

The Effect of manager's Communication Type on Organizational Culture and Innovative Behavior

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Abstract

This study confirmed the effect of manager's communication type perceived by organizational members on innovative behavior and the mediating effect of organizational culture. In other words, the manager's communication type was statistically positive for organizational members' innovation behavior (Hypothesis 1) and organizational culture (Hypothesis 2). Organizational culture improved innovative behavior of organizational members (Hypothesis 3). In addition, organizational culture played a mediating role between the manager's communication type and organizational members' innovative behavior (Hypothesis 4). In other words, the importance of improving the innovative behavior of organizational members, which is a key factor for advancing organizational sustainability management, was confirmed. It was confirmed that the manager's communication type and organizational culture act as a key factor for the advancement of innovative behavior. Therefore, executives and managers confirmed the importance of systematic managers' communication-type competency development and organizational culture revitalization plans and the necessity of implementing them in order to improve innovative behavior.

Key words: *Type of communication, organizational culture, innovative behavior; managers, organizational members*

1. Introduction

After the COVID-19 pandemic, executives, managers (team leaders), and organizational members must pursue a completely new type of role and responsibility from their previous experiences in order to open a new normal era. The importance of communication, which is the most core management capability of the manager (team leader) who is in charge of unit management, is being emphasized more and more to create differentiated results for the organization's sustainability management activities. Communication has a positive effect on knowledge and experience, psychological and emotional stability, and decision-making [1], and promotes the change of awareness of goal achievement among organizational members according to the manager's communication ability and type [2]. In other words, in order to survive and revitalize sustainable management

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in the rapidly changing business environment, the plan to activate communication within the organization acts as the most important factor [3]. In addition, for an organization to survive and sustainably grow in a rapidly changing environment, innovative behavior to solve uncertain factors is not an option, but an essential capability [4]. Organizational members' innovative behavior is an aspect that can be improved through the manager's efficient communication type and organizational culture. For most managers, it is most important to establish and implement measures to revitalize the organizational culture in line with the changing times, as well as to secure the optimal type of communication to achieve management goals. In this context, research on organizational culture and innovative behavior according to managers' communication types can be said to be meaningful. Therefore, based on various previous studies, this study tried to confirm the effect of manager's communication type on organizational members' innovative behavior and the mediating effect of organizational culture between them. This study presents substantial theoretical and practical implications of communication types and organizational culture that can promote innovative behavior, which is a result of the advancement of organizational sustainability management. In other words, the method of revitalizing manager's communication type and organizational culture to improve innovation behavior according to the research model can improve the efficiency and effectiveness of organizational management and operation and improve organizational performance.

2. Theoretical Background

2.1. The Relationship between Managers' Communication Types and Innovative Behavior

Communication is a face-to-face interaction that occurs between two or more people [5]. The type of communication is the specific way individuals prefer their communication style to how others interpret their message [6]. In other words, the communication type of managers within an organization acts as a basic management means for organizational management activities, and promotes substantial job performance of organizational members to strengthen goal achievement [7]. Innovative behavior is a key means of securing core competitiveness for the advancement of organizational sustainability management [8], and organizational competitiveness is improved by dynamic role play by organizational members through changes in organizational structure and execution procedures [9]. In major studies on communication and innovative behavior, smooth communication within an organization is an important factor in leading an organization correctly and has a great impact on the development of an organization through the creation of innovative ideas and the conception of new ideas. [10]. In addition, intra-organizational communication helps organizational members adapt to changes and promotes innovation [11], and improves innovative behavior [12]. In a study targeting Chinese companies, the type of communication showed an effect on innovativeness [13], and online communication through SNS of SMEs showed a partial effect on innovative behavior [14]. Based on the results of previous studies, the following hypotheses were established.

Hypothesis 1. The manager's communication type will have a positive (+) effect on the innovation behavior of organizational members.

2.2. The Relationship between Manager's Communication Type and Organizational Culture

Communication is a process in which two or more people and organizations share various information, thoughts, and understanding [15], and it is a social process in which messages or information containing meaningful content are mutually exchanged and shared among social subjects [16]. On the other hand, the communication implemented by managers is the ability to lead managers to their intentions based on the perception that it is an influence to improve relationships with organizational members and achieve organizational goals [8]. Organizational culture is a criterion for organizational members' work performance

attitudes, behaviors, and value judgments [17], and management strategies and organizational structures can be strengthened to successfully improve organizational competitiveness [18]. In other words, organizational culture is an important factor in achieving goals and is expressed in the behavioral norms and decision-making methods shared by members within the same organization [19]. On the other hand, major direct studies on the influence of corporate culture on communication in companies are as follows. In other words, efforts to improve communication within the organization in the relationship between the strategic performance measurement system and employee performance reduced conflicts among organizational members and promoted the change to a high-performance organizational culture [20]. In terms of the effect of hotel middle managers' communication on organizational commitment and organizational culture, communication was partially significant in organizational culture [21]. In the analysis of the impact of organizational communication in public institutions on organizational culture and organizational commitment, organizational communication had a positive (+) effect on organizational culture [22]. Statistically significant positive correlations were analyzed in the effects of the director's transformational leadership and communication skills perceived by daycare teachers on organizational culture and organizational effectiveness [23]. Therefore, based on previous research studies, hypotheses on the influence relationship between manager's communication type and organizational culture were established as follows.

Hypothesis 2. The manager's communication type will have a positive (+) effect on organizational culture.

2.3. The Relationship between Organizational Culture and Innovative Behavior

Organizational culture is a unique cultural image of an organization composed of values, beliefs, rituals, symbols, and ways of working, and serves as an infinite driving force for the advancement of the organization's sustainable management as a soul [24]. Organizational culture is a behavior acquired in the right way to solve various problems that arise in the process of adapting to and integrating environmental change factors [25]. On the other hand, innovation behavior has a great influence on the innovation behavior of individual organizational members' attitudes toward innovation [26]. Innovative action can be seen as one of the key organizational resources that constantly promotes ideas and increases the possibility of success in establishing innovation strategies for organizations [27]. In a study on the influence relationship between organizational culture and innovative behavior, organizational culture improved innovative behavior of organizational members [28]. Organizational culture characteristics resolved problems that occurred in the process of introducing and implementing innovation and had a positive effect on innovation activities [29]. Innovation activities can be advanced through organizational culture [30], and innovation activities were statistically significantly analyzed [31]. In addition, organizational culture characteristics were analyzed as partly influencing relationship with innovation behavior of employees [32], and in the influence between organizational culture and organizational effectiveness mediated by innovation behavior, organizational culture was found to be positive for innovation activities [19]. Organizational culture targeting quasi-governmental organizations showed a positive effect on innovation activities [33], and empirical analysis was conducted on the role of facilitators, organizational culture, and innovation behavior in companies as improving innovation behavior [34]. Therefore, in this study, the following hypotheses were established based on previous studies.

Hypothesis 3. Organizational culture will have a positive (+) effect on the innovation behavior of organizational members.

2.4. The Mediating effect of Organizational Culture

Organizational culture is a lifestyle that organizations possess by reflecting organizational characteristics and

originality, and is a comprehensive macroscopic concept of various factors that affect the work environment of organizational members [35]. Organizational culture is ‘shared beliefs and values that give meaning to members of an organization and recognize rules for behavior in the organization’ [36], ‘clearly differentiated in the behavior or material arrangement of members [37]. On the other hand, the reality is that there is an absolute lack of direct or indirect preceding research results on the mediating effect of organizational culture in the relationship between communication and innovative behavior. Therefore, in this research paper, a research hypothesis was established through the parameters of organizational culture. In other words, the organizational culture showed a partial mediating effect on the effect of corporate social responsibility (CSR) activities on organizational performance [38]. In terms of the effect of the principal's servant leadership on the childcare teacher's role performance, the organizational culture directly mediated the principal's servant leadership and the childcare teacher's role performance [39]. In a study on the effect of cultural foundation managers' characteristics on organizational effectiveness, organizational culture was analyzed as a partial mediating effect [40]. In a study on the role, organizational culture, and innovative behavior of facilitators in companies, the role of facilitator for meetings had a positive (+) effect on innovation behavior through hierarchical culture and the role of communication through innovation-oriented culture [34]. In this study, the following hypotheses were established based on previous studies.

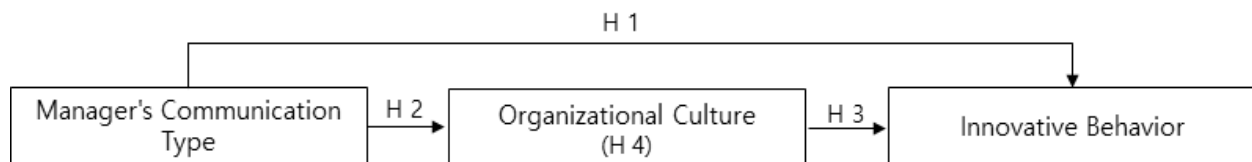
Hypothesis 4. Organizational culture will mediate between manager's communication type and innovation behavior.

3. Research Model and Hypothesis Setting

3.1. The Research Model

This study confirmed the mediating effect of organizational culture in the relationship between the manager's communication type recognized by organizational members and the innovative behavior, and established a research model as shown in Figure 1.

Figure 1. Research model



3.2. The Research Object

In order to achieve the purpose of this study, the relationship between the manager's communication type, organizational culture, and innovative behavior variables was confirmed for organizational members working in the company. To this end, this study applied the following analysis method using SPSS 24.0 and Amos 24.0 statistical package programs for data analysis on variables set according to the research model. First, Chronbach's α , a reliability coefficient, was reviewed to verify the reliability of measurement tools for each variable. Second, the general demographic characteristics and average, standard deviation, skewness and kurtosis of each variable were calculated through frequency analysis. Third, Pearson's moment-correlation analysis was conducted to confirm the correlation between the measured variables. Fourth, structural equation model analysis was conducted to verify the relationship model between each variable. In addition, through bootstrapping, statistical significance was verified for direct and indirect effects with variables. Therefore, this study used 207 copies of the organization members as the final sample, excluding 21 statistically insincere copies out of 228 copies for about 3 weeks from November 28 to December 17, 2022. That is, 163 males

(78.7%) and 44 females (21.3%) were distributed. By age, 88 people in their 30s (42.5%), 63 people in their 40s (30.4%), 39 people in their 20s (18.8%), and 17 people in their 50s or older (8.3%) appeared in the order. The level of education was analyzed as follows 98 people college graduates (47.3%), 59 people elementary school graduates (28.5%), 37 people others (including high school graduates) (17.9%), and 13 people graduates (6.3%) or higher. Meanwhile, in terms of rank, 187 people team members (90.3%) and 20 people team leaders (9.3%) were distributed.

3.3. The Analysis Method and Operational Definition I

In this study, the operational definition of variables to verify the hypotheses established according to the research model is as follows. First, the manager's communication type is defined as 'a comprehensive process through which managers achieve common goals and change behavior through information and messages in order to achieve organizational goals' based on previous studies. On the other hand, the manager's communication type was measured by a 5-point Likert scale with 16 items to measure reliable, controlled, professional, and consultative types by modifying and supplementing the results of previous studies [41-44]. Second, organizational culture is defined as 'shared values and beliefs that affect the way of thinking and behavior of all members in the same organization' based on the results of the research on the trend. The main questionnaire on organizational culture was modified and supplemented according to the purpose of this study based on the results of previous studies [19, 45-47], and composed of a total of 12 questions, and was measured on a 5-point Likert scale. Third, based on previous studies, this study defined innovative behavior as 'a process in which organizations and individuals derive and implement new ideas for problem solving and improvement for sustainable growth and development amid changes in the business environment'. Meanwhile, this study corrected and supplemented the contents of the questionnaire used in the previous research results [48-52], measured a total of 9 questions on a 5-point Likert scale.

4. Empirical Analysis

4.1. The Descriptive Statistical Analysis

To achieve the purpose of this study, descriptive statistics, correlation analysis, and confirmatory factor analysis were conducted as follows to verify the research hypotheses established according to the research model. First, the measurement variables of this study, such as communication type, organizational culture, and average and standard deviation, skewness and kurtosis of innovative behavior, were as shown in Table 1. That is, as a result of checking the skewness and kurtosis, the skewness did not exceed 2 at .038 to .172, and the kurtosis did not exceed 4 at -.042 to .259, satisfying the basic assumptions. In addition, as a result of analyzing the correlation between variables, the manager's communication type, organizational culture, and organizational members' innovative behavior all showed significant correlations.

Table 1. The Results of descriptive statistics and correlation analysis

Division	1	2	3	Mean	standard deviation	skewness	kurtosis
1. communication type	1			3.863	.433	.172	.259
2. organizational culture	.645**	1		3.731	.453	.053	-.042
3. innovative behavior	.502**	.638**	1	3.532	.501	.038	.014

*p<.05, **p<.01, ***p<.001

Second, the results of confirmatory factor analysis for each latent variable are shown in Table 2. In other words, the standardized factor loadings from latent variables to observed variables all showed a value of .5

or higher, which was judged to be statistically significant, confirming the intensive validity of the item.

Table 2. The Path coefficient of research model by latent variable

latent variable	measurement variable	unstandardized coefficient	standard error	Standardization Coefficient	C.R.
communication type	reliable	1.000		.938	
	controlled	.908	.039	.871	22.962***
	professional type	.912	.042	.840	21.196***
	consultative	.937	.040	.892	24.465***
organizational culture	relationship culture	1.000		.852	
	market culture	.954	.058	.823	16.763***
	hierarchical culture	1.091	.064	.819	16.685***
	innovation culture	.982	.070	.785	13.275***
innovative behavior	idea development	1.000		.677	
	Promote your idea	1.332	.121	.798	11.143***
	idea execution	1.161	.109	.762	10.756***

*p<.05, **p<.01, ***p<.001

4.2. The Hypothesis Testing

Table 3 shows the results of verifying the suitability of the research model set to achieve the purpose of this study. In other words, $\chi^2 = 155.212$, $df = 51$, $p = .000$, absolute fit index $SRMR = .028$, incremental fit index $NFI = .907$, $TLI = .946$, $CFI = .958$, and the research model is judged to be suitable. It became.

Table 3. Model fit

Division	χ^2	df	p	SRMR	NFI	TLI	CFI	RESEA
Study model coefficient	155.212***	51	.000	.028	.907	.946	.958	.086

On the other hand, in order to achieve the purpose of the study, the results of the analysis of the influence of communication and organizational culture on the innovative behavior of organizational members, which are dependent variables, were analyzed as shown in Table 4. First, in the effect of communication type on innovative behavior, hypothesis 1, hypothesis 1 was adopted as it showed that the innovative behavior increased as the communication type ($\beta=.468$, $C.R.=12.489$, $p<.001$) improved. Therefore, various efforts are required to improve managers' communication type competency in order to promote innovative behavior of organizational members in the field of organization. Second, hypothesis 2, communication type ($\beta=.714$, $C.R.=17.951$, $p<.001$) in the effect of communication type on organizational culture was adopted as it was statistically significant. Accordingly, the importance of execution through qualitative improvement of managers' communication types can be emphasized in order to revitalize the organizational culture. Third, in the organizational culture that affects innovation behavior, Hypothesis 3, the more active the organizational culture ($\beta=.476$, $C.R.=12.135$, $p<.001$), the more innovative behavior improves. Therefore, Hypothesis 3 was accepted. In other words, as the improvement of organizational members' innovative behavior is promoted through organizational culture, it is necessary to pay more attention to the vitalization of organizational culture.

Table 4. Verification result (hypotheses 1 to 3)

Division		B	β	C.R.
organizational culture	←	.507	.714	17.951
Innovative behavior	←	.394	.468	12.489
	←	organizational culture	.552	.476

*p<.05, **p<.01, ***p<.001

Fourth, the mediating effect of communication type through organizational culture on innovation behavior was analyzed using bootstrapping using AMOS as shown in Table 5. In other words, the organizational culture showed a partial mediating effect between the manager's communication type and the organizational member's innovative behavior ($\beta=.334$, $p=.001$). This indicates that it is important to consider the manager's communication type and organizational culture in order to improve the innovative behavior of organizational members. Therefore, it is required to improve the manager's communication type competency to promote and improve the innovative behavior of organizational members and institutional supplementation to vitalize the organizational culture, as well as systematic educational support and various work environment establishment methods suitable for the trend of the times.

Table 5. Verification of mediated effect (hypothesis 4)

Division	β	p
communication type → organizational culture → Innovative behavior	.334	.001

*p<.05, **p<.01, ***p<.001

5. Conclusion

This study is a study on the manager's communication type and organizational culture, which act as influencing factors on the innovation behavior of organizational members, and the main results are as follows. First, the manager's communication type perceived by organizational members has a direct effect on innovative behavior, so Hypothesis 1 was adopted. These results were consistent with the results of previous studies [10-14] and supported the results of this study. In other words, it was confirmed that the more active the manager's communication type is, the more it is a factor that promotes the innovative behavior of organizational members. Second, the manager's communication has a direct effect on the organizational culture, so Hypothesis 2 was adopted. In other words, as shown in the results of previous studies [20-23], this study confirmed that the manager's communication type is a positive and practical factor in activating organizational culture. Third, hypotheses 3 were adopted as organizational culture had a direct effect on innovative behavior. In other words, the results of this study were supported as in previous studies [28-34] between organizational culture and innovative behavior. In other words, it can be seen that the more the organizational culture is activated, the more innovative behavior of organizational members is improved. Fourth, it was found that organizational culture had a complete mediating effect on the relationship between manager's communication type and its influence on innovation behavior. This showed the importance of organizational culture as shown in the results of previous studies [34, 38-40] that verified the mediating effect of organizational culture.

On the other hand, the main implications presented through the results of this study are as follows. First, it provides an additional theory on the influence relationship between manager's communication, organizational culture and innovative behavior. In particular, the fact that communication and innovative behavior were identified as a medium of organizational culture is the biggest difference from previous studies and provided additional theoretical grounds. Second, the manager's communication influences innovation behavior, and the organizational culture completely mediates the relationship between improvement of innovation behavior and empirical analysis to present additional theoretical grounds. Third, through this, it is necessary to include areas and contents against the revitalization of organizational culture in programs and education systems related to communication competency development to cultivate managers' communication types. Fourth, it is necessary

to consider continuous implementation plans for the manager's communication type of roles and responsibilities that managers have so that the manager's communication type can systematically affect the innovative behavior of organizational members. This can be said to be a major practical implication. Therefore, the results of this study suggest that organizational executives and executives need to pay attention to the development of managers' communication types. In addition, the importance of establishing and implementing a competency improvement education and training system that can promote innovative behavior of organizational members based on the manager's communication type and revitalization of organizational culture was emphasized. On the other hand, this study has limitations in generalization as it is a research result targeting a specific region and organization. Therefore, in future research, studies that affect innovation behavior based on organizational members of various industries are required. In other words, it can be said that it is necessary to study the advancement of the sustainability management system by additionally applying various variables other than communication and organizational culture.

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