

## The Effect of Organizational Culture on Innovation Activities and Organizational Effectiveness

<sup>1</sup>Moon Jun Kim

<sup>1</sup>Research Professor, KNU Corporate Management Institute, Kongju National University  
[12003ehdud@kongju.ac.kr](mailto:12003ehdud@kongju.ac.kr)

### *Abstract*

*The purpose of this study is to empirically analyze the mediating effect of innovation activities on the effect of organizational culture perceived by organizational members on organizational effectiveness. The main results are as follows. First, Hypothesis 1, organizational culture, was adopted as it showed a positive influence on innovation activities. Second, since organizational culture showed statistically significant effect on organizational effectiveness, Hypothesis 2 was adopted. Third, the innovation activity, which is hypothesis 3, was analyzed to have a positive influence on organizational effectiveness. Therefore, hypothesis 3 was accepted. Fourth, the innovation activity, hypothesis 4, showed a mediating effect between organizational culture and organizational effectiveness. As shown in the results of this study, it is indicated that organizations should improve organizational effectiveness for growth and development through the advancement of the sustainability management system in the rapidly changing business environment. To this end, it was necessary to systematically build and activate an organizational culture and innovation activities suitable for the characteristics of the organization. In other words, organizational effectiveness can be improved when constructing and implementing advanced innovation activities based on measures to revitalize organizational culture according to changes in the business environment.*

**Keywords:** *Organizational Culture, Organizational Effectiveness, Innovation Activity, Hypothesis, positive impact*

### 1. INTRODUCTION

Recently, the globalized business environment is being forced to undergo unprecedented change and innovation due to the acceleration of the 4th industrial revolution based on ICT and COVID-19. Accordingly, all entities in management activities must more actively respond to changes in order to overcome uncertainty and upgrade the sustainable growth management system. In particular, organizations are required to respond to rapid changes in the new industrial structure and rapid digital transformation, and to establish a new organizational culture for survival [1]. The organization is continuously pursuing innovation and change to realize new growth and development through the advancement of the sustainability management system. It is the establishment and activation of an organizational culture in which organizational members can independently implement organizational change and innovation. Based on this, organizations are required to establish systematic measures to promote innovation activities and improve organizational effectiveness. Based on an organizational culture that can enhance the potential job performance capabilities of

---

Manuscript received: July 28, 2022 / revised: August 28, 2022 / accepted: September 04, 2022

Corresponding Author: [12003ehdud@kongju.ac.kr](mailto:12003ehdud@kongju.ac.kr)

Tel:\*\*\* \_ \*\*\*\* \_ \*\*\*\*

Research Professor, KNU Corporate Management Institute, Kongju National University, Korea

Copyright©2022 by The International Promotion Agency of Culture Technology. This is an Open Access article distributed under the terms of the Creative Commons Attribution Non-Commercial License (<http://creativecommons.org/licenses/by-nc/4.0>)

organizational members, innovation activities and solidification of organizational effectiveness are necessary factors for the survival and growth of an organization. Organizational culture is derived in various forms according to the characteristics, management values and ideology, and environment pursued by the organization. As organizational culture acts as a basis for organizational management and enhancement of organizational effectiveness, it is necessary to activate the organizational culture in consideration of the characteristics of the organization in order to advance the sustainable management system [2]. This improves innovative behavior, organizational effectiveness, organizational effectiveness and efficiency for the growth and development of the organization based on its own characteristics. Therefore, it was considered that it was necessary to improve the effectiveness of innovation activities based on the organizational culture of a new structure and form in line with the changes of the times. In particular, innovation activities include all development, financial, and commercial activities carried out by an organization with the intention of creating innovative results [3]. In other words, in order to improve innovation activities and organizational effectiveness, the need for re-establishing an organizational culture reflecting the organizational characteristics in line with the trend of the times and for substantiating execution is being emphasized. Therefore, this study tried to identify the factors that organizational culture types perceived by organizational members have on innovation activities and organizational effectiveness, and suggest implications accordingly. In other words, the purpose of this study was to examine the results of organizational culture types perceived by organizational members on innovation activities and organizational effectiveness, and their implications and relationships with previous studies. On the other hand, although the importance of organizational culture and innovation activities is emphasized as factors affecting organizational effectiveness, this study lacks studies that apply both variables together. Therefore, the difference between this study and previous studies is that it adds theoretical and practical implications by empirically analyzing the variables of organizational culture, innovation activity, and organizational effectiveness together.

## **2. THEORETICAL CONSIDERATION**

### **2.1 The Relationship between Organizational Culture and Innovation Activities**

Organizational culture has an important function of removing obstacles that hinder change, innovation, and innovation behavior in the overall organization as it has organizational structure characteristics, and it is a distinctive behavioral characteristic of an organization for sustainable management [4]. Innovative activity is a new management method that enables an organization to achieve long-term successful management activities, allocate resources, mobilize talents, and form strategies [5]. Innovation activities within an organization are not innovations that move from the present to the future. In other words, it is an essential strategic form to move from the present to the future with an accurate goal, and it is the existence of a key strategic factor that is indispensable in business activities to secure organizational competitiveness [6]. Innovation activities can be divided into organizational level and individual level innovation activities. In other words, innovation activities at the organizational level include programs for innovation and institutional improvement, and innovation activities at the individual level are actions that focus on the division of work among members. All of them can advance innovation activities through organizational culture proactively [7]. On the other hand, in a study on the relationship between organizational culture and innovation activities, the organizational culture type of quasi-governmental institutions showed a positive (+) effect on innovation activities [8]. In other words, the major influencing factors that promote management innovation activities are organizational culture, organizational structure, and management crisis awareness [9]. In addition, in a study on the effect and difference of market environment response strategies on organizational culture and management innovation activities, organizational culture showed a positive effect on management innovation activities [10]. Therefore,

without understanding the organizational culture, members of the organization cannot accept and reject management innovation activities [11], and the hotel CEO's organizational culture has a positive effect on management innovation activities [12]. Therefore, this study established the following hypotheses on organizational culture and innovation activities based on previous studies.

**Hypothesis 1. The Organizational culture will have a positive (+) effect on innovation activities.**

## **2.2 The Relationship between Organizational Culture and Organizational Effectiveness**

Organizational culture is an important factor that directly or indirectly affects the results of an organization's management activities. It is a form of shared values, beliefs, norms, customs, and knowledge that has been formed over a long period of time and affects the thoughts, attitudes, and behaviors of all members of the organization [2]. Organizational Effectiveness is a part of the measurement index for how efficiently and effectively an organization operates for sustainable management, and is a standard factor for evaluating how well an organization is operating and effective [13]. In other words, it is a result index expressed by the psychological behavioral characteristics of correctly achieving the goals set by individuals and organizations as the degree to which the agreed goals of the organization are achieved [14]. Meanwhile, in a previous study on the relationship between organizational culture and organizational effectiveness, the organizational culture shared within the organization showed a positive (+) effect on job satisfaction and organizational commitment, which are organizational effectiveness [15]. The characteristics of the organizational culture of SMEs were shown to have a positive effect on organizational effectiveness [16]. Also, in a study on the effect of the organizational culture of the food service industry members on organizational fairness and organizational effectiveness, it was analyzed that organizational culture had a positive (+) effect on organizational effectiveness [17]. In a study on the effect of organizational culture type on organizational effectiveness for training subjects who attended the core job training course for SMEs, organizational culture type showed a positive effect on organizational effectiveness, and organizational communication showed a moderating effect [18]. In a study on the effect of organizational culture perceived by organizational members on organizational performance, focusing on companies in Seoul and Gyeonggi Province, organizational culture was statistically significantly analyzed on organizational effectiveness and organizational performance [19]. Also, organizational culture had a positive effect on job satisfaction, which is a part of organizational effectiveness [14]. Therefore, this training established the following hypotheses based on the results of previous studies.

**Hypothesis 2. The Organizational culture will have a positive (+) effect on organizational effectiveness.**

## **2.3 The Relationship between Innovation Activity and Organizational Effectiveness**

Innovation activity is a very important key factor in determining performance and sustaining competitive advantage as a comprehensive activity that develops products and services for customers to use and experience, produce them efficiently, and provide them to the market efficiently [20]. An innovation activity is a comprehensive activity that involves the implementation of new or significantly improved services, product and process improvements, new marketing techniques or new organizational methods in conducting business, and innovation in workplace organizations or external relationships [21]. Organizational effectiveness is the degree to which organizational goals are achieved [22], and is a comprehensive concept for the goals of the organization and individual members of the organization [23]. On the other hand, various variables are applied to organizational effectiveness according to the purpose and characteristics of the researcher [24]. In a study on the effect of corporate innovation activities and new product development capabilities on corporate performance, focusing on small and medium-sized enterprises (SMEs) in China, innovation activities showed

a positive (+) effect on corporate performance [25]. Also, in the effect of CEO characteristics and organizational culture types of quasi-governmental institutions on innovation activities and organizational effectiveness, innovation activities showed a significant effect on organizational commitment, which is organizational effectiveness [8]. In a study on innovation behavior and organizational effectiveness, which are similar concepts to innovation activity, the innovation behavior was analyzed statistically significantly on organizational effectiveness in the effect of hotel staff's innovative behavior centered on Jeju deluxe hotel on organizational effectiveness [26]. Therefore, this study established the following hypotheses based on the results of previous studies on the relationship between innovation activities and organizational effectiveness.

**Hypothesis 3. The Innovation activities will have a positive (+) effect on organizational effectiveness.**

#### 2.4 The Mediating Effect of Innovation Activities

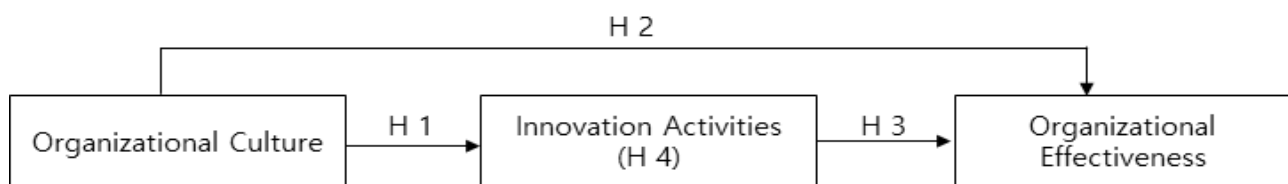
Innovative activity is the act of implementing, combining, or generating knowledge in a novel, meaningful, valuable and new product, process or service [27]. In other words, it is a deliberate and planned change that occurs throughout the company, including product innovation, process innovation, and management (organizational) innovation [28]. As a result of confirming the mediating effect of corporate innovation activity in a study on the effect of entrepreneurship and human resource innovation on entrepreneur's business performance, corporate innovation activity showed a full mediating effect in the relationship between entrepreneurship and business performance [29]. In a study on the effect of the use of intellectual property rights on corporate performance, focusing on the mediating effect of technological innovation activities, it was analyzed that technological innovation activities had mediating effects [30]. Also, in the effect of R&D activities of knowledge service companies on innovation performance, the four major innovations (service product innovation, process innovation, organizational innovation, and marketing innovation) played a mediating role between R&D activities and innovation performance [31]. In the effect of management consulting factors on corporate innovation activities and business performance, it was confirmed that innovation activities play a partial mediating effect on financial and non-financial performance [32]. Based on the results of previous studies, hypotheses for mediating effects on innovation activities were established as follows.

**Hypothesis 4. The Innovation activities between organizational culture and organizational effectiveness will have mediating effects.**

### 3. RESEARCH METHOD

#### 3.1 The Research Model

In this study, the research model was established as shown in Figure 1 to check the influence relationship between organizational culture types perceived by organizational members on organizational effectiveness and the mediating effect of innovation activities.



**Figure 1. Research model**

### 3.2 The Operational Definition of Variables

Table 1 shows the operational definitions of variables in this study to verify the hypothesis established by the research model by modifying and supplementing the fingerprints verified in the results of previous studies.

**Table 1. The Organizational definitions of variables**

Variable Name	Variable Definition	Prior Research	note
Organizational Culture	As an important factor in achieving organizational and individual goals, it is a code of conduct and decision-making method shared by members of the same organization (consensual culture, development culture, hierarchical culture, rational culture).	Cameron & Quinn (1999), Kim, Young-Bae (2019), Moon jun, Kim (2021)	16 questions
Innovation Activities	A comprehensive activity of management innovation that creates essential changes in an organization by intentionally implementing new plans or programs to change the organizational structure and culture. (Marketing innovation, process innovation, organizational innovation, knowledge management activities)	Stepi (2010), Gunday et al. (2011), Lee, Hyun-So (2017), Kim Cheul-hee (2022)	12 questions
Organizational Effectiveness	A metric for the achievement of organizational and individual goals, expressed as a result of how efficiently and effectively the organization has been operated for sustainable management. (Organizational commitment, job satisfaction))	Allen & Meyer (1990), Tett & Meyer (1993), Moon jun Kim & Su-hee Kim (2020), Lee, Eun young (2022)	8 questions
General characteristics	Gender, age, educational background, position, current work experience		5 questions

### 3.3 The Data Collection and Analysis Method

This study is to confirm the factors that organizational culture perceived by organizational members have on innovation activities and organizational effectiveness. To this end, the survey period was conducted using a random sampling method for 4 weeks from February 21st to March 18th, 2022 for members who are working in IT-oriented SMEs in 2022. The survey response was on a Likert 5-point scale (1\_'not at all' to 5\_'strongly agree'), and SPSS 23.0 for Windows, a statistical program, was used for the survey results of 216 people excluding 73 who answered non-response or insincere out of 289 copies. That is, the frequency and ratio were calculated to confirm the general characteristics of the respondents. Descriptive statistics, correlations, and reliability were analyzed to identify factors between organizational culture, innovation activities, and organizational effectiveness. Meanwhile, PROCESS macro 3.5 of [33] was used to verify the mediating effect of innovation activities, and the Bootstrap method was applied to verify the statistical significance of the mediating effect.

## 4. EMPIRICAL ANALYSIS

### 4.1 The Demographic General Characteristics

The general characteristics of the 216 samples applied to test the hypothesis for this study are as follows. That is, in terms of gender, 178 men (82.4%) were significantly higher than 38 women (17.6%). By age, 32 people in their 20s (14.8%), 107 people in their 30s (49.5%), 56 people in their 40s (25.9%), and 21 people in

their 50s (9.8%) were analyzed. As for their educational background, 18 people with a high school diploma (8.3%), 59 people with a first-time degree (27.3%), 125 people with a college degree (57.9%), and 14 people with a graduate school degree or higher (6.5%). By position, 112 people (51.9%) were less than assistant manager, 77 people were between manager and deputy manager (35.6%), and 27 people (12.5%) were manager and higher. In addition, 85 people (39.4%) with less than 5 years of work experience, 57 people with less than 8 years (26.3%), 36 people with less than 10 years (16.7%), and 38 people with more than 10 years (17.6%).

#### 4.2 The Descriptive Statistical Analysis of Variables

The descriptive statistics of the major variables applied to test the hypotheses established according to this research model are shown in Table 2.

**Table 2. The Descriptive statistical analysis result**

division	Average	Standard Deviation	minimum	maximum	skewness	kurtosis	Cronbach's $\alpha$
organizational culture	3.67	.80	1.00	5.00	-.27	.13	.918
innovation activities	3.87	.70	1.07	5.00	-.10	.23	.927
organizational effectiveness	3.62	.60	1.08	5.00	.34	.54	.862

organizational culture : KMO = 0.889, Bartlett's sphericity verification  $\chi^2 = 3784.511(p=0.000)$ , total variance: 78.537%,

innovation activities: KMO = 0.849, Bartlett's sphericity verification  $\chi^2 = 1971.159(p=0.000)$ , total variance: 75.584%

organizational effectiveness : KMO = 0.901, Bartlett's sphericity verification  $\chi^2 = 2265.346(p=0.000)$ , total variance: 64.131%

That is, the average of the organizational culture was 3.67 (SD=.80) and the credibility of Cronbach's  $\alpha = .918$ . Innovation activity averaged 3.87(SD=.70), credibility, Cronbach's  $\alpha = .927$ , organizational effectiveness averaged 3.62(SD=.60), and credibility, Cronbach's  $\alpha = .862$ , which was above average and high. Reliability was shown. On the other hand, if skewness is generally less than an absolute value of 3 and kurtosis is less than an absolute value of 7, it can be judged to follow a normal distribution. Therefore, the main variable of this study satisfies the pseudonym of the normal distribution.

**Table 3. The Correlation between variables**

division	organizational culture	innovation activities	organizational effectiveness
organizational culture	1		
innovation activities	.865***	1	
organizational effectiveness	.601***	.722***	1

\*\*\*P<.001

Meanwhile, the correlation between organizational culture, innovation activity, and organizational effectiveness, which are variables suggested to verify this research model, is shown in Table 3. In other words, there was a high positive correlation ( $r=.865$ ) between organizational culture and innovation activities. Therefore, it can be judged that the higher the organizational culture is perceived by the members of the organization, the higher the innovation activity can be. In addition, the correlation between organizational

culture and organizational effectiveness was moderately positive ( $r=.601$ ), and it was analyzed that organizational effectiveness tends to increase as awareness of organizational culture improves. The correlation between innovation activity and organizational effectiveness ( $r=.722$ ) was positive, indicating that organizational effectiveness tends to improve as innovation activity intensifies.

### 4.3 Hypothesis Verification

In order to verify the mediating effect of innovation activities in the effect of organizational culture recognized by organizational members on organizational effectiveness, the following hypotheses were tested using the PROCESS macro (model 3.5) in [33].

First, as shown in Table 4, the effect of the independent variable, organizational culture, on the innovation activity as a parameter (hypothesis 1) of the first-stage model is shown in Table 4. In other words, the first-stage model for the influence of organizational culture on innovation activities was adopted as statistically significant ( $F=917.245$ ,  $p<.001$ ). In addition, the explanatory power of the model was analyzed as high as 74.3%, and the organizational culture through the regression coefficient was shown to have a significant effect ( $B=.766$ ,  $p<.001$ ) on the innovation activity as a parameter. As shown in the results of previous studies [7-12], this indicates that innovation activities are improved as organizational culture is activated.

**Table 4. The Influence of organizational culture on innovation activities**

model	independent variable	B	SE	t	95% CI	
					LLCI	ULCI
Step 1 Model (Innovation Activities)	(constant)	.996	.094	10.539***	.811	1.181
	organizational culture	.765	.026	30.269***	.708	.805
$R^2=.743$ , $F=917.245$ ***						

\*\*\* $P<.001$

Second, in the two-step model, the effects of organizational culture as an independent variable and innovation activity as a parameter on organizational effectiveness as a dependent variable (Hypothesis 2, Hypothesis 3) are shown in Table 5. That is, the results of the two-stage model on the effects of organizational culture and innovation activities on organizational effectiveness were analyzed statistically significantly ( $F=171.207$ ,  $p<.001$ ).

**Table 5. The effects of organizational culture and innovation activities on organizational effectiveness**

model	independent variable	B	SE	t	95% CI	
					LLCI	ULCI
Step 1 Model (organizational effectiveness)	(constant)	1.315	.128	10.439***	1.066	1.516
	organizational culture	.437	.056	7.659***	.453	.691
	innovation activities	.636	.064	9.468***	.501	.753
$R^2=.513$ , $F=171.207$ ***						

\*\*\* $P<.001$

Meanwhile, the explanatory power of the model was 51.3%. On the other hand, as for the regression coefficient, organizational culture, an independent variable, directly had a significant effect on organizational effectiveness, which is a dependent variable. ( $B=.437, p<.001$ ). In addition, innovation activity as a parameter was analyzed to have a statistically significant effect ( $B=.636, p<.001$ ) on organizational effectiveness, which is a dependent variable. Therefore, Hypothesis 2 and Hypothesis 3 were accepted. As shown in the results of the preceding study of hypothesis 2 [14-19] and the previous study results of hypothesis 3 [8, 25-26], it was indicated that the organizational effectiveness was strengthened as the organizational culture and innovation activities improved.

Third, Table 6 shows the results of examining the significance of the mediating effect of innovation activities by classifying the effects of organizational culture recognized as an organizational member on organizational effectiveness into indirect, direct, and total effects.

**Table 6. The effects of organizational culture on organizational effectiveness (total effect, direct effect, indirect effect)**

division	B	SE (Boot SE)	95% CI	
			LLCI(Boot LLCI)	ULCI(Boot ULCI)
total effect	.457	.034	.389	.519
direct effect	.463	.046	.330	.549
indirect effect	.476	.059	.357	.599

At this time, 0 is not included between the upper limit value (ULCI) and the lower limit value (LLCI) in the 95% confidence interval, and it is judged to be statistically significant at the significance level of 5%. Therefore, the organizational culture recognized by organizational members was statistically significant ( $p<.05$ ) with  $B=.457$ , the size of the total effect on organizational effectiveness. Also, the magnitude of the direct effect,  $B=.463$ , was significantly ( $P<.05$ ). On the other hand, the size of the indirect effect,  $B=.476$ , was statistically significant ( $p<.05$ ). Hypothesis 4 was adopted because it can be said that it has a mediating effect on innovation activities in the relationship between organizational culture and organizational effectiveness. In other words, these results indicated the importance of innovation activities as in the results of previous studies [29-32].

## 5. CONCLUSION

This study tried to emphasize the importance and necessity of organizational culture through the influence of organizational culture perceived by organizational members on organizational effectiveness and the mediating effect of innovation activities. Through the results of this study, if the system is established and practiced on the ways to revitalize the organizational culture recognized by the members of the organization, innovation activities will be improved. In addition, organizational culture will continue to reinforce change, innovation, and development for the advancement of the organization's sustainability management system based on the positive factor in organizational effectiveness and the mediating effect of innovation activities.

The main results and implications shown through the results of this study are as follows. First, since organizational culture has a significant effect on innovation activities, Hypothesis 1 was adopted. In other words, the higher the awareness of the organizational culture, the more active the innovation activities of the members. It can be said that the change in the perception of the organizational culture means a mutual relationship that promotes and supports innovation activities for the survival and growth of the organization. Second, hypothesis 2 that organizational culture improves organizational effectiveness was adopted. In other



words, it was shown that the higher the awareness of the organizational culture, the higher the organizational effectiveness of the members. Therefore, in order to improve organizational effectiveness of organizational members, a plan to activate an organizational culture that can respect and consider each other was required. Third, Hypothesis 3 was adopted as the relationship between innovation activity and organizational effectiveness showed a positive relationship. In other words, in order to enhance organizational effectiveness by improving organizational effectiveness through practice-oriented and positive innovation activities of organizational members, systematic implementation of innovation activities in line with the characteristics of the organization was required. Fourth, innovation activities between organizational culture and organizational effectiveness showed a mediating effect. Therefore, in order to improve organizational effectiveness, systematic measures and implementation of innovation activities were required. Based on these results, additional theoretical implications were presented based on previous studies. In addition, it showed practical implications for the implementation plan and implementation for the need for organizational culture and innovation activities to improve organizational effectiveness. In particular, the difference of this study is that it provided theoretical and practical implications in the absence of previous studies on the mediating effect of innovation activities between organizational culture and organizational effectiveness. Despite these conclusions and implications, this study has limitations in generalizing the results of the study as it is targeted at some members of organizations in specific regions. Therefore, in future follow-up studies, it is considered that it is necessary to study in-depth and wide-ranging ways to improve organizational competitiveness through various variables affecting organizational effectiveness.

## REFERENCES

- [1] Moon Jun Kim (2020), "The Effect of Organizational Culture and Job Environment Characteristics Perceived by Organization Members on Job Satisfaction, The International Journal of Internet, Broadcasting and Communication, 12(4), 156-165. DOI: 10.7236/IJIBC.2020.12.4.156.
- [2] Moon Jun Kim (2021), "A Study on the Influence of Organizational Culture and Authentic Leadership on Job Crafting," The International Journal of Internet, Broadcasting and Communication, 13(1), 123-133> DOI : 10.7236/IJIBC.2021.13.1.123.
- [3] OECD, Eurostat (2017), "Trade by enterprises database. ISIC rev. 4(accessed: 01.09.2017)," Available from: <https://stats.oecd.org>
- [4] Moon-Jun Kim and No-Sa Kim (2019), "A Study on Organizational Culture and Organizational Justice Affecting Innovative Behavior," Korean Review of Corporation Management, 10(1), 199-230. <https://doi.org/10.20434/KRICM.2019.02.10.1.199>
- [5] Hamel, G. (2008), "The Future of Management," Human Resource Management International Digest, 16(6), <https://doi.org/10.1108/hrmid.2008.04416fae.001>
- [6] Milutinović, R., Stošić, B., and Mihić, M. (2015), "Concepts and importance of strategic innovation in SMEs: Evidence from Serbia," Journal of Sustainable Business and Management Solutions in Emerging Economies, 20(77), 35-42. DOI:10.7595/management.fon.2015.0030.
- [7] Marcela Miozzo, Panos Desyllas, Hsing-fen Lee and Ian Miles (2016), "Innovation collaboration and appropriability by knowledge-intensive business services firms," Research Policy, 45(7),1337-1351. <https://doi.org/10.1016/j.respol.2016.03.018>
- [8] Song, Chang-Heun (2022), "The effect of CEO characteristics and organizational culture types on innovation activities and organizational effectiveness in the public institute : the case of Korea National Railway institution," Major in Convergence Consulting Dept. of Knowledge Service & Consulting

Graduate School of Knowledge Service Consulting Hansung University.

- [9] Rohit Deshpandé, John U. Farley and Frederick E. Webster, Jr. (1993), "Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrant Analysis," *Journal of Marketing*, 57(1), 23-37. <https://www.jstor.org/stable/1252055>.
- [10] Xi, Wen. Choi, Jeong-Gil (2014), "A Study on Relationships and Differences Regarding Organization Cultures and Management Innovation Activities Depending on Types of Reaction Strategy to Business Environment," *Korean Journal of Hospitality & Tourism*, 23(5), 151-181. <http://khta.re.kr>
- [11] Lee Chang-Dai (2011), "The Causal Relationship among Strategy, Organization Culture, Innovation," *Korea Journal of Business Administration*, 24(6), 3441-3460. <http://www.riss.kr/link?id=A60147434>
- [12] Xi, Wen (2018), "A study on impacts of cognitive dissonance and public compliance with collective rationality regarding CEO's choice of strategics, organization culture, and innovation actives on business performance cognition, Department of Hotel Management The Graduate School of Kyung Hee University.
- [13] Seo, Seung-Hee and Kang, Shin-KI (2021), "The Effects of Transformational Leadership of Financial Institution on Organizational Effectiveness: Focused on Mediating Effect of Education Service Quality and Moderating Effect of Trust," *Journal of Digital Convergence*, 19(8), 113-132. DOI : 10.14400/JDC.2021.19.8.113
- [14] Moon-jun Kim and Su-hee Kim (2020), "The Effect of Leader Learning Support Leadership on Learning Orientation and Organizational Effectiveness," *Korean Review of Corporation Management*, 11(4), 209-246. <http://dx.doi.org/10.20434/KRICM.2020.11.11.4.209>.
- [15] Hopkins, Charles, and Rosalyn McKeown (2002), "Education for Sustainable Development: An International Perspective" in *Environmental Education for Sustainability: Responding to the Global Challenge*, Eds. D. Tilbury, RB Stevenson, J. Fein, and D. Schreuder. Gland, Switzerland and Cambridge, UK: IUCN Commission on Education and Communication.
- [16] Kim Yong Goo and Yun Mi (2020), "The Study on the Effect of Organizational Culture Characteristics through Organizational Effectiveness on Organizational Performances in SMEs," *Journal of the Korea management engineers society*, 25(2), 55-75.
- [17] Inyoung Park and Sungmoon Cho (2020), "A study on the effects of the organizational culture of food service employees on organizational justice and organizational efficiency," *International Journal of Tourism and Hospitality Research*, 34(2), 109-126. DOI: <https://doi.org/10.21298/IJTHR.2020.2.34.2.109>
- [18] Mun-jun Kim, No-sa Kim and Yu-jin No (2017), "A Study on the Effects of Organizational Culture Types on Organizational Effectiveness - Focused on Moderating Effect of Organizational Communication," *Industry Promotion Research*, 2(1), 15-29. <http://dx.doi.org/10.21186/IPR.2017.2.1.015>.
- [19] Kim, Moon-jun (2016), "The Effects of Organizational Culture Recognized by Constituent Individual of Organization on Organizational Achievement: Centered on Seoul and Gyeonggi Areas," *Korean Management Consulting Review*, 16(1), 17-34. <https://www.earticle.net/Article/A283545>
- [20] Laura B. Cardinal (2001), "Technological Innovation in the Pharmaceutical Industry: The Use of Organizational Control in Managing Research and Development," *Organization Science* 12(1),19-36. <https://doi.org/10.1287/orsc.12.1.19.10119>
- [21] OECD (2005), "Oslo manual: Guidelines for collecting and interpreting innovation data," Paris and Luxembourg: OECD/Euro-stat.
- [22] Robbins, Stephen P (2003), "Organizational Behavior: Concepts, Controversies, and Applications," Englewood Cliffs, New Jersey: Prentice-Hall.
- [23] Cameron, K. S., and Whetten, D. A. (1983), "Organizational effectiveness: One model or several?," In K. S. Cameron & D. A. Whetten(Eds.), *Organizational effectiveness: A comparison of multiple models*,

Orlando, FL: Academic Press.

- [24] Kim Moon-jun and Lee Chang-ho (2015), "Effects of organizational culture on organizational effectiveness and business performance: Focusing on companies in Bucheon," *Korean Review of Corporation Management*, 6(2), 154-178. <https://dx.doi.org/10.20434/krmc.2015.08.6.2.154>.
- [25] Zhang Jia (2022), "A study on the effect of corporate innovation activities and new product development capabilities on corporate performance : Focusing on Chinese manufacturing SME," Major in Global Management Dept. of Global Business Administration The Graduate School of Shinhan University.
- [26] Hyun, Gye-Dam, Jang, Hye-Won and Cho, Moon-Soo (2014), "A study on The Effect of Conflict Management and Innovative Behavior on The Organizational Effectiveness: Focus on The Five Star Hotel in Jeju," *Tourism and leisure research*, 26(4), 81-100. <http://www.kastle.kr>.
- [27] Harvard Business Essentials (2004), "Manager's Tool kit : The 13 Skills Managers Need to Succeed," A HARVARD BUSINESS PRESS BOOK SUMMARY, HARVARD BUSINESS PRESS.
- [28] Reid Bates and Samer Khasawneh (2005), "Organizational learning culture, learning transfer climate and perceived innovation in Jordanian organizations," *International Journal of Training and Development*, 9(2), 96-109. <https://doi.org/10.1111/j.1468-2419.2005.00224.x>
- [29] Kim, cheul-hee (2022), "A Study on the Influence of Entrepreneurship and Human Resource Innovation upon Entrepreneur's Business Performance: The Mediating Effects of Corporate Innovation Activities," Graduate School of Catholic Kwandong University, Department of Business Administration.
- [30] Lee, Sang Min (2019), "A Study on the Influence of the Utilization of Intellectual Property Rights on Business Performance : Focusing on Mediating Effects of Innovation Activities," Major in Convergence Consulting Dept. of Knowledge Service & Consulting Graduate School of Knowledge Service Consulting Hansung University.
- [31] Seo, Seok Gyeong (2018), "The Effects of R&D activities on Innovation Performances in knowledge service companies Focused on the mediated effects of four innovations," Department of Business Consulting The Graduate School of Pusan National University.
- [32] Jeong, Tae Yong (2014), "An empirical study on the influence of management consulting factors on corporation's innovation activities and business performances: The mediating role of the innovation activities," Department of Business Administration Graduate school Yeungnam University.
- [33] John R. Hayes (2013), "The Complete Problem Solver 2nd Edition," Department of Psychology Carnegie-Mellon University, <https://doi.org/10.4324/9780203062715>.