Innovation Climate, Organizational Commitment and Turnover Intention—Survey on Cultural Enterprises Employees

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Abstract. It is generally important challenge for cultural enterprises to retain employees. After investigating on cultural enterprises employees, it applies factor analysis, relationship analysis and structure equation model to study the interaction effect and causality among organizational innovation atmosphere, organizational commitment and turnover intention. Empirical results show that innovation atmosphere and organizational commitment have significant positive correlation, and both of innovation atmosphere and organizational commitment are negative predicted function to turnover intention.

1. Introduction

Cultural creative industry develops under the background of globalized consumer society. It advocates innovation and personal creativity, emphasizes economic support by culture and art and promotes emerging idea, ideological trend and economic practice. In current background of “popular business setup and innovation”, cultural enterprises play an increasingly important role for development of culture industry. Cultural enterprises belong to sunrise industry and are the foundation of achieving booming development of culture industry. Culture industry is a knowledge-intensive industry. Compared with other traditional industries, the employees of culture industry are characterized by young age, high education background and high turnover rate. Such characteristics make them present different features for innovation atmosphere and organizational commitment. Hence, knowing the factors influencing employees’ turnover intention contributes to cultural enterprises to take actions as soon as possible, to reduce employees’ voluntary turnover rate, to keep stable operation and management of cultural enterprises and to avoid impacts on business performance resulting from employees’ turnover. The analysis results will offer certain reference for human resource management of cultural enterprises.

2. Literature Review and Research Hypothesis

2.1 Innovation atmosphere

Innovation atmosphere refers to employees’ subjective cognition of organizational policy, management behavior, organization flow and other innovation support factors [1]. Since psychology researchers propose the term of “innovation atmosphere” in 1980s, it has attracted numerous scholars in fields of innovation management and organizational behavior, mainly including researches on different innovation atmosphere contents, such as connotation and nature of innovation atmosphere, structure feature under different cultural background, relevance effect, influencing factors and measuring tools. R. Sun (2014) indicates under the background of Chinese organization, strategic human resource management practice will drive research personnel to innovate through acting on organizational innovation atmosphere [2]. If organizational atmosphere shows the organization supports innovation, such cognition explanation will further mobilize subjective factors of employee innovation so as to generate stimulus, promote employees’ input in innovation and make contributions to improving organizational innovation ability and performance.
promotion. Innovation atmosphere expresses expected information of potential innovation achievements. Employees’ perception of such information will promote them to participate in corresponding organizational innovation activities. Hence, promotion of innovation atmosphere will play a positive guiding role for employees’ intention to retain. Thus, Hypothesis: Innovation atmosphere and turnover intention are negatively correlated.

2.2 Organizational commitment

Organizational commitment is a kind of internalized normative force which makes behaviors coordinate with organizational objective and benefit. It refers to employees’ approval of organization, involvement and emotional attachment. Organizational commitment is a good index to predict employees’ turnover intention. Numerous researches regard organizational commitment as a main antecedent variable of turnover intention. Many researches indicate significant positive correlation between the organizational commitment and turnover intention [3]. Representative figures of foreign researches about perceived organization support and employees’ turnover behavior include J. L. Ke and J. M. Sun [4], Allen et al. [5], and Z. Li et al. [6]. J. L. Ke and J. M. Sun consider interpersonal psychological capital makes more contributions than transactional psychological capital to improving individual job satisfaction and organizational commitment and reducing turnover intention [4]. Allen et al. proposes a correlation theory model which shows perceived organization support is significantly positively correlated to turnover intention and turnover behavior and that job satisfaction and organizational commitment play an intermediation role between POS and turnover intention [5]. Research results of Z. Li et al. show organizational commitment plays an intermediation role between transformational leadership and turnover intention to some extent and that different collectivism background influences the action path of transformational leadership on turnover intention [6]. Thus, Hypothesis: organizational commitment and turnover intention are negatively correlated.

2.3 Turnover intention

Turnover intention refers to behavioral intention or attitude of individuals who hope to leave his (her) current organization or work. Empirical research results of G. Y. Jing and J. A. Chen [7] and M. B. Arthur and R. De Fillippi [8] show that turnover intention is the direct antecedent variable of turnover and can accurately predict turnover behavior. Turnover intention indicates employees’ sensation and evaluation of job selections and is often related to turnover behavior. Compared with other emotions or emotional factors such as job satisfaction, it can better explain employee turnover.

Based on the above analysis, the author puts forward the following theoretical hypotheses:

Hypothesis 1: Innovation atmosphere are significant correlated with organizational commitment and turnover intention.

Hypothesis 2: Innovation atmosphere are significant positive correlated with organizational commitment.

Hypothesis 3: Innovation atmosphere are significant negative correlated with organizational commitment.

Hypothesis 4: Organizational commitments are significant negative correlated with turnover intention.

3. Research Method

3.1 Research sample

Cultural enterprises are the subject of cultural creative industry development. So, we choose some representative cultural enterprises with pertinence to carry out investigation. The cultural enterprises investigated include cultural media enterprise, fashion consumption enterprise, R&D and design enterprise as well as consultation and planning enterprise. The investigation contents involve innovation atmosphere, organizational commitment and employees’ turnover intention. The author conducted investigation for two months through paper test paper, email and website survey.
and designed 22 questions for the questionnaire. A total of 400 questionnaires were distributed and 356 effective questionnaires were collected, with the recovery rate of 89.0%.

172 male employees and 184 female employees (chi-square value of chi-square test is 0.40; P > 0.05) were chosen. The employees engaging in knowledge-intensive work have no significant difference in gender. In terms of the age, 59% of samples are between 22 and 30. This indicates most employees working on creative industry are undergraduates who just graduated. The whole employee team shows an obvious young trend, while the people with the age of over 35 who engage in the work of creative industry are relatively few. This indicates many employees in cultural enterprises change their occupation as their age increases and that they will no longer work on creative design. In terms of educational degree, the samples receiving junior college education account for 15.2%; the samples receiving university education account for 62.4%; the samples holding master’s degree or above account for 22.4%. The samplings holding the degree above master are few. The education backgrounds of samples concentrate on university. This indicates cultural enterprises have high educational requirements for employees. In other words, occupational entry barriers are relatively high. In terms of working years in cultural enterprises, 43.3% of samples work for less than 1 year; 33.1% of samples work for 1-3 years; 15.2% of samples work for 4-6 years; 8.4% of samples work for over 6 years. Employees working for more than 6 years in the same cultural enterprise occupy a small proportion. This may be because of sampling survey. High-level creative talents were not surveyed too many. Most samples belong to middle-level and low-level creative talents. All in all, seeing from statistical data, employees of cultural enterprises are characterized by low age, high education background and short working years. All these basically reflect overall features of employees in cultural enterprises.

3.2 Research scale

3.2.1 Scale of innovation atmosphere

At present, the most widely-use and most influential innovation atmosphere measuring tools mainly include situational outlook questionnaire (SOQ) developed by Ekvall in 1981 and assessing the climate for creativity (KEYS) developed by Amabile and his colleagues. The innovation atmosphere sub-scale in this paper mainly refers to Amabile’s KEYS scale. Prather, Lapierre, Wang Xiangling and European Centre for Innovation Research revised KEYS scale. After repeated revision, this paper finally confirms the scale to be developed roughly contains 13 dimensions: positive relationship between colleagues, task clarity, positive interpersonal communication, challenging work, intelligence motivation, degree of freedom, remuneration orientation, flexibility and adventure, degree of participation, originality support, teamwork, positive relationship with management layer and sufficient resources. Hunter et al. collected 45 literatures about innovation atmosphere and proposed 14 most common dimensions, including the 13 dimensions [9].

3.2.2 Scale of organizational commitment

J. P. Meyer and N. J. Allen comprehensively analyzed all kinds of theories about organizational commitment, proposed three-factor theory of organizational commitment and verified the model. In their opinion, there are at least three forms of organizational commitment, i.e. affective commitment, continual commitment and normative commitment [10]. The scale they developed becomes the most classical tool to measure organizational commitment. In combination of Chinese national conditions, system and cultural difference, Chinese scholars W.Q. Ling et al. put forward five-factor model of organizational commitment for Chinese employees on the basis of western researches, including affective commitment, normative commitment, ideal commitment, economic commitment and chance commitment [11]. The reason why “ideal commitment” factor is added in organizational commitment of Chinese employees derives from Chinese traditional culture and social reality. Chinese traditional culture yearns for ideal personality, which is reflected in organizational commitment of Chinese employees, such as attaching importance to individual growth and pursuing realization of dreams. Thus, realization of dreams becomes career perused by some Chinese employees and forms an important factor of organizational commitment. This study synthesizes three-factor theory and five factor model and forms organizational commitment sub-scale including
six test items (affective commitment, continual commitment, normative commitment, ideal commitment, economic commitment and chance commitment).

3.2.3 Scale of turnover intention
Turnover intention aims to measure the attitude and idea of employees’ departure from the organization, this paper adopts three items to predict employees’ turnover intention: “I am actively seeking other job opportunities”, “I may leave the company within 12 months”, and “I may leave the company in three years”. These not merely reflect the turnover intension, but also partly reflect realistic possibility of leaving. 5-point measuring scale is used to measure subjects’ turnover intention. “1” means completely impossible and “5” means completely possible. Higher score means more obvious turnover intention.

3.3 Purification of test items
The principles of purification of test items are as follows: (1) if Corrected Item-to-total Correlation is less than 0.4, this means the item has small correlation with the total; (2) after this item is deleted, if Cronbach $\alpha$ value increases, the item should be deleted. As per the above principles, the author purified the test items with statistical software SPSS17.0 according to the data returned by effective questionnaires and deleted 10 items. Finally, 12 items were used for data analysis.

3.4 Factor analysis
SPSS17.0 was used to process the data acquired in the first stage. After the items were deleted, KMO value of 12 items is 0.823. Significance level (sig. = 0.00) of Bartlett ball test is less than 0.01. This indicates the data are suitable for factor analysis. Thus, we conducted orthogonal rotation of load matrix of 12 test items which well belong to 3 component factors. Three factors were extracted after rotation (Table 1), including 1-innovation atmosphere, 2-organizational commitment and 3-turnover intention. Accumulated variance interpretation ratio of the three factors is 66.181, which indicates it is reasonable to extract three factors.

<table>
<thead>
<tr>
<th>Observed Variable</th>
<th>Factor 1</th>
<th>Factor 2</th>
<th>Factor 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Challenging work</td>
<td>0.692</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Degree of freedom</td>
<td>0.704</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teamwork</td>
<td>0.842</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Originality support</td>
<td>0.762</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sufficient resources</td>
<td>0.553</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Positive relationship with management layer</td>
<td>0.671</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Normative commitment</td>
<td></td>
<td>0.718</td>
<td></td>
</tr>
<tr>
<td>Economic commitment</td>
<td></td>
<td>0.865</td>
<td></td>
</tr>
<tr>
<td>Affective commitment</td>
<td></td>
<td>0.748</td>
<td></td>
</tr>
<tr>
<td>Ideal commitment</td>
<td></td>
<td>0.531</td>
<td></td>
</tr>
<tr>
<td>I may leave the company within 12 months</td>
<td></td>
<td></td>
<td>0.907</td>
</tr>
<tr>
<td>In future three years, I may leave the company</td>
<td></td>
<td></td>
<td>0.911</td>
</tr>
</tbody>
</table>

3.5 Reliability and validity test
Cronbach’s Alpha values of various variables exceed 0.700. Thus, it is believed the questionnaire survey has good reliability. Cronbach $\alpha$ value of innovation atmosphere sub-scale is 0.848; Cronbach $\alpha$ value of organizational commitment sub-scale is 0.785; Cronbach $\alpha$ value of turnover intention sub-scale is 0.839. All sub-scale data comply with reliability requirement. Cronbach $\alpha$ value of total scale is 0.823, which indicates intrinsic consistency of data is good and data have good reliability. Content validity (i.e. face validity) means the scale can clearly reflect the content of the concept to be measured logically. In dimension and item selection stage, this paper focuses on
relevant theoretical basis and predecessors’ study and strive to cover the measurement content in an all-round way. After the first draft of questionnaire was finished, the author deeply discussed the content and form of questionnaire with human resource scholars and organizational employees, supplemented the omitted items, eliminated repeated items and adjusted the questionnaire structure so as to guarantee item distribution rationality. The above process can ensure content validity of questionnaire.

4. Research Results

4.1 Correlation analysis

Table 2. Table of correlation coefficients (number of samples N = 356).

<table>
<thead>
<tr>
<th>Component</th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 innovation atmosphere</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 organizational commitment</td>
<td>0.622**</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>3 turnover intention</td>
<td>-0.296**</td>
<td>-0.179*</td>
<td>1.000</td>
</tr>
</tbody>
</table>

** means P has significant difference at 0.01 level; * means P has significant difference at 0.05 level

Table 2 shows correlation coefficients to study variables. Innovation atmosphere is significant positive correlated with organizational commitment (r = 0.622, p < 0.01). Innovation atmosphere is significant negative correlated with turnover intention present (r = -0.296, p < 0.01). Organizational commitment is significant negative correlated with turnover intention (r = -0.179, p < 0.05). These results show Hypothesis 2, Hypothesis 3 and Hypothesis 4 pass the test. The research results prove that, organizational commitment level of employees in cultural enterprise is significant positive correlated with innovation atmosphere. Innovation atmosphere and turnover intention have significant negative correlation. Employees’ organizational commitment level is significant negative correlated with turnover intention present. Although we have gained correlation and correlation coefficients of variables through analysis of variables, causal relationship and interaction effect of variables are still not found. Hence, it is necessary to construct structural equation model for further study and revelation.

4.2 Structural equation model

This study utilizes AMOS17.0 for data processing to gain path coefficient of path diagram of structural equation model (Fig.1). The path model consists of 12 measurement indexes (observed variables) and 3 principal component factors (potential variables).

The first index is the ratio of chi-square statistics (CMIN) and degree of freedom. An American social statistician Blair Wheaton considers the ratio of CMIN and DF is about 5:1, which indicates fitting degree of model and data is acceptable. But, American sociologist Edward G. Carmines believes only when CMIN/DF is between 2:1 and 3:1 can fit degree of model and data be acceptable. Although CMIN is a common index to test overall fitting degree of models, it is quite sensitive to the size of samples. So, we measure the fitting degree between models and data mainly according to RMR, NFI, IFI and CFI in Table 3. RMSEA < 0.080 and RMR < 0.050 means the model has ideal fitting degree. Other fitting indexes such as NFI, NNFI, CFI, IFI and GFI are better when they are closer to 1. When the value is more than 0.900 it reaches the best. Under high-capacity samples, 0.800 can also be accepted [12]. CMIN/DF is slightly high, but RMR of this model is 0.043, and NFI, CFI and IFI exceed 0.900 (Table 3). Thus, this model has high fitting degree. This indicates our study on the fitting degree of path model can gain statistic support.

Based on this standard, we can draw such conclusion that, estimated coefficient values of three paths in Fig.1 are significantly unequal to 0 (p < 0.05). These results fully prove Hypothesis 2, Hypothesis 3 and Hypothesis 4 pass the test and reflect causal relationship among the variables (innovation atmosphere, organizational commitment and turnover intention).
Table 3. Model fitting index.

<table>
<thead>
<tr>
<th>Mode fitting test</th>
<th>N/DF</th>
<th>CMIN</th>
<th>DF</th>
<th>P</th>
<th>RMR</th>
<th>NFI</th>
<th>IFI</th>
<th>CFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measured value of fit index</td>
<td></td>
<td>3.135</td>
<td>188.082</td>
<td>60</td>
<td>.000</td>
<td>.043</td>
<td>.909</td>
<td>.934</td>
</tr>
</tbody>
</table>

5 Conclusions and Suggestions

5.1 Empirical research conclusions

Based on original 3 principal factors (innovation atmosphere, organizational commitment and turnover intention) and the hypotheses of 22 relevant measurement indexes, 12 measurement indexes are obtained through purification of test items, factor analysis and reliability test.

According to fit index gained from structural model empirical study, structure of innovation atmosphere and organizational commitment and the attribution of each variable are reasonable and moderate. Besides, this paper verifies significant correlation among innovation atmosphere, organizational commitment and employees’ turnover intention; innovation atmosphere is significant correlated with organizational commitment and turnover intention. Innovation atmosphere and organizational commitment are significant positive correlated. Innovation atmosphere is significant negative correlated with turnover intention. Organizational commitment is significant negative correlated with turnover intention. These research results can enlighten human resource department and supervisors of cultural enterprises to take planned measures when employees enter the enterprises so as to help them adapt new organizational climate as soon as possible and general organizational identification. Enhancing innovation atmosphere, organizational commitment and eliminating employees’ turnover intention can effectively influence performance of cultural enterprises. Human resource management policy and measures should pay more attention to whether innovation atmosphere and organizational commitment are effectively influenced and employees’ turnover intention is eliminated.

Although this study gains some variable findings, it still has some shortcomings: sample data come from Chinese cultural creative industry. In follow-up study, other industries may be selected to further verify applicability of this model; due to time limit, cross-sectional data collection is conducted in empirical research, and the data could not collected in the way of vertical section; Besides, causal relationship of variables is not discussed. The subjects answered questions in self-evaluation mode according to their cognition and experience. So, they may fail to completely know the meaning of questions or have bias error. Thus, the results may have non-systematical variation which cannot be completely eliminated.

5.2 Employee management suggestions for cultural enterprises

Rational talent flow of cultural enterprises contributes to optimizing human resource allocation, but excessively frequent talent flow and especially creative talent flow will result in huge loss to cultural enterprises. The research results show innovation atmosphere, organizational commitment and employees’ turnover intention are particular. Hence, it is necessary to take specific management measures to enhance innovation atmosphere of cultural enterprises and organizational commitment of creative talents, and eliminate their turnover intention.

5.2.1 Enhance organizational commitment of employees in cultural enterprises

In the survey of organizational commitment, economic commitment gains the highest score, because remuneration not only represents money, but also affirms employees’ ability and quality and reflects self-worth. Establishing the salary system corresponding to employees’ ability and performance is a basic method to retain employees. Salary incentive not merely includes money, but
also involves stock option and performance dividend. Establishing risk sharing and income sharing incentive system between employees and enterprise development prospect contributes to attracting and retaining talents. The influence of affective commitment on employees’ turnover intention is ranked only second to economic commitment. This may be because Chinese culture pays attention to emotional experience. Confucian culture as a mainstream culture in China regards moral cultivation and moral education as the root and advocates valuing justice above material gains in terms of relation between justice and profit. So, affective commitment contributes greatly to enterprises, which is reasonable. Moreover, cultural enterprises can enhance employees’ organizational commitment through training in human resource management, try to make employees’ organizational commitment reach internalization level and promote improvement of corporate performance.

5.2.2 Create innovation atmosphere and boost innovation atmosphere ability

Innovation atmosphere plays a preposition role in this paper, and it is an important factor influencing organizational commitment and employees’ turnover intention. Ideal innovation atmosphere should be like this: colleagues can communicate smoothly and cooperate closely. Organizational culture which pays attention to communication and stresses cooperation is significant for corporate development. From the conclusions, we can see innovation atmosphere and turnover intention present significant negative correlation, which reflects the influence of innovation atmosphere on employees’ turnover. Four tasks should be done well in order to create innovation atmosphere and improve organizational innovation ability: firstly, formulate the policy and practice to cultivate internal innovation atmosphere; secondly, systematically measure and

Figure 1. Path diagram of model.
evaluate organizational innovation spirit and innovation performance; thirdly, explicitly formulate employee recruitment, appointment, management, selection, promotion, cultivation, further study, incentive and reward measures. In one word, it is required to establish flexible organizational innovation management mode and operation mechanism and finally promote such mode and mechanism to good innovation atmosphere. This is organizational innovation culture.

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