

The Relationship between Employer Brand, Work Happiness, and Employee Innovation Behavior - Taking Cultural and Creative Enterprises in Zhejiang Province as an Example

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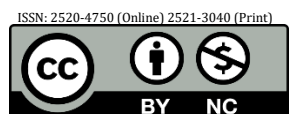
Abstract

This study objective is to take employees' perception and internal experience of employer brand building in enterprises as the starting point and deeply explores the internal mechanism of the impact of employer brand building on employee innovation behavior in cultural and creative enterprises in Zhejiang Province. It has important theoretical value and practical significance for promoting employer brand building and employee innovation in cultural and creative enterprises in Zhejiang Province. Based on relevant theories and literature review, this study research design has constructed a model of the relationship between employer brand and employee innovation behavior in cultural and creative enterprises in Zhejiang Province through exploratory interviews and rigorous theoretical logic deduction. The model was validated through survey data of 473 employees from 20 enterprises. By combining normative research with empirical research, as well as qualitative and quantitative analysis, this study has achieved certain results. Firstly, building an employer brand and building a happy enterprise is an important mission entrusted to organizations by the times. The study also found that the job position and age of employees have a positive impact on their innovative behavior, while the length of service hurts their innovative behavior. However, the nature of the company, gender, and education have no significant impact on their innovative behavior.



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Introduction

With the continuous deepening of China's cultural system reform, the cultural and creative industries are also constantly developing. The cultural and creative industry is an inevitable product of socio-economic development at a certain stage, and as an emerging economic form and industrial mode, the cultural and creative industry can also serve as one of the important factors driving economic development. Based on the historical experience of Western countries, cultural and creative industries can promote changes in the mode of socioeconomic growth, optimize the industrial structure, promote rational utilization of resources, enhance the comprehensive competitiveness of cities, effectively promote sustainable development of urban economy, and coordinate the comprehensive development of the social economy. As one of the eight trillion-yuan industries in Zhejiang, the cultural industry has sparked a research frenzy among people from all walks of life. As a major province of private economy, Zhejiang has unique advantages in developing cultural industries. According to the approval of the National Bureau of Statistics, the added value of cultural and related industries in Zhejiang Province in 2020 was 449.48 billion yuan, an increase of 5.8% compared to the previous year (excluding price factors), accounting for 6.95% of the regional gross domestic product (GDP), an increase of 0.15 percentage points compared to the previous year. In terms of industries, in 2020, the added value of the cultural services industry was 314.73 billion yuan, accounting for 70.0% of the added value of cultural and related industries, an increase of 2.5 percentage points compared to the previous year; The added value of cultural manufacturing industry was 100.81 billion yuan, accounting for 22.4%, a decrease of 2.6 percentage points compared to the previous year; The added value of cultural wholesale and retail industry was 33.94 billion yuan, accounting for 7.6%, an increase of 0.1 percentage points compared to the previous year. In June 2021, the "14th Five Year Plan for Cultural Reform and Development in Zhejiang Province" was released, which stated that by 2035, a high-level and comprehensive province with strong cultural vitality will be built, cultural vitality will be fully unleashed, achievements in the literary and artistic peak will be demonstrated, cultural logos will be fully displayed, and high-level overall intellectual governance will be achieved in the cultural field. The cultural soft power will be greatly enhanced, and the driving force of culture for economic and social development will be abundant and strong, the socialist spiritual civilization and material civilization have developed in an all-round and coordinated way. The national quality and social civilization have reached a new height. The cultural development pattern with the realization of human modernization as the core has taken shape in an all-around way. Spiritual wealth and quality of life have become the distinctive background of people's satisfaction and happiness. Zhejiang has become a shining window to show the progress of social civilization and the charm of Chinese culture (Anderson et al. 2014; Annouk & Rudy 2000). While the cultural industry is highly developed, Zhejiang has also gathered numerous cultural and creative talents with its advantageous geographical location, profound historical and cultural heritage, government support policies for the development of cultural and creative industries, and vast domestic and foreign markets. These conditions have also led to the rapid development of Zhejiang's cultural and creative industries. The cultural and creative industry is an industry that emphasizes the development and marketing of intellectual property rights through technology, creativity, and industrialization based on the main culture or cultural factors. Zhejiang actively plans to establish multiple cultural and creative parks in Hangzhou, Ningbo, Wenzhou, and other places to promote the development of cultural and creative industries; Although the cultural and creative industry has emerged in recent years, Zhejiang has also emerged with several distinctive and potential cultural and creative projects. However, in contrast to the cultural and creative industry in Zhejiang, originality and innovation have always been major weaknesses. For the cultural and creative industry, it is not difficult to explore cultural resources, and the "policy dividend" is also easy to catch up with.

However, human imagination, creativity, and knowledge accumulation need to be timely connected to the "Ren Du two veins", which is the key to the development and prosperity of the cultural and creative industry. Therefore, stimulating the innovation enthusiasm, willingness, and behavior of employees in cultural and creative enterprises in Zhejiang Province, and improving the innovation output of cultural and creative enterprises in Zhejiang Province, is related to the sustainable development of cultural and creative enterprises in Zhejiang Province. Therefore, every employee of cultural and creative enterprises has become a knowledge node in the organization, and the business model of the enterprise has entered an era of "crowdsourcing". Actively building an employer brand, improving and enhancing the employment experience of employees, and effectively stimulating their vitality and creativity can not only open up new perspectives for employee innovation theory but also meet the objective reality needs of Zhejiang cultural and creative enterprises. On the other hand, the Internet era has made the distance between organizations and employees smaller and smaller, allowing employees to freely express their emotional changes, value demands, and understanding of the enterprise more than ever before. The whole society has entered a new era of the employer economy. In the era of the new employer economy, employees' work goals have shifted from "means of livelihood" to the process of "pursuing happiness, obtaining a higher quality life, and realizing life value". The relationship between employers and employees must also shift from "focusing on work and goals" to "focusing on growth and creating happiness". Enterprises can no longer use simple control as the main means of managing employees. The 2015 Best Employer Survey conducted by Zhaopin Recruitment for the public found that the ideal best employer in the public's eyes is an employer who respects employees. From this research result, we can see that in the era of the new employer economy, employees attach more importance to their work experience and pay more attention to the various emotional resources provided by employers to employees. For cultural and creative enterprises in Zhejiang Province, most of their employees have characteristics such as youth, high education, and strong comprehensive qualities. They pay more attention to emotional needs and value realization needs, desire to be treated equally, and hope to be respected and have good development opportunities. However, from the results of various "Best Employers" evaluations in recent years, the top 100 or 150 companies are mostly foreign-funded enterprises and some established domestic financial and real estate enterprises. Only a few well-known cultural and creative enterprises in Zhejiang Province, such as "Tencent", "Alibaba", and "Baidu", have been shortlisted. Therefore, from the perspective of both, the selection of cultural and creative enterprises in Zhejiang Province as the research object is due to the need for innovation and the construction of employer brands in Zhejiang Province's cultural and creative enterprises. Secondly, Zhejiang Province's cultural and creative enterprises have an innovative organizational atmosphere, and their employees have creativity and domain-related skills. It is possible to avoid omitting some main explanatory variables that affect employees' innovative behavior and ensure the scientific nature of the research. Therefore, if we can verify the positive effect of employer brands in cultural and creative enterprises in Zhejiang Province on employee innovation behavior, not only can we meet the urgent needs of enterprises and employees for employer brands in the new employer era, but we also find new driving factors that stimulate employee innovation behavior in cultural and creative enterprises in Zhejiang Province, enriching the theoretical foundation of employer brands and employee innovation behavior. It also provides a legal basis for the construction of employer brands from practice, which has strong theoretical and practical significance. (Anderson et al. 2014; Annouk & Rudy 2000; Aryee et al. 2012; Avey et al. 2012; Backhaus & Tikoo 2004; Barker et al. 2011; Barney 2001)

Problem Statement

Employer branding is an important research topic in the field of human resource management in recent times. As people's work goals shift from "means of livelihood" to "pursuit of happiness and self-value realization", it has received attention from enterprises. Many enterprises are actively shaping employer branding to enhance their reputation and competitiveness. As a brand of human resource management service products, it is the result of various human resource management activities of the enterprise. Previous research has shown that a series of human resource management activities and practices in enterprises can cultivate employees' innovative behavior (Aryee et al., 2012; Avey et al., 2012; Backhaus & Tikoo, 2004; Barker et al., 2011; Barney, 2001)), which sends a signal to employees to support and promote innovation, But many times, employees may not correctly understand the information conveyed by the series of activities and practices of enterprise human resource management. Employer brands are positioned as "employee centric" and can be perceived by employees as a brand of human resource service products, which should have a more significant impact on employee innovation behavior than human resource management activities and practices. For enterprises, employee creativity is a potential resource and the micro foundation of enterprise innovation In recent years, with the rise of strategic human resource management theory, scholars have begun to pay attention to the impact of human resource management practices on employee attitudes and behaviors, such as commitment, and support Human resource practices such as high-performance work systems have been positively correlated with employee innovation activities(Aryee et al., 2012; Avey et al., 2012; Backhaus & Tikoo, 2004; Barker et al., 2011; Barney, 2001). However, due to the inertia of enterprise human resource management systems and the unique, continuous, and consistent characteristics of human resource management practices, the impact of human resource management practices on employees' attitudes and behaviors is often slow, requiring a longer period to have an impact on organizational results. Therefore, some scholars believe that human resource practices do not directly affect employee behavior but may be achieved through employees' understanding and evaluation of organizational human resource practices (Barney, 2001). The employer brand, as a variable highly related to corporate reputation, has attracted great interest in both the practical and theoretical fields due to the talent war that broke out at the end of the last century. The early employer brand focused more on its externality, and most of them positioned the employer brand as "an employee-centered workplace that the employer promised to be the best place to promote the growth of employees". The enterprise owner communicated this value orientation to internal and external employees through various human resources methods, policies, and means, and ultimately achieved the purpose of attracting and maintaining the enterprise's human capital (Aryee et al., 2012; Avey et al., 2012; Backhaus & Tikoo, 2004; Barker et al., 2011; Barney, 2001). With the outbreak of the global financial crisis in 2008, many countries were trapped in economic recession. Theoretical research on employer brands has shifted more to the perspective of internal employer brands, and it has been confirmed that a good employment experience can change behavioral variables such as employee engagement, ultimately achieving the goal of improving organizational performance. At this point, employer branding is more defined as a unique employment experience, which is employees' perception of corporate human resource management practices. In addition, scholars have empirically concluded that employer brand is the outcome variable of human resource management practices. In this way, we have built a bridge between employer brand and employee innovation behavior. Relevant research can not only find a new variable for the driving factors of employee innovation behavior but also further enrich the theory of employer brand. In fact, in recent years, research on employer branding has been no longer limited to the attraction and retention of employees. Scholars have confirmed the impact of employer branding on organizational citizenship behavior, job satisfaction, organizational

commitment, and job performance through various methods, and organizational citizenship behavior, job satisfaction, and job performance are all closely related to employee innovation behavior, providing a good theoretical basis for this study. The main work of this article is to study the impact of employees' perceived employer brand on their innovative behavior and to study the transmission mechanism through which employer brand affects employees' innovative behavior. This study examines the impact of employer brand and job happiness on employee innovation behavior from the perspective of their pursuit of happiness. It not only aligns with the theme of pursuing happiness in the era but also enriches relevant research results from a theoretical perspective, with important theoretical and practical significance.

Research objectives

Domestic and foreign scholars have made a lot of beneficial explorations in the research of employee innovation behavior. In this study, we will provide a new perspective by reviewing and analyzing previous relevant literature, comprehensively considering the organizational context characteristics of cultural and creative enterprises in Zhejiang Province and exploring new ideas that affect employee innovation behavior from the perspective of employee employment experience. At the same time, by analyzing the mediating effect of work happiness and the moderating effect of career resilience, we can further clarify the explanatory and functional mechanisms of employer brand and employee innovation behavior, and thus construct a mechanical model of the role of employer brand in Zhejiang cultural and creative enterprises on employee innovation behavior. Specifically, the main objectives of this study are three: (1) To explore the Perceived Good Employer Standards for Employees of Cultural and Creative Enterprises in Zhejiang Province. (2) To verify the impact of employer brand and various dimensions on employee innovation behavior and (3) To explore the Deep Level Mechanism of the Impact of Employer Brands on Employee Innovation Behavior.

Research questions

Based on the above statement of issues, this study proposes the following specific questions: 1. What are the perceived good employer standards for employees of cultural and creative enterprises in Zhejiang Province? 2. What is the impact of employer brand and various dimensions on employee innovation behavior? 3. What is the underlying mechanism of the impact of employer brands on employee innovation behavior? 4. Is there a mediating effect between employer brand and employee innovation behavior in job happiness? 5. Is there a moderating effect of career resilience between work happiness and employee innovation behavior?

Scope of study

Taking cultural and creative enterprises in Zhejiang Province as the research object, this paper intends to summarize and sort out the research results on employer brand, employee innovation behavior, job happiness, career resilience and other related aspects at home and abroad, clarify the relationship between various variables, find out the shortcomings of current research and the direction that can be further expanded, and then construct the theoretical model of this paper through exploratory interviews and deductive reasoning. On this basis, we collect data and test the model.

Literature review

Overview of Employer Brand Research

With the continuous deepening of people's understanding of employer brand, scholars have expanded the connotation of employer brand, believing that employer brand is not only a human resource positioning image established by enterprises in the external labor market, but also a widely spread emotional relationship between enterprises and employees, and a brand commitment made by enterprises to internal employees. The employer brand is more important as an internal brand, which is the value promise made by the company to its employees. (Aryee et al., 2012; Avey et al., 2012; Backhaus & Tikoo, 2004; Barker et al., 2011; Barney, 2001) believe that the employer brand is the positioning of a company in the human resources market, and it is the best workplace that can provide employees with unique work experiences, including both internal and external brands. The employer brand refers to the human resource effect of a company consistently adhering to organizational commitments, providing core employees with various favorable environmental conditions, benefits, and opportunities over a long period of time, forming a unique and harmonious labor relationship, and winning widespread recognition and good reputation in society, becoming a job-hunting place that social talents aspire to comprehensively defined the connotation of employer brand by domestic and foreign scholars, believing that employer brand is a comprehensive characteristic that an enterprise displays in various aspects of its human resources management system. The developed a measurement model of employer brand based on functional characteristics through induction and deduction, and proposed a measurement model that includes five dimensions: interest value, social value, economic value, development value, and application value. Employer branding should be measured from four aspects: organizational environment, organizational reputation and flexibility, diversity of tasks and job placement, compensation and career development. Among them, the corporate environment includes employers' attention to employees, investment in employee training, etc.

Management Innovation

Innovation behavior is a multi-stage process involving the generation and implementation of ideas. Innovation behavior includes individual innovation behavior, team innovation behavior, and organizational innovation behavior at different levels. employee innovation behavior is a relatively complex process, which includes multiple stages, such as individual cognition of problems, concept formation, seeking creative assistance and support, innovative idea experimentation and practice, and the formation of commercialized products or services. Barney (2001) believes that employee innovation behavior is a new concept, method, product, or process that individuals attempt to introduce and apply through positive cognition, which can bring benefits to individuals, teams, or organizations. The employee innovation behavior is "the generation, introduction, and application of beneficial innovation to all individual actions at any level of the organization. In this study, we refer to definitions and others to define employee innovation as the individual behavior of employees actively observing and thinking during the operation of the organization, forming innovations that are conducive to organizational development, and implementing them. The employees' innovative behavior should be divided into three stages: the first stage is the process in which individuals generate new ideas based on salient issues in the process of organizational operation; the second stage is the process in which individuals seek various resources to support new ideas and consider whether they can be "productized"; the third stage is the process in which individuals turn innovative ideas into tangible products or intangible services and are widely used.

Overview of Workplace Happiness Research

Work happiness is more a judgment or experience of whether work is enjoyable or not (Fisher, 2010), and is the overall quality of employees' work experience and efficiency (Aryee et al., 2012; Avey et al., 2012; Backhaus & Tikoo, 2004; Barker et al., 2011; Barney, 2001). When there is no need to delve into the composition of work happiness, a one-dimensional structure can be adopted. When in-depth work happiness research is needed, multidimensional scales can be used, such as the Emotional Balance Scale developed by (Aryee et al., 2012; Avey et al., 2012; Backhaus & Tikoo, 2004; Barker et al., 2011; Barney, 2001), which includes both positive and negative emotions, and the Scale developed which includes four dimensions: positive emotions, negative emotions, overall satisfaction with work, and satisfaction with different areas of work. In terms of work itself, can work meet the three basic psychological needs of individuals, including autonomy, competence, and relationships and can employees feel safe. Factors such as whether employees can feel a high degree of compatibility between work and themselves and whether work can keep employees' brains at an optimal level of arousal are important factors that affect employees' job happiness; In terms of organizational environmental factors, many factors such as the economic returns provided by the organization to employees and work life balance, job opportunities, age, etc. all have a certain impact on work happiness (Aryee et al., 2012; Avey et al., 2012; Backhaus & Tikoo, 2004; Barker et al., 2011; Barney 2001) In terms of management, some scholars believe that human resource management is related to employees' job happiness, scholars have conducted extensive research on the aftereffects of work happiness from different perspectives, and in summary, work happiness has varying degrees of impact on individuals, organizations, and families.

Methodology

Research Design

The research design of this project is as follows:

1. Summary and sorting of literature. Collect key literature and books related to employer brand, employee innovation behavior, work happiness, and career resilience through school libraries and literature delivery services, clarify the theoretical basis of research, clarify the connotation, dimensions, measurement, influencing factors, and aftereffects of each variable, grasp the development trend and theoretical frontier of each variable research, and point out the limitations of current research and the space for further expansion.
2. Model construction. The relationship between variables such as employer brand, employee innovation behavior, work happiness, and career resilience is not yet clear in existing research, and there are still differences in the relationship between variables such as work happiness and employee innovation behavior. Therefore, this study intends to construct the relationship model of each variable through exploratory interviews and deductive reasoning. This study suggests that employer branding not only has a direct cross-layer impact on employee innovation behavior, but also serves as a mediator between workplace happiness and employee innovation behavior. Career resilience has a moderating effect on the relationship between workplace happiness and employee innovation behavior.
3. Model and hypothesis validation. Through a small sample pre-survey, the reliability and validity of the measurement scale for each variable were analyzed, and the scale was further improved. A formal survey was then conducted on this basis to obtain the basic data for this study, and then the data quality of the formal sample was evaluated using AMOS, SPSS and other software. Finally, HLM software was used to evaluate the main effect model. The adjusted mesomeric effect model and the chain mesomeric effect model are tested to verify the hypotheses proposed by the study.

4. Analysis of empirical results and management implications. Analyze and explore the data results, draw the main conclusions of this article, and propose management suggestions based on this, making contributions to theory and practice.

Data collection

From the educational point of view, the proportion of undergraduate students is 49.7%, which is the main group in the survey sample. On the contrary, the proportion of master's and doctoral students is only 10.5%, indicating that the education level of cultural and creative enterprises in Zhejiang Province still needs to be improved. On the other hand, for cultural and creative enterprises in Zhejiang Province, it is more important to find ways to attract highly educated employees to work, which also provides a foundation for employer brand building. From the position of the survey sample, ordinary employees accounted for 40%, grass-roots managers accounted for 33.2%, middle management accounted for 20.3%, and senior managers accounted for 6.5%, which is somewhat representative. From the point of view of employment time, the sample proportions of employees aged 3-5 years and 6-10 years are 35.1% and 21.8%, respectively. These employees are the backbone of the company, and their personality and perseverance are becoming increasingly mature. Therefore, the innovative behavior and other characteristics of these employees should be highly representative. From the perspective of enterprise scale, the proportion of enterprises with "100 or less" and "1001 people" is relatively small, while the proportion of enterprises with "101-500 people" and "501-1000 people" is relatively high. In terms of the nature of enterprises, there are relatively more private enterprises in this survey, accounting for 65%, while the nature of state-owned and foreign enterprises is relatively small.

Target population

Based on the frequency analysis of basic statistical information from formal survey samples, From the results, we can see that from a gender perspective, there are 213 men and 260 women, and the gender ratio is moderate. In terms of age, the proportion of people in the "26 to 30" and "31 to 35" age groups is relatively high, which is also consistent with the reality of cultural and creative enterprises in Zhejiang Province, as most of their employees are relatively young.

Sampling frame and sampling location

Survey questionnaire and Zhejiang cultural and creative enterprise

Sampling size

As the research object of this article is cultural and creative enterprises in Zhejiang Province, in order to do the research both representative and operational, based on our own resources, we selected four cities in Zhejiang Province, namely Hangzhou, Ningbo, Suzhou, and Changzhou, as our sampling scope. The questionnaire is divided into an employer brand questionnaire and employee behavior questionnaire. The questionnaire began in January 2023 and lasted for two months. By the end of March, a total of 20 enterprises and 542 questionnaires had been collected. After a rigorous quality inspection of the questionnaires, unqualified questionnaires were eliminated, and 473 questionnaires from 20 companies were retained.

Questionnaire design and instrumentation

Through exploratory interviews and deductive reasoning, this paper constructs a research paradigm between employer brand and employee innovation behavior in cultural and creative enterprises in Zhejiang Province, constructs a research model, and puts forward relevant

research hypotheses on this basis. Next, we will use quantitative analysis methods to collect a certain amount of effective data information through routine questionnaire surveys, and test various hypotheses for constructing the model. According to the basic steps of a questionnaire survey, researchers must first select or design appropriate scales for the research construct before conducting the survey. Secondly, in order to ensure the validity and reliability of the data survey, researchers must pre-test the questionnaire to ensure that the scale we choose, or design is indeed the structure we need to investigate and can have sufficient validity and validity to reflect the content we want to study. The third is to collect sufficient data that can be scientifically analyzed according to the needs of the research, based on the pre-investigation. Below, we will provide a detailed explanation of these three steps.

Measurement of management innovation

For many studies on organizational and human resources management, many concepts fall into the category of latent variables and cannot be directly measured by quantitative values like some concepts in economics. In practical practice, scholars often use scales to measure, so designing or selecting a good scale directly affects the results and quality of research. From the current research, due to the high technical and normative requirements for the development of scales, most researchers do not develop new scales for constructs that already have measurement scales. Instead, they organize and adapt existing scales based on the connotation and contextual characteristics of the constructs to ensure good reliability and validity. From the literature review, scholars have developed relevant scales for the four latent variables involved in this study. Therefore, in this study, we will not redevelop the scale and only make appropriate adaptations according to research needs. After passing the reliability and validity test, we will conduct formal surveys to obtain the data required for the study. From previous research, the employer brand defined in this study is employees' perception of the results of corporate human resources management activities, and it is an expression of the differentiated employment experience of the enterprise. This definition is based on the internal employer brand perspective, with more consideration given to employees' work experience. Therefore, in the selection of scales, more consideration should be given to internal employer brand scales. According to the literature review results, internal employer brand scales include the employer brand scale developed by Hewitt Consulting, the work experience scale developed by Zhu and Ding, and the scale developed by Zhang (2014). However, from the exploratory interview results, the scales that include dimensions such as salary and benefits, work arrangements, personal development, corporate strength, and corporate image are more consistent with the connotation of this study. Therefore, this study adapted an initial scale for employer brand measurement based on the 24-item scale developed by Zhang (2014). For simplicity of expression, the English abbreviation "EB" for employer brand was used in the items to represent employer brand, as shown in Table 3.1.

Table3- 1 Employer Brand Measurement Items

Numbering	Item
EB1	The compensation of employees in our enterprise is linked to performance
EB2	Our company tries its best to meet the welfare requirements of its employees
EB3	The wage level of our enterprise is higher than that of other peer enterprises
EB4	In our enterprise, when there is a conflict between work and family, the enterprise can understand and give convenience and care
EB5	The employees of our enterprise can get the rewards they deserve
EB6	Our company can arrange suitable work content according to the actual ability of employees
EB7	Our company can provide employees with necessary working equipment
EB8	Our company can ensure the health and safety of employees at work
EB9	Our company can provide stable jobs for its employees
EB10	The work arranged by our enterprise can bring a sense of accomplishment to employees
EB11	Our enterprise implements the post rotation system
EB12	Our company provides employees with opportunities to work and live abroad
EB13	Our employees have ample room for promotion in the enterprise
EB14	Our company provides continuous training opportunities for employees
EB15	Our company has a high reputation
EB16	Our company has a strong influence
EB17	Our enterprise is relatively large in scale
EB18	Our company has strong product innovation ability
EB19	Our company ranks high in the same industry
EB20	Our company is willing to communicate with employees and give them enough say
EB21	Our company fully recognizes the achievements of its employees
EB22	Our company gives employees full autonomy
EB23	Our company is full of friendly culture atmosphere
EB24	We have a good relationship between superiors and subordinates in our enterprise

Measurement of employee innovation behavior

As mentioned earlier, in this study, employee innovation behavior is defined as "individual behavior in which employees actively observe and think during the operation of the organization, form innovations that are conducive to organizational development, and implement them. This behavior is a new method, model, and product that employees actively observe, think about, discover, and apply. This definition includes two dimensions: the generation and application of innovative behavior. Similar two-dimensional questionnaires, this study adopts the 13-dimensional employee innovation behavior questionnaire developed as the basis, and is further guided, an initial scale of employee innovation behavior consisting of 12 items was finally determined. For the sake of simplicity, the English abbreviation "EIB" for employee innovation behavior is used in the question to represent employee innovation behavior, as shown in Table 3.2.

Table3- 2 Employee Innovation Behavior Measurement Items

Numbering	Item
EIB1	I will pay attention to problems that don't often appear in my job, department, unit or market
EIB2	I will look for opportunities to improve the organization, department, workflow or service
EIB3	I will put forward new ideas or new solutions to problems in my work
EIB4	I will look at the problems in my work from different angles to gain more in-depth insights
EIB5	I will try out new ideas or new solutions
EIB6	I will evaluate the advantages and disadvantages of a new idea or method and choose the best solution
EIB7	I will take the initiative to promote new ideas and give them the opportunity to be implemented
EIB8	I will try to convince others of the importance of new ideas or solutions
EIB9	I will take risks to support new ideas or new methods
EIB10	I will engage in changes that may benefit the organization
EIB11	When applying a new method to a workflow, technology, product or service, I will try to fix the problems caused by the new method
EIB12	I will apply new ideas and methods to my daily work to improve workflow, technology, products or services

Measurement of Work Happiness

From the literature review, this study defines work happiness as a perception and evaluation of employees' satisfaction or happiness with work quality, which is a holistic perception. Considering the difficulty of obtaining data from multi-dimensional scales, there is a preference for single dimensional work happiness scales in scale selection. Based on this idea, this article adapted a single dimensional work happiness scale that only includes 5 items, based on the overall life satisfaction scale developed. For simplicity of expression, the English abbreviation "WH" for work happiness is used in the items to represent work happiness, as shown in Table 3.3.

Table3- 3 Measurement Items of Work Happiness

Numbering	Item
WH1	My job makes me feel happy
WH2	I am satisfied with my work condition
WH3	My job is ideal
WH4	So far, I have got those important things I want to have in my work
WH5	If I could choose again, I wouldn't change

Occupational resilience measurement

Career resilience, as an important concept developed from psychological resilience, is defined in this study as the ability to bounce back or rebound from adversity, conflict, failure, or even positive events, progress, or increased responsibility, thus being more of a qualitative definition. From the University of Lingnan in Hong Kong can effectively measure occupational resilience. Based on the research results of these scholars, this study has been adapted into an initial occupational resilience scale consisting of 9 items, and for simplicity of expression, Use the English abbreviation "CR" for career resilience in the question items to represent career resilience, as shown in Table 3.4.

Table3- 4 Occupational Resilience Measurement Items

Numbering	Item
CR1	Find yourself in trouble at work and can think of many ways to get rid of it
CR2	I think there are many solutions to any problem
CR3	When you encounter setbacks in your work, you always recover from them quickly and move on
CR4	At work, I will solve the problems I encounter no matter what
CR5	If I have to do a certain job, I can say that I can fight independently
CR6	I usually take stress at work in stride
CR7	Because I have experienced many hardships before, I can survive the difficult times at work now
CR8	In my present job, I feel like I can handle many things at the same time
CR9	I think the unfavorable things happened in the work are temporary and there are ways to solve them

Findings

Demographic Profile

Table4- 1 Frequency analysis of basic statistical information from formal samples

Variable		Frequency	Percentage%
Gender	Male	213	45
	Female	260	55
Age	25 years old and under	40	8.5
	26-30 years old	172	36.3
	31-35 years old	156	33
	36-40 years old	84	17.8
	41 years old and over	21	4.4
Educational background	Junior college or below	28	5.9
	Junior college	160	33.8
	Undergraduate	235	49.7
	Master's degree	46	9.7
	Doctor	4	0.8
Position	Ordinary employee	189	40.0
	Grass-roots managers	157	33.2
	Middle managers	96	20.3
	Top management	31	6.5
Duration of employment	Less than 1 year	35	7.4
	1-2 years	102	21.6
	3-5 years	166	35.1
	6-10 years	103	21.8
	11 years and above	67	14.2
Enterprise scale	Under 100 persons	2	10
	101-500 people	12	60
	501-1000 people	5	25
	More than 1001 people	1	5
Nature of enterprise	State-owned enterprises	2	10
	Private enterprises	13	65
	Foreign enterprise	4	20
	Others	1	5

(N=473)

Table4- 2 Correlation Analysis of Variables

	Mean value	Standard deviation	Gender	Age	Educational background	Position	Term of service	EB	WH	EIB
Educational background	2.654	0.768	-0.056	0.028	1					
Position	1.936	0.93	-0.003	0.427**	0.25**	1				
Years of service	3.137	1.131	-0.023	0.47**	0.178**	0.512**	1			
EB	3.987	0.629	-0.04	-0.008	0.314**	0.355**	0.223**	1		
WH	3.969	0.776	-0.046	-0.011	0.268**	0.355**	0.17**	0.788**	1	
EIB	3.998	0.709	-0.042	0.084**	0.299**	0.34**	0.186**	0.726**	0.726**	1

Table4- 3 Correlation analysis results between employer brand and innovation behavior

	Employer brand	Remuneration and benefits	Organization of work	Personal development	Enterprise strength	Corporate culture	Innovative behavior
Employer brand	1						
Remuneration and benefits	0.815**	1					
Organization of work	0.806**	0.622**	1				
Personal development	0.950**	0.663**	0.782**	1			
Enterprise strength	0.806**	0.759**	0.658**	0.750**	1		
Corporate culture	0.775**	0.736**	0.635**	0.720**	0.976**	1	
Innovative behavior	0.726**	0.724**	0.636**	0.732**	0.940**	0.852**	1

Table4- 4 Multiple regression analysis results of employer brand and innovation behavior

	Unstandardized coefficient B	Standard error	regression coefficient	t	Sig.
Constant	1.336	0.935		1.425	0.015
Remuneration and benefits	1.897	0.150	0.455	12.557	0.000
Organization of work	0.236	0.175	0.056	1.344	0.016
Personal development	1.889	0.156	0.423	5.100	0.000
Enterprise strength	1.879	0.145	0.466	6.122	0.000
Corporate culture	0.829	0.092	0.405	9.001	0.000

Based on the frequency analysis of basic statistical information from formal survey samples, the results are shown in Table 4.1. From the results, we can see that from a gender perspective, there are 213 men and 260 women, and the gender ratio is moderate. In terms of age, the proportion of people in the "26 to 30" and "31 to 35" age groups is relatively high, which is also consistent with the reality of cultural and creative enterprises in Zhejiang Province, as most of their employees are relatively young. From Table 4-2, we can see that the main explanatory variables such as employer brand and work happiness are positively correlated with employee innovation behavior. Based on the relevant analysis results shown in Tables 4-3, it can be concluded that: There is a significant correlation between employer brand and employee

innovation behavior. The multiple regression analysis of employer brand and innovation behavior is shown in Tables 4-4, where model $R^2 = 0.682$, adjusted $R^2 = 0.685$, $F = 333.556$, significance level $P = 0.000$ (< 0.001), assuming H1 holds; Salary and benefits have a significant regression on innovative behavior, $P = 0.000$ (< 0.001), and the regression coefficient is 0.455. Assuming H1a holds; work arrangement has a significant regression on innovative behavior, $P = 0.016$ (< 0.05), and the regression coefficient is 0.056. Assuming H1b holds, personal development has a significant regression on innovative behavior, $P = 0.000$ (< 0.001), and the regression coefficient is 0.423. Assuming H1c is valid, the regression of business strength to innovation behavior is significant, $P = 0.000$ (< 0.001), and the regression coefficient is 0.466. Assuming H1d is valid, corporate culture has a significant regression on innovation behavior, $P = 0.000$ (< 0.001), and the regression coefficient is 0.405. Assuming H1e holds

Table4- 5 Correlation analysis results between employer brand and work happiness

	Employer brand	Remuneration and benefits	Organization of work	Personal development	Enterprise strength	Corporate culture	Work well-being
Employer brand	1						
Remuneration and benefits	0.826**	1					
Organization of work	0.826**	0.624**	1				
Personal development	0.958**	0.668**	0.737**	1			
Enterprise strength	0.869**	0.735**	0.758**	0.639**	1		
Corporate culture	0.838**	0.830**	0.639**	0.724**	0.878**	1	
Work well-being	0.788**	0.688**	0.665**	0.763**	0.935**	0.765**	1

Table4- 6 Multiple regression analysis results of employer brand and work happiness

	Unstandardized coefficient B	Standard error	Standardized regression coefficient	t	Sig.
Constant	2.121	0.765		2.773	0.006
Remuneration and benefits	1.167	0.123	0.302	9.450	0.000
Organization of work	0.842	0.144	0.223	5.856	0.000
Personal development	1.455	0.132	0.403	6.556	0.000
Enterprise strength	1.088	0.089	0.452	7.567	0.000
Corporate culture	0.839	0.075	0.446	11.151	0.000

Table4- 7 Correlation Analysis Results of Workplace Happiness and Innovative Behavior

	Work well-being	Innovative behavior
Work well-being	1	
Innovative behavior	0.726**	1

Reliability and Validity

Reliability analysis of the scale

Since the scales for each variable in this study are immature scales selected or adapted from previous studies, there may be some imperfections in the initial questionnaire, and its universality has not been effectively verified. The context of the questionnaire may not

necessarily match the construct of this study. Therefore, in order to ensure that the content of this study has high reliability and validity, it is necessary to implement small sample pre testing before the formal sample survey. Because the main explanatory variable considered in this study is the employer brand, which belongs to the enterprise level variables, while variables such as employee innovation behavior, work happiness, and career resilience belong to the individual level variables. Theoretically, there may be intergroup differences among these variables. Therefore, during the pre-survey, the author distributed 10 questionnaires per enterprise in various regions of Zhejiang. Considering that the research sample is cultural and creative enterprises in Zhejiang Province, the relevant enterprises were identified through the Secretary General of the Zhejiang Cultural and Creative Industry Association, and a questionnaire survey was conducted through a questionnaire star. The distribution and collection of pretest questionnaires were completed from December 20, 2022, to January 20, 2023. 100 questionnaires were distributed and collected in 10 enterprises, of which 86 were valid, with a valid questionnaire rate of 86%. The basic statistical information of the pretest questionnaire is shown in Table 3.5.

Table3- 5 Frequency Analysis of Basic Statistical Information of Prediction Samples (N=86)

Variable		Frequency	Percentage
Gender	Male	40	46.5
	Female	46	53.5
Age	25 years old and under	5	5.81
	26-30 years old	26	30.3
	31-35 years old	36	41.8
	36-40 years old	16	18.6
	41 years old and over	3	3.49
Educational background	Junior college or below	3	3.5
	Junior college	34	39.6
	Undergraduate	43	50.0
	Master's degree	4	4.6
	Doctor	2	2.3
Position	Ordinary employee	38	44.2
	Grass-roots managers	26	30.3
	Middle managers	20	23.2
	Top management	2	2.30
Duration of employment	Less than 1 year	7	8.2
	1-2 years	12	13.9
	3-5 years	38	44.2
	6-10 years	20	23.2
	11 years and above	9	10.5
Enterprise scale	100 persons or less	4	40
	101-500 people	3	30
	501-1000 people	2	20
	More than 1001 people	1	10
Nature of enterprise	Private enterprises	8	80
	Foreign enterprise	1	10
	Others	1	10

Validity analysis of the scale

In empirical research, validity refers to the degree to which the intended psychological or behavioral test (designed by the user) can be measured (Wu, 2010). Simply put, validity refers to the accuracy or reliability of a measurement result. In real life, for different measurement purposes, the questionnaires designed by researchers are different due to different constructs. Therefore, when conducting questionnaire surveys in the research laboratory, we must test the validity. Common validity indicators include two categories: content validity and construct validity. Content validity usually refers to the content we measure that reflects our construct.

As the questionnaire we used in this study was a questionnaire used by other researchers, experts were asked to make a preliminary judgment on whether the questionnaire can reflect the intended content, ensuring that the questionnaire has good content validity. Constructive validity, also known as structural validity, refers to the ability to measure the quality of the traits or concepts of the theory we construct. We often use exploratory factor analysis to test construct validity at the initial scale, and confirmatory factor analysis is often used in large-scale data surveys. When conducting exploratory factor analysis, we usually first judge whether the scale is suitable for factor analysis based on KMO values and Bartlett's significance level, and then use methods such as principal component analysis to extract common factors. If the KMO value is greater than 0.9, it indicates that the relationship between the items is excellent and is very suitable for factor analysis. If the KMO value is greater than 0.8, it indicates a good relationship between the items and is suitable for factor analysis. If the KMO value is less than 0.5, it indicates that the relationship between items is poor and is not suitable for factor analysis. We have four main research variables in this study, so we will explain them separately.

Table3- 6 KMO and Bartlett's test for predicting the "employer brand" scale

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.892
Bartlett's sphericity test	Approximate chi-square	4773.967
	df	276
	Sig.	0.000

As shown in Table 3.9, the KMO value in the pre survey "Employee Innovation Behavior" scale reached 0.901, and the significance level of Bartlett's sphere test was 0.000. From the results, the sample data obtained from the pre survey meets the basic conditions of factor analysis and can be used for factor analysis.

Table3- 7 KMO and Bartlett's test for predicting the "Employee Innovation Behavior" scale

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.901
Bartlett's sphericity test	Approximate chi-square	3049.701
	df	66
	Sig.	0.000

Conclusion

In the era of the new employer economy, the work goals of organizational employees have shifted from simply making a living to pursuing happiness and achieving self-worth. Building an employer brand and building a happy business are important tasks entrusted to organizations by the times. At the same time, globalization, information technology and knowledge-based technologies require enterprises to always adapt and embrace the changes of the times with innovative thinking, and the call for innovation is more urgent than ever. Therefore, this article starts with employees' pursuit of employer brands and fundamentally solves three problems: First, what kind of cultural and creative enterprise in Zhejiang Province can be called a good employer? Can employers' brand building in businesses affect employees' innovative behavior? What is the intermediary mechanism by which employer brands influence employee innovation behavior? Using methods such as literature research, exploratory interviews, and questionnaire surveys, supplemented by inductive deduction and empirical deduction, six main conclusions were drawn:

1. Criteria for judging a good employer. Through interviews, it was found that a good employer should improve employee satisfaction in terms of salary and benefits, work arrangements, personal development, corporate culture, and corporate strength. In terms of wages and benefits, good employers should provide employees with good wages and benefits, as well as a relatively fair compensation mechanism that can motivate employees; In terms of work

arrangements, good employers should provide employees with relatively safe, better working conditions, and clearer work tasks; In terms of personal development, good employers should balance the development of their personal abilities with the development of the enterprise, provide employees with various training opportunities as far as possible, continuously improve their knowledge structure, enhance their professional knowledge and skills, and various transferable skills; In terms of corporate culture, good employers should respect their employees and knowledge, strive to narrow the power gap between superiors and subordinates, and create a good organizational interpersonal atmosphere; In terms of corporate strength, enterprises should accelerate development, actively innovate, and form a certain influence in society. In addition, good employers should also take the initiative to assume certain social responsibilities, care for public welfare, care for the environment, and realize the social value of the enterprise.

2. Extension of the employer brand concept. As a brand of human resources service products, it also has value positioning and basic brand functions. A brand without a value proposition is like a soulless body that does not evoke any emotions. A good value positioning is proposed based on the combination of enterprise development strategy and corporate culture, while fully considering employee requirements. It is unique and authentic. The core of various human resources management practices in enterprises is to convey this value positioning, fulfill the company's commitment to employees, and make employees feel this uniqueness and authenticity. Only in this way can the company's human resources management practices form an employer brand. In other words, employer branding is an ideal outcome of human resources management practice. Only by forming an employer brand can human resources management practice perform its functions of identification, competition and value-added, and promote the healthy and sustainable development of enterprises.

3. The employer's brand and various dimensions can directly affect employees' innovative behavior. From the empirical results in Chapter 6, we can see that, after controlling for factors such as gender, age, position, length of service, and education, employer branding has a significant positive impact on employee innovation behavior. For each unit of increase in employee perceived employer brand image, employee innovation behavior increased by 0.959 units. In addition, the five dimensions of employer brand compensation and benefits, work arrangements, personal development, corporate culture, and corporate strength can also have a direct positive impact on employee innovation. This conclusion addresses one of the important research objectives of this paper, not only providing another legal basis for enterprise employer brand building, but also expanding the research content of employer brand and adding a new driving factor to employee innovation behavior, which has great practical significance. (Aryee et al. 2012; Avey et al. 2012; Backhaus & Tikoo 2004; Barker et al. 2011; Barney 2001)

4. Work happiness plays a mediating role between employer brand and employee innovation behavior, and employer brand influences employee innovation behavior through four different pathways. This research conclusion fully demonstrates that the influence of employer brand on employee innovation behavior is a complex process, which can directly affect employee innovation behavior or indirectly affect employee innovation behavior through work happiness. In this process, employees' work happiness has become an engine for individual innovation, which not only reflects the theme of the era of individual pursuit of happiness, but also has important significance for management practice.

5. Career resilience has a moderating effect on workplace happiness and employee innovation behavior. In the same state of happiness, individuals with high career resilience exhibited more innovative behavior. However, when both individual happiness and career resilience are high, individuals' innovative behavior shows a higher level of positive change. This research result is of great significance for management practice because individual career resilience is not

fixed but can be transformed through cultivation. Therefore, organizations can promote innovation by improving individual career resilience levels at different times.

6. The study also found that employees' job positions and age have a positive impact on their innovative behavior, while work years have a negative impact on their innovative behavior. However, the impact of business, gender and education is not significant. These findings also reveal the diversity of drivers of employee innovation behavior from another perspective. For managers, paying attention to employees' personal development and expanding their career promotion channels is of great practical significance in the Chinese context. However, innovative behaviours such as education have no direct impact, which to some extent tells managers that in talent selection, they should not rely solely on education, but should pay more attention to the internal qualities of employees and pay more attention to their learning and growth abilities. (Aryee et al. 2012; Avey et al. 2012; Backhaus & Tikoo 2004; Barker et al. 2011; Barney 2001)

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