work consciousness and enthusiasm of the whole

enterprise's top management, and then in order to let the executives make a greater contribution to the enterprise's better and sustainable development (Lin Minghao 2020).

1.7 Significance of the Study

China's manufacturing business has limited overall innovation capabilities, and it is an economy with high investment, high rewards, and high risks. In the turbulent and changing environment, how to cope with diverse crises and difficulties, how to minimize intervention elements and adapt to the new environment, and how to rejuvenate the post-crisis team, among other things, have raised researchers' concerns about resilient leadership. In the context of economic globalization, improving leadership is critical to the long-term viability of manufacturing firms. Chinese manufacturing businesses must develop their independent innovation and core competitiveness in order to compete more effectively in foreign markets.

Jiangxi is a large manufacturing province in China. No scholars have proposed the definition of resilient leadership in manufacturing industry before. Therefore, the research on the relationship between resilient leadership and sustainable business performance in manufacturing industry has become a new topic.

So, this study provides a theoretical framework suited for Chinese manufacturing businesses and further expands the original theory based on the idea of elasticity and innovation, in conjunction with the Chinese cultural backdrop. As a result, this study may be described as a preliminary and exploratory study, which can allow researchers conduct in-depth research on team adaptability in the future. Using questionnaires to conduct empirical research, a resilient leadership scale appropriate for Chinese manufacturing businesses was developed, which may be utilized as a reference for future study work. It promotes the quick development of business executives in the face of a changing environment and a crisis. When a crisis happens, the leader's ability to take appropriate steps swiftly will encourage the organization's healthy development and avert huge losses. In a nutshell, by understanding the notion of resilient leadership, we may discover leadership flaws. Leaders may avoid these critical flaws in advance based on the current scenario, preventing the onset of a crisis, promoting organizational structure and a healthy company environment, and realizing long-term enterprise growth.

CHAPTER 2
REVIEW OF THE LITERATURE

The major goal of this chapter is to provide the educational setting in order to examine important ideas. Previous research that is relevant to the primary and sub-variables of this study. This chapter is broken into the following sections:

- Key Concepts
- Related Research and Hypothesis Development
- Summary of the Literature Review
- Conceptual Framework

2.1 Key Concepts

2.1.1 Sustainable Business Performance

2.1.1.1 Definition of Sustainable Business Performance

Corporate business performance is generally defined as a company's initiatives, which are voluntary by definition, indicating the integration of social and environmental issues into the company's operations and relationships with stakeholders. Lozano and von Haartman (2018) conducted recent research that identified the most important drivers of business sustainability, and the need for a comprehensive approach is emphasized. In fact, the way to achieve sustainable development of enterprises requires establishing long-term environmental, social, and economic benefits through strategies, business models, investment, and management tools that focus on sustainable development. In general, sustainability awareness is crucial in using sustainability management techniques. Some researchers have proposed that the correct use of performance evaluation and management control systems may help plan execution and drive organizations to achieve long-term goals. Lueg and Radlach (2016) reviewed the literature on the types of controls companies use to implement sustainable development and concluded that it seems necessary to combine formal and informal controls to reinforce each other and address many sustainability factors. This article discusses the Balanced Scorecard for Sustainable Development (SBSC), which is a multidimensional performance evaluation and management control tool that may play an important role in

the sustainable development of enterprises, and has received increasing research attention.

The BSC enhances standard financial performance indicators through indicators based on three additional perspectives of causality (customers, internal processes, and learning and growth) and provides them as drivers of long-term shareholder value. SBSC is one of the main methods used to evaluate the sustainability performance of enterprises. It combines the four perspectives of BSC with sustainability aspects, explicitly including environmental, social, or ethical considerations (Küçükbay & Sürücü, 2019). According to the literature, SBSC may be a viable tool for meeting various management needs related to corporate sustainable development issues, such as assisting companies in implementing sustainable development strategies, promoting sustainable development management standards and decision-making, supporting regulatory data needs, and meeting the information needs of stakeholders (Schalteger & Wagner, 2006). To incorporate sustainability into the balanced scorecard, there are three main options:

- integrate social and environmental impacts into the four viewpoints;
- add a non-market perspective; and
- create a separate environmental or social scorecard.

According to Searcy (2012), balanced scorecard research (BSC and SBSC) can be divided into four stages: design, implementation, use, and evolution. Therefore, future research on sustainable performance evaluation and control should pay more attention to the current framework and its related advantages and disadvantages.

2.1.1.2 Business Sustainability Balance Scorecard

The original form of the Balanced Scorecard for Business Sustainability (BSC) was developed by Kaplan and Norton (1992, 1996) to reduce accounting measures such as translation-based positioning, focus on the past, lack of consistency with changes in business value, and widespread use of financial results control systems and short-termism. BSC measures performance in a multidimensional manner. Although it still emphasizes traditional financial performance indicators as indicators of corporate success, it combines these indicators with three additional perspectives based on causality. It is often the driving force for creating long-term shareholder value -

customers, internal processes, and learning and growth. The BSC framework includes setting goals, selecting relevant indicators, setting goals, and implementing consistent activities to achieve the goals of each perspective.

Although financial indicators give the results of previous actions, the other three perspectives include non-financial indicators that allow companies to track progress in creating the capabilities and intangible assets needed for future development and financial success. BSC is an open system that combines the interests of many stakeholders, balances short-term and long-term concerns, leading and lagging indicators, and serves as a source of information for feedforward control. BSC was originally considered as a performance evaluation tool, but now it is increasingly linked to strategic planning and execution, serving as a management framework that helps identify the fundamental value drivers that companies can use to optimize their strategy (Kaplan and Norton, 2001). Based on these four perspectives, top management uses a balanced scorecard approach to transform their strategy and vision into performance measures that people can understand and take action on. This perspective makes it easier to combine strategy with the activities and goals of employees (Davis & Albright, 2004). In addition, performance measures should be created based on causal relationships, and managers must make assumptions based on their thoughts and assumptions, and consider organizational contingencies. Managers should best evaluate activities (strategies) to produce expected results (Bukh & Malmi, 2005). The concept of causal relationships between indicators included in various perspectives is crucial because non-financial measures should be adjusted to predict future financial performance (Norreklit, 2000). When establishing a balanced scorecard system, causal relationships should be used to help managers identify the relationship between long-term resources and capabilities, including sustainability issues, and short-term financial results; A multidimensional approach will enable leaders to address environmental and social issues. Therefore, the SBSC concept evolved from the standard BSC, combining the four perspectives of the BSC with sustainability aspects to incorporate environmental, social, or ethical considerations, and including sustainability related goals and performance measures. SBSC may be a viable tool for meeting various sustainable development management needs, including assisting companies in implementing sustainable development

strategies, promoting sustainable development management standards, decision-making, and reporting, supporting regulatory data requirements, meeting stakeholder information needs, and raising employee awareness of sustainability issues.

Figge et al. (2002) described and discussed three main ways to incorporate sustainability into the balanced scorecard framework. The first step involves environmental and social issues from the four BSC perspectives. Environmental and social factors complement other important strategic aspects through their core strategic components or the need to establish goals, lagging and leading indicators, as well as performance drivers for goals. The second option requires the introduction of a new non market perspective into the balanced scorecard. Although the traditional BSC perspective reflects market logic, environmental and social issues are often external and do not fully incorporate business interactions through pricing. However, they can affect the performance of all four aspects of the balanced scorecard. Therefore, the strategic fundamentals and leading indicators of non market perspectives must be recognized, translated into appropriate indicators, and linked to other perspectives. The third approach involves creating environmental and social scorecards. Once the strategic importance and location of environmental and social components in the causal chain have been determined using the two techniques described above, the scorecard should further distinguish between environmental and social components. Therefore, it must be developed and used together with one of the other two options. According to Searcy (2012), BSC and SBSC research can be divided into four stages: design, implementation, use, and evolution. Hansen and Schaltegger (2016) focused on the design phase, emphasizing that companies may envision SBSC architectures in various ways to connect performance views, strategic goals, and logical links between these components. In general, the architecture can vary based on two criteria: the nature of the hierarchy between individual performance perspectives and strategic goals affected by the company's value system, and the allocation of economic, environmental, and social performance, which refers to methods used to embed sustainability into the SBSC. The following section discusses three SBC factors based on the design introduced by Hansen and Schaltegger (2016), namely economic, environmental, and social performance.

2.1.1.3 Dimensions of Sustainable Business Performance based on Business Sustainability Balance Scorecard

Corporate Economic Performance

Economic performance (also known as financial performance), which is often used by shareholders and/or investors to gauge corporate performance, in general, denotes the degree to which a firm's financial objectives are being reached or have been met (Rafuse, 1996; Padachi, 2006; Lazaridis, 2007). As a consequence, it is used to quantify the financial or economic outcomes of a company's activities, policies, and procedures. The financial performance of any corporation indicates how effectively management deploys or uses the business's resources to generate outcomes and fulfill budgetary objectives. It also determines a firm's liquidity and solvency condition at any particular moment. Financial analysis, which includes the evaluation of financial accounts and reports, is often used to examine the economic position/health of a company (Shropshire & Hillman, 2007). Despite the fact that financial statements do not provide full information on a firm's financial processes, they do provide adequate information about a firm's profitability and financial soundness. Businesses and major stakeholders interested in the firm's financial performance include management, workers, and shareholders, as well as personal and institutional investors, creditors, rivals, and governments - for tax purposes (Salama, 2005).

Ahmadu, Aminu, Mikailu, and Tukur (2015) conducted a study on economic performance in Nigeria where the pooled ordinary least square regression was used to investigate how corporate governance frameworks affect the economic performance of several Nigerian companies. The indicators used to evaluate company performance are ROE, ROA, P/E ratio, and Tobin's Q. The report calls for concentration of equity rather than diversification. It also advocates the establishment of a board of ten members and a manager position different from that of the chairman of the board. Despite the lack of evidence that boards with a large proportion of foreign directors perform better than other boards, research has found that companies led by foreign managers outperform companies managed by local managers in key performance indicators. The sample criteria are not representative, and based on several gaps revealed in the study, more powerful

statistical analysis techniques may have been used instead of typical OLS regression and its accompanying shortcomings.

Nawaz, Salman, and Shamsi (2015) created a method for evaluating enterprise economic performance using data envelopment analysis. Financial statements and ratios from articles and books are used to establish performance evaluation indicators. Due to the large number of variables, data envelopment analysis was used to evaluate the obtained data in the study. Liquidity, activity, leverage, economic value added, and profitability ratios are used to evaluate performance. The survey shows that 9 out of 36 enterprises are efficient, which means that the other 27 are inefficient. One of the shortcomings of this study is that it only focuses on analyzing the internal efficiency of the selected organization, without providing any type of rating. It also avoids the use of qualitative indicators when designing proposed models.

Suminder and Samiya (2013) investigated the impact of size, solvency, liquidity, equity, and leverage on the profitability of several life insurance companies. Multiple linear regression analysis was used in the study to quantify the impact of these variables on the company's profitability over a five-year period. The sample for this study includes 18 Indian life insurance companies (including 1 public insurance company and 17 private insurance companies). The results of this study indicate that the size and liquidity of life insurance companies have a positive impact on their profitability, but equity capital is the opposite. There is no necessary correlation between insurance leverage and profitability. Due to the limited number of variables used as performance indicators for insurance companies, there are significant gaps in research.

Bhunia, Somnath, and Gautam (2011) investigated the financial performance of certain Indian public sector pharmaceutical companies. The purpose of this study is to investigate short-term and long-term solvency, profitability, and liquidity trends, as well as the reasons for financial operational efficiency, liquidity, and profitability behavior. Multiple regression methods are used to assess how the selected ratio affects a company's financial condition and profitability. The economic performance indicators used include solvency, profitability, efficiency, financial stability, operational efficiency, and liquidity ratios. It found that both companies had good liquidity conditions. The economic soundness of the two companies also shows a downward trend.

Corporate Environmental Performance

Enterprise environmental performance evaluation standards are mainly formulated by multinational organizations with global influence (Table 3.1). Since Norsk Hydro, a Norwegian company, released the world's first environmental report in 1989, governments, international organizations, and relevant United Nations agencies have successively issued environmental reporting rules, including requirements for enterprise environmental performance evaluation. In China, Petro China produced the first independent environmental report, "Health, Safety, and Environment Report," in 2000.

Table 2.1 Corporate environmental performance assessment standards

Issuing body	**Date of issuing**
Global Reporting Initiative (GRI)	2000; 2002; 2006; and 2014
International Organization for Standardization (ISO)	1999 and 2013
United Nations Conference on Trade and Development (UNCTAD)	2000
World Business Council for Sustainable Development (WBCSD)	2000

Extensive and scientific evaluation of enterprise environmental performance can not only guide investors to make correct investment decisions, but also enable enterprises to fully realize economic and social benefits in all aspects of the product lifecycle from input to output, thereby maintaining sustainable development. The operation of the enterprise. The enterprise environmental performance evaluation system is mainly constructed by Chinese researchers from the perspectives of production chain, value chain, supply chain, and environmental capital structure. Yan and Huanan (2003) proposed the concept of enterprise green degree, analyzed the purpose, principles, and methods of establishing a green indicator system, and established a green indicator system for each stage of the manufacturing process - raw material green degree, manufacturing engineer green degree, marketing green degree, and green consumption degree. Based on the value chain theory, Xuan and Weide (2009) proposed a comprehensive environmental

performance evaluation system that includes environmental factors of upstream and downstream enterprises such as environmental resource use, pollution control and governance, and environmental investment. Lijuan and Bing (2003) developed an environmental management performance evaluation system based on the description of green supply chain and environmental management standards (ISO14000 series), which includes the ecological consequences of supply chain processes, supply chain resource consumption, resource recovery, and environmental reputation. Zhao Jiang (2011) designed a set of environmental performance evaluation system and environmental reputation from the perspective of green production chain for the reuse of recycled resources, energy consumption in supply chain processes, and environmental impact of supply chain processes, combining the balanced scorecard idea and the characteristics of green supply chain. Lei (2013) established a corporate environmental performance evaluation system based on the environmental capital structure, with the leading indicators being environmental quantitative indicators and evaluation indicators such as the overall overview of environmental activities, environmental asset structure, environmental liability structure, environmental expenditure structure, and environmental benefits.

Corporate Social Performance

Carroll (1979) defines corporate social performance (CSP) as the accountability to meet society's expectations and duties on businesses at any particular moment. Social performance is classified into a hierarchy model, with economic duty at the bottom and legal, ethical, and philanthropic responsibilities rising to the top. Another study, this time by Frank and Armandi (1981), offers a perspective on societal performance based on Maslow's pyramid model. Social responsibility, which is at the top of the business needs pyramid, is a complete fulfillment of the demands inside and beyond the corporation. Dahlsrud (2008) offered a basic idea of CSP in an analysis based on the findings of a content analysis of 37 distinct definitions of social duty. Businesses have always influenced the economy, society, the environment, and intimate interactions with the government, consumers, or shareholders, and have always followed the law. Thus, social responsibility has five components: economic, social, environmental, voluntariness, and stakeholder (Dahlsrud, 2008). In addition, Idemudia (2011) defines

social performance as the concept, practice, and impact of a company's intentional or unintentional connection with people, institutions, organizations, communities, society, and the environment. The concept of CSP originated in the 1950s and 1960s and is crucial to understanding how CSP relates to other key themes and concepts in business and social/business ethics. As the concept of CSP has evolved, an older phrase, corporate social responsibility (CSR), has been used as a component of CSP, the ethical and/or structural concept of social responsibility, or business interaction with others. Ultimately, the focus of the study shifted to the procedures for companies to adopt (or avoid) social responsibility and respond to stakeholder issues, as well as the impact and results of CSP related activities. Therefore, researchers gradually incorporate the "why (principles), what and how (processes), and what (results) have occurred" of CSP (Androniceanu, 2019). Any corporate social performance bibliography must include literature on relevant topics, such as corporate social responsibility and response, stakeholder theory, corporate responsibility, corporate political activity, problem management, and sustainability (Taran & Mirkin, 2020). Although the complete bibliographic information on these issues is beyond the scope of this page, readers will find some reference materials therein. The CSP section is structured in two ways: the first is based on themes, including concept development, operationalization, stakeholder interaction (e.g., workers, suppliers), CSP and financial performance, corporate social reporting, and a widely attractive CSP approach (Mitra et al., 2016). Secondly, in the topic, the reader will notice that the studies mentioned are arranged in chronological order. Since CSP is a relatively new research field, this chronological approach within a topic enables readers to observe how the topic has evolved from simple "should" to advanced conceptual and empirical research (Peloza & Shang, 2011).

2.1.2 Resilient Leadership

2.1.2.1 Definition of Resilient Leadership

Because of its dynamic character, the notion of leadership is possibly one of the most challenging notions to articulate in literature. However, a few definitions supplied by various writers are recommended to provide some degree of understanding of the subject. Larson (1968) defines leadership as the capacity to determine what is to be done and then persuade others to desire it. Truman describes leaders as people who have

the ability to persuade others to do things they don't want to do and enjoy them. These two definitions represent three basic themes about leadership: leadership is about initiating, leadership includes followers, and leadership is about providing resources, behaviors, and energy for achieving goals.

Over the decades, many theories have emerged to explain the entire content of this concept: Great Man and Traits theories、Behavioral theory、Situational analytic theory. Despite the various leadership theories, this research focuses on transformational leadership theory, transactional leadership theory, and the resilient leadership theory, which is presently in the leadership literature. These three beliefs seem to comprise the majority of the contemporary leadership perspective.

Like the broader notion of leadership, resilience theory is difficult to describe or ascribe a general meaning to. However, what Robb (2000) defines as resilient companies should offer some insight into what resilient leadership is all about. This is because several relationships have been discovered between leadership and organizational outcomes, such as corporate culture, motivation of employees, employee job satisfaction (Voon., 2011; Ngadiman., 2013), employee performance, team performance, and organizational performance (Wang., 2011; Lai, 2011). As a result, expressing the reality that an organization's traits or image are what its leaders sculpt for it. According to Rob (2000), a resilient organization can maintain a competitive advantage by doing two things simultaneously: providing excellent performance against current goals, while effectively innovating and adapting to rapid and volatile market changes and technologies. He raised this concept in response to questions about how to create companies that are not susceptible to the current volatile, unpredictable, complex, and ambiguous (VUCA) business environment. In addition, Rob (2000) pointed out that to build such an organization, two subsystems - performance system and adaptive system - must coexist, so that the entire organizational system can quickly adapt and standardize to respond to the constantly changing external environment. These two subsystems represent two well-known management phrases: performance or task oriented and change oriented. According to the above definition, Resilient leadership can maintain the competitive advantage of an organization or group of people by performing two tasks simultaneously: achieving outstanding performance on current goals, while effectively

innovating and adapting to rapid and unstable changes in the market and technological progress. In other words, Resilient leadership is both performance oriented and change oriented, focusing on achieving organizational goals, and initiating and managing changes within the company, To meet the needs of internal and external business environments.

Clayton (2012) defines wicked issues as the obstacles executives encounter in today's corporate climate. Clayton adds that the originality and uniqueness of these wicked situations distinguish them. They are socially complicated, with each stakeholder having a unique knowledge and intended goal. They are disorganized and do not have a single answer. They cannot be entirely resolved since there is typically no clear understanding of the issue, and treating one problem may produce another. In order to solve these problems, she believes that leaders must use unconventional and creative methods to provide guidance, rather than using the same strategies to solve what she calls mild problems - often daily organizational difficulties. According to Patel (2010) and Faustenhammer and Gössler (2011), leaders can cultivate this tenacity by engaging in challenging past experiences in their personal and professional lives, and learning from these challenges, in order to address these constantly changing and disturbing issues.

2.1.2.2 Dimensions of Resilient Leadership

Realistic Optimism

Optimism is a forward-thinking attitude that implies executives have an optimistic attitude that events will turn out well, even to being certain that they will (Southwick & Charney, 2018). It also entails managers embracing the past and not letting negative events in the past to cloud their aspirations for the future. Being attentive, or appreciating life in the now, is also an element of the optimistic manager's cognitive and action processes (Positive Psychology Program, 2017). Manager optimism is not a set amount since it may rise or fall based on how information is processed and where it is stored. Seligman (2002b) demonstrates that acquired optimism is accessible to managers disproportionately affected by its adversary, pessimism. The key skill of learnt optimism is the ability to refute gloomy notions (Seligman, 2018). Realistically optimistic managers pay significant attention to unfavorable information pertinent to the situation at hand, but do not stay fixated on it. Managers adopt problem-solving coping mechanisms and accept

the reality of a situation over which they have no control (Luthans et al., 2015). Realistically optimistic managers have pleasant emotions while doing realistic evaluations (Luthans, 2002). Realistic optimism assesses what one can and cannot do in a given scenario, which contributes to one's [manager's] effectiveness and hope (Luthans, Avolio, Avey & Norman, 2007). Managers with realistic optimism quickly withdraw from challenges that are likely intractable, recognize when to cut their losses, and focus time and attention on those likely to be solved (Schneider, 2018). Managers who are competent in realistic optimism are keenly aware of the need of avoiding optimistic bias, which entails self-deception or convincing oneself of a desirable view without conducting an objective reality check of all aspects involved in a circumstance. Managers should feel in command so that when they take on a job or project, their actions substantially influence the results. They must be driven and ready to go to any length to get the required results (Luthans et al., 2015). The mentality of a management entering a project substantially influences its chances of success. Managers may benefit from Dweck's (2016) understanding of mindset in the context of successfully practicing realistic optimism. Managers might enable pessimism to prevail by assuming that events will almost always go against them and that this situation will not change (fixed mindset). Such pessimism leads a manager to detach himself from the problem's reality via denial, escape, pessimism, and cognitive avoidance (Luthans et al., 2015). Managers might also feel that events will be a success by doing thorough preparation and making appropriate modifications throughout implementation (growth mindset).

According to Gordon (2017), pessimistic managers quit up due to hardship, negativity, annoyance, fear, disapproval, doubters, and circumstances. Such managers also give up because they lack the optimism, positivism, and confidence to continue going ahead. The Blue Ocean Shift ideology opposes pessimism by recommending that managers find possibilities where previously only limits were seen (Kim & Mauborgne, 2017). Shores' (2017) concept in Conscious Communications is applicable to managers dealing with pessimism. According to Shores, Conscious Communications is a simple procedure that consists of removing bad language, choosing effective phrases, and concentrating on what you want. Managers who are realistic optimists have a strong sense of self-control, which leads to increased confidence and

determination to find answers to challenging problems. They generate solutions by broadening their field of view to include possibilities to overcome hardship, inspire and assist others, and work hard to put the ideas into action (Kim & Mauborgne, 2017). These managers seek out what is required for their organizations to thrive and fulfill their objectives (Charan, Willigan, & Giffen, 2017). Some realistically optimistic managers believe in the saying hope for the best, but plan for the worse (Collingwood, 2016 p.52).

Cognition and Flexibility

According to Diamond (2013), cognitive flexibility is one of three basic cognitive control (or execution) processes, inhibition, and working memory. This includes overriding learned routine behaviors (such as braking when a traffic light turns red). Therefore, for a long time, cognitive control has been considered as a fundamental opposition to the basic associative teaching method, which regulates the coupling of input and conventional behavioral responses (Norman & Shalice, 1986). Associative learning requires selection and attention to produce progressive but planned actions, while cognitive control is believed to require selection and attention to achieve progressive but intentional actions. In this concept, cognitive flexibility can be seen as the pinnacle of cognitive control: other control mechanisms are needed to maintain and defend our current goals and task sets (for example, selectively paying attention to goal-related inputs and suppressing habitual responses), but a person's overall ability to adjust these goals and task sets produces adaptive behavior. Therefore, cognitive flexibility may be seen as a "meta control" (Hommel, 2015; Goschke, 2003). However, viewing cognitive flexibility as a higher-order control mechanism raises the question of how this ability to switch between task groups is regulated: What determines cognitive flexibility in the absence of dwarfs? Surprisingly, recent research has shown that "low-level" associative learning pathways may affect flexibility. Cognitive flexibility was also studied using examples of creative problem solving and rule reversal learning, such as the Wisconsin Card Sorting Test. However, these paradigms make it impossible for the experimenter to control when the task set actually changes. There is a large amount of conceptual overlap between task switching research and working memory updating research. However, the latter focuses on changing "things" in (declarative) memory functions rather than changing (procedural) task rules. The task switching literature focuses on moving between task sets. Task sets

are a set of context dependent production ("if, then") rules that we actively retain to guide our current activities (Goschke, 2003). For example, when we want to call a friend, we use our mobile phone for navigation, using rules to describe our task set. Although some components are typically shared between task sets, their association with many rules and goals separates task sets.

Inspiration and Team Building

A team is a collection of individuals who work together to achieve common goals. Team building is the process of helping a group of people achieve their goals. It includes stages such as clarifying team goals, identifying obstacles to achieving goals, facing identified issues, and achieving goals. According to Fajana (2002), teamwork is the integration of resources and inputs, coordinating work to achieve organizational goals, assigning responsibilities to each organization member, fairly resolving difficulties, and seeking incremental improvement on a continuous basis. According to Katzenbach and Smith (1993), a team is essentially a small group of individuals with a set of performance goals, committed to common goals and their mutually responsible approach. The goal here is to have a reasonable team size, with all team members committed to achieving team goals. In addition, team members must be jointly responsible for their actions and the results of these activities. In the process of team building, there are two basic talents. The first step is to identify appropriate concerns, and the second step is to address them in the appropriate order and manner (Brower, 1995). Depending on the size and nature of a team, team building can take various forms. For example, in the case of constant change in team composition, the focus is on cultivating people's skills in successful team members and trying to modify individual talents and capabilities to work in teams or in many teams. In the case of a team member, such as in a management team, for example, the focus is trying to improve the relationship between team members. The most extensive scale is that of organizational team development. Individuals' power to influence company culture is very restricted, with the exception of the senior management team. One of the primary goals of team building is to modify the prevailing behaviors and attitudes in the company, which are nearly entirely independent of who actually works there. Team building is not just about building teams. It's not just about imposing generic activities on the team with little regard

for the needs of the team. (Argote, & McGrath, 1993). There is a need for a more thoughtful approach, and above all, something with clearly defined and achievable goals. It is vital to consider particular concerns that must be handled as well as the types or personalities engaged in the team. According to Dianna (2006), teamwork is a kind of collective labor that may contain individual activities, but generally involves some sort of communal activity in which each member contributes part of a jointly authored document that is designed to represent the group's collective expertise.

Innovation Capabilities

External and internal variables impact innovation capabilities, which are primarily explanatory aspects of organizations' innovation processes and/or outcomes. We found a few reviews of the literature on innovation capacity. These evaluations place a varied emphasis on innovative capabilities. For example, Assink (2006) conducted a literature study on inhibitors of disrupting innovation capabilities. He did a thorough investigation to uncover impediments to disruptive innovation skills. The inability to forget outdated mindset, effective dominant design, risk-averse corporate climate, poor management of the innovation process, lack of adequate follow-through capacity and inability to develop the required internal and external infrastructure were identified as the main obstacles. Frishammar, Kurkkio, Abrahamsson, and Lichtenthaler (2012) conducted a literature study on process of motivation and innovation capabilities, especially the degree to which intended innovation process results are materialized in sectors such as manufacturing. Their analysis identified strategy, cooperation, and culture as the three primary characteristics of innovation capabilities. Slater, Mohr, and Sengupta (2014), on the other hand, conduct literature research on the innovative capabilities of radical products and establish a successful model for radical product innovation. Senior leadership, organizational characteristics, organizational structure, transformation and transformation product development processes, and product launch strategies are considered the main aspects of their evaluation of innovation capabilities. The literature review by Bell and Figueiro (2012) focuses on companies in emerging countries.

Customer Supplier Relationship

There is a growing recognition that the management of buyer-supplier activities offers significant opportunities for firms to create strategic advantage and achieve extraordinary financial performance. Several studies have noted that strategic buyer–supplier outsourcing relationships improve a firm's ability to be agile in their product markets (Holcomb & Hitt, 2007). Resilient leadership intimates that buyers should align investment in mitigation capabilities with the supply risks that they face to improve performance (Blackhurst et al., 2011). The criticality of the role of suppliers in promoting a buyer's responsiveness is heightened especially when companies focus on what they do best, and outsource the remaining activities to suppliers (Gottfredson & Aspinall, 2005). Collaboration with suppliers is important to gain superior agility performance.

Management buyer-supplier relationships requires both partners to work closely with each other to achieve mutual goals. This involves mutual adjustment and teamwork, shared goals and joint problem solving (Gittell, 2002). Resilient leadership involvement is an important attribute of management that helps secure resource commitments to help overcome transaction uncertainties (Lee & Kim, 1999).

2.1.3 Enterprise Innovation

2.1.3.1 Definition of Enterprise Innovation

The concept of innovation was first proposed by the economist Schumpeter in 1912. In his book "On Economic Development", he proposed that innovation is the rearrangement or transfer of production functions with the aim of obtaining potential excess profits (Xiong, 2009). Innovation is divided into three categories: technological innovation, market innovation, and organizational innovation, and is further divided into five ways: introducing new technologies or adopting new production methods, producing new products, exploring new markets, and opening up and utilizing new sources of supply. Raw materials or semi-finished products, and the use of new organizational methods. On this basis, innovation has further expanded its connotation, referring to the establishment of new enterprise management systems, upgrading and upgrading of existing products, exploring new markets and customer groups, providing new services, updating old service models, and reforming existing

production processes or processes. Based on Schumpeter's definition of innovation, many domestic scholars have conducted various studies from different perspectives, expanding the connotation of innovation from both narrow and broad perspectives: narrow innovation refers to the organic restructuring and integration of production factors, production conditions, and organizational structure. System to obtain potential market opportunities, expand marketing opportunities and targets, and build a production and operation system with stronger competitive advantages, better product or service effects, and higher comprehensive efficiency level. Broad sense innovation refers to the entire process from research and development to market and then to technology diffusion, including narrow sense innovation, which extends both ends of innovation in narrow sense innovation, and increases the front-end and back-end processes of technology research and development and diffusion (Fu, 1998).

Innovation is both result oriented and process oriented. The result view holds that innovation should be embodied through new achievements, manifested in the form of products, technologies, services, etc; The process view believes that the outcome of innovation is unknown, so it should be presented in the form of a process. The results of any innovation cannot be separated from the investment and process of innovation. The centralized investment of new knowledge, new technology, financial resources, intellectual resources, and other factors provides the opportunity to produce effective innovation results. It is a whole process including innovative ideas, technological research and development, and commercialization of products or services. The results perspective and the process perspective are two commonly used perspectives for studying the concept and connotation of innovation. They focus on two main characteristics: innovation, novelty, and process. To sum up, innovation is both a process and a result, as well as a process for enterprises to apply new products or technologies that can create value (Crossan & Apaydin, 2010).

After the 1990s, scholars' research and definition of innovation entered a stage of differentiation and convergence. On the whole, there are four different views on what is "innovation", mainly including: ① "product view": scholars who hold this view believe that the final result of innovation is the birth of a new product. For example, Kelm et al. (1995) calculated the number of new products that the organization announced to

be successfully launched as the basis for measuring organizational innovation by referring to the archival data of the Wall Street Journal Index. Kochhar & David (1996), taking the archive data of PTSNPA in the United States as a reference, calculated the number of new products, new technologies, etc. announced by the organization as the basis for evaluating the organization's innovation. ② "Process view":

Scholars who hold this view judge innovation through a series of processes or stages, believing that innovation is a process. For example, Johannesen & Dolva (1997) believes that innovation is a process that involves using knowledge and relevant information to create and introduce new and useful things. Scott & Bruce (1994) defined innovation from the multi-stage process of problem discovery, seeking financial support, and completing problem solving. ③ "Product process view": define innovation by integrating results and processes, and think that innovation is both a process and a result. For example, Doughert & Bowman (l995) believed that innovation is a complex problem-solving process. The activities involved include product design, product innovation, coordination of functional departments, and collaboration of company resources, structures, and strategies. Lumpkin & Dess (1996) believes that innovation reflects a company's operation and support for new ideas, novelty, experimentation, and creative processes, resulting in new products, services, and technologies "Multi perspective": In addition to considering the definition of technological innovation, management innovation is also included in the definition. This perspective is adopted by many modern mathematicians. For example, Russell & Schneiderheinze (2005) defined innovation by the number of radical and nonlinear changes in the company's products, markets, processes, systems, etc. in the past three years. Martins & Terblanche (2003) believed that innovation is a new idea that can be used to start or improve a product, process, or service. Innovation also includes product innovation, new production processes and technologies, new structures and management systems, new plans and management schemes, etc.

This paper introduces the definition of innovation put forward in the "Innovate America" plan submitted by the National Competitiveness Commission of the United States to the government in 2004: "Innovation is transforming perception and technology into new products, processes, methods, and services, creating new market

value, promoting economic growth, and improving living standards". This definition has a broad meaning. It includes scientific and technological innovation, but it is not only scientific and technological innovation. It covers the development of concept, design, technology, market region and scope, innovation and improvement of production processes and processes, and development of new fields or industries. More importantly, it includes the successful introduction of innovative products and services to the market, thus making a good distinction between innovation and invention. Innovation includes creativity and invention. Innovation refers to the collection of activities that conceptualize, research, experiment, and develop new equipment, methods, processes, processes, and commercialization. Creating new products and services for the market and achieving success is a process and art. It is also a collection of social technology and economic activities to make creativity and invention patents practical and commercialized. Invention is a process that relies on the inspiration of creativity and continuous efforts until the invention patent right (intellectual property right) recognized by the society is obtained. What innovation needs to do is not only from creativity to invention, but also the long process of transforming invention into socially recognized product goods or services and obtaining economic benefits.

On the basis of defining innovation, many scholars also try to define innovation capability. For example, in "Innovation Strategy of Knowledge Economy: Emiton (1998) believes that the innovation ability of an enterprise includes the ability to create new ideas, the ability to use good ideas, the ability to ultimately turn good ideas into market-oriented products or services, and the ability to bring profits. He started from the three stages of the innovation process: invention, transformation and commercialization, and believed that the innovation ability of enterprises is the ability to integrate and practice the interdependence of creation, transformation and commercialization. "The ability to creatively integrate production factors" (Shu, 2003). Li (2001) believes that "innovation ability is a kind of ability, a kind of system and a kind of culture. It is not just technological innovation." His definition of innovation ability is "Enterprises make full use of human resources, optimize the combination of knowledge and other capabilities to gain competitive advantage, and continuously update their systems and technology capabilities based on emerging and potential market demands".

In fact, the innovation capabilities of enterprises are manifested in the innovative combination of rare resources of enterprises" (Li, 2001).

To sum up, the enterprise innovation capability reflects a comprehensive capability of the enterprise innovation system behavior. It refers to the comprehensive capability of the enterprise to constantly create new ideas and new concepts, and use these new ideas and new concepts to bring profits and efficiency to the enterprise, gain competitive advantages, and ultimately achieve the strategic objectives of the enterprise development through technological progress, market development, management upgrading, and cultural construction. From the above definition, we can see that the innovation capability of an enterprise is integrated and is a combination of various capabilities of an enterprise. The technological innovation capability is the core element, but the institutional innovation capability, management innovation capability and related supporting innovation capability, as well as the synergy among these capability elements, have an important impact on the enterprise's innovation capability, reflecting the comprehensive ability of the enterprise to respond to the market and environment.

The innovation ability is the embodiment of the vitality of enterprises, and the key for enterprises to cope with the challenges of the fierce competitive environment and obtain the survival and development space. In the path selection of enterprise innovation ability cultivation, there are the following strategic measures.

Path 1: Stimulation of Individual Creativity of Employees

The individual creativity of employees is the source of enterprise innovation ability. "Any improvement in a company's products, services, or management must first come from the individual thinking of employees. Any innovation that ultimately brings significant benefits to the company must first come from the individual creativity of employees." According to the theory of enterprise resource management, employees are one of the core resources of enterprises, which are valuable, scarce and difficult to imitate (Han, 2003). Only the effective development and utilization of human resources can build sustainable competitive advantages of enterprises. Dobin (2006) believes that the cultivation of independent innovation capability is divided into innovation intention, transfer of innovation intention, employee training II and technical

capital investment. An (2007) believes that the internal factors of enterprise innovation capability can be classified as innovation desire, human resources and financial resources.

Path 2: Improvement of Organizational Learning and Absorptive Capacity

Although stimulating the individual creativity of employees is the fundamental way to cultivate the innovation ability of enterprises, to integrate the discrete innovation behavior of individual creativity into the innovation ability of enterprises, it is necessary to treat enterprises as knowledge management and organizational knowledge learning. Demsetz (1988) believed that the development of enterprises is based on knowledge. But these knowledges have certain particularity ① Most of the knowledge of enterprises is implicit (imperceptible), that is, most of the knowledge in enterprises is difficult to express through language, communicate and transfer, and can only be obtained through practice. ② Knowledge is cumulative. The degree of accumulation depends on the ability to accommodate new knowledge based on existing knowledge. ③ The specificity of knowledge. Knowledge in enterprises is difficult to be stolen and imitated because of its implicit nature, and has strong specificity. ④ Professional knowledge. Due to limited rationality, people can only efficiently accumulate, create, and store certain types of professional knowledge, especially enterprise knowledge. Obviously, as an enterprise, its knowledge system includes both explicit and tacit knowledge, and tacit knowledge is the core of enterprise knowledge development. The accumulation, specificity and professionalism of knowledge enable enterprises to have special advantages in some aspects. Cohen & Levinthal (1990) believed that the absorptive capacity of an enterprise determines its innovation capacity. This absorptive capacity refers to "the ability of an enterprise to identify the value of external new information, absorb and digest information, and apply it to the commercialization process."

Path 3: Support of Resources

In addition to the stimulation of individual creativity of employees and the improvement of organizational learning and knowledge absorption ability, the cultivation of enterprise innovation ability also depends on the construction of supporting resources such as capital investment, institutional guarantee, and cultural construction. Enterprises need a large number of intellectual resources, basic technology, information resources,

environmental resources, and other support in the process of innovation. These supporting conditions together constitute the supporting elements of enterprise innovation capabilities and constitute environmental background factors that have a significant impact on enterprise innovation activities. These environmental background elements not only provide the necessary resources for enterprise innovation activities, but also profoundly affect the combination and operation of enterprise innovation resources: not only from the aspects of technological basis and intellectual resource conditions, but also from the aspects of concept and human environment, affecting the enterprise's institutional innovation ability, thus ultimately affecting and restricting the overall improvement of enterprise innovation ability.

The significance of innovation to competitiveness is recognized. Understanding the meaning of innovation, on the other hand, is a bit more contentious, particularly in the academic world, where research is predominantly focused on technical innovation to the exclusion of other forms of innovation. This is because innovation is not an isolated enterprise activity; Instead, it relies entirely on a combination of new or changed activities to improve the competitiveness of the organization.

Perhaps Joseph Schumpeter (1934) was the first author to identify the existence of different types of innovation: commodity innovation, production technology innovation, market innovation, supply source innovation, and organizational method innovation in any industry. Therefore, to have a broad understanding of the meaning of innovation, it is necessary to go beyond constantly changing technologies. The environment in which businesses operate is becoming more dynamic (Hollen et al., 2013), necessitating organizational adjustments, mostly via the use of innovation. As it grew more vital for businesses, innovation became more significant as a topic of study; as a result, it has grown rapidly in the last several decades.

Such progress has been delayed when the findings of investigations seem to be divergent or unstable, preventing the formation of a cohesive theory for the field. According to various scholars, the answer to this dilemma is to explore diverse forms, features, and dimensions of innovation. The present study focusses four types of innovation respectively: process innovation, product service innovation, strategic innovation, technological innovation and marketing innovation as the most relevant types

of innovation that are required in the modern corporate world (Androniceanu, 2019; Gallego, Rubalcaba, & Hipp, 2013; Damanpour, 2014; Eng, & Okten, 2011; Damanpour, Walker, & Avellaneda, 2011).

2.1.3.2 Dimensions of Enterprise Innovation

Process/Product Innovation

Change is an unavoidable feature of organizational existence. As a result, new goods, processes, services, and organizational forms are tools utilized by businesses to boost their competitiveness (Guerrazzi, Zanin & Falaster, 2017). Companies frequently commit to formal methods of product innovation, reinventing business processes to increase speed and efficiency (Ettlie & Reza, 1992). Structural changes and work procedures may assist businesses looking to decrease costs, increase quality, and gain other benefits. Although the impact of process innovations is as significant economically as the introduction of new products and services, the theme is frequently overlooked in the literature reviewed on innovation (Adams, Bessant, & Phelps, 2006; Reichstein & Salter, 2006; Crossan & Apaydin, 2010; Macher & Mowery, 2009). Process innovation is carrying out an activity in a novel manner, which necessitates the application of specialized change tools and the transformation of business processes (Davenport, 1993). Process innovation, according to the Oslo Manual (OECD, 1997), is described as the deployment of a novel or considerably enhanced production or delivery system that incorporates major changes in methods, equipment, and gear. Process innovations might be designed to reduce unit costs of manufacturing or delivery, enhance quality, or create or supply new or considerably better goods.

Process innovation research usually begins by discussing the differences between product innovation and process innovation. This is an essential difference in research purposes, as different mechanisms explain why product innovation analysis results cannot be immediately transferred to process analysis (OECD, 1997; Costa et al., 2016). This is particularly important when two forms of innovation are combined, for example, when a company provides a new product, it needs to create a new method (Un & Asakawa, 2015). Process innovation aims to gain a competitive edge by implementing solutions that minimize production or operating costs. Suárez-Barraza (2013) highlighted the significant outcomes of process innovation in a literature review: (1) it reduces

operational costs; (2) it serves as a method for understanding the work that is done or how input becomes output; (3) it is a process for locating, resolve, and controlling the risks or errors in the work and improving the processes of the organization; (4) it reduces the time spent on processes; (5) it allows work to be assessed more systematically and effectively; (6) it allows the company to improve its customer services; and (7) it provides a mechanism for locating, solving and preventing problems or errors in However, there are particular challenges in adopting new processes in businesses (Klein, Conn, & Sorra, 2001; Edmonson, Bohner, & Pisano, 2010), as well as quantifying process innovations since the value is produced mainly inside the confines of the organization. In this regard, financial concerns (McNulty & Ferlie, 2004), organizational environment, and lack of management support (Douglas & Judge, 2001), and even the organization's structure maybe some of the challenges that organizations must overcome when altering processes (Choi & Chang, 2009). Likewise, product innovations may influence process innovations. Some authors also believe that the same process may affect the manufacturing of many products, although the same product often implies the application of multiple processes (new or reformed). In this regard, Abernathy and Utterback (1978) assert that changes in one process can lead to changes in many other processes, which are branches.

Decoupling process and product innovation is not an easy task, as the industry typically releases new projects and processes simultaneously. According to Ettlie and Reza (1992), both have closely related life cycles, enhancing the integration of product and process innovation. According to these writers, just developing goods is not enough; There's still a need to reinvent the program. Another point worth mentioning is that process innovations interfere with business operations and might be sparked by changes in a company's operations. It is feasible to innovate without damaging current companies or mining new ones if the firm is ambidextrous, i.e., capable of implementing gradual and revolutionary changes simultaneously.

Strategic Innovation

The business environment is rapidly changing, requiring enterprises to modify their activities to adapt to these changes. New technology, risks from new entrants, mergers and acquisitions, deregulations, and uncertainty are changes that may affect today's organizations (Iplik et al., 2014). Successful organizations innovate in such

a dynamic and unpredictable environment because they realize they need to develop a durable competitive edge to outwit their competitors. These forward-thinking companies strive to create strategies that will allow them to turn around their company and assure their long-term existence. Firms are no longer merely looking for a competitive edge but also for organizational skills and competencies that can deal with the constant changes in the environment. Firms, as a result, need appropriate strategies championed by capable executives to establish trustworthy models that ensure longevity. A strategic option centered on innovation becomes a viable alternative for reviving existing business models in this environment.

Recently, strategic innovation has been a priority for developed and emerging countries' Top Management Teams (TMTs) (Christensen, 1997). Regardless of sector, every successful company with established goods or services risks getting sidelined unless its senior management understands the time and how to design a new business model (Denicolai, Zucchella & Morelti, 2018; Yang, Wang, Zhu & Wu, 2012).

According to Geroski (1998), it is critical to see innovation as new technology and improve a firm's strategic innovation process for long-term viability. To stay competitive, creative leaders utilize inventive action to exploit their internal organizational potential while regularly assessing their business models (Alvarez & Barney, 2007; Abraham & Knight, 2001). As a result, TMTs demand the necessary competencies execute successfully and develop adequate capabilities for long-term competitive advantage. This strategic innovation skill demands strategic thinking and an entrepreneurial mentality (v).

Firms throughout the world exploit their creative capabilities to gain a competitive edge in a rapidly changing business environment. Therefore, companies need innovative oriented strategies and capable leaders to develop reliable concepts that can be implemented for survival, as the company's success is considered to depend largely on the capabilities generated, rather than any other resources (Kodama 2017). Strategic innovation is defined in academic research on strategic management as an innovation that can effectively change a company's business model (Greve et al., 2002; Dogan, 2017). Therefore, it has attracted interest in the field of strategic management due to its potential impact on redefining existing business models. Enterprises have long regarded innovation

as a strategic choice to improve their competitive advantage. According to Hamel (2000), strategic innovation is a source of competitive advantage ideal for firms seeking to succeed in the new economy and creatively refresh their strategy. This form of innovation has been defined as Schumpeterian, focused on business model innovation and breaching industry competition norms (Kalay & Lynn, 2015; Teece, 2010; McGrath, 2010; Yu & Hang, 2010). Strategic innovation is comprehensive, focusing not only on product innovation, but also on the company's business strategy. Although it is common to think of the creation of new products, services, processes, or production systems when talking about the concept of innovation, what is happening now is that it is not only product innovation that truly drives value creation, but also business model innovation. This is why enterprises should consider implementing strategic innovation in their strategic management processes. However, the concept of strategic innovation and its management in the corporate environment are undermined by information gaps and theoretical contradictions that do not support it (Porter, 1985). The innovation capability of enterprises begins with a clear strategy, so there is an increasing need to adopt business models related to strategic innovation to maintain continuous product and service innovation (Pisano, 2015).

Technological Innovation

The rewards of establishing a temporary monopoly position will provide additional potential profits to ensure long-term property rights, thereby protecting against potential imitators, which are potential incentives for companies to participate in the invention process. Obtaining a dominating position is a crucial component of investment in innovation, which Schumpeter popularized as creative destruction. Government entities support this by providing patents to stimulate invention and safeguard the rights of the entrepreneur. Finally, financial performance is critical from the standpoint of the investor. They are defined by the interplay of the three "E"s:

$$\boldsymbol{Efficiency}\ (\boldsymbol{E})\ \frac{\boldsymbol{Effect}\ (\boldsymbol{E})}{\boldsymbol{Effort}\ (\boldsymbol{E})}$$

Another critical factor of technological innovation is the willingness to devote research funding and development to the public and private sectors. In technical and economic progress, innovation has evolved into a group effort. It is challenging to fathom individually, particularly given the financial, personnel, and infrastructural needs. The recent acceptance of innovation, promoted by Nelson and Winter (1982), assimilates it, in many cases, to an education process with the following characteristics: it is located and partly tacit, with features that are irreversible and dependent on the chosen trajectory, and it differs by activity areas. Innovation has evolved into a complicated process encompassing many intangible, non-formalized, and non-transferable resources. It is influenced by rivalry, the size of dominating firms, and the type of industrial research and development. Jessua, Labrousse, and Vitry (2006) According to Le Bas (2011), the following factors influence technological innovation:

1. The company addressed demand characteristics (e.g., level, relative price, homogeneity, evolution)
2. The entrepreneur's ability to anticipate making a profit through innovation
3. Reports of technology and knowledge (e.g., from consumers, users)
4. Company characteristics
5. The pursued strategy (e.g., marketing, towards quality

Innovation requires both physical and non-physical investment, which is essential for the development and competitiveness of innovation, as intangible assets will depreciate if innovation is not maintained in a dynamic process. The ability to focus on successful inventions is a strength of corporate management.

Marketing Innovation

These complex difficulties related to the creation, evolution, and transformation of markets have attracted extensive academic research over the past three decades, resulting in a large number of research results. Recent research in this field has deviated from the neoclassical view that the market is the purpose given by reality, and has studied market creation and market driving (Nenonen et al., 2019), market (co)construction (Read et al., 2009, Santos and Eisenhardt, 2009). This review refers to the underlying phenomena as "market innovation". Market innovation is widely defined

as deliberate acts by market players that result in a distinctly new or changed kind of market. Market innovation research draws on a diverse range of ideas, including actor-network theory , institutional theory, and practice theory (Pitelis & Teece, 2010), and the resource-based perspective (Kjellberg & Helgesson, 2006). In addition, market innovation research is conducted in various empirical contexts, including radical and breakthrough innovation, entrepreneurship, bottom-of-the-pyramid markets, consumer activism.

2.1.4 Executive Incentive

The executive team, also known as the top management team of an enterprise, was defined by Yuhui & Weizhong (2009) as the 'executive alliance'. Hambrick (1996) defines executives as senior management members of a company, who can grasp the basic operations and maintenance, important business plans, and advanced strategic directions of the company, and control the risks and challenges of the company (Finkelstein & Hambrick, 1990). Executives are senior managers who can make critical decisions when a company faces difficulties or seeks new breakthroughs (Lewellen et al., 1987). In this article, executives specifically refer to enterprise managers.

Executive executives play an important role in promoting enterprise performance and formulating long-term development plans. However, because senior executives are the product of the separation of the two rights of modern enterprises, there are certain agency problems between senior executives and shareholders. Enterprises can use reasonable supervision and incentive mechanisms to alleviate the conflict of interest caused by agency problems and fully mobilize the enthusiasm of senior executives, this is also an important measure of corporate governance. Generally speaking, according to different incentive methods, executive incentive can be divided into material incentive and spiritual incentive. The former is mainly manifested in monetary incentives, including long-term equity incentives and short-term compensation incentives, while the latter is mainly manifested in promotion incentives or reputation incentives for senior executives. Executive equity incentive refers to the granting of a portion of corporate shares to senior executives, which changes their managerial identity, combines the interests of senior executives with shareholders, reduces the short-term self-interest of senior executives, pays attention to the long-term development of enterprises, and makes

the interests of senior executives and shareholders converge, which can effectively alleviate the agency problem in enterprises.

Milkovich et al.' (2014) research is the representative of contemporary compensation theory. Its definition of compensation is the sum of monetary income, services and various benefits provided by enterprises for employees. This definition clarifies the content and form of the compensation system and defines the basic connotation of compensation. According to this definition, executive incentive can be divided into broad sense and narrow sense. The broad sense of executive incentive includes the sum of various monetary and non-monetary rewards that executives can obtain. The narrow sense of executive incentive refers to the monetary rewards that managers can obtain. In practical application, executive incentive mainly refers to the total remuneration of executives disclosed in the annual report of listed companies. Executive incentive can affect corporate performance by influencing executive behavior. Executive incentive can be divided into material incentive and non-material incentive according to "monetization", and can also be divided into explicit incentive and implicit incentive. Explicit incentive includes salary incentive and equity incentive, and there is a complementary relationship between salary and equity incentive. Implicit incentives for executives refer to the positive suggestive effect and spiritual encouragement on their psychology, as well as the sense of fairness and achievement of their own work efforts and rewards, including promotion incentives and control incentives.

A reasonable executive incentive system can increase executive satisfaction and reduce the occurrence of slacking; At the same time, executive bonus is a reward for executives to create corporate performance, so executive bonus is linked to corporate performance, and executive bonus can enhance the enthusiasm of executives.

For some while now, the notions of executive incentive and sustainable business performance have been prominent topics of scholarly debate. According to Copeland et al. (2005), several issues in managing business performance need to be solved. These topics include: how do organizations address executive pay and incentive design? what elements determine the balance salary required to recruit and maintain the appropriate quality of top management? and how should the bonus system be constructed – particularly in a multi-period setting?

According to the research line of agency theory, important governance tools are boards of directors and performance-based incentives, which can reduce the opportunistic behavior of managers and align their incentives with those of shareholders. Faulkender et al. (2010) argues that, throughout the past decade, we have seen two significant events that have dramatically impacted the understanding of sustainable business performance in the public sphere. The bursting of the dotcom bubble in 2000, as well as the global financial crisis of 2007-2008 and the corporate scandals that followed, led to the collapse of well-known companies, causing huge losses in shareholder value and harm to other stakeholders. More recently, the bursting of the housing bubble and the subprime disaster led to the closure of credit markets and the collapse of fragile financial institutions.

The interest in executive incentives in corporate organizations arises from concerns about management motivation and issues about equality and justice. Shareholders of private companies want to get the maximum return on their stock with a certain amount of risk. They naturally want their companies to have compensation plans that encourage executives to follow policies that achieve that goal. A base executive incentive, an annual cash bonus plan such as a short-term incentive, and a stock-based plan are the three components of conventional executive remuneration respectively long-term incentive. While incentive is usually based on a yearly fixed cash amount, and long-term incentive often relates executive remuneration to the firm's share price at some future point, more immediate, operational performance factors frequently drive short-term incentive payoffs. As a result, the executive compensation plan is dependent on the board's ex-ante selections among the various performance indicators available to evaluate organizational success. Furthermore, performance metrics for the bonus scheme should account for risk-incentive tradeoffs. That is, they should inspire without either rewarding or discouraging acceptable risk-taking. Apart from incentives, Amabile, Schatzel, Moneta, & Kramer (2004) emphasized the importance of resilient leadership in encouraging innovative thinking and learning from mistakes.

2.2 Related Research and Hypothesis Development

2.2.1 The Influence of Resilient Leadership on Enterprise Innovation

Resilient leadership enhances the internal innovation ability and tendency of organizational innovation. Leaders use motivation and intellectual stimulation to play an important role in organizational innovation. Resilient leadership promotes the generation of creativity within organizations: This behavior reflects the "innovation support role" of Resilient leadership (Howell & Higgins, 1990). These leaders use the company's vision to motivate their followers, increase their willingness to work beyond expectations, and enable them to adopt innovative methods in their work. Increasing the level of motivation may enhance the ability of organizations to innovate (Mumford et al., 2003). A number of empirical studies support the positive impact of leadership on organizational innovation (Keller, 1992; Waldman & Atwater, 1994). These studies mainly examine the relationship between Resilient leadership and innovation at the R&D unit and project levels, but the role of Resilient leadership in organizational level innovation has only recently become the subject of empirical research. Jung et al. (2003) In a study of 32 Chinese companies, by measuring their R&D expenditures and patent numbers in the first three years, it was found that Resilient leadership has a significant positive correlation with organizational innovation.

According to the transaction cost theory, learning can effectively reduce transaction costs, support decision-making and form effective organizational behavior (Elmes & Kasouf, 1995), including the innovative behavior of enterprises. Many studies believe that enterprises use their own experience to separate and integrate information according to their own needs. Through organizational learning, enterprises will gain learning benefits. The process of enterprise innovation is a knowledge-intensive process and also a process of new knowledge generation. It depends on the wisdom and creativity of employees and their "interactive learning" (Wu & Huang, 2004). The speed of new experience accumulation is very fast, and the learning curve is steep. For any person involved in the innovation process, learning is a sustainable activity, and all people involved in it need to have close contact and rapid information exchange at every point of the innovation process, or knowledge will be lost. As far as enterprise innovation itself is concerned, all departments and departments of the enterprise need to learn from each

other. Resilient leadership often affects subordinates through leaders' self-awareness or orientation or the social orientation of work teams or organizations (Kark et al., 2003). Personalized care and intellectual stimulation behaviors are highly correlated with leaders' self-positioning, while idealized influence and motivational behavior are highly correlated with social positioning of teams and organizations (Kark & Shamir, 2002). The main influence mechanism is the follower's self-concept and self-awareness. The establishment of this self-concept is related to a wide range of psychological processes, including learning processes such as motivation, self-regulation, and information processes (Lord & Brown, 2001). Flexible leadership enables employees to generate innovative driving forces through incentives and psychological empowerment for subordinate employees, stimulates employees to participate in organizational learning, absorbs knowledge nutrition from communication with others and organizational information sharing, changes the way and perspective of viewing problems, and learns to choose different methods to solve problems.

Considering the relationship between resilient leadership and innovation, Ding Anna and Liu Jingjiang (2012) pointed out that leadership, as the main maker and promoter of strategic decision-making, has essential influence on enterprise innovation. Volberda et al. (2016) pointed out that resilient leadership can innovate through different authorization methods. Covin & Kuratko (2019) resilient leadership can identify and seize innovation opportunities; Chen (2017) enhances the creativity of employees and enhances the innovation ability of new ventures; Puhakka, (2017); Mueller,(2017) These will eventually lead to higher performance of innovative enterprises. Li Yuan and Xu Feng (2020) found that resilient leadership has a significant positive impact on employees' breakthrough innovation behavior and progressive innovation behavior. Based on the above analysis, this paper proposes the following assumption:

H1: There is a positive correlation between resilient leadership and enterprise innovation.

2.2.2 The Influence of Resilient Leadership on Sustainable Business Performance

The resilient leadership behavior is characterized by focusing on the long-term performance of the enterprise, emphasizing the shared vision, motivating employees'

internal motivation and high-level needs, and is composed of four mutually reinforcing/mutually reinforcing dimensions (Bass, 1985). Research has shown that the manager's resilient leadership behavior is an important factor affecting enterprise performance (Judge & Piccolo, 2004). The resilient leadership management model can improve enterprise performance at three levels: individual employees, senior management team and the whole enterprise. First of all, at the individual level, the resilient leadership management model guides employees to transcend personal interests for corporate goals by creating and sharing a common vision; At the same time, employees are made aware of the significance of the tasks they undertake through intellectual motivation, which better stimulates the potential and high-level needs of employees, and urges them to pay more efforts and actions, so as to achieve more than expected work results (Bass, 1985); Secondly, at the team level, the resilient leadership management model can improve the goal consistency of the senior management team by strengthening the communication and diversity of the senior management team. Colbert et al. (2008) pointed out that the resilient leadership management model can promote the goal and consistency of the senior management team and improve the enterprise performance. Finally, at the enterprise level, the resilient leadership management model has greatly improved the consistency of the objectives of the entire enterprise by enhancing the cohesion and centripetal force of the enterprise through vision leadership, greatly stimulated the organizational innovation by creating a flexible and innovation-oriented enterprise culture, and greatly strengthened the enterprise's use learning and exploratory learning by creating a good organizational learning atmosphere, so that the organization has better environmental adaptability, Better survival and profitability; Finally, enterprises that adopt resilient leadership management mode show better long-term performance.

Resilient leadership can actively promote sustainable business performance. The resilient leadership management model mainly includes the description of vision, the transmission of mission, etc. The impact of these behaviors on sustainable business performance is mainly reflected in three aspects: first, resilient leadership helps enterprises improve performance. In the highly competitive environment of the market economy, the resilient leadership management model requires using one's own wisdom

and courage to play a cohesive role with one's own employees and enhance the cohesion of the enterprise. Secondly, for enterprises, the instability of the market economy environment and the new market economy development and competition model put forward higher requirements for the resilient leadership management model of enterprises. The uncertainty absorption of the resilient leadership management model can improve the ability of leaders to bear the risk of failure, ensure that enterprises can actively respond to the risks of external and internal environment by establishing commitments and building team goals, and help enterprises quickly enter the development track. Finally, the flexible leadership management model energizes the development of an enterprise by stimulating the innovative ability of its employees. Resilient leadership and the innovative ability of enterprise employees have a great role in promoting the development speed and competitiveness of enterprises.

Bass (1985) believes that managers with resilient leadership are better at setting up a common vision of the organization and pay attention to the guidance and motivation of employees. This behavior is easy to improve the subjective initiative of employees, thus further improving the sustainable business performance of enterprises; At the same time, managers with flexible leadership attach importance to emotions and values, and the leadership process focuses on encouraging mutual communication among employees and affirming their diverse thinking. This leadership style makes it easy to determine the goal of team coherence. The research conclusion of Colbert et al. (2008) shows that flexible leadership management can promote the consistency of goals of senior management teams, thereby improving the efficiency of enterprises. The research of Agle et al. (2006) and others also shows that enterprises implementing resilient leadership management can make organizations better adapt to the environment by overcoming organizational inertia.

In the empirical study, some researchers have verified that resilient leadership positively affects employee task performance, while others have proposed that resilient leadership cannot directly affect employee job performance, but should affect employee performance through the mediation of other variables. This study suggests that flexible leadership can positively predict employee task performance. First, flexible leaders have exemplary charisma, a strong sense of mission, forward-looking vision, and charisma.

They stimulate employees' higher level needs by describing the organization's vision and the significance of work, make employees see their work more valuable, and form a positive self-evaluation; At the same time, resilient leadership stimulates employees' intelligence, encourages employees to think and solve problems from a new perspective, and provides employees with learning and growth opportunities. From the perspective of self-efficacy theory (Bandura, 2000), positive self-evaluation will directly affect employees' behavioral motivation, and the guidance and encouragement of important others will also enhance employees' self-belief, so that employees can work with greater confidence and motivation, face difficulties and challenges bravely, and achieve work performance beyond expectations.

Secondly, resilient leadership stimulates employees' intelligence, sets higher goals for employees, encourages employees to think and solve problems from a new perspective, pays attention to employees' personal development, and provides employees with learning and growth resources. Therefore, flexible leadership can help improve employees' critical thinking and problem-solving abilities, thereby enabling them to achieve higher task performance at work.

Xiao Yuchun (2014) All kinds of natural disasters, terrorist attacks, epidemic diseases, economic recession, equipment failures and human errors may pose unpredictable and serious threats to sustainable business performance. Therefore, the research on "resilient leadership" has quickly become a hot topic in academic circles. Burnard K, Bhamrar.(2015) resilient leadership is the requirement for organizations to adapt to the rapidly changing environment. MARTIN R (2018) put forward a variety of dimensions and measurement methods of resilient leadership structure, which have been applied to the empirical study of the relationship between team resilient practice and sustainable business performance. Xie Wei (2020) A good leader should not only consider the company's performance and interests, but also have a strong sense of social responsibility and organizational responsibility, not only seeking personal reputation and simply pursuing company performance, but also paying attention to the shaping of corporate values, corporate social responsibility and corporate ecology. Based on the above analysis, this paper proposes the following assumption:

H2: There is a positive correlation between resilient leadership and sustainable business performance.

2.2.3 The Influence of Enterprise Innovation on Sustainable Business Performance

According to the theory of technological innovation, innovation is the key to leading enterprise economic growth. In order to develop and achieve good economic benefits, enterprises must rely on endogenous innovation behavior. The technological advantages generated by innovation activities can maximize the utilization of enterprise resources through the reorganization of production factors, and achieve sustained growth in enterprise economic benefits. Innovation activities promote organizational growth and promote future development, and are the engine for enterprises to maintain vitality in market competition.

Gunday et al. (2011) using the sample data of 184 listed manufacturing companies in Turkey, studied the impact of innovation activities covering organizational structure, production process, products, marketing and other aspects on enterprise performance. Through empirical testing, it is found that innovation activities can promote the improvement of enterprise performance. Mudambi & Swift (2014) believed that R&D investment is beneficial for enterprises to carry out technological innovation activities. Through innovation activities, enterprises can enhance their core competitive advantages and thus enhance their sustainable business performance. Babkin et al. (2015) used listed companies in the information technology industry as a research sample. The econometric analysis results show that increasing R&D spending can enable enterprises to achieve higher investment returns. Sharma et al. (2016) studied the situation of 1356 food brands through regression and probability analysis. The panel data analysis results show that compared with small and medium-sized enterprises and retail enterprises, multinational companies are better able to use R&D expenditures to improve product innovation and expand market share. Thangavelu & Jyotishi (2017) conducted an empirical study on the relationship between sustainable business performance and enterprise innovation of IT enterprises using unbalanced time series data and random effect regression methods, and found a positive correlation between the two.

Chauvin & Hirschey (1993) took the R&D expenditure of a company as an independent variable. The research results show that there is a positive correlation between sustainable business performance and R&D expenditure. Zhong & Ren (2001) conducted a study on innovation performance and sustainable business performance in high-tech enterprises in Shanghai, China. The results show that the investment of enterprises in scientific and technological activities promotes their sustainable business performance. Through empirical research, Wang et al. (2021) came to the conclusion that R&D personnel investment is significantly positively correlated with enterprise operating profit margin and total asset return. Griliches et al. (1988) proposed patents as an indicator to measure innovation output. Subsequently, patents have gradually become an important indicator of research and innovation output for most scholars. Deng & Narin (1999) used high-tech enterprises as a research sample to measure the level of technological innovation using the number of patents. He found that the number of R&D patents increased, and the sustainable operating performance of enterprises also improved accordingly.

Garcia-Manjón & Romero-Merino（2012） showed that R&D had a positive impact on Tobin Q. Metrick & Yasuda (2021) studied Japanese SMEs and Australian enterprises respectively, and found that R&D intensity has a positive impact on enterprise development. Mudambi & Swift (2014) found that R&D activities significantly promoted enterprise performance through the analysis of the relationship between enterprise R&D investment and performance, but the duration and extent of the impact were limited. Xia & Huang (2019) took Chinese industrial enterprises from 1998 to 2009 as samples and used the propensity score matching method to draw the conclusion that R&D investment can promote enterprise performance. Jia & Wei (2019) based on the big data of listed manufacturing enterprises in China, shows that the R&D investment of enterprises has a positive impact on earnings quality, and this positive correlation is more significant in state-owned enterprises.

According to Schumpeter's theory of technological innovation, enterprise innovation plays a crucial role in enterprise development and economic growth. Enterprises must rely on endogenous innovation to achieve development and good economic benefits. Schumpeter put forward in his early years that innovation driven by

demand has special significance and role, which has also been verified by many scholars. Based on the above analysis, this paper proposes the following assumption:

H3: There is a positive correlation between enterprise innovation and sustainable business performance.

2.2.4 The Mediation Effect of Enterprise Innovation between Resilient Leadership and Sustainable Business Performance

Based on the research on the relationship between resilient leadership and enterprise performance, scholars have explored the mediation effect between resilient leadership and enterprise performance. Chen et al. (2006) used the data of Taiwan, China's manufacturing industry to find that the resilient leadership of senior executives promotes the innovation activities of enterprises, and enterprises carry out innovation to enable enterprises to finally gain sustainable competitive advantage. Li (2013) studied the relationship between resilient leadership and enterprise performance in the context of entrepreneurial orientation, and found that under the moderation role of entrepreneurial orientation, resilient leadership has a positive impact on marketing innovation, and enterprise marketing innovation can improve enterprise performance. Guan et al. (2019) took Chinese manufacturing enterprises as the research object and found that the manager's resilient leadership model can have a positive impact on enterprise performance through the mediation effect of enterprise innovation. Zhou et al. (2021) proposed that resilient leadership will promote enterprises to carry out innovation, thus enabling enterprises to achieve new product success, which can improve the performance level of enterprises. To sum up, enterprises that implement resilient leadership can better establish organizational culture, improve the initiative of organizational members, integrate various resources within the organization, and constantly carry out innovation, thus positively affecting the sustainable business performance of enterprises. Based on the above analysis, this paper proposes the following assumption:

H4: Enterprise innovation mediates the effect between resilient leadership and sustainable business performance.

2.2.5 The Moderation Effect of Executive Incentives

According to Amabile et al. (2004), a leader who interacts with his or her subordinates regularly can direct and influence their opinions, emotions, and daily performance, which impacts the overall originality of their work. According to Martin, Liao, and Campbell (2013), there are two types of leadership styles: directive leadership and facilitating leadership. Previous studies have shown that directed leadership is more effective in increasing performance and innovation (Yun, Faraj, & Sims, 2005; Lorinkova, Pearsall, & Sims, 2013). This is because the directed leader focuses on the employee's job effort by giving precise and relevant task instructions, creating explicit norms of behavior, learning from mistakes, and monitoring work progress (Lorinkova et al., 2013; Yun et al (2005). In a setting that requires employees to think creatively, liberty and respect are essential for coming up with new ideas (Alge, Ballinger, Tangirala, & Oakley, 2006), which correlates to the empowering leadership style. In the context of the literature reviewed, the present study focuses on investigating the moderating impact of the executive incentive on the relationship between resilient leadership and sustainable business performance (Amabile et al., 2004; Lorinkova et al., 2013) and resilient leadership and innovation (Yun, Faraj, & Sims, 2005).

Resilient leadership cannot improve enterprise innovation without the role of enterprise managers, especially senior managers. According to the principal-agent theory, the goals pursued by the principal and the agent are often different. In the principal-agent relationship, both parties of the contract expect to maximize their own interests. As the actual possessor of the enterprise's surplus value, their goal is to maximize the enterprise's value and thus bring more wealth to themselves; In the actual management of the enterprise, the agent may make some decisions contrary to the wishes of the client due to the pursuit of his own interests, such as higher salary and more on-the-job benefits. Therefore, for the management, the uncertainty of management activities and innovation activities will make managers take evasive decisions. Because excessive risks will have a great impact on their career and personal interests. In this case, appropriate compensation incentives or equity incentives for senior managers can promote managers to make strategic decisions that are more beneficial to the long-term development of the enterprise. Combine the personal interests of managers and the interests of enterprises

more closely to make them as consistent as possible, and provide a strong guarantee for promoting enterprise innovation and promoting the sustainable development of enterprises.

The long-term strategy and specific implementation of the company are decided by the senior management of the enterprise, so the content of the decision will have an undeniable impact on the development of the enterprise. In the modern enterprise system, the management decision-making power of the company owned by senior executives plays a key role in guiding the development of the enterprise, and its impact on the business performance of the enterprise is often related to the level of incentives received.

Han & Chuang (2011) selected technology-intensive enterprises in the United States and China from 1998 to 2003 as sample data. The study found that there is an interactive relationship between enterprise flexible management, R&D investment and enterprise performance, and this interaction will be affected by the way executives make decisions. Farooque et al. (2019) selected the interrelationship between corporate performance and governance of corporate executive compensation in emerging markets under different institutional and governance environments, selected 432 listed companies in Thailand, and conducted research on their data from 2000 to 2022. The research found that there was a significant positive relationship between executive compensation and corporate innovation and long-term performance. Sheng & Che (2016) took China's A-share listed companies from 2008 to 2014 as the target, and found that there was a significant positive relationship between executive compensation incentive and sustainable business performance through regression. Xu et al. (2017) conducted research based on the data of 527 listed manufacturing companies in China, and found that executive compensation incentives can promote the existence of technological innovation investment of enterprises. Li (2019) studied 371 listed companies and found that the implementation of executive incentives can stimulate the motivation of senior managers to carry out technological innovation, and the enhancement of R&D investment intensity can effectively promote enterprise innovation performance. Vergos & Christopoulos (2014) concluded that equity incentives can effectively promote the increase of enterprise value and the appreciation of enterprise capital by studying more than 200 American listed companies that adopt equity incentives. Cui & Mak (2002) selected 250 high-tech

listed companies with equity incentives as the research object. The results show that different levels of executive stock ownership have different impacts on corporate management and corporate performance, and there is a non-negligible interval effect between the two.

The makers and managers of new decisions decide how to allocate resources to achieve innovation. Whether senior managers have long-term plans for the development of enterprises is very important for the development of enterprises. Managers only pay attention to short-term interests and ignore long-term development plans of enterprises, which will make enterprises lack of innovation and motivation support for sustainable development. According to the principal-agent theory, both the principal and the agent pursue the maximization of their own interests, resulting in a large number of principal-agent costs. Based on this, in order to pursue higher short-term business performance, senior managers of enterprises are likely to ignore the long-term development of enterprises and are unwilling to invest resources in innovation activities with a long return period. The implementation of incentive policies for senior executives by increasing their salary or shareholding ratio can closely combine their own interests with the interests of the enterprise and shareholders, so that the goal of senior executives for the development of the enterprise will be changed from the pursuit of short-term profit maximization to the pursuit of enterprise value maximization, so as to actively increase the intensity of research and development investment, attach importance to the development of research and development activities, and maximize the rate of return on research and development investment, This can also promote sustainable business performance. Therefore, this paper believes that the implementation of executive incentive policy can change the identity consciousness of managers, endow them with the identity of "master", and make them have the same goal with the enterprise owner, so as to effectively reduce the conflict of interest between executives and enterprise owners, fundamentally stimulate the enthusiasm of managers, mobilize their work initiative, and make executives and enterprise owners work towards the same goal, so as to better improve enterprise innovation and sustainable business performance. Based on the above analysis, this paper proposes the following assumptions:

H5: Executive incentive has a moderating effect on the relationship between resilient leadership and enterprise innovation.

H6: Executive incentives has a moderating effect on the relationship between resilient leadership and sustainable business performance.

2.3 Summary of the Literature Review

Table 2.1 presents a summary of the literature review for each proposes research hypothesis as follows:

Table 2.2 Summary of the hypothesis

Hypothesis	Reference
H1: There is a positive correlation between resilient leadership and enterprise innovation.	Assink, 2006; Frishammar, Kurkkio, Abrahamsson, & Lichtenthaler, 2012; Bell & Figueiro, 2012; Slater, Mohr, & Sengupta, 2014
H2: There is a positive correlation between resilient leadership and sustainable business performance.	Davis & Albright, 2004; Schaltegger & Wagner, 2006; Ahmadu, Aminu, Mikailu, and Tukur, 2015; Hansen & Schaltegger, 2016; Merchant & Van der Stede, 2017.
H3: There is a positive correlation between innovation and sustainable business performance.	Kjellberg, 2015; Vargo et al., 2015; Mele, Pels, & Storbacka, 2015; Aarikka-Stenroos & Lehtimäki, 2014, Humphreys, 2010; Piening & Salge, 2015; Damanpour & Gopalakrishnan, 2001; Reichstein & Salter, 2006;
H4: Enterprise innovation mediates the effect between resilient leadership and sustainable business performance.	Mazzucato, 2016; Raasch, Lee, Spaeth, & Herstatt, 2013; Aarikka-Stenroos and Lehtimäki, 2014; O'Connor and Rice, 2013
H5: Executive incentive has a moderating effect on the relationship between resilient leadership and enterprise innovation.	Amabile et al., 2004; Lorinkova et al., 2013; Firth et al. 1996 ; Amabile et al. 2004; O'Sullivan, Sheffrin, Perez, 2008; Kalay & Lynn, 2015; Teece, 2010; McGrath, 2010; Yu & Hang, 2010;
H6: Executive incentives has moderating effect on the relationship between resilient leadership and sustainable business performance.	Yun, Faraj, & Sims, 2005; Lorinkova, Pearsall, & Sims, 2013; Faulkender et al. (2010); Copeland et al. (2005).

2.4 Conceptual Framework

Based on the literature reviewed and the proposed hypothesis, the following conceptual framework was developed (see figure 2.1):

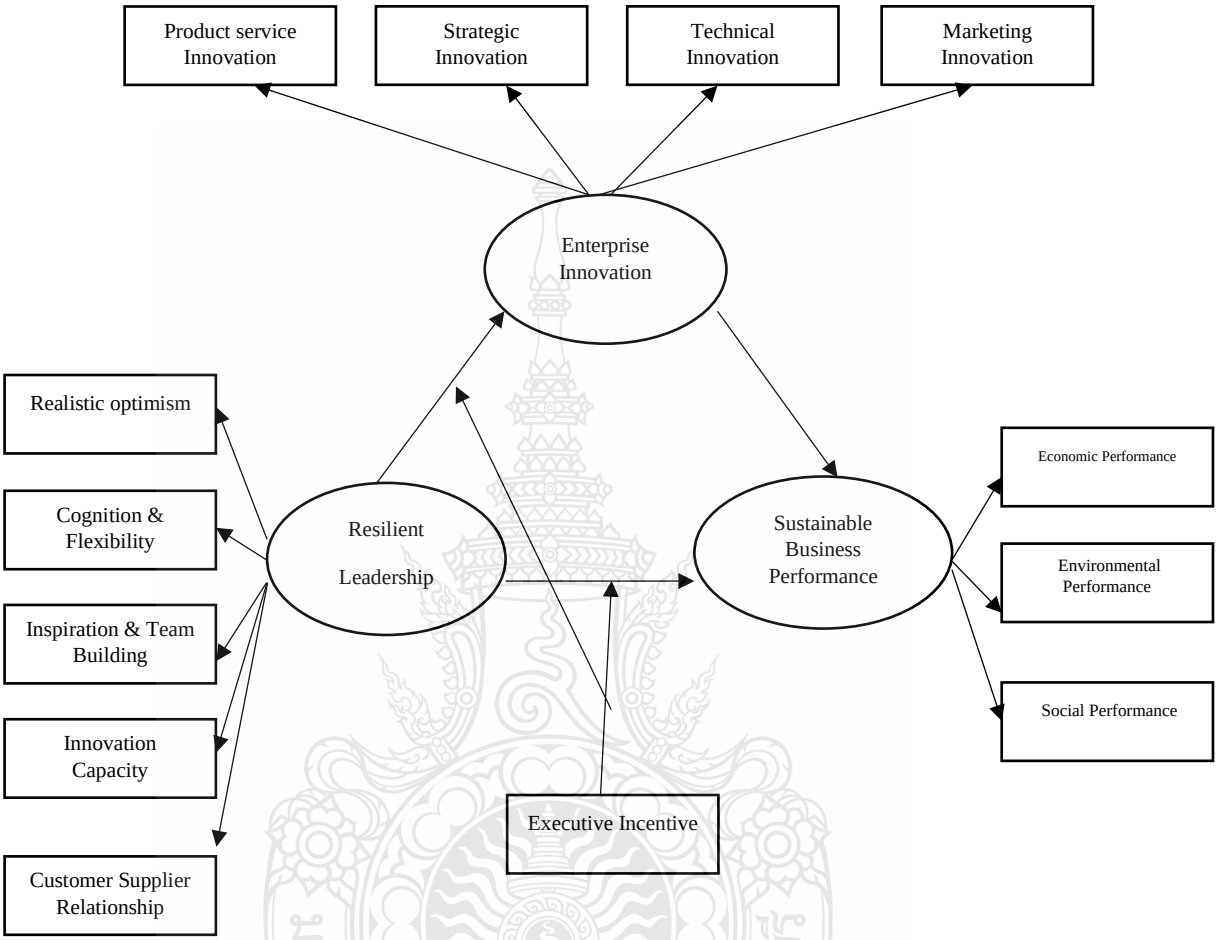

Figure 2.1 Conceptual framework of the study

Table 2.2, table 2.3 and table 2.4 present a summary of the literature review and theory as follows:

Table 2.3 Summary of the literature review and theory (1)

Researcher (Years)	*Transformational leadership theory*	*Transactional leadership theory*	*The resilient leadership theory*		
	Realistic optimism	**Cognition & Flexibility**	**Inspiration & Team Building**	**Innovation Capacity**	**Customer suppler Relationship**
Southwick & Charney (2018)	x				
Seligman (2002)	x				
Seligman (2018)	x				
Luthans (2002)	x				
Luthans et al., (2015)	x				
Luthans, Avolio, Avey & Norman (2007)	x				
Schneider (2018)	x				
Kim & Mauborgne (2017)	x				
Gordon (2017)		x			
Diamond (2013)		x			
Norman & Shallice (1986)		x			
Hommel (2015)		x			
Goschke (2003)		x			
Geurts et al., (2009)		x			
Hazy et al., (2006)		x			
Fajana (2002)			x		

Table 2.3 Summary of the literature review and theory (1) (Cont.)

Researcher (Years)	*Transformational leadership theory*	*Transactional leadership theory*	*The resilient leadership theory*		
	Realistic optimism	**Cognition & Flexibility**	**Inspiration & Team Building**	**Innovation Capacity**	**Customer suppler Relationship**
Katzenbach and Smith (1993)			x		
Brower (1995)			x		
Argote, & McGrath (1993)			x		
Dianna (2006)				x	
Assink (2006)				x	
Frishammar, Kurkkio, Abrahamsson, & Lichtenthaler (2012)				x	
Bell & Figueiro (2012)				x	
Slater, Mohr, & Sengupta (2014)				x	
Gummesson (1998)					x
Sheth and Sharma (1997)					x
Kalwani and Narayandas (1995)					x
Heide and John (1990)					x
Langley and Holcomb (1992)					x
Gardner, Cooper, and Noordewier (1994)					x
Mentzer (1993)					x
Sigua, Simpson, and Baker (1998)					
Cooper, Ellram, Gardner, and Hanks (1997)					

Table 2.4 Summary of the literature review and theory (2)

Researcher (Years)	Balance Scorecard (BSC) was developed by Kaplan and Norton (1992, 1996)		
	Corporate economic performance	Corporate environmental performance	Corporate social performance
Rafuse (1996)	x		
Padachi (2006)	x		
Lazaridis (2007)	x		
Shropshire & Hillman (2007)	x		
Ahmadu, Aminu, Mikailu, and Tukur (2015)	x		
Sumninder and Samiya (2013)	x		
Bhunia, Somnath, and Gautam (2011)	x		
Yan and Huanan (2003)		x	
Xuan and Weide (2009)		x	
Lijuan and Bing (2003)		x	
Zhaojiang (2011)		x	
Lei (2013)		x	
Carroll (1979)		x	
Frank and Armandi (1981)			x
Dahlsrud (2008)			x
Androniceanu (2019)			x
Taran & Mirkin (2020)			x
Mitra, Dinu, Postelnicu, Dabija (2011)			x
Peloza & Shang (2011)			x

Table 2.5 Summary of the literature review and theory (3)

Researcher (Years)	*Innovation theory*			
	Process / Product Innovation	**Strategic Innovation**	**Technological Innovation**	**Marketing Innovation**
Guerrazzi, Zanin & Falaster (2017)	x			
Adams, Bessant, & Phelps (2006)	x			
Reichstein & Salter (2006)	x			
Crossan & Apaydin (2010)	x			
Macher & Mowery (2009)	x			
Costa, Cabral, Forte & Costa (2016)	x			
Damanpour, Walker, and Avellaneda (2009)	x			
Suárez-Barraza (2013)	x			
Klein, Conn, & Sorra (2001)	x			
Edmonson, Bohner & Pisano, (2010)	x			
Ayhan, Aydin, & Yue (2013)	x			
McNulty & Ferlie (2004)	x			
Piening & Salge (2015)	x			
Damanpour & Gopalakrishnan (2001)	x			
Reichstein & Salter (2006)	x			
Iplik, Topsakal, & Dogan (2014)		x		
Adegbile, Sarpong, & Meissner (2017)		x		
Denicolai, Zucchella & Morelti (2018)		x		
Yang, Wang, Zhu & Wu (2012).		x		
Kalay & Lynn (2015)		x		
Teece (2010)		x		
Yu & Hang (2010)		x		
Pisano (2015)		x		
Porter (1985)		x		

Table 2.5 Summary of the literature review and theory (3) (Cont.)

Researcher (Years)	*Innovation theory*			
	Process / Product Innovation	**Strategic Innovation**	**Technological Innovation**	**Marketing Innovation**
O'Sullivan, Sheffrin, Perez (2008)			x	
Nelson and Winter (1982)			x	
Jessua, Labrousse, and Vitry (2006)			x	
Le Bas (2011)			x	
Jessua, Labrousse, Vitry (2006).			x	
Andrew, & Sirkin (2011)			x	
Mele, Pels, & Storbacka (2015)				x
Aarikka-Stenroos & Lehtimäki (2014)				x
Humphreys (2010)				x
Nenonen et al. (2019)				x
Kjellberg (2015)				x
Vargo et al. (2015)				x
Giesler (2012)				x
Mazzucato (2016)				x
Raasch, Lee, Spaeth, & Herstatt (2013)				x
Weber, Heinze, & DeSoucey (2008)				x
Aarikka-Stenroos and Lehtimäki (2014)				x
Ansari et al., (2012)				x
Seelos and Mair (2007)				x
Kjellberg & Helgesson (2006).				x
Pitelis & Teece (2010)				x

CHAPTER 3
RESEARCH METHODOLOGY

This chapter is exclusively dedicated to providing a concise description of methodological approaches, data processing techniques, sample size, and analysis used in the study. The present chapter discusses the following topics in the order in which they are presented:

Part I: Quantitative Part

- Quantitative Sampling - respectively describing the population which the study is focusing and the sample size out of the population which the study is using.
- Data collection - describes the methods and technique the researcher used to collect the necessary data for the study.
- Questionnaire design - describes how to questionnaire was conceptualized and what role in the study plays each part.
- Reliability and validity
- Data analysis - respectively how the data was analyzed and using which application.

Part II: Qualitative Part

- Qualitative Sampling
- Qualitative Instrumentation
- Ethical issues - respectively the last section in this chapter covering the ethical aspects of the study.

3.1 Research Design

A mixed-method research design can be defined as a research process for gathering, analyzing, and combining both quantitative and qualitative data at a specific phase of the research procedure within the same study to get a deeper insight of the research problem (Creswell, 2005). The current research employed the explanatory sequential research design (refer to Figure 3.1). Hybrid method research design can be

defined as a research process used to collect, analyze, and combine quantitative and qualitative data at specific stages of the research process of the same study to gain a deeper understanding of research issues. In this particular research design, quantitative data is collected and analyzed first. Thereafter, qualitative data is collected and analyzed.

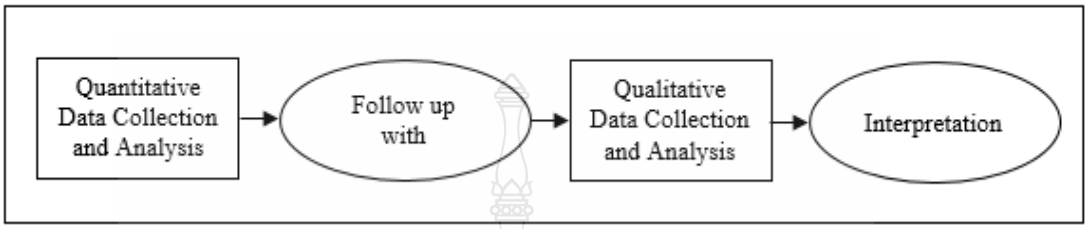

Figure 3.1 Research design

Part I: Quantitative

3.2 Quantitative Sampling

3.2.1 Population

The population refers to the entire observation, which is the parent group from which the sample is to be formed. The term "population" conveys a different meaning than traditional meaning.

The current study aims to explore the influence of resilient leadership on sustainable business performance in manufacturing enterprises located in Jiangxi province in China, considering the roles of enterprise innovation and executive incentives. Therefor the population of the current study was manufacturing enterprises in Jiangxi province, China. There are 26,336 manufacturing enterprises in Jiangxi province, China in 2022 (China Statistical Yearbook, 2022). From Table 3-1, it can be seen that these manufacturing industries can be further subdivided into 16 secondary industry categories. Correspondingly, there are a total of 26,336 enterprises of the population.

Table 3.1 Population category

Category of Manufacturing Enterprises	Number of Enterprises
Food	1318
Liquor, beverage, and refined tea	664
Tobacco	71
Furniture	711
Cultural and educational, industrial and artistic, sports and entertainment supplies	1143
Chemical fuels and chemicals	2315
Medicine	1603
Chemical fiber	271
General equipment	2562
Special equipment	2138
Automobile	2877
Railway, ship, aerospace, and other transportation equipment	879
Electrical machinery and equipment	3791
Computers, communication, and other electronic devices	5081
Instruments and Apparatuses	724
Others	188
Total	**26,336**

(Source: China Statistical Yearbook, 2022)

3.2.3 Sample

In most descriptive/diagnostic studies, researchers take samples and then hope to present a population based on sample analysis or analysis. Typically, samples must be designed. All items in any field of investigation constitute a "population". The choice of a sample is a critical stage in the study.

3.2.3.1 Sample Size

Gorsuch (1983) believed that the number of samples should be kept at more than 5 times the number of measurement items, and 10 times or more is the best.Following Gorsuch's (1983) point of view, since the final questionnaire of this study has a total of 72 measurement items, the final number of valid samples must be at least 360, and this research plans to have 500 questionnaires.

3.2.3.2 Sampling Design

The current study adopts a stratified sampling method. Stratified sampling is widely used in actual sampling surveys. Under the same sample size, it has higher accuracy than pure random sampling, convenient management, low cost, and high validity. The advantage of ESS is that unbiased estimation of the standard errors of survey estimates is possible, provided that the sampling stratum membership is identified on the survey dataset and provided that at least two sample elements are selected from each stratum (Lynn, 2019).

Different industries have different characteristics, and this study stratifies the research population according to industry characteristics, and within each stratum, simple random sampling is used to determine the research population.

According to Table 3-1, the population (managers from manufacturing enterprises in Jiangxi province, China) in this article can be subdivided into 16 subpopulation (layers). This article selects 500 managers from the overall population to be given the survey questionnaire for data collection purposes. Stratification can be proportionate or disproportionate. In a proportionate stratified method, the sample size of each stratum is proportionate to the population size of the stratum. This type of stratified random sampling is often a more precise metric because it’s a better representation of the overall population (Kaliyadan & Kulkarni, 2019). The strata sample size for managers from Food Manufacturing Enterprises is calculated as (1,318/26,336) × 550= 28. The same method is used for the other manufacturing enterprise categories (see Table 3-3). Table 3-3 shows the number of samples from the manufacturing industry of Computers, communication, and other electronic devices is the highest (106); The sample size from the Tobacco manufacturing industry is the smallest, only 1.

Table 3.2 Sample selection

Category of Manufacturing Enterprises	**Number of Enterprises (L_i)**	**% of Total ($p_i=L_i/T$)**	**Number of Samples ($n_i=p_i\times$ Target Sample Size)**
Food	1318	5.00%	25
Liquor, beverage, and refined tea	664	2.52%	13
Tobacco	71	0.27%	1
Furniture	711	2.70%	14
Cultural and educational, industrial and artistic, sports and entertainment supplies	1143	4.34%	22
Chemical fuels and chemicals	2315	8.79%	44
Medicine	1603	6.09%	30
Chemical fiber	271	1.03%	5
General equipment	2562	9.73%	49
Special equipment	2138	8.12%	41
Automobile	2877	10.92%	55
Railway, ship, aerospace, and other transportation equipment	879	3.34%	17
Electrical machinery and equipment	3791	14.39%	72
Computers, communication, and other electronic devices	5081	19.29%	96
Instruments and Apparatuses	724	2.75%	14
Others	188	0.71%	4
Total (T)	**26,336**	**100%**	**500**

3.3 Data Collection

To effectively gather data, this study developed an all-encompassing questionnaire covering every element of the study. Primary data collection is used by researchers, which implies that all data is collected by the researcher using an online questionnaire.

A total of 500 valid questionnaires need to be collected in this current study. Therefore, in the first step, in order to ensure the effective recovery of the number of questionnaires, a total of 550 formal questionnaires were distributed to managers from manufacturing enterprises in Jiangxi province, China. This questionnaire was collected through the online platform Questionnaire Star (https://www.wjx.cn/) to collect data. In this study, the QR code and link automatically generated by Questionnaire Star were sent to the respondents through social media for filling out. The second step is to explain the purpose of the questionnaire and the explanation of the professional vocabulary in the questionnaire to the surveyed managers, and explain the confused questions in the questionnaire to the managers. Each manager needs about 10 minutes to complete the questionnaire.

3.4 Questionnaire Instrumentation

The framework for this study was developed from theories and concepts related to the workplace. The design of this study was a mixed approach.Quantitative approach for this study was done by using questionnaires. Furthermore, the needed information collected from those subjects was composed of various items such as Resilient leadership, Enterprise Innovation, Sustainable Business Performance and executive incentive.This study developed and adapted the instrument from various sources constructed by former well known researchers to cover information needed for figuring out the research hypotheses. Furthermore, the questionnaires were conducted based on intensive literature review and the guidance of experts.Most items were derived from the literature.

This study will use questionnaires to collect first-hand data. The resilient leadership scale was developed based on the scales of Everly, Smith & Lobo (2013) and Everly, Strouse & Everly (2010) from five dimension including realistic optimism, cognition & flexibility,inspiration & team building,innovation capacity and customer supplier relationship.The enterprise innovation scale was developed based on the scales of Pan, Lin & Xiao (2022) and Agapitova & Linn (2016) from four dimension including

product service Innovation,strategic innovation,.technical innovation and marketing innovation.The sustainable business performance scale was developed based on the scales of Haseeb et al. (2019) and Ch'ng, Cheah & Amran (2021) from three dimension including corporate economic performance,corporate environmental performance and corporate social performance. The executive incentive scale was developed based on the scales of Lewellen, Loderer & Martin (1987) and Dechow & Sloan (1991). The above four scales' items are all ranged from 1 (strongly disagree) to 5 (strongly agree).

The questionnaire design is displayed in appendix B.

3.5 Reliability

When selecting or designing a new instrument for a study, a researcher is required to recognize the instrument's importance to specific research problems (Shavelson & Towne, 2002) as well as the instrument's accuracy. Traditionally, the quality is defined by the efficacy - degrees measured by the tool what it needs to calculate rather than anything, and reliability - the size of a device can be assumed to deliver the same calculated results when the measurement is repeated (Taber, 2013). The present thesis is using Cronbach's Alpha reliability test - a metric generally correlated with instrument reliability in science education research.

In this study, Cronbach's Alpha coefficient was used as an indicator to measure the reliability of the scale. The questionnaire used in this study includes four scales, namely, Resilient Leadership, Enterprise Innovation, Sustainable Business Performance and Executive Incentive. Table 4.1 below shows the reliability test results of this questionnaire.

Table 3.3 Reliability test results

Scale	Number of Items	Cronbach's Alpha
Resilient Leadership	25	0.939
Enterprise Innovation	20	0.924
Sustainable Business Performance	15	0.919
Executive Incentive	7	0.909

From table 3.3, it can be concluded that the resilient leadership scale contains 25 items, and its Cronbach's Alpha coefficient is 0.939, greater than 0.7, indicating that the resilient leadership scale has good reliability. in the same way, it can be concluded that the three scales of Enterprise Innovation, Sustainable Business Performance and Executive Incentive also have good reliability in line with the questionnaire analysis.

3.6 Data Analysis

The IBM SPSS 27.0 and Amos 11.0 statistical analysis softwares were used to analyze and evaluate the data.

3.6.1 Response Rate

In the current study, in order to ensure at least 381 valid questionnaires, a total of 550 questionnaires were distributed to managers from manufacturing enterprises in Jiangxi Province of China. A total of 550 questionnaires were collected in this survey, 50 of which were information-missed, so these 50 questionnaires were directly excluded, and the remaining 500 questionnaires were used for further analysis. The response rate of the questionnaire was 90.91%.

3.6.2 Structural Equation Model

Structural equation model (SEM) is an important statistical method for quantitative research in contemporary behavioral and social fields (Yuan & Bentler, 2006). It integrates measurement and analysis, establishes structural equation models including measurement and structure based on experience or theory, and solves simultaneous equations. It allows one variable to correspond to multiple dependent variables while processing, accurately estimating each logical relationship, checking and adjusting the fit of models and data, paying attention to the overall quality and specificity of the hypothetical structure, and analyzing the direct and indirect effects of various factor indicators (Yuan & Bentler, 2006).

Structural equation model, also known as latent variable model or covariance structure model, is a hypothetical model diagram with causal relationships based on theoretical literature or empirical rules. Then, starting from the theoretical framework of hypothesis, by collecting variable data, the rationality and correctness of set structure relationships or model assumptions are verified, that is, the gap between the actual

covariance and theoretical covariance of the sample is tested, And minimize the process as much as possible (Ullman & Bentler, 2012). In fact, it is a model built on the basis of traditional analysis methods, which is a comprehensive application and integrated improvement of statistical analysis methods such as confirmatory factor analysis, path analysis, and factor analysis (Ullman & Bentler, 2012), and studies the relationship between the two. Observe the relationship between variables and latent variables, as well as between latent variables and latent variables, explore the macro causal laws between things from the perspective of micro individuals, and use path analysis diagrams to reflect this relationship.

In recent years, structural equation models have been favored by scholars around the world. It provides a flexible and effective method to evaluate the predictive relationship between measurement quality and detection concepts, and provides a theoretical framework that more credibly reflects the real world. The reason why it is widely used is because it has the following basic characteristics:

(1) Structural equation models have theoretical priori. The hypothesis model constructed must have a certain theoretical basis and strong explanatory power.

(2) Structural equation models can handle both measurement and analysis problems. It integrates measurement and analysis, while estimating the measurement indicators and potential variables in the model. It can not only estimate the measurement error of the indicator variable in the measurement process, but also evaluate the reliability and validity of the measurement.

(3) Pay attention to the application of covariance theory. The so-called covariance describes the linear relationship between two variables and their impact direction. In addition to this basic function, covariance reflects the difference between the covariance of the theoretical model and the covariance of the sample data in structural equation models, which is the core idea of structural equation models.

(4) Suitable for statistical analysis of large samples. The more samples, the better the stability of statistical analysis and the applicability of various indicators. Therefore, sample size, factor load size, and number of variables are important factors in determining whether a type is good.

3.6.3 Path Analysis

Path analysis is mainly used to analyze the relationship between multiple indicator variables, especially when there are indirect impacts between variables. It includes three parts: path map, path coefficient and effect decomposition. Path analysis can be used to determine the direction of influence, the size of action and the ability of interpretation. It is a very practical analysis tool and an important part of structural equation model (Hoyle, 1995). The path map is the most intuitive tool to express the objective facts. It uses graphics to reflect the relationship between variables. Because of its simple and clear characteristics, it is widely used by people (Chou & Bentler, 1995). Path coefficient is the regression coefficient of the path analysis model, which is used to measure the degree of influence between variables or the effect of variables. It is generally divided into two types: standardization coefficient and non-standard coefficient. In general, the path coefficient is the normalized coefficient of the model, that is, the regression coefficient after all the observed variables are normalized. Because after standardization, it will not be affected by different units, that is, there is no measurement unit, and different coefficients can be compared in the same model. A positive coefficient indicates that the influence of the variable on the dependent variable is positive; a negative coefficient indicates that its influence is negative. The greater the absolute value of the coefficient, the greater its influence.

In path analysis, variables with causal relationship are usually standardized when calculating covariance. In this way, the obtained covariance is the correlation coefficient. In order to find out how the variables act, the correlation coefficient is generally decomposed into direct effect, indirect effect and total effect. The direct effect reflects the direct influence of the cause variable on the result variable, and its size is equal to the path coefficient from the cause variable to the result variable. The indirect effect reflects the influence of the cause variable on the result variable through one or more intermediate variables. Indirect effects can be found through the path map. Starting from the cause variable, the path coefficient product of all intermediate variables ends at the result variable. The total effect is the sum of the effects of the cause variable on the result variable, including direct and indirect effects. That is, total effect=direct effect + indirect effect. When analyzing the effect between factors, we should consider both the

total effect and the direct effect and indirect effect, so that the conclusion is more explanatory.

3.6.4 Moderating Effect Analysis

The moderating effect refers to if the variable X is related to the variable Y, but the relationship between X and Y is affected by the third variable W, then the variable W is the regulatory variable, and the role of the regulatory variable is moderating. According to the different levels of regulatory variables that can have different effects on the relationship between X and Y, moderating effects can be divided into positive moderation and negative moderation. When the moderation variable W has a significant strengthening or promoting effect on the relationship between the variables X and Y, it is called positive moderation, and vice versa (McClelland et al., 1993).

According to the suggestions of previous studies, the regression analysis of the moderating effect in this study is mainly carried out in four steps: (1) In order to reduce the multicollinearity problem among variables in the regression equation, the independent variables and the regulatory variables are centralized; (2) Construct the product term, that is, multiply the independent variable and the adjusting variable after the centralized processing; (3) Test the influence of independent variables on dependent variables and the influence of moderating variables on dependent variables; (4) Put the independent variable, dependent variable, moderating variable and product term into the multiple hierarchical regression equation to test whether the coefficient of the product term is significant. If it is significant, it means that the adjustment effect exists. This study uses 0.05 as the significance level of the test.

This study uses hierarchical regression analysis to test the moderating effect of variables. The dependent variable is divided into two levels. The first level is to test the influence of independent variables and moderation variables on dependent variables; The second level regression introduces the interaction term of independent variables and moderation variables (the product of independent variables and moderation variables) to test the impact of independent variables, moderation variables, and interaction terms on dependent variables. When there is a high correlation between the explanatory variables in the regression model, the accuracy of the parameter estimation of the model will be reduced. Therefore, before the moderating effect test, this paper first standardizes the

independent variables and the moderating variables to reduce the collinearity between the independent variables and the moderating variables, and then carries out the regression analysis. If the R square changes significantly and the regression coefficient of the interaction item is significant after adding the interaction item, it indicates that there is a moderating effect, and the direction of the moderating effect is determined by the positive and negative sign of the regression coefficient of the interaction item. If the regression coefficient of the interaction item is positive, it indicates that there is a significant positive moderating effect, and vice versa (McClelland et al., 1993).

PART II: Quanlitative

3.7 Interview Method

After quantitative analysis, this study used interview method to further validate the results of quantitative analysis. Interview research includes a wide range of questions and response strategies. This diversity of strategies spans multiple domains: differences in purpose (e.g., requiring a better understanding of a range of responses or a deep and complex understanding of difficult to define concepts), differences in opportunities for organizing interviewees (e.g., individuals and groups), changes in data collection tools, changes in analytical perspectives, and changes in presentation forms (Trainor & Graue, 2013). Interviews are a common method of collecting data across methodologies and from different epistemological positions (Trainor & Graue, 2013).

The interview method has different classification methods because of its different nature, purpose or object. According to the way of communication between the interviewer and the interviewee during the interview, direct interview and indirect interview can be used. Direct interview means face-to-face communication between the interviewer and the interviewee. The two meet each other and become familiar with each other after entering the interview. Indirect interview means that the interviewer interviews the interviewee indirectly with some tools, including telephone interview, questionnaire survey, questionnaire distribution with the help of a third party, network survey, etc. The interviewer and the interviewee do not meet directly. According to the number of one-time interviews, interviews can be divided into individual interviews and group

interviews. Among them, individual interviews are conducted with individual interviewees, and group interviews are a method of inviting several interviewees to collect interview data through group discussions.

Due to the flexibility and simplicity of the interview method, it has been widely used and has achieved good results when combined with other research methods. Compared with other research methods, the interview method has the following five characteristics: First, the greatest advantages and characteristics of the interview method are in the sub. As the interview method is a direct intervention method, there is a relatively deep and extensive communication between the interviewees, which lasts from the beginning of the interview to the end of the interview, and has a profound impact on the results of the interview. The interview can not only collect data that can be collected by other working methods, but also obtain additional information disclosed by the interviewees due to the impact and interaction of the interview. Secondly, interview methods are divided into structured interview and unstructured interview based on their different control over the interview process. The data obtained by the former is convenient for us to conduct quantitative research, while the data obtained by the latter is convenient for us to conduct qualitative research. Thirdly, because the two parties involved in the interview have a relatively in-depth communication, the interview is generally conducted in a certain environment, facilitating us to control the process and environment of the interview as needed, so that the interview can develop in a good direction. Fourth, in the interview process, especially unstructured interviews, because there is no fixed format, interviewers can adopt flexible ways to conduct interviews, actively mobilizing the emotions of interviewees, and contributing to the smooth progress of the interview. Fifth, because the interview method is face-to-face communication, interviewees often receive interference from the interviewer's thoughts during the interview process, affecting the independence and objectivity of the interview.

3.8 Interview Sampling

The qualitative research objective of this study is to explore the impact of flexible leadership, corporate innovation, and executive motivation on sustainable business performance. To achieve this goal, homogeneous and purposeful sampling is used to select qualitative samples. Uniform and purposeful sampling is suitable for finding participants with similar attributes (Creswell, 2002). He further recommends that the researcher need to determine the specific attributes he/she is looking for in the target population. In the context of the current study, researchers looked for three main attributes (gender, education background and whether served as manager for more than 5 years), as shown in Table 3.4.

First, the gender of the sample should be male. Secondly, the sample should only collect bachelor's degree education background. Finally, the sample should only be collected from people who have served as managers for more than 5 years. In terms of sample size, the researchers followed the guidelines recommended by Creswell (2002). He suggested that the sample size of six to eight respondents be suitable for homogeneous samples. Therefore, since the sample for the current study is essentially homogeneous, six respondents were selected.

Table 3.4 Qualitative sampling

Sr. no.	Name of the participant	Gender	Education Background	Whether served as manager for more than 5 years
1	F1	Male	Bachelor degree	Yes
2	F2	Male	Bachelor degree	Yes
3	F3	Male	Bachelor degree	Yes
4	F4	Male	Bachelor degree	Yes
5	F5	Male	Bachelor degree	Yes
6	F6	Male	Bachelor degree	Yes

3.9 Interview Outline Design

As a tool for eliciting reactions (i.e., data), questions take various forms, which should be consistent with the direction of researchers' epistemology.

The interview outline designed for this study includes five questions:

Q1: How do you think resilient leadership affects enterprise innovation?

Q2: How do you think resilient leadership affects sustainable business performance?

Q3: How do you think enterprise innovation affects sustainable business performance?

Q4: In your opinion, what role does enterprise innovation play in the impact of the leadership on sustainable business performance?

Q5: In your opinion, what role does Executive initiative play in the impact of resilient leadership on enterprise innovation and sustainable business performance?

3.10 Ethical Issues

In order to protect the privacy, rights, and well-being of research participants, it is necessary to adhere to ethical principles and standards of conduct in scientific research. Prior to conducting an investigation, employees of the company will apply to the agency for access to the agency and the right to participate in the investigation. All personal information will be kept confidential, their confidential data will not be shared with third parties, and research data will be analyzed collectively (not individually) and honestly.

In practice, all collected questionnaires will be sealed and only a few people can access them. After obtaining the conclusion of relevant data analysis, the questionnaire will be destroyed. Each investigator can assign a number to identify his/her identity information (such as name, ID card number, etc.). This "identification" operation can both be separated from the survey answer and maintain a correlation with the answer.

CHAPTER 4
RESEARCH RESULT

PART 1: Quantitative

4.1 Questionnaire Distribution and Recovery

In order to explore the impact of flexible leadership on sustainable business performance of enterprises and the role of innovation and executive motivation in the relationship between the two, this article uses a questionnaire survey to collect first-hand data, and takes Jiangxi Province as the target for enterprise executives in China Province as the object of this survey. In January 2023, a total of 550 questionnaires were distributed. Reject 50 invalid questionnaires (Invalid Questionnaire Criteria: (1) For questionnaires that do not meet the sample requirements, the selected items will be automatically deleted; (2) Incomplete answers to the questionnaire; (3) Careful answers to incomplete questionnaires (including those that choose the same answer for more than 5 consecutive times or use the same IP address multiple times), and the remaining valid number of questionnaires is 500, and the percentage of valid questionnaires in the total returned questionnaires is 90.91%.

4.2 Validity Analysis

Convergent Validity Analysis and Confirmatory Factor Analysis

Table 4.1 Confirmatory factor analysis results

Latent variable	Observation variable	Symbol	Standardized factor loading	S.E.	C.R.	P	CR	AVE
Resilient Leadership	Realistic Optimism	RO	0.73	-	-	-	0.8697	0.5728
	Cognition & Flexibility	CF	0.845	0.093	11.948	***		
	Inspiration & Team Building	ITB	0.784	0.081	11.56	***		
	Innovation Capacity	IC	0.7	0.084	10.73	***		
	Customer Supplier Relationship	CSR	0.716	0.082	11.241	***		
Enterprise Innovation	Product/service Innovation	PSI	0.634	-	-	-	0.8133	0.5233
	Strategic Innovation	SI	0.798	0.136	10.21	***		
	Technological Innovation	TI	0.686	0.107	9.561	***		
	Marketing Innovation	MI	0.764	0.11	9.843			
Sustainable Business Performance	Economic Performance	ECP	0.709	-	-	-	0.8032	0.5769
	Environmental Performance	ENP	0.798	0.111	10.169	***		
	Social Performance	SOP	0.769	0.11	10.356	***		
Executive Incentive		Q66	0.827	-	-	-	0.9093	0.5893
		Q67	0.72	0.042	17.78	***		
		Q68	0.734	0.041	18.233	***		
		Q69	0.812	0.044	20.99	***		
		Q70	0.774	0.044	19.615	***		
		Q71	0.767	0.043	19.374	***		
		Q72	0.733	0.042	18.213	***		

In this section, confirmatory factor analysis and discriminant validity analysis are performed on the above four scales. It can be seen from table 4.1 that the standardized factor loads of the observation variables of the four latent variables in this paper are all

greater than 0.6, indicating that the observed items can well explain their latent variables. The combined reliability CRs are all greater than 0.7, and the factor extraction AVEs are all greater than 0.5, which indicates that all the observation items in each latent variable can explain the latent variable consistently, indicating that the four scales of Resilient Leadership, Enterprise Innovation, Sustainable Business Performance and Executive Incentive have good convergence validity.

Discriminant Validity Analysis

Table 4.2 Discriminant validity analysis

	Resilient Leadership	**Enterprise Innovation**	**Sustainable Business Performance**	**Executive Incentive**
Resilient Leadership	**0.7568**			
Enterprise Innovation	0.637	**0.7234**		
Sustainable Business Performance	0.722	0.708	**0.7595**	
Executive Incentive	0.222	0.234	0.3	**0.7677**

Note: The bold value in the upper right corner is the square root of AVE, and other values are the correlation coefficients between dimensions.

From Table 4.2, it can be seen that the AVE value of each latent variable is greater than 0.5, and the square root of AVE is greater than the absolute value of the correlation coefficient between latent variables, indicating that four scales of Resilient Leadership, Enterprise Innovation, Sustainable Business Performance and Executive Incentive have good discrimination validity.

4.3 Measurement Model Fit Evaluation

Figure 4.1-4.4 below show confirmatory factor analysis of model graph and the measurement model of four latent variables.

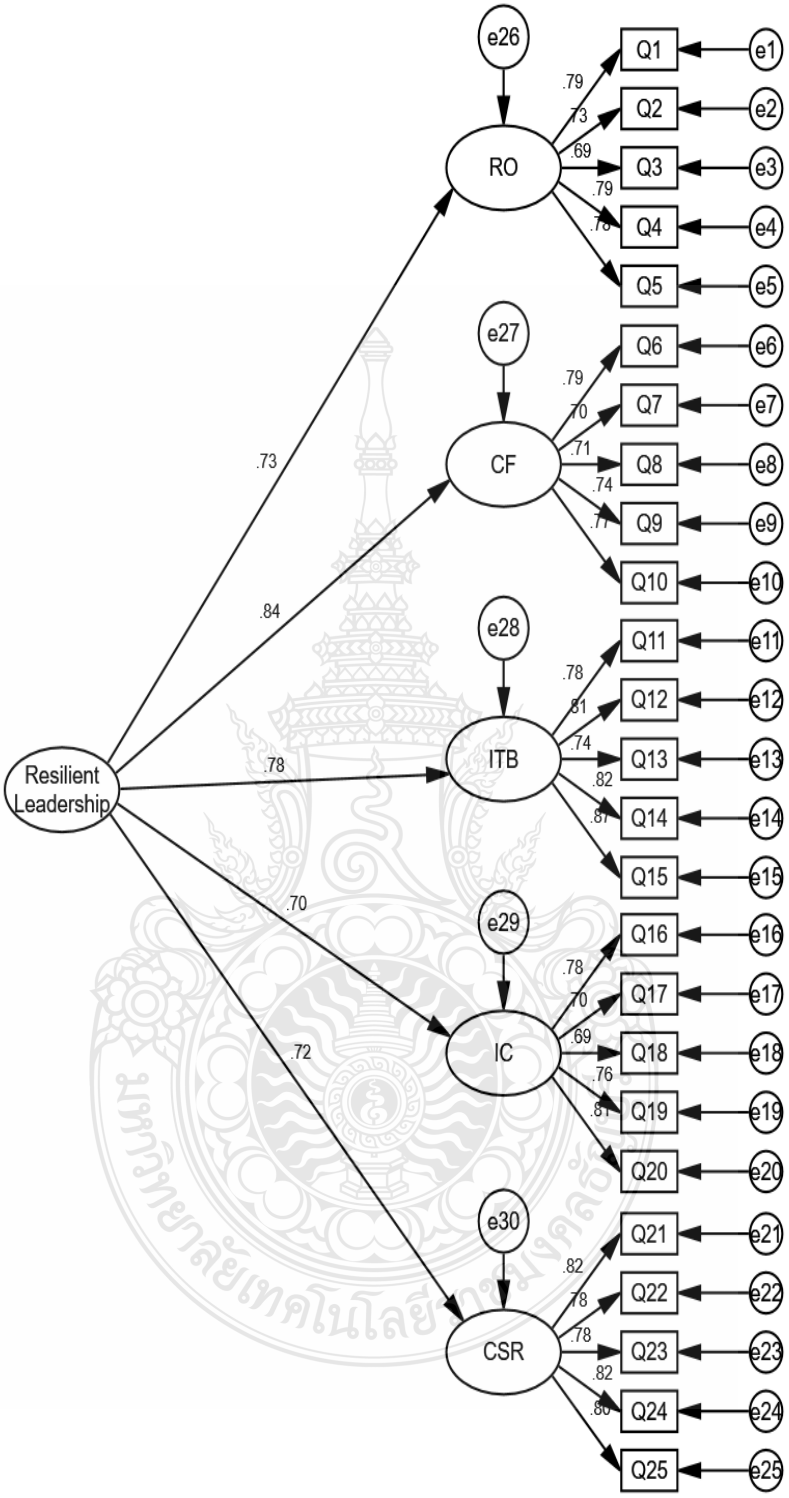

Figure 4.1 Confirmatory factor analysis of model graph (1)

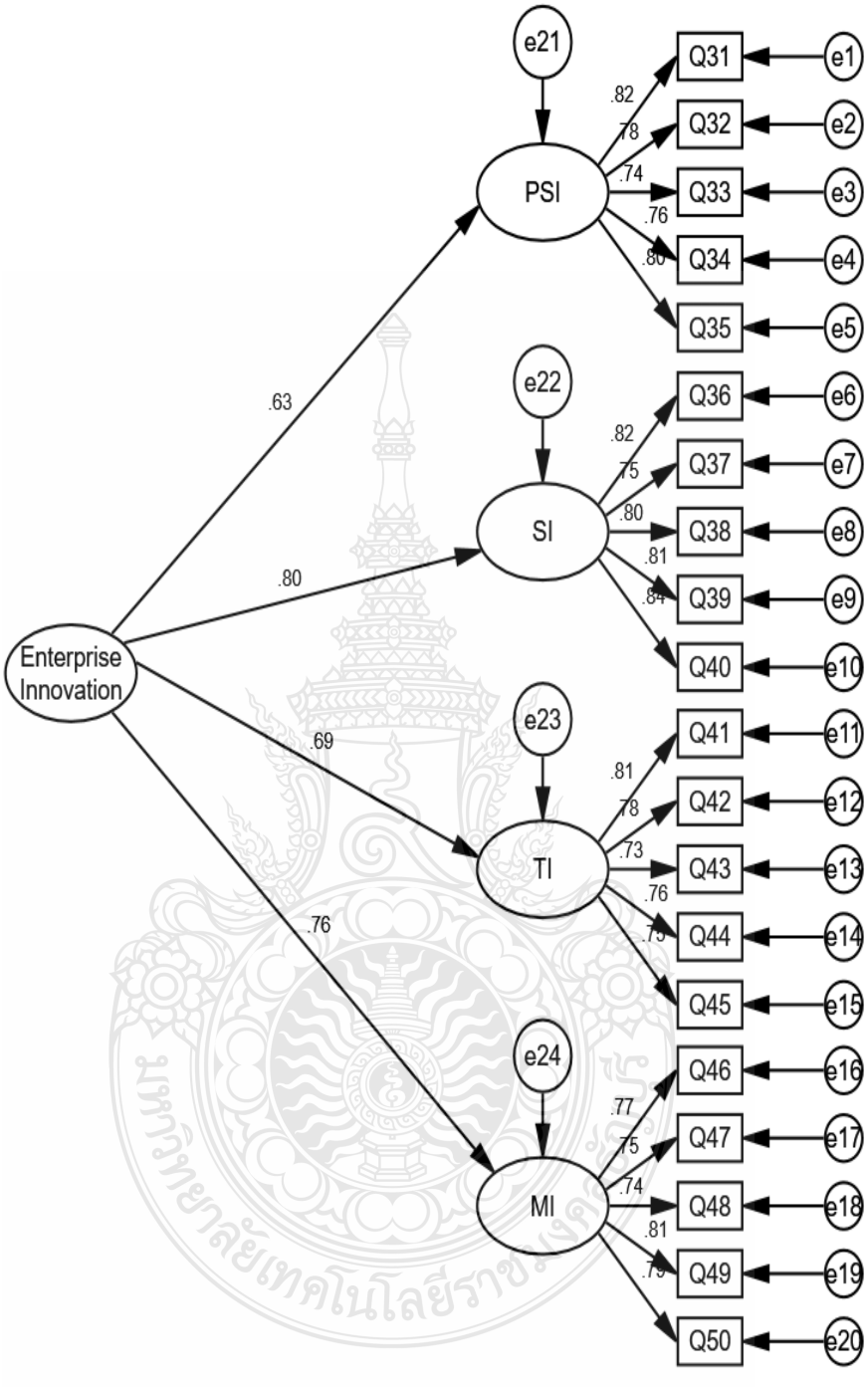

Figure 4.2 Confirmatory factor analysis of model graph (2)

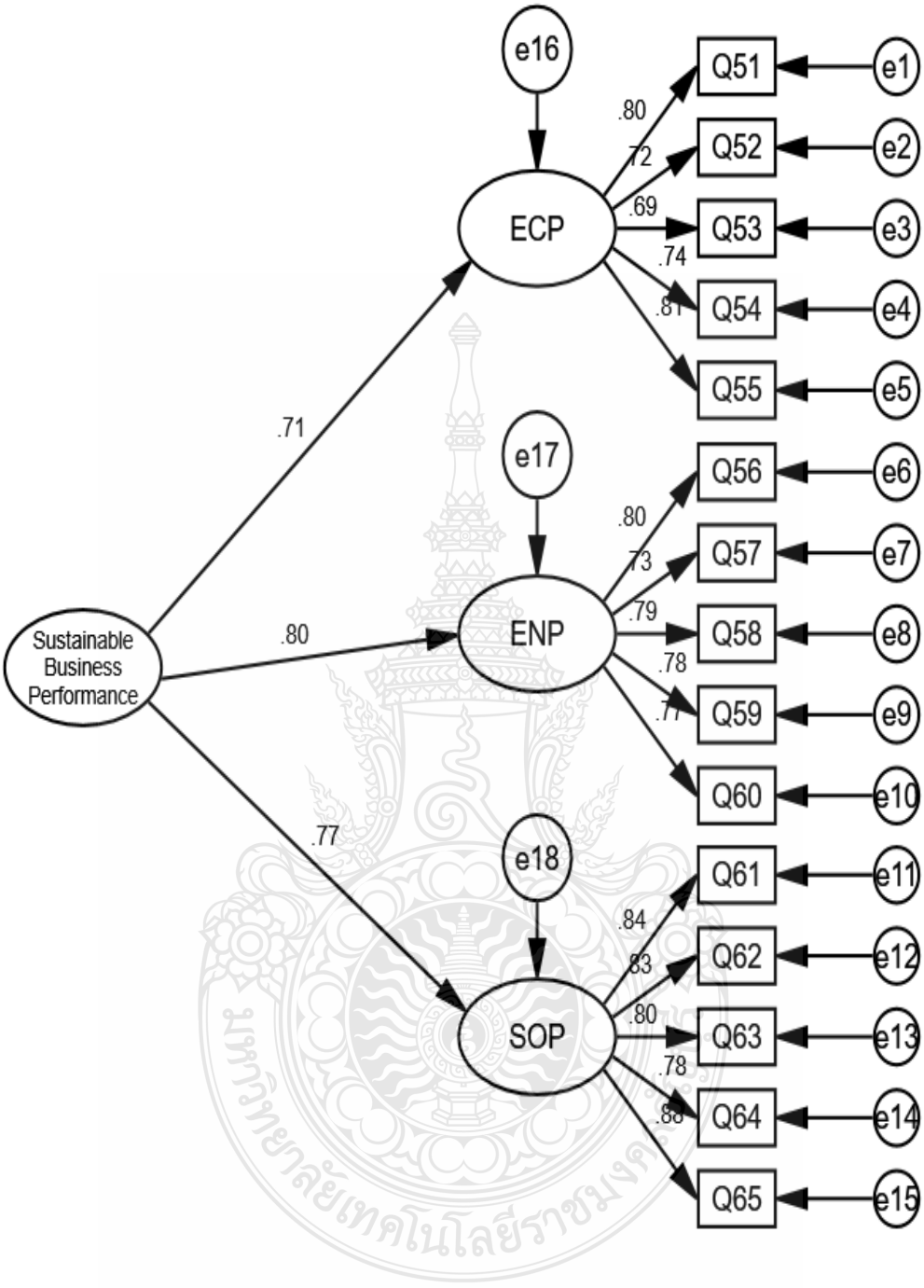

Figure 4.3 Confirmatory factor analysis of model graph (3)

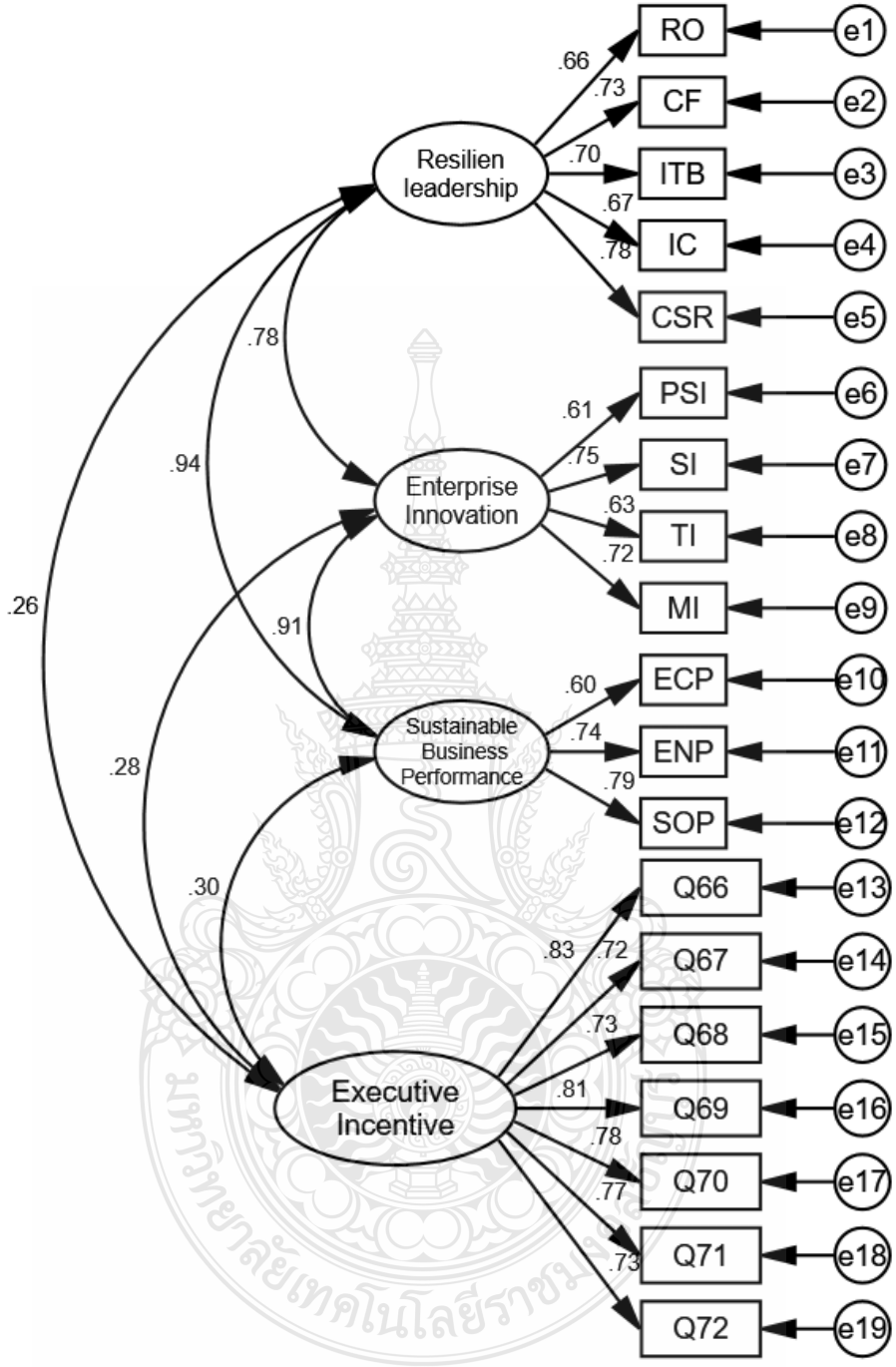

Figure 4.4 Confirmatory factor analysis of model graph (4)

The fitness standard of the confirmatory factor analysis in this study is mainly based on the standard of Gefen (2000). The index standard is shown in Table 4.6 below. The fitness test of the model in this study is carried out according to the table. For models

with large samples, the value of the chi-square degree of freedom ratio (χ^2/ df) is required to be less than 5 (Kothari, 2004). The smaller the value of RMSEA is, the better the fitness of the model is. Its value is between 0.05 and 0.08, which indicates that the fitness of the model is good. If it is less than 0.05, the fitness of the model is very good. When the GFI value is greater than 0.9, it indicates that the fitness is good. AGFI is the adjusted fitness index, which increases with the increase of GFI, preferably greater than 0.9. However, Table 4.5 indicates that none of the above indicators have met the standards, indicating that the fitting degree of the structural equation model is average, and the model needs to be corrected.

Table 4.3 Fitting indicators of the confirmatory factor analysis of the unrevised model

Indicator	**χ^2/ df**	**GFI**	**AGFI**	**NFI**	**TLI**	**CFI**	**RMSEA**
Estimate	7.054	0.894	0.838	0.875	0.858	0.890	0.11
Threshold	<5	>0.9	>0.9	>0.9	>0.9	>0.9	<0.08
Interpretation	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified

There are two main methods for model correction. One is the significance of path coefficients, which gradually removes paths with insignificant path coefficients and increases the adaptability of the model; The second is to connect the error variance of observation variables with larger MI values or latent variables based on MI values, increase covariatity, reduce the chi squared value of the model, and thus improve the fit of the model. This study adopts the second model correction method to improve the fitting of the model.

Table 4.4 shows the revised indicator values of the model. From Table 4.4, it can be seen that according to the standard of model fitting indicators, the fitting indicators of the revised model all meet the requirements. Therefore, the path of the revised model is analyzed to verify the hypothesis proposed in this article.

Table 4.4 Fitting indicators of the confirmatory factor analysis of the revised model

Indicator	χ^2/ df	GFI	AGFI	NFI	TLI	CFI	RMSEA
Estimate	3.964	0.939	0.902	0.934	0.930	0.949	0.077
Threshold	<5	>0.9	>0.9	>0.9	>0.9	>0.9	<0.08
Interpretation	Qualified	Qualified	Qualified	Qualified	Qualified	Qualified	Qualified

4.4 Descriptive Statistics

Table 4.5 Descriptive statistics

Item	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Q1	3.67	1.210	-.567	.109	-.710	.218
Q2	3.46	1.086	-.341	.109	-.457	.218
Q3	3.49	1.097	-.396	.109	-.514	.218
Q4	3.60	1.113	-.461	.109	-.604	.218
Q5	3.49	1.066	-.353	.109	-.490	.218
Q6	3.63	1.162	-.577	.109	-.471	.218
Q7	3.60	1.084	-.321	.109	-.732	.218
Q8	3.56	1.028	-.340	.109	-.451	.218
Q9	3.57	1.121	-.411	.109	-.600	.218
Q10	3.59	1.077	-.472	.109	-.436	.218
Q11	3.50	1.073	-.400	.109	-.375	.218
Q12	3.43	1.079	-.309	.109	-.532	.218
Q13	3.42	1.058	-.320	.109	-.390	.218
Q14	3.58	1.048	-.412	.109	-.398	.218
Q15	3.49	1.075	-.382	.109	-.391	.218
Q16	3.46	1.156	-.310	.109	-.779	.218
Q17	3.44	1.066	-.276	.109	-.557	.218
Q18	3.36	1.030	-.200	.109	-.577	.218
Q19	3.51	1.099	-.185	.109	-.842	.218
Q20	3.50	1.060	-.293	.109	-.569	.218
Q21	3.83	1.095	-.863	.109	.187	.218

Table 4.5 Descriptive statistics (Cont.)

Item	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Q22	3.69	1.076	-.605	.109	-.223	.218
Q23	3.66	1.039	-.604	.109	-.127	.218
Q24	3.77	1.074	-.630	.109	-.277	.218
Q25	3.74	1.019	-.523	.109	-.322	.218
Q31	3.58	1.036	-.557	.109	-.119	.218
Q32	3.67	1.085	-.542	.109	-.401	.218
Q33	3.58	.980	-.455	.109	-.084	.218
Q34	3.59	1.031	-.402	.109	-.337	.218
Q35	3.58	1.021	-.484	.109	-.266	.218
Q36	3.60	1.146	-.492	.109	-.575	.218
Q37	3.57	1.069	-.444	.109	-.474	.218
Q38	3.53	1.101	-.422	.109	-.573	.218
Q39	3.65	1.127	-.509	.109	-.512	.218
Q40	3.56	1.077	-.368	.109	-.577	.218
Q41	3.62	.992	-.414	.109	-.431	.218
Q42	3.63	.983	-.378	.109	-.347	.218
Q43	3.67	1.041	-.517	.109	-.313	.218
Q44	3.66	1.007	-.543	.109	-.246	.218
Q45	3.65	.980	-.501	.109	-.245	.218
Q46	3.55	.999	-.362	.109	-.594	.218
Q47	3.55	.981	-.365	.109	-.414	.218
Q48	3.57	1.113	-.485	.109	-.474	.218
Q49	3.56	1.116	-.406	.109	-.623	.218
Q50	3.46	1.015	-.290	.109	-.331	.218
Q51	3.44	1.107	-.276	.109	-.719	.218
Q52	3.35	1.053	-.132	.109	-.763	.218
Q53	3.37	1.024	-.130	.109	-.536	.218
Q54	3.38	1.042	-.180	.109	-.603	.218
Q55	3.34	1.040	-.309	.109	-.498	.218
Q56	3.44	1.118	-.307	.109	-.625	.218
Q57	3.48	1.043	-.362	.109	-.425	.218
Q58	3.47	1.091	-.456	.109	-.294	.218

Table 4.5 Descriptive statistics (Cont.)

Item	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Q59	3.49	1.070	-.437	.109	-.370	.218
Q60	3.40	1.065	-.312	.109	-.437	.218
Q61	3.63	1.112	-.495	.109	-.534	.218
Q62	3.60	1.111	-.540	.109	-.409	.218
Q63	3.61	1.112	-.503	.109	-.515	.218
Q64	3.65	1.058	-.469	.109	-.402	.218
Q65	3.62	1.115	-.486	.109	-.527	.218
Q66	3.84	1.194	-.930	.109	.004	.218
Q67	3.59	1.029	-.393	.109	-.246	.218
Q68	3.58	1.005	-.536	.109	-.063	.218
Q69	3.75	1.114	-.683	.109	-.331	.218
Q70	3.58	1.093	-.445	.109	-.475	.218
Q71	3.67	1.069	-.612	.109	-.162	.218
Q72	3.58	1.028	-.466	.109	-.316	.218

This study conducted descriptive statistical analysis on the measurement items of the four variables in the research model. The results of the descriptive statistical analysis are shown in Table 4.7 below. As can be seen from Table 4.8, the mean value of the measurement items for the four variables is above 3 points. Due to the questionnaire used in this study, the measurement items of variables are scored using the Likert 5-level scale, so the average value is greater than 3, indicating that the score incentives for flexible leadership, enterprise innovation, sustainable business performance, and execution are high. From Table 4.7, it can also be seen that the standard deviation of all measurement items is very small, indicating that there are no abnormal values in the questionnaire data. From Table 4.7, it can also be found that the absolute values of the kurtosis and skewness of the measurement items of all variables are less than 2, indicating that the data of the variables in this study conform to a normal distribution.

4.5 Path Analysis and Hypothesis Testing

Table 4.6 Direct effect analysis and hypothesis testing

Direct effects	Standardized Estimate	S.E.	C.R.	P	Unstandardized Estimate	Hypothesis
Enterprise Innovation ←Resilient Leadership	0.842	0.061	11.734	0.000	0.433	H1
Sustainable Business Performance ←Resilient Leadership	0.642	0.08	6.58	0.000	0.153	H2
Sustainable Business Performance ←Enterprise Innovation	0.351	0.089	3.797	0.000	0.826	H3

Table 4.6 shows the direct path analysis results of the structural equation model. It can be seen from Table 4.6 that all of the significance probability (P value) of direct effect hypothesis of H1 – H3 is 0.000. The standardized path coefficients of H1-H3 are 0.842, 0.642 and 0.351, respectively. The P values of H1, H2 and H3 are all less than 0.01. The above results show that resilient leadership has a significant positive impact on enterprise innovation, which supports the hypothesis H1 (There is a positive correlation between resilient leadership and enterprise innovation); Resilient leadership has a significant positive impact on sustainable business performance, which supports the hypothesis H2 (There is a positive correlation between resilient leadership and sustainable business performance); Enterprise innovation has a significant positive impact on sustainable business performance, which supports the hypothesis H3 (There is a positive correlation between innovation and sustainable business performance).

4.6 Indirect Effect

Table 4.7 The mediation effect analysis the indirect effect analysis

Indirect Effect Analysis	Standardized Estimate	Lower	Upper	P value
Sustainable Business Performance ← Enterprise Innovation ← Resilient Leadership	0.295	0.102	0.53	0.007

Table 4.7 shows the indirect influence results between variables. It can be seen from table 4.7 that the indirect effect coefficient of resilient leadership on sustainable business performance through enterprise innovation was 0.295, with 95% confidence interval of [0.102, 0.53], excluding 0, indicating that resilient leadership has a significant indirect effect on sustainable business performance, through enterprise innovation, in other words, enterprise innovation plays an mediating role in the impact of resilient leadership on sustainable business performance. Therefore, the hypothesis H4 (Enterprise innovation mediates the effect between resilient leadership and sustainable business performance) is proved to be valid.

Figure 4.5 shows the structural equation model of this study.From Figure 4.5, it can be seen that the standardized path coefficient of residual leadership on sustainable business performance is 0.64 ($p<0.01$), indicating that residual leadership has a significant positive impact on sustainable business performance. The standardized path coefficient of resilient leadership on enterprise innovation is 0.84 ($p<0.01$), indicating that resilient leadership has a significant positive impact on enterprise innovation. The standardized path coefficient of enterprise innovation on sustainable business performance is 0.35 ($p<0.01$), indicating that enterprise innovation has a significant positive impact on sustainable business performance. Based on the above results, it can be concluded that enterprise innovation plays a mediating role before resistive leadership and sustainable business performance.

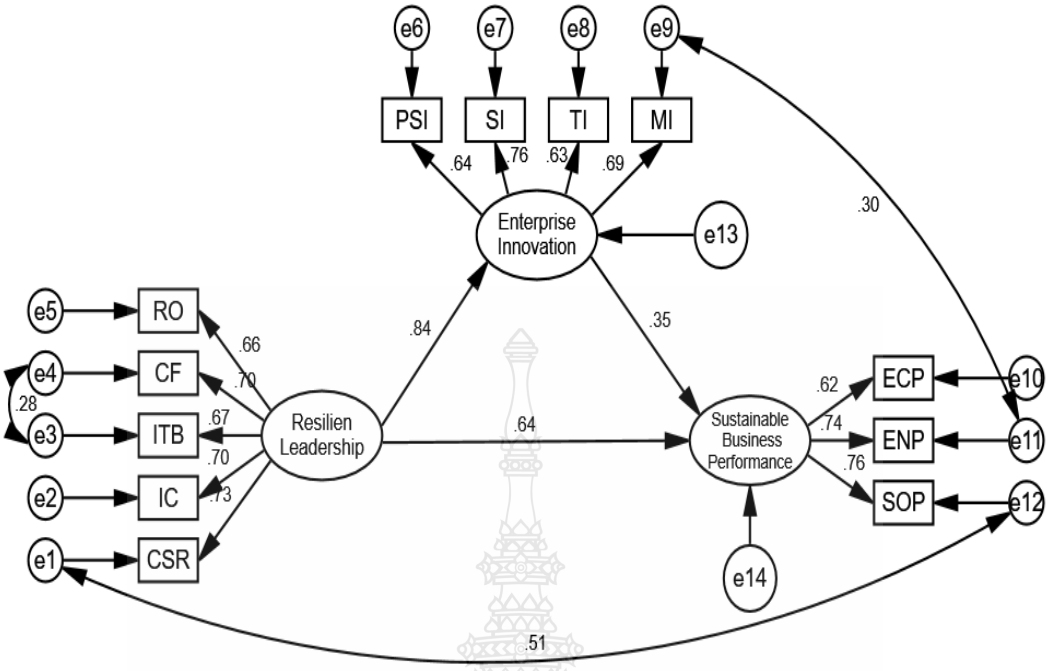

Figure 4.5 Structural equation model

4.7 Analysis of Moderating Effect

This article uses SPSS software and hierarchical regression method to test the regulatory effect of executive motivation. Before conducting the adjustment effect test, it is necessary to standardize the independent variables and adjustment variables, and then establish a linear regression model to eliminate the collinearity effect.

This paper first examines whether Executive initiative plays a moderating effect and the direction of the moderating effect between resilient leadership and enterprise innovation. The test results are shown in table 4.8 below.

Table 4.8 Test of moderating effect of executive initiative in the influence of resilient leadership on enterprise innovation

Model	Variable	Unstandardized Coefficients	t	R Square Change	Sig. F Change
	(Constant)	3.593**	156.348		
1	Zscore: Resilient Leadership	0.412**	17.474	0.415	0.000
	Zscore: Executive Incentive	0.066**	2.791		
	(Constant)	3.575**	154.902		
	Zscore: Resilient Leadership	0.430**	18.160		
2	Zscore: Executive Incentive	0.089**	3.712	0.018	0.000
	Interaction Term	0.08**	3.962		

Note: Unstandardized regression coefficients are listed in the table; ** P<0.01, two-tailed test.

Dependent Variable: Enterprise Innovation

It can be seen from Table 4.8that in model 1, the explanatory rate of independent variable Resilient Leadership and moderation variable Executive initiative to dependent variable Enterprise Innovation is 41.5%. After the interaction item is added to model 2, the change of R square is 0.018, which indicates that the prediction ability of the model has increased by 1.8%, and the significance probability of F change is p=0.000, which confirms that the moderating effect of Executive initiative is significant. According to Table 4.8, in Model 1, the unstandardized regression coefficients of independent variable Resilient Leadership and moderation variable Executive initiative are 0.412**and 0.066**, respectively, which are significant at the level of 1%. In model 2, the unstandardized regression coefficients of the independent variable Resilient Leadership, the moderation variable Executive incentive and their interaction items are 0.430**,0.089** and 0.08**, which are significant at the level of 1%, and the regression coefficient of the interaction item is positive, indicating that executive incentive plays a positive moderating effect in the impact of Resilient Leadership on Enterprise Innovation. Therefore, the research hypothesis H5 (Executive incentive has a moderating effect on the relationship between resilient leadership and enterprise innovation) is confirmed.

Figure 4.6 shows the standardized path coefficient of " resilient leadership × executive incentive" for enterprise innovation is 1.20 (P<0.01), indicating that executive incentive plays a positive modeling effect in the impact of resilient leadership on enterprise innovation.

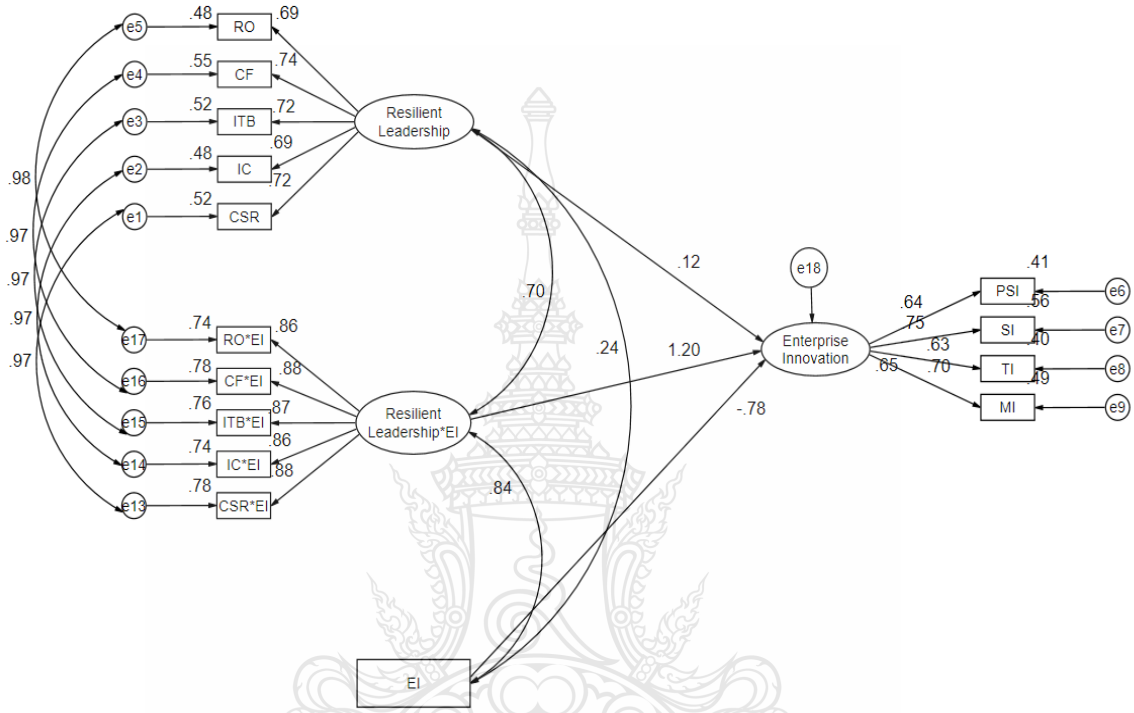

Figure 4.6 Moderating effect test (1)

Next, this paper examines whether Executive initiative plays a moderating effect between resilient leadership and sustainable business performance and the direction of the moderating effect. The test results are shown in Table 4.12 below.

Table 4.9 Test of moderating effect of executive initiative in the influence of resilient leadership on sustainable business performance

Model	Variable	Unstandardized Coefficients	t	R Square Change	Sig. F Change
1	(Constant)	3.484**	152.805	0.525	0.000
	Zscore: Resilient Leadership	0.522**	22.290		
	Zscore: Executive Incentive	0.051**	2.176		
2	(Constant)	3.463**	152.212	0.02	0.000
	Zscore: Resilient Leadership	0.542**	23.247		
	Zscore: Executive Incentive	0.078**	3.307		
	Interaction Term	0.094**	4.727		

Note: Unstandardized regression coefficients are listed in the table; ** P<0.01, two-tailed test.

Dependent Variable: Sustainable Business Performance

It can be seen from table 4.9 that in model 1, the explanatory rate of the independent variable Resilient Leadership and the adjusting variable Executive Incentive to the dependent variable Sustainable Business Performance is 52.5% according to the change of R square. After the interaction item is added to model 2, the change of R square is 0.02, indicating that the prediction ability of the model has increased by 2%, and the significance probability of F change is p=0.000, which confirms that the moderating effect of Executive initiative is significant. According to Table 4.9, in Model 1, the unstandardized regression coefficients of independent variable Resilient Leadership and moderation variable Executive initiative are 0.522** and 0.051**, respectively, which are significant at the level of 1%. In model 2, the unstandardized regression coefficients of the independent variable Resilient Leadership, the moderation variable Executive Incentive and their interaction item are 0.542**,0.078** and 0.094**, respectively, which are significant at the level of 1%, and the regression coefficient of the interaction item is positive, indicating that Executive Incentive plays a positive moderating effect in the impact of Resilient Leadership on Sustainable Business Performance. Therefore, the research hypothesis H6 (Executive incentives has a moderating effect on the relationship between resilient leadership and sustainable business performance) is confirmed.

Figure 4.7 shows the standardized path coefficient of " resilient leadership × executive incentive" for sustainable business performance is 0.60 (P<0.01), indicating that executive incentive plays a positive modeling effect in the impact of resilient leadership on sustainable business performance.

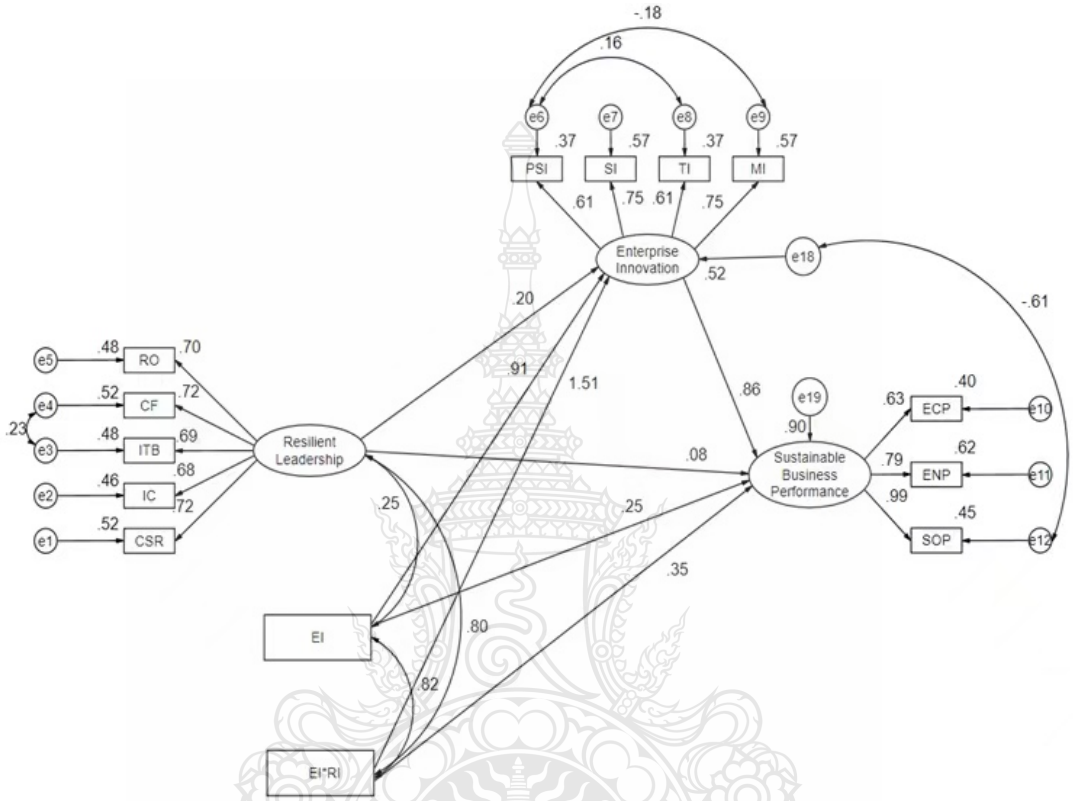

Figure 4.7 Moderating effect test (1)

4.8 Summary of Hypothesis Test Results

According to the above hypothetical test results, the test results are summarized, as shown in table 4.10 below.

Table 4.10 Summary of hypothesis test results

Hypothesis	Results
H1: There is a positive correlation between resilient leadership and enterprise innovation.	Yes
H2: There is a positive correlation between resilient leadership and sustainable business performance.	Yes
H3: There is a positive correlation between innovation and sustainable business performance.	Yes
H4: Enterprise innovation mediates the effect between resilient leadership and sustainable business performance.	Yes
H5: Executive incentive has a moderating effect on the relationship between resilient leadership and enterprise innovation.	Yes
H6: Executive incentives has a moderating effect on the relationship between resilient leadership and sustainable business performance.	Yes

PART 2: Qualitative part

4.9 Findings of Qualitative Data

4.9.1 Findings of the Influence of Resilient Leadership on Enterprise Innovation

Through interviews, this study found that the resilient leadership has a positive impact on enterprise innovation, which is consistent with the results of the previous quantitative analysis.

F1 mentioned that through the resilient management model, the company has stimulated the atmosphere of employees at all levels to participate in innovation and cooperative innovation. Innovative teams are generally because leaders set up innovative models, stimulate new awareness, strengthen innovation mechanisms, and strengthen innovation exchanges. I believe that managers with resilient leadership can lead employees to innovate, encourage employees to innovate, guide employees to innovate, and provide a mechanism for sharing innovation results, so that employees can discuss innovation ideas, share innovation results, and share innovation tasks. At the same time, managers with flexible innovation can guide all departments to closely cooperate with the innovation team by introducing external resources, stimulating internal vitality, and paying close attention to the dynamic changes of market innovation.

F2 believed that if leaders are not willing to accept market changes, innovative ideas, and innovative mechanisms, it is difficult to create an innovative atmosphere, which will make employees refuse to innovate, question innovation, and do not want the transformation of innovative results, then people with innovative ideas and innovative capabilities will be passive and lack enthusiasm for innovation. Enterprise leaders with transformational characteristics encourage employees to divergent thinking, promote the ideological collision of employees, promote employees to obtain new technical inspiration and creativity in conflict and communication, and create a good innovation atmosphere for the team.

F3 argued resilient leadership behavior supports the learning process of the organization and focuses on building mutual trust between leaders and employees. Leaders follow their own example to pursue organizational change and innovation, and give full encouragement to proactive and adventurous change behaviors, so as to stimulate employees' thirst for new knowledge and new technology, and lead employees to achieve the common vision of the enterprise in the learning environment of continuous innovation and change. In addition, flexible leaders have passion, are full of charisma for employees, care for employees in the work, and pay attention to the intellectual stimulation of employees. These characteristics are conducive to the formation of a perfect communication and learning mechanism within the enterprise, and at the same time enable employees to play more subjective initiative, and promote individuals and organizations to constantly create new knowledge, emerging more new ideas, thus bringing about the realization of organizational technological innovation.

F4 thought there is a clear correlation between the incentive factors in the creation environment of organizational innovation atmosphere and resilient leadership, which can play a positive role in the working environment of organizational innovation atmosphere. Resilient leadership helps employees to start innovative product actions by improving their innovative ideas and vision, and requires employees to continuously collect customers' requirements for product innovation, specifically through incentive mechanisms and employee competitiveness training, and at the same time, strengthen the sharing of innovative results to stimulate employees to work hard to achieve the strategic objectives of enterprise innovation.

F5 mentioned that flexible leadership can pass on the development strategy and goals of the enterprise to subordinates through incentives, so that the enterprise goals can be recognized by subordinates, and broken down into the work goals of each subordinate, enabling subordinates to have the motivation and direction to learn. They can enable organizational members to continuously revise their learning processes and goals from the perspective of organizational goals, thereby gaining a deeper understanding and understanding of organizational goals during this process, and making their learning goals and directions clearer. Resilient leadership will provide a good climate and guidance for employees' learning to promote organizational learning, and organizational learning is a major reason for enterprise innovation, especially in knowledge-intensive industries. Guiding enterprise innovation through individual and organizational learning will become the only source of sustainable competitive advantage in enterprise organizations.

F6 thought managers with resilient leadership can highlight their own role by accumulating knowledge and improving personal ability, and then directly promote and encourage the development of enterprise innovation activities. The development of enterprises requires managers with resilient leadership to continuously accumulate knowledge and experience, so that they can actively respond in the complex market economy environment, better adapt to market changes, break through existing development channels and markets, explore or innovate new development models, and open up new markets for enterprises. In addition, resilient leadership can also promote and stimulate employees to open their minds, constantly expand and innovate, and develop a new market environment.

4.9.2 Findings of the Influence of Resilient Leadership on Sustainable Business Performance

Through interviews, this study found that the resilient leadership has a positive impact on sustainable business performance, which is consistent with the results of the previous quantitative analysis.

F3 and F5 mentioned the description of the future development vision and the construction of the work significance of managers with resilient leadership can mobilize the good mood and subjective initiative of the organization members, help to improve the organizational focus, and provide the necessary conditions for improving the enterprise

performance; They also trust the members of the organization, endow them with autonomy and decision-making space, enhance the self-efficacy and corporate effectiveness of the members of the organization, and stimulate the internal work motivation of employees and the organization; In addition, their personalized care provides the organization members with necessary resources and information support, improves the organization members' sense of return and organizational commitment, thus forming organizational synergy and promoting the improvement of sustainable business performance of enterprises.

F1 and F6 mentioned enterprise leaders with resilient leadership are better at setting up a common vision of the organization and pay attention to the guidance and motivation of employees. This behavior is easy to improve the subjective initiative of employees, thus further improving enterprise performance; At the same time, managers with resilient leadership attach importance to emotions and values, and the leadership process pays attention to encouraging mutual communication among employees and affirming their diverse thinking. This kind of leadership behavior is easy to determine the goal of team consistency. Resilient leadership behavior can promote the goal consistency of the senior management team, and then improve the efficiency of the enterprise. Managers with resilient leadership can also make organizations better adapt to the environment by overcoming organizational inertia.

F2 and F4 believed when an organization is facing a complex environment with drastic changes, it should adopt a resilient leadership model with high integration and coordination to achieve higher enterprise performance. Resilient leadership endows enterprises with the super ability to adapt to changes in internal and external environment, enabling enterprises to adjust their development direction in a timely manner in the changing environment.

4.9.3 Findings of the Influence of Enterprise Innovation on Sustainable Business Performance

Through interviews, this study found that enterprise innovation has a positive impact on sustainable business performance, which is consistent with previous quantitative analysis results.

F1 and F5 believe that organizations focused on innovation can gain more market share while bringing more profits. Because knowledge innovation within an organization can avoid being shared by competitors, the organization that first adopts innovation can establish an isolation mechanism to prevent loss of profits and put the organization in a favorable position in competition. Similarly, the capabilities, resources, and technology of enterprises also require innovation, which can make it more difficult for external competitors to imitate, maintain their own competitive advantage, and achieve greater organizational performance.

F3 believes that different types of innovation can promote different types of performance improvement. For example, technological innovation can help enterprises improve their core technology and reduce product unit costs; Process innovation can promote the realization of enterprise strategic objectives; The speed and intensity of organizational innovation implementation can also have an impact on enterprise performance. Enterprises with higher innovation speed and intensity can grasp the latest technology faster and gain new competitive advantages.

F2 and F6 argued Resilient leadership can constantly adjust the internal organization and adapt to the leadership needs of specific changes by changing its own leadership style. When the organization is in a dynamic environment, resilient leadership behavior is positively related to organizational performance. The exemplary effect of charismatic leadership dimension and the cohesive effect of vision incentive played by transformational managers can improve the performance level of public institutions.

F4 believes that enterprises implementing flexible leadership can achieve unexpected work results by stimulating the potential of employees and high-level needs, making employees aware of the importance of their tasks through intellectual motivation, improving the consistency of goals through strengthening communication between senior management teams, creating a good organizational learning environment, vigorously strengthening organizational learning, and creating a transformation-oriented and innovation-oriented corporate culture, vigorously stimulate organizational innovation, by creating and sharing the vision, we can enhance the cohesion and centripetal force of the enterprise, so that the enterprise has better environmental adaptability, better survival and profitability.

4.9.4 Findings of the Mediation Effect of Enterprise Innovation

Through interviews, this study found that the enterprise innovation plays a mediation effect between resilient leadership and sustainable business performance, which is consistent with the results of the previous quantitative analysis.

F2 and F6 thought the intellectual incentive from managers with resilient leadership can encourage organizational members to break the rules and try new methods, form organizational innovation inertia, enhance innovation ability, and improve enterprise performance. Transformational leadership improves organizational performance by influencing the learning level of the organization and improving the level of innovation. As an important part of organizational learning, executive team's learning behavior not only determines whether organizational learning can be carried out smoothly, but also determines the content and direction of organizational learning.

F1 and F4 believe that flexible leadership behavior plays a decisive role in the improvement of organizational learning ability and organizational creativity, while the improvement of organizational internal capabilities is conducive to the organization's strategic ability and competitive advantage. A prominent feature of flexible leadership behavior of enterprise leaders is that they can vigorously stimulate organizational innovation by creating a corporate culture oriented towards change and innovation, and greatly strengthen the learning atmosphere of enterprises by creating a good organizational learning atmosphere; By improving these two organizational capabilities, organizations will have better environmental adaptability, better viability, and profitability.

F3 and F5 thought the dynamic and complex environment may lead to the decline of enterprise performance, which is also an environmental factor for enterprises to be eliminated. In order to cope with the dynamic environment and maintain sustainable competitiveness, enterprises must build their core competence, and the innovation ability of enterprises has been proved to be an effective way to cope with environmental changes and gain competitive advantage. Enterprises respond to dynamic and complex environmental changes like a war without gunpowder. The manager with transformational leadership behavior is the winner in this series of wars. He relies on his strong charisma to motivate his subordinates to fight for noble missions. He understands

the ability and potential of his subordinates. He can inspire them to win this war with creative thinking. The innovation ability of enterprises is their best weapon, Good corporate performance is the best trophy of this war.

4.9.5 Findings of the Moderation Effect of Executive Initiative

Through interviews, this study found that the executive initiative plays a moderation effect between resilient leadership on enterprise innovation and sustainable business performance, which is consistent with the results of the previous quantitative analysis.

F1, F3 and F6 mentioned there is a close relationship between the executive compensation incentive and the business performance of enterprises. Enterprises can improve the business performance by increasing the executive compensation. The company can mobilize the enthusiasm of executives by implementing equity incentives for executives, actively promote the innovation activities of enterprises in the flexible management activities of enterprises, and more pursue to achieve long-term performance improvement of enterprises, rather than only focus on short-term benefits.

F2, F4 and F5 mentioned by means of executive incentive, enterprises can make the interests of executives and corporate shareholders tend to be consistent, which can effectively mobilize the enthusiasm and subjective initiative of executives, and is conducive to the long-term development of enterprises and the realization of long-term interests. Resilient leadership can promote enterprise innovation and sustainable business performance. In this process, if the incentive of senior executives is improved, senior executives will play a more active role in the implementation of flexible management activities and promote the realization of various strategic objectives of the enterprise.

CHAPTER 5
CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

To study the influence of resilient leadership on sustainable business performance in enterprises in Jiangxi province of China and to decompose such influences, by considering enterprise innovation and executive incentive, this study adopts a mixed research method, which includes both quantitative analysis and qualitative analysis. In the quantitative analysis, this paper collects first-hand data in the form of questionnaires, and carries out quantitative analysis on the effective data collected. A total of 500 samples were selected in this paper, This study developed a structural equation model. The structural model has goodness of fit in the high degree. Amos and SPSS software were used to conduct empirical analysis on the collected questionnaire data, including reliability test, validity test, descriptive statistical analysis, correlation analysis, path analysis, decomposition effect analysis and moderating effect analysis. The reliability and validity test results are up to the standard, and the structural equation model is well adapted. The value of χ^2/ df of this model is 3.964, which is less than 5. The RMSEA value of this study's model is 0.077, which is less than 0.08, which indicates that the fitness of the model is good. The GFI and AGFI values in this model is 0.939 and 0.902, respectively, indicating that the fitness of the model is good.

The path analysis results of this study support the 1st hypothesis: There is a positive correlation between resilient leadership and enterprise innovation; the 2nd hypothesis: There is a positive correlation between resilient leadership and sustainable business performance; the 3rd hypothesis: There is a positive correlation between innovation and sustainable business performance. The decomposition effect analysis results of this study support the 4th hypothesis: Enterprise innovation mediates the effect between resilient leadership and sustainable business performance. The moderating effect analysis results supports the 5th hypothesis: Executive incentive has a moderating effect on the relationship between resilient leadership and enterprise innovation; the 6th hypothesis: Executive incentives has a moderating effect on the relationship between resilient leadership and sustainable business performance.

In the qualitative analysis, this paper uses the interview method to conduct face-to-face interviews with the managers of five enterprises. By answering the questions in the interview outline, it is found that the results of the qualitative analysis are consistent with the results of the quantitative analysis, which further validates the arguments put forward in this paper.

5.2 Discussion

5.2.1 Effect of Resilient Leadership on Enterprise Innovation (H1)

The results of this study show that resilient leadership has a significant positive predictive effect on enterprise innovation, which is consistent with the research hypothesis H1. In other words, the better resilient leadership is, the more enterprise innovation happens. The research results are consistent with those of Kanter (1983) and Jung et al. (2003). They argued resilient leadership could promote enterprise innovation.

According to Boal and Hooijberg (2000), flexible leaders can transfer the development strategy and objectives of the organization to their subordinates through motivation, so that the organizational objectives can be recognized by the subordinates, and can be decomposed into the work objectives of each subordinate, so that the subordinates have the motivation and direction to learn. They can enable the organization members to start from the organizational objectives, constantly revise their own learning process and objectives, so as to have a deeper understanding and body of the organizational objectives in this process. Therefore, resilient leadership will provide good climate and guidance for employees' learning to promote organizational learning. Stata (1989) found through empirical research that organizational learning is a major reason for enterprise innovation, especially in knowledge-intensive industries, guiding enterprise innovation through individual and organizational learning will become the only source of sustainable competitive advantage in enterprise organizations. Chinese scholars also confirmed that the open mind factor in organizational learning has a significant positive impact on technological innovation after conducting research on Chinese enterprises.

Through the encouragement and psychological empowerment of subordinate employees, flexible leadership can enable employees to generate innovative driving forces, stimulate employees to participate in organizational learning, absorb knowledge

nutrition from communication with others and organizational information sharing, change the way and perspective of viewing problems, and learn to choose different methods to solve problems. In the process of social participation, flexible leadership can often affect the self-concept and behavioral motivation of subordinates, thereby inducing their behavior. This leadership behavior can lead to a sense of self-efficacy in the pursuit of collective goals and interests by subordinates (Van Knippenberg & Hogg, 2003). In addition, social learning theory also reveals that positive interpersonal relationships among team members develop a micro relationship in which people can share existing knowledge and create new knowledge (Judd & McFarlane, 1986). Flexible leadership enables teams and organizations to form relatively consistent values and organizational culture through incentives, and infuses these values into the hearts of each employee to internalize and identify with them. In this context of corporate culture, the concept of organizational learning can be well implemented, and information and knowledge sharing within the enterprise can proceed smoothly. Resilient leadership organizations emphasize promoting organizational change through organizational learning and intellectual stimulation of employees. Flexible leadership encourages employees to question the nature of issues, past accepted conceptual assumptions, and stereotypes. Through this questioning, employees can accumulate their creativity.

Resilient leadership establishes an organizational climate by providing employees with intellectual stimulation, advocacy and support for innovation, and clearly expressing the competitive future vision of the organization. In this climate, employees can feel challenges and constantly find innovative methods in their work to promote enterprise innovation.

5.2.2 Effect of Resilient Leadership on Sustainable Business Performance (H2)

The results of this study show that resilient leadership has a significant positive predictive effect on sustainable business performance, which is consistent with the research hypothesis H2. In other words, the better resilient leadership is, the more sustainable business performance happens. The research results are consistent with those of Marique and Stinglhamber (2011), Allen and Meyer (1996). They argued resilient leadership could promote sustainable business performance.

In team work, team leaders are in frequent interaction with their subordinates. Their positive psychological quality can not only help them achieve the set work goals, but also promote sustainable business performance by stimulating and encouraging team members to achieve the goals of the whole team in the process of working with their subordinates. Team leaders with high level of resilient leadership have more positive emotions. They can show a positive and optimistic attitude, show the determination not to give up easily, and take unswerving and effective actions in the face of work challenges. On the one hand, team members who work with them can be infected and encouraged, and learn from leaders' exemplary behaviors to improve their psychological resilience, The improvement of psychological resilience of members can help them achieve good work results; On the other hand, team leaders with high level of resilient leadership can also build an "impregnable" team and effectively improve the work-related performance of members.

Emotional contagion is one of the psychological mechanisms that leaders influence subordinates (Bono & Ilies, 2006). Emotional contagion refers to that the emotional expressionist automatically affects the emotion of the observer through facial expression, speech, posture or physical movement, and makes the two emotions tend to be consistent. In the first stage of emotional infection, the observer will subconsciously imitate the emotions shown by the observed, and then determine his next emotional response according to the feedback from the observed. If the feedback is positive, the observer will experience the same emotions and feelings as the observed: if the feedback is negative, it will not. The study found that individuals will subconsciously imitate the behavior of their peers to achieve the purpose of social interaction with them (Chartrand & Bargh, 1999). It can be seen that the imitation in the first stage provides the possibility for the observer to establish further interaction with the observed; The feedback process determines whether they can reach an agreement (Golding, 2018).

Generally speaking, in the organization, the leadership's role model is particularly prominent. Because, compared with ordinary employees, leaders have a higher position in the organization. On the one hand, they hold important resources and directly determine the immediate interests of employees, such as resource allocation, performance evaluation, promotion decisions, etc. At the same time, in specific work

tasks, they determine which behaviors of employees are acceptable and appropriate. In addition, leaders' work qualifications and experience are generally longer than their subordinates. Therefore, Leaders naturally become important role models for employees, and subordinates have strong learning motivation for their external performance in work. Therefore, when faced with work adversity, leaders with high flexibility and leadership show positive emotions, firm tone of voice, strong gestures and other external emotions and behaviors that may become the objects of subordinates' imitation and learning. Leaders' positive psychological quality can be effectively transmitted to their subordinates, triggering the same psychological and behavioral reactions of their subordinates. Individuals with high resilience have more psychological resources (Lives, 2008), and can be more fully prepared and adopt more effective coping strategies when facing challenges, thus reducing the adverse effects of stress events. So, they can develop good adaptation in work and life, including having positive work attitude and behavior, healthy psychological state, etc. (Shin et al., 2012), and then promote team synergy to improve team members' performance and enterprise performance.

5.2.3 Effect of Enterprise Innovation on Sustainable Business Performance (H3)

The results of this study show that enterprise innovation has a significant positive predictive effect on sustainable business performance, which is consistent with the research hypothesis H3. In other words, the better enterprise innovation is, the more sustainable business performance happens.

Enterprise innovation can promote enterprises to develop new products, occupy new markets, and expand their business scope. Enterprise innovation can also achieve product differentiation, improve its technological content and quality, and form the core competitiveness of enterprises. Continuous innovation can not only maintain existing customers, but also attract more new customers, continuously expand market share, and achieve comprehensive and sustainable improvement of enterprise performance. The resource-based theory proposes that an enterprise is a collection of resources, and maintaining the diversity of resources is the main way to achieve long-term development of the enterprise. As a strategic resource, independent innovation capability can not only reflect the competitiveness of enterprise products, but also reflect the ability of enterprises

to absorb capital. Is the source power of enterprise development. The innovation ability can increase sales revenue by adding new products, which in turn can lead to the growth of enterprise operating profit (Huang et al., 2017). Some scholars believe that the positive impact of innovation capability on enterprise performance mainly lies in its ability to generate good investment information in the capital market. The more patents a company owns, the more it can attract investors' attention, thereby obtaining timely external financial support (Lee et al., 2018). The theory of "core competitiveness" believes that core competitiveness is acquired by enterprises through the accumulation of core technologies and core products. It is a unique competitive advantage from other enterprises and can bring excess profits to enterprises. Core competitiveness is a key indicator to measure whether an enterprise has strength. The innovation activities of an enterprise can promote the technological innovation of the enterprise, bring core competitiveness to the enterprise, and promote the sustainable business performance of the enterprise.

5.2.4 Mediation Effect of Enterprise Innovation Between Resilient Leadership and Sustainable Business Performance (H4)

The results of this study show that resilient leadership positively influences sustainable business performance through enterprise innovation (H4). The working methods, working styles and working methods of leaders in enterprises have a decisive effect on the organizational innovation atmosphere. Strong leadership has a great impact on the organizational innovation atmosphere, and even determines the tone of the organizational innovation atmosphere (Ekvall, 1991). When the level of organizational innovation atmosphere is obvious, employees continue to participate deeply in product development activities, and the cohesion of both parties in the organization continues to increase. Enterprise innovation has a significant role in promoting enterprise performance.

At work, employees will take managers with resilient leadership as their role models. The managers of resilient leadership care about the work and life of employees by communicating the vision of the enterprise to employees, so that employees can consciously give full play to their potential, stimulate their creativity, better integrate into the innovative atmosphere of the enterprise, improve the work efficiency and work

performance of each employee, thus driving the improvement of the overall organizational performance, and ultimately bring good benefits to the enterprise. Enterprise innovation plays a mediating role between resilient leadership and sustainable business performance.

5.2.5 Moderation Effect of Executive Incentive

The results of this study indicate that executive motivation plays a positive regulatory role between resilient leadership and enterprise innovation (H5). The results of this study indicate that executive motivation plays a positive regulatory role between flexible leadership and sustainable business performance (H6). In the modern enterprise system, the separation of the rights of the operator and the owner of the enterprise results in the inconsistency of the purpose of the operator and the shareholder. When the interests of the management and the interests of the shareholder deviate, the resilient leadership activities are not necessarily carried out in the direction of maximizing the interests of the shareholder. According to the principal-agent theory, resilient leadership has a fundamental impact on enterprise innovation activities and enterprise performance. The behavior of managers largely depends on whether the interests of managers and shareholders are consistent. When the interests of the two tend to be the same, managers are more inclined to pursue long-term strategic development goals with innovation and enterprise performance as the core; When the two interests diverge, managers tend to pursue short-term financial performance objectives. Therefore, granting a portion of equity to senior executives, while transferring part of the operational risk to the management, and linking the interests of senior executives with corporate performance can reduce the short-term self-interest behavior of senior executives, enable senior executives to focus on innovative activities with certain risks but conducive to the long-term development of the enterprise and ultimately achieve sustainable performance improvement of the enterprise (Lee & O'Neill, 2003). By formulating a reasonable incentive system for senior executives, the company closely links the interests of shareholders and managers, and stimulates the enthusiasm of management, so as to effectively resolve the principal-agent problem and ensure that resilient leadership activities are carried out in the direction of maximizing the interests of shareholders. Therefore, under different incentive mechanisms, resilient leadership will have different

relationships with enterprise innovation and sustainable business performance. From the perspective of methodology, the executive incentive variable as a moderator has a moderating effect on the relationship between resilient leadership and enterprise innovation and resilient leadership and sustainable business performance.

5.3 Implications

5.3.1 Theoretical Implications

This study developed a conceptual model to examine the effects of resilient leadership on enterprise innovation, the effects of resilient leadership on sustainable business performance, effects of enterprise innovation on sustainable business performance, effects of enterprise innovation between resilient leadership and sustainable business performance,and moderation effect of executive incentives.The theories used in this study as well as in the related studies were utilized as a guideline to recognize the fundamental power of resilient leadership and sustainable business performance.Resilient leadership embraced realistic optimism, cognition & flexibility,inspiration & team building,innovation capacity and customer supplier relationship. Enterprise innovation embraced product service Innovation,strategic innovation,technical innovation and marketing innovation.The sustainable business performance embraced corporate economic performance,corporate environmental performance and corporate social performance. The executive incentive scale was developed based on the scales of Lewellen, Loderer & Martin (1987) and Dechow & Sloan (1991). The contribution of this study's major findings to the theoretical concept were the positive connection between resilient leadership, sustainable business performance , enterprise innovation and executive incentive.

This study supported Ding Anna and Liu Jingjiang (2012)pointed out that leadership has essential influence on enterprise innovation,MARTIN R (2018) put forward a variety of dimensions and measurement methods of resilient leadership structure, which have been applied to the empirical study of the relationship between team resilient practice and sustainable business performance,Zhong & Ren (2001) conducted he investment of enterprises in scientific and technological activities promotes their sustainable business performance, Zhou et al. (2021) proposed that resilient leadership

will promote enterprises to carry out innovation, thus enabling enterprises to achieve new product success, which can improve the performance level of enterprises,the moderating impact of the executive incentive on the relationship between resilient leadership and sustainable business performance (Amabile et al., 2004; Lorinkova et al., 2013) and resilient leadership and innovation (Yun, Faraj, & Sims, 2005).

This study has certain value for developing theory and guiding management practice. From the perspective of theoretical development. Although some Chinese scholars have done some research on the theory of resilient leadership and organizational performance, there are few studies on how resilient leadership affects business performance from the enterprise level. The research on the impact of enterprise innovation as a mediating effect and executive incentive as a moderating effect is still in a blank. Therefore, this study, based on the western theory of resilient leadership and the situation of Chinese enterprises, proposes for the first time the influence mechanism of enterprise resilient leadership mediated by enterprise innovation and moderated by executive incentive, which further enriches the connotation of the theory of resilient leadership.

5.3.2 Practical Implications

This study takes 500 enterprises as a sample to make an empirical study on the relationship between enterprise leadership, enterprise innovation, executive incentive and sustainable business performance in China.H1mentioned that through the resilient management model, the company has stimulated the atmosphere of employees at all levels to participate in innovation and cooperative innovation.H2 mentioned the better resilient leadership is, the more sustainable business performance happens.H3 mentioned the better enterprise innovation is, the more sustainable business performance happens. H4 mentioned enterprise innovation plays a mediating role between resilient leadership and sustainable business performance. H5 indicated that executive motivation plays a positive regulatory role between resilient leadership and enterprise innovation.H6 indicated that executive motivation plays a positive regulatory role between flexible leadership and sustainable business performance.The value based leadership literature believes that the higher the level of sharing and recognition of the values that leaders believe in and incorporate into the organizational culture, the more effective their

leadership behavior will be, and the higher their business performance will be, especially in the crisis and uncertain environment. So establish leadership values and maintain an optimistic and upward spirit.Therefore, enterprise managers should actively create a good working atmosphere , strive to build a learning organization, good executive incentives systems which will effectively improve the innovation ability of the enterprise and improve sustainable business performance.

5.4 Limitations of the Study

Although this study has achieved some significant empirical results and theoretical progress, due to various factors, there are still some shortcomings that need to be gradually improved in future research work.

First of all, due to the large number of questionnaires used in this study, the subjects need to take a long time to fill in, and there is no on-site supervision, so the authenticity of the data is biased; Secondly, this study selects cross-sectional data at a certain time point, but because work-family balance and leader-member exchange are dynamic processes that will migrate over time, future research can try longitudinal research; Thirdly, the measurement of each variable in this study is from the self-assessment questionnaire, and there may be common method deviation. The follow-up research should adopt the idea of multi-method and multi-source measurement, for example, combining the questionnaires of superiors, subordinates and colleagues, to control the source of common method deviation from a procedural perspective.

Secondly, the problem of sample allocation. Due to human, financial, and research feasibility considerations, the sample distribution in this article is mainly concentrated in Jiangxi Province, China. Although the overall number of samples meets the requirements of statistical analysis, the coverage from the perspective of geographical distribution is not enough. I hope that future research can expand the coverage of the sample, so as to enhance the generality of the research conclusions in this paper. During the operation of resilient leadership, the relationship between resilient leadership and relevant factors will change over time. However, due to the limitation of time, this study did not carry out a longitudinal study with a certain time span, but a cross-sectional study mainly using the questionnaire method. Such a research method is not enough to deeply

understand such complex issues as leadership behavior. Therefore, it is necessary to strengthen the longitudinal research with a certain time span in order to obtain more complete research results.

In addition, the measurement of research variables has limitations. Although the scale used in this paper is based on the mature scale, there may still be a large difference between the scale items and the actual situation of the enterprise, which makes the research results to some extent cannot truly reflect the objective reality.

Finally, there are limitations in the selection of regulatory variables. In addition to Executive incentive, there are other regulatory variables inside or outside the enterprise that will affect the relationship between resilient leadership and enterprise innovation and sustainable business performance. This paper only selects the internal variable of the enterprise that has the most direct impact - Executive incentive to measure. Therefore, other regulatory variables that may affect the relationship between the above variables can be considered to be included in the research scope in the future.

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APPENDICES

APPENDIX A

Letter of Introduction for The Delivery Questionnaire

Dear respondent

I am a student of RMUTT University, Faculty of Business, in the Third year.

In our effort to investigate *the influence of resilient leadership on sustainable business performance through innovation – the moderating role of executive incentives,* I would like to kindly invite you to participate in a quick survey and answer to the best of your knowledge.

Your participation is voluntary, and your answer is anonymous; please do not sigh your name on this document. The answers will be analyzed as a group and not individually. Be assured, the answers will be kept confidential.

This survey will take approximately 10-15 minutes. Please answer the questions the best you can.

I really appreciate your time and genuine feedback.

Thank you!

Yours sincerely,

ShuHua,Nan

Directions: *Please indicate your answer for each of the following statements by placing the "√" mark in the box of your answer.*

Part I: Demographic Factors

1. Are you currently working in a manufacturing enterprise in Jiangxi province in China?
   - ☐ Yes
   - ☐ No

2. Are you currently working in a senior executive position?
   - ☐ Yes
   - ☐ No

3. Gender:
   - ☐ Male
   - ☐ Female

4. Age:
   - ☐ 30 - 35
   - ☐ 36 - 40
   - ☐ 41 - 45
   - ☐ 46 - 50
   - ☐ 51 - 55

5. Highest Education:
   - ☐ Bachelor's degree
   - ☐ Master's degree
   - ☐ Doctoral Degree
   - ☐ Other.

6. Working experience:
   - ☐ 5 years or less
   - ☐ Between 6 to 10 years
   - ☐ Between 11 to 15 years
   - ☐ Over 15 years

7. Period working in the current company:
   - ☐ 5 years or less
   - ☐ Between 6 to 10 years
   - ☐ Between 11 to 15 years
   - ☐ Over 15 years

8. Resilient Leadership Assessment questions.

Please answer the following questions by circling the relevant number

1= Never, 5= Yes, always

What kind of leader do you see yourself as?

1	I am realistic optimism	1	2	3	4	5
2	I am cognition and flexibility	1	2	3	4	5
3	I am always inspired and team building.	1	2	3	4	5
4	I am a person with high **Innovation capacity.**	1	2	3	4	5
5	**I always keep the good customer-supplier relationship**	1	2	3	4	5

Part 2: Resilient Leadership

Factors	Likert Scale				
	Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
Realistic optimism （How do you think leaders can be optimistic?）					
1.I think leaders should always balance out negative and positive things in stressful situations.					
2.I think leaders should always encourage their followers to explore opportunities instead of criticizing failure.					
3.I think managers should always combine positive attitude with an honest evaluation of the challenges meet along the path.					
4.In my opinion,the leader should be attentive or appreciate their life in the now.					
5.As for me,The leader should be the ability to refute gloomy notions.					
Cognition and flexibility （What do you think about Cognition and flexibility?）					
6.I think cognitive flexibility is important both on a micro and a macro scale in the workplace.					

7.I think Cognitive flexibility allows you to juggle multiple concepts at once and improve your cognitive function.					
8.I think cognition flexibility helps navigate from a task to another easily increasing efficiency.					
9..In my opinion,Cognitive flexibility helps to achieve gradually.					
10.In my opinion,Cognitive flexibility helps to encourage for using creative problem-solving.					
Inspiration and team building	**（What does Inspiration and team building do?）**				
11.I think a good leader encourages its team to respect trust and care for each.					
12.I think team buildings are an important activity that motivates company's staff.					
13.I think Inspiration and team building have the positive side-effect of improving skills related to collaboration.					
14.In my opinion Inspiration and team building are essential to modify the prevailing behaviors and attitudes in the company.					

15.In my opinion Inspiration and team building are essential for organizational team development.					
Innovation capacity	**（How do companies tap Innovation capacity?）**				
16.In my opinion ,Companies should always improve on their capabilities and resources.					
17.In my opinion ,Companies should always explore and exploit opportunities for developing new products to meet market needs.					
18.I think companies should always encourage customers to leave honest reviews.					
19.I think companies should have a strategy, cooperation, and culture as the characteristics of innovation capabilities.					
20.I think companies should conduct a literature study of the innovation process.					
Customer supplier relationship	**（How to improve Customer supplier relationship?）**				
21.In my opinion,Companies must always work to improve the relationship with their suppliers.					
22.I think Leadership should always work to create a win-win relationship with their suppliers.					

23.I think Customer supplier contract should clearly mention price, quantity, payment terms, delivery etc.					
24.I think Companies should continuously develop cost efficiency, efficacy, enabling technology, and greater competitiveness					
25.I think Companies should enhance customer-supplier interactions continuously.					

Part 3: Enterprise Innovation

Factors	**Likert Scale**				
	Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
Process innovation （How do you view Process innovation?）					
26.As for me,Management commitment is one of the most important success factors in enterprise innovation.					
27.In my opinion,Process innovation have a great contribution to sustainable business performance.					
28.In my opinion,A company should constantly benchmark its processes to be more efficient.					

29.I think Process innovation helps to change the structural work procedures, decrease costs, increase quality, and gain other benefits.					
30.In my opinion Process innovation helps to gain a competitive edge by implementing solutions that minimize production or operating costs.					
Product/service innovation	**（How to develop Product/service innovation?）**				
31.In my opinion Companies should always look for new ways to create value for their customers.					
32.In my opinion,There should be no cost compromise in creating the best products and services for customers.					
33.I think New products involve making something that solves a problem in a new and exciting way.					
34.I think Companies should look away a reinvent procedures.					
35.In my opinion Companies should be feasible to innovate without damaging current companies.					
Strategic innovation	**（How to develop Strategic innovation?）**				
36.In my opinion Companies should always reinvent and redesign their corporate strategies to adapt to new challenges and threats.					

37.As for me Companies should always look for new ways to generate revenue for its shareholders and stakeholders.					
38.I think Strategic innovation is essential for organizations to adapt to the speed of technology change.					
39.I think Companies should improve a firm's strategic innovation process for long-term viability.					
40.I think Companies should have strategic innovation skills and an entrepreneurial mentality.					
Technological innovation	**（How to view Technological innovation?）**				
41.I think Adopting new technological innovation in an organization helps deliver on customer commitments faster.					
42.I think New technologies help managers be more task oriented.					
43.I think Innovative technologies help a team be more productive.					
44.I think Adopting new technological innovation in an organization helps the financial, personnel, and infrastructural needs are valued.					

45.I think Adopting new technological innovation in an organization helps to provide an extra potential profit to secure long-term property.					
Marketing innovation	**（What is the role of Marketing innovation？）**				
46.I think automation plays a crucial role in the marketing pipeline.					
47.As for me ,Implementing new marketing tools and methods can help streamline the marketing funnel of an organization.					
48.I think new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing help generate new leads faster.					
49.I think marketing innovations help customer needs better, open up new markets, and increase the firm’s sales.					
50.I think rebranding is one innovative marketing to launch a product and interest potential customers.					

Part 4: Sustainable Business Performance

Factors	Likert Scale				
	Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
Economic performance （How do you measure Economic performance?）					
51.I think Corporate leadership should focus on achieving their economic goals to all costs.					
52.I think The economic performance of a firm is a function of its success in producing benefits for its owners.					
53.In my opinion,Economic performance can be achieved through product/service innovation.					
54.I think Shareholders and investors use economic performance to gauge financial performance.					
55.I think Corporate leadership should properly use RoE, RoA, the Price-Earnings ratio, and Tobin's Q for performance evaluation.					
Environmental performance （How do you measure Environmental performance?）					
56.I think Companies should focus more on reducing resource consumption, waste generation and emissions.					

57.As for me ,Reporting environmental performance can have a positive impact on sales					
58.I think Investors are increasingly looking at the environmental performance of businesses when they make investment decisions.					
59.In my opinion,Companies should certify by corporate environmental performance assessment standards such as International Organization for Standardization (ISO).					
60.I think Companies should use green indicator systems at all stages of the manufacturing process.					
Social Performance	**（How do you measure Social Performance?）**				
61.I think Leaders and companies should always commit to transparency and mission fulfillment, and its practical benefits to industry stakeholders.					
62.I think Organization leaders should always identify and improve lower performing areas of its portfolio or organizational structure.					
63.I think Leaders must work to making an organization's social mission a reality, whatever that mission is.					

64.I think Companies should focus on economic, social, environmental, voluntariness, and stakeholder.					
65.I think Companies should focus on the concepts, practices, and effects of corporations' connections with people, institutions, organizations, communities, societies, and the environment.					

Part 5: Executive Incentive

（What do you think are the influencing factors of executive Incentive?）

Factors	**Likert Scale**				
	Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
66.I think Corporate executives are often motivated by their incentive compensation.					
67.I think Incentive plays a crucial role in motivating executives to align with company’s goals.					
68.I think Companies should use short- and long-term incentive schemes to keep executives motivated.					

69.I think Companies should focus on both monetary and non-monetary incentives for executive leadership.					
70.I think Bonuses and other forms of incentive compensation are an effective motivator of executives to achieve ever higher earnings per share.					
71.I think Corporate executives are often motivated by their members of the management team.					
72.I think Corporate executives are often motivated by their creation of shareholder value.					

Thank you for your time.Have a good day!

APPENDIX B
Interview Outline

Q1: How do you think resilient leadership affects enterprise innovation?

Q2: How do you think resilient leadership affects sustainable business performance?

Q3: How do you think enterprise innovation affects sustainable business performance?

Q4: In your opinion, what role does enterprise innovation play in the impact of the leadership on sustainable business performance?

Q5: In your opinion, what role does Executive initiative play in the impact of resilient leadership on enterprise innovation and sustainable business performance?

Biography

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