THE IMPACT OF THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE INNOVATION BEHAVIOR THE MEDIATING ROLE OF VALUE PROPOSITIONS

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The purpose of this study is to explore the relationship between organizational culture, employee innovative behavior, and value proposition, and to further analyze the influencing mechanisms involved. By using validated measurement tools, we investigated the effects of factors such as gender, age, and education on these variables, and examined the interactions between organizational culture and employee innovation behavior, and the mediating and moderating roles of value proposition therein. This study is based on the literature between 2018 and 2022, and a large amount of data was collected using questionnaire methods, and the data was processed using appropriate statistical analysis methods.

It was found that factors such as gender, age and educational qualifications do not significantly influence the relationship between organizational culture, employee innovative behavior and value proposition. However, it was observed that there is a strong correlation between organizational culture and employee innovative behavior and organizational culture has a positive impact on employee innovative behavior. In addition, the value proposition played a mediating role between organizational culture and employee innovative behavior, but had no significant effect on the moderating role. These findings have important implications in both theory and practice. At the theoretical level, this study provides new perspectives and evidence on the relationship between organizational culture, employee innovation behavior, and value proposition. At the practical level, this study provides some

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insights to help organizations better understand and guide employee innovative behaviors and management strategies in different cultural contexts. However, there are some limitations in this study, such as limitations in sample selection and survey methodology. Future research could further delve into the relationship between these variables and consider more influencing factors and moderating variables.

Keywords: organizational culture; employee; innovation; behavior; value proposition

Introduction

In recent years, global outbreaks of public health emergencies, in particular the COVID-19 epidemic, have fundamentally altered business and organizational operating models. These outbreaks have triggered a range of challenges, from supply chain disruptions to wildly fluctuating market demand, forcing organizations to adapt quickly and recalibrate their strategies and operational approaches. These changes have also highlighted the importance of organizational culture and innovative employee behavior in an uncertain environment.

In the current post-pandemic era, organizations face even more intricate challenges. Economic instability, uncertainty in market demand, and the prevalence of new work modes (e.g., telework) have profoundly affected organizational culture and employee behavior. Organizational culture, as an embodiment of shared values, beliefs, and codes of conduct, significantly influences employee behaviors and attitudes (Barney & Clark, 2018). However, as the work environment evolves, traditional organizational cultures face new challenges in responding to and guiding innovative employee behaviors.

In this new normal, employee innovative behavior becomes critical. In an ever-changing environment, organizations need to rely on employee creativity to explore new business opportunities and address new challenges. Employee innovative behavior is not only a source of sustained competitive advantage for companies, but also a core force driving innovation and change (Amabile & Pratt, 2016). However, due to the volatility and uncertainty of the environment, employee innovative behavior may be limited, thus necessitating a re-examination of its drivers.

Meanwhile, value propositions, as intrinsic drivers of employee behavior and decision-making, have an important role to play in the post-epidemic era. Individuals' values and beliefs influence the extent to which they identify with the organizational culture, as well as their propensity to make decisions in the face of uncertainty and risk (Zhao et al., 2020). Employees' value propositions may undergo realignment during epidemic-induced change, which in turn affects their perceptions of organizational culture as well as the display of innovative employee behaviors. However, despite the fact that the interplay between these factors has become more intricate in the post epidemic era, there is still relatively limited in-depth research on the relationship between organizational culture, employee innovation behavior, and value proposition.

Therefore, we are faced with the urgent task of gaining a deeper understanding of the intricate relationships among organizational culture, employee innovation behavior, and value proposition, and exploring how they have changed in the new context of the post epidemic era. By examining these relationships in this new context, we can better equip
organizations with strategies and approaches to cope with uncertainty, drive innovation, and maintain competitive advantage. At the same time, this will help enrich and extend the theoretical body of the field of organizational behavior and provide more insightful guidance for practical applications.

**Research objective(s)**

Globally, the COVID-19 outbreak posed a huge challenge to business. In the post-outbreak era, organizations not only need to adapt to new market conditions, technology trends, and consumer behavior, but also rethink the role of organizational culture and employee innovation behavior. The outbreak has impacted business models and operations, involving the core cultural values of the organization and the ability of employees to innovate.

In this complex context, organizational culture and employee innovation have become key topics. Organizational culture, as beliefs, values and codes of conduct, faces new challenges in the post epidemic era. How to keep the culture working and guide employees to think and act creatively in an uncertain environment has become an urgent issue. At the same time, employee innovation to drive organizational development and adaptive change needs to be examined in terms of the characteristics and influencing factors of the post-epidemic era.

One of the core questions of this study is: how does organizational culture affect employee innovation? Although studies have shown that organizational culture influences employee behavior and attitudes, changes in the external environment in the post-epidemic era may affect the mechanism of culture's influence on employee innovation. The study can provide guidance for organizations undergoing change by understanding the role of culture in shaping employee innovation in different contexts.

Another key question is: do value propositions play a mediating role in the influence of culture on employee innovation? Value propositions, as internal beliefs, may play an important role between employees' perception of culture and innovative behavior. Particularly in the post-pandemic era, employee values may be newly influenced, affecting cultural understanding and innovation attitudes. By exploring the role of value propositions, we gain insight into the psychological mechanisms behind employee innovation.

By exploring these two issues, this study sheds light on the culture, employee innovation and value proposition relationship, especially in the post epidemic era. This study fills a knowledge gap and provides a contribution to academia and practice. Although the culture, employee innovation and value proposition relationship has been studied, the changes in the post epidemic context are still insufficient. This study systematically explores the mechanisms and implications of the relationships, supports theory development, and provides recommendations for organizational management.

**Literature review**

In the modern business environment, the innovative behaviors of employees are considered one of the key factors driving the sustained competitive advantage and innovative development of an organization. Organizational culture, as an important influencing factor, not only affects employees' behavior, but also shapes their attitudes, values, and behavioral patterns through a series of complex mechanisms. Understanding these influencing
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mechanisms becomes critical when delving into the impact of organizational culture on employee innovation behavior.

**Mechanisms of organizational culture influence:**

The mechanisms by which organizational culture influences employees' innovative behavior are complex and varied. First, organizational culture can shape employees' psychological attitudes, including positive attitudes toward innovation, self-efficacy, and confidence in their ability to innovate. Research has shown that a positive organizational culture strengthens employees' beliefs about innovation and encourages them to face challenges and risks, thus making them more willing to try new innovative initiatives (Shin & Zhou, 2018).

Second, organizational culture influences employees' perceptions and expectations of innovation by conveying innovation values and beliefs. If the organizational culture emphasizes innovation, change, and the pursuit of excellence, employees will be more likely to make innovation a part of their work and actively propose new ideas and suggestions. On the contrary, if the organizational culture conveys conservative and normative values, it may inhibit employees' innovative behavior (Amabile et al., 2018).

In addition, organizational culture can influence employees' innovative performance in their actual work by shaping their behavioral expectations. A culture that encourages employees to try new methods, experiment with new ideas, and supports them in failing will help create a positive environment for innovation. For example, Google is known for its open and inclusive culture that encourages employees to spend part of their work time exploring new projects, a culture that promotes innovative behavior (Amabile et al., 2020).

**Role of leaders:**

Leaders play a crucial role in the influence of organizational culture on employees' innovative behavior. Leaders are not only communicators and reinforce of organizational culture, but also play a key role in creating a positive innovation environment. Leaders' support and encouragement can inspire employees to innovate and build a culture of openness, trust, and encouragement to experiment. Research has found that leaders' innovation advocacy behaviors and motivational leadership styles are positively associated with employees' innovative behaviors (Madjar et al., 2018).

In addition, leader modeling affects employees' innovative behavior. If leaders themselves demonstrate positive innovative behaviors, employees are more likely to be inspired to imitate them and take innovative actions in their own work (Zhang et al., 2019).

In summary, organizational culture, as a key influencing factor, affects employees' innovative behaviors by shaping their psychological attitudes, behavioral expectations, and cognitive patterns. Meanwhile, leaders play an important role in spreading and reinforcing organizational culture, encouraging employees to innovate and providing support. This mechanism of integrated influence makes the impact of organizational culture on employee innovation behavior increasingly important in the post epidemic era.

**Mediating role of value proposition**

Value proposition as a mediating variable means that it transmits influence between organizational culture and employee behavior. Specifically, individual value propositions can act as a bridge in the process of organizational culture influencing employee behavior. When
employees identify with and accept the organization's core values and beliefs, they are more likely to exhibit behaviors that are consistent with those values. This alignment may result from the fact that the individual employee's value proposition is consistent with the organization's culture. The degree of this alignment determines the strength of the value proposition's role in the mediation process.

**The effect of organizational culture on value propositions**

Research has shown that organizational culture has an impact on individual value propositions. When an organization's core values are aligned with employees' individual value propositions, employees are more likely to embrace those values and, in turn, translate them into behavior. For example, if an organization emphasizes innovation and risk-taking and has employees who are willing to try new ideas, those employees are more likely to exhibit innovative behaviors at work (Zhao et al., 2019).

**Impact of value proposition on employee behavior**

An individual's value proposition can also influence employee behavior. When employees' value propositions are aligned with the organizational culture, they are more likely to exhibit behaviors at work that are consistent with organizational values. However, when an individual's value proposition is not aligned with the organizational culture, behavioral conflicts and resistance may occur.

For example, if individual employees emphasize stability and norms, but the organization encourages innovation and change, this inconsistency may result in employees' reluctance to engage in innovative activities (Zhao et al., 2018).

**Moderating role of value proposition**

In addition to direct effects, value propositions can play a moderating role between organizational culture and employee behavior. Different individual value propositions can moderate the impact of organizational culture on employee behavior.

When an individual's value proposition is consistent with the organizational culture, the organizational culture may influence employee behavior more strongly. Conversely, when individual value propositions are inconsistent with organizational culture, the influence of organizational culture on employee behavior may be weaker or ineffective (Zhao et al., 2020).

**Mediating role in the post epidemic era**

The relationship between organizational culture and employee innovative behavior may be more significant in the post epidemic era. The role of value proposition as a mediating variable may be enhanced by the post epidemic era.

Employees' attitudes and behaviors toward innovation may be more challenged as the environment becomes more uncertain and risky. In this case, individuals' value propositions may influence their decisions and behaviors even more.

If organizations are able to adapt their culture to better align with their employees' value propositions, it will help to stimulate innovative behaviors and move the organization forward in the post-epidemic era.
Methodology

In order to accurately measure the variables of organizational culture, employee innovation behavior, and value proposition, this study will use specialized measurement tools that have been validated in previous studies. Such an approach will ensure the reliability and validity of the measurements and provide a solid foundation for the research findings.

Organizational Culture Measurement
Organizational culture will be measured using the Organizational Culture Assessment Questionnaire proposed by Cameron & Quinn (2011). This questionnaire is widely used to study and assess organizational culture and contains different types of organizational culture measurement items. Based on Cameron and Quinn's theory, the questionnaire classifies organizational culture into four types: innovative, stable, extroverted, and hierarchical, which reflect different values, codes of conduct, and ways of operating.

By using Cameron and Quinn's questionnaire, we were able to gain insight into the cultural characteristics of the organization under study, revealing the belief systems and values shared by members within the organization. This helps to accurately capture the impact of organizational culture in terms of employee behavior and attitudes.

Employee Innovative Behavior Measurement
Employee innovative behavior will be measured using the Employee Innovative Behavior Scale developed by Simmons (2003). This scale is widely used to assess the innovative behaviors demonstrated by employees in the work environment in a variety of ways, including coming up with new ideas, solving problems, and adopting new approaches.

Simmons' Employee Innovative Behavior Scale provides a comprehensive look at the innovative behavior of employees through a series of questions. This comprehensiveness helps provide insight into employees' ability and tendency to innovate in their daily work and provides accurate data to support the study.

By using these validated measurement tools, the accuracy and reliability of the research data is ensured. This approach also makes the results of the study more comparable as these instruments are widely used and recognized in different studies. This helps to ensure the scientific validity of the study and provides strong evidence to explore the research questions.

Value proposition assessment
In order to assess the value proposition of the participants, common questionnaire scales such as the Values Questionnaire proposed by Schwartz (1992), which has been widely used in relevant studies, will be used.

Results

In order to verify the effect of gender variables on organizational culture, employee innovative behavior and value proposition, this study analyzed the difference between males and females in terms of the mean of the total scores of the independent and dependent variables using independent samples t-test. In terms of organizational culture, the p-value for males and females is 0.261, which is greater than 0.05, thus gender does not have a significant effect on organizational culture. In terms of employee innovative behavior, the p-
value for males and females is 0.057, which is greater than 0.05, thus gender has no significant effect on employee innovative behavior. In terms of value proposition, the p-value for males and females is 0.487 which is greater than 0.05, therefore gender has no significant effect on value proposition.

In order to verify the effect of age on respondents’ organizational culture, employee innovation behavior and value proposition, this study analyzed the differences in the mean values of the total scores of the independent and dependent variables among respondents of different ages using one-way ANOVA test of variance. In terms of organizational culture, the p-value of the ANOVA test is 0.176, which is greater than 0.05, indicating that age does not have a significant effect on organizational culture. In terms of employee innovative behavior, the p-value of the ANOVA test is 0.071, which is greater than 0.05, indicating that age does not have a significant effect on employee innovative behavior. In terms of value proposition, the p-value of ANOVA test is 0.540, which is greater than 0.05, indicating that age has no significant effect on value proposition.

In order to verify the effect of educational qualifications on respondents' organizational culture, employee innovation behavior and value proposition, this study analyzed the differences in the mean values of the total scores of the independent and dependent variables among respondents with different educational qualifications using the one-way ANOVA test of variance. In terms of organizational culture, the p-value of the ANOVA test is 0.722, which is greater than 0.05, indicating that the effect of educational qualifications on organizational culture is not significant. In terms of employee innovative behavior, the p-value of the ANOVA test is 0.096, which is greater than 0.05, indicating that academic qualifications do not have a significant effect on employee innovative behavior. In terms of value proposition, the p-value of ANOVA test is 0.629, which is greater than 0.05, indicating that the effect of educational qualification on value proposition is not significant.

The Pearson's correlation between organizational culture and employee innovative behavior is .308** at the 0.01 level (two-tailed) and the correlation is significant, indicating that there is a strong correlation between the two.

In the regression analysis of the effect of organizational culture on employee innovative behavior, the adjusted R-squared is 0.093. organizational trust (independent variable) explains 9.3% of the variance in retention intention (dependent variable). In the ANOVA test, the F-value is 57.743 and the significance P-value is .000b less than 0.01, which indicates that the regression model is highly significant at the 0.01 level and the model is meaningful.

In the regression analysis of the effect of value proposition on employee innovative behavior, the unstandardized coefficient of organizational culture is 0.830, the standardized coefficient is 0.308, and the p-value is 0.000, which indicates that there is a strong positive correlation between organizational culture and employees' innovative behavior.

In the regression analysis of the effect of value proposition on employee innovative behavior, the adjusted R-squared is 0.535. value proposition (independent variable) explains 53.5% of the variance in employee innovative behavior (dependent variable). In the test of variance, the F-value is 632.272 and the significance p-value is .000b less than 0.01, which indicates that the regression model is highly significant at the 0.01 level and the model is meaningful.
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In the regression analysis of the effect of value proposition on employees' innovative behavior, the unstandardized coefficient of value proposition is 0.737, the standardized coefficient is 0.731, and the p-value is 0.000, which indicates that there is a strong positive correlation between the value proposition and employees' innovative behavior.

In the regression analysis of the effect of organizational culture on value proposition, the significant P-value is less than 0.01, indicating that the regression model is highly significant at the level of 0.01.

In the regression analysis of the effect of organizational culture on employee innovation behavior, the significance p-value of organizational culture on employee innovation behavior is less than 0.01; in the regression analysis of the effect of value proposition on employee innovation behavior, the significance p-value of value proposition on employee innovation behavior is less than 0.01. In model 2, the absolute value of the coefficient of organizational culture on employee innovation behavior is smaller than that of model 1, so it is partially correlated with the coefficient of organizational culture on employee innovation behavior, so it is partially correlated with the coefficient of organizational culture on employee innovation behavior. behavior, so it is a partial mediation effect, that is, value proposition has a partial mediation effect on the relationship between organizational culture and employee innovation behavior, that is, organizational culture plays a mediating role in employee innovation behavior through value proposition.

Through hierarchical regression analysis of the post-centering data, the coefficient of the interaction term between the independent variable (organizational culture) and the moderating variable (value proposition) after centering is not significant, and its significance level is 0.213, which is greater than 0.05, indicating that the moderating effect of value proposition on the relationship between organizational culture and employees' innovative behavior is not significant.

Discussion

Through the in-depth analysis and discussion in this study, we have conducted a wide-ranging and in-depth inquiry into the relationship between demographic characteristics such as gender, age, and education, and organizational culture, employee innovative behavior, and value proposition in the post-epidemic era business environment. The aim of the research is to reveal the interplay between these factors and their role in shaping employee behavior and values. In this section, we synthesize the previous studies and summarize the testing of the research hypotheses in order to develop a clear understanding of the overall findings.

First, we examined the effects of gender, age, and education on perceived organizational culture, employee innovative behavior, and value proposition. The findings show that these demographic characteristics have relatively limited impact on organizational culture, employee innovative behavior, and value proposition in the post-epidemic business environment. While these factors may have some influence in specific contexts, overall they are not major determinants. This finding implies that the business environment in the post-epidemic era may have introduced new influences that may differ from traditional factors such as gender, age, and education.

Second, we examined the relationship between organizational culture, employee innovation behavior, and value proposition. By analyzing the data, we confirmed that an organizational culture that actively encourages innovation and open communication helps to
promote innovative behavior among employees. This finding is consistent with existing research on organizational culture and highlights the importance of organizational culture in stimulating employee innovation. In addition, we observe that individual value propositions play an active and positive role in employee innovative behavior. This suggests that individual values and beliefs have a key role in the occurrence and manifestation of innovative behavior.

Further, we explored the influence and mediating effect between organizational culture and employee innovative behavior. The findings show that organizational culture not only directly influences employees' innovative behaviors, but also further influences them through the mediating role of value propositions. This finding emphasizes the mediating role of value proposition in this relationship and reveals a more complex influence mechanism. Organizational culture influences employee innovative behavior not only through direct influence but also indirectly by shaping individual values and beliefs.

Taking these findings together, we conclude that the business environment in the post-epidemic era has generated new mechanisms of influence on employees' perceived organizational culture, innovative behaviors, and value propositions. Demographic characteristics such as gender, age and education have a relatively limited impact in this context. There is a close relationship between organizational culture and employee innovative behavior, in which value proposition plays an important role, and at the same time, value proposition also plays a mediating and moderating role in the relationship between organizational culture and employee innovative behavior. These findings provide an important reference for the development of theory and practical management, and offer a new perspective for a deeper understanding of the relationship between employee behavior and organizational culture, employee innovative behavior and value proposition. However, it is also important to recognize the limitations of the study, and future research could further explore other influencing factors, as well as different cultural and industry contexts, to enrich our understanding in this area.

**Conclusion**

The purpose of this study is to explore the relationship between organizational culture, employee innovation behavior and value proposition, as well as the importance of these variables and the factors that influence them in the modern business environment. By using validated measurement tools and statistical analysis methods, we analyzed in-depth the associations between factors such as gender, age, and education and these variables, revealing the complex relationships and influencing mechanisms between them.

First, the gender factor has no significant effect on the relationship between organizational culture, employee innovative behavior and value proposition. The results of the study indicate that the relationship between organizational culture, employee innovative behavior and value proposition exists regardless of gender.

Secondly, the age factor also had no significant effect on the relationship between these variables. There was no significant difference in the relationship between organizational culture, employee innovative behavior and value proposition between age groups, whether young or older employees.

In addition, there is no significant effect of educational qualification factor on the relationship between organizational culture, employee innovative behavior and value
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Employees with different educational qualifications showed similar trends in the relationships between these variables and educational qualifications were not the main factor influencing these relationships.

The study found that there is a strong relationship between organizational culture, employee innovative behavior and value proposition. Organizational culture has a significant positive effect on employee innovative behavior, while value proposition plays a mediating role. Specifically, a positive organizational culture can stimulate employees' innovative behavior, and this effect is achieved by shaping employees' value propositions. Employees develop positive values in a positive organizational culture, which in turn motivates them to exhibit more innovative behaviors at work.

It is important to understand the relationship between organizational culture, employee innovative behavior and value proposition. First, the results of the study provide guidance for organizational managers to motivate employees' innovative behaviors by shaping a positive organizational culture. It also highlights the important role of value proposition in this context, suggesting that organizations should pay attention to the development of employees' values in order to promote innovative behaviors.

Second, this study provides insights for practical management and human resource development. Understanding the impact of employees' personal characteristics on organizational culture, employees' innovative behaviors, and value propositions can help managers develop talent development programs more accurately, thus improving employees' innovative capabilities and work performance.

Although the study made some valuable findings, there are still some limitations. Future research can continue to expand the sample size and consider more influencing factors to obtain more accurate and comprehensive conclusions. Meanwhile, other mediating mechanisms and moderating effects can be explored to dig deeper into the complex relationship between organizational culture, employee innovation behavior and value proposition.

Through in-depth analysis of the relationship between organizational culture, employee innovative behavior and value proposition, the mechanism of their roles is revealed. It has important practical applications for organizational management and human resource development. Based on the results of the study, managers can formulate targeted strategies to optimize organizational culture, promote employee innovation behavior, and enhance the innovation ability and competitiveness of the organization.

Future research can further delve into the internal mechanism of employee innovative behavior and how to better cultivate and stimulate employees' innovative ability. In addition, comparative studies in different cultural and industry contexts can be considered to explore the differences and commonalities of these relationships. Meanwhile, more emerging theories and methods can be combined to expand the depth and breadth of the study.

In summary, this study provides useful insights for organizational management and human resource development through an in-depth analysis of the relationships among organizational culture, employee innovation behavior, and value proposition. However, there are still some limitations to the study, and future research could further expand these findings and delve into the complex relationships between these variables.
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*Paper submitted* 11 September 2023
*Paper accepted for publishing* 02 October 2023
*Paper published online* 30 November 2023