

Learning behavior, organizational atmosphere and employee innovation performance: Basis for learning and development culture framework

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Abstract

With the rapid development of information technology, the pressure of competition among enterprises is increasing day by day, and all walks of life are facing unprecedented challenges. Therefore, innovation has increasingly become the core competitiveness of enterprise transformation and sustainable development. As the main body of enterprise innovation, the importance of employees has attracted the attention of many organizations. This study aims to evaluate the learning behavior, organizational atmosphere, and innovation performance of employees from Chinese enterprises and propose an integrated framework for learning and development culture framework. This study uses a modified questionnaire as the main tool for data collection and uses descriptive methods to help interpret the collected data and provide a basis for further testing. All data were analyzed using SPSS software. Participants mainly came from 5 Internet companies in Beijing, Shanghai, Guangzhou, and Hangzhou, with a total of 303 people. The research results show that learning motivation, learning content and interaction process all have a significant positive impact on learning behavior, among which learning content has the greatest impact, followed by interaction process, and finally learning motivation; relational atmosphere, innovative atmosphere and fair atmosphere all have a significant impact on organizational atmosphere. The atmosphere has a significant impact, among which the innovation atmosphere has the greatest impact, followed by the relationship atmosphere, and finally the fair atmosphere; innovation willingness, innovation behavior and innovation results also have a significant impact on employee innovation performance, among which innovation behavior has the greatest impact, followed by innovation results, Finally, the willingness to innovate. The study used the method of multiple regression analysis to examine the impact of learning behavior and organizational atmosphere on employee innovation performance. Overall, the utility of the predictive model is significant, and learning behavior and organizational atmosphere have a significant positive impact on employee innovation performance. Based on the above statistical results, the researchers proposed a comprehensive framework for learning and development culture.

Keywords: learning behavior, organizational atmosphere, employee innovation performance, learning and development culture

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1. Introduction

In 2021, the Chinese government work report emphasized the need to rely on innovation to promote the high-quality development of the real economy. In the context of high-quality development, innovation has become the main driving force for sustained economic growth. Innovation-driven is also knowledge-driven and talent-driven in essence. In the era of digital economy, knowledge and talents are still the most important resources of organizations, and also an important source for enterprises to obtain and maintain competitive advantages (Zhou Yong, 2021). Employees are the main body of the enterprise. The success of corporate innovation is closely related to the innovative behavior of individual employees. Enterprise innovation requires employees with innovation consciousness and creativity. Only through continuous learning can employees master more knowledge and skills and become the main force of enterprise innovation. A columnist of the British "Financial Times" has continuously tracked various organizations for 25 years and found that the innovation of enterprises generally has factors such as a workforce that dares to take risks and an atmosphere that encourages innovation. Employees who are adventurous and innovative are more sensitive to the innovation atmosphere of the organization. Therefore, the current research on learning behavior, organizational atmosphere and employee innovation performance has very important practical significance.

Employees' innovative behavior and innovative performance are not only related to their own factors (such as learning motivation, knowledge acquisition and absorption capacity, etc.), but also are affected by important organizational factors (such as personal factors of leaders, organizational environmental factors, etc.). Organizations create a good working atmosphere for employees, which will have a positive effect on employees' innovation behavior and innovation performance.

First of all, learning behavior is crucial to the personal career development of employees and the growth of enterprises. Learning behavior can not only provide continuous motivation for employees to actively participate in corporate innovation, but also an important driving force for employees to continuously produce innovative behaviors. It can be seen that the innovation of the organization should first start with the innovation of the individual. Facing the innovation needs of the enterprise, employees must have a strong learning motivation and be able to effectively absorb and apply the acquired experience and knowledge in order to Respond to the innovation needs of work tasks. Only by internalizing the experience and skills acquired from the outside world as their own knowledge reserves can employees continuously improve their innovation performance. At the same time, enterprises must also attach importance to the learning and training of employees, emphasizing the importance of an innovative atmosphere, Emphasize the input of innovation resources to encourage employees to innovate (Yang, et al., 2022).

On the basis of the research on the influence of individual factors of employees on their innovative performance, some scholars have found through research that although innovative behavior has certain requirements for individuals, individual factors may not necessarily guarantee innovative behavior and performance. The view that human behavior is a function of motivation and environment is widely accepted by researchers in the field of innovation. In the process of self-learning and acquisition of external knowledge, employees may also be affected by their environment and atmosphere. So scholars turned their research to organizational atmosphere. In the era of knowledge economy, the creation of innovation performance must be in a certain atmosphere of innovation.

In the field of management, although the research on variables such as innovation performance, learning behavior, absorptive capacity, and organizational atmosphere is very in-depth, there are still some issues that

require in-depth analysis due to different research perspectives. This paper takes China's Internet industry as the research object, incorporates its employees' learning behavior, organizational atmosphere, and employee innovation performance into the analysis framework, and analyzes the interaction between the three. This is not only a supplement to theoretical research but also provides a new research perspective for improving the learning and development culture of Chinese enterprises.

This study aimed to describe learning behavior, organizational atmosphere, and employee innovation performance in China. Through the research, the foundation of learning and development culture framework was formulated to help business managers pay attention to the learning behavior of employees and create a good organizational atmosphere to improve the innovation performance of employees and enterprises. Specifically, it described the learning behavior with reference to learning motivation, learning content, and interactive process; described the organizational atmosphere as to relational atmosphere, innovative atmosphere and fair atmosphere; assessed the employee innovation performance in terms of innovation willingness, innovation behavior, and innovation results; tested the relationships between the three variables; developed a learning and development culture framework.

2. Methods

Research Design - This study was designed using a descriptive research method. The descriptive research method is a widely used research method. It can accurately reflect the characteristics of a specific group, provide data for research, and help explain problems scientifically. In order to obtain the relationship between learning behavior, organizational atmosphere, and employee innovation performance, the researcher collects the information of the respondents through a questionnaire. A questionnaire survey is one of the commonly used methods in the current research field. It helps researchers gather information quickly and efficiently.

Participants of the Study - The questionnaire was distributed mainly through the Internet. Respondents are mainly from the Internet industry in Beijing, Shanghai, Guangzhou, Hangzhou. In this study, a total of 400 questionnaires were distributed, and 356 were recovered, of which 303 were valid questionnaires, and the effective rate of questionnaires was 75.75%. The basic information of the participants in terms of gender, age, education level, working age, and department of the interviewees. According to statistics, there were 153 male respondents in this study, accounting for 50.5%, and 150 female respondents, accounting for 49.55%. The proportion of male and female respondents was basically equal.

From the perspective of age, most of these respondents are from 30-39 years old, accounting for 36.96%. Followed by 20-29 years old, accounting for 28.38%. Respondents aged 40-49 accounted for 20.46%, and those aged 50-60 accounted for 14.19%. From the perspective of working age, there are 86 respondents with 3 years and below, accounting for 28.38%; 75 respondents with 3-5 years, accounting for 24.75%; 69 respondents with 6-10 years, 22.77% %; 58 respondents from 11 to 20 years, accounting for 19.14%; 15 respondents over 21 years, accounting for 4.95%. At the individual level, employees will have different cognitive differences due to differences in age and industrial age. This may affect how employees respond differently to learning behaviors, organizational atmosphere, innovation performance, etc. (Ferreira, 2020).

From the perspective of education level, there are 169 people with bachelor degree, accounting for 55.78%. There are 119 people with a junior college degree, accounting for 39.27%, and 15 people with a graduate degree or above, accounting for 4.95%. The educational level of the respondents will have a certain impact on the innovation performance of employees. With different levels of education, there will be great differences in the learning ability and working style of employees, and the enthusiasm for innovation will also be greatly affected. These participants are all from China's Internet industry, basically covering the industry's management department, marketing department, financial department, sales department, research and design department, logistics department and manufacturing department.

Data Gathering Instrument - In order to obtain the relationship among learning behavior, organizational

atmosphere and employee innovation performance, on the basis of literature review and theoretical analysis, this study designed a questionnaire. The questionnaire is mainly composed of five parts: the first part is the background and usage instructions of the questionnaire, which mainly explains the purpose of the survey to the respondents in order to gain their trust; the second part is the basic information of the respondents, including gender, age, education level, working age, department, etc. This part helps to confirm whether the returned questionnaires are representative and helps to screen effective questions; the rest is about the measurement of the main variables in this study, including learning behavior, organizational atmosphere, employee innovation performance.

Based from the results of the credibility of the questionnaire with 5 Internet companies as the survey objects. Reliability mainly refers to the reliability of measurement data. In this study, the Alpha coefficient proposed by Cronbach (1951) is used as the indicator of reliability evaluation. The Alpha value is generally between 0-1. The larger the Alpha value, the higher the reliability of the questionnaire. It is generally believed that an Alpha value below 0.6 indicates that the reliability of the questionnaire is insufficient; an Alpha value of 0.7-0.8 indicates that it is acceptable; an Alpha value above 0.8 indicates that the questionnaire has high consistency.

Regarding the test of learning behavior, the researchers conducted tests from the three aspects of learning motivation, learning content and interactive process by summarizing and summarizing the existing research. Among them, the Cronbach Alpha value of learning motivation is 0.814, the Cronbach Alpha value of learning content is 0.846, and the Cronbach Alpha value of interactive process is 0.823. With regard to the measurement of organizational atmosphere, this study conducts tests from three aspects: relationship atmosphere, innovation atmosphere, and fairness atmosphere. Among them, the Cronbach Alpha value of relationship atmosphere is 0.826, the Cronbach Alpha value of innovation atmosphere is 0.864, and the Cronbach Alpha value of fair atmosphere is 0.795. Regarding the measurement of employee innovation performance, this study tests from three aspects: innovation willingness, innovation behavior, and innovation results. Among them, the Cronbach Alpha value of innovation intention is 0.787, the Cronbach Alpha value of innovation behavior is 0.808, and the Cronbach Alpha value of innovation result is 0.889. According to the Cronbach Alpha values of all variables, they are all greater than 0.7, indicating that the questionnaire has good reliability and has passed the reliability test.

Data Gathering Procedure - In order to make the respondents meet the sample requirements of this study, this study selected Internet companies in Beijing, Shanghai, and Guangzhou, Hangzhou to distribute questionnaires. The respondents involved in management, marketing, finance, manufacturing and other departments, with strong representative. The scales used in this study are mature scales developed and used many times in the existing literature at home and abroad. In order to ensure the validity of the questionnaire, the readability and reliability of the questionnaire were tested in the pre-investigation before the official use. After several revisions, the questionnaire was finally formed. The questionnaire used four Likert scales to allow respondents to make choices based on their actual situation. Among them, "1" represents "disagree completely", "2" represents "disagree", "3" represents "agree", and "4" represents "disagree completely". The questionnaire was distributed mainly through the Internet.

Ethical Considerations - Ethical issues were fully considered in this study. The entire research process and results are open, with the consent of the research subjects. Before the official start of the study, the researcher informed the respondents that the purpose of this survey is to provide a reference framework for enterprises to realize sustainable innovation. At the same time, the respondents were assured that all the information and materials they provided would be kept confidential and used for research purposes only. There will not be any information about the respondent's name and home address in the questionnaire.

Data Analysis - Weighted mean and rank were used to describe the learning behavior with reference to learning motivation, learning content and interactive process; to describe the organizational atmosphere as to relationship atmosphere, innovation atmosphere and fair atmosphere; and to assess the employee innovation

performance in terms of innovation willingness, innovation behavior, and innovation results. Based on the result of the Shapiro-Wilk Test showed that the data set was normally distributed. Therefore, Pearson r was used as part of the parametric tests to determine the significant relationship. Regression analysis was used to determine the significant predictors of employee innovation performance. Case wise diagnostics was used to delete the outliers in the regression analysis. All analyses were performed using SPSS version 28.

3. Results and Discussion

Learning Behavior

The summary assessment of learned behavior. The comprehensive evaluation value is 3.10, and the consistency is high. This research mainly tests employees' learning behavior from learning motivation, learning content and interaction process. The evaluations of each item are consistent, and the highest score is the learning content, followed by the interactive process, and finally the learning motivation, with scores of 3.14, 3.13, and 3.02 respectively. It means that the respondents agree with the findings of this study.

Firstly, it means that in the process of employee learning, the choice of learning content can guide employees to quickly and effectively acquire knowledge resources such as skills, experience and know-how related to the work field in the process of knowledge search. (Clabaugh et al., 2019). thought that driven by learning motivation, employees actively acquire knowledge resources such as experience and skills of other employees. Individual learning is a process in which employees use the accumulated knowledge and experience to process information obtained from the outside, thereby changing individual behaviors and improving cognition and ability, through the continuous accumulation of experience, skills and knowledge, inspire individuals to generate new ideas in practical work, and provide impetus for the continuous innovation activities of enterprises.

Secondly, it means that the interactive process is an important factor in enhancing employee learning behavior. In the era of extensive development of information technology, employees have more and more ways to contact knowledge sources. Employees can learn by themselves through various learning platforms, or communicate with colleagues and learn together. These multi-dimensional learning paths allow employees to learn more knowledge and skills while also discovering more opportunities for innovation. Wu Jinnan, (2016) pointed out through research that the help and advice of colleagues can effectively promote employees' innovative behavior. Any form and degree of interactive learning can help employees acquire new knowledge and complete new tasks. Moreover, the higher the degree of interaction, the faster the access to learning information, the more ways employees can master new tasks and challenges, and the stronger the promotion of innovation (Bagheri, 2017).

Finally, it means that the strength of learning motivation is the root cause of the differences in individual learning effects. It can be said that individual learning motivation is the decisive factor in the formation of differences in learning results. Employees with strong learning motivation are more likely to have a strong interest in learning, and are willing to invest more time and energy in acquiring knowledge resources such as experience and skills for cognitive or behavioral changes. Learning motivation provides employees with sufficient motivation to learn, helps employees change their cognition and behavior, and thus promotes the generation of new ideas (Xiao Lin, Xu Shenghua, Yang Tonghua, 2018).

To sum up, the generation of learning behavior needs to be deeply understood from different dimensions. In the face of constant changes in the external environment, it is not enough for employees to meet the minimum requirements of the job, but to put in enough effort, have motivation from the heart, be willing to deeply understand the learning content, and strive to seek an understanding of the learning content. Actively interact to obtain more information and ideas, and constantly improve yourself. In short, the innovative ability of employees is crucial to the survival and development of the organization. Although learning motivation is the subjective willingness of employees to learn knowledge and skills, it is also the internal motivation for

employees to innovate. Employees with strong learning motivation are more likely to successfully acquire knowledge and produce innovative results. Organizations must pay attention to the creativity of each employee, and more importantly, find effective resources and paths to enhance employee creativity, so as to fundamentally improve employee innovation performance (Li Ping, Zhu Jiazhe, 2021).

Organizational Atmosphere

The comprehensive assessment of organizational atmosphere. The score is 3.11. It means that whether it is relationship atmosphere, innovation atmosphere, or fairness atmosphere, the consistency is high. Organizational atmosphere represents employees' subjective perception of organizational environmental factors. Under different organizational atmospheres, the results obtained are also different. In this study, we divide organizational atmosphere into three dimensions: relationship atmosphere, innovation atmosphere, and perception of fairness atmosphere (Li Ping, et al., 2021). Organizations provide employees with a good environment and support, which will increase the possibility of innovation performance improvement.

First of all, relational atmosphere can affect the degree of trust among employees and between employees and management, thereby enhancing the impact of organizational atmosphere on innovation performance. The communication, interaction, and exchange between individuals depend on the degree of mutual trust between the subjects and on the subjective cognition of the relationship between them. When there is a good relationship atmosphere among employees in the organization, employees can perceive that the organization is trustworthy and respected. Similarly, when employees perceive that they have a good relationship with other employees and are recognized by the organization, their motivation to innovate will be greatly improved (Wang Xianya, et al., 2014)

Secondly, the innovation atmosphere can provide employees with the knowledge resources needed for innovation and provide more communication platforms. Innovation atmosphere is employees' subjective perception of the innovation characteristics of their organizational environment (Su Zhongxing, et al., 2015). It largely reflects the organization's support for innovation and creativity. The ultimate goal of employees participating in innovative learning is to generate ideas, create new knowledge, realize innovative activities and improve innovation performance. Therefore, innovation atmosphere as an organizational environmental factor is very important to improve innovation performance (Wang Shihong, 2013). In a strong innovation atmosphere, employees can perceive the organization's support and rewards for innovation, and will be willing to invest more time and energy in acquiring knowledge resources related to innovation, promoting the learning and application of new knowledge, and creating behaviors. We all know that innovation is a very risky activity.

Successful innovation can bring huge rewards and benefits to employees and organizations. However, innovation failure will bring multiple losses such as economic cost, time cost and opportunity cost to employees and organizations. Therefore, employees' perception of organizational innovation atmosphere will affect employees' attitudes towards innovation activities. In an organization with a strong atmosphere of innovation support, the organization is willing to provide sufficient resources and opportunities for employees to engage in innovative activities and acquire knowledge (Lowik, et al., 2016); rewards for innovation success are clear and encouraging; results of innovation failure are tolerant of. Therefore, when employees perceive the organization's support for innovation activities and provide sufficient resources for innovation, it will provide more possibilities for employees to participate in innovation.

Finally, a fair atmosphere can promote young employees' organizational commitment and organizational citizenship behavior, thereby strengthening the impact of learning intention on intergenerational knowledge transfer (Wang, et al. 2016). Employees' perception of organizational fairness refers to the organization's perception of employees being able to make objective, fair, and impartial evaluations and setting up a reasonable reward and punishment mechanism. A fair atmosphere has an important impact on employee participation in innovation. The stronger the employee's perception of the fair atmosphere, the more effective it can be to motivate employees to produce good work activities; on the contrary, employees who perceive the lack of

organizational fair atmosphere will have resistance to work (Yao Minghui, et al., 2014). Therefore, this study believes that the better the organizational atmosphere, the higher the convenience for employees to participate in innovation, and the better the innovation performance.

Employee Innovation Performance

The summary of employee innovation performance. The overall score is 3.11 points. The indicator with the highest average score is innovative behavior (3.18 points). The scores of innovation results and innovation willingness are 3.08 and 3.06, ranking second and third respectively. Innovation performance begins with the subject generating novel and potentially useful ideas about an organization's products, practices, services, methods, or processes. Innovation performance is the result of the subject's early investment and learning, and it is a performance indicator to measure the effectiveness of the subject's innovative behavior (Wang Zhong, Yang Tao, Zhang Tongjian, 2014). Innovation performance is the process of innovation, the result of innovation, or the generation of innovative products, methods or ideas.

The generation of innovation performance must first have the willingness to innovate (Bagheri A., 2017). The first reason for innovative behavior is employees' innovative willingness and innovative motivation. This is the primary factor in the creativity of enterprise employees, including the proposal of new ideas, the implementation of new ideas and working methods, and the improvement of business processes. It largely determines innovation performance (Li Hui, 2018). If employees do not have a positive attitude towards innovation, it is likely to lead to insignificant innovative behavior and innovative performance.

Relationship Between Learning Behavior and Employee Innovation Performance

It can be gleaned from the table, the computed r-value ranging from 0.268 to 0.463 indicate weak to moderate direct relationship among the sub variables of learning behavior and employee innovation performance. It shows a statistically significant relationship between learning behavior and employee innovation performance since the obtained p-values were less than 0.01.

This study studies the impact of learning behavior on employee innovation performance from learning motivation, learning content, and interaction process. The research results show that employees' learning behavior can effectively promote the improvement of innovation performance. Learning behavior is the result of the comprehensive effect of employees' learning motivation, learning content and interactive learning, which can drive employees to actively participate in learning activities and acquire new knowledge and skills (Zhu Zhanglong, 2018). Employees who are good at learning can actively capture more learning opportunities, actively explore new knowledge, promote the generation of new ideas, and quickly form creativity; the interactive process can provide more opportunities and platforms for employees to participate in learning, and improve the efficiency of knowledge acquisition, motivate employees to share more knowledge, skills and experience, and provide learning guidance for other employees to stimulate their creativity; employees with strong learning motivation tend to have higher growth motivation and put forward higher requirements for their own innovation level.

To sum up, learning behavior plays an important role in employees' innovation performance. (1) Organizations can analyze employees from two aspects of learning autonomy and learning interest. By stimulating employees' learning motivation to drive learning behaviors, the flexibility and persistence of young employees' cognition, thereby stimulating them to produce creative thinking, new ideas, and ultimately Promote employee creativity. (2) Interactive learning plays a positive moderating role between learning behavior and employee innovation performance. Due to differences in age, education, and working age, employees in the organization show different individual characteristics. Enterprises can pay attention to and cultivate employees' willingness to learn, and promote employees to learn more skills and experience from other employees, especially old employees, by improving employees' learning interest and selection learning behavior tendency, thereby promoting their own creativity (Zhu Zhanglong, 2018). For example, in the learning and communication with old employees, young employees have obvious interest in learning the tacit knowledge such as experience

and skills of old employees, and they tend to ask old employees for advice when encountering difficulties and obstacles in their work, so as to increase the quantity and quality of their knowledge acquisition are constantly innovating in practical work (Hou Xuanfang, Lu Fucai, 2018).

Relationship Between Organizational Atmosphere and Employee Innovation Performance

As reflected in the table, the computed r-value ranging from 0.276 to 0.432 indicate weak to moderate direct relationship among the sub variables of organizational atmosphere and employee innovation performance. It shows a statistically significant relationship between organizational atmosphere and employee innovation performance since the obtained p-values were less than 0.01.

Creative ideas often come from individuals rather than the organization itself. Therefore, the innovation of the organization first comes from the innovation of employees. Without employee innovation, there can be no organizational innovation performance, let alone sustainable innovation. For enterprises, how to stimulate employees' innovative behavior is of great significance. However, besides individual factors, the organizational environment in which an employee lives is also an indispensable factor for the creation of employee innovation performance. Organizational atmosphere is the common belief and psychological feeling of employees, and it is a manifestation of organizational culture (Bagheri A., 2017). It is the employee's subjective perception of whether the organization allows innovation, supports its innovation, and motivates its innovation. It provides an external environmental evaluation for employees to innovate.

The organizational atmosphere directly affects whether employees are able to innovate, dare to innovate, and are willing to innovate. A company with a strong organizational atmosphere can guide and encourage employees to innovate, provide strong organizational support, remove various obstacles on the road to innovation, and stimulate the emergence of innovative behaviors. From the proposal of creative ideas to the launch of new products and new technologies, the coordination of members of the organization is required. This process involves a series of social interaction processes among individuals, groups and organizations. Moreover, the quality of innovation is closely related to psychological factors such as individual emotions (Dean H, Ford J., 2017).

However, the innovative or creative activities of employees are a kind of risky behavior, which is a change and challenge to traditional thinking, technical practices, and interest groups. In terms of working methods, it is necessary to give strong support to employees' innovative activities. Working style refers to the organization and team adopting reasonable measures and work procedures to deal with the creative activities of employees; (3) providing resource support to employees to encourage employees to innovate. Resource support means that organizations and teams provide necessary resources for employees' creative activities, mainly including knowledge resources, social resources, capital resources and other material resources. (4) allow trial and error and innovation failure. Organizations should take into account the huge investment of employees in innovation and the uncertainty of risks, and be tolerant of employee innovation failures. But at the same time, it is necessary to define tolerance standards and reflect principles, so as to better guarantee innovation output.

Relationship Between Learning Behavior and Organizational Atmosphere

The computed r-value ranging from 0.309 to 0.490 indicate weak to moderate direct relationship among the sub variables of learning behavior and organizational atmosphere. It shows a statistically significant relationship between learning behavior and organizational atmosphere since the obtained p-values were less than 0.01. Organizational atmosphere positively regulates the relationship between learning behavior and employee innovation performance. Learning behavior is an individual factor of employee innovation performance, and organizational atmosphere is an environmental factor. Organizational atmosphere plays a significant strengthening role in the relationship between learning behavior and employee innovation performance. This is because the organizational atmosphere can provide employees with more channels and opportunities to acquire knowledge, experience, and skills, and can maximize the potential of employees (Andrew Waguih Ishak and Elizabeth Ann Williams, 2018). Therefore, in a harmonious organizational atmosphere, the impact of learning

behavior on employee innovation is further strengthened.

Organizations should create a good learning atmosphere for employees, provide opportunities for employees to learn from each other and share knowledge, reduce individual differences, and support and guide employees to share knowledge (Dong Linping, Li Xiaobei, Guan Tao, 2018). For example, creating a good relationship atmosphere in the organization can improve the trust relationship between old employees and young employees; the organization can also provide rich software and hardware support for employee innovation by creating a convenient and effective employee knowledge exchange platform; Employee innovation provides bonus rewards, creates an innovative environment, and increases employees' psychological perception; finally, if employees perceive that the organization is fair in work tasks and reward distribution, it will also help form a good working relationship and promote mutual knowledge exchange and communicate.

Predictors of Employee Innovation Performance

A multiple regression was conducted to see if learning behavior and organizational atmosphere predicted employee innovation performance. The fitted regression model was Employee Innovation Performance = 0.746 + 0.409(Learning Behavior) + 0.351(Organizational Atmosphere). Overall, the results showed the utility of the predictive model was significant, F-value = 133.070, R²adj = 0.467, p < 0.05. All of the predictors explain a significant amount of the variance between the variables (46.7%). The results showed that learning behavior and organizational atmosphere were a significant positive predictor of employee innovation performance.

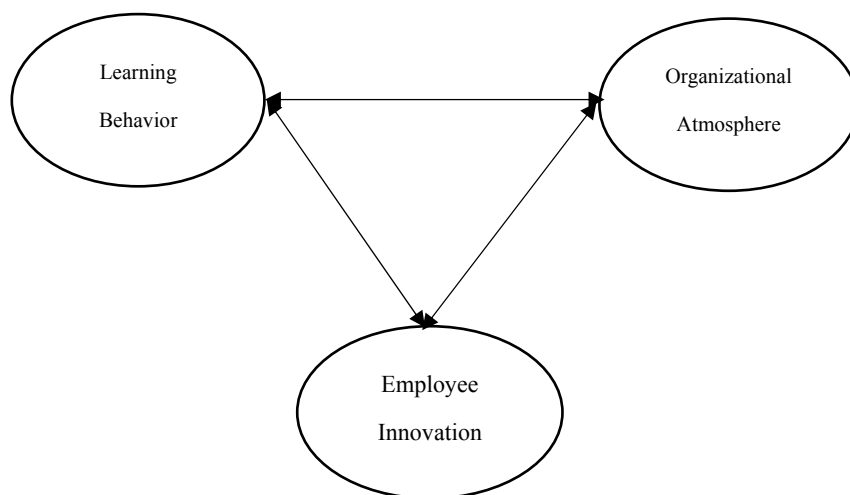
From the regression results of learning behavior and employee innovation performance, the p value is <0.05, and the β value is 0.416, indicating that learning behavior is significantly positively correlated with employee innovation performance, indicating that the better the learning behavior, the higher the employee innovation performance. As mentioned earlier, learned behavior plays an important role in the innovation process. If an employee has a good knowledge background, a high level of cognition, and a strong desire for self-realization, he will have higher expectations for innovation in his work, and he will have enough ability to break the inherent routine. Even in the face of many obstacles in the innovation process, he will treat it calmly and optimistically, and can make comprehensive use of various favorable conditions to finally achieve innovation performance. Employees who are good at learning have a strong perception and objective evaluation of their own innovation ability. At the same time, they can master more sufficient knowledge and information, and can invest more energy in the innovation process until the innovation is successful, thereby improving innovation performance.

Judging from the regression results of organizational atmosphere and employee innovation performance, the p value is <0.05 and the β value is 0.337, indicating that organizational atmosphere is significantly positively correlated with employee innovation performance, indicating that the stronger the organizational atmosphere, the higher the employee innovation performance. Whether learning behavior can improve employees' innovation performance also largely depends on the organizational atmosphere. If the organization cannot give them enough recognition and support to make them feel their own importance, it is often difficult to stimulate employees' enthusiasm for innovation. It can be said that the recognition and support of the organization is the guarantee of employee creativity. The organization encourages and affirms some novel viewpoints, unique ideas and creative plans put forward by employees in a timely manner, and gives fair and objective evaluations on their ideas and plans, so that employees' efforts can be treated fairly, which will further stimulate employees' innovative behavior. Conversely, once the organization gives unfair evaluation to employees' innovative ideas or plans, it will greatly dampen employees' enthusiasm for innovation and inhibit their creativity. It can be seen that the recognition and support of the organization is the catalyst for the improvement of employee innovation performance.

As can be seen from Figure 1, for Internet companies, the framework of learning and development culture consists of three parts: learning behavior, organizational atmosphere, and employee innovation performance. First of all, continuous learning behavior can prompt employees to actively acquire new knowledge and new skills, improve their cognitive level, and provide knowledge resources for the generation of innovative behavior.

Secondly, a good organizational atmosphere can provide employees with a fair, open, inclusive, and diverse innovation environment, stimulating them to generate creative thinking and new ideas, and realize their own value in innovation. Finally, employees are the main body and decisive force of organizational innovation. Organizational innovation begins with employee innovation. Employee innovation is an important way for organizations to maintain their competitive advantage. It is necessary to continuously improve the innovation performance of employees to achieve sustainable innovation of the organization.

Figure 1: *Framework of Learning and Development Culture: Learning Behavior, Organizational Atmosphere, and Employee Innovation Performance*



4. Conclusions and Recommendations

This study analyzes learning behavior, organizational atmosphere, and employee innovation performance, and draws the following conclusions: The respondents agreed that they have a positive learning behavior with reference to learning motivation, learning content, and interactive process. The respondents agreed that they have a good organizational atmosphere as to relational atmosphere, innovative atmosphere, and fair atmosphere. The respondents agreed that they have a good employee innovation performance in terms of innovation willingness, innovation behavior, and innovation results. There is a positive relationship between learning behavior, organizational atmosphere, and employee innovation performance, learning and development culture framework was developed. Based on the conclusions of the study, the researchers made the following recommendations: Employees can strengthen independent learning, strive to obtain more opportunities to learn and communicate with other employees, increase investment in acquiring knowledge, and strengthen their own learning capabilities. Organizations can create a strong organizational atmosphere, value and cultivate employees' interest in learning, and promote their creativity by enhancing their interest in learning. Managers may need to fully consider the impact of employees' individual factors and organizational environmental factors on employee innovation performance to meet the needs of sustainable innovation and development of the organization. Managers can also use the learning and development culture framework proposed by the research to improve employees' innovation performance in terms of learning behavior and organizational atmosphere. Future research may use other variables, leadership styles, cultural differences, and job characteristics.

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