

A Study on the Influence of Organizational Innovation Climate on Employee's Innovation Performance --A Moderated Mediator Model

Shiqi Huang¹

¹Dalian University of Technology, Economic and Management School

*Corresponding author. Email: huangsq0506@163.com

ABSTRACT

In the era of knowledge-driven economy, employees' innovation performance is the decisive factor of enterprise competitiveness. In order to further enrich the research achievements of the innovation performance of employees, this paper tests and verifies the relationship between the organizational innovation climate, thriving at work, inclusive leadership and the innovation. The results establish that the organizational innovation climate is significantly and positively connected to employee innovation performance, and thriving at work plays a moderating role. In addition, inclusive leadership mediates the influence of organizational innovation climate on employees thriving at work, thus mediating the moderator role of thriving at work of the model.

Keywords: *organizational innovation climate; thriving at work; employee innovation performance; inclusive leadership*

1. INTRODUCTION

In the context of "mass entrepreneurship and innovation", innovation has become the major theme of the times and an essential way for enterprises to enhance their competitiveness^[1]. As the direct implementers of innovation activities, employees determine the innovation capability and level of enterprises by their innovation performance^[2]. Consequently, the research on the antecedent variables affecting employees' innovation performance and their influencing mechanisms has been given wide-ranging attention in current years and has become a central issue in the field.

In practice, even though innovation is an individual behavior, it frequently means challenging and subverting the existing system, ideas or methods of the organization. Therefore, employees first require an external environment that supports and encourages innovation to guide them to let go of the familiar and actively immerse themselves in the change and development of the company. Only when they dare to innovate, can they create a good performance in the following process of innovation. It is a set of measurable organizational attributes that members directly or indirectly recognize in the work environment and that influence employees' innovative behavior, including environmental freedom,

organizational support, teamwork, learning and growth and competency development^[3]. Both affective-event theory and personal-environmental matching theory propose that, as well as individual motivation and creativity, the organizational climate and environment have a considerable impact on the development of innovative activities. In current years, scholars have considered organizational innovation climate as an essential precursor variable of employees' innovative behavior^[4], while prior studies have largely focused on the mediating effects of innovation self-efficacy, psychological capital and knowledge sharing^[3,5,6], which typically directly describe employees' cognition, inner emotion, or behavior among organizational members alone, which lacks the combined cognitive and affective viewpoint to measure the impact of the innovative work climate on employees' innovative performance.

Second, externalized management guidance on its own, can only improve employees' innovation performance to a restricted extent. On the one hand, the organizational characteristics can alter at any time, and the influence of the organizational innovation atmosphere on the innovation performance of employees in a specific time period is temporary. What enterprises actually need are employees who are able to carry out ongoing innovation and convey unremitting innovation vitality to

the enterprises' development. On the other hand, the innovative behavior is carried out by employees, and the resources supplied by the organization need to be "internalized" by employees and transformed into innovative ideas and sensible actions, or else they simply become "golden jade outside, but not inside", and are unable to play a positive role in improving the innovation ability of individual employees and the organization as a whole. Consequently, employees must have that inner driving force of active and long-term innovation, but they must also learn from the organization's innovative ambiance and learn from diverse resources, so as to accrue knowledge and strength for autonomous innovation. In this context, employees' thriving at work means that each employee has both vitality and learning experience at work, inclusive of emotional (vitality) and cognitive (learning) psychological experience dimensions, which is an indication of individual growth and progress^[7]. Research has established that employees' thriving at work decreases burnout, increases career development and wellness, and endorses performance growth. By enabling employees to create ways and ideas that are valuable to the organization and reinforce their innovative performance, thriving at work supplies a new way of thinking for companies to construct core strengths and sustain elevated levels of innovation^[8]. Therefore, in order to match the organizational innovation climate to maximize employee innovation performance and meet the enterprise's innovation demand for employees, it is essential to study organizational innovation climate and employee innovation performance with the assistance of employees' thriving at work.

From the viewpoint of the work situation defined by the organizational innovation climate, an organization with a strong innovation climate will convey additional knowledge and resources to employees and supply them with a platform to completely learn and develop their abilities; by emphasizing the importance of innovation for organizational and personal progress and by supplying all-inclusive organizational support, employees are encouraged to develop their skills and bring new changes to the organization. During this procedure, the foundation is laid for employees to have a "learning" experience of personal growth and progress and an "energetic" experience of enthusiastic hard work. Therefore, an organization's innovative atmosphere can add to their employees' sense of thriving at work and so the "learning" experience helps them learn to use new knowledge and new methods to resolve problems and think of more innovative ideas. The experience of "vitality" helps employees to continuously improve their motivation to work and take the initiative to create ideas in a relaxed and energetic state of mind. It is easy to imagine that employees in such a happy state of mind would perform better in terms of innovation performance; this is also confirmed by existing research^[7,8,9]. Moreover, the twofold experience of cognitive and affective

dimensions of thriving at work reflects a few of the gaps in the prior paper in terms of mediating variables between organizational innovation climate and employee innovation performance. Thus, combined with the prior discussion, this paper aspires to verify whether organizational innovation climate can sway employee innovation performance through the path of organizational innovation climate - employees' thriving at work. Employee innovation performance is a pathway in organizations that affects employee innovation performance.

The resource conservation theory suggested by HOBFOLL proposes that individuals will attempt to maintain and safeguard the resources they have and avoid losing them through resource investment^[14]. Ingenious individuals will be more capable of gaining additional resources and will tend to work with more energy and enthusiasm, increasing their engagement in their work^[15]. Employees who feel the support of rich resources improve their personal ability and infuse more energy and enthusiasm into their work, are more likely to produce a flourishing working state. In order to maintain these advantageous resources, employees will strive to cater to the development needs of an organization with a strong innovation climate, utilize these accessible resources to make ground-breaking investments and produce diverse forms of innovation, thus promoting the improvement of personal innovation performance. Therefore, the path of organizational innovation climate - employees' thriving at work - employee innovation performance fits the explanatory mechanism of resource conservation theory, and the model is supported by specific hypothetical support.

Finally, in addition to macro-level organizational traits and micro-level individual inner feelings, the influence of leaders on employees' innovative performance, as controllers of organizational resources, leaders of the ambiance and commanders of work ought not to be underestimated. According to present-day scholars, it is leaders' a significant responsibility to facilitate the generation of innovative behavior among employees and ultimately to achieve sustained organizational competitive advantage and organizational success^[10]. Leaders have a considerable influence on the innovative behavior of their subordinates, which is eventually seen in the innovative performance of their employees. Inclusive leadership, as an emerging leadership style, is gradually gaining attention as organizations continue to change into open organizations. Most of the present studies have utilized inclusive leadership as an antecedent variable to examine its direct or indirect effects on employees' innovative behavior or performance^[11,12,13], but less attention has been paid to the potentially moderating effects it has on employees' innovation processes. Even though the entire organization creates good conditions for employees' innovation from work environment and work resources,

if their superiors have difficulty in accepting potential failures in the innovation process or employees' innovative suggestions, employees are prone to actively give up the chance to acquire new knowledge and innovative performance to meet their supervisors' preferences, which will be extremely unfavorable to creating of a sense of thriving at work and the following improvement of innovative performance. In this regard, does an inclusive leader's "all-inclusive" leadership style positively moderate the impact of the organizational innovation climate on employees' thriving at work and their innovation performance? This study is expected to verify this hypothesis.

To summarize, this study takes the research idea of exploring new influence mechanisms to enhance employees' innovation performance, introduces employees' thriving at work as a mediating variable, investigates the influence mechanism of organizational innovation climate on employees' innovation performance with the aid of the resource conservation theory, and focuses on the moderating role of emerging leadership style inclusive leadership echoes the research outlook of scholars on organizational innovation climate and employees' thriving at work^[1,7,16], and provides new ideas for organizations to improve employees' innovation performance. It provides new ideas for organizations to enhance employees' innovation performance, and also provides reference for enterprises in practice to cultivate employees' innovation spirit and optimize their innovation performance from three levels: organizational environment, organizational leadership and individual employees.

2. RESEARCH HYPOTHESIS

2.1. *organizational Innovation Climate and Employee Innovation Performance*

Research has established that individual attitudes and behaviors are determined by both the individual and his or her environment. As a product of cognitive conditions^[1], an organizational innovation climate enables employees to recognize that innovation is the key to organizational development and progress, and makes it clear that innovative thinking and behavior are essential for advancement and development in the organization^[17], thus making employees' inherent incentive to create and their willingness to attain good innovative performance stronger. An elevated innovation climate in an organization has the control function of modifying human behavior^[18], and also endorses an alteration in employees' learning psychology by escalating their expectation of effectiveness and results, encouraging them to imitate and learn from the organization's top innovators and seek self-improvement. In an innovative atmosphere, information communication and interpersonal interaction among employees and between employees and leaders

are more recurrent and deeper^[17], and companies with a robust innovative ambience usually have the ideal communication channels and sharing platforms to urge employees to share their knowledge and experience^[5], which additionally expands and enhances employees' learning channels and effects. Sharing and integrating knowledge and information within the organization can arouse employees' innovation consciousness and enhance their innovation ability^[17], thus endorsing employees' good innovation performance. Additionally, the direct impact of organizational innovation climate on employees' innovation performance has been widely verified in numerous previous studies^[1,5,16], Therefore, this paper suggests the ensuing hypotheses.

H1: organizational innovation climate has an important positive effect on employee innovation performance.

2.2. *The mediating role of employees' thriving at work*

Even though there is a dearth of research on the positive impact of organizational innovation climate on thriving at work, the connection between the two is well established based on the definition and connotation of organizational innovation climate and the social embedding model of thriving at work.

Employees thriving at work is the psychological state in which individuals experience both vitality and learning at work^[7]. Actually, it is possible for everyone to experience vitality and learning, but whether they can prosper depends on their work context^[7]. SPREITZER et al.^[19] suggest that situational characteristics, work resources, and motivational work behaviors predict thriving at work. The positive effect of these work resources was verified by empirical studies in China^[8], though departmental situational characteristics have not been verified locally. Combined with the definition of organizational innovation climate, organizations with high innovation climate convey quality work scenarios including harmonious and free working atmosphere, organizational support of resources such as expertise, information and equipment, mutual support among team members through exchange of insights^[3], information sharing and supplementation and expansion of knowledge resources. According to the social embedding model of thriving at work, the organizational innovation climate should have a positive impact on employees' thriving at work.

According to the resource conservation theory, basic resources for employees' work input include relational resources and individual resources^[19], while the organizational support and work autonomy provided by organizations with more innovative ambience are valuable relational resources for employees. Employees who perceive these rich resources will invest more in

their work and make investments in available resources, i.e., make full use of the knowledge, materials and experiences of colleagues supplied by the organization for self-improvement and innovative thinking, and actively exert their work sovereignty to prevent anyone from resource losses in the future. In this active learning process, the organizational innovation climate can also significantly enhance employees' self-efficacy in innovation by encouraging and supporting trial-and-error attempts^[6], so they can perform more confidently in innovation activities^[3], and ensure employees enjoy good learning outcomes. Thus the "learning" ability of individual employees to acquire and use knowledge and skills to build confidence is significantly satisfied, and the "learning" experience in the thriving at work of employees is satisfied. Individuals who are resourceful at work are more likely to tend to their work with energy and enthusiasm^[15], increasing their motivation and energy to deal with issues, avoiding burnout, and satisfying the psychological state of their "vitality" dimension, which leads to a sense of thriving at work. To summarize, the ensuing hypotheses are suggested in this paper.

H2: organizational innovation climate has a significant positive impact on employees' thriving at work.

Thriving at work is greatly productive, and when individuals thrive, the learning dimension is experienced as escalating both their self-knowledge and their effectiveness at work^[10]. The vitality dimension is experienced as releasing more positive emotions at work, investing more enthusiasm and energy in their work, and gaining confidence to challenge and overcome difficulties in the innovation process. This positive belief in confidence and optimism is a valuable resource for employees, allowing them to grasp positive attributes to maintain confidence and innovative outcomes within the demands of innovative work, adjusting the path to attain goals when needed, and being able to constantly achieve success^[20], generating a sustainable motivation to improve employee innovation performance. According to the resource conservation theory, people will safeguard this existing resource and endeavour to create a resource surplus by investing in it. ^[21]Consequently, employees will be more active in gaining new knowledge and meeting new challenges, and they will enjoy the prosperity their work brings while applying what they have learned to resolve problems innovatively and lots of energy into innovation. This helps employees abandon old ideas and methods and use innovation in their thoughts and actions, which impels them to improve their innovation performance in both intrinsic motivation and external performance. Several empirical studies have verified the positive impact of employees' thriving at work on innovation performance^[7,8,9], so this paper proposes the following hypotheses.

H3: employees' thriving at work has a significant positive effect on employee innovation performance.

Integrating the research hypotheses of H2 and H3 above, the organizational innovation climate can have a very positive impact on employees' innovation performance indirectly by directly endorsing individuals in the organization to create a sense of employees' thriving at work, as follows: The fundamental principle of resource conservation theory is that individuals have the instinct to gain, maintain, protect and cultivate important resources^[22]. organizations with a robust innovation climate supply employees with rich resources inclusive of knowledge, work autonomy, teamwork, etc. To avoid losing these resources to others, employees will actively use them for themselves and attempt to create more resource benefits on this basis. In the workplace, organizations with a strong innovation climate may have regular experience exchange meetings for new and old employees. By attending these meetings, employees realize that they can gain diverse resources such as job knowledge, skills and experience, as well as positive relationship building with older employees which are beneficial to them, so they will appreciate the opportunity to attend each meeting. To maintain this continuous exchange of complementary strengths, employees not only learn from others' experiences and ideas, but also regularly summarize their own ideas and try to attend the conference to share them with others. In such a process of resource utilization and investment, employees' learning ability is constantly improved and they can use the resources provided by the organization to innovatively resolve the problems the organization faces. Due to the support of resources and the psychology of protecting and re-creating resources, they work with more enthusiasm and energy, and feel energetic and full of energy inside, thus creating a double experience of vitality and a sense of prosperity. The sense of thriving at work means that employees "internalize" the support provided by the organization's innovation atmosphere and increase their confidence, enthusiasm and belief in innovation, further enriching their emotional resources. Since, according to resource conservation theory, people are always actively working to maintain, protect, and build what they perceive to be valuable resources^[23], individuals with a high sense of thriving at work will continue to invest in the experience of "learning" and "vitality" at work all the more. continuously invest more energy in learning, pursue self-improvement and improvement, maintain the satisfaction of inner prosperity with outstanding performance and innovative contributions to the organization, and avoid depletion of resources. During this process, they will achieve better personal innovative performance. In summary, this paper proposes the following hypotheses.

H4: employees' thriving at work mediates the relationship between organizational innovation climate and employee innovation performance.

2.3. The Moderating Role of Inclusive Leadership

Inclusive leadership is an up-and-coming leadership style widely discussed by scholars over recent years. It is an open, inclusive and more humanistic leadership model that insists people should come first, tolerates the individual characteristics of subordinates and pays attention to their diverse needs and excels at listening to subordinates' views and recognizing their contributions in an organizational context [24].

Inclusive leaders themselves have a certain spirit of adventure and innovation [12], and are willing to encourage and inspire employees to put forward new ideas and methods through demonstration. They may even take the initiative to organize seminars and sharing sessions for their subordinates, and lead employees to conduct in-depth analysis and learning of the resources provided by the organization's innovative atmosphere, and exchange their views with each other. This gives employees sufficient opportunities for cross-level communication and collision of ideas, and thus to gain a deeper grasp of the knowledge-based resources in the organization and a more flexible, practical application of diverse resources, to obtain better learning results and stronger enthusiasm for learning. Inclusive leaders are also good at comprehending their subordinates, tolerating their views and failures at work [11], and demonstrate recognition and support for subordinates' innovative ideas. If the managers of an organization have an inclusive leadership style, employees will feel respected in the organization and their psychological needs will be satisfied to a great extent. In this scenario, employees will recognize the organization and actively integrate into its environment and atmosphere [25]. They will have more "energy" to learn and innovate with the resources supplied by the robust innovation atmosphere, and the more personal effort, enthusiasm and energy they put into the process, the stronger the experience of "learning" and "vitality". In addition, when the manager of an organization is an inclusive leader who encourages employees to innovate, he or she will intentionally connect employees' personal salary and promotion opportunities with their innovative performance to motivate them, so that the construction of the organization's innovative atmosphere can meet the needs of subordinates' personal development. The employees cherish this quality work environment and strive to "make the best use of it", putting more effort into their own growth and improvement. Thus, under the regulation of a high level of inclusive leadership, the organization's innovative atmosphere is more likely to promote employees to feel the thriving of "learning" and "energetic" experience at work.

In contrast, if the leaders in the organization are more inclined to rest on their laurels and are unwilling to accept new ideas and perspectives from their subordinates or the risks and failures that innovation can bring, they will

intentionally decrease the empowerment given to the employees in the organization with a strong innovation atmosphere in order to avoid risks, and preach to their subordinates the concept of "doing their jobs as they are supposed to. In this way, even with the support of high quality learning resources and various innovative conditions, subordinates will cater to their leaders' preferences and deliberately decrease communication and sharing with colleagues and innovative attempts at work, believing they only need to stick to the rules and complete the prescribed tasks. They are missing the "learning" experience of training their own thoughts and improving their personal capabilities through "learning" experience. When the inclusive style of leadership is comparatively low, "innovation" will naturally not be an important assessment indicator for employees' personal promotion, therefore, even if employees are in an organization with a strong innovation atmosphere, when they realize that learning and innovation through using the resources provided by the organization does not benefit them personally, their enthusiasm for learning and willingness to innovate will be insufficient and their "vitality" experience will be seriously suppressed. When the level of inclusive leadership in an organization is low, the positive impact of the organizational innovation climate on employees' sense of thriving at work is weaker.

In summary, the following hypothesis is proposed in this paper.

H5: Inclusive leadership moderates the relationship between organizational innovation climate and employees' thriving at work. The higher the level of inclusive leadership, the stronger the positive relationship between organizational innovation climate and employees' thriving at work is.

Combining Hypotheses 4 and 5, this study further suggests that the organizational innovation climate is moderated by inclusive leaders to indirectly influence their employees' innovation performance through thriving at work, as demonstrated by the mediating model moderated in the first stage. Particularly, in an organization with a robust innovation climate, the encouragement, tolerance, and respectful support from inclusive leaders leads to a stronger sense of psychological security [12] and a stronger sense of ownership and responsibility [13], which encourages employees to make full use of the resources provided by the innovation climate in the organization for active learning and challenges, and thus gain a stronger sense of thriving at work. In the process of learning and challenge, employees' knowledge, ability and thinking are expanded and improved, laying a solid foundation for the development of personal innovation performance. In addition, employees constantly pursue a more excellent performance in innovation performance, thus maintaining and creating more individual, relational and emotional resources brought by the existing work

situation and providing infinite power for the improvement of employees' innovation performance.

On the contrary, if the leadership has comparatively poor inclusiveness, even in a robust innovation atmosphere, employees will be afraid to learn actively and unwilling to work seriously with full enthusiasm to discover existing problems and resolve them with new ideas and methods, for fear of being accused by the leadership and constrained in personal development. Thus, the role of the organizational innovation atmosphere is significantly decreased, and employees do not have an adequate "sense of prosperity", and the knowledge they learn in the process and their inner motivation are insufficient to support good innovation performance.

Therefore, the mediating role of employees' thriving at work is moderated by inclusive leadership. In other words, when the level of inclusive leadership is elevated, the organizational innovation climate is more able to positively enhance employees' thriving at work and the contribution of thriving at work to innovation performance is also enhanced, i.e., the mediating role of thriving at work is more robust. When the level of inclusive leadership is low, the positive impact of the organizational innovation climate on innovation performance through thriving at work is weaker, i.e., the mediating role of thriving at work is weaker. In summary, this study proposes the following hypothesis.

H6: Inclusive leadership moderates the mediating relationship between employees' thriving at work in the organizational innovation climate and innovation performance. The higher the level of inclusive leadership, the stronger the mediating role of employees' thriving at work.

Based on the above model, the hypothetical model of this study is a mediated model that is regulated, as shown in Figure 1.

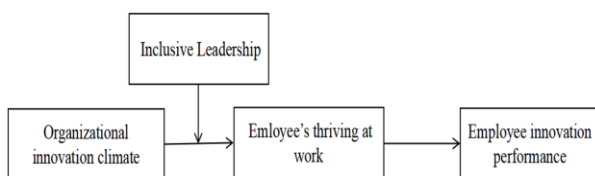


Figure 1 Theoretical model of this study

3. STUDY DESIGN

3.1. Study sample and data collection

This research mostly used questionnaires, and the subjects came from a total of nine alumni enterprises in four regions: Hebei, Liaoning, Shandong and Shanxi. Prior to conducting the formal study, the experts discussed the content of the questionnaire with a few of the enterprise employees. Based on their input, specific

questions were altered to guarantee the soundness of the questionnaire. Subsequently, the subjects chosen were determined to be knowledgeable employees of the enterprises, the questionnaire was sent to them independently in the form of a link, and the subjects responded on their own mobile device via the Questionnaire Star platform.

A total of 350 questionnaires were sent out, and 305 questionnaires were collected; a recovery rate of 87.1%. After the removal of invalid questionnaires with wrong answers to the test questions, the valid questionnaires numbered 299, with an effective recovery rate of 85.4%. Amongst the last valid sample, 54.5% were males and 45.5% were females; 7.3% were aged 25 or less, 50.1% were aged 26-35, 37.4% and 5% were aged 36-45 and 46 and above respectively, with a mean average age of 31; 2% had high school education or below, college accounted for 27%, bachelor's degree accounted for 62.5%, and master's degree and above accounted for 8.3%. Working years were: 5.3% accounted for 1 year and below; 47.1% accounted for 1-5 years; 29.7% accounted for 6-10 years, while 17.7% worked for 10 years or more. Finally, in terms of the job levels of the subjects, 36.1% were grassroots employees, 51.8% were junior managers, and 12% were middle and senior managers.

3.2. Measurement of variables

The scales used in this study were all mature scales chosen with consideration of the local cultural characteristics of China. The English scales chosen were translated into Chinese using a typical back translation procedure; all scales, apart from the fundamental information, were rated on a LIKERT-7 scale from 1 (not at all conforming) to 7 (fully conforming).

Organizational innovation climate. Excerpted from the organizational innovation climate questionnaire developed by Jianjun Zheng^[26] et al. The original scale has 35 questions in 7 dimensions, but because this study does not inspect in detail the influence mechanism of each dimension of innovation climate on employees' innovation performance, but rather, considers innovation climate as a general working scenario that can be felt together in the organization, this study only chooses the loaded questions attained by exploratory factor analysis under each dimension of the original questionnaire as the measurement questions, which contain a total of 7 items such as, "The reward system of the unit makes everyone rich in innovation enthusiasm" and "The unit leaders are personally involved in order to promote innovation work"^[27]. In this study, the Cronbach's α of the scale was 0.790.

employees' thriving at work. The PORATH^[28] scale, which has an extensive range of applicability was used. The learning and vitality dimensions have 5 items each, and the representative questions of the learning

dimension are, "I have learned more and more over time" and the representative questions of the vitality dimension are, "I am full of ability and spirit", which employees self-assessed. In this study, the Cronbach's alpha of the scale was 0.856.

Employee innovation performance. A 9-item scale developed by JANSSEN et al.^[29] was used, with the representative question, "Creating new ideas in search of improvement at work", which employees self-assessed. In this research, the Cronbach's alpha for this scale was 0.859.

Inclusive leadership. Extracted from the scale developed by HOLLANDER^[30], this research focuses on two dimensions of support and recognition, and communication fairness with 11 questions, representative of which are, "My leader recognizes my work contribution", "My leader often listens to news from employees, good or bad". The scale was used in this research. In this research, the Cronbach's α of the scale was 0.847.

Control variables. Continuing the experience of the FROSCH^[31] research on innovation performance, gender, age, education, job level and years of experience were utilized as control variables in this study, and the control variables were measured in the form of selections via

fundamental information in the questionnaire section.

4. RESEARCH RESULTS

4.1. Common method deviation

In this study, the common method bias test was conducted using the HARMAN one-way test. The results of the Harman one-way test established that the first principal component without rotated factors accounted for 37.89%, which is less than the critical criterion of 50%^[32], signifying that the sample data do not have serious common method bias problems.

4.2. Validation factor analysis

The discriminant validity of the four variables of organizational innovation climate, employees' thriving at work, employee innovation performance and inclusive leadership was examined by Mplus 7.4 validated factor analysis. As shown in Table 1, the outcomes of the analysis demonstrated that the four-factor model had the best fit compared to the one-, two-, and three-factor models ($\chi^2 /df = 1.882$, RMSEA = 0.054, CFI = 0.982, TLI= 0.976, SRMR = 0.027), signifying that the core variables involved in this study had good discriminant validity and were representative of different constructs.

Table 1 Comparison of validated factor analysis

Models	Contained factors	χ^2 /df	RMSEA	CFI	TLI	SRMR
Four-factor model	OIC;TW;IL;IP	1.882	0.054	0.982	0.976	0.027
Three-factor model	OIC+TW;IL;IP	1.866	0.054	0.982	0.976	0.028
Two-factor model	OIC+TW+IP;IL	2.304	0.066	0.971	0.964	0.033
One-factor model	OIC+TW+IP+IL	2.422	0.069	0.970	0.961	0.032

4.3. Descriptive statistics and correlation analysis

The intention of descriptive statistics is to visualize the concentration trend and dispersion of each variable; the intention of correlation analysis is to test whether and to what extent there is a connection between organizational innovation climate and employees' thriving at work, employee innovation performance and inclusive leadership and organizational innovation climate and employees' thriving at work variables. In this study, SPSS 26.0 was used to conduct correlation analysis and variable descriptive statistics, and the results are

revealed in Table 2 below.

From the means, standard deviations, and correlation coefficients of the variables in Table 2, it is plain that organizational innovation climate is considerably and positively connected with employees' thriving at work ($r=0.852, p<0.01$) and employee innovation performance ($r=0.840, p<0.01$), respectively; inclusive leadership is considerably and positively connected with organizational innovation climate ($r=0.660, p<0.01$) and employees' thriving at work ($r= 0.686, p<0.01$) were significantly and positively correlated; the correlation analysis between the variables also supplied the essential conditions for the following hypothesis testing^[33].

Table 2 Means, standard deviations and correlation coefficients of variables

Variables	M	SD	1	2	3	4	5	6	7	8	9
1. Organizational innovation atmosphere	5.742	0.646									
2. employees' thriving at work	5.825	0.637	0.852**								
3. Employee innovation performance	5.760	0.687	0.840**	0.827**							
4. Inclusive leadership	5.837	0.595	0.660**	0.686**	0.580**						
5. Gender	1.450	0.499	-0.022	-0.020	-0.037	0.036					
6. Age	2.400	0.700	0.006	-0.001	0.085	-0.030	-0.054				
7. Education	2.770	0.620	0.196**	0.193**	0.223**	0.181**	0.077	-0.029			
8. Position level	1.760	0.652	0.091	0.081	0.128*	0.066	0.049	0.470**	0.097		
9. Years of work	2.600	0.839	0.166**	0.192**	0.203**	0.166**	0.101	0.670**	0.037	0.516**	

Note: n=299; *, indicates significant correlation at the 0.05 level (two-tailed). **, At the 0.01 level (two-tailed), the correlation is significant.

4.4. Hypothesis testing

1. The main effects of organizational innovation climate on employees' innovation performance were examined. This study used hierarchical regression analysis to test the major effect of organizational innovation climate on employees' innovation performance, while controlling for employees' gender, age, education, years of experience and tenure level. As revealed in model 6 of Table 3, organizational innovation climate has an important positive effect on employee innovation performance ($\beta=0.824$, $p<0.01$), and hypothesis H1 is supported.

2. Test of the mediating effect of employees' thriving at work. In this study, the stepwise analysis proposed by BARON and KENNY [34] is utilized to test if employees' thriving at work plays a mediating effect. Combined with Model 2 in Table 3, it is apparent that organizational innovation climate has a considerable positive effect on employees' thriving at work ($\beta=0.830$, $p<0.01$); from Model 7, it is apparent that employees' thriving at work has a considerable positive effect on employee innovation performance ($\beta=0.819$, $p<0.01$),

and hypotheses 2 and 3 are supported. When both organizational innovation climate and employees' thriving at work predict employee innovation performance, the predictive effect of employees' thriving at work remains significant ($\beta=0.409$, $p<0.01$), and the predictive effect of organizational innovation climate remains significant ($\beta=0.484$, $p<0.01$), but decreases according to Model 6, signifying that employees' thriving at work plays an important role in the association between organizational innovation climate and employee innovation performance. This implies that employees' thriving at work plays a partially mediating role between organizational innovation climate and employee innovation performance. Thus, H4 was initially supported.

3. Test of moderating effect of inclusive leadership. Hierarchical regression was utilized to test the moderating effect, and after controlling for the fundamental information-related variables, the independent variables, moderating variables and interaction terms were sequentially entered into the equation to calculate the outcome variables. To avoid multicollinearity, the regression analysis was initially performed after centering the independent and

moderating variables and the results can be seen in Table 3. As revealed in Model 4 in the Table, the interaction term of organizational innovation climate and inclusive leadership had a considerable positive effect on employees' thriving at work ($\beta=0.117$, $p<0.05$). Additionally, this study plots the moderating graphs with one standard deviation above and one standard deviation below the mean value of inclusive leadership, respectively, as revealed in Figure 2, the degree of influence of organizational innovation climate on employees' thriving at work is higher when the level of inclusive leadership is higher, and the degree of influence of organizational innovation climate on employees thriving at work is lower when the level of inclusive leadership is lower. In summary, hypothesis 5 of this

study is verified and the reconciliation chart is as follows.

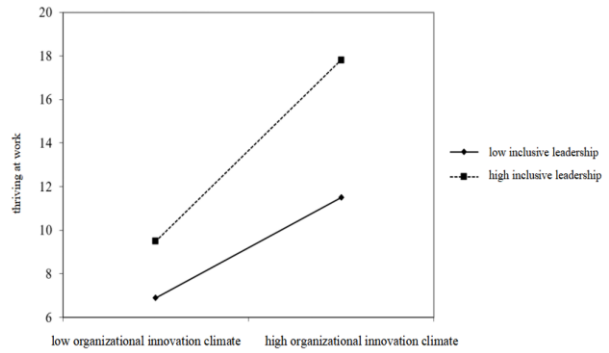


Figure 2 Moderation effect diagram

Table 3 Results of Hierarchical Regression Analysis

Variable Type	employees' thriving at work				Employee Innovation Performance			
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
Control variables								
Gender	-0.054	-0.014	-0.021	-0.026	-0.052	-0.387	-0.245	-0.007
Age	-0.230	-0.073	-0.048	-0.045	-0.090	1.482	2.146	0.095
Academic qualifications	0.170	0.025	0.014	0.007	0.205	1.900	1.987	0.051
Position Level	-0.004	-0.020	-0.017	-0.022	0.024	0.204	0.704	0.016
Years of work	0.347	0.114	0.083	0.090	0.249	0.389	-0.735	-0.029
Independent variable								
Organizational Innovation Climate		0.830**	0.699**	0.668**		0.824**		0.484**
Intermediate variables								
employees' thriving at work							0.819**	0.409**
Adjustment variables								
Inclusive Leadership			0.209**	0.302**				
Moderating effects								
Organizational Innovation Climate* Inclusive Leadership				0.117**				
R^2	0.085	0.727	0.750	0.758	0.078	0.710	0.691	0.755
F	6.539**	133.167**	129.044**	117.517**	6.064**	122.713**	111.944**	132.280**

4. Moderated mediating effect test. Hypothesis 6 is a moderated mediating effect, i.e., the level of inclusive leadership moderates the mediating role played by employees' thriving at work between organizational innovation climate and employee innovation performance. This study used Mplus 7.4 software and Bootstrapping for 10,000 repetitions of the sample to construct the first-stage moderated mediating model, and the results of the indirect effect of employees' thriving at work at different levels of inclusive leadership are shown in Table 4. When the level of inclusive leadership is high, the role of organizational innovation climate indirectly affecting employee innovation performance through employees' thriving at work is significant (0.077, 95%

confidence interval [0.033,0.151]); while when the level of inclusive leadership is low, the indirect effect of organizational innovation climate via employees' thriving at work on employee innovation performance is not significant (-0.027, 95% confidence interval [-0.086,0.020]). In addition, the difference effect between low and high levels of inclusive leadership remains significant, signifying that inclusive leadership moderates the mediating role played by employees' thriving at work between organizational innovation climate and employee innovation performance, i.e., the higher the level of employee leadership's inclusion, the stronger the mediating role played by employees' thriving at work between organizational innovation climate and

employee innovation performance; conversely, the lower the level of employee leadership's inclusion, the weaker the mediating role played by employees and the weaker

the mediating role of thriving at work. Therefore, Hypothesis 6 is supported and verified.

Table 4 Results of the analysis of the mediating role of inclusive leaders in regulating employees' thriving at work

Inclusive Leadership	Degree of influence	Effect	Standard Error	95% confidence interval	
				Lower limit	Upper limit
	High level	0.077	0.029	0.033	0.151
	Low level	-0.027	0.026	-0.086	0.020
	Difference	0.104	0.042	0.040	0.211

5. CONCLUSION

Based on resource conservation theory, this research shows the influence mechanism of organizational innovation climate on employees' innovation performance from the perspective of employees' thriving at work, a psychological feeling representing both the emotional and cognitive dimensions of individuals, and suggests a moderated mediation model. Based on the hypothetical analysis, the association between organizational innovation climate, employees' thriving at work, employee innovation performance and inclusive leadership was analyzed through empirical research, and the ensuing major conclusions were obtained: first, organizational innovation climate can endorse employee innovation performance through employees' thriving at work, and employees' thriving at work plays a partly mediating role in this mechanism. Secondly, this mediating role is moderated by the level of inclusive leadership, which is shown in the initial stage of moderating the association between organizational innovation climate and employees' thriving at work. The greater the level of inclusive leadership, the stronger the positive effect of organizational innovation climate on employees' thriving at work, and subsequently, the stronger the promotion of employee's innovation performance.

6. DISCUSSION

6.1. Theoretical Contributions

First, to exploring employees' innovative behavior from the perspective of the joint role of environment and individual is a new trend in the field of innovation research^[35]. This research responds to the development of the trend by introducing employees' thriving at work as a mediating variable, investigating the particular paths through which organizational innovation climate at the level of organizational environment, and employees' thriving at work at the level of individual employees affect employees' innovative performance, increasing the

study of variables related to organizational innovation climate, deepening its effect. The research expands the study of organizational innovation climate related variables, deepens the mechanism of its deeper effect on outcome variables, and responds to the future prospect of scholars' predecessors' research on organizational innovation climate^[1].

Second, this study verifies that the variable "employees' thriving at work", which has received a lot of attention in current years, can play a mediating role between organizational innovation climate and employee innovation performance. This mechanism combines both cognitive and affective dimensions, complements the antecedent variables of thriving at work and clarifies that inclusive leadership can positively regulate organizational innovation climate. This mechanism combines both cognitive and affective dimensions to complement the antecedent variables of thriving at work, and clarifies the role of inclusive leadership in positively regulating the organizational innovation climate to endorse employees' thriving at work.

In prior studies, the hypothetical explanations about the influence of organizational innovation climate on employees' innovation performance were frequently concentrated in self-efficacy theory and individual-organizational matching theory, and the influence of employees' thriving at work on innovation performance is often analyzed in a single form from the emotional or psychological viewpoint. There is a dearth of unified and rational hypothetical explanations for the path of organizational innovation climate - employees' thriving at work - employees' innovation performance. This paper innovatively introduces a resource conservation approach and theory to explain that the high quality work resources and environment provided by the organizational innovation climate will motivate employees to use these resources to invest in obtaining more resources, and then feel the "learning" and "vitality" of thriving at work. In addition, this psychological state of inner satisfaction stimulates employees to develop a resource conservation mentality, which promotes employees to effectively

incorporate and make full use of resources and continuously create good innovation performance to create a resource surplus to avoid resource loss. Resource conservation theory has been widely used in research related to work-family conflict, constructive behavior, and work engagement, while hardly any studies have focused on its explanatory power on innovation performance^[36]. Consequently, this study widens the research direction of resource conservation theory and offers new theoretical ideas to investigate the combined influence of organizations and individuals on employees' innovation performance.

6.2. Management Insights

The findings of this study also have some reference and implications for real-life management practices.

Enterprises ought to endeavor to create a robust organizational innovation atmosphere for their employees. As innovation is quickly becoming a major factor in the competitiveness of companies, an excellent innovation performance by employees is the motivating force for the development and progress of companies. The study concludes that companies must be clear that in order to improve employees' innovation performance, in addition to the unremitting efforts of individual employees, the organization ought to also supply them with an excellent innovation atmosphere and environment, so that the seeds of innovation planted by individuals can take root and sprout under the nurturing of the organization and return to the organization itself. In particular, enterprises ought to provide employees with a free innovation environment to enhance their autonomy and independence; construct a salary system and promotion mechanism connected with employees' innovation performance to encourage employees to create new ideas and discover new methods in their work, and give employees adequate material resources, such as money and equipment, learning resources like knowledge and experience, and emotional resources such as empowerment and encouragement, so that employees will feel a sense of psychological security and satisfaction, and generate a continual internal drive for innovation. In addition, providing cross-department and cross-level learning and communication channels for employees and offering them the chance to fully demonstrate their innovation can also encourage the transfer and sharing of knowledge among organizations and enhance their innovative atmosphere and innovation capabilities.

Companies ought to unite leaders at all levels to offer extensive learning opportunities for their subordinates to motivate employees' energy and enthusiasm at work. The outcomes of this study indicate that an organization with a robust innovation atmosphere serves as a high-quality work environment for employees to stimulate their sense of prosperity, and this state of learning and vitality is a direct motivation for employees to perform well in

innovation. Therefore, enterprises ought to make an effort to create a robust learning atmosphere for employees, organize regular cross-departmental hypothetical training, on-site training and work experience, exchange meetings, etc., with each departmental leader taking the lead to speak in turn. Encourage employees to dynamically take part, so that employees can really "learn something" in the organization and feel their own progress and ability to improve. Enterprises should also pay attention to the enthusiasm and vitality of employees, regularly carry out inter-departmental horizontal transfer and job rotation, increase the diversity of work, improve the professional interest of employees; and encourage employees to put forward new ideas for diversity. The company ought to also support employees to put forward new ideas for diverse work content and set up innovation incentive systems, such as carrying out a commendation conference and setting up innovation role models to stimulate employees' inner sense of innovation, mission and achievement, so they can take part in innovation work more dynamically and produce a sense of thriving at work.

Inclusive leadership in an organization can help the organization's innovation climate to endorse a sense of inner prosperity and improve the innovation performance of subordinates by offering tolerance, recognition, support and "people-oriented" care for their innovation. Leaders should have an in-depth understanding of the organization's innovation atmosphere, have a good understanding of the resources and work support provided by the innovation atmosphere, and make full use of these resources for their subordinates by holding seminars and work experience exchange meetings to maximize their value. They should pay attention to the dynamics of their subordinates, arrange face-to-face communication frequently and regularly, give them full respect and lead each employee to integrate into the organization. organizations should endeavour to help their employees achieve personal progress and learning experiences through the power of the organization. In addition, leaders ought to be first to set a good example, take the initiative to innovate, be willing to innovate and encourage their subordinates to express new ideas and views and tolerate their views and even failures, in order to inspire the initiative of subordinates to innovate, avoid employee burnout with the art of tolerance and understanding, and thus increase the enthusiasm and motivation of employees to innovate in their work. For companies, it is essential to give leaders special training and follow-up assessment to equip them with the characteristics and qualities of an inclusive leadership style, so that they can better assist the organization's innovative atmosphere to function.

6.3. Research limitations and outlook

First, due to the restrictions of research resources and

conditions, this research adopted a cross-sectional survey approach representing a common time point, which could lead to the dilemma of common method bias. The depth and breadth of the study are also affected to a certain extent, and the dynamic influence of organizational innovation climate on employees' innovation performance was not examined. If conditions are available, longitudinal studies could be conducted in the future to explore deepening the findings and improving accuracy.

Secondly, this paper did not categorize the industries of the companies in which the subjects worked throughout the sample data collection stage, and the differences in business and management styles among diverse industries may make the connection between organizational innovation climate, employees' sense of thriving at work and employees' innovation performance different. Therefore, future studies could utilize industry categories as control variables to refine the influence of organizational innovation climate and on employees' innovation performance mechanism.

Thirdly, the data in this paper were all derived from the self-assessment of employees, and there could be a tendency to amplify in the evaluation of individual performance (employees' innovation performance), which could have some influence on the exactness of the study results. Consequently, the dilemma of disproportionate homologation bias could be avoided in future studies by leaders assessing the innovation performance of their subordinates. The objectivity of the research data and the correctness of the conclusions may be ensured by means of mutual evaluation between leaders and employees.

Fourthly, this paper just verifies the mediating role of thriving at work as a common psychological state between organizational innovation climate and employee innovation performance, but has not yet looked into the influence mechanism of the "learning" and "vitality" dimensions of this state subdivision. Consequently, future research can explore the commonalities and dissimilarities between the roles of employees; thriving at work-vitality and employees' thriving at work-learning in a more comprehensive way.

Finally, this paper only takes into consideration the mediating effect of employees' thriving at work and the moderating effect of inclusive leadership in the mechanism of organizational innovation climate's influence on employees' innovation performance through resource conservation theory. In the future, studies can investigate the mediating effect of job satisfaction and the moderating effect of employee knowledge sharing under this mechanism based on organizational identity theory, and continue to enrich the field of organizational innovation climate and innovation performance.

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