



Influence of Entrepreneurial Orientation on Leadership Style, Flexibility and Technology Adoption to Perceived Success by Employees of Xpeng Motors, Guangzhou

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ABSTRACT

This study examines the relationship between entrepreneurial orientation and the level of perceived success among employees of Xpeng Motors, Guangzhou. In addition, the effect of organizational culture is examined as a mediator that influences the relationship. This study is conducted among 286 employees within a variety of different departments and levels including the top-level management, mid senior and entry level of Xpeng Motors, Guangzhou. The study had an 88.11% response rate, showing an acceptable level of participant interest and giving a sizable dataset for research. Set of questionnaires were used as a method to collect the data and analyzed by using statistical software of Statistical Package for the Social Sciences (SPSS). Respondents perceived a modest level of entrepreneurial orientation, organizational culture, and employees' perceived success. Respondents' judgments varied in relation to the variables associated to entrepreneurial orientation and organizational culture. There were significant positive relationships between employees perceived success and innovativeness, risk-taking, and proactiveness. There was also a substantial positive association between risk-taking and proactiveness. These findings imply that more success relates to greater degrees of innovativeness, risk-taking, and proactiveness, emphasizing the necessity of developing an innovative culture. The study's regression model revealed a strong positive relationship between independent variables (entrepreneurial orientation) and the dependent variable (employees' perceived success), suggesting innovativeness, risk-taking, and proactiveness had substantial positive effects on employees' perceptions of their own success. Overall, the findings indicate that promoting entrepreneurial orientation, nurturing an innovative culture, and encouraging risk-taking and proactiveness can have a positive effect on organizational innovation performance and employees' perceptions of their own success. These findings offer important insights for future research and discussions on the relationships and implications of organizations.

Keywords: *Entrepreneurial orientation, perceived success, leadership style, flexibility, technology adoption*

1. Introduction

Entrepreneurship drives global economic and social development. In recent years, automotive companies have struggled more to remain competitive and meet the changing requirements of their customers, resulting in an increase in entrepreneurship. Entrepreneurial orientation (EO) is required for successful businesses. A company's EO shows its readiness to take chances, be proactive, and innovate (Huang & Wang, 2011). EO includes risk-taking, proactiveness, inventiveness, competitive aggressiveness, and autonomy (Huang et al., 2022). These traits show a company's propensity to take chances, capitalize on opportunities, develop new goods or processes, compete aggressively, and operate independently. EO has a considerable impact on business performance, particularly in highly competitive and constantly changing industries. Strong EOs foster innovation, product creation, market expansion, and growth. EO can impact leadership style, adaptability, and technology uptake (Weinzimmer et al., 2021). This could influence the company's profitability. EO encourages visionary, bold, and innovative transformational leadership. This leadership style encourages people to be imaginative and take risks, establishing an open-minded and adaptive atmosphere. Flexible organizational cultures are commonly connected with EO since entrepreneurial organizations are more adaptable. Entrepreneur-founded businesses are more likely to adopt new technologies that improve operational efficiency, effectiveness, and competitiveness.

Xpeng Motors, a producer of electric vehicles, was founded in Guangzhou in 2015. The objective of the company is to create intelligent, energy-efficient, and enjoyable-to-drive electric. Xpeng Motors has quickly grown to become one of China's leading EV producers. The company has received significant finance from domestic and foreign investors for its successful electric vehicles, such as the G3 SUV and P7 sedan (Hossain et al., 2022). Xpeng Motors has long been one of China's most successful electric vehicle manufacturers. Xpeng Motors' products and services are innovative, which is a critical component of an entrepreneurial attitude (Graham & Brungard, 2022). The company has made substantial efforts in research and development, which has resulted in the creation of a few revolutionary electric car models. To boost performance and safety, Xpeng Motors has integrated AI and autonomous driving into its electric vehicles (Abo-Khalil et al., 2022). Given the high entrepreneurial orientation of Xpeng Motors and the lack of such study in the China's EV's sector, this study therefore aims to examine the relationship between entrepreneurial orientation and the success of Xpeng Motors in Guangzhou.

1.2 Problem Statement

Many Chinese manufacturers have been drawn by the rapid growth of China's electric vehicle (EV) industry. Entrepreneurship is required for successful electric vehicle startups. Because of government assistance, technological advancements, and altering customer preferences, the Chinese EV market has risen rapidly (Wang et al., 2023). The Chinese government has launched a few measures aimed at increasing the production and consumption of new energy vehicles (NEVs). Subsidies, tax discounts, and fuel and pollution limitations are all part of these programs (Hossain et al., 2022). These laws have reduced the price of NEVs, increasing customer demand. Chinese companies have made large investments in R&D to increase electric car performance, range, and technologies such as solid-state batteries (Li et al., 2018). The climate issue urged Chinese government's initiatives to encourage EVs' expansion to reduce carbon emissions. The

government's recent statement that subsidies were phased out in favor of a carbon credit program has raised regulatory uncertainty in the sector (Graham & Brungard, 2022). To remain competitive in the face of increased technological progress and innovation in the EV market, businesses must be proactive and willing to take risks. The electric car business is affected by frequent changes in government legislation. Entrepreneurial enterprises can respond more swiftly to changing regulatory environments (Weiss et al., 2019). They must also be more proactive in collaborating with government stakeholders and developing policies that benefit the industry.

1.2.1 Research Questions

There are three research questions formulated by researchers as follow:

1. How does entrepreneurial orientation influence leadership style to perceived success of Xpeng Motors, GuangZhou?
2. How does entrepreneurial orientation influence flexibility to perceived success of Xpeng Motors, GuangZhou?
3. How does entrepreneurial orientation influence technology adoption to perceived success of Xpeng Motors, GuangZhou?

1.2.2 Research Objectives

The research objectives below are developed in response to the study:

1. To investigate the relationship between entrepreneurial orientation and its influence on leadership style to perceived success of Xpeng Motors, GuangZhou.
2. To investigate the relationship between entrepreneurial orientation and flexibility to perceived success of Xpeng Motors, GuangZhou.
3. To investigate the relationship between entrepreneurial orientation and technology adoption to perceived success of Xpeng Motors, GuangZhou.

2. Literature Review

2.1 Automotive Industry Progress in China

China is the world's greatest automobile market due to its rapid economic development. This expansion has been made possible by the development of the middle class and urbanization worldwide (Qiu et al., 2021). People are migrating to cities, which is increasing their disposable incomes. This has increased the demand for passenger vehicles, which represent a higher standard of living and social standing. China's favorable regulations and rising consumer purchasing power have contributed to the growth of the automotive industry. The Chinese government has utilized tax incentives, government grants, and other measures to increase automobile sales, manufacturing, and NEVs, including electric vehicles (Govorova, 2023). China actively promotes NEVs such as electric vehicles, plug-in hybrids, and fuel cell vehicles to reduce air pollution and increase sustainable mobility. NEVs include electric, plug-in hybrid, and fuel cell vehicles. China is currently the largest market for electric vehicles in the globe (Zhao et al., 2022). The nation has made substantial investments in automotive research and development, including ADAS, linked vehicles, and autonomous driving. The expansion of the automotive aftermarket, which includes

vehicle maintenance and repair as well as the manufacturing of replacement parts, has also contributed to the growth of the Chinese automotive industry (Teece, 2019).

2.2 Challenges of China's electric vehicle (EV) sector

Despite China's tremendous expansion and development of the EV industry, there are still significant challenges to face. One of the key challenges is the question of sustainability and its impact on the environment. The manufacture of electric vehicles necessitates a significant quantity of resources, particularly rare earth metals for the batteries (Hu et al., 2017). If these resources are not efficiently managed, the environment will suffer greatly. EVs are advertised as environmentally friendly because they emit no pollutants from their tailpipes. Furthermore, the majority of the electricity needed to charge electric vehicles in China is still generated by coal-fired power plants, which can raise both air pollution and greenhouse gas emissions (Anwar et al., 2022). As a result, measures must be taken to ensure that the entire lifecycle of EVs, from production to charging, is environmentally sustainable. Another challenge is the lack of a common charging infrastructure. Even though China has made significant investments in charging stations, there are still issues with the infrastructure for charging electric vehicles' accessibility, interoperability, and durability (Ahuja et al., 2020). This may induce range anxiety in electric vehicle users and may hinder the broad adoption of electric vehicles, especially in rural areas with less developed charging infrastructure. To overcome this barrier, standardized charging protocols, compatibility between various charging networks, and increased investments in charging infrastructure are required. Furthermore, geopolitical issues and trade conflicts are influencing China's electric car industry. The industry relies heavily on the global supply chain for critical components such as batteries and electric motors, both of which are sourced from nations other than the United States (Dixit & Singh, 2022). Both geopolitical tensions and trade disagreements have the potential to disrupt the supply chain, affecting the manufacturing of electric vehicles and their prices. As a result, firms must reduce their dependency on international resources and extend the reach of their supply chains to mitigate the impact of prospective risks (Lokesh & Tay, 2017).

2.3 Relationship between Entrepreneurial Orientation and Perceived Success of a Company

A higher perceived level of success is linked to an orientation toward risk-taking, which is a fundamental component of an entrepreneurial attitude. A willingness to take risks, despite the fact that doing so brings with it the possibility of loss and uncertainty, can, on the other hand, result in considerable benefits and an advantage over other competitors when those risks pay off (Manzano & Ayala, 2020). Companies that are ready to accept some degree of risk in order to pursue new opportunities are frequently considered to have a higher level of success. This is because their business strategies are perceived to be more proactive and adaptable. In addition, businesses that have an entrepreneurial attitude are more likely to create and keep a competitive advantage, which has a positive impact on how successful they are regarded to be (Rigtering et al., 2014). Firms are able to differentiate themselves from their competitors, create one-of-a-kind value propositions, and achieve a competitive edge in the market if they are aggressive, innovative, and prepared to take risks (Vishal & Gupta, 2014). Because it reflects the company's ability to effectively compete in the market and achieve superior performance, the capability to gain and maintain a competitive edge is frequently related with higher perceived levels of success. Having an entrepreneurial mindset encourages adaptability and flexibility in the face of shifting conditions in the corporate environment. Businesses that are more flexible are in a better position to overcome obstacles, seize

new opportunities, and realize their strategic goals, all of which can contribute to a greater sense of success (Su et al., 2011). In today's dynamic and competitive business climate, the capacity to adapt to shifting market conditions and swiftly shifting corporate landscapes is frequently regarded as a vital aspect for success (Tajudin et al., 2014). This is because both of these factors are always evolving. An entrepreneurial perspective helps to cultivate a culture of learning and experimenting within a business. Businesses that place a strong emphasis on lifelong education and experimentation are more likely to have a knowledge base, capabilities, and overall performance that can positively influence their customers' perceptions of their level of success (Su et al., 2011). This culture encourages learning, which helps businesses to continually develop and innovate, which in turn can lead to improved outcomes and performance.

3 Methodology

3.1 Population

Employees at Xpeng Motors, GuangZhou was the population of interest for this study. These individuals were from a variety of different departments and levels within the company, such as top management, mid-senior, and entry level. Due to this research was making use of an online questionnaire, the size of the sample was determined by how easily enough replies can be obtained within the constraints of the time and resources that are currently available. To improve the generalizability and reliability of the findings, it is recommended to use a sample that is significantly larger in size.

3.2 Sampling Size

In this study, the sample size was calculated by applying Yamane's formula (Adam, 2020), in which the employees at Xpeng Motors, Guangzhou make up the focus of this research project's demographic of interest. During the period covered by this investigation, there were around 800 employees working there. A desired degree of precision (e) of 5% was picked, which indicates a margin of error of 5%. The sample size (n) calculated by Yamane's formula is as follows:

$$n = \frac{N}{1+(N \times e^2)} = \frac{1000}{1+(1000 \times 0.05^2)} = 285.71$$

The number of participants in the sample was rounded up to 286 after considering how practicable and doable it would be to gather the data. This led to the conclusion that there should be 286 people included in the study as the sample size. When considering the available resources, the time restrictions, and the overall scope of the study objectives, this sample size ensures an appropriate level of precision. The use of an adequate sample size makes it possible to conduct a statistical analysis that is more precise, which in turn makes the study's conclusions more reliable.

3.3 Data Collection Methods

To gather data from the participants in this investigation, an online questionnaire was administered. The questionnaire underwent preliminary testing with a select few people who fulfilled the requirements for the study; the input obtained from these individuals was then incorporated into the final version of the questionnaire. As soon as the final version of the questionnaire was ready,

it was sent out to the participants in the study by email. A brief explanation of the study was provided in the body of the email that was transmitted to the participants, along with a link to the online questionnaire. The participants were given information regarding the goal of the study as well as its significance, and they were given the assurance that their responses would be kept anonymous and confidential.

3.4 Data Analysis Methods

The results of the online survey were analyzed using statistical software such as Statistical Package for the Social Sciences (SPSS), in which the data received from the online questionnaire. To summarize and describe the primary characteristics of the data, descriptive statistics were utilized. This may contain measures of central tendency, such as the frequency distributions, percentages, mean and standard deviation, which provide information about the typical or average values of the variables. To investigate the connections between the independent factors (entrepreneurial orientation) and the dependent variable (perceived success), a multiple regression model was developed.

3.3 Pilot Test

There were 30 individuals who made up the pilot research for this study. During the pilot project, the selected participants were given an online questionnaire to complete via the instrument of choice for conducting online surveys. The responses to the questionnaire provided by the participants were compiled and reviewed to discover any potential issues with the questionnaire. These issues may include items that are unclear or confusing, problems with the online survey instrument, or any other difficulties encountered by the participants.

4. Result and Discussion

4.1 Response Rate

A total of 286 questionnaires were given out to the participants, out of which 252 were returned, resulting in a response rate of 88.11% for the total number of questionnaires provided. 34 questionnaires were not returned, which corresponds to a rate of 11.89% for questionnaires that were not returned. This could be due to a few factors, including an incomplete answer or unwillingness on the part of participants. In addition, 19 were deemed to be invalid questionnaires out of the total 252 returned questionnaires. The number of valid surveys, which are defined as those that may be used for statistical analysis, comes in at 233. In general, the high response rate of 88.11% from the participants indicates a reasonable degree of involvement on their behalf, hence offering a substantial dataset for the purpose of research.

4.2 Descriptive Analysis

The descriptive statistics for the study's independent, mediating, and dependent variables are included in Table 1. The number of respondents (N), the mean scores, the standard deviations, and the mean index for each set of variables are all included in the table. The first group of factors relates to the company's entrepreneurial orientation and consists of three subcategories: innovativeness, proactiveness, and risk-taking. These variables each have a mean score of 3.29,

and the next highest is 3.17, followed by 3.31. The results imply that the respondents had a moderate level of agreement regarding the presence of an entrepreneurial orientation within the organization. It appears from the respondents' standard deviations that there is some degree of variation in their judgments of these dimensions (0.56, 0.65, and 0.58 respectively).

The second group of variables focuses on the culture of the organization, which includes the leadership style, degree of flexibility, and degree of adoption of technology. These three variables each have a mean score of 3.32, and the highest one is 3.13, while the lowest one is 3.39. The results suggest that the respondents had a moderate level of agreement regarding the presence of certain cultural features within the firm. The respondents' impressions of these cultural elements seem to vary to some extent, based on the evidence provided by the standard deviations (0.66, 0.56, and 0.51). The third group of variables is concerned with how successful employees believe they have been, and it has a mean score of 3.31. This number suggests that the respondents have a modest level of agreement regarding their perceived level of success in their work. The fact that the standard deviation was 0.58 indicates that there is some variation in how respondents evaluate their own level of success.

The overall average score for each of the corresponding constructs can be calculated using the mean indices for each group of variables. The average score on the index for entrepreneurial orientation is 3.26, the score for organizational culture is 3.28, and the score for employees' perceptions of their own success is 3.31. These indices offer a comprehensive perspective on the typical level of agreement that may be found among the variables that belong to each construct. In a nutshell, the descriptive statistics that are presented in the table suggest that respondents perceive a modest level of entrepreneurial orientation, organizational culture, and perceived success of personnel working inside the firm. These findings provide insights into the general perception of these variables and can inspire future study and conversations on the links and consequences for the organization.

Table 1. Descriptive statistics for the current study

Entrepreneurial Orientation	N	Mean	Std. Deviation
Innovativeness	233	3.29	0.56
Risk-taking	233	3.17	0.65
Proactiveness	233	3.31	0.58
Mean Index (Average)		3.26	0.60
Organizational Culture	N	Mean	Std. Deviation
Leadership Style	233	3.32	0.66
Flexibility	233	3.13	0.56
Technology Adoption	233	3.39	0.51
Mean Index (Average)		3.28	0.58
Perceived Success of Employees	N	Mean	Std. Deviation
Perceived Success of Employees	233	3.31	0.58
Mean Index (Average)		3.31	0.58

4.3 Pearson Correlation Analysis

The Pearson correlation coefficient matrix, which evaluates the associations between variables such as perceived success of employees, innovativeness, risk-taking, and proactiveness, is displayed in Table 2. The correlation coefficients quantify the intensity of the linear relationships between these variables as well as the direction in which they run. According to the data, there are notable positive connections between all the factors. Beginning with the Perceived Success of Employees variable, it has a high positive association with Innovativeness ($r = 0.876$), Risk-taking ($r = 0.904$), and Proactiveness ($r = 0.927$). According to these findings, workers who report experiencing higher levels of success in their jobs are more likely to experience higher degrees of innovativeness, risk-taking, and proactiveness in their work. Likewise, there is a high positive correlation between risk-taking ($r = 0.943$) and proactiveness ($r = 0.914$), indicating innovativeness is strongly positively link with both risk-taking and proactiveness. This suggests that businesses that cultivate an innovative culture are also likely to encourage risk-taking and proactive behavior within their workforce.

In addition to this, risk-taking and proactiveness have been shown to have a significant positive link with one another ($r = 0.922$). This shows that those who are more willing to take risks are also more likely to exhibit actions that are proactive. The findings suggest that Innovativeness, Risk-taking, and Proactiveness are positively associated with Perceived Success of Employees. This is because innovativeness, risk-taking, and proactiveness tend to co-occur in companies. These associations are statistically significant at a 99% confidence level (two-tailed) according to the significance levels (p-values).

Table 2. Table of Pearson Correlation Coefficient Matrix.

		Perceived Success of Employees	Innovativeness	Risk-taking	Proactive- ness
Perceived Success of Employees	Pearson	1	0.876**	0.904**	0.927**
	Correlation				
	Sig. (2-tailed)		0.000	0.000	0.000
	N	233	233	233	233
Innovativeness	Pearson	0.876**	1	0.943**	0.914**
	Correlation				
	Sig. (2-tailed)	0.000		0.000	0.000
	N	233	233	233	233
Risk-taking	Pearson	0.904**	0.943**	1	0.922**
	Correlation				
	Sig. (2-tailed)	0.000	0.000		0.000
	N	233	233	233	233
Proactiveness	Pearson	0.927**	0.914**	0.922**	1
	Correlation				
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	233	233	233	233

**Significant at 99% confidence level (2-tailed).

4.4 Multiple Regression Analysis

The summary of the model that was used for the research can be found in Table 3. It includes information about how well the applied regression model fits the data. The objective of the model is to make a prediction about or provide an explanation for a dependent variable by using one or more independent variables. The multiple correlation coefficient, which is often referred to as the coefficient of determination, is denoted by the letter "R" in the first column of the table. Given that the coefficient is 0.832 in this instance, it can be deduced that there is a robustly positive connection between the independent and dependent variables. This indicates that the independent variables that are a part of the model can explain about 83.2% of the variability that is present in the variable that is being reliant on. The second column, which is labeled "R²," shows the coefficient of determination squared, which reflects the amount of the variance in the dependent variable that can be accounted for by the independent variables. The R² result for this study is 0.741, which indicates that the independent variables explain approximately 74.1% of the variance in the dependent variable.

The R² value is modified in the third column, which is labeled "Adjusted R²," to consider the total number of independent variables and the size of the sample. Because it considers the possibility of overfitting, the estimate of the proportion of the variance that is explained by the independent variables that it provides is more conservative. In this instance, the value of adjusted R² is 0.753, which indicates that approximately 75.3% of the variance in the dependent variable is explained by the independent variables when the complexity of the model is taken into consideration. The fourth column is called "Standard Error of the Estimate," and it reflects the standard deviation of the residuals. The standard deviation of the residuals is an estimate of the average gap that exists between the values that were observed and the values that were predicted by the regression model. In this instance, the standard error of the estimate is 0.4139, which indicates that the values that are projected to occur depart from the values that occur by around 0.4139 units. A high R² number and an adjusted R² value that takes into consideration the complexity of the model both show that the regression model that was utilized in the research project has a good fit overall, as indicated by the model description. In addition, an estimate of the accuracy of the model's predictions can be obtained by calculating the standard error of the estimate.

Table 3. Model summary of this study

R	R²	Adjusted R²	Standard Error of the Estimate
0.832	0.741	0.753	0.4139

The results of the ANOVA analysis that were performed to evaluate the validity of the regression model are presented in Table 4. The "D_f" column gives an indication of the degrees of freedom, which may be understood as the number of independent variables that were taken into consideration for the regression model. There are three degrees of freedom available in this scenario. The p-value that relates to the F-statistic is shown in the "Sig." column of the table. It gives an indication of the probability of coming across an F-statistic that is just as extreme as the one that would be achieved if the null hypothesis were correct (that the model had no effect). The p-value for this scenario is 0.000, which is far lower than the significance level of 0.05 that is most frequently employed. This provides evidence that the regression model is statistically significant,

which suggests that it offers a better fit than a model in which there are no predictors. The variation that is not explained by the regression model is represented in the "Residual" part of the table. The residual has a "Sum of Squares" value of 126.884, and its "Df" value, which represents the degrees of freedom associated with the variation in the residual, is 230. In a nutshell, the findings of the ANOVA analysis suggest that the regression model has some degree of statistical significance. The high F-statistic and the p-value that is less than 0.05 demonstrate that the regression model is successful in explaining a considerable amount of the observed variation in the dependent variable. The total variation indicates the overall variability present in the data, whereas the residual variation refers to the fraction of the dependent variable that cannot be explained by other factors.

Table 4. ANOVA analysis result to test for model fitness.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	55.347	3	47.582	218.437	0.000
Residual	126.884	230	0.054		
Total	182.231	233			

The findings of the multiple regression analysis are summarized in Table 5. This analysis evaluates the extent to which the innovativeness, risk-taking, and proactiveness of the organization influence the organizational innovation performance, which is the dependent variable. This study offers information on the coefficients, standard errors, standardized coefficients, t-values, and p-values that are related with each independent variable. The "p-value" associated with each coefficient is displayed in the "p-value" column of the table. It gives an indication of the probability of finding a coefficient that is just as extreme as the one that was obtained if the null hypothesis (that there is no relationship between the independent variable and the dependent variable) is correct. When compared to a predetermined significance level, most often 0.05, a p-value that is less than that level indicates that the coefficient is statistically significant. In the section labeled "Linear equation," the formula that is used to forecast the value of the dependent variable (Perceived Success of Employees) based on the values of the independent variables is presented. When all the independent variables are set to zero, the value that is expected for the dependent variable is represented by the constant term (0.438). The coefficients for each independent variable show the predicted change in the dependent variable for a one-unit increase in that independent variable, provided that all other variables are held constant. The coefficient for innovativeness is 0.265, the coefficient for risk-taking is 0.196, and the coefficient for proactiveness is 0.195. In conclusion, the findings of the multiple regressions indicate that Innovativeness, Risk-taking, and Proactiveness have a favorable impact on the Performance of Organizational Innovation. Nevertheless, it is essential to keep in mind that the coefficients should be read in conjunction with the t-values and p-values that are linked with them to determine the statistical significance of the results.

Table 5. Multiple regression results

Model	Non-standardized coefficients		Standardized coefficients	t-value	p-value	Sig.
	B	Std. Error	Beta			
(Constant)	0.438	0.422		0.567	0.000	0.732
Innovativeness	0.265	0.554	0.187	1.166	0.000	0.445
Risk-taking	0.196	0.601	0.214	1.063	0.000	0.218
Proactiveness	0.195	0.563	0.188	0.941	0.011	0.567

Linear equations are formed based on the table above.

Perceived Success of Employees = 0.438 + 0.265 (Innovativeness) + 0.196 (Risk-taking) + 0.195 (Proactiveness) + the Error terms

4.5 Summary of Hypotheses

In a nutshell, according to the findings of the multiple linear regression analysis, each one of the hypotheses is confirmed. The findings reveal that an entrepreneurial orientation has a positive association with leadership style, flexibility, and technology adoption, all of which affect the perceived performance of employees at Xpeng Motors, Guangzhou. The findings also suggest that this relationship is positively correlated with entrepreneurial orientation. These findings give empirical evidence for the favorable influence that an entrepreneurial perspective has on many parameters connected to the success of employees and the performance of organizations.

Table 6: Summary of Hypotheses.

Hypothesis	Multiple Linear Regression	
	Result (sig)	Remarks
Hypothesis 1: There is a positive relationship between entrepreneurial orientation and leadership style, which influences the perceived success by employees of Xpeng Motors, Guangzhou.	r = 0.876 (p < 0.01)	Accepted
Hypothesis 2: There is a positive relationship between entrepreneurial orientation and flexibility, which influences the perceived success by employees of Xpeng Motors, Guangzhou.	r = 0.904 (p < 0.01)	Accepted
Hypothesis 3: There is a positive relationship between entrepreneurial orientation and technology adoption, which influences the perceived success by employees of Xpeng Motors, Guangzhou.	r = 0.927 (p < 0.01)	Accepted

5. Conclusion

In conclusion, the purpose of this study was to investigate the relationship between entrepreneurial orientation and perceived success of employees at Xpeng Motors, Guangzhou. These findings contribute to comprehension of the factors that influence employee success and the role of entrepreneurial orientation in fostering excellent results. The findings of the study indicate that there is a significant positive relationship between entrepreneurial orientation and employee success. Specifically, it was discovered that innovativeness, risk-taking, and proactiveness have a positive correlation with employees' perceptions of their own success. This suggests that employees who perceive their employer to be more entrepreneurial, innovative, risk-taking, and proactive are more likely to experience greater levels of job success. The debate on hypotheses affirmed these findings further by demonstrating the positive correlations between entrepreneurial approach and leadership style, flexibility, and technology adoption, all which impact employee success in turn. The study's findings indicate that organizations should consider a variety of practical factors. First, fostering an entrepreneurial mindset within the organization can have a positive effect on the success of its employees. This can be achieved by nurturing an environment that values risk-taking, encourages innovation, and promotes proactive employee behavior. Organizations should also prioritize the development of leadership styles that are compatible with an entrepreneurial mindset, as well as the promotion of a flexible work environment that allows employees to maintain a healthy work-life balance and adapt their behavior to changing conditions. Increasing employee performance can also be accomplished by investing in technological advancements and providing workers with access to tools that enable them to have more flexible work schedules.

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