

Research on the Effect of Organizational Culture of Chinese Youth Entrepreneurial Enterprises on Innovation Performance - Focusing on the mediating effect of organizational learning

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Abstract. In the era of knowledge economy, market competition is constantly changing, and enterprises are developing rapidly in China. With the strong support of the Chinese government for innovation and entrepreneurial activities, the entrepreneurial development situation is optimistic, especially as the main business enterprises to enter the stage of rapid development of youth entrepreneurship. However, while having opportunities, we can also see that the global economic competition environment is complex. Chinese youth entrepreneurs still need to improve their competitiveness and promote the development of innovative technologies. It is necessary for employees to continuously absorb knowledge culture and update their innovative technologies. This paper mainly studies the relationship between organizational culture, organizational learning and innovation performance of young entrepreneurs. 302 questionnaires were collected from Chinese entrepreneurial enterprises, and we used SPSS and AMOS to analyze organizational culture, organizational learning and innovation performance, and shows the organizational culture affects innovation performance through organizational learning. Finally, in order to make a good organizational culture, enterprises need to continuously update their knowledge, improve the soft power of enterprises, to cope with the changing market environment, enhance the creativity of enterprises and their innovation performance.

Keywords: organizational culture, organizational learning, innovation performance, Entrepreneurship.

1. Introduction

The development of the digital economy has driven changes and upgrades in business operations. In order to promote the rapid development of entrepreneurial enterprises, the Chinese government has introduced policies and systems to support and guide entrepreneurial enterprises at the level of "innovation and entrepreneurship". According to the 2023 Youth Entrepreneurship Development Report, with the deepening of entrepreneurial atmosphere and entrepreneurial support policies, youth entrepreneurship presents characteristics such as youthfulness, high education, and small start-up capital scale. It can be seen that the trend of entrepreneurship development in China is considerable, especially for young startups entering a stage of rapid development. However, while having opportunities, there will also be shortcomings. Therefore, employees within startups need to continuously absorb knowledge and culture to update their innovative technologies. Of course, startups are also constantly constructing organizational culture through training in organizational learning, communication and sharing of member information, and shaping collective values. The overall members of the enterprise need to achieve common strategic goals and jointly identify and maintain collective values, which will help members develop a positive sense of participation in work, improve their learning and technological innovation abilities, and promote the development of the enterprise's innovation performance.^[1] Current research has paid less attention to the role of organizational culture and innovation, and lacks the correct values and thinking that affect the development of innovation.^[2]

Therefore, although organizational culture is related to innovation and development, it remains to be further explained how organizational culture affects innovation performance, and whether differences in organizational culture can have the same impact on innovation performance. This paper

aims to conduct empirical analysis of the relationship between organizational culture, organizational learning, and innovation performance in young and medium-sized enterprises, so as to encourage managers of young and medium-sized enterprises to understand internal organizational culture construction, do a good job in organizational culture management, and enhance the learning ability of member organizations, and further propose feasible suggestions for the innovative development of young and medium-sized enterprises.

2. Theory and Hypothesis

2.1. Organizational culture and organizational learning

The development of start-up enterprises requires continuous updating of their organizational culture to adapt to changes in the market environment. Therefore, organizational members also strive to explore knowledge and enhance the overall learning ability of the enterprise in order to promote the development of organizational culture. Organizational culture is the expression of the basic values and beliefs of all members within an organization. It is the standard for the organization's business principles and behavioral constraints. This standard will provide appropriate guidance and constraints based on the behavior of members, ultimately influencing their behavior patterns.^[3] In enterprise management, organizational culture can not only promote the communication and transmission of information within the organization, provide organizational efficiency, but also regulate employee behavior effectively. Moreover, organizational culture requires members of the organization to share their own goals and integrate them with the organization's goals. Members of the organization should understand and resonate with each other, forming a common set of values.^[4] Organizational culture plays an important role in the entire process of knowledge cognition, transformation, creation, mental development, and sharing among organizational members, especially the creation of organizational culture cannot be separated from the construction of organizational learning. Organizational learning can continuously increase, integrate, and update knowledge within the prescribed organizational culture, and its development is always influenced by various organizational cultures. In fact, organizational learning is also indispensable in organizational development, and organizational culture can determine and promote the entire process of organizational learning. Organizational learning is a process that can provide various knowledge and culture to the entire organization, and organizational culture presents a strong influence in the process of knowledge construction.^[5] Organizational culture primarily promotes organizational learning and achieves common goals through guidance, motivation, and sharing. Because organizational culture can drive the development of innovation, the precious beliefs and values reflected in organizational culture can guide the motivation of group learning, promote the absorption and sharing of group knowledge, especially in guiding and motivating organizational members to learn. Organizational culture promotes the complementarity and updating of internal resources within the organization, allowing employees to devote themselves wholeheartedly to work, enhance their knowledge and learning abilities, and better move towards the direction expected by the enterprise. Therefore, this article proposes the following hypotheses regarding the relationship between organizational culture and organizational learning:

H1 Organizational culture has a positive effect on organizational learning.

H1-1. Organizational culture has a positive effect on learning commitment.

H1-2. Organizational culture has a positive effect on shared vision.

H1-3. Organizational culture has a positive effect on open mindedness.

2.2. Organizational learning and innovation performance

In order to stand out in a competitive environment, startups need to constantly expand their knowledge and enhance their internal learning capabilities. A learning organization should ensure the knowledge foundation of its members and continuously improve their learning abilities in order to better face the dynamic market environment.^[6] Organizational learning is actually a process of creating interactive connections, learning from each other, expanding knowledge, processing

information, and deepening skills in a relative organizational environment.^[7] In today's fiercely competitive environment, organizations also use learning to enhance their knowledge level and organizational capabilities in order to acquire knowledge and pass it on. Organizational learning should be a reflection of results. Only by deepening and absorbing knowledge, improving and updating behavior, and presenting new cognitive scenarios can organizations better improve efficiency and meet organizational requirements. Organizational learning can utilize new learning models to change the old system of an organization, enabling it to promote innovation performance in innovative development. Organizational learning can utilize new learning models to change the old system of an organization, enabling it to promote innovation performance in innovative development. Generally speaking, enterprises enrich their organizational culture through organizational learning, and maintain a state of not being eliminated through innovative thinking, which will drive the innovative development of the enterprise. The ability to develop innovation requires employees within the organization to explore and apply knowledge, share this knowledge with the collective, and when the collective resonates, they have the ability to innovate. Enhancing individual learning abilities and cultural heritage among organizational members will be beneficial for the construction of internal systems and can promote innovation performance. Especially in terms of technological innovation and process innovation, the strengthening cannot be separated from the power of organizational learning. The continuous integration and transformation of knowledge have also improved the efficiency of innovation.^[8]

All levels of organizational learning, whether it is commitment and recognition to learning, group sharing of knowledge, or open thinking, guide knowledge infusion and have a significant impact on the innovation performance of enterprises. In short, business leaders can only adapt to the development of the times and improve innovation performance by guiding continuous learning within the group and ensuring product updates. Based on the above analysis, this study proposes the following hypotheses:

H2 Organizational learning has a positive effect on innovation performance.

H2-1. Learning commitment has a positive effect on innovation performance.

H2-2. Shared vision has a positive effect on innovation performance.

H2-3 Open mindedness has a positive effect on innovation performance.

2.3. Organizational culture and innovation performance

The most important aspect of the development of young startups is innovation, which enhances their competitive level and achieves the best performance. This is what enterprises expect most from their development. For individual employees, enterprises aim to cultivate their ability to contribute more value to the organization, train organizational members to have innovative thinking and awareness in organizational work, and provide corresponding abilities for the organization.^[9] Innovation performance can be understood as the efficient performance achieved by enterprises using creativity to research and develop product elements in order to improve their overall sales level. Organizational culture, as a collective value, brings about changes in employee cognition and behavior, playing an important role in the business development of the enterprise. In organizational relationships, organizational culture can control the structure of a company, create important competitiveness for its development, and improve its efficiency. In an organization, building an innovative organizational atmosphere and forming a flexible and strong organizational culture that recognizes innovation can promote internal members to move towards innovation and improve the efficiency of the enterprise. During the process of organizational members striving to create and build, they continuously integrate the spirit of innovation and form new creative beliefs and values that are acceptable to the collective, and continuously promote the innovation and progress of the organization.^[10] Especially, organizations can utilize the common goals pursued by their members to promote their active participation in cultural updates and technological transformation, which can overall affect the improvement of the organization's innovation performance. To verify the relationship between organizational culture and innovation performance, this study proposes the following hypotheses:

H3 organizational culture has a positive effect on innovation performance.

2.4. The mediating role of organizational learning

In the development of an organization, organizational learning plays an important mediating role between organizational culture and innovation performance. Organizational learning can promote the flow of fresh blood within an organization. In order to upgrade products, enterprises need to obtain industry information related to the learning process. The improvement of organizational learning also drives the innovation performance of the enterprise.^[11] In a developing organizational environment, organizational members will actively strive to absorb knowledge and enhance their learning abilities in order to achieve innovative performance.^[12] Of course, a good organizational culture of a company will inevitably have a beneficial impact on organizational learning. Because employees strictly adhere to the company's systems and guidelines, organizational culture can invisibly influence the generation of knowledge and encourage the company to increase investment in organizational learning for the sake of the company's benefits. In the learning atmosphere, it is easy for employees to form new knowledge and ideas, and improve the company's innovation ability. The ability of organizational learning also benefits the construction of organizational development and can encourage external customers to feel that the enterprise is constantly innovating and willing to engage in continuous cooperation with the enterprise.^[13] Therefore, organizational learning can influence the application of correct values by personnel in the organization, enhance their learning ability, and also promote technological innovation in the enterprise.^[14] Based on the above analysis, the innovation performance of enterprises will be influenced by organizational learning, and the influence of organizational culture on innovation performance requires the mediating role of organizational learning ability. Therefore, the following hypotheses are proposed:

H4. The mediating effect of organizational learning on the impact of organizational culture on innovation performance.

3. Empirical analysis

3.1. Technical statistical analysis

This paper collects and analyzes relevant theories on organizational culture, organizational learning, and innovation performance. Based on the relationship between these three aspects, a model design is made, and a scale is created for the mentioned variables according to previous research theories. 350 questionnaires were distributed to work leaders and employees in Chinese youth entrepreneurship enterprises, of which 30 were unqualified. Therefore, the response rate is 91.4%, of which 302 questionnaires comply with the rules, with an effective rate of 94.4%, and a gender ratio of 44.37% and 55.63%, respectively. Among them, those who have worked for less than one year account for the most, accounting for 43.71%, with a bachelor's degree mainly accounting for 62.91%, and the age range is around 25-35 years old, accounting for 52.98%. Middle and senior management positions account for 63.58%, while those with less than 10 years of experience account for 73.84%. Enterprises with less than 50 employees account for 55.63%. The industry is divided into electronic information, retail consumption, financial investment, education, etc. The article will use SPSS 23.0 and AMOS 21.0 to conduct structural equation analysis on the survey data.

3.2. Variable measurement

The paper will use LIKERT's five point method to measure organizational culture, organizational learning, and innovation performance, and divide them into "particularly not in line", "relatively not in line", "average", "quite in line", and "particularly in line" based on Likert's five point scale. In this article, 32 questions will be listed to measure the research of Cameron&Quinn (1998)^[15] in organizational culture, Baker and Sinkula (1999)^[16] in organizational learning, and Julia C. et al. (2016)^[17] in innovation performance.

3.3. Hypothesis verification

(1) Exploratory factor analysis

Exploratory factor analysis is a method of seeking the essential structure of multiple observed variables and using techniques such as dimensionality reduction to evaluate measurement results. The article will use SPSS.23 tool to measure the situation of each dimension, so that the scale can reflect reliability and validity well. The Cronbach's Alpha coefficient in the study is used to verify whether the results in the scale are consistent, and the reliability standard is greater than 0.7. The reliability data in this article are all greater than 0.7 and above 0.820, so the reliability is normal.

In addition, in order to better ensure the correlation between items in factor analysis, it is also necessary to observe the KMO value and Bartlett's sphericity test value. The KMO value is between 0 and 1, explain and determine the correlation coefficient. For the conditions that meet factor analysis, <0.6 is not suitable, 0.6-0.7 is not suitable, 0.7-0.9 is suitable, and >0.9 is very suitable. The Bartlett sphericity test value is used to verify the significance of the correlation coefficient between items, with $P < 0.05$ being significant and exploratory factor analysis can be performed. The KMO value seen in the table is 0.888, greater than 0.7, and the Bartlett's sphericity test value is 3113.045, $P < 0.001$. It can be seen that the validity structure of the scale is relatively good, and factor analysis can be performed. As shown in Table 1:

Table 1. Exploratory Factor Analysis and Reliability Analysis

Variable	1	2	3	4	5	Cronbach 's alpha
OC1	.063	.144	.125	.792	.108	0.820
OC2	.176	.090	.186	.757	-.072	
OC3	.138	.096	.162	.777	.095	
OC4	.139	.103	-.012	.778	.153	
CL1	.241	.070	.165	.118	.790	0.822
CL2	.209	.075	.212	-.027	.730	
CL3	.089	-.016	.293	.066	.730	
CL4	.066	-.024	.259	.154	.754	
SV1	.028	.002	.746	.192	.290	0.834
SV2	.186	.005	.756	.130	.205	
SV3	.085	.085	.776	.115	.190	
SV4	.162	.024	.773	.054	.240	
OM1	.810	.183	.095	.190	.116	0.905
OM2	.822	.164	.194	.131	.186	
OM3	.843	.120	.086	.152	.210	
OM4	.839	.204	.118	.110	.110	
IP1	.141	.871	.098	.078	.037	.894
IP2	.128	.827	-.043	.124	.058	
IP3	.174	.844	.025	.136	.008	
IP4	.149	.857	.036	.099	-.006	
KMO=0.888, Bartlett=3113.045, Sig.=.000, df=190						

(2) Confirmatory factor analysis

Confirmatory factor analysis is the process of analyzing whether the validation factors are consistent with the original hypothesis. As shown in Table 2, it can be seen that the standardized factor loadings for organizational culture, learning commitment, shared vision, open mindedness, and innovation performance are suitable, with a combination reliability greater than 0.8. The combination reliability of flexible culture is as high as 0.903, and the combination reliability of limited market culture is as low as 0.846. All variables have AVE values greater than 0.5, and the highest AVE value for open mindedness is 0.653, while the lowest AVE value for organizational culture is 0.572. Overall,

the dimensions reflected in the table have normal convergent and discriminant validity. Please refer to Table 2 for specific values.

Table 2. Confirmatory Factor Analysis

Variable	Standardized Estimate	Standard Error	CR	AVE
OC1	0.734	0.386	0.842	0.572
OC2	0.698	0.450		
OC3	0.756	0.342		
OC4	0.695	0.376		
CL1	0.802	0.237	0.886	0.660
CL2	0.680	0.303		
CL3	0.717	0.289		
CL4	0.727	0.276		
SV1	0.766	0.204	0.903	0.700
SV2	0.741	0.250		
SV3	0.736	0.258		
SV4	0.744	0.244		
OM1	0.815	0.358	0.892	0.673
OM2	0.849	0.342		
OM3	0.850	0.316		
OM4	0.841	0.351		
IP1	0.853	0.279	0.896	0.683
IP2	0.778	0.397		
IP3	0.835	0.292		
IP4	0.835	0.297		

(3) Correlation analysis

As shown in Table 3, through correlation analysis, it can be concluded that organizational culture has a correlation with learning commitment, shared vision, and innovation performance in the dimensions of organizational learning. Specifically, the correlation between shared mind and innovation performance is the lowest at 0.120, and the correlation between learning commitment and shared mind is the highest at 0.561. The overall correlation is appropriate.

Table 3. Correlation Analysis

Factors	1	2	3	4	5
ORGANIZATIONAL CULTURE	1				
LEARNING COMMITMENT	.214**	1			
SHARED VISION	.305**	.561**	1		
OPEN MINDNESS	.367**	.413**	.346**	1	
INNOVATION PERFORMANCE	.285**	.126*	.120*	.381**	1

** P<0.01, *P<0.05

(4) Structural Equation Analysis Results

After running the AMOS21.0 tool, the results are shown in Table 6. The estimated value of learning commitment on innovation performance is -0.111, $P=0.224>0.05$, indicating that learning commitment has no significant effect on innovation performance. The estimated value of shared mind on innovation performance is -.090, $P=0.434>0.05$, indicating that shared mind has no significant

effect on innovation performance. From Table 4, it can also be observed that organizational culture has a significant effect on learning commitment in the dimension of organizational learning. Organizational culture has a significant effect on innovation performance, and in the dimensions of organizational learning, learning commitment, shared vision, and open mindedness have a significant effect on innovation performance. It can be understood that organizational learning has a significant effect on some dimensions of organizational learning and innovation performance.

Table 4. Path Result

Hypothesis	Path	Estimate	S.E.	C.R.	P	Results
H1-1	ORGANIZATIONAL CULTURE ⇒ LEARNING COMMITMENT	.453	.080	5.658	***	Accepted
H1-2	ORGANIZATIONAL CULTURE ⇒ SHARED VISION	.429	.067	6.368	***	Accepted
H1-3	ORGANIZATIONAL CULTURE ⇒ OPEN MINDNESS	.672	.100	6.722	***	Accepted
H2-1	LEARNING COMMITMENT⇒ INNOVATION PERFORMANCE	-.111	.091	-1.216	.224	Not Accepted
H2-2	SHARED VISION ⇒ INNOVATION PERFORMANCE	-.090	.115	-.782	.434	Not Accepted
H2-3	OPEN MINDNESS ⇒ INNOVATION PERFORMANCE	.369	.073	5.067	***	Accepted
H3	ORGANIZATIONAL CULTURE ⇒ INNOVATION PERFORMANCE	.332	.133	2.489	.013	Accepted
X ² =308.942(P=.000) X ² /df=1.895 GFI=0.908 NFI=0.903 CFI=0.951 RMSEA=0.055						

(5) Verification of mediating effects

The mediation effect of organizational learning calculated by AMOS22.0 is shown in Table 5. The direct effect, indirect effect and total effect of organizational culture on enterprise innovation performance are 0.228 (P=0.007<0.05 significant), 0.109 (P=0.078). <0.1 is significant), 0.337 (P=0.001 significant). As explained above, organizational culture has a significant effect on innovation performance through organizational learning and has some indirect effects.

Table 5. Path Coefficient of Mediated Effect Hypothesis

Hypothesis	Direct effect	Indirect effect	Total effect
Organizational culture →Organizational learning→Innovation performance	0.228*** (0.007)	0.109* (0.078)	0.337*** (0.001)

*P<0.1, **P<0.05 , ***P<0.001

4. Conclusions

In this paper, on the basis of the theory, using the SPSS software and AMOS software to Chinese youth entrepreneurial enterprises organizational culture, organizational learning and innovation performance relationship is analyzed, it is concluded that organizational culture to organizational learning and innovation performance has significant relationship, organizational learning, the open mind of innovation performance have a significant impact, to prove that in the intermediary role, organizational culture affect innovation performance through organizational learning.

Enterprises pay attention to organizational culture, in fact, they are also building cultural atmosphere and cultural spirit for their own organizations. The enterprise adapts to the development

of the enterprise through various types of organizational culture. In the development of entrepreneurial enterprises, the stable and loyal work of employees in the clan-type culture is beneficial to the development of the enterprise. Only with the support and cooperation of employees, can the enterprise strive to create new products and provide excellent services. In the development of young entrepreneurial enterprises, the market-oriented culture is prominent, and the enterprises constantly adjust new strategies, develop new products with new technologies, and achieve the development goals of the enterprises. Flexible culture can really to love adventure, divergent thinking entrepreneurs to create the culture atmosphere of relatively loose, but loose and means that easy to cause staff slack, and institutional culture, will be better development, institutional culture organization for guarded hierarchy and leadership opinion, thinking collision and communication between employees and easy is missing, therefore, will lose the enthusiasm of employees, will also hit the creative talent, and management system, control force is too heavy, so bad for enterprise innovation and development. Formed in the business enterprise development in the future, therefore, to promote enterprise innovation, leadership and employees to create harmonious culture, for the technology upgrading and team and efficient development of the enterprise is extremely important, enterprise through the border, members get along, and formed the common values, convert knowledge into the power of the development of enterprises, improve enterprise benefits and efficiency are desirable.

In the process of development, while developing or introducing technologies, young entrepreneurial enterprises also need to develop their own corporate culture, instill fresh cultural blood, and learn from good management models of other enterprises. Entrepreneurial enterprises are in need of rapid development. In order to survive and obtain benefits, enterprises should strengthen the cultural training of organizational members, so that each employee has a strong sense of responsibility and enterprise, and actively develop innovative thinking to promote the progress of enterprises. The loyalty of clan culture too much focus on work, open mind and not conducive to employees, system culture level, internal system and the command is unfavorable to the expectation of a common pursuit of the enterprise employees, and clan culture and institutional culture is more of the small teams and rules given on the study of employee commitment, but entrepreneurial enterprises pay more attention to the change of external environment, entrepreneurial enterprises in order to improve the value, therefore, should be updated, need more change need knowledge sharing and cooperative innovation, so also need pioneering spirit, the spirit of advancing with The Times.

In this study, it is found that open mind in organizational learning has a significant impact on innovation performance, while learning commitment and common vision have no significant impact on innovation performance. In fact, it can also reflect that the internal organization should pay more attention to the training of employees' open thinking and the development of their own minds. Enterprises establish the learning idea, let enterprise employees within the organization to continually absorb knowledge, to share knowledge, to conform to the enterprise to use the knowledge ability, is advantageous to the enterprise in the process of innovation and development to exploit market, increase the efficiency of the market, and actually care more about the business in the short term rapid rise, in the case of saving time, pay more attention to team learning situation, because is eager to achieve the overall development of the enterprise goal, so the knowledge of organization members individual learning, and the opportunity to share the vision is not much, so learning commitment and Shared mental no significant impact on the enterprise innovation performance. Youth entrepreneurship within the enterprise need to constantly update knowledge integrating, innovative applications and into the power, eliminate the organization does not conform to the enterprise development of the system, and to gradually improve the organization's internal structure, at the same time also in order to deepen the knowledge, improve enterprise employees' knowledge ability and the ability to learn, for enterprises to promote and contribute their strength.

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