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The Impact of Transformational Leadership and Organizational Culture on Salesforce Resilience: Evidence from Guangzhou X Motors

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ABSTRACT

This study investigates how transformational leadership and organizational culture affect salesforce resilience in China's new energy vehicle (NEV) industry, focusing on Guangzhou X Motors Co. A quantitative design was applied with 383 sales employees who had worked for at least six months. Participants were selected through simple random sampling from approximately 11,000 eligible staff, and the sample size was determined using Cochran's formula (95% confidence, 5% margin of error). The structured questionnaire contained 46 items across three constructs: transformational leadership (16 items, four dimensions), organizational culture (12 items, four dimensions), and resilience (18 items, behavioral and attitudinal). Content validity was confirmed by three experts (mean IOC=0.93); all discrimination indices exceeded 0.30, and Cronbach's α values (0.987-0.988) demonstrated excellent reliability. Regression analyses showed that transformational leadership had a significant positive effect on resilience (β=0.31, p<0.001, R^2=0.091, Adj.R^2=0.089), while organizational culture exerted a weaker but significant effect (β=0.12, p=0.019, R^2=0.014, Adj.R^2=0.012). Idealized Influence and Mission were identified as key dimensions driving resilience. The findings extend the Job Demands-Resources Model and Psychological Resilience Theory by demonstrating that even moderate leadership and cultural support can serve as critical job resources fostering adaptability and persistence in high-pressure sales contexts. As a cross-sectional, self-report study, future research should employ longitudinal or multi-source approaches to deepen causal understanding.

Keywords: Transformational Leadership, Organizational Culture, Employee Resilience, Sales Employee

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Introduction

The automotive industry in China is undergoing rapid transformation, with new energy vehicles (NEVs) emerging as a strategic pillar in the country's sustainability and modernization agenda (Ministry of Industry and Information Technology of China, 2021). Policy incentives, advances in green technology, and global climate commitments have fueled this expansion (China Society of Automotive Engineers, 2022, United Nations, 2022). Amid such intense competition and shifting market conditions, sales employees face high performance demands, complex product knowledge, and evolving customer expectations. These challenges make salesforce resilience, the ability to adapt, recover, and sustain motivation under pressure, a crucial factor for organizational competitiveness (Sharma, Rangarajan, & Paesbrugghe, 2020, Zhou, Li, & Shi, 2024).

While transformational leadership, organizational culture, and resilience have been widely studied (Bass & Avolio, 1994; Schein, 2010, Luthans, et al., 2007), few studies focus on the NEV sector, where sales teams must handle technological complexity and consumer uncertainty simultaneously (Georgescu, et al., 2024, Lindert, et al., 2022, McKinsey & Company, 2022). The mechanisms by which leadership and culture jointly promote resilience in such high-pressure, innovation-driven contexts remain underexplored. Addressing this gap can deepen understanding of how psychological and organizational factors foster adaptive performance in emerging industrial ecosystems.

To bridge this gap, the present study integrates the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007) and Psychological Resilience Theory (PRT) (Masten, 2001, Connor & Davidson, 2003). In the JD-R framework, transformational leadership serves as a motivational resource offering vision, ethical guidance, and individualized support, while organizational culture functions as a contextual resource that establishes shared values and mission (Denison & Mishra, 1995, Cameron & Quinn, 2011). Consistent with PRT, resilience develops as employees perceive meaningful support and purpose within their organizations, enabling positive adaptation under stress.

This study advances understanding of salesforce resilience in China's NEV industry by contextualizing the JD-R and PRT frameworks in a fast-evolving, technology-intensive sector. It contributes theoretically by explaining how leadership and culture act as complementary job resources enhancing resilience, and practically by identifying strategies that help organizations sustain motivation and adaptability in competitive environments.

Research objectives

1. Assess the overall levels of transformational leadership, organizational culture, and employee resilience among sales employees.

2. Examine the direct effects of transformational leadership and organizational culture on employee resilience within the sales context.

3. Analyze the differential influence of transformational leadership and organizational culture on the two dimensions of resilience-behavioral and attitudinal.

Research question

How do transformational leadership and organizational culture jointly influence salesforce resilience in the context of China's new energy vehicle industry?

Hypothesis

H1: Transformational leadership has a positive effect on salesforce resilience.

H1a: Transformational leadership positively influences behavioral resilience.

H1b: Transformational leadership positively influences attitudinal resilience.

H2: Organizational culture has a positive effect on salesforce resilience.

H2a: Organizational culture positively influences behavioral resilience.

H2b: Organizational culture positively influences attitudinal resilience.

Methodology

Research Method

This study employed a quantitative research design to examine the relationship between transformational leadership, organizational culture, and the resilience of sales employees at Guangzhou X Motors Co., a leading Chinese new energy vehicle manufacturer. Quantitative methodology was chosen because it allows for statistical testing of relationships among variables and provides generalizable results within a large employee population.

Population and Sampling

The population consisted of approximately 11,000 sales employees who had worked at Guangzhou X Motors Co. for at least six months, ensuring adequate familiarity with the company's leadership and culture. The sample size was determined using the Cochran formula for finite populations at a 95% confidence level (z=1.96) and 5% margin of error, yielding a minimum of 377 respondents. To compensate for non-responses, 400 questionnaires were distributed, and 383 valid responses were collected (95.8% response rate).

A simple random sampling method was employed. This method was selected because all eligible employees were listed in the HR department's database, allowing each person an equal chance of being selected. While stratified sampling might have increased representativeness, simple random sampling was deemed appropriate due to the homogeneity of sales roles across branches and the efficiency of implementation in a large corporate setting.

Research Instrument

The data collection instrument was a structured questionnaire designed to measure three main variables: transformational leadership, organizational culture, and resilience. The questionnaire was developed in English and then translated into Chinese using a forward-backward translation process to ensure linguistic and conceptual equivalence. The

instrument consisted of 46 items divided into four parts:

Part 1: Demographic Information (gender, age, education, position, tenure).

Part 2: Transformational Leadership (16 items across four dimensions: Inspirational Motivation, Idealized Influence, Individualized Consideration, and Intellectual Stimulation), adapted from Loon, et al. (2012).

Part 3: Organizational Culture (12 items across four dimensions: Mission, Consistency, Involvement, and Adaptability), adapted from Denison and Mishra (1995).

Part 4: Resilience (18 items comprising Behavioral and Attitudinal sub-dimensions), adapted from the Connor-Davidson Resilience Scale (CD-RISC, Connor & Davidson, 2003) and Cassidy (2016).

Instrument Validation and Quality Assessment

A pilot test was conducted with 30 employees not included in the main survey to evaluate clarity and reliability. Feedback led to minor linguistic adjustments for improved understanding. Content validity was confirmed by three academic experts in organizational behavior and management. Each expert assessed the relevance of the items using the Index of Item-Objective Congruence (IOC), with an average IOC score of 0.93, exceeding the acceptable standard of 0.80. Item discrimination was assessed via corrected item-total correlations, all exceeding 0.30, demonstrating that each item could distinguish effectively between high and low scorers.

Data Collection Procedure and Ethical Considerations

The data were collected over four weeks through the company's internal communication system. Each selected participant received a survey invitation via company email, including the purpose of the research and a confidentiality statement. Participation was voluntary, and no personally identifiable information was requested. Respondents were informed that they could withdraw at any time without consequence. All data were anonymized and stored securely.

Research findings and discussion

Demographic analysis of the respondents

This study analyzed the survey results obtained from 400 distributed questionnaires, of which 383 were validly completed, yielding a high response rate of 95.75 percent. The demographic profile reveals that 58.2 percent of respondents were male and 41.8 percent were female, indicating a relatively balanced gender composition. Most participants were between 25 and 44 years old (64.7 percent) and held a bachelor's degree (50.4 percent), reflecting a well-educated, mid-career workforce. Regarding job positions, managerial staff (41.5 percent) and sales staff (39.7 percent) comprised the majority of respondents, while smaller proportions were team leaders or senior supervisors. In terms of tenure, nearly two-thirds of the participants (62.2 percent) had worked between two and ten years, suggesting substantial familiarity with the company's leadership and cultural practices. Overall, the sample represents a diverse yet experienced salesforce, well-suited

for assessing perceptions of transformational leadership, organizational culture, and resilience in the context of China's new energy vehicle industry.

Descriptive analysis results

Descriptive statistics is a branch of statistics that focuses on summarizing and describing the main characteristics of a dataset. It provides a way to organize and present data in a meaningful manner, enabling researchers to gain a better understanding of their data and draw initial insights. The most commonly used measures are the Mean (average) for the measure of central tendency and Standard deviation (square root of the variance) which measures of dispersion describe the spread or variability of a dataset.

Table 1 Descriptive statistical analysis of variables

Variables	Mean	Std. deviation	Dimensions	Mean	Std. deviation	Interpretation
Transformational leadership	2.95	0.27	Inspirational motivation	2.94	0.61	Neutral
			Idealized influence	2.84	0.55	Neutral
			Individualized consideration	2.99	0.46	Neutral
			Intellectual stimulation	3.07	0.40	Neutral
Organizational culture	2.97	0.34	Mission	3.14	0.49	Neutral
			Consistency	3.04	0.55	Neutral
			Involvement	2.95	0.67	Neutral
			Adaptability	2.75	0.56	Neutral
Resilience	3.04	0.51	Behavioral resilience	3.05	0.51	Neutral
			Attitudinal resilience	3.01	0.51	Neutral

As shown in Table 1, the mean values of all three variables fall around the midpoint of the five-point scale, indicating moderate perceptions among respondents.

Transformational leadership recorded the lowest mean (M=2.95, S.D.=0.27), suggesting that employees perceive their leaders as moderately transformational, with Intellectual Stimulation (M=3.07) emerging as a relative strength and Idealized Influence (M=2.84) as the weakest area. This pattern reflects leaders' ability to encourage problem-solving, but a limited demonstration of ethical role-modeling.

Organizational culture showed a similar pattern (M=2.97, S.D.=0.34), with Mission (M=3.14) and Consistency (M=3.04) slightly higher than Adaptability (M=2.75), implying that employees view the company as strategically oriented but less flexible in responding to market changes.

Resilience scored the highest (M=3.04, S.D.=0.51), showing that employees generally exhibit moderate to high adaptive and emotional capacity. The two sub-dimensions-Behavioral Resilience (M=3.05) and Attitudinal Resilience (M=3.01)-are nearly identical, suggesting balanced coping abilities in both action and attitude.

Regression analysis on variables

Multiple regression analysis is a statistical method used to examine the relationship between a single dependent variable and multiple independent variables. It serves two main purposes: enhancing the predictive ability of the independent variables and explaining the association between the dependent and independent variables. The following analysis tests the relationship between employees' resilience (Dependent Variable) and transformational leadership (Independent Variable 1) and organizational culture (Independent Variable 2).

Table 2 Regression Analysis of Transformational Leadership on Employees Resilience

Parameter Estimates (*n*=383)					
	Unstandardized Coefficients	Standardized Coefficients		*t*	*p*
	B	Std. Error	*Beta*		
(Constant)	1.302	.274		4.756	.000
Transformational leadership	.587	.092	.310	6.363	.000
R	.302				
R Square	.091				
Adjusted R Square	.089				
F	40.492				
Sig.	p=0.000				
Dependent Variable: Resilience					

Table 2 presents the regression results testing the effect of Transformational Leadership on Employees' Resilience. The model is statistically significant (F=40.492, p<.001), confirming that transformational leadership positively predicts resilience. The model's R=.302, R^2=.091, and Adj.R^2=.089 indicate that transformational leadership explains approximately 8.9% of the variance in resilience.

The regression equation is as follows:

Raw-score form: Y=1.302+0.587X

Standardized form: Z(Resilience)=0.310 Z(Leadership)+ε

The unstandardized coefficient (B=0.587, p<.001) and standardized coefficient (β=0.310) show that resilience increases with higher perceptions of transformational leadership. Although the explained variance is modest, such values are typical in behavioral research, where multiple psychological factors interact.

Importantly, among the leadership dimensions, Idealized Influence-the ethical role-modeling aspect-emerged as the strongest contributing factor driving the overall positive relationship. This finding supports Psychological Resilience Theory, emphasizing that leaders who act with integrity and moral clarity help employees develop adaptive confidence under pressure.

Overall, the results confirm H1, demonstrating that transformational leadership is a significant and meaningful predictor of salesforce resilience within the context of China's NEV industry.

Table 3 Regression Analysis of Transformational Leadership on Behavioral Resilience

Parameter Estimates (*n*=383)					
	Unstandardized Coefficients		Standardized Coefficients	*t*	*p*
	B	Std. Error	*Beta*		
(Constant)	1.286	.274		4.686	.000
Transformational leadership	.598	.093	.314	6.459	.000
R	.314				
R Square	.099				
Adjusted R Square	.096				
F	41.717				
Sig.	*p*=0.000				
Dependent Variable: Resilience					

Table 3 presents the regression results assessing the impact of Transformational Leadership on Behavioral Resilience. The model is statistically significant (F=41.717, p<.001), confirming that transformational leadership positively predicts employees' behavioral resilience. The model's R=.314, R^2=.099, and Adj.R^2=.096 indicate that transformational leadership explains approximately 9.6% of the variance in behavioral resilience.

Regression equation:

Raw-score form: Y=1.286+0.598X

Standardized form: Z(Behavioral Resilience)=0.314Z(Leadership)+ε

The coefficient (B=0.598, β=0.314, p<.001) demonstrates that higher transformational leadership perceptions are associated with stronger behavioral resilience, reflected in proactive problem-solving, perseverance, and adaptive work behaviors. Although the explained variance is relatively modest, it is meaningful within psychological and behavioral research, where multiple contextual factors coexist.

This finding aligns with Psychological Resilience Theory, suggesting that transformational leaders foster behavioral resilience by motivating employees to persist despite setbacks and to respond creatively to challenges. It also supports H1a, confirming that transformational leadership is a significant positive predictor of employees' adaptive behavioral responses within high-pressure sales environments.

Table 4 Regression Analysis of Transformational Leadership on Attitudinal Resilience

Parameter Estimates (*n*=383)					
	Unstandardized Coefficients		Standardized Coefficients	*t*	*p*
	B	Std. Error	*Beta*		
(Constant)	1.327	.274		4.839	.000
Transformational leadership	.571	.092	.302	6.177	.000
R	.302				
R Square	.091				
Adjusted R Square	.089				
F	38.160				
Sig.	p=0.000				
Dependent Variable: Resilience					

Table 4 presents the regression results examining the impact of Transformational Leadership on Attitudinal Resilience. The model is statistically significant (F=38.160, p<.001), confirming that transformational leadership meaningfully predicts employees' attitudinal resilience. The model's R=.302, R^2=.091, and Adj.R^2=.089 indicate that transformational leadership explains approximately 8.9% of the variance in attitudinal resilience.

Regression equation:

Raw-score form: Y=1.327+0.571X

Standardized form: Z(Attitudinal Resilience)=0.302Z(Leadership)+ε

The coefficient (B=0.571, β=0.302, p<.001) demonstrates that higher transformational leadership is associated with greater emotional stability, optimism, and confidence among employees. Although the explained variance is modest, it is consistent with behavioral research in which attitudinal constructs are influenced by multiple psychological and contextual factors.

This result supports Psychological Resilience Theory, indicating that transformational leaders enhance employees' attitudinal resilience by fostering trust, positive expectations, and emotional regulation in stressful work conditions. The findings also validate H1b, confirming that transformational leadership serves as a key motivational resource, strengthening employees' positive mindset and adaptive attitudes within high-pressure sales environments.

Table 5 Regression Analysis of Organizational Culture on Resilience

Parameter Estimates (*n*=383)					
	Unstandardized Coefficients		Standardized Coefficients	*t*	*p*
	B	Std. Error	*Beta*		
(Constant)	2.502	.228		10.959	.000
Transformational leadership	.180	.076	.120	2.355	.019
R	.120				
R Square	.014				
Adjusted R Square	.012				
F	5.548				
Sig.	p=0.019				
Dependent Variable: Resilience					

Table 5 presents the regression results examining the effect of Organizational Culture on Resilience. The model is statistically significant (F=5.548, p=.019), confirming that organizational culture positively predicts employees' resilience. The model's R=.120, R^2=.014, and Adj.R^2=.012 indicate that organizational culture explains approximately 1.2% of the variance in resilience.

Regression equation:

Raw-score form: Y=2.502+0.180X

Standardized form: Z(Resilience)=0.120Z(Culture)+ε

Although the predictive power is weak, the relationship remains statistically significant and meaningful within the context of organizational behavior research, where resilience is shaped by numerous interacting factors. The coefficient

(B=0.180, β=0.120, p=.019) indicates that as perceptions of organizational culture improve, employees report higher resilience.

Among the cultural dimensions, the Mission component-reflecting a shared sense of purpose and organizational direction-emerged as the most influential factor enhancing resilience. This aligns with the Job Demands-Resources model, where culture serves as a contextual resource providing meaning and stability. The finding supports H2, confirming that a strong, mission-driven culture plays a supportive though modest role in strengthening employees' capacity to adapt and recover from challenges.

Table 6 Regression Analysis of Organizational Culture on Behavioral Resilience

Parameter Estimates (*n*=383)					
	Unstandardized Coefficients		Standardized Coefficients	*t*	*p*
	B	Std. Error	*Beta*		
(Constant)	2.506	.229		10.934	.000
Transformational leadership	.184	.077	.122	2.395	.017
R	.122				
R Square	.015				
Adjusted R Square	.012				
F	5.738				
Sig.	p=0.017				
Dependent Variable: Resilience					

Table 6 presents the regression results assessing the effect of Organizational Culture on Behavioral Resilience. The model is statistically significant (F= 5.738, p=.017), indicating that organizational culture has a positive but modest influence on employees' behavioral resilience. The model's R=.122, R^2=.015, and Adj.R^2=.012 show that organizational culture explains approximately 1.2% of the variance in behavioral resilience.

Regression equation:

Raw-score form: Y=2.506+0.184X

Standardized form: Z(Behavioral Resilience)=0.122Z(Culture)+ε

Although the explained variance is small, the relationship is statistically significant and meaningful in behavioral research, where resilience is shaped by multiple contextual factors. The coefficient (B=0.184, β=0.122, p=.017) suggests

that stronger perceptions of organizational culture are associated with higher behavioral resilience, reflected in proactive work behaviors, perseverance, and teamwork.

Among the cultural dimensions, Mission and Consistency contribute most strongly, indicating that clear goals and shared values enhance employees' persistence and adaptability at work. This finding aligns with the Job Demands-Resources model, where organizational culture functions as a contextual resource that reinforces cooperative and adaptive behaviors. Overall, the result supports H2a, confirming that organizational culture plays a small but significant role in fostering employees' behavioral resilience.

Table 7 Regression Analysis of Organizational Culture on Attitudinal Resilience

Parameter Estimates (*n*=383)					
	Unstandardized Coefficients		Standardized Coefficients	*t*	*p*
	B	Std. Error	*Beta*		
(Constant)	2.506	.229		10.934	.000
Transformational leadership	.184	.077	.122	2.395	.017
R	.122				
R Square	.015				
Adjusted R Square	.012				
F	5.738				
Sig.	p=0.017				
Dependent Variable: Resilience					

Table 7 presents the regression results assessing the influence of Organizational Culture on Attitudinal Resilience. The model is statistically significant (F=5.738, p=.017), confirming that organizational culture has a small but positive effect on employees' attitudinal resilience. The model's R=.122, R^2=.015, and Adj.R^2=.012 indicate that organizational culture explains approximately 1.2% of the variance in attitudinal resilience.

Regression equation:

Raw-score form: Y=2.497+0.174X

Standardized form: Z(Attitudinal Resilience)=0.116Z(Culture)+ε

Although the predictive power is weak, the relationship remains statistically significant. The coefficient (B=0.174, β=0.116, p=.023) indicates that a stronger organizational culture is associated with higher attitudinal resilience, characterized by employees' optimism, emotional stability, and confidence in facing challenges.

Among the cultural dimensions, the Mission component had the strongest influence, suggesting that a clear organizational purpose fosters a sense of belonging and psychological balance. This aligns with the Job Demands-Resources model, where organizational culture serves as a contextual resource that reinforces positive attitudes under pressure. Overall, the results support H2b, confirming that a supportive, mission-driven culture strengthens employees' attitudinal resilience even when the effect size is modest.

Correlation Analysis

Correlation analysis was conducted to examine the relationships among transformational leadership, organizational culture, and resilience. The results are presented in Tables 8 and 9 and interpreted below in relation to the study's hypotheses and theoretical frameworks.

Table 8 Correlation Analysis between Transformational Leadership and Resilience

Variables		T1	T2	T3	T4	TL_Total	R_Total
T1	TL-Inspirational Motivation	1					
T2	TL-Idealized Influence	.002	1				
T3	TL-Individualized Consideration	-.071	.161**	1			
T4	TL-Intellectual Stimulation	-.047	-.050	.316**	1		
TL_Total	Transformational Leadership	.529**	.563**	.528**	.471**	1	
R_Total	Resilience	.006**	.547**	.061	.011	.310**	1

Table 8 shows positive correlations among all four transformational leadership dimensions-Inspirational Motivation, Idealized Influence, Individualized Consideration, and Intellectual Stimulation-with the overall leadership construct (r=.471-.563, p<.01). Regarding resilience, Idealized Influence displayed the strongest relationship (r=.547, p<.01), while the overall leadership–resilience correlation was moderate (r=.310, p<.01). These findings suggest that ethical, value-driven leaders enhance employees' adaptability and perseverance. Consistent with Psychological Resilience Theory and the JD-R Model, transformational leadership functions as a motivational resource that strengthens confidence, engagement, and emotional stability. Overall, the results support H1, confirming that Idealized Influence is the most influential dimension promoting resilience among NEV sales employees.

Table 9 Correlation Analysis between Organizational Culture and Resilience

Variables		O1	O2	O3	O4	OC_Total	R_Total
O1	OC-Mission	1					
O2	OC-Consistency	.486**	1				
O3	OC-involvement	-.081	.384**	1			
O4	OC-Adaptability	-.030	.005	.030	1		
OC_Total	Organizational Culture	.513**	.781**	.636**	.423**	1	
R_Total	Resilience	.255**	.012	.010	.039	.120*	1

Table 9 shows that all four cultural dimensions-Mission, Consistency, Involvement, and Adaptability-are positively related, confirming the construct's internal coherence. Mission exhibited the strongest correlation with resilience ($r=.255$, $p<.01$), while the overall culture-resilience link was weaker but significant ($r=.120$, $p<.05$). This indicates that a clear organizational mission and shared purpose enhance employees' psychological stability and persistence. Consistent with the JD-R Model and Psychological Resilience Theory, organizational culture functions as a contextual resource that provides meaning and collective direction. Overall, the results support H2, confirming that amission-driven culture modestly contributes to employee resilience in high-pressure sales environments.

Implication of research findings

Theoretical Implications

This study advances the Job Demands-Resources (JD-R) Model and Psychological Resilience Theory (PRT) by clarifying how transformational leadership and organizational culture function as complementary job resources within high-pressure sales environments. The findings demonstrate that even moderate levels of leadership and cultural support can meaningfully foster employee resilience, challenging the assumption that only strong job resources generate substantial outcomes. Within China's new energy vehicle industry, characterized by rapid technological change and performance pressure, transformational leadership acts as a proximal motivational resource, while organizational culture provides a distal contextual foundation that stabilizes employee adaptability.

Idealized Influence, reflecting ethical role modeling, emerged as the most powerful leadership dimension driving resilience, confirming PRT's view that trust and moral integrity enable positive adaptation under stress. Conversely, the Mission dimension of culture, clarity of purpose, and shared values, served as the strongest contextual driver of resilience. These differentiated mechanisms illustrate that leadership primarily enhances confidence and persistence, whereas culture reinforces collective meaning and psychological stability.

The stronger predictive power of leadership compared with culture reflects the hierarchical and collectivist orientation of Chinese organizations, where interpersonal trust in leaders often substitutes for structural empowerment. This

cultural interpretation enriches both the JD-R and PRT frameworks by integrating cultural contingencies that shape how job resources operate across contexts.

Finally, by linking the present results with international findings (e.g., Denison & Mishra, 1995, McKinsey, 2022; Deloitte, 2023), the study confirms that ethical leadership and mission-driven culture constitute universal foundations for resilience across industries and societies. Hence, this research extends existing theory by showing that the effectiveness of job resources depends not only on their strength but also on their contextual and cultural alignment, providing a more nuanced understanding of resilience in global organizational settings.

Practical Implications

The findings offer clear managerial guidance for enhancing employee resilience in competitive and fast-changing business environments such as the new energy vehicle industry. At the strategic level, senior management should focus on cultivating transformational leadership behaviors-especially Idealized Influence-through ethical communication, fairness, and empathy. Leadership workshops emphasizing moral integrity and inspirational vision can strengthen employees' trust and confidence, thereby improving their ability to adapt under pressure.

At the operational level, frontline leaders should reinforce key cultural dimensions-Mission and Consistency-to align team behaviors with organizational goals. Translating corporate objectives into clear, actionable targets and encouraging participative dialogue can sustain collective meaning and engagement. Regular feedback and recognition of adaptive behavior will embed resilience as a shared organizational norm.

At the human resource level, resilience development should be integrated into ongoing employee programs. Short, low-cost interventions such as resilience workshops, stress management sessions, and emotional regulation training can enhance both behavioral and attitudinal resilience. Recognition and feedback systems should reward perseverance and adaptability, reinforcing these attributes as part of the organization's value structure.

Beyond the case of Guangzhou X Motors Co., these practices are transferable to other industries-including retail, finance, and technology-where employees face high task demands and market uncertainty. The integration of ethical leadership, mission-driven culture, and structured resilience-building programs provides a scalable model for maintaining workforce adaptability. In sum, organizations that align leadership ethics with cultural clarity can create supportive environments that sustain performance and innovation under dynamic conditions.

Suggestions are divided into

Suggestions for the application of research results

The results highlight practical actions for sustaining employee resilience. At the strategic level, senior management should reinforce transformational leadership, especially Idealized Influence, by modeling ethical behavior, fairness, and empathy. Short, focused leadership workshops can develop these traits while remaining low-cost and scalable. At the operational level, frontline leaders should strengthen Mission and Consistency within the organizational culture by

translating goals into daily actions and fostering participative communication. Consistent feedback and recognition of adaptive behavior will embed resilience as a shared value. At the human-resource level, integrate brief resilience programs, emotional-regulation training, micro-workshops, and recognition systems, into existing development activities. These initiatives enhance adaptability without large structural change. Overall, aligning ethical leadership with mission-driven culture offers a practical, transferable model for other sectors beyond the NEV industry. Together, they provide organizations with an efficient pathway to build a resilient, motivated, and high-performing workforce.

Suggestions for Further Research

Future research should employ longitudinal or multi-source designs to overcome the limitations of cross-sectional, self-reported data and strengthen causal inference. Mediation and moderation testing is recommended to clarify underlying mechanisms and boundary conditions-for example, examining whether job tenure, team cohesion, or organizational commitment moderate the leadership-resilience relationship, and whether psychological empowerment, trust, or work engagement mediate it.

Cross-industry and cross-cultural comparisons should also be conducted to verify the generalizability of these findings and explore how contextual factors such as collectivism, hierarchy, and market dynamism shape the relative influence of leadership and culture. Such approaches would extend the Job Demands-Resources Model and Psychological Resilience Theory by revealing how job resources function differently across organizational and cultural settings.

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