

## DOCTORAL THESIS

### 领导力对创新和业绩的影响: 以中国中小企业为例 苗笑陽

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## 提要

本文在管理文献研究的基础上，构建一个以企业创新为中间变量的理论模型，该模型把企业创新作为企业家领导力和企业业绩的中间变量，同时把企业家的专业技能和管理能力作为企业家领导力与企业创新之间的调节，把市场导向和创新导向作为企业创新与企业业绩的调节变量。

并通过实证研究，印证了前期的理论预设，开拓创新语境下对企业家领导力研究的新领域，同时将企业家的管理能力和专业技能、中小企业的创新导向和市场导向纳入到领导力研究的理论范式中。

本文基于中国本土中小企业领导力研究的理论背景，在研究中首次建立了一个企业家领导力、企业创新能力交叉作用的研究模型，并探索作为调节变量的市场导向、创新导向在中小企业发展过程中的作用。通过实证发现，不同创新环境（企业的市场导向和创新导向）主题下的企业发展问题，通过模型拟合与数据分析，证实了作为调节变量的市场导向和创新导向，作为企业创新与企业发展的中间变量，具有实质性的影响作用。本文同时讨论了研究成果对相关管理理论以及实际工作的启示作用。

**关键词：**中小企业，企业家领导力，企业创新，企业业绩

## **Abstract**

Based on the research of management literature, this paper constructs a theoretical model with enterprise innovation as the intermediate variable, which takes enterprise innovation as the intermediate variable of entrepreneur leadership and enterprise performance. At the same time, the professional skills and management ability of entrepreneurs are taken as the adjustment between entrepreneurial leadership and enterprise innovation, and the market orientation and innovation orientation are taken as the adjustment variables of enterprise innovation and enterprise performance.

Through empirical research, this paper proves the theoretical presupposition of the previous period, explores the new field of entrepreneurship leadership research in the context of innovation, and at the same time integrates the entrepreneur's management ability and professional skills, the innovation guidance and market orientation of small and medium-sized enterprises into the theoretical paradigm of leadership research.

Based on the theoretical background of local SME leadership research, this paper establishes for the first time a research model of the interaction between entrepreneurial leadership and enterprise innovation ability, and explores the role of market orientation and innovation orientation as regulatory variables in the process of SME development. Through empirical results, we find that the problems of enterprise development under the theme of different innovation environments (market orientation and innovation orientation of enterprises) have confirmed the market orientation and innovation orientation as regulatory variables through model fitting and data analysis. As an intermediate variable of enterprise innovation and enterprise development, it has a substantial impact. At the same time, this paper discusses the enlightenment effect of the research results on related management theory and practical work.

**Key words:** small and medium-sized enterprises, entrepreneurial leadership, business innovation, business performance

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