



The Action Mechanism of Organizational Innovation Atmosphere on the Staff Innovation Behavior——Based On the Mediation of Staff Self-Efficacy and Organizational Psychological Ownership

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Abstract: Discusses the staff self-efficacy and organizational psychological ownership on the mediation of the relationship of organizational innovation atmosphere and employee innovation behavior, using structural equation model to empirical analysis on the related theoretical assumptions. The empirical results show that organizational innovation atmosphere for the staff innovation behavior has significant positive action; Each of Employees self-efficacy and organizational psychological ownership is the partly mediation of the positive relationship of organizational innovation atmosphere and employee innovation behavior. Research conclusion to fully build organizational innovation atmosphere, giving full play to the staff self-efficacy, construction organization psychological ownership, improve staff innovation behavior has a guiding meaning and reference value.

Key words: Organizational innovation atmosphere, Employees self-efficacy, Organization psychological ownership, Staff innovation behavior, Structural equation model

1 Introduction

In face of the increasingly fierce international competition, the organizations must carry out innovative reforms for their dominant position, competitive advantage, so they can optimize the allocation of resources and structures within the organization. Innovation, acognitive and practical ability unique to human, is a process of conceptualization, its essence is breaking the old thinking and convention, using known information to explore new and unique social and personal values to meet people's development needs. In recent years, domestic and foreign scholars have carried out extensive research of the organizational innovation, ranging from the macro-organized level(organization innovation atmosphere) to the micro-staffed level(staff's innovative behaviors).

Staff's innovative behaviors is a concrete manifestation of employee creativity, but also the key of the organization innovation. Creating an innovative

atmosphere in the organizations can enhance the role of innovation, promote innovation management, encourage the staff to participate in the practice of innovative behavior. Staff's innovative self-efficacy and psychological ownership, the psychological dimension factors in a organization, can motivate staff's awareness of innovation to deal with innovation bottlenecks, eliminate barriers to the organizational innovation, and thus enhance the competitiveness of innovation, promote the staff to operate innovative activities and achieve a rapid development from the organization's perspective. By researching the organization innovative atmosphere, staff's innovative self-efficacy, the interaction relationship between the organizational psychological ownership and staff innovative behaviors, managers can gain a deeply understanding of the factors that have impact on innovation development, learn the relationship between the staff's psychological and practice behaviors and the organizational innovation, master the law of the organizational innovation, which can promote the implementation of the organizational innovation goals, meet staff's physical and psychological identity in the innovation process.

By studying the relationship among the organizational innovation atmosphere, staff innovative self-efficacy, the organizational psychological ownership and staff innovative behaviors, Choi et al.(2003) supposed that an organization's innovative atmosphere can make an influence on staff's self-efficacy in some specific areas^[1]. Jin (2004) validated the important relationship between innovation and innovative behavior self-efficacy between innovative self-efficacy and innovative behaviors through experimental method^[2]. Van Dyne et al.(2004) believed that staff self-efficacy is a part of the organizational psychological ownership and it have an directly influence on the establishment and development of the organizational psychological ownership. He pointed out that the organizational psychological ownership have a direct relationship with staff's innovative behaviors, and it can explain variation in the effectiveness of the staff's innovative behaviors^[3]. Gu Yudong et al.(2011) pointed out that innovative

self-efficacy can motivate the staff's innovative behaviors^[4]. Geng Xin et al.(2011)considered that the organizational innovative atmosphere have a directly impact on staff's innovative behaviors. As intermediary variables, staff's self-efficacy and the organizational psychological ownership play an critical role between the organizational innovative atmosphere and staff's innovative behaviors.

In recent years, domestic and foreign scholars have been conducting some research on relationship between the organizational innovative atmosphere, staff's innovative self-efficacy, the organizational psychological ownership and staff innovative behaviors, and have gained some results. However, these variables have not been integrated an unified theoretical framework and there are few literature that study the relationship among these variables and the interaction mechanism through experimental method. Given the important theoretical value and practical significance of the organizational innovative atmosphere, staff's innovative self-efficacy, the organizational psychological ownership and staff innovative behaviors, I build a theoretical framework of the relationship between the organizational innovative atmosphere, staff's innovative self-efficacy, the organizational psychological ownership and staff innovative behaviors on the basis of reference and draw

on relevant literature, using structural equation method to do empirical research, which has certain theoretical significance and role in promoting innovation to enhance staff innovative behaviors.

2 The literature review and theoretical hypothesis

According to the existing literature and related research results, there is a close interaction shown in Fig.1 among the organizational innovation atmosphere(OI A), staff self-efficacy(SSE), the organizational psychological ownership(OPO) and staff innovative behaviors(SIB).The organizational innovative atmosphere's influence on the innovative development reflect on three levels: psychological perceived atmosphere, team support atmosphere and the organizational communication atmosphere. Staff's innovative self-efficacy and the organizational psychological ownership not only have a direct effect on staff's innovative behaviors, but also acts as intermediary variables that affect the relationship between the organizational innovation atmosphere and staff's innovative behaviors.

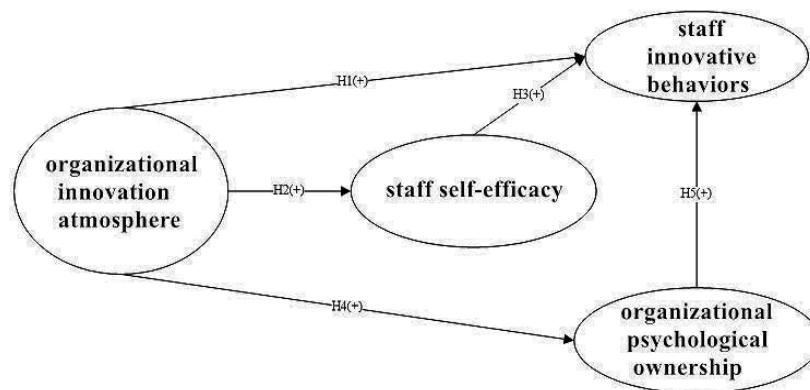


Fig.1 The mechanism concept model whose intermediary variables based on staff's self-efficacy and the organizational psychological ownership

2.1 The organizational innovative atmosphere, staff's self-efficacy and staff's innovative behaviors

In a organization, staff tend to perform his behaviors according to what he feels from the organization atmosphere. A stronger psychological perceptive atmosphere can promote the ability of innovation potential of employees. Workman(1993) supported that the organizational atmosphere is a cultural resource that can make a difference in staff's behaviors, especially the innovative behaviors^[6]. Amabile et al.(2004) believed that the key factors affecting staff's innovative behaviors is that they can perceive that there

are full of encouragement and support in their working environment. Positive team support atmosphere can improve staff's innovation level^[7]. If staff perceive a strong team atmosphere that support innovation, they are keen on focusing on the innovation^[8]. An innovative team atmosphere has a positive effect on staff's innovative behaviors^[9]. Comfortable organizational communication environment can promote information sharing and integration among staff. Song Dian et al.(2011)pointed out that in an innovative organization, a positive communication and interpersonal atmosphere conducive to enhancing mutual learning among employees, inspire employees to perform innovative

behaviors. So, hypothesis 1: the organizational innovative atmosphere has a significant positive effect on staff's innovative behaviors.

Staff's self-efficacy is not only a cognitive process, but also a process that involves emotion. Psychological perceived atmosphere, similar to staff's self-efficacy, promotes staff to believe they can complete specific activities through common psychological perception in the organization from a psychological dimension. Bandura (1977) pointed out that the thing that staff's expectation for the innovative behaviors and their results and staff's common psychological perceptive atmosphere can affect staff's innovative efficacy and self-efficacy. The team support atmosphere can affect staff's self role construction in the organization^[11]. Amabile (1996) held the point that if there is an innovative atmosphere in the organization, staff will enhance their self-efficacy and widen the definition of the magnitude of the role^[12]. A team support atmosphere and work environment full of encouragement and recognition can motivate staff to generate unusual ideas and promote them to achieve their self-efficacy^[13]. The organizational communicative atmosphere can act on the overall perception of the staff, make a difference to staff's efficacy. The quality of the organizational communicative atmosphere is an important factor affecting staff's self-efficacy^[14]. The organizational learning and communicative atmosphere can affect teachers' teach-efficacy and self-efficacy^[15]. Therefore, hypothesis 2: the organizational innovative atmosphere has a positive effect on staff's self-efficacy.

Staff's self-efficacy is associated with a specific spatial area and a specific task, which is through the effect of self-efficacy beliefs to influence their creative thinking and innovation behaviors. Locke et al. (1984) found that staff's efficacy beliefs have an impact on innovation behaviors of individuals^[16]. Tierney (2002) found that self-efficacy plays a significant positive impact on staff's innovative behaviors and it can predict the innovative behaviors of individuals^[17]. Staff's self-efficacy is an important motivation for staff's innovative behaviors^[18]. Staff's self-efficacy not only has a direct impact on the innovative behaviors of staff, but also influences innovation behaviors of employees through the intermediary role of achievement motivation and job involvement^[4]. By judging their self-efficacy, staff can predict the outcome of their own innovative behaviors. Staff of high self-efficacy can evaluate their work ability more actively, they will be more involved in the future program and they will learn and absorb new methods and experiences more often. They will look for opportunities for innovation, develop innovative thinking for opportunities, make full use of human and material resources and perform the innovative practices. Thus, hypothesis 3: Staff's self-efficacy plays a significant positive role on staff's innovative behaviors.

2.2 Staff's self-efficacy, the organizational psychological ownership and staff's innovative behaviors

The definition of the organizational psychological ownership is that members of the organization feel a strong sense that they own the targets which can be an organization in the macro-level, but also can be some microscopic scale and a sense of psychological dependence^[22]. Locke et al. (2002) pointed out that if staff is in an atmosphere of innovation, they are likely to set a higher object, achieve self-identity, which will promote the development of the organizational psychological ownership^[23]. The reason why the organization can promote staff to feel the psychological ownership is that the innovative atmosphere of an organization can meet staff's sense of belonging to home, innovative self-efficacy and self-innovative identity^[3]. It can be seen that the creation of the organizational innovation atmosphere can directly affect the establishment of the organizational psychological ownership. The organization innovative atmosphere can contribute to the realization of the achievements of employees, enhance the perception of the psychological ownership in the organization^[24]. Staff who work in an innovative atmosphere can perform tasks, solve the problems intently. The atmosphere will inspire their encourage and potential, and promote them to achieve self-identity, promote the establishment of the organizational psychological ownership. Staff promote themselves safe and comfort through the foreign effects of the organizational psychological atmosphere, and it will gradually meet the psychological needs of the organizational psychological ownership. Thus, hypothesis 4: the organizational innovative atmosphere plays a significant positive role on the organizational psychological ownership.

Application of the organizational psychological ownership in the organization has not been only at the theoretical level, but it also has been used in measuring staff's work attitude and predicting their behaviors. As a practical tool, the application has gradually drawn widespread concern. Furby (1978) supposed that when staff have a feelings of possession for the organization, they will want their behaviors and the tools to gain practical meanings for the organization, which will promote the staff's innovative thinking, operate innovative activities^[25]. Van Dyne (1998) thought that the organizational psychological ownership enables employee to view the organization as a part of them, which stimulate staff to protect and improve the innovation in the organization^[26]. Pierce (2004) pointed out that the organizational psychological ownership will motivate staff's positive emotions and sense of responsibility for the organization, promote staff to put in more effort for the organization and conduct the tasks actively^[27]. The higher the organizational psychological ownership is, the stronger the staff's belief in the organizational possession will be, which will lead staff to pay more attention to the organizational problems and they will seek the solutions, make recommendations for improvement and develop innovative behaviors

naturally^[22]. Staff's self-identity, self-efficacy, the sense of responsibility and belongs for the organization meet staff's innovative motivation through staff's experience and perception dimensions, promote staff's innovative development practice. Thus, hyper-thesis 5: the organizational psychological ownership play significant positive impact on staff's innovative behaviors.

2.3 The mediating effect of self-efficacy and the organizational psychological ownership of staff

The definition of the self-efficacy of staff is that a feeling measuring the degree of confidence for staff in completing the work goal and an ability for staff to perform some specific work. Bandura(1997) made it clear that the organizational innovative atmosphere can stimulate staff's innovative behaviors and reactions according to the classical social cognitive theory, in which the self-efficacy is an important medium^[9]. Staff's self-efficacy is the confidence of staff making creative achievements, and it will be more obvious stimulate staff's subjective initiative and innovative behaviors^[17]. Staff's self-efficacy is the psychological mechanism of creativity, playing an intermediary role between the organizational atmosphere and staff's innovative behaviors^[20]. Gu Yuandong (2010) carried out an experiment to study the medium role of staff's self-efficacy between the organizational innovative atmosphere and staff's innovative behaviors^[21]. Staff can perform innovative activities effectively in the organizational innovative atmosphere, but staff who own the self-efficacy of management or innovation will show more innovative potential from the perspective of the staff, which will promote staff to form and develop their creativity and innovation. Staff's self-efficacy play a "booster" role in the positive relationship between the organizational innovation atmosphere and employee's innovative behavior, and promote the practice of staff's innovative behaviors. Therefore, hyper-thesis 6: Staff's self-efficacy play an intermediary role between the organizational innovative atmosphere and staff's innovative behaviors.

The organizational psychological ownership stimulate staff's innovative consciousness and behaviors by relying on the organizational atmosphere of innovation and objective. Edmondson (1999) pointed out that with the growing social uncertainty, the organizational innovative atmosphere condition becomes an important source of staff's psychological perception variations, while the foundation of the organizational psychological ownership can significantly affect staff's innovative behaviors^[29]. The organizational psychological ownership is an important mental model that used to operate effective work by organization. It stimulate and affect staff's innovative consciousness and behaviors through create an innovative atmosphere in the organization^[30]. Staff's self-efficacy can motivate their sense of responsibility and belonging to the organization and promote them to conduct innovative activities in

further by relying on the specific conditions of the innovative atmosphere in the organization^[31]. In an innovative atmosphere, staff can obtain message about innovation and development, so as to improve their innovative perception and innovative ability and they are able to build high-dimensional self-evaluation and self-identity, which will promote to establish the organizational psychological ownership and motivate staff to generate innovative ideas and conduct the innovative behaviors. Therefore, hyper-thesis 7: the organizational psychological ownership is an intermediary role variables between the organizational innovative atmosphere and staff's innovative behaviors.

3 Empirical Research Design and Analysis

3.1 Questionnaire design and revision

Data required for the study mainly obtain through in the form of questionnaire, five-point Likert method is used to design and measure the scale of the organizational innovative atmosphere, staff's self-efficacy, the organizational psychological ownership and staff's innovative behaviors, and numerically completely disagree, disagree, agree, uncertain and totally agree in number 1 to 5 respectively. To ensure the validity and reliability of the measure questions, the scales of the existing literature will be selected in priority in this paper. These scale was made considering some experts' advice and the reality of the paper. When all scales was finished designing, 85 EMBA and MBA students were selected to make a pre-test sample, 77 of which were valid. On the basis of analysis of measuring results, results that were not ideal were removed. Amending the reserved questionnaire in languages and meanings and forming the final formal questionnaire.

The questionnaire consists of four sub-scales, a total of 46 specific items, including the organizational innovative atmosphere scale which selecting 15 questions referring to the scale from the study of Shao(2002)^[32] and Zhao Xin(2011)^[33], designing the questionnaires from 3 aspects of colleagues' support, leadership support and the organizational support; Staff's self-efficacy scale which selecting 15 questions referring to the scale from the study of Tierney(2002)^[17] and Meng Xiaobin(2004)^[34], designing the questionnaires from staff's communication relationship with customers, staff's interaction relationship with colleagues, staff's collecting information in favor of decision and execution, staff's ability of understanding and implementing superior's order, solve crisis and confidence of completing the work; the organizational psychological ownership scale which selecting 10 questions referring to the scale from the study of Pierce(1992)^[35] and Lin Li(2011)^[36], demonstrating the questions from the aspects of belonging, psychological ownership and self-identification to the organization of the staff; Staff's

innovative behaviors scale which selecting 11 questions referring to the scale from the study of Janssen(2000)^[37],Chen Xiao(2006)^[38]and Cui Wujiang(2012)^[39],designing the scale from the aspects of staff generating and propagate innovative ideas, implementing innovative ideas at work and securing the resources to enable the new ideas to be realized in practice and so on.

3.2 The release and recovery of the questionnaire

The core idea discussed in this article is that the relationship between the organizational innovative atmosphere which play an intermediary role between staff's innovative self-efficacy and the organizational psychological ownership and staff's innovative behaviors. To ensure the research results, key employees in the manufacturing enterprises were selected as the investigative objects. The questionnaires were issued to the manufacturing enterprises through on-site investigation and e-mail. This investigation issued a total of 412 questionnaires,336 copies were recollected,42 copies were invalid, the recovery rate was 88.83%.By removing the copies that lacked of options seriously, selected some contradictory options apparently and answered the questionnaires in a regular form,324 valid copies were selected with the effective rate of 78.64%. In

terms of the survey objects,185 copies were primary key employees in the manufacturing enterprises, while 227 copies were issued to management-level employees. Regardless of age, work experience or education, the respondents should understand accessibility, and they ought to have good familiarity and sensitivity about the questions. As to filling in the questionnaires, these staff can judge appropriately according to their subjective decisions.

3.3 The analysis of the reliability and validity of the sample

According to collected data, the reliability and validity of the variables of these questionnaires were analyzed by SPSS statistical software. Examining the reliability of each scale according to Cronbach's α coefficient. The results showed that the coefficient of the organizational innovative atmosphere was 0.732;the coefficient of staff's self-efficacy was 0.803;the coefficient of the organizational psychological ownership was 0.761.Cronbach's α coefficient of each scale greater than 0.7 indicating that each variable in this article share good reliability.(see Tab.1).

Tab.1 The Analysis of Reliability and Validity

The Variables	The Items	Factor Load Amount	Cronbach's α	The KMO Values	CFCVCR
The Organizational Innovative Atmosphere:					
Colleagues' Support	X1-X5	[0.623,0.741]	0.732	0.843	61.724%
Leaders' Support	X6-X10				
Organizational Support	X11-X15				
Staff's Self-efficacy	Y1-Y15	[0.637,0.816]	0.803	0.785	68.392%
The Organizational Psychological Ownership					
	Z1-Z10	[0.659,0.792]	0.778	0.814	65.173%
Staff's Innovative Behaviors	W1-W11	[0.736,0.801]	0.761	0.829	69.645%

The validity of the scale included content validity and constructive validity. The content validity adopted qualitative criteria, while the constructive validity adopted the quantitative criteria. In the content validity evaluation, scales of the questionnaire were based on the study of domestic and foreign scholars and had been checked and modified by experts in related fields, so these scales share good content validity; In the constructive validity evaluation, the exploratory factor analysis was used to study the factor load amount,KMO values and the common factor cumulative variance contribution rate(CFCVCR) of the corresponding variables. The results showed that the factor load amount of the organizational innovative atmosphere, staff's self-efficacy, the organizational psychological ownership and staff's innovative behaviors were all

in [0.6,0.95],KMO values were all greater than 0.7 and the common factor cumulative variance contribution rate were all greater than 50%,which means each items share strong explanatory for the related latent variables, the consistency of the questions can be accepted, the analysis share good constructive validity, and the quality of the questionnaire was high. So further study should be performed.

3.4 The verification of the structural equation model of sample data

In this paper, constructive equation model method was used to analyzed the intermediary role that staff's self-efficacy and the organizational psychological

ownership play between the organizational innovative atmosphere and staff's innovative atmosphere.

(1) Model construction

According to what have been discussed above on the intermediary relationship role the self-efficacy and the organizational psychological ownership played

between the organizational innovative atmosphere and staff's innovative atmosphere, the dynamic model was constructed, labeling the relevant theories and assumptions needed to verify, specific shown in Fig. 2.

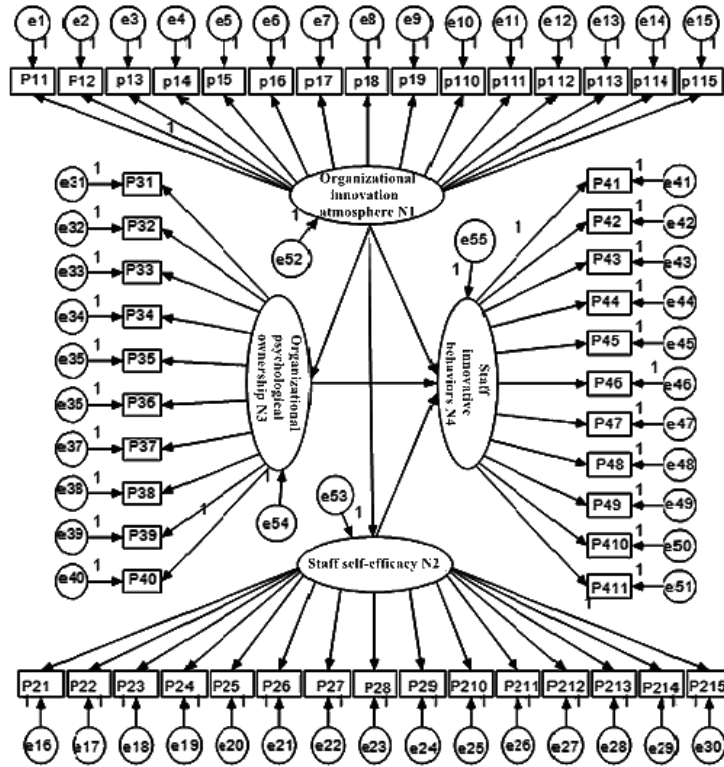


Fig.2 The picture of the dynamic constructive equation model based on the intermediary variables of staff's self-efficacy and the organizational psychological ownership

(2) Model identification

In this paper, rule was used to identify the constructive equation model. The model consists of 51 indicators, namely $p+q=51$, therefore $(p+q)(p+q+1)/2 = 1326$. The model consists of 109 parameters, including 51 load factors, 51 error variances of measure indexes and 7 correlation coefficients, which means $109 < 1326$. So the setting satisfied the necessary condition of model identification.

(3) Initial model's parameters estimation and fitting evaluation.

In this paper, AMOS 17.0 was used to perform the parameters estimation and fitting evaluation of the intermediary relationship role the self-efficacy and the organizational psychological ownership played between the organizational innovative atmosphere and staff's innovative atmosphere. The overall fitting index situation of the constructive equation model are shown in Tab.2. What can be seen from the Tab.2 is that many indicators' adaptation rejected the initial model, which means the adaptation of the initial model was low, so further amendments for the initial model was to conduct.

Tab.2 The overall fitting index of constructive equation initial model

The Fit Index Properties	The Fit Index's Name	The Model Fitting Value	The Fitting Success Recommended Value	The Model Fitting Judgment
The Absolute Fitting Index	Goodness of Fitting Test X2 (p value)	0.037	Basic Standard $p > 0.05$	N
	RMR	0.219	Basic Standard $p < 0.05$	N
	GFI	0.852	Basic Standard $p > 0.90$	N
	AGFI	0.776	Basic Standard $p > 0.90$	N
	RMSEA	0.061	Basic Standard $p < 0.05$	N
The Relative fitting	CFI	0.714	Basic Standard $p > 0.90$	N

index	NFI	0.856	Basic Standard $p > 0.90$	N
	Tucker-Lewis' Value TLI	0.709	Basic Standard $p > 0.90$	N
	IFI	0.638	Basic Standard $p > 0.90$	N
The Simple fitting index	PGFI	0.511	Basic standard $p > 0.50$	Y
	PNFI	0.604	Basic standard $p > 0.50$	Y
	PCFI	0.583	Basic standard $p > 0.50$	Y

(4) The amendments and test of the model

Modified the model according to the modified index given by AMOS 17.0 software. Because of the complexity of the constructive equation model, testing the parameter estimation and overall degree of fitting after adjustment one by one.

Calculating the standardized path coefficient and the modified model parameters among the variables by AMOS 17.0 software to estimate the results. Generally speaking, the significance of the correlation between the

standard path coefficient and the determined latent variables can be divided as follows: * indicates a significance level of $p < 0.05$, ** indicates a significance level of $p < 0.01$, *** indicates a significance level of $p < 0.001$. By using empirical analysis, the final modified model parameters estimate results can be seen in Tab.3, and the overall fit index of the modified constructive equation model can be seen in Tab. 4.

Tab.3 The results of the modified model parameters estimation

The Action Path	The Standardized Path Coefficient	The Significance	The Suppose Results
OIA→SIB	0.426	***	support the hypothesis
OIA→SSE	0.332	**	support the hypothesis
SSE→SIB	0.209	*	support the hypothesis
OIA→OPO	0.257	**	support the hypothesis
OPO→SIB	0.214	*	support the hypothesis

Tab.4 The overall fit index of the modified constructive equation model

The Fit Index Properties	The Fit Index's Name	The Model Fitting Value	The Fitting Success Recommended Value
The Absolute Fitting Index	Goodness of Fitting Test X2 (p value)	0.163	Basic Standard $p > 0.05$
	RMR	0.014	Basic Standard $p < 0.05$
	GFI	0.927	Basic Standard $p > 0.90$
	AGFI	0.931	Basic Standard $p > 0.90$
	RMSEA	0.025	Basic Standard $p < 0.05$
The Relative Fitting Index	CFI	0.968	Basic Standard $p > 0.90$
	NFI	0.914	Basic Standard $p > 0.90$
	TLI	0.982	Basic Standard $p > 0.90$
The Simple Fitting Index	IFI	0.976	Basic Standard $p > 0.90$
	PGFI	0.625	Basic Standard $p > 0.50$
	PNFI	0.561	Basic Standard $p > 0.50$
	PCFI	0.737	Basic Standard $p > 0.50$

The theoretical assumptions 1 to 7 were able to verify through empirical analysis through empirical analysis. The standard path coefficients can be seen in Fig.3. The results shown that the organizational innovative atmosphere played a significant positive impact on staff's self-efficacy, the organizational psychological ownership and staff's innovative behaviors. Staff's self-efficacy and the organizational psychological ownership played a significant positive impact on staff's innovative behaviors. Because the organizational

innovative atmosphere played a significant impact on staff's self-efficacy while staff's self-efficacy played a significant positive impact on staff's innovative behaviors, so staff's self-efficacy is a partial intermediary variable in the positive relationship of the organizational innovative atmosphere and staff's innovative behaviors. Because the organizational innovative atmosphere played a significant impact on the organizational psychological ownership while the organizational psychological ownership played a significant positive impact on staff's

innovative behaviors, so the organizational psychological ownership is a partial intermediary variable in the

positive relationship of the organizational innovative atmosphere and staff's innovative behaviors.

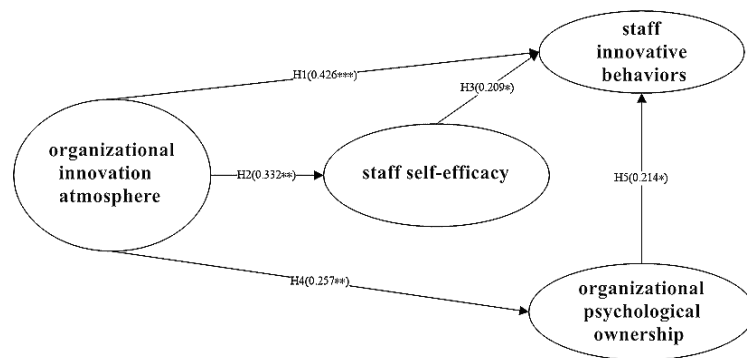


Fig.3 Standard path coefficient map

4 The discussion and the management significance of the results

The results confirm the hyper-thesis raised. The questionnaires share high quality of reliability and validity. The fit of the overall model is in a desired level. The results have a positive management meaning for many enterprises who want to create an organizational innovative atmosphere and motivate staff's innovative behaviors.

First, staff's self-efficacy is a partial intermediary variable which play a positive role between the organizational innovative atmosphere and staff's innovative behaviors, which shows the importance of staff's self-efficacy. Staff is the main body and the soul in the organizational activities. When they are in an innovative atmosphere, their self-efficacy play a deceive role in their innovative behaviors. Staff's self-efficacy play an intermediary role between the environment that in favor of innovative and staff's innovative behaviors. If staff lack of self-efficacy, the implementation of the innovative activities and practice of the innovative behaviors will be hindered, which will play a negative role on enterprises' innovation and progress. Therefore, in practice, enterprises should pay attention to the positive impact staff's self-efficacy play and help staff build their self-efficacy by citing the successful experience in the form of lectures. A healthy organizational environment should be created so that staff can acquire indirect experience by observing others' behaviors and thus improve their self-efficacy. By talking with staff in an appropriate form, direct or indirect experience can be taught to staff, and staff's confidence of completing the new innovative work will be stronger. The enterprises should focus on staff's emotional reactions and physiological state, provide help and guidance timely and thus can avoid staff's strong emotions and physical reactions when they are conducting innovative activities. By establishing a model of innovation in the organization, enterprises can strong staff's confidence of the organizational innovative ability

and motivate staff's initiative. Leaders should provide guidance on innovative objects and behavior coordination for staff, motivate staff's commitment to organizational change and encourage staff to perform innovative activities efficiently. Leaders should serve as a model of innovation and overcome the difficulty that may encounter in the innovative activities.

Second, the organizational psychological ownership is a partial intermediary variable which play a positive role between the organizational innovative atmosphere and staff's innovative behaviors, which shows the importance of the organizational psychological ownership. The organizational psychological ownership is a cognitive conception that the organization on which staff depend is occupied by themselves. Under the external force of innovative atmosphere, the organizational psychological ownership can control the execution of employee's innovation behaviors. The organizational psychological ownership share an intermediary role between an open and healthy environment for innovation and staff's innovative behaviors. If staff are short of the organizational psychological ownership, they will lose the goal and the motivation of innovating and improving the organization and lack of active participation in management decision, which will prevent staff from innovation and affect the development and innovation of the new product. Therefore, in practice, the enterprises should pay attention to staff's psychological influence on innovation, make the organizational psychological ownership into a moderate use and raise staff's emotional commitment to the organization by using emotional strategies, which will deep staff's feeling to the enterprise, enhance staff's satisfaction and motivation to work, especially innovative activities. By building a widely effective communicative mechanism in the organization, enterprises should make sure the sharing and integration of the information and knowledge. The enterprises should encourage staff to participate in the management activities and improve the extent of staff's recognition of the organizational culture, which promote staff to form the emotional reliance on the organization. The enter also should help staff ease the competitive pressure, train staff

regular to update knowledge and information and cultivate staff's positive innovative attitude. The leaders should establish a positive image in the organization and help colleague consciously to adapt the new environment. The leaders also should undertake special tasks and take the organizational risks voluntarily, take an active in charities and raise staff's responsible consciousness. By building a standardized organizational management system, the enterprises can cultivate and enhance staff's trust in the institutions and improve staff's responsibility for the organization.

5 Conclusion

This paper took the manufacturing enterprises as the study objects, explored the innovative atmosphere, staff's self-efficacy, the organizational psychological ownership and staff's innovative behaviors by constructive equation model. The positive relationship between the organizational innovative atmosphere and staff's innovative behaviors got verified. And the ideas that staff's self-efficacy and the organizational psychological ownership play a positive intermediary role between the organizational innovative atmosphere and staff's innovative behaviors respectively got also verified. In specific innovative practice, the enterprises should enhance the construction of staff's self-efficacy and the organizational psychological ownership, raise staff's subjective enthusiasm, emotional dependence and recognition to the innovation activities in the organization. Creating an innovative atmosphere can promote the innovative reform and a rapid development of the enterprises.

The limitations of this paper is that designing the questionnaire by Likert five-point scale, which led to the respondents' answers were relatively subjective and the proofs collected may generate errors. Additionally, this paper's study objective were some manufacturing companies ,which means the results may be more suitable for the manufacturing enterprises but other industries. More new method will be used in the future study, and the focus objective will include more industries. More sample will be collected to make a detailed research and a practical conclusion suitable for the various walks of life will be obtained.

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