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Influencing Factors of Employee Innovation and Satisfaction in Fast Growing Medical and Internet Service Companies

TANG Xiangjun

Doctor of Management

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ISCTE University Institute of Lisbon

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Florida International University

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BUSINESS
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Abstract

This thesis studies the factors that affect the innovation and satisfaction of employees in fast-growing medical and Internet service companies. More and more enterprises, especially the managers of medical and Internet enterprises, are constantly aware that employees are really the core competitiveness of modern enterprises and can attract and retain excellent employees, even to encourage employees' continuous innovation is the key for medical and Internet enterprises to grow and win the market competition. This thesis mainly studies three problems: (1) The influences of incentive mechanisms and dynamic capability on innovation and employee satisfaction? (2) Team factors that affect incentive mechanisms and dynamic capabilities? (3) The mediating roles of incentive mechanisms and dynamic capabilities between team factors and innovation/employee satisfaction?

The two research methods of this thesis are qualitative case study based on action and quantitative study based on questionnaire survey data. The research model in this thesis mainly comes from literature and case studies, and the measurement model also verifies whether the indicators in the literature adapt to the current enterprise environment through case studies. In the case study, by company started to build in June 2015, located in Beijing. It is an Internet finance company established with regulatory approval. By interviewing company leaders and related employees, the thesis studies the changes and evolution of the variables in the three different growth stages of the enterprise. In the questionnaire survey, 774 questionnaires were sent out to 12 Internet companies and medical service companies, and 523 valid survey samples were collected to quantitatively test the research models and hypotheses in the thesis.

The results show that team diversity, team leadership, team culture, career development and dynamic ability have a significant positive impact on employee innovation, while team leadership, team culture, financial incentive, career development and dynamic ability have a significant positive impact on employee satisfaction. My research results show that in order to improve employee satisfaction and innovation ability, we need to effectively manage team factors and incentive mechanism to improve the management mechanism.

Keywords: Team leadership; Team culture; Team diversity; Incentive mechanism; Innovation ability; Employee satisfaction

JEL: M12; L25

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Resumo

Esta tese estuda os fatores que afetam a inovação e a satisfação dos funcionários em empresas de serviços médicos e de Internet em rápido crescimento. Cada vez mais empresas, especialmente gerentes de empresas médicas e de Internet, estão constantemente percebendo que os funcionários são realmente o núcleo da competitividade das empresas modernas. Atrair e ser capaz de reter funcionários excepcionais, e até mesmo incentivar os funcionários a continuar a inovar, é a chave para o desenvolvimento e crescimento contínuos das empresas médicas e de Internet e, em última instância, a capacidade de vencer a concorrência no mercado. Esta tese estuda principalmente três questões: (1) O impacto dos mecanismos de incentivo e capacidades dinâmicas na inovação e na satisfação dos funcionários? (2) Fatores da equipe que afetam o mecanismo de incentivo e as capacidades dinâmicas? (3) O papel mediador do mecanismo de incentivo e as capacidades dinâmicas entre os fatores da equipe e a inovação / satisfação do funcionário?

Os dois métodos de pesquisa nesta tese são um estudo de caso qualitativo baseado em ação e o outro é uma pesquisa quantitativa baseada em dados de pesquisa por questionário. O modelo de pesquisa na tese é derivado principalmente da literatura e estudos de caso, e o modelo de medição também usa estudos de caso para verificar se os indicadores da literatura são adequados para o ambiente corporativo atual. No estudo de caso, a empresa BY iniciou os preparativos em junho de 2015 e está localizada em Pequim. É uma empresa financeira de Internet estabelecida com aprovação regulamentar. Por meio de entrevistas com os diretores da empresa e funcionários relacionados, estudamos as mudanças e a evolução das variáveis do papel nas três diferentes fases de crescimento da empresa. Na pesquisa de pesquisa por questionário, 774 questionários foram distribuídos a um total de 12 empresas de Internet e empresas de serviços médicos, e um total de 523 amostras de pesquisa válidas foram recuperadas para testar quantitativamente os modelos de pesquisa e hipóteses no artigo.

Os resultados da pesquisa mostram que a diversidade da equipe, liderança da equipe, cultura da equipe, desenvolvimento de carreira e capacidades dinâmicas têm um impacto positivo significativo na inovação do funcionário, e liderança da equipe, cultura da equipe, incentivos financeiros, desenvolvimento de carreira e capacidades dinâmicas têm efeitos significativos na satisfação do funcionário Impacto positivo. Os resultados da minha pesquisa

mostram que, para melhorar a satisfação dos funcionários e as capacidades de inovação de uma empresa, é necessário aprimorar o seu mecanismo de gestão por meio da gestão eficaz dos fatores da equipe e dos mecanismos de incentivo.

Palavras-chave: Liderança de equipe; Cultura de equipe; Diversidade de equipe; Mecanismo de incentivo; Capacidade de inovação; Satisfação DOS funcionários

JEL: M12; L25

摘 要

本论文研究影响快速发展的医疗和互联网服务公司员工创新和满意度的因素，越来越多的企业，尤其是医疗和互联网企业的管理者不断意识到，员工真正是现代企业的核心竞争力，吸引并且能够留住优秀员工，乃至到鼓励员工不断的创新才是医疗和互联网企业能够不断发展壮大，最终能够赢得市场竞争的关键。本论文主要研究三个问题：(1) 激励机制和动态能力对创新和员工满意度的影响？(2) 影响激励机制和动态能力的团队因素？(3) 激励机制和动态能力在团队因素与创新/员工满意度之间的中介作用？

本论文的二个研究方法一是定性的基于行动的案例研究，二是基于问卷调查数据的定量研究。论文中的研究模型主要是来源于文献和案例研究，测量模型也是通过案例研究来验证文献中的指标是否适应目前的企业环境。案例研究中BY公司2015年6月开始筹建，位于北京市。是一家经监管批准成立的互联网金融公司。通过访谈公司的负责人和相关员工来研究论文中的变量在企业三个不同成长阶段中的变化和演进。问卷调查研究中对互联网公司和医疗服务公司共12家公司发放了774份问卷，一共回收了523份有效的调查样本来定量检测论文中的研究模型和假设。

研究结果表现, 团队多样性、团队领导、团队文化、职业发展、动态能力对员工创新有显著的正向影响，团队领导、团队文化、财务激励、职业发展和动态能力对员工满意度有显著的正向影响。我的研究结果表现，为了提高企业的员工满意度和创新能力，需要通过有效地管理团队因素和激励机制来提高其管理机制。

关键词：团队领导力；团队文化；团队多元化；激励机制；创新能力；员工满意度

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Chapter 1: Introduction

1.1 Research background

Global business competition is becoming increasingly fierce. Enterprises and organizations are facing the impact of rapid changes in both the internal and external environments with the globalization of competition. Manufacturing technology, new technology Internet and mobile Internet spread rapidly to every household in the world. If we only rely on simple capital investment and low labor force to compete, we can't get an advantage (Liu, 2016).

Due to the influence of low-cost strategy for a long time, enterprises have formed a culture that attaches great importance to innovation in the face of market competition. However, in the complex and fierce contemporary environment, in order to survive and maintain competitiveness, innovation ability is also the pillar of enterprise survival (Tang, 2020).

In the face of the challenges brought by overall environmental changes, enterprises have to improve their competitiveness in response to these changes. In another word, enterprises must make full use of human capitals to improve employee satisfaction, bring talents' creativity and innovation into full play, and make breakthrough in technical bottlenecks to gain competitive advantages. Within this context, team work has aroused more attentions with the rapid development of science and technology and the continuous intensification of global competition in recent years (Li, 2020).

Enterprises have fully realized that with the complexity of work and the further division of labor, tasks are unlikely to be completed by individuals independently and can only be fulfilled when employees form a team to gather the advantages of each member and give full play to their cooperation capabilities. Thus, a team can enable the employees of an organization to cooperate, communicate with each other and learn from each other, and give play to their own expertise and skills, so as to improve work efficiency and increase enterprise performance.

It is also quite normal for a relatively successful SME to develop millions or tens of millions of users in 2-3 years on average in China. The focus of this thesis is how to ensure a team's continuous innovation capability and employee satisfaction at such a growth speed.

However, there are many problems in small and medium-sized enterprises, such as weak management standardization, insufficient strategic management and ability, and uneven quality

of employees (Li, 2020).

Now, it is in urgent need of stimulating employee innovation ability and improve employee satisfaction reasonably and effectively. In the context of such business facts, this thesis mainly studies various factors such as employee satisfaction and innovation ability, especially the impact of employee satisfaction and related factors on employee innovation ability and sustainable development ability.

Since the reform and opening-up, small and medium-sized enterprises (SMEs) in China continue to grow in the tide of the market economy after more than 30 years of development (Chen, 2004).

With the development of commodity economy and Internet economy, SMEs can quickly adapt to the changing market. With its tenacious vitality, entrepreneurial spirit and striving spirit, it has become an important part of China's economy and an important driving force for economic development. SMEs are the basic force for the promotion of social development and national economic development (Di, 2000).

Whether in highly developed market economies or in developing countries with institutional changes, the important role and status of SMEs have become increasingly apparent.

When the economy reaches a certain regularity and the new normal, the development momentum of the economy and various industries is shifting from depending on traditional extensive input of resources and elements into an innovation-driven mode (Feng, 2017).

Scientific and technological progress, innovation ability and staff quality have played an increasingly important role in the development of enterprise. However, due to the macro influence of domestic and foreign situation, the ability of SMEs faces constraints from capital, technology, management. Currently, a large number of SMEs are suffering from shortages and losses of talents, and it is difficult for them to improve their management, R&D capabilities and innovation capabilities (Zhang & Zhu, 2019).

SMEs in the current economic environment play a very important role in the development of the Chinese national economy. However, their development also faces many difficulties, which hinder the smooth growth of SMEs and also have an adverse impact on the sustained and stable development of the economy.

Driven by the current Internet economy, especially under the circumstance that many industries grow rapidly, the business model of SMEs is guided by technology and innovation, showing some unique advantages in many industries (Ni, 2008).

In the meanwhile, innovation effectively improves the images of SMEs, and promotes the development of them. SMEs are responsive to the market and can meet the increasingly

diversified and personalized market demand. It is an indispensable development force in the market. The survival and development of SMEs in the current rapid development stage mainly depends on their innovation capability, management ability and talent cultivation. We need to study how SMEs innovates and how to effectively innovate and promote their own development, that is, SMEs' innovation drive, innovation strategy, and ability to improve innovation. Moreover, the employees employed by SMEs are mainly intellectual workers. It is crucial how to better cultivate the employees, strengthen the full cooperation and trust between the enterprises and the talents, improve employees' satisfaction and reduce the turnover rate of employees.

The improvement in employee satisfaction and professional development by HR practices is still far lower than other industries, though employees are associated with SMEs. The literature on employee satisfaction shows that there are three ways to improve employee satisfaction in SMEs (Wan, 2007).

1.2 Management challenges

With the advent of the era of the Internet economy, rapid innovation and development brings enterprises the unprecedentedly rapid expansion, and the problems brought about by rapid development and enterprise management have been unprecedentedly differentiated. In this era, the global competition has turned into the competition of people (Guo, 2017) and of groups. The real competition is that the competition of wisdom and innovation eventually becomes the competition of management ability, team ability and innovation ability. Decision-makers must consider how enterprises can maintain lasting innovation ability and stability in the process of rapid development and competition and how to keep the sustainable development of the business and the operation ability of the enterprises.

The following problems and challenges of SMEs and China's rapid growth deserve attention.

1.2.1 How to improve employee satisfaction

Employee satisfaction is a mirror of group spirit, a general attitude of employees to business and personal work, and a barometer of employee enthusiasm (Ma, 2009).

High employee satisfaction can reflect the company's appearance, corporate culture and work efficiency. Low employee satisfaction will affect the quality of work and employee turnover rate (Luo, 2016).

Employees working happily have always been one of the goals pursued by all managers. How to cultivate a highly satisfactory and high-performance corporate team is one of the important challenges facing companies? An efficient team not only has high performance and high performance, but we should also experience satisfaction, employee growth and high stability in the work of the enterprise. Cohen and Bailey (1997) also believe that team effectiveness must also have substantial results such as work performance, work attitude and work behavior. Therefore, our analysis conclusions prove that employee satisfaction is one of the important components of team effectiveness, especially for small and medium-sized enterprise teams (Cohen & Bailey, 1997).

High employee satisfaction is conducive to improving employee enthusiasm and employee innovation. When effectively improving employee satisfaction, it will improve the company's performance (Xu, 2015).

Therefore, it is important to improve employee satisfaction and employee innovation, corporate competitiveness and business performance.

With the advent of the Internet era, medical and Internet companies are facing an unprecedented incentive to the competitive environment. Against this backdrop, to a certain extent, employee satisfaction determines whether a company can obtain and maintain competitive advantage. High employee satisfaction, identity, stability, mission and responsibility are all conducive to the smooth realization of business strategy objectives (Hu, 2011).

A. Increasing employee satisfaction can improve employee efficiency and the quality of work.

B. Increasing employee satisfaction can improve employee creativity.

Any employee will have a corresponding expectation to their company. All employees have three evaluations of business satisfaction, including satisfaction, basic satisfaction, and dissatisfaction (Yao, Ma, & Li, 2007). Generally, improving employee satisfaction can be carried out in the following aspects.

A. Reasonable Work and Conditions:

During the working day, employees spend an average of more than 8 hours in the enterprise. The hardware conditions of the enterprise, such as the office environment, office address and location, the office supplies, office computers and the area are all employees' basic demands.

The harmonious working environment and simple interpersonal relationship are also the basis for employees' happiness during work. The relationship between superiors and subordinates, team communication, trust, support and help will affect the satisfaction of

employees.

Whether the main job assignments and job responsibilities match the employee's ability and whether they are consistent with the employee's career plan.

Whether the employees have enough autonomy and space, and whether they can play freely, and how much the leaders support them.

Whether they have the corresponding sense of achievement and self-realization value after completing the main tasks.

B. Competitive Compensation

The salary and welfare of employees should correspond to their ability and market value. The enterprise needs to establish a salary system that is “fair internally and competitive externally”. The salary policy should not only control the cost of the enterprise, but also mobilize and protect the vast majority of employees. By doing so, employees will understand that their efforts will pay off.

C. Fair Performance

Enterprises need to have reasonable, scientific and systematic employee assessment methods and standards to avoid subjective assessment of leaders. Performance assessment and assessment results should be open, transparent, traceable and reprimanded.

D. Room for Learning and Improvement

In the enterprise, employees should not only complete their work and corresponding tasks, but also have room for learning and growth. Grassroots employees need to have opportunities for promotion and fair competition, which is conducive to their growth. At the same time, employees can also feel the importance that the enterprise attaches to them.

1.2.2 How to improve innovation ability

Innovation is the eternal theme of enterprise development. To maintain strong vitality in the market, enterprises must invest enough resources in innovation. Especially in some fast-growing industries in China, the rise and development of the industry reflects the importance of innovation all the time. With the rapid development of technology and innovation, numerous previous successful enterprises face elimination and withdrawal in the process of industrial development (Sun, 2005).

SMEs are relatively quick in technology update and iteration with high requirements for business model, product innovation and technology innovation. Therefore, companies need to be able to quickly follow up changes and new technologies with high requirements for team learning and innovation capabilities.

There are many mature researches on team innovation and sustainable development of SMEs at home and abroad. However, there are a few researches in this field for some emerging industries, especially for SMEs, which will be eliminated in 1-2 years due to rapid technology update and iteration.

Innovation is particularly important for SMEs. Most of these enterprises are established and developed because of technological or business innovation, and it may be difficult for enterprises to survive and develop without innovation.

With the increasingly fierce market competition, rapid social development and cross-integration of professional knowledge, more and more tasks in enterprises rely on their employees to be creatively completed in a team form, and the role of team creativity in corporate performance is increasingly evident (Luo, Zhang, & Zhong, 2014).

Good innovation culture can drive every employee in the company to pursue new things, pursue change, improve their ability to innovate, and finally achieve growth of the company through continuous innovation and stable development (Acs, Morck, & Yeung, 2001).

SMEs that achieve success through innovation in market competition have strong innovation culture and innovation atmosphere and play an important role in enhancing innovation ability, organizational cohesion, and inspiring employees to strive and forge ahead. To improve independent innovation ability, SMEs must strengthen the construction of innovative culture and improving the ability of team innovation(Yin & Yin, 2015).

Although SMEs have a keen sense of changes in the market, can quickly adjust the development model and path, and have a flexible development mechanism and management method, compared with large enterprises, they still face problems such as insufficient investment in innovation, insufficient innovation initiative, imperfect innovation mechanism and weak foundation of innovation ability (Jia, 2016).

Enterprise development is inseparable from innovation, especially in the SMEs, innovation is the most important, innovation is available to everyone and innovation is around us. Enterprises should focus on improving innovation to create features and products. Employees should continue to be creative, and enterprises continue to improve their ability to innovate.

1.3 Issues under research

The author, by reference to previous literature, has made clear the research context of domestic and foreign scholars on variables such as employee satisfaction and innovation ability, understood their research conclusions and focuses, and figured out the research problems and

research steps.

Instead of simple linear relationship, the variables being studied are affected by other intermediate variables from the aspect of mechanism. This thesis tries to verify the author's basic ideas through empirical research on employees in enterprises in combination with the domestic situation to provide a reference for better research subsequently based on the verification results, this research mainly studies four problems.

1.3.1 Innovation ability and satisfaction of employees in fast developing enterprises

SMEs are relatively quick in technology update and iteration with high requirements for business model, product innovation and technology innovation. Therefore, companies need to be able to quickly follow up changes and new technologies with high requirements for team learning and innovation capabilities (Zhang, 2009).

In the process of rapid development and high competition, SMEs need to pursue their sustainable development ability and achieve their business objectives and profit targets.

In the era of the Internet economy with technology explosion, professional talents are always in short supply, and employees vary in their business and technical abilities, making it difficult to require all members of the team to have fast and efficient execution.

Most of the SMEs have been established for a short time, so their management and assessment systems are not comprehensive and complete. It is easy for them to idle away their time and seek benefits from their employees, which will lead to the failure of the whole team (Lu, 2012).

The industry is eager for talents, so there are frequent personnel changes in the industry. How to maintain the stability of the team and positive work spirit in the rapid development of the business?

There are many mature researches on team innovation and sustainable development of SMEs at home and abroad. However, there are a few researches in this field for some emerging industries. A group of enterprises will be eliminated in 1-2 years due to rapid technology update and iteration (Jia, 2018).

With the rapid development of the entire industry and fierce competition, SMEs have developed rapidly. How to achieve sustainable development and maintain a unique competitive advantage is an important proposition in the field of research.

To study the influence of independent variables including team diversity, team leadership and team culture on mediating variable finance incentive and dynamic capability.

The background of employees includes age, gender, education background, work

experience, etc., which has positive or negative effects on finance incentive and dynamic capability.

Research on team leadership is mainly about the influence of leaders on employees. There are two ways of leadership, one is through thought and motivation, and the other is through rewards and punishments and rules to manage. Through these two types of leadership to influence incentives and dynamic capabilities.

The team culture is the sum of spiritual culture, institutional culture, behavioral culture and material culture. The company has corporate culture and company subculture, and studying the influence of different cultures on finance incentive and dynamic capability.

1.3.2 The influence of incentive mechanism and dynamic capability on innovation and employee satisfaction

The essence and art of modern business management is motivation. Through different finance incentive to meet the spiritual and material needs of employees, ultimately affecting the innovation and employee satisfaction.

Modern enterprises constantly integrate, reconstruct and update internal resources to affect employee innovation and employee satisfaction.

Independent variables, such as team diversity, team leadership and team culture, affect mediating variable finance incentive and dynamic capability, and ultimately affect outcome variable innovation and employee satisfaction.

The essential condition for an enterprise to survive and develop in the fierce competition is to see how the enterprise can attract, retain and motivate excellent talents and stimulate their ability to give full and sustained play. Employee satisfaction survey is an important work in modern enterprises. It is also a good channel for enterprises to understand employees and enable them to participate in enterprise management (Zhao, 2014).

Innovation, as the decisive factor for enterprises to obtain market competitiveness, needs enterprises to adjust effectively according to the market demand. How to adopt the right incentive mechanism to guide the employees to innovate, especially in the fast-growing industry, is a challenge for the enterprise (Zhang, 2017).

1.3.3 Exploratory research on the rapid development of china's internet, which factors affect satisfaction and innovation

With the continuous development of modern economy, the position of human resources in the

production process is more important than traditional machines and capital. More and more enterprises, especially the managers of Internet enterprises, have realized that talents are the core competitiveness of enterprises. Attracting and retaining excellent employees, and encouraging excellent employees to create excellent performance make Internet enterprises develop and grow, the key to win the market competition. The difference between the Internet and traditional industries is that the development speed is fast, and the management and incentive methods for employee satisfaction and innovation are also different (Yang, 2015).

It guides Internet enterprises to expand the international market, but with the rapid development of the industry, high turnover rate and brain drain mean that the employee satisfaction is low, and at the same time, it will affect employee innovation (Lv, 2016).

Employee innovation is the driving force of enterprise exhibition, and innovation is the eternal theme of enterprise management. In order to adapt to the ever-changing external environment, keep up with the development trend of the times, and participate in the competition in the international market, innovation must be put in the first place. Every employee is the master of the enterprise, and every employee is the promoter of the enterprise development, the creator of economic benefits, and the beneficiary of business achievements. The life pursuit of employees is related to the future and destiny of the enterprise Together, we have improved employee satisfaction, stimulated the enthusiasm and initiative of all employees to participate in enterprise development, and formed a good situation in which all employees participated in enterprise management and worked together for development. The vast number of employees engaged in post work with unprecedented sense of crisis, urgency and responsibility, forming a strong cohesive force, centripetal force and creativity (Easy management consulting, 2017).

With China's accession to the WTO, China's economy has developed rapidly and made remarkable achievements all over the world. The gross national product ranks second in the world. However, the high speed of economic development does not bring high employee satisfaction. Only when the satisfaction of employees in the enterprise is high, can the customer be satisfied, and the enterprise can have a healthy and long-term development (Guo, 2017).

1.3.4 The mediating role of financial incentives, career development incentives, and dynamic capabilities

The three variables of financial incentives, career development incentives and dynamic capabilities play a mediating role in the outcome variables of team diversity, leadership and team culture.

Whether it is financial incentives or career development incentives, incentive theory is based on people's needs. The fundamental purpose of research on the process of incentives is to improve the effectiveness of incentive results, and ultimately to truly mobilize people's enthusiasm and achieve corresponding results. Of employees innovate and improve employee satisfaction. Teeco et al. proposed the theory of dynamic capabilities. Dynamic capabilities can help companies obtain and maintain competitive advantages in a rapidly changing environment. Dynamic capabilities meet the needs of competition in a rapidly changing environment (Xue, 2019).

This research examines the intermediary roles played by financial incentives, career development incentives and dynamic capabilities in fast-growing small and medium-sized enterprises. Team diversity, team leadership, and team culture influence employee innovation and employee satisfaction through financial incentives, career development incentives, and dynamic capabilities. This study uses questionnaires and data to analyze whether the intermediary variables affect the outcome variables are positively significant or not.

1.4 Research contribution and significance

In China, there are few researches on employee innovation and satisfaction in the fields of Internet and medical service industry. China's research content greatly draws on foreign research results, leading to strong convergence. Especially, the comprehensive empirical research results are far from to meet the needs of enterprise practice, causing lack of effective guidance. This study aims to deeply discuss and explore the comprehensive analysis and evaluation of the factors affecting employee innovation and satisfaction in the Internet and medical service enterprises.

1.4.1 The actual contribution

In the emerging era of the Internet economy, the development speed of some industries, whether in China or in the whole world, is faster than the normal growth rate of enterprises. Based on the Internet economy, the online start-up companies have reached a considerable scale in terms of development speed, scale and service users.

Fast-growing companies have extremely fast technology updates, and most companies operate no more than three and five years. How to make the enterprise develop rapidly while maintaining sustainable development is also a more pragmatic topic and practical contribution to the industry.

Small and medium-sized enterprises have gradually become an important economic growth point in China's economy, but also an important force to promote the development of China's national economy. Small and medium-sized enterprises are also an important channel to relieve the pressure in China's employment environment. The rapid development of these enterprises in the market economy plays a key role in China's economy. Moreover, at this time, the overall market share is low, the operation and management level of these enterprises is poor, their position in the industry competition is not stable, and their operation risk is relatively high. As a result, these enterprises often fall into the dilemma of development. It is of great significance to scientifically analyze the problems existing in the development of small and medium-sized enterprises (Zhang, 2010).

Under the background of rapid development of the Internet economy, the medical service industry is also developing rapidly. Whether the Internet industry or the medical service industry, the main body of enterprises is mainly SMEs. Moreover, the medical service industry and the Internet industry are increasingly integrated. The diversified channel cooperation and information technology improve the overall efficiency of the industry. The management and innovation will be the main drivers of growth in medical services and Internet business.

1.4.2 Theoretical contribution

Enterprise innovation is the basic component of innovation in the current economy. Enterprises are often organized by multiple positions, so the innovation of enterprises needs to include these functional departments. Innovation is the original driving force of team development, and there are a lot of theoretical studies on how to stimulate team innovation and improve team innovation ability.

The research and practice on innovation theory and sustainable development have been developed for decades, and the system has been gradually mature and formed. The connotation of its development has also been deeply explored, and various research methods have been summarized. However, the Internet is an emerging industry, and the research object, content and method of innovation and sustainable development under the rapid development of the industry need to be accumulated.

This study focuses on the research field of employee satisfaction in the Internet and medical industry to analyze the influencing mechanism of employee satisfaction, based on the research achievements at home and abroad, with an aim to find the key links of evaluation for targeted research.

With reference to the research results of specific categories in the Internet and medical

fields, this study conducted a survey on employees in specific fields, and classified the survey data from the direct and intermediary factors that affect employee innovation and satisfaction to come to the research conclusions in specific industries. The research scope focuses on the business environment under specific industries and tries to get a glimpse of it from the perspective of its rapid development. This thesis attempts to study the path and the mechanism of corporate culture and leadership on motivation and dynamic capability, and explore the impact on innovation and sustainable development. These studies will be a useful supplement to the theory of innovation and sustainable development, laying a more solid foundation for subsequent research in this field.

1.4.3 Innovative points of the research

The research of literature on SME's management shows that some gaps still exist in spite of different perspectives and conclusions from different research topics. This thesis has two highlights, namely, the changes of SMEs based on rapid development and the impact of finance incentive and dynamic capability on innovation and employee satisfaction.

A. The mediating roles of incentive mechanisms and dynamic capabilities between team factors and innovation/employee satisfaction

Independent variables influence result variables through mediating variables, this innovation is not or rarely involved in many literatures.

For the current Internet economy in China, especially in the Internet and medical service industries, enterprises in three to five years from the start-up to the development stage. Every year, business innovation and personnel scale will have great changes. Such enterprises are far superior to traditional enterprises in terms of development speed, scale expansion and technical innovation control (Liu, 2010).

B. Rare study for variables' impact on innovation and employee satisfaction, despite these variables being studied in literature

China's Internet economy is developing rapidly while the speed of development of many entrepreneurial SMEs is changing with each passing day. The fast-growing enterprise teams will expand rapidly too (Li, 2004). This thesis focuses on studying the impact of variables such as culture, team diversity, finance incentive and dynamic capability on innovation and employee satisfaction in these fast-developing SMEs.

1.5 Study steps

This study carries out case study and questionnaire survey. The case study takes the development cycle of an internet financial company as a clue, analyzes the views of the thesis, analyzes the industry background, enterprise background, specific situation and existing problems of the case to analyze the problems of employee satisfaction and innovation ability of a rapidly developing enterprise, and how other variables and factors affect these variables. The case analyzes the problems of this research from the development of actual enterprises.

Questionnaire survey is a widely used method in the research of thesis. The questionnaire is used for statistics and survey. The questionnaire method is to measure the questions studied in this research by measuring in this way, so that the investigators can fill in the answers according to the questions in the form. The main advantage of the questionnaire method is standardization, and the questionnaire content is designed to conduct the survey.

All the questions in this research are based on eight questions: team diversity, team leadership, team culture, financial incentives, career development incentives, dynamic capabilities, employee innovation and employee satisfaction, the steps of this study are shown below.

A. Identify the research topic

First, based on the questions related, and conduct the feasibility assessment of the topic to confirm the topic is reliable for the convenience of theoretical and empirical research.

B. Determine the research purpose

Secondly, according to the research topic, determine the research purpose and select the research object and scope.

C. Related research and discussion

Collect theoretical basis and data related to the research topic, as well as necessary research information, scales and research methods. Conduct interviews, and prepare for the questionnaire survey.

D. Establish a research model

Set up the research model, establish the hypothesis and complete the questionnaire.

E. Questionnaire survey

Explain the research purpose to the surveyed companies, issue and recycle questionnaires, and eliminate incomplete questionnaires.

F. Statistical analysis

Carry out statistical analysis by use of SPSS, etc.

G. Conclusions and suggestions

The first step is to check the data, and then use the data to verify the hypothesis, sort out the corresponding results, and draw conclusions according to the data. At the same time, point out the shortcomings of the research problems and related problems, as a reference for subsequent researchers.

Chapter 2: Theoretical Background

2.1 Employee innovation

Schumpeter (1954), an Austrian economist, first put forward and defined the concept of “innovation” in his book, *Theory of Economic Development*. He believed that innovation itself is a destructive creation, and enterprise innovation is a process of introducing an unprecedented factor of production, condition of production *W* and their new combination form into the production system to obtain excess profits through market means. Innovation is a fundamental phenomenon of economic development. Schumpeter (1954) made an in-depth study on technological innovation to explore the process and cycle of economic development. introducing a new product or arranging a new feature to products, introducing a new production method, creating a new market, gaining a new sources of supply of raw materials or semi-finished products, and implementing a new industrial organization The five forms of innovation can be classified into three categories, namely, technology innovation, market innovation and organizational innovation (Schumpeter, 1954).

Zhou and George also believe that the performance of individual innovation should not only refer to the innovative idea itself, but also include the creation, content, promotion and development implementation plan of the innovative idea, so as to ensure that the innovative idea can be effectively implemented (Zhou & George, 2001).

How to stimulate employees' innovative behavior has become an important issue for HR and leaders. This study attempts to answer this question from the perspectives of organizational innovation climate and innovation self-efficacy. Firstly, this thesis empirically tests the impact of organizational innovation climate on employees' innovative behavior in China; secondly, based on social cognitive theory, this thesis empirically tests the impact of innovative self-efficacy on employees' innovative behavior, which is a pioneering research in China; finally, it creatively introduces innovative self-efficacy into the relationship between organizational innovation climate and employees' innovative behavior, This thesis constructs and verifies the action mechanism model of "organizational innovation climate → innovation self-efficacy → employee innovation behavior", and opens the "black box" of the influence mechanism of organizational innovation climate on employee innovation behavior. These research results not

only provide strong support for social cognition theory, but also provide a good research perspective and foundation for subsequent research, and also have important reference value for enterprise management practice (Gu & Peng, 2010).

Employee innovation behavior refers to the behavior of employees in promoting the creation and implementation of innovative ideas during relevant activities of an organization, including developing new concepts, finding new technologies, applying new methods, improving management and workflow (Yao & Li, 2014).

For an enterprise, employees, as its most important human capital, are not only the backbone to realize enterprise values, but also the source power of enterprise innovation and development. The good development environment and strong competitive advantages of an enterprise depend on employees' innovation ability. Employee innovation behavior refers to the process of employees in developing novel ideas and applying them to practices to create new things in organizational activities. Difficulties are unavoidable in the process of innovation, during which employees are doomed to encounter some setbacks and problems, discouraging their enthusiasm for innovation and hindering their innovation ability. Employees innovation behavior may be stimulated by leaders who show inclusive attitudes toward their subordinates, their willingness to participate in the discussion of emerging problems, and their ability to inform employees to offer professional consultation or help in life (Sun & Wang, 2018).

One of the driving forces of enterprise development is innovation ability, which is generally related to the long-term development of enterprises. Enterprise innovation activities may be initiated and implemented by HR, which will have an important impact on the cultivation of employees' innovation ability in the enterprise. How to create a good atmosphere for employees in the daily management of the enterprise will be the focus of improving employees' innovation ability. Enterprise leadership has an important impact on the way of thinking and behavior of employees, and to some extent, it will also affect the innovation ability of employees. If leadership belongs to positive leadership, it will have a positive and positive impact on employees, which will help enterprises to play its role in promoting the cultivation of employees' innovation ability (Zhao, 2020).

Leadership has an important impact on the innovation of employees. Leaders stimulate employees' innovation motivation from four aspects: Intelligence stimulation, personalized care, inspiring motivation and idealized influence, so that employees can innovate according to their own interests and wishes. Innovation is the driving force and source of national development. In recent years, China continues to promote the construction of an innovative country, through innovation to improve the level of science and technology and adjust the industrial structure,

put forward to strengthen independent innovation as a national development strategy. Under the opportunities and challenges of the national innovation and development strategy, it is particularly important for enterprises to grasp this important development opportunity, respond to the call of national innovation, and improve the innovation ability of our whole nation. In the enterprise, leaders play an important role, is the most authoritative influence force, always affect the psychology and behavior of employees in the enterprise. It is a long-term and complex process from the generation of innovation intention to the development of innovation behavior. In the process of employee innovation, there will be a complex relationship between leadership behavior and employee innovation behavior. It is necessary to explore this complex relationship. Therefore, this thesis studies the influence of transformational leadership on employees' innovative behavior, finds out the mechanism between them, and provides new theoretical guidance and practical ideas for exploring the internal relationship between leadership behavior and employees' innovative behavior (Wen, 2020).

The high sense of recognition of employees is one of the keys to the stable development of an enterprises. Employee is the most important element in the process of enterprise innovation, and employee innovation is the cornerstone of enterprise innovation and development, because the generation of innovation, the acquisition of resources or the execution of ideas are all implemented by employees.

2.2 Employee satisfaction

Employee satisfaction, also known as job satisfaction and sense of satisfaction, normally refers to a pleasant feeling generated by employees when the work itself can meet or help to meet the needs of their work values, and is used to measure the degree of employees' job satisfaction.

Hoppock (1935), an American scholar, first proposed the concept of job satisfaction of enterprise employees in his published book, *Job Satisfaction*, and regarded it as a comprehensive satisfaction of workers' mental and physiological feelings of environmental factors, i.e., the comprehensive response of workers to the work situation. Employee satisfaction is not only the general attitude of employees towards work, but also the feelings of employees towards various aspects of work (Hoppock, 1935).

Job satisfaction, as an attitude, is a positive (or negative) evaluative judgment made by an individual regarding his or her work or work situation, which includes employee's cognitive evaluation on work, and employee's emotional feedback toward work (Weiss, Dawis, & Eenland, 1967).

Job satisfaction is the response of employees to the emotional perception generated by the gap between expected reward and actual reward after the evaluation of work itself, organizational relationship and external factors (Porter et al., 1974).

In their article “The Job Satisfaction Audit: How to Measure, Interpret, and Use Employee Satisfaction Data”, Milbourn and Dunn believed that employee satisfaction refers to an employee's emotional perception of his/her job, salary level, promotion opportunity, leadership and colleagues (Milbourn & Dunn, 1976).

Employees' emotional response dependence, attitude and the interaction between employees and work environment. The formation and function of employee satisfaction depend on the interaction between individual and employee working environment. There are many factors that affect the psychological variables of employee satisfaction. The degree of employees' needs determines their satisfaction in the enterprise, that is, the need to meet determines their satisfaction. There is a reverse relationship between employees' expectation and satisfaction. Employee's emotional response depends on the difference between employee's reality and expectation. The research shows that the effect of expectation on emotional response is indirect. Employees' so-called values of the enterprise and work determine their satisfaction. The degree of consistency between work situation and personal values is the direct reason to determine their satisfaction. The perception of fairness in the enterprise determines the job satisfaction in the period. If an employee thinks that his contribution and reward to the organization are out of proportion to others, his job satisfaction is relatively low. The stability of employee satisfaction is relatively low. Although it takes a long time and course to obtain it, it may suddenly decrease due to one or two emergencies. Employees' satisfaction with the enterprise is an attitude, and the attitude is to the specific people, environment or things within the enterprise. At the same time, the relationship between specific people and things is often changing, and the attitude is also changing (Locke, 1976).

The method of factor analysis and logical analysis puts forward five elements of job satisfaction in some industries: self-realization, work intensity, salary, leadership relationship and colleague relationship. After a lot of research and more in-depth analysis on satisfaction at home and abroad, combined with a traditional Chinese culture and management, this thesis analyzes the satisfaction of Chinese enterprise employees. In the research, it indicates that employee satisfaction mainly includes five elements: 1. Satisfaction with leadership behavior. 2: Satisfaction with management measures. 3: Satisfaction with job rewards. 4: Satisfaction with group cooperation. 5: Satisfaction with work motivation. The reliability and validity of the evaluation tools are good. Although these studies have established a lot of employee satisfaction

structure. However, when the factor summation scoring method is used to combine the satisfaction of each factor to form the overall satisfaction, it is found that the correlation between the added job satisfaction and the satisfaction obtained by the single overall evaluation method is not as high as expected, no matter whether the dimensions of satisfaction are weighted or not (Feng, 1996).

One of the important dimensions of team effectiveness is that whether team members can experience personal development and happiness in the team. Team effectiveness should include performance results, attitude results and behavior results. Therefore, team satisfaction is also an important part of team effectiveness, which has an important impact on the team (Cohen & Bailey, 1997).

Starting from the difference between the nominal value of people and the value of the actual working environment, this thesis puts forward a dynamic concept of employee satisfaction for our traditional theory, which produces six forms in the enterprise, such as more positive job satisfaction, fixed job satisfaction, submissive job satisfaction, false job satisfaction, fixed job dissatisfaction, and constructive job dissatisfaction. From the perspective of research psychology, employee satisfaction is defined as the feeling state (employee satisfaction = actual feeling / expectation) formed by comparing the expected value or perceived effect of employees to the enterprise. The satisfaction referred to in this thesis is a theoretical concept: satisfaction beyond expectation; satisfaction basically reaching expectation; dissatisfaction below expectation (Yang, 2000).

The management is aimed to achieve “happy employees -- efficient employees”. With the prevalence of teamwork mode in various organizations, it is an important challenge for an organization to cultivate a work team with high satisfaction and high performance. Team satisfaction refers to the positive attitude of team members on the evaluation of team; an effective team should not only gain high performance, but also enable its members to experience satisfaction and personal growth in the process of work (Van Der Vegt et al., 2001).

Some scholars defined employee satisfaction as: relative to personal life satisfaction and overall satisfaction, employee satisfaction refers to personal satisfaction as a professional. It is a combination of employees' expectations of salary and working environment and the actual relationship between salary and working environment (Bai, Zhang, & Zhang, 2002).

Employee satisfaction refers to an employee's care and recognition of interests for the company and the working position, working environment, working treatment and interpersonal relationship provided by the company. Employee satisfaction with these elements will translate their feelings into hard work, high work enthusiasm and innovative working attitudes (Yu,

2002).

Employee satisfaction refers to an employee's attitude towards his/her work or work experience and evaluation of work environment. In the traditional sense, employee satisfaction mainly refers to job satisfaction. A survey of authoritative institutions shows that every three percentage points of increase in employee satisfaction will lead to five percentage points of increase in customer satisfaction. Compared with other companies in the same industry, the company with 80% employee satisfaction has about 20% higher average profit margin growth (Yan, Zhong, & Ke, 2003).

Liu (2004) defined employee satisfaction as the pleasant degree to which an employee feels that his/her work can meet or help to meet the needs of his/her work values.

The research on the influencing factors of employees' job satisfaction is a complicated systematic subject and plays a vital role in the development of enterprises. It is a must and an urgent need to locate the factor that imposes the greatest impact on employees' job satisfaction (Zhao & Li, 2014).

In this era, employee is considered as a main factor to improve the core competitiveness of an enterprise, and employee satisfaction directly affects the work enthusiasm and performance level of employees. Thus, it is of paramount importance to optimize compensation strategy based on employee satisfaction in both enterprise development and employee development (Jia, 2019).

Employee job satisfaction is bound up with employee's attitude towards work and effort into work. Generally speaking, low job satisfaction means that employees are reluctant to make much effort in work, and passively adapt themselves to the rules and regulations of enterprise development and work contents due to external performance factors. The key of human resources lies in increasing employee job satisfaction, improving working environment, attracting and retaining more senior management and technical talents, and making full use of talents' potential to realize the long-term development of enterprises, instead of recruiting and exploiting talents (Zhang, 2019).

With the development of Internet economy, enterprises are increasingly dependent on employees to create value. Enterprises realize that employees are the most valuable wealth, and improving employee satisfaction is not only the focus of investment in human resources department of enterprises, but also the means of human resources appreciation. Employees are the creators of business profits. A higher degree of satisfaction with enterprise leads to a higher work enthusiasm and efficiency, which will create more value for enterprise and promote the

sustainable development of enterprise. Only by understanding and improving employee satisfaction can an enterprise ensure the stability of its key employees and increase the satisfaction of all employees, so as to ensure the long-term sustainable development of enterprise.

2.3 Finance incentive

According to the individual needs of team members, the team should formulate proper allocation system and code of conduct, so as to achieve the optimal allocation of resources. To motivate employees, human needs should be considered first, followed by standardization. It is important to make motivation fair and just to stimulate employees' enthusiasm for work.

According to work motivation, the motivation can be divided into internal motivation and extrinsic motivation. Intrinsic motivation refers to the intangible pleasure or achievement brought by work or work process, such as work meaning and work autonomy. Extrinsic motivation refers to the tangible results outside of work, such as rewards (Ryan & Deci, 2000).

From a psychological point of view, motivation refers to a psychological process of stimulating people's motivation. The essence of motivation is to keep people in a state of rising and forging ahead under the influence of some kind of internal and external stimulus. Motivation is a process of stimulating people's inner potential and developing their abilities by virtue of scientific approaches and methods. Modern management psychology reveals that need leads to motivation, motivation leads to behavior, and behavior leads to personal goals. Objective motivation mechanism is an essential element to improve the economic benefits of enterprises (He, 2003).

The term, motivation, is evolved from the *Movere*, a Latin word (Streers, Mowday, & Shapiro, 2004).

In order to attract, maintain and motivate excellent talents to serve the organization in the fierce competition of talents, enterprises must establish attractive and incentive financial incentive compensation system for employees. Effective incentive compensation system can improve the job satisfaction and sense of belonging to the organization, promote the employees to actively improve their own value and work hard to achieve the enterprise goals and personal interests. Based on the establishment of compensation financial incentive model, this thesis analyzes the factors affecting the incentive effectiveness of compensation, establishes an effective financial incentive compensation system, and gives some suggestions for the effective use of incentive factors in the process of making the compensation system. Financial incentive

makes salary management full of vitality. The essence of salary management is to improve the labor productivity of employees and the lever of improving labor productivity is incentive. If a company's salary system encourages fair competition, it will be full of vitality. To achieve this goal, we must combine the enterprise's salary system with fair and scientific performance appraisal, emphasize the connection between salary and contribution, the performance of individuals, teams and organizations, and properly widen the pay gap, reflecting the incentive effect of "reward, diligence, lazy reward, good and bad" (Cao, 2004).

For a long time, two incentive categories have gradually formed in enterprise management: financial incentive and non-financial incentive. Financial incentive takes the stakeholders involved in the enterprise's financial subject as the incentive object, takes the financial interest as the incentive, and through certain financial arrangements, induces the stakeholders to achieve the established enterprise financial objectives or management objectives. Besides financial incentive, non-financial incentive includes administrative incentive and psychological incentive. The main incentives are other factors besides financial benefits, such as reputation promotion and job promotion. In comparison, financial incentive has obvious characteristics of financial function management, which is mainly reflected in the following aspects: financial incentive belongs to value incentive, has strong universality, has a wide range of effects and has far-reaching influence. Financial incentive mechanism must be combined with operator supervision mechanism. After establishing the decision-making mechanism of financial management, enterprises need to adopt both incentive and supervision methods to coordinate the goals between owners and managers. If the incentive is too low, it is not enough to mobilize the enthusiasm of the operators. If the incentive is too high, it will increase the incentive cost (Tang, 2007).

At present, scholars at home and abroad have different opinions on the definition of motivation. With reference to the views of Yu Wenzhong, a Chinese scholar, this thesis defines motivation as "a psychological process of continuously stimulating an individual's enthusiasm and maintaining his/her excited state through internal or external stimulation" (Liu, 2011).

Nowadays, it has become an important goal of academic research and management practice for an organization to effectively stimulate individual innovation behaviors and generate more useful and novel ideas, products and systems (Zhou & Hoever, 2014).

Motivation theory is studied from the starting point and process of motivation. The Porter-Lola model shows that there are many difficulties in the practical application of expectancy theory. Multiple complex relations exist between motivation and performance. In order to achieve the desired effect of motivation, a series of comprehensive factors need to be taken into

account and relevant variables controlled. These factors include reward, system, organization, division of labor, goal setting, fair appraisal, etc. The Porter-Lola model mainly contains the following three viewpoints: First, the probability that an individual is perceived to be rewarded and his/her understanding of tasks will directly affect the effort level and the performance that an individual can achieve; Secondly, the perception and judgment criteria for the fairness of rewards will directly affect individual satisfaction. Thirdly, personal satisfaction with rewards will affect their performance and effort in the next task (Bai, 2016).

Survey shows that, for most enterprises, material motivation is one of the main forms of motivation, which mainly consists of wage and bonus, or annual pay to excellent employees. Material motivation has a marginal utility which rises in the beginning but starts to fall after reaching its maximum value. The single and fixed model of spiritual motivation makes impossible to effectively stimulate employees' passion for work. Enterprises should effectively integrate the long-term motivation and short-term motivation, and adopt a combination of economic motivation, welfare motivation, promotion motivation and environmental motivation to organically unify the interests of employees and the interests of the enterprise, so that employees' enthusiasm and initiative can be fully mobilized and motivated to work hard (Li, 2019).

It is important to take wise management means to satisfy employees. The art of management is motivation. By meeting the spiritual and material needs of employees, employees are constantly motivated to work hard, so as to achieve the business objectives and performance of enterprise. Through management incentives, employees' potential and subjective initiative can be tapped, their enthusiasm and creativity can be mobilized, and outstanding talents can be attracted to continuously improve their working ability and performance in order to achieve business objectives. Motivation is a necessary condition for the realization of business objectives. All kinds of goals of an enterprise are realized depending on employees' behaviors, and employees' behaviors are promoted by their initiative and enthusiasm. To achieve the business objectives of an enterprise, other factors are also required. if the values and factors of employees are negated and ignored, many obstacles and challenges would be encountered in the actual business operation.

2.4 Career development motivation

Employee career development incentive is an important module of human resource management in the new enterprise environment, but there is still a lack of standardized and

effective operation technology in practice. With the increasing embodiment of human resource value, the relationship between enterprises and employees is changing from employees serving the enterprise to the synchronous development of enterprises and employees, and even the relationship between enterprises and employees serving employees. Therefore, to get rid of the "official standard" in enterprise human resource management and to embody the "people-oriented" concept of employee career development incentive is becoming an important module of human resource management. The first link of employee career development incentive is the design of employee development channel, that is, how to build a good ladder for employees. As far as the reality is concerned, the design of employee career development incentive channel is still far behind the theory in practice. The lack of normative technology and the concreteness and strong operability of practical needs make many human resource managers at a loss. Enterprises can basically form a complete set of incentive system for employees' career development, but in the specific implementation and promotion, there must be coordination of other modules of human resource management, especially the supporting and improvement of enterprise performance appraisal and salary system (Zhang, 2006).

The 21st century is the era of knowledge economy. Human resource, as an indispensable and important resource for enterprises, serves as a key in corporate resources. In enterprise management activities, the career development management of employees has gradually become a new function of enterprise human resource management. Employees tend to have different dominant demands and behaviors at different stages of career development (Chen, 2011).

While making the best use of employees' abilities, enterprises should provide every employee with an opportunity to continuously grow, tap their maximum potential and achieve career success. Reasonable and scientific incentives for employees' career development can make a win-win result for both enterprise and employee, conducive to further improving the competitiveness of enterprises, and deeply tapping the potential of employees' career development (Sun, 2012).

Incentive theory tells us that the biggest driving force for people to work is to meet their own needs. As a special resource in the enterprise HR, the personal growth of ordinary employees, especially senior managers, is closely related to the overall development of the enterprise. All employees in the enterprise need the enterprise to provide a platform for their career development, further improve their professional skills and maintain their professional advantages. At the same time, enterprises also need employees to give full play to their personal professional ability and make use of their professional advantages to contribute to the

development and achievement of enterprise strategic goals. Therefore, how to meet the career development needs of relevant employees and effectively realize the incentive of their career development has become the primary content of human resource management in general enterprises. Starting from the theoretical research, this thesis collects the concepts related to the career development and motivation of enterprise employees at home and abroad, sorts out, analyzes and comments on the relevant theories, research overview and research results, obtains relevant data through investigation, analyzes the reasons for the career development of enterprise employees, and finds out their expectations and needs for career development, as well as their expectations for the enterprise. It is expected that career development incentive system can meet the needs of the industry (Yue, 2014).

Career development is a key factor for the development of enterprises and organizations. With the constant changes in organizational forms and the emergence of borderless careers, people tend to switch between several organizations or positions, to achieve sustainable development, employees have a growing awareness of their career development. Besides, faced with the challenge of increasingly diverse and rapid changes in the career, enterprises also realize that employees have more freedom and opportunities to choose and change jobs, leading to gradually increasing brain drain. To maintain the competitiveness of enterprises and retain the value of employees, enterprises must pay attention to employees' career development motivations. Therefore, strengthening career development motivation is a major factor concerned by both individuals and enterprises (Weng & Bian, 2015).

Employees' work in an enterprise is not only to meet their overall needs and psychological needs, but also to better realize their self-worth, so that they can find a sense of presence in the enterprise. Enterprises need to provide employees with certain career development motivations to match their career development with the enterprise's long-term development, so as to motivate employees to improve their work efficiency and increase corporate profits. Establishing a mutually beneficial relationship between employees and the enterprise is essential to make the enterprise have better, faster, healthy and sustainable development (Zhang, 2018).

2.5 Dynamic capability

Teece (1997) proposed the concept of dynamic capability. Emphasizing the word "dynamic" indicates an enterprise's ability to adapt to changes in the environment and constantly adjust and integrate enterprise, while the word "capability" means the integration and configuration

of various resources and competences inside and outside enterprise. Dynamic capability refers to the competence of an enterprise to integrate, develop and reconstruct internal and external competitiveness to respond to the rapidly changing environment (Teece, Pisano, & Shuen, 1997).

An enterprise uses, and especially, integrates, rebuilds, gains and separates resources to match and even create market changes. As an organizational and strategic convention, dynamic capability enables an enterprise to realize the allocation of new resources in the event of market emergence, conflict, split, evolution and demise (Eisenhardt & Martin, 2000).

Dynamic capability is analyzed with the method of evolutionary theory, and a new concept of dynamic capability, a collective learning activity mode, is proposed, through which an enterprise can systematically generate and modify their operational practices, thus improving business efficiency (Zollo & Winter, 2002).

Dynamic functions are used to extend, modify and create general functions (Winter, 2003).

Dynamic capability is the ability of an enterprise to optimize its resource pool by some method. Dynamic capability can also be said to be behavior oriented, that is, the ability of enterprises to continuously acquire, integrate and reconstruct resources to cope with environmental changes and maintain core competitiveness (Helfat et al., 2007).

Technology dynamic capability refers to the ability of an enterprise to integrate, establish and redeploy internal and external knowledge-based technology resources (and competences), as well as the technological innovation ability to adapt to the rapid changes of technology and market environment. Faced with the saturated and unpredictable buyer's market, enterprises try to gain competitive advantages through continuous learning, knowledge creation and improvement of technological innovation ability, rather than just rely on the possession of scarce resources (Teece, 2007).

Dynamic capability theory falls into the category of strategic management, and is a theoretical branch that emerged in the field of enterprise theory in the early 1990s. The dynamic capability theory is developed to some extent from the static analysis of resource-based view (He, Li, & Fang, 2006).

The most important thing in an enterprise is to upgrade or change its core competitiveness, so that the enterprise must realize and maintain its competitive advantage in a constantly changing environment (Wang & Ahmed, 2010).

Here, dynamic capabilities can enable SMEs to build, integrate and rebuild their internal and external capabilities, and also enable enterprises to respond to the ever-changing external environment, so that enterprises can respond to market competition and changes in the external

environment. In addition, the organization and management process of SMEs can adapt to the market environment, and ultimately improve enterprise performance (Su & Chang, 2019).

It is necessary for enterprises to develop a dynamic capability to integrate, construct and restructure internal and external resources in a faster and more efficient manner in response to the uncertain challenges brought by changing market environment. The high degree of uncertainty in the market environment contributes to the shaping of an enterprise's dynamic capability. The higher institutional environment uncertainty an enterprise faces leads to a more powerful external pressure and a more urgent to form dynamic capability to adapt to the changing environment. The dynamic capability of an enterprise affects its choice of vertical strategies. The theory of dynamic capability shows that dynamic capability is of paramount importance to the process of strategic decision-making and execution in a dynamic, complex and uncertain environment (Wu et al., 2019).

2.6 Team diversity

The research on employee diversity started early in foreign countries, but there is still a lack of relevant research in China. At the same time, the results of relevant research on the impact of employee diversity on performance are also contradictory. One view holds that team diversity is related to the improvement of creativity and problem-solving ability, while the other holds the opposite (Katz, 1982).

Arredondo (1996) wrote that the diversity of research teams is the individual differences of human beings. When small and medium-sized enterprises consider diversity at the organizational level, team diversity at this time refers to differences in social identities (such as nationality, race, gender, age), in other words, diversity refers to groups or individuals with different social identities living and living together in the community.

Many scholars have defined the meaning of employee diversity, and there are many concepts similar to "diversity", such as heterogeneity, diversity, difference (Kostova & Tatiana, 1999).

Concerning the classification of employee diversity, most domestic scholars divide employee diversity into two categories according to attributes, namely, superficial employee diversity, such as age, gender, region and other visible external characteristics, and profound employee diversity, such as invisible work experience, educational background, values and attitudes, etc. (Jehn, Neale, & Northcraft, 1999).

The contradictory results may be associated with the unclear process of employee

diversification and the inconsistent research background. Therefore, it is necessary to study the diversification of team members under the specific background of China, and further explore its process. The previous studies are concentrated in the diversification of R&D team members (Li, Li, & Hu, 2004).

It is of paramount importance for managers to grasp customer preferences in today's increasingly diverse and competitive markets. To satisfy the needs of more different consumers, an organization must not only keep its sensitivity to differences, but also develop an ability to anticipate various possible needs of different consumers by the diversity of its members. An organization who is capable of engaging in diversity management can effectively attract and maintain the best human resources, thanks to its high sensitivity to diversity. If an organization highly values the recruitment and employment of women, minority groups and other vulnerable groups, it can attract many outstanding employees with different characteristics to join it through various ways. The trend of diversity of an organization can make it possible to acquire different types of talents, thus maintaining its human resource advantage. A diverse team tends to have a strong ability of innovation, because innovation must firstly embrace diversity, tolerate the uniqueness of breaking away from the norm, and encourage creative ideas. The rich experience of team members avoids the phenomenon of "collective blindness" caused by the limited solution of one or several ideas, thus further helping a diverse team to make the best decisions. Studies have shown that a diverse team is more resilient. Compared with other organizations, an organization with effective diversity management is more likely to attract vulnerable groups such as women and ethnic minorities to gain support from them and maintain a good image and reputation (Cheng, 2011).

The greater the diversity of the team, the greater the differences in information, knowledge, skills, abilities and experience faced by the team members, and the more useful and available resources the team has. This situation is also more likely to inspire members to share, deal with and integrate the different perspectives generated by these differences (Shin, Kim, & Lee, 2012).

With the work team becoming an important form of enterprise work, how to make the team more scientific and effective, and produce good "chemical reaction" has become an important topic of team research. Team creativity and team leadership are both important variables. However, how does team diversity and team leadership affect employee creativity? Through analysis and test, this study draws the following main conclusions: 1. In the three dimensions of team diversity, team members' social attribute heterogeneity and value heterogeneity have a significant negative correlation with creativity, while information diversity has a significant positive impact on employee creativity. 2. In team leadership, the sub dimension of

transformational leadership style has a significant positive effect on employee creativity, while transactional leadership style has a significant negative effect on team leadership. 3. Team diversity and team leadership have moderating effects. Team diversity can adjust the relationship between team leadership and employee creativity, and team leadership can also adjust the process of team diversity influencing team creativity (Cheng, 2011).

From the perspective of information resources, some scholars believe that team diversification is conducive to promoting the diversification of team information resources, which is also conducive to employee innovation (Nederveen, Van Knippenberg, & Van Dierendonck, 2013).

Due to the complexity and challenge of the innovation task, team members open and aggregate diverse information resources, which is conducive to the generation and verification of new ideas, thus contributing to the improvement of team innovation (Dong, Zhang, & Li, 2017).

Team diversification is an important input variable in the process of team operation. Effective management diversification has become an important strategy for human resource management of enterprises and teams. The thesis takes team diversification as independent variable to influence the result variables such as employee innovation, and discusses the mechanism of different parties of team diversification in the face of employee innovation. Based on the empirical analysis, it is shown that: social attribute diversification and value diversity have negative effects on employee innovation through interactive memory system; information diversification has positive effect on employee innovation through interactive memory system; leadership regulates the relationship between team diversity and employee innovation, and also regulates the relationship between team diversity and interactive memory system (He, Kang, & Wang 2020).

Team is a group composed of a certain number of people. To achieve some common goals, the team mentioned in this thesis mainly refers to the working team. The performance of team is influenced by many aspects, and as the members of team become increasingly diversified, the composition of employees tends to be diversified in gender, cultural background, nationality and race, and the values and working methods of employees are also increasingly diversified. The positive impact of inclusive team on enterprises has also become a research hotspot. Employee diversity is supposed to be a good and effective business decision rather than speciosity. An inclusive team generally possesses more wisdom. Working with different people can stimulate our brain and make us think out of the box. People with different backgrounds in a team can change the behaviors of team in different ways and make the team members thinking

more delicately. However, on the other hand, the diversity of team members may lead to many differences in their work, which may easily lead to conflicts, distrust, improper communication, cohesion reduction and other problems among team members, further resulting on a decline in the overall efficiency and in the work performance of team. Task-based diversity plays a stronger role in team knowledge sharing, and team background and information diversity are all conducive to team innovation.

2.7 Team leadership

Because of much research on leadership, this thesis mainly studies the charisma, foresight, influence, determination and control in leadership.

The decisiveness of enterprise leaders refers to the comprehensive ability of leaders and decision-makers to quickly make judgment, response, decisions, action and correction (Li, 2009).

From the end of the 19th century to the 1960s to the 1970s in this research, many theoretical viewpoints and hypotheses have formed characteristic studies. The traits mentioned here refer to the regularity and trend of corporate employee behavior. In the daily production and operation process, the reason why employees adopt one aspect of behavior is closely related to some of their characteristics and strengths. In this way, the probability of team success will be greatly improved (Richard, Robert, & Gordon, 2004).

The leader's most important requirements have followers. Some of these people are thinkers, while others are prophets. They should be very important, but without followers, there will be no leaders. The most important ability of a leader is to attract employees in the company. This ability is called charm in this article. The in-depth analysis of the research shows that this so-called charm is a kind of internal attraction to enterprise employees composed of cultivation, knowledge, personal beliefs, wisdom and talents. If the charisma of the leader in the company is stronger, then he will attract more people. The leadership mentioned here is one of the core competitiveness of all human organizations. Rapidly training all-round development leaders and effectively enhancing leadership skills are the most urgent and important strategic choices for all types of organizations. Our research team is committed to solving this strategy (Research Group on Leadership of Science and Technology of Chinese Academy of Sciences, 2006).

Leadership means the ability of influencing others to help people find their own ideas and life pursuits, make their own unique contribution and release their potential (Charif & Covey, 2007).

Continuous influence on others is at the core of leadership. The ideological characteristics of a leader refer to a unique way of thinking and philosophy. Such a person has unique judgment on complex issues and a person who requires a complete value system is a so-called expert. With these characteristics, these leaders have certain shining characteristics. These qualities include not only the moral principles of dealing with people's lives, but also the perseverance in the face of difficulties, the compassion and compassion in the process of interpersonal communication, the courage and calm attitude to tolerate people with different personalities and thoughts, and the crisis of attitude towards the world (Yang, 2008).

The decisiveness of a leader refers to the integrative competence of a leader to comprehensively weigh decision-making risks, decision-making benefits and decision-making opportunities under certain conditions, and choose the optimal solution from a number of possible alternative solutions through reasonable methods and means. In short, it is the ability of a leader to resolutely make the final decision (Li, 2009).

Here, leadership refers to our ability to influence others in the enterprise, especially the ability to motivate others to achieve these challenging goals. American scholars believe that this is mainly leadership rather than leadership (Kouzes & Posner, 2009).

Decisiveness is of great significance to the success of a leader and the development of an organization, and is a key quality of a successful modern leader. By analyzing the meaning and characteristics of decisiveness, this thesis discusses the key role of decisiveness in enterprise decision-making and leader personality. Decisiveness is the most important ability of a leader, and is the first prerequisite for a leader to make decision bravely and properly toward success. At critical moments, a leader is supposed to be able to make the final decision to guide its organization to win or avoid risks. Decisiveness, also known as decisive power, refers to the excellent quality with which a leader can consider the situation, make decisions in a timely and correct manner, and unswervingly implement them. As a kind of decision-making power, decisiveness runs through the whole process of decision-making, mainly manifested as information processing power, problem insight, thinking intuition, scheme analysis ability, behavioral innovation, decision-making execution and character willpower (Zhou, 2010).

When it comes to leadership, people often think of "power" first. To be a leader means to have power. Authoritarian leadership widely exists in Chinese enterprises. Of course, leadership and power are inseparable, but leadership is not equal to power. Leadership is a multi-dimensional concept, one of which is "service", which has been paid more and more attention by both management theory researchers and management practitioners, and service-oriented leadership has also been paid more attention by researchers. In this study, based on these two

leadership styles, we explore the influence and mechanism of subordinates. Based on the review of authoritarian leadership, service leadership, leader member exchange, subordinates' job performance (task performance and organizational citizenship behavior) and work attitude (job satisfaction, organizational commitment and turnover intention), this thesis discusses the influence of authoritarian leadership on subordinates' job performance and leader member exchange, The influence of service-oriented leadership on subordinates' work attitude and leader member exchange, and the moderating role of leader member exchange in the above influence (Ruan, 2010).

Leadership is a kind of influence, and the influence of leaders is the key factor of leadership. The process of leadership has the premise of the voluntary obedience of followers, and it is a process of mutual influence between the leader and its followers. In contemporary social leadership activities, leadership influence is considered as an important guarantee and fundamental force for a leader to achieve leadership. The so-called influence depends on the comprehensive quality, prestige and social status of an individual (Gao, 2013).

Leadership is a key component of a leader's quality, which refers to the leader's ability to accomplish what he/she wants with the minimum cost and improve the efficiency of the whole group by full use of human resources and objective conditions within his/her jurisdiction (Cong, 2016).

The cultivation and shaping of work team rule consciousness is an important part of leadership construction. Leaders should combine the cultivation of their own awareness of rules with that of the work team. By strengthening the rationality of rules, unifying the vision of the team, enhancing the sense of psychological identity, properly handling the relationship between the constraint of rules and the degree of freedom of work, paying attention to the implementation of details, avoiding "purposeful neglect", maintaining the authority of rules and strengthening the punishment of violations, they can cultivate and shape the good awareness of rules of the work team, Achieve leadership improvement. Leadership is the core of leaders' quality, which refers to the ability of leaders to make full use of human resources and objective conditions within their jurisdiction, to do what they need with the minimum cost, and to improve the efficiency of the whole group. It can encourage people to resolutely carry out the instructions of the leadership, do what they can and do subjectively and actively, and go all out to complete the work objectives. It is generally believed that leadership includes six abilities: learning ability, decision-making ability, organization ability, instruction ability, execution ability and inspiration ability. Among them, instruction ability, execution ability and inspiration ability all include the development level of work team's rule consciousness to a certain extent.

The strength of leadership is directly reflected in the work team's action consciousness in establishing rules, abiding by rules and developing rules. Now it is in the full play of the subjective initiative and freedom of the work team to achieve the work goal under the rule framework. To strengthen the leadership construction of team leaders, we must fully understand the important role of rule awareness in realizing people's value pursuit, enhancing team combat effectiveness and achieving work goals. We must pay attention to cultivating the endogenous rule awareness of subordinates or work teams, establish normal and efficient work norms and work order, and create sustainable, developing and self-correcting working students State (Deng, 2018).

The formulation and implementation of corporate strategic decisions no longer rely on the CEO alone as before. Instead, the CEO and the senior management team need to work closely together to ensure the effectiveness of corporate strategic decisions. In the case of transformational leadership, the new normal of economic development forces CEOs with a transformative leadership style to focus more on the transformation and organizational vision of the executive team, focusing on interacting with executive team members to create a harmonious, friendly team work. The atmosphere stimulates the enthusiasm of the executive team members, consciously devote themselves to organizational change practices, and creates corporate decision-making performance in decision-making participation, open communication, and teamwork (Rong, Su, & Zhang, 2019).

From the perspective of relationship, leadership is regarded as a process of creating new and better things through learning, sharing and guidance in dynamic interpersonal and team interaction. Truly successful leadership needs to be developed in a highly open and trusted team environment. Based on the more humanized relationship between team members or teams, the model is closely related to a more personal, more trusted and open culture. Leadership comes not only from a specific or appointed leader, but also from team members. In this market with exponential speed, with the changing team tasks, leadership will change in a way that is unpredictable between leaders and team members. Leaders have ambitions, but leaders put the company's interests first, and leaders show admirable humility, do not like to show up and keep a low-key, which can motivate employees to create sustained and outstanding performance (Xu, 2020).

In the fierce market competition environment, innovation is the inevitable choice for enterprises to survive and develop. The innovation and change of enterprises need to realize the synchronous activation of organization and individual, and leadership is one of the important factors influencing this process. The growing demand for innovation of enterprises essentially

puts forward higher requirements for leadership. In order to further meet the requirements of enterprise innovation development, it is of great significance to explore the leadership in enterprise innovation change to guide enterprise and individual innovation behavior and stimulate individual and organizational innovation performance. As a kind of management system, developmental human resource management practice can open and strengthen the psychological empowerment effect of participatory leadership, while error management atmosphere, as a kind of "soft culture", can open and strengthen the psychological safety effect of participatory leadership. On the theoretical level, the results reveal how and when participatory leadership can promote employee innovation performance, and enrich the academic understanding of the complex relationship between participatory leadership and employee innovation performance. On the practical level, the research results provide management enlightenment for enterprises to improve innovation performance. Managers can adopt participatory management strategy to improve the team's error management atmosphere, and optimize the innovation management process in combination with the practice of enterprise development oriented human resource management (Jia, Gu, & Zhang, 2020).

In the Internet economy, it is not only necessary to establish harmonious and friendly interpersonal relationships with senior management, but also to strengthen cooperation and cooperation with other managers of the enterprise when a highly consistent decision-making is required, and at the same time develop interactive behaviors of cognitive decision-making, thereby Leading senior managers to creative decision-making thinking will ultimately improve corporate decision-making performance. The essence of leadership vision is the ability to focus, predict and grasp the future. Foresight is the general term for a series of abilities, including insight, personal imagination and creativity of the leader.

2.8 Team culture

The research on corporate subculture can be traced back to the famous "Hawthorne experiment" in the 1930s. Jones (1983) studied the corporate subculture and described three subculture types, i.e., production culture, bureaucratic political culture, and professional skilled culture.

Bartunek (1984) realized that the evolution of corporate culture has its regularity, which is bound to experience from spiritual level to system, to behavior, and back to the spiritual level. However, in-depth research on the evolution rules of spiritual culture and institutional culture in the evolution process of corporate culture is scarce.

Hofstede (1998) believed that the reason for the phenomenon of corporate culture

difference lies in the production of different products or the different market branches, geographical location separation, different functional departments, and organizational hierarchy phenomenon, etc., and specifically studied the occupational skill culture, management culture and user interface culture within the organization.

Excellent corporate culture at home and abroad has played a very important role in the competition of most SMEs. From a fundamental point of view, corporate culture is definitely an important intangible resource, which can bring lasting competitive advantage to the company. Corporate culture plays a vital role and influence (Aiken, Clarke, & Sloane, 2002).

In Yan works, the evolution of corporate culture stems from the conflict between two cultures, institutional culture and spiritual culture. If the spiritual culture is not adaptable and the institutional culture restricts the formation of such adaptability, this will make the corporate culture resist the development of the enterprise (Yan, 2003).

There exist some correlations between corporate culture and long-term business performance. A powerful corporate culture can positively affect the long-term business performance, but such influence is fragile (Song, 2004).

Corporate culture, as business philosophy and management philosophy of an enterprise, is the sum of spiritual culture, institutional culture, behavioral culture and material culture. Among them, spiritual culture is the most important part that supports the entire corporate culture system. Tom Watson, the second chairman of the board of IBM, said in a speech, "In terms of relevant business performance, the basic business philosophy, corporate spirit and corporate goal are far more important than technical or economic resources, enterprise structure, invention and random decision-making." The core values of an enterprise often reflect the personal values and methodology of enterprise leaders, and there are common core values that can promote the sustainable development of an enterprise. Corporate spirit, which represents the inner attitude, will state and ideological state shared by all employees, is the portrayal of the development history of an enterprise with rich connotation and profound significance (Liu, 2004).

When assessing the culture of an organization, you can use the entire organization as an analysis unit, or you can evaluate different sub-unit cultures, identify common attributes of sub-unit cultures, and aggregate them. This combination can provide an approximation of the overall organizational culture (Kim & Robert, 2006).

Hao (2008) proposed that "Spiritual level is the foundation of institutional level, and institutional level is the guarantee of spiritual level. Spiritual level is the supplement of institutional level, and institutional level is the correction of spiritual level". In addition, the interrelationship of various levels of corporate culture can also be reflected directly by the

model schema of various types of corporate culture structure.

How to scientifically understand the connotation of behavioral culture? Let's first discuss the relationship between behavior and culture. Culture determines behavior, and behavior embodies and creates culture. In an enterprise, both the behavior of the enterprise and the behavior of its personnel reflect the corporate culture to varying degrees, especially some habitual behaviors. In fact, the cultural motivations behind behaviors also differ in a thousand ways, such as stuff of self-awareness, and reflection of passive implementation. Only those behavior habits formed under the support of the corporate value concept can have efficient execution and create endless driving force for the enterprise (Beijing Redetac Consulting Co., LTD., 2009).

In a sense, enterprise spirit culture is the purpose and concept of the enterprise's self-survival, survival and development. Corporate mission, corporate goals, and other requirements that employees in the company comply with. Enterprise needs to be stronger and bigger is the overall ideological pillar and soul (Li, 2010).

Ordinary theoretical research believes that corporate system culture is the embodiment of a set of behavioral rules system and corporate values. It is the main mechanism and carrier that shapes the core of corporate culture (spiritual culture). The institutional culture in the enterprise "obviously may also be a higher-level cultural carrier. From another perspective, it more intensively reflects the overall characteristics of class, times, traditions and national spirit, and at the same time becomes an important part of the corporate culture. cornerstone" (Yan & Zhang, 2010).

The guarantee of corporate behavior culture is corporate system culture. The corporate system culture regulates the behavior of corporate organizations and employees with its rigid and mandatory characteristics, and promotes the corporate and employees to take consistent actions to realize corporate interests (Ji, 2011).

Corporate behavior culture is a corporate culture expressed through the behaviors of enterprise people. With a good cultural concept and cultural customs, an enterprise is bound to have a correct culture of behavior. Corporate behavior culture is the key to guide an enterprise and its workers to form a unified value system and build a community of common destiny and interests. On the one hand, it is a cultural activity of enterprise people in production and operation, learning and entertainment, involving all cultural phenomena generated in business operation, education and publicity, interpersonal relations, cultural and sports activities. On the other hand, it is a dynamic reflection of business management style, interpersonal relationship and spiritual outlook, as well as an embodiment of corporate spirits and values (Ji, 2011).

The material layer of enterprise culture, also known as corporate material culture, is a physical culture composed of a variety of products and material facilities created by enterprise staff. It is in a physical form, including enterprise environment, enterprise architecture, enterprise logo, product packaging and design, etc. The material layer is a layer on which an enterprise contacts directly with the external environment, and is a platform to publicize corporate culture to the outside (Ai, 2012).

The studies on business key competitiveness theory have emerged in large numbers in recent years. But objectively speaking, they are immethodical and in a fragmented state. Compared with the corporate contractual theory, corporate core competence is more about the concept and judgment whose connotation is not clearly defined, and even the researches of corporate core competence theory cannot reach a consensus on the connotation of “core competence”, lacking a rigorous set of concepts, basic propositions and theorems. In essence, it is a kind of corporate growth theory and corporate competition theory that lacks a sufficient analysis of management phenomena beyond corporate strategic management. Besides, it neither gives a feasible method to identify core competitiveness for explaining the source of an enterprise's long-term competitive advantage, nor puts forward a viable approach to accumulate and use core competitiveness for effective management (Foss & Knudsen, 2013).

As an important intangible resource, corporate culture can bring lasting competitive advantages to an enterprise. Many scholars have studied the relationship between SME (small and medium-sized enterprise) culture and business performance, and the relationship between corporate culture and corporate performance. Many scholars have done relevant research on the relationship between corporate culture and business performance. In the late 1980s, Professor John Kotter, an American management expert, conducted much research on the correlation between corporate culture and business performance, and found that a significant correlation existed between corporate culture and long-term business performance. A survey of the International Institute for Management Development on the factors affecting the international competitiveness of an enterprise shows that corporate culture has the greatest influence on the competitiveness of enterprise management (Bao, 2016).

To build a corporate culture system is a long-term work, which is conducive to the sustainable development of an enterprise. Corporate culture system is supposed to fit various enterprise management systems, which can fully reflect the cultural connotation and business philosophy of an enterprise, but also meet the needs of production. It is necessary for an enterprise to make every employee keep corporate values in mind, so as to standardize the daily behaviors of employees (Yang, 2018).

In particular, employees of small and medium-sized enterprises have common behaviors, spiritual images and ideal pursuits, and corporate culture represents the core value of the enterprise. It should make employees' thinking consistent with the company's values, so as to stimulate their morale and promote the sustainable development of the company. Corporate culture should not only be printed or pasted on the slogan, it should also become the code of conduct and goals for all employees, which can mobilize the subjective initiative of employees, give play to their sense of ownership and responsibility, and effectively promote the rapid development of the company.

Dominant culture and subculture are two relative concepts. Subculture is a subordinate culture relative to corporate culture. For a country or a nation, corporate culture is a subculture, which is a common culture established on the basis of individual culture of various departments and business units to guide, regulate and direct the construction of subculture. Subculture is an important part of corporate culture.

Chapter 3: Research Model

Literature review shows that innovation and employee satisfaction are mainly influenced by team leadership, team culture, team diversity, finance incentive, innovative ability, employee satisfaction.

Innovation and change are intrinsically closely related. Innovative work may require management to encourage employees and win their trust and recognition (Joanna, Maria, & Jonathan, 2017).

On the basis of literature review and case study, combined with the research purpose and main research content, the research model of this thesis is proposed, and 8 key variables are mainly studied in this thesis.

Through a deeper theoretical discussion of existing studies, the concept connotation and dimension division of related variables are firstly clarified. On this basis, the influence relationship among independent variables, intermediate variables and outcome variables is proposed.

It includes three independent variables: team diversity, team leadership and team culture; mediator variables include finance incentive and dynamic capability, and outcome variables include innovation and employee satisfaction.

The relationship between corporate culture and leaders is a complementary and mutually reinforcing relationship. The continuous improvement of leadership will definitely promote the continuous innovation of corporate culture (Long, 2007).

Increasing the building of corporate leadership will definitely enhance the core competitiveness of the enterprise, and the rapid transformation of small and medium-sized enterprises is the key factor for enterprise development. If the cultivation of leadership is a vivid manifestation of the externalization and sublimation of corporate culture. Leadership and culture will affect employee innovation and employee satisfaction (Cui, 2003).

If an enterprise wants to grow rapidly, it must establish a modern enterprise system, which can bring sustainable development to the enterprise. How to design an incentive system to realize the long-term interests of the enterprise? Motivation and dynamic ability can affect employees' innovative ability of stability (Li & Lu, 2011).

The thesis mainly studies the influence of independent variables on mediator variables, that

is, as shown in Figure 3.1, the influence of team diversity, team leadership and team culture on finance incentive and dynamic capability. And case studies are used to test the relationship between the variables. Through literature review, it can be found that under the background of team diversity, members are likely to have communication barriers due to their different ages, genders, work backgrounds and other attributes. In addition, different leadership and culture will also be formed in the team, which will have a relevant impact on the finance incentive and dynamic capability.

The impact of independent variables on outcome variables (innovation and employee satisfaction) through intermediate variables (finance incentive and dynamic capability). When the team has a good finance incentive to support employees materially and spiritually, and their contributions can be recognized, appreciated and rewarded in a timely manner, most employees will have a great sense of satisfaction, honor and responsibility, so as to improve their degree of satisfaction and innovation ability. But most SMEs are accustomed to adopting technological innovation to promote their growth and improve their competitiveness and profitability.

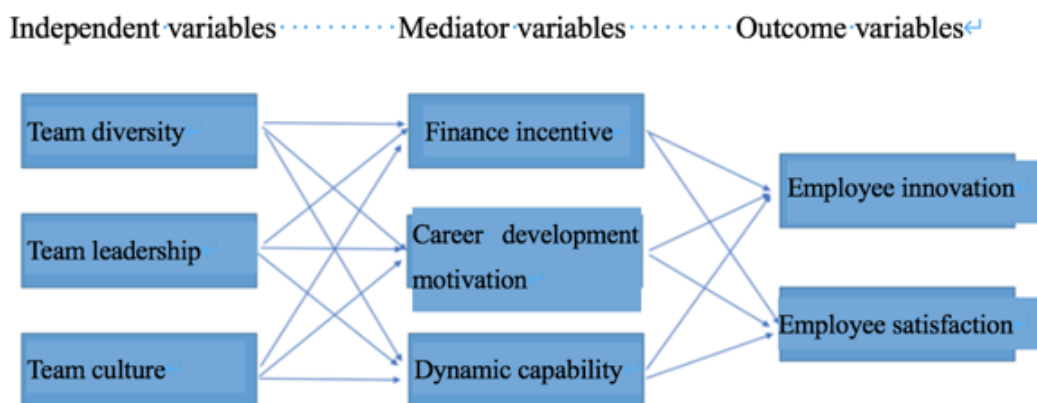


Figure 3.1 Research Model

3.1 The impact of team diversity on incentive motivation

A diversified team is a team composed of people of different gender, place of birth, personality, experience, age and work background, who can trust each other, complement each other's skills and use a unified method to achieve common goals and performance, and can take responsibility for each other.

Excellent diverse work team should establish mutual recognition of vision and goals for all members and form the unique team culture. It should set up a high efficiency management platform with “target management plus supervision management” as the core and “balanced score card” as the means, establish integrated and diversified finance incentive of “training,

evaluation, use, treatment and development” build the four best team of “the best learner, the strongest team player, with the best execution force and the fastest growing staff and enterprise”, improving the learning ability, execution force, innovation and leadership of team members, to motivate them to give full play to their potential. It will help employees make progress, embody their personal value, highlight social value and realize the win-win and progress of individuals, teams and enterprises (Ma, 2009).

Teams with large differences among members in a certain trait, will be challenged by low team cohesion, high conflicts, high turnover and poor organizational performance (Tsui et al., 1995).

Based on the above analysis and research, the researchers put forward the following hypotheses:

Hypothesis 1: team diversity has a significant positive impact on motivation.

3.2 The impact of team diversity on career development

In various employee management practices, many enterprises try to adopt different means and methods, including reward incentive, welfare incentive, promotion incentive and honor incentive. Multi-path career development motivation is also an important means for some enterprises.

The diversity of background and composition may be difficult to quantify performance evaluation, and the diversity of demand composition may make it impossible to implement effective career development incentives (Ma, 2009).

Global economic integration has affected and diversified corporate employees. The diversified staff team not only brings new vitality and new development opportunities to the enterprise, but also brings some problems to the human resource management of the enterprise. How to use career development to motivate a diverse team is an important topic (Yu, 2012).

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 2: Team diversity has a negative impact on career development motivation.

3.3 The impact of team diversity on dynamic capability

According to the definition and classification of staff diversification by relevant scholars, team diversity can be divided into shallow team diversity and deep team diversity (Jehn, Northcraft, & Neale, 1999).

Quite a few data researches from professional institutions show that diversification can promote the business performance of enterprises. For example, 85% of the CEOs in enterprises with “diversity and inclusion” strategies said this helped the enterprises improve their performance; 85% of enterprises agreed that diversity breeds the most innovative ideas. Under the leadership of the gender diversity management team, the operating profit of the enterprises can be increased by 48% (Lin, 2017).

Success can be achieved as long as the needs of the target market can be truly met. Therefore, we take a good view to diversified team as it possesses talents from all walks of life, not just technological development talents. We need a team with various experience, including operation, market development, marketing communication, etc., and there must be a combination of different types of talents in the team. If the combination is good, the product will have a high probability of success (Zhao, 2013).

Studies of differences in demographic attribute variables showed that members who differ from others may have lower organizational commitment, higher levels of turnover, lower communication frequency, lower job satisfaction, and higher rates of absenteeism (Zenger & Lawrence, 1989).

A diversified team can bring diversified information, innovative knowledge and resources to the organization. Team members are faced with diversified problems in gender, age, degree of education, professional knowledge, work experience and innovation ability, which largely affect their dynamic capability. Team members will instinctively classify themselves and others, believing that age difference, gender difference and different provinces will affect the mutual communication of cooperation, increase the cost of cooperation and mutual trust. Cultural differences in understanding something lead to different judgments and opinions. The deep diversity refers to employees with different educational background, work experience, professional background and values. Deep diversity employees can provide enterprises with a variety of different cultural values, and at the same time can stimulate employees to learn consciously, so as to ensure their status and competitiveness in the enterprise.

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 3: team diversity has a significant positive impact on dynamic capability.

3.4 The impact of team diversity on employee innovation

Work team refers to gathering several people together to complete a specific job or task. In the past ten years, due to the improvement of organizational productivity and flexibility, more and

more organizations have adopted the form of teams to carry out knowledge dissemination, research and development and production activities. They give full play to their strengths and work together to achieve their goals. The influence of innovation ability on R&D performance may be decisive (Wei, 2004).

High-tech SMEs should absorb more talents with different academic backgrounds and specialties to join the company's senior management team, and make full use of the complementary advantages of talents with different majors and academic backgrounds. Level, to better enhance the enterprise's technological innovation capabilities, and achieve the improvement of enterprise performance and comprehensive competitiveness (Hu et al., 2014).

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 4: Team diversity has a significant positive impact on employee innovation.

In the international competitive environment of knowledge economy and economic globalization, improving the technological innovation ability of enterprises is the key for enterprises and even industries and countries to participate in global competition. Considering that financial incentive is the most fundamental incentive means, and has the characteristics of strong measurability and operability, it forms a benign interaction between enterprise technological innovation and financial incentive, so as to improve the incentive efficiency (Wang, 2007).

The significance of technological innovation in high-tech enterprises is analyzed objectively and comprehensively, which is caused by the lack of external market environment and enterprise internal environment. At the same time, the solution strategy for the improvement of dynamic capability is put forward, which provides a new and continuously improving business development mode for high-tech enterprises (Yang, 2015).

Hypothesis 4A: team diversification has a significant positive impact on employee innovation through mediating variable financial incentive.

Hypothesis 4B: team diversity has a significant positive impact on employee innovation through mediating variables.

Hypothesis 4C: team diversity has a significant positive impact on employee innovation through mediating variable dynamic capability.

3.5 The impact of team diversity on employee satisfaction

Employee diversity is an irreversible trend. Enterprise should keep pace with this trend, embrace diversity and inclusiveness, and try to improve employee satisfaction.

The era of diversity gives a new meaning of employees' job satisfaction. While being geared to international standards, China's market economy retains its own characteristics, so that it presents a diversified development trend of various forms. With the progress of human civilization, people attach greater importance their own unique personality and ability, and try to show their uniqueness. That's diverse workforce. Diversity means difference. The difference of employees can be reflected in personality, psychology, cultural background, age and gender, marriage and family. In an era of diversity, people are increasingly different from each other, resulting in an increase of the difficulty to manage people. With cultural, psychological and behaviour differences, employees are quite different in satisfaction from work (Nie & Yi, 1999).

Diversified labor force model is conducive to reducing the costs and expenses in the practical operation of enterprises, but also is easy to cause conflicts between cultural differences and pay inequality among employees, which in turn affects the harmonious development of enterprise. If HR managers consider the enterprise strategy, channels of recruitment, performance appraisal system, salary welfare structure, training and employee development mechanism in the diversified labor force model, it is helpful to eliminate the individual discrimination, give full play to the advantages of management, and increase the team cohesion. Enterprises are advisable to adopt diversified labor force model and combine organizational strategic goals to transform the disadvantages of cultural differences and hierarchical compensation that affect the psychological status of employees into advantages, and strive to improve employee satisfaction (Li, 2008).

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 5: Team diversity has a negative impact on employee satisfaction.

In particular, the most important indicator and the most basic in the SME system are employees. The decisive factor in the development of an enterprise is the efficiency and overall stability of the employees. Competition in domestic and foreign industries is becoming increasingly fierce, and domestic, especially small and medium-sized enterprises, have gradually realized that the competitiveness of the external market largely comes from the competitiveness of internal talents. With the awakening of this "source" consciousness, the competition mode among small and medium-sized enterprises has changed step by step from customer satisfaction competition to employee satisfaction competition (Wang, 2012).

With the continuous deepening of China's Internet economy and the continuous development of the structure, competition among different companies has become increasingly fierce. Behind the competition is the competition between talents.

Hypothesis 5A: team diversification has a negative impact on employee satisfaction

through mediating variable financial incentive.

Hypothesis 5B: team diversity has a negative impact on employee satisfaction through mediating variables.

Hypothesis 5C: team diversity has a negative impact on employee satisfaction through mediating variable dynamic capability.

3.6 The impact of team leadership on finance incentive

Leadership is an interactive and harmonious relationship between superior and subordinate. It is an equal relationship with the leader as the leading and the follower as the subject. Communication works in the organization take effect through leadership. In the daily operation process of the organization, the leader can use the finance incentive to mobilize the overall enthusiasm and make overall planning and management by finance incentive (Gao & Wang, 2008).

The analysis of distinctive and effective leadership and incentive method requires three efforts. First, the cultivation of leadership must rely on a certain cause, or rather, it requires the leader to have “things” to do. Only when “things” is pro-social and able to meet personal demand of the staff, the initiator of “things” is possible to call upon, rally and inspire others and become a true leader with strong leadership. Second, the ultimate goal of motivation is work. Third, leaders must participate in leadership training (Yang, 2012).

The essence of management is to manage people and directors, and motivation is the core issue of management. It requires strict work requirements and pays attention to employees at the same time. This is a good manager. As a leader, a manager should set an example, set an example, and play his own role. Leadership, this is the essence of leadership and management.

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 6: team leadership has a significant positive impact on finance incentive.

3.7 The impact of team leadership on career development motivation

Talent incentive is an essential issue of management. Incentive is aimed to attract excellent talents, develop their potential ability, and encourage them to give full play to their strengths; retain excellent talents and create a benign competitive environment. In addition to leader's personal charm, a good system and career development motivation are also the important factors to attract and motivate talents (Yuan, 2004).

The key to the leadership is not the personal ability of a leader, but his influence, that is, how to influence the thinking, behavior and work of subordinates through the way they work, so as to achieve the goals of the organization. One of a leader's important abilities is to motivate employees through career development (Liu, 2014).

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 7: Team leadership has a positive impact on career development motivation.

3.8 The impact of team leadership on dynamic capability

Many studies over the years have found that leadership in a company will have a significant positive impact on the formation and development of dynamic capabilities. Here are the observations: the personal characteristics of the leader (innovation, risk taking, etc.). The results show that organizational dynamic capabilities are affected by entrepreneurship. Leaders enhance dynamic capabilities by shaping corporate culture; leaders' ability to allocate resources and adjust procedures plays an important role in the construction of corporate dynamic capabilities (Luo & Zhang, 2012).

In terms of management practices, the following suggestions are provided for enterprises to innovate and promote the development of dynamic capabilities: Ability cultivation, especially dynamic capability, is the key to enterprise development and innovation. On one hand, dynamic capability affects the level of organizational knowledge. The application of new knowledge and the invention of new technology are conducive to the realization of breakthrough innovation and development of enterprises, which are directly related to the economic and social benefits of enterprises. On the other hand, in the face of greater downward pressure on the economy and difficulties in breakthrough innovation and growth, dynamic capability can help enterprises reorganize resources, promote the upgrade of product and service, realizing progressive innovation and sustainable development (Wang & Xu, 2018).

From the perspective of personal leadership and organizational dynamic capabilities, combined with the characteristics of the company's life cycle and environment, this research discusses the relationship and significant impact of leadership and dynamic capabilities on the development of the company. This can be used to form and improve the dynamic capabilities of enterprises. Leaders in an enterprise can enhance their dynamic capabilities by shaping team leadership.

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 8: Team leadership has a significant positive impact on dynamic capability.

3.9 The impact of team leadership on employee innovation

Innovation will be at least one of the three driving forces of enterprise development. Business managers believe that innovation is a key means for companies to accelerate growth in today's global business environment. Strategic thinkers in enterprises do not only focus on traditional product and service categories, they also focus on innovative practices in business processes, distribution, value chains, business models and even management functions. First, employee innovation in an enterprise should be formally incorporated into the strategic management agenda of senior management, but in practice, few companies do this in management. If this is done in practice, it can not only promote innovation, but also manage, supervise and evaluate innovation at the same time. This can be the core factor of the company's development vision. Second, senior executives can use corporate employees to carry out innovation work to establish a dynamic innovation network in the enterprise and will not implement destructive change projects. Third, managers should be based on an innovative environment trusted by employees. Employees know that their creativity is critical to the company. It is an encouraging behavior for employees to express their creativity. Employees can manage risks together with their managers. Compared with material incentives, innovation is more conducive to the sustainable development of innovation than merely material rewards (Cheng, 2012).

Leaders are an important driving force for the growth and sustainable development of the organization due to their personality cohesion and charisma. In today's era, leadership has become an indispensable part of overall leadership. Companies need new leaders who encourage innovation (Jiao, 2020).

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 9: Team leadership has a positive impact on employee innovation.

Innovation can become financial and business success is leadership. The leadership ability of enterprise managers can influence the innovation ability of the company in many ways, and they have an efficient, excellent enterprise team and continuous innovation (Herman, 2015).

Innovation requires enterprises to make full use of various scientific and technological resources at home and abroad. The key for enterprises to cultivate core skills and competitiveness, to take the initiative in core technologies, and to establish their own security and superior areas (Wang, 2018).

Hypothesis 9A: team leadership has a positive impact on employee innovation through mediating variable financial incentive.

Hypothesis 9b: team leadership has a positive impact on employee innovation through

mediating variable career development motivation.

Hypothesis 9C: team leadership has a positive impact on employee innovation through mediating variable dynamic capability.

3.10 The impact of team leadership on employee satisfaction

From the perspective of leadership, high employee satisfaction is attributable to employee's low expectation. When leaders grasp this opportunity and use some unexpected "care" in special occasions, they can definitely bring employees' "heart" closer to the enterprise and the leader (Zhang, 2010).

Regarding the relationship between leadership job satisfaction and the relationship between the two, various researchers have conducted comparative studies on the relationship between leadership style and job satisfaction. Trott and Winsor (1999) believe that "employees need to know that business managers are supporting themselves", which will significantly improve employee job satisfaction. There must be timely and effective communication within the organization and employees must be involved in the decision-making process (Guo, 2010).

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 10: Team leadership has a positive impact on employee satisfaction.

At present, under the background of the gradual globalization and diversification of the external environment, the gradual knowledge and informatization of the internal environment, and the gradual capitalization and marketization of talents, organizations are facing unprecedented uncertainty and complexity of the environment. The more complex the environment is, the less leadership is, and the more business success depends on leadership, To explore the integration mechanism of transformational leadership style on subordinate satisfaction and organizational commitment, so as to deepen our understanding of employee attitude and behavior, and then provide help for leaders on how to improve employee satisfaction and organizational commitment (Wu, 2013).

Leadership is born in the leadership field and the ability to allocate resources within the scope of leadership by virtue of leadership activities. It is the life of leadership activities. This research analyzes the constraints and reform approaches from four aspects: personal ability, the quality and job satisfaction of the leaders, enterprise operation process and rules and regulations, evaluation system and incentive system (Liu, 2015).

Hypothesis 10A: team leadership has a positive impact on employee satisfaction through mediating variable financial incentive.

Hypothesis 10B: team leadership has a positive impact on employee satisfaction through mediating variables of career development motivation.

Hypothesis 10C: team leadership has a positive impact on employee satisfaction through mediating variable dynamic capability.

3.11 The impact of team culture on finance incentive

The corporate culture theory is committed to unifying the work and life of employees. If employees are in a company with a good corporate culture, work can become a motivating factor. Many employees may feel that going to work is more meaningful than leaving get off work. If employees are in the factory, they may need to be more comfortable than at home. In theoretical research, corporate culture does not deny that "beauty is life", but also says that "beauty is work". This is a job that employees are willing and like, a job that enables employees to realize their self-worth, and a job that has important social significance (Zhang, 2006).

The previous motivational theories studied in the past believe that if an organization has a good corporate culture and a harmonious environment, the interpersonal relationship between employees in the company will be much more harmonious. The employees in the company must have persistent professional pursuits and lofty ethics. All employees will think that the development of the company and their own achievements are one, and they must work with a good attitude. At the same time, if the company has an excellent cultural atmosphere, employees can be recognized, appreciated and rewarded for any contribution in their work. In this way, employees may have a great sense of satisfaction, sense of honor and responsibility, or they may devote themselves to work. , The incentive effect in the enterprise will be particularly significant (Qiu, 2008).

If employees always do the same boring work that lacks challenge and interest for years, employees are less motivated even though they are exposed to a good work environment and have high salary (Zhang, 2006).

As a subsystem of social culture, corporate culture has stipulated procedures, behaviors and rules that must be followed by internal management systems when dealing with employees. Like traditional social moral theory, business management generates negative incentives and restricts employees. However, the motivational function of corporate culture lies in harmonious interpersonal relationships, so that corporate employees can communicate and communicate better, and all employees need to form common values; this can make teamwork more harmonious and have a higher team cohesion. The corporate system here also provides

incentives for corporate democracy. The democratic incentive function of the company can surely call on employees' sense of responsibility. This is a public platform for employees to express their opinions and also to stimulate their creativity (Qiu, 2008).

Institutions are the rules that govern human behavior, involving social, political, and economic behaviours. Institutional culture incentive of the organization includes three aspects: general system, special system and organizational custom incentive (Zhang & Wang, 2006).

In 1990, Western scholars Organ et al. put forward the concept of organizational citizenship behavior and defined it as extra-official behavior, or extra-role behavior, the behavior of individuals in an organization that exceeds the role standard; the behavior that does not ask for rewards from the organization, but still can help others voluntarily and altruistically, and creates about the performance of the organization. It mainly includes five aspects: Take initiative to undertake tasks and activities outside work; Willing to give extra enthusiasm and efforts; Helpful and have teamwork spirit; Willing to sacrifice individual benefits in order to comply with organizational rules and procedures; Endorse, support and defend the organization's objectives (Organ, 1990).

Analyzing the link between performance and salary in the research is the most effective way to stimulate behavioral culture. It provides employees with a clear compensation framework so that they can understand what kind of behavior will lead to what kind of compensation and capital. The clearer and more specific the salary framework, the more confident and aggressive employees will be (Zhang, 2005).

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 11: Team culture has a significant positive impact on finance incentive.

3.12 The impact of team culture on career development motivation

The finance incentive of corporate culture refers to the mode and mechanism by which corporate culture stimulates employees' potential abilities. The corporate culture achieves incentive function by the finance incentive and career development motivation. The core value of corporate culture is to generate guidance. Corporate core values are the key of corporate spiritual culture and the most important core of corporate culture. It is necessary to guide enterprise to motivate employees by various incentive schemes including career development motivation, so as to finally form the core competitiveness of the enterprise (Wu, 2005).

Corporate culture reflects a series of core values formed in the process of survival and development of an enterprise, as well as the organizational and employee behaviors that are

influenced and restricted. The key to the success of corporate culture is to identify the right path of corporate culture. The corporate culture is challenging and meaningful only when it is deeply rooted and its core values are fully embodied into the behavior of employees and enterprise. Behaviors need to be stimulated. System incentive, career development motivation and environmental incentive all can greatly stimulate employees to better serve enterprises and create high efficiency enthusiasm (Yi, 2007).

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 12: Team culture has a positive impact on career development.

3.13 The impact of team culture on dynamic capability

Culture plays a key role in the construction of competitive advantage. The research here refers to dynamic capabilities as the strategic basis for constructing competitive advantage. From the analysis results, it can be seen that dynamic capabilities have a positive impact on competitive advantage. Research shows that corporate culture has a positive and positive impact on competitive advantage through mediating variables of dynamic capabilities. The intermediary variable dynamic ability plays an intermediary role between corporate culture and competitive advantage (Liang & Ling, 2015).

Organizational culture plays a role in the formation of organizational dynamic capabilities, and the first organizational culture promotes this process. Second, organizational culture is a key asset in an organization, and a better organizational culture occupies and leads the organization. Finally, the evolution path of dynamic capabilities reflects the evolution path of organizational culture (Zhang & Liu, 2007).

Material culture is the foundation of the corporate culture, including architectural features, environmental facilities and instrument and equipment (Chen, 2003).

Corporate culture is of great importance to the establishment of enterprise dynamic capability and long-term mechanism. First, the enterprise must have the consciousness of constantly updating their own ability and constructing dynamic capability. The consciousness of enterprises originates from the enterprise culture. Second, the establishment of enterprise dynamic capability and long-term mechanism requires knowledge and material ability, and also a cultural environment and spirituality, which is mainly from corporate culture (Gong, 2011).

The research shows that companies with dynamic capabilities can maintain sustainable competitive advantages. Only mechanism design and perfect institutional arrangements are the key to establishing dynamic capabilities. If an enterprise has long-term dynamic capabilities, it

must have a long-term mechanism composed of organizational learning, corporate culture and dynamic mechanisms (Gong & Xiong, 2011).

Corporate culture is first and foremost entrepreneurial culture. Entrepreneurs advocate certain values and codes of conduct and indoctrinate them into employees. When employees form such values and codes of conduct, corporate culture is formed. In other words, when entrepreneurs have a kind of dynamic thinking and instill this kind of thinking into every employee in the enterprise to form the values, team spirit, work style, code of conduct and thinking mode that are generally recognized and followed by all members of the enterprise, such a corporate culture will have a positive impact on the dynamic capability of the enterprise (Liang & Ling, 2015).

Corporate behavioral culture is the corporate culture expressed through the behavior of corporate people. Good cultural concepts and cultural customs determines that the enterprise has the right behavior culture (Ji, 2011).

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 13: Team culture has a significant positive impact on dynamic capacity.

3.14 The impact of team culture on employee innovation

Cleverly guiding employees through cultural cues is the most effective way to manage an enterprise. Employees are the largest resource in an enterprise. Employee innovation is an inexhaustible driving force for enterprise development (Zhang & Zhang, 2007).

The innovation ability of employees is of paramount importance to the development of an enterprise. Training the innovation ability of employees can help establish a reasonable knowledge structure by creating a corporate cultural conducive to the development of their innovation ability (Huang, 2008).

Corporate culture can enhance the competitiveness of enterprise cohesion and products. Just as the life has its own genes, enterprise, as an organism, has its own gene, and the gene is the corporate culture. The core of corporate culture is its concept, which determines the way of thinking and behavior of enterprise members, and stimulates the morale of employees, fully taps the potential of enterprise. A good corporate culture atmosphere can bring the wisdom of the group, the spirit of cooperation and fresh vitality, which is equivalent to installing a powerful engine in the core of an enterprise to provide a steady stream of spiritual power for the innovation and development of employees. Therefore, the construction of corporate culture should be organically combined with innovation to provide an appropriate environment and

adequate nutrition for employees' innovation (Yan, 2009)。

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 14: Team culture has a positive impact on employee innovation.

The innovation of employees is the foundation of enterprise innovation. It is the innovation behavior of employees that plays an important role in the development of the enterprise. The research analyzes the influence of corporate culture on the innovation behavior of employees, which also promotes the innovation behavior of employees (Cao & Chen, 2012).

Improving corporate innovation is the value orientation of corporate culture and the creation of an atmosphere has an impact on the innovative behavior of employees, which in turn affects the overall innovation level of the company (Chen, 2017).

Corporate culture is full of innovation atmosphere, setting up reward system to promote each other, passing organizational beliefs, strengthening team cooperation, promoting employees' willingness to share knowledge, actively solving problems and other positive goals; stimulating employees to think creatively, practicing the goal of innovative behavior, and driving the future of enterprise innovation, The impact of incentive system on employees' innovative behavior (Cai, 2017).

Hypothesis 14a: team culture has a positive impact on employee innovation through mediating variable financial incentive.

Hypothesis 14b: team culture has a positive impact on employee innovation through mediating variables of career development motivation.

Hypothesis 14C: team culture has a positive impact on employee innovation through mediating variable dynamic capability.

3.15 The impact of team culture on employee satisfaction

Modern enterprise management is inseparable from the construction of enterprise culture, and the staff is the key driving force of enterprise development. Employee satisfaction is measured by comparing employees feeling and expectation. In the fierce market competition, an increasingly number of enterprises are concerned about employee satisfaction, apart from external market changes and customer satisfaction. The increase of employee satisfaction in an enterprises can not only enhance the economic interests of enterprise but also promote the rapid and sustainable development of enterprise (Peng, 2016).

Employee satisfaction is one of the key issues in human resource management. The research on this aspect is conducive to the improvement of enterprise management and

enterprise economic benefits. The study on corporate culture can identify the main factors affecting employee satisfaction, including the employee's remuneration, working background and management style, as well as the existing problems of employee satisfaction in the process of corporate culture construction (Xia, 2017).

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 15: Team culture has a positive impact on employee satisfaction.

In recent years, with the concept of "people-oriented" gradually entering the hearts of the people, corporate culture has been paid more and more attention by the business community. The research on corporate culture has gradually separated from the pure conceptual research and entered the relevant analysis research, so as to raise the construction of corporate culture to a new height (Zhang & Wei, 2007).

With the rapid development of science and technology, enterprises have more and more urgent needs for talents. How to better retain talents and give full play to their enthusiasm. Therefore, it is of practical significance to study the impact of corporate culture on employee satisfaction (Shan, 2015).

With the continuous development of China's socialist market economy, the competition among enterprises has become increasingly fierce. The focus of competition has shifted from the competition of technology and products to the competition of deeper corporate culture, human resources and psychological capital, At the same time, through the independent corporate culture, the development of psychological capital soft power will be incorporated into the human resource management process to enhance employees' self-efficacy and promote their individual growth and performance, This is the way to success of modern enterprises (Bai, 2003).

Hypothesis 15A: team culture has a positive effect on employee satisfaction through mediating variable financial incentive.

Hypothesis 15b: team culture has a positive impact on employee satisfaction through mediating variables of career development motivation.

Hypothesis 15C: team culture has a positive effect on employee satisfaction through mediating variable dynamic capability.

3.16 The impact of finance incentive on employee innovation

As an endogenous driving force, the incentive mechanism will definitely influence the decision-making of technological innovation resources. Especially when small and medium-sized

enterprises implement salary incentives, the managers in the enterprise need to pay attention to the short-term financial performance of the enterprise. If small and medium-sized enterprises implement control incentives, it is relatively easy for managers in the enterprise to attach importance to the long-term performance and sustainable competitive advantage of the enterprise, and the enterprise needs to bear greater R&D risks and choose independent innovation strategies (Zhang & Nan, 2011).

The improvement of enterprises' independent innovation ability is the foundation of realizing national independent innovation strategy. As the main body of innovation, enterprises need corresponding finance incentives to mobilize the initiative of innovation. Finance incentive is an institutional guarantee of innovation and a transitional means for enterprises to turn wish into fact. Reasonable incentive can maximize the enthusiasm of innovators; in turn, the improvement of enterprises' independent innovation ability provides material guarantee for the effective operation and smooth implementation of finance incentive. Finance incentive is the source of power for innovation activities to start, develop and strengthen, and also the accelerator to promote enterprise innovation. Therefore, it is particularly necessary to study the influence of finance incentive on the improvement of enterprise's independent innovation ability (Chen & Chen, 2010).

There is much room for enterprise talent environment, technical management, and the ability of hi-tech innovation capacity to improve. The link between the technology work and the performance appraisal of the unit and the management team remains to be further enhanced. To strengthen the capacity of independent innovation and build innovative enterprises and achieve sustainable development must rely on scientific and technological progress, independent innovation, and the improvement of the incentive and restraint mechanism (Ma & Zhu, 2009).

There exists obvious influence between finance incentive and innovation. Different finance incentives exert different influences on innovation activities. Incentive plays an important role in innovation. The level of people's enthusiasm in a team has a direct impact on the effectiveness of innovation. To raise the working enthusiasm of innovative personnel in an enterprise is inseparable from incentives. Even if an enterprise has a good idea of innovation strategy, the performance objectives of the enterprise can only be achieved when its employees are motivated to produce a high level of innovation performance.

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 16: Finance incentive has a significant positive impact on employee innovation.

3.17 The impact of career development motivation on employee innovation

The incentives for innovative talents are designed to fully arouse the creativity and the enthusiasm of creative talents. The key lies in the improvement of the ability of independent innovation. In reality, many problems still exist in the organizational practice of incentive for innovative talents, and the incentive for career development is an important direction to be explored by enterprises (Zhuo & Chen , 2011).

In the development of China's market economy, it is clearly stated that technological innovation has an important core position in national development, or it is the strategic role of technological talents in development and innovation. The designers and organizers of innovative activities are innovative talents. These talents are the main body of technological innovation, and they are one of the key factors in promoting economic growth. As some key elements of modern enterprise management, incentive mechanism may need to play a more important role in enterprise development. Therefore, promoting the improvement of innovation performance is also of relatively critical significance to the development of the country and the enterprise. Here it is necessary to achieve scientific and technological talents and incentives, and more need to rely on the incentives of scientific and technological talents. (Yuan, 2017).

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 17: Career development motivation has a positive impact on employee innovation.

3.18 The impact of finance incentive on employee satisfaction

Employee productivity, customer awareness, and corporate profit levels will all simultaneously affect employee satisfaction. When we find that corporate management and organizational performance have such or other problems. The determinant of employee satisfaction is also the current incentive measures of the company, which can improve the stability of employees and also strengthen the enthusiasm of employees, and it can also simultaneously improve competition with the company (Li, 2011).

SMEs now are facing problems of brain drain, financing difficulties, low profits and intensified competition. Only by solving these problems can enterprises grow and thrive in the economic development. Enterprise development should be people-oriented. Employees' initiative, creativity and enterprise enable the company to continuously make great achievements. Staff are undoubtedly the greatest wealth of the enterprise and the foundation of

creation. Of all ages, management theory and management method remain endless. Whether it is employee empowerment management, sustainable development management, participatory management, project team management or other theories, the enterprises have to remember one principle: motivate staff and drive them to be willing to integrate into the enterprise and become an indispensable part. The analysis results of employee motivation and finance incentive of SMEs illustrate that the finance incentive of enterprises must be adjusted in accordance with the change of business environment. It also analyzes the problems existing in the current finance incentive of enterprises based on incentive theory, points out the reasons and clarifies its adjustment strategies (Lv, 2007).

The enterprises should first establish the management concept of people-oriented, strengthen its human resources management and improve its finance incentive. Different levels of staff with different needs in different enterprises determines the diversity of incentive methods. Enterprises need to start from their own situation, take the reality into consideration, and formulate a scientific and reasonable salary system, as well as a modern appraisal system, to improve incentives for talents. The enterprise should take the market as guide and meeting spiritual needs as object to innovate material finance incentive, so as to improve employee satisfaction.

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 18: Finance incentive has a significant positive impact on employee satisfaction.

3.19 The impact of career development motivation on employee satisfaction

The essential condition for an enterprise to survive and develop in the fierce competition is to attract, retain and motivate excellent talents and stimulate their ability fully and continuously. For modern enterprises, employee satisfaction evaluation system is a good means and tool to make self-diagnosis, and a good channel to understand employees and enable them to participate in enterprise management (Zhao, 2014).

With reference to the related theories research and the actual situation of enterprise, the investigation analysis and diagnosis improvement of employee finance incentive are carried out. This thesis analyzes the existing problems and causes of enterprise employee incentive system, improves the incentive system, and promotes the new career development motivation to better motivate employees, raise employee satisfaction, and promote work efficiency (Zhang, 2017).

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 19: Career development motivation has a positive impact on employee

satisfaction.

3.20 The impact of dynamic capability on employee innovation

After years of research, the theory of dynamic capability has exerted great influence on modern leadership and management practice. More and more enterprises and individuals are practicing this concept. Research shows that dynamic capability can improve the innovation performance of SMEs. In recent years, the research on the action mechanism of the dynamic capability theory and innovation performance basically shows that dynamic capability theory can positively influence enterprise innovation (Du, Xiong, & Wang, 2017).

In a highly dynamic environment, market competition is of high uncertainty and market opportunities are transient. The dynamic capability of opportunity identification enables enterprises to obtain information and knowledge from a wide range of sources, transfer and transform within organizational boundaries, discover and define new opportunities, so that enterprises have greater potential for innovation. The effect of dynamic capability on innovation is shown as follows: Enterprises can promote coordination and innovation within and outside the organization through effectively integrating the internal and external related resources or ability. By quickly completing recombination of enterprise resource structure, market structure, ability structure to create innovation, dynamic capability has a positive and direct effect on innovation. The enterprise must have dynamic capability and constantly update and refactor resources and capabilities, to achieve dynamic and continuous innovation (Lin, 2012).

Integration ability is the core function of an enterprise, and the core ability of an enterprise is essentially the ability to integrate knowledge. Especially for small and medium-sized companies that want to have sufficient innovation capabilities and opportunities, companies need to have strong integration capabilities. The company's competitive advantage requires the integration of knowledge in many aspects. Enterprises need to use organizational learning to acquire, create and share knowledge. If new knowledge is used to optimize and enhance an organization's behavior, it will increase organizational innovation performance (Huang, 2008).

Based on aforesaid analysis, the hypothesis below is proposed in this research:

Hypothesis 20: Dynamic capability has a positive impact on employee innovation.

3.21 The impact of dynamic capability on employee satisfaction

In the past 20 years, the overall failure rate of organizational changes carried out by enterprises,

regardless of the change mode adopted, exceeds 3/4, and the neglect of corporate culture is considered to be one of the main reasons for failure. Such a high failure rate is indeed related to the way of organizational change of managers, but the new corporate culture makes employees not agree with it, and the whole organizational change makes employees' satisfaction decrease, which is also an important reason for the failure of organizational change (Xu, 2016).

The core of dynamic capability lies in the ability to adjust the allocation of resources according to the changes of environment, including market response, organizational learning, coordination and absorptive capabilities and other overall dynamic capability of enterprises. Enterprises can implement strategic management based on the theory of dynamic capability, which is consistent with this theory, and elevate dynamic capability into corporate culture, thus affecting organizational performance and employee satisfaction.

The hypothesis below is proposed in this research: Hypothesis 21: Dynamic capability has a significant positive impact on employee satisfaction.

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Chapter 4: Research Method

4.1 Review

In order to conduct an in-depth and effective analysis of the innovation and satisfaction of SMEs employees, the case study is firstly conducted. Secondly, the data needed for empirical research is obtained through questionnaire-based survey. Whether the questionnaire design and data collection process are reasonable, and whether the data collection meets the basic requirements of the research will be related to the quality of the research. Therefore, the research design and empirical research of this thesis will be expounded from the aspects of research design and method, questionnaire method, data collection and data analysis. The variables discussed in this research model include team diversification, team leadership, motivation, dynamic capability, innovation and employee satisfaction. The definition and measurement of each variable are developed by referring to relevant literature and combining with specific case analysis and research purposes.

4.2 Case study

The literature review is the theoretical basis of this research. The case study is basically exploratory research. It conducts tracking research on an Internet company in Beijing, and through the three stages of research and enterprise development from preparation, entrepreneurship to development. To screen and analyze security, and gradually analyze and study the impact and relationship of team, leadership, motivation, and dynamic capabilities on innovation and employee satisfaction.

Why should we conduct a case analysis? The case of this research is from the Internet enterprises, the data of the cases are collected and interviewed, and the data are sorted, analyzed and classified. In the case, the development of the enterprise has developed into several stages. The development process of the company is relatively rich. There are a lot of practical problems in the process of enterprise development, which need to be solved properly through research. There are also many experiences and lessons, which can be recorded and analyzed in the research.

4.2.1 Case study methodology concept

Case studies are an exploratory empirical research method widely used in the social sciences. They are also the basic research methods for scholars in constructing new theories (Meredith, 1998), which are mainly used to answer questions about “how” and “why”.

This research mainly explores the relationship between management and variables such as innovation and employee satisfaction, analyzes how a variable affects other variables, and proposes preliminary assumptions.

The data in the case first comes from personal experience and observation. Other actual data are collected through interviews and desensitization of the actual business data of the enterprise. All the data are collected first, then sorted, summarized and cleaned, and then analyzed.

4.2.2 Research procedure

The steps in the case study should include identifying the nature of the research question, collecting relevant materials, analyzing the business, and writing a report.

Based on the research of scholars, this thesis analyzes the existing literature, conducts case studies, material collection, and enterprise analysis based on theoretical presupposition and research ideas, and constructs initial research hypotheses and research models.

4.2.3 Brief introduction of case company

This case company was founded in 2016, mainly engaged in the design, development and operation of Internet financial products. In the nearly 4-year period from 2016 to 2019, the enterprise has gone through three stages: the preparatory period in 2016, the start-up period from 2017 to 2018, and Development period after 2019. The accumulated amount of Internet loan through this company is from 100 million to 10 billion to 30 billion from 2017 to 2019. The company pays attention to personnel training. The undergraduate degree or above accounts for 99% of the enterprise employees. Front-end market and product teams have rich professional background, and all departments of the enterprise have talents with postdoctoral, doctoral and overseas education background. The company has a high quality of Internet product research and development, online and offline customer acquisition ability, automated, real-time decision-making ability. It won many Internet progress awards.

4.3 Questionnaire method

4.3.1 Questionnaire design

4.3.1.1 Why do we do the questionnaire

Questionnaire survey is a way to collect data. The reason why the research analyzes and collects data is to analyze and solve some problems or investigate the status quo, or predict some trend, etc., which is to achieve the purpose of analysis by collecting data and analyzing data. The research needs data to support the argument.

The researchers have identified the questions to be asked. These questions were printed on the questionnaire, compiled into a written question form, and then sent to the respondents to fill in, and then collected, sorted out and analyzed, so as to draw a conclusion.

4.3.1.2 Basic principles

In this research, in the questionnaire design stage, the research method of renowned scholars at home and abroad was used to make the questionnaire more effective and accurate. Meanwhile, in order to make the questionnaire analysis meet the purpose of this research, the main design process: All the initial measurement questions were obtained from the literature and modified for many times. Some of the questions were obtained from the case study, and the other part was discussed with the relevant person in charge of the enterprise. The final draft of the questionnaire was further improved and finally determined after the preliminary test.

Phase I: Determine the initial questionnaire.

By reading a large amount of literature, based on the seven variables such as independent variables, intermediate variables and outcome variables, the relevant literature is consulted to determine the relevant dimensions and issues of team diversity, leadership, culture, motivation, dynamic competence, innovation and employee satisfaction.

Phase II: Combined with the case to make modifications.

Through discussion with the relevant leaders of the enterprise in the case study process, the problem is repeatedly revised, and all the variables involved in the three stages of the enterprise in the case study are discussed. After discussions with relevant experts in the field of management, according to the feedback opinion, the phase-II version was determined after several rounds of repeated modifications to each variable, latitude and problem.

Phase III: Preliminary test feedback confirms the final questionnaire content.

Conduct preliminary test of the phase-II version, find 20 employees from different

departments of a surveyed company to conduct preliminary test, and modify the final version of the questionnaire according to their feedback and Suggestions.

In questionnaire design, this study follows the method of reference, and summarizes the following basic principles:

A. Clear purpose and topic

The best way to ensure the effectiveness of questionnaire design is to determine the questions as per research purpose and content. The questionnaire design should ensure that all questions are focused on the research topic and do not deviate from it. Therefore, the questions in the questionnaire should be expressed in simple and clear sentences.

B. Easy-to-understand content

The questionnaire respondents work across two industries. Some companies do not have or have little professional background required for questionnaires. So, unfamiliar or easily misunderstood languages should be avoided in questionnaire design.

C. Strict and reasonable structure

All the questions are multiple choice questions, and are logically arranged to some extent. In questionnaire design, items that violate the conventional thinking of the respondents are avoided. At the same time, the simple questions are put in the front, followed by the complex questions, so as to raise the interest of the respondents and make the questionnaire more authentic.

D. Reasonable and easy-to-understand questions

In questionnaire design, the answers should not be in a dilemma. The respondents prefer simple answers and meet their actual conditions. Therefore, in questionnaire design, the answers should be mutually exclusive, with clear boundaries between them. Besides, the answer scope should consider all aspects as far as possible to avoid no choice available for respondents to select.

E. Proper length of questionnaire

Long questionnaire may cause the respondents to feel tiresome, bored and impatient, so the moderate length of the questionnaire is preferred. At the same time, the questions are not difficult to control the time of answering within 30 minutes.

F. Anonymous questionnaire

It should be noted that in the process of designing the questionnaire, too long a questionnaire will make people tired and exhausted, and at the same time the design question is difficult to control. Therefore, the length of the questionnaire should be moderate, not too long.

The respondents are required to answer anonymously, and keep the data strictly confidential when the questionnaire is used for thesis and scientific research purposes.

4.3.1.3 Measures

This study includes 8 variables (Table 4.1), i.e., team diversity, team leadership, team culture, financial incentive, career development motivation, dynamic capability, innovation and employee satisfaction, with team diversity, team leadership, and team culture as independent variables, financial incentive, career development motivation, dynamic capability as mediator variables, and employee innovation and employee satisfaction as outcome variables.

We also used a set of control variables since literature review clear states that these variables may influence employees' satisfaction and innovation.

Table 4.1 Operationalization of the variables included in the study

Variable	Question	Source
Control variables	K1_company name	
	K2_Gender	
	K3_Age	
	K4_Highest education	
	K5_Marital status	
	K6_Work years in current company	
	K7_Work years in current industry	
	K8_Work years in total	
	K9_Position	
Team diversity	B1_Different ages of team members	
	B2_Different genders of team members	
	B3_Different education background of team members	Jehn, Northcraft, and Neale (1999); Cheng and Jiang (2008)
	B4_Different work experience of team members	
	B5_Different work duties of team members	
Team leadership	C1_Noble personality and high degree of confidence of team leader	
	C2_Full of passion of team leader	“Science and Technology Leadership Research” Group of Chinese Academy of Sciences (2006)
	C3_Strong foresight of team leader	
	C4_Keen insight and grasp of business needs and motivations of team leader	
Team culture	G1_Scientific and fair finance incentive of team	
	G2_Democratic decisions	
	G3_Sound organizational structure, transparent information and convenient communication	Ji, He, and Yi (2010), Case study
	G4_Harmonious relationship with each other	
	G5_Open team atmosphere that allows	

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	employees to participate in decision making	
	T1_Physical examination services available to maintain physical and mental health	
Financial incentive	T2_Sound and reasonable retirement system	Zhao (2009);
	T3_Special funds to support family affairs (such as marriage and children, etc.)	
	T4_Study fund support	
	W1_Broad promotion space	
Career development motivation	W2_Clear information about promotion path	Spector (1997);
	W3_Technical promotion	
	W4_Management promotion	
	Q1_Be able to keep an eye on technological change and development in current field	
	Q2_Be able to react quickly to the actions of competitors	
Dynamic capability	Q3_Be able to quickly detect customer preferences, needs and changes	Cai (2012);
	Q4_Be able to react quickly to the actions of competitors	
	Q5_Be able to integrate new technologies with other technologies	
	D1_Have the opportunity to bring abilities into full play and to engage in new and creative matters	
Employee innovation	D2_Get the sense of accomplishment from work and the appreciation for excellent performance	Jansen, Van Den Bosch, and Volberda (2006)
	D3_Have the opportunity to handle work independently and the contribute to future development	
	D4_Have the opportunity to guide others and exercise own leadership at work	
	M1_Satisfaction of salary and work funds	
Employee satisfaction	M2_Satisfaction of welfare and leave system	Huang (2004);
	M3_Satisfaction of work environment	Lu and Shi (2002);

The statistical table of control variables in Table 4.1 mainly includes the demographic characteristics of the research objects, including nine options. The measurement indicators of the other eight dimensions are from the literature and this case study, and there are 33 specific measurement indicators in the table.

4.3.2 Questionnaire survey

To make survey more accurate and check the feasibility and operability of the scale, this study

designs the pre-survey link to correct the problems existing in the scale.

Therefore, in the pre-survey stage, this study selects 20 representative employees from BY company departments for pre-survey. Based on the opinions, the questionnaire is revised and improved again, and on this basis, the formal questionnaire is determined for this study.

4.3.3 Questionnaire distribution and collection (sample selection)

A. sample distribution objects and selected industries under investigation

In this research, a total of two industries, Internet service industry and medical service industry, were investigated, mainly small and medium-sized enterprises in first-tier cities. The distribution objects were enterprise employees, including managers or basic employees of various departments.

Five companies were selected in the Internet service industry. The reasons why these companies choose are that they have been established for 3-5 years and their employees are small and medium-sized enterprises, each company has 80 to 300 employees and is established in recent 2-5 years. On average, 40-80 thesis questionnaires were distributed to managers and relevant employees.

Five companies are selected in the medical service industry. The reasons why these companies choose are that they have been established for 3-5 years and their employees are small and medium-sized enterprises, each company has 120 to 250 employees and is established in recent 2-5 years. On average, 70-100 thesis questionnaires are distributed to managers and relevant employees.

B. Data Collection

A total of 774 questionnaires were distributed and 523 questionnaires were recovered, with an effective recovery rate of 70%. The questionnaire was distributed from April to June 2020.

From the collecting data, the Internet and medical service industry accounts for 50%, respectively. All questionnaires are filled out online, and are accessible to the respondents by mobile phone or computer. The online data collection platform introduces the research purpose, significance and operation process, and does not keep the records of respondent name and company information to reassure the respondents and thereby answer questions out of real thoughts.

4.3.4 Statistical method

In the data analysis stage, the two softwares are SPSS software respectively.

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Chapter 5: Results

5.1 Case study - results

In the case, BY Company started to prepare since 2016, and took about 4 years to prepare, start business and develop. BY Company belongs to a SME, but its uniqueness made it grow fast year by year. This thesis studies the promotion and influence of innovation, motivation and employee satisfaction in all phases by management means and practice.

The researcher is one of the founders, and a senior manager of the BY Company, who participated in and led the company from scratch to the development stage. All the data and tables in the case were collected and analyzed from the operation facts of the company.

5.1.1 Company overview

BY Company is a licensed company established upon the approval of supervision in December, 2016. The company's team now has above 240 employees, with 6 independent first-level departments. BY Company is an internet science and technology Company, and drives the corporate business and product development by science and technology and big data. All users are based on online product application and credit granting. Besides, it completes the entire product flow by the automatic approval of the system, and the company has been ahead of the industry, in view of the innovation and implementation of product and new technologies.

It was started from a team of 3 in the preparation phase. After half a year, it was opened and started to do business. Both the team and resources were gradually expanded in entrepreneurial phase, and all departments' management process and system were gradually perfected. It was in the development phase after spending two years in entrepreneurial phase. Management became increasingly important, while the process was getting better and better. The company was developed in accordance with the set process, and promoted on the basis of the process and system.

5.1.2 Case analysis

In preparation, entrepreneurship and development phases, the company's team members were expanded to 240 people from 4 people, and all the product systems, risk system, operating

system and information platform were built and operated from scratch. The company started with no foundation, started up business, developed and became scale-oriented step by step, with certain differences in corporate culture, management mode, innovation and employee satisfaction in these three phases.

The development of an enterprise can be divided into three stages: 1. The primitive accumulation stage. Two: Resource accumulation. Three: The mature stage of enterprise development. At this time, the crisis of business management is the bureaucracy of senior managers and the bureaucracy of senior managers. They will establish the common values of the enterprise organization, but will not practice them seriously and down-to-earth (Fan, 2018).

Based on resource theory, ability theory, decisive factor theory and stage theory, in the initial stage of entrepreneurship, the main work of management of small and medium enterprises is to enhance resources. In the period of enterprise growth, the focus of enterprise management is to strengthen management and institutionalize. Operational management strategies include standardizing corporate management, strengthening system construction, and implementing alliance strategies. During the development period, the focus of corporate operation management is to enhance innovation capabilities, entrepreneurial capabilities and environmental forces, while operational management strategies include comprehensive innovation, implementation of integrated strategies, diversification strategies and internationalization strategies (Zhao, 2010).

First stage: There were no fixed systems or process in the initial preparation phase, and all jobs were unstructured. Since the team scale was small in the initial phase, no multi-layer flow was required, with high-efficient decision-making, flexible and fast work promotion. Core backbones could support the entire team work, and most employees held several posts simultaneously in high spirits of entrepreneurship. Team members were familiar with each other and communicated smoothly, but it was of the disadvantage of risk and potential hazards.

Innovation mostly refers to copying and following trends in the industry, with no sufficient capacity and resources to invest in innovative projects but bigger risks.

Under high employee satisfaction and huge pressure, without a specific incentive policy, the team can still keep its passion and fighting capacity.

Second stage: In the fast development of business, when team scale expanded too fast, management problems occurred. There were a series of problems to be solved, including the cultivation and integration of new employees, cross-department communication process and mechanism, the formation of corporate culture, the maintenance of entrepreneurial spirits, evaluation and motivation.

It is requested to consolidate the foundation in entrepreneurial phase, stabilize the team, perfect and optimize the organizational process, find out business breakthrough in business and realize stable profits for the company.

Innovation is the objective and task emphasized in the phase. The company encourages individual and team innovation in the system, and employees of all departments can form teams freely, to solve innovative projects. Besides, the company will provide support and rewards. The innovation of products and technologies is also the key objective of the company.

Personnel can expand fast in entrepreneurial phase, employees are basically recruited by market-oriented mode, with big differences in educational background and industrial experience, and high diversity degree. Since people have different working habits and experience, a standard work process is required to normalize people. Both the process and system are also gradually perfected in entrepreneurial phase. Independent teams of all departments gradually form department sub-culture.

Third stage: Build teams with a certain foundation and rich experience in the development phase, to raise business scale and profit-making mode to a higher level. Besides, it is requested to accumulate reputation, user and channel cooperation in the industry. Strive to make the company mature in development phase, and enter the first echelon of the industry.

One of the business objectives in the phase is to realize ordered and stable development, compliance and process orientation.

All work should be done in accordance with a set of standard process and system in the company, free of any individuals' arbitrary changes and excessive influences, to realize more mature corporate governance, and decrease work errors and corresponding risks.

Corporate culture has been precipitated, and members entering the company must adapt, get familiar with, and recognize the corporate concept, corporate system and corporate culture, and make all employees develop and gain the sense of identity under the same set of culture.

System culture has been formed in the company, with gradually completed rules and regulations, clear division of responsibilities, and complete systems of process and regulations of departments. The team is of more transparent information, more convenient communication, basically reasonable and sound adjustment of organizational structure.

It has formed innovation system. As for gradually mature companies, it is difficult to win the market with freshness, and process-oriented innovation has been fully implemented as per corporate systems and resource input, and all the processes, management systems and products can be innovated and released to the market according to the phase.

5.1.2.1 Interview survey

Table 5.1 Interview information

	Work Experience	Human resources department acquisition	Human resources department acquisition	Human resources department acquisition
	Position	Human resources department acquisition	Human resources department acquisition	Human resources department acquisition
	Team scale	Human resources department acquisition	Human resources department acquisition	Human resources department acquisition
Team diversity		interview	interview	interview
Leadership		interview	interview	interview
Culture		interview	interview	interview
Motivation		interview	interview	interview
	Training and motivation	interview	interview	interview
Dynamic capability	Market dynamic capacity	interview	interview	interview
	Technical dynamic capacity	interview	interview	interview
Innovation	New product development	interview	interview	interview
	Innovation ability	interview	interview	interview
Sustainable Development	Employee satisfaction	interview	interview	interview
	Profitability	interview	interview	interview

From December 2016, BY company has been operating until now. Through analyzing the company's financial and operational data, and according to the interview plan, Table 5.1 summarizes the basic content and problems of the interview. The main interviews are three aspects of the company, including senior executives, middle managers and grass-roots employees. The key research contents (team diversity, leadership, culture, motivation, leadership, Dynamic capability, innovation and sustainable development) in three different growth stages of enterprises.

A. The number of interviewees: all senior executives and department heads, 50% directors,

8 departments, 5-8 employees in each department.

B. Interview method: mainly chat and exchange in the office, and ask specific questions in Table 5.1.

C. Data collation: after the interview, the researcher will fill in the form according to the questions answered by the interviewers, and sort out the data specifically. The quantitative indicators will be directly averaged, and the qualitative indicators will be classified and counted according to the answers.

5.1.2.2 Interview results

Table 5.2 of this analysis table analyzes the differences and differences of preparation, entrepreneurship and development nodes from the perspective of variables and dimensions, and the variables of the company in the three stages. All the data come from the actual operation data of by company, interviews with management and employees.

In the preparatory stage, the team size is small, the management is relatively single, the management system is not perfect, the staff structure is simple, and there is no stable culture. In the entrepreneurial stage, the core backbone is gradually formed, the team has begun to take shape, and diversified teams are formed. Each team has gradually formed a sub culture. The company has basic viability, but it is still in the stage of loss. In the development stage, the team is gradually stable, especially forming a group of core backbone and stable management team. The company has innovation ability and employee satisfaction, and the company begins to make profits.

Table 5.2 Comparison of variables in three development stages

Team diversity	Work Experience		Most of them have above 5 years of rich experience, and can form the core backbone;	Fast recruitment, absorbing lots of employees born after 90s or 95s;
	Position		Backbones of the initial phase gradually grow into the senior management team of the company;	Lots of grass-roots employees are newly recruited;
	Team scale	60 persons	200 persons	250 persons
Leadership		Relatively simple	Diversified team	Diversified team
		Mainly personal management	Authorization management	Authorization management

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Culture		There is no culture yet	Department sub-culture	Department sub-culture
Motivation	Evaluation and system	There is no relevant system	Gradual perfection	Sound system
	Training and motivation	No	Gradually improve the relevant system	Sound system
Dynamic capability	Market dynamic capacity	None	Preliminary construction of new customer capability	Enterprises have been established to build new customer capacity
	Technical dynamic capacity	Preliminary establishment of groups	Developing the ability of technological innovation	Building of sustainable technological innovation capability
Innovation	New product development	Basic development capability	Construction of product development process and system	Have a complete new product development system
	Innovation ability	It's mainly imitation	Innovation ability of some products	Systematic innovation ability has been established
Sustainable Development	Employee satisfaction	Basically satisfied	General	More satisfied
	Profitability	None	Losses;	Gradual profit-making;

5.1.3 Management practice in preparation phase

The company officially established the preparatory group in May, 2016, and prepared the supervision and application materials, and submission procedures, while sorting out product procedures, information system and recruiting new employees. When the project starts, there is only a big framework for product scheme and market expansion, which should be gradually refined and fast promoted. There is also a blank in information platform and support system.

A. Stage Target

The preparation phase has 3 objectives and 1 core objective.

Objective 1: Core objective; successful opening on schedule was the most central objective of the preparation phase, and leader of the preparatory group received the company's decision in May, and was requested to build a team to promote the project, and complete the opening work at the end of 2016.

Objective 2: Team building; 4 people were transferred from the group at the initial preparation phase, to form the temporary group, division of labor was applicable, in case of no team, and specific promotional items should be decomposed one by one, and there was also no

clear objective about the quantity of recruitment.

Since business shall be carried out online, information system is critical, and without business, no business can be carried out, and business system must be online and carry out business during the opening. Firstly, it is requested to build technical team, followed by market team, risk team and product team, etc.

Objective 3: Business reserves; it requires time and resources to normalize, design and implement strategic emphasis, development model, operating objective, and featured products during the opening phase. One of our objectives in the preparation period is whether we can get familiar with business process, and gain certain business scale and incomes on the first day of opening. There must be some problems, if we fail to do so. Generally, we need to solve problems and optimize procedures in operation development.

B. Conclusion

Investigation of the same industry: There already have some mature companies operated for years in the same industry, and communication of the same industry is critical in the initial preparation phase, so it is applicable to visit the same industry to exchange experience, operating mode, industrial barrier and difficulties, and jointly explore and develop business, share resources and gain mutual benefit.

System and process: Most work processes are based on habits and experience of team principals in the initial preparation phase, and project promotion depends on individual capacity, without normalized process. As the team expands, some processes and habits gradually precipitate and form cultures and systems.

Innovation: The preparation of a new company is accompanied by lots of innovation, and with small team scale, simple and fast decision-making, there will be more trial opportunities, and since there are no historical burdens, it is fast to adjust errors, if any. Both the innovative behaviors and modes are supportive, and there can be many small-scaled innovation, improvement and necessary adjustment in the preparation phase.

5.1.3.1 Team culture

A team of 4 was expanded to a team of 60 within half-year preparation phase, and 10 personnel would be increased averagely per month. 5 teams involving market, product, risk, information, and composite were built in the preparation phase, and each small team would recruit principal at first, who would decide the team members.

Before the Preparatory Group, all team principals are management personnel, department and relevant business principals of each company, and the first batch of employees recruited by

each principal after taking their job will be their former colleague, friends or recommended personnel.

The diversity of the team is relatively rich. First of all, the team is relatively young, and there are many sources. At the beginning, the members of the team are rich in professional knowledge.

The diversity of team tasks is rich, the work in the preparatory stage is relatively miscellaneous, and the work responsibilities and tasks are relatively rich.

All small team members are basically recruited by team principal. Employees of the first batch know each other, and most of them used to work in the same team, so the small team will form fixed culture, workstyle, and fighting capacity with no need for running-in. All teams will form their own unique culture, and gradually grow into a department and form sub-culture of the company.

All small team members joined the preparatory group preparatory group from different companies, with different working modes and work experience, but no special restriction on gender and age, etc., but most grass-roots employees are born after 90s, while the management team was born after 80s. There is no strict restriction on education background in the initial preparation phase, which can be varied from post-doctor to bachelor and college degree. Employees of the entire preparatory group are diversified, with huge differences in team information, knowledge, experience, working and communication mode, so it requires certain running-in period.

The company has not formed a unified culture, rich in material culture, but lack of institutional culture, and the decision-making process is simple and efficient.

5.1.3.2 Motivation

Employees of the first batch in the preparation phase are mostly friends and colleagues, so people recognize their salary, post and the expectation for its future development. The team is small but united. It requires no special spiritual or material motivation in actual work, and people are working hard towards the objective of opening in the preparation phase.

No fixed motivation measures or schemes were formed in the preparation phase, but after completing each milestone, the team will hold celebration activities, make the team feel the promotion of projects as planned, and all people will work hard towards the same objective, so most motivations are from spiritual layer.

In this phase, both the team and employees basically require no clear motivation modes, people will strive to work hard, go through process, and take active and positive actions to

realize periodic objectives. While all small team members are working hard, new members will be motivated, blend in better and work actively.

5.1.3.3 Innovation

Internet industry is changing fast, and a company to be opened will face many problems and challenges. There can be barriers in the work process, working mode, cross-team communication, product innovation and the communication with third party cooperation partners in the preparation phase.

As for product innovation, the company should release at least 1-2 new products to users during the opening, and this is critical in the preparation phase. Product innovation should be judged as per corporate strategic positioning, advantages and disadvantage, resource ratio and market conditions, and generally require industrial analysis in the market, product comparison and the analysis of competitive products, to make sufficient judgment and innovation.

When the company releases new products in the industry, it should have its own innovative characteristics, and after studying the products of its peers, innovative characteristics of the business are mainly positioned as full-online and automation:

Full-online: When providing services, traditional financial institutions require users to the bank for signing or customer manager should see the user in person. Products provided by the company are fully online from its application to use, and users can use the product in 24h at any place.

Automation: While applying for products, users should remove manual intervention, and implement automatic processing in the entire process, to improve efficiency, decrease cost, and remove artificial subjective factors.

Firstly, the innovation in preparation phase should be positioned on the basis of the company, select mainstream trend and development direction of the industry, and regard this as the objective and innovative direction of the company, but do not rush in innovation, and remember to make compromises in partial innovative practices, and iterate by phases.

In consideration of self-development and purchasing options during the design and development process of products, the initial decision is to cooperate with a third party, in view of technologies with mature markets, long research period and high cost, such as face recognition technology, equipment fingerprint. As for business with frequently changed demands, core technical team should organize manpower and focus on tackling key problems, such as anti-fraud technologies, and big data analysis system.

The team is immature in the preparation phase, and requires some time to accumulate in

business and technologies, and should select wisely in innovation, gather all resources to master core technologies, introduce technologies from cooperation partners and digest gradually. After mastering core technologies, the team gradually masters comprehensive technologies and innovative points as it expands slowly.

Innovation in preparation phase should be customized as per resources and team capacity, rather than being blindly implemented in large scale. It shall be pointed, and prevent from inputting residual resources in unnecessary innovative technologies. It is requested to focus on actively selecting necessary innovative points, and acquiring innovative achievements periodically after intensive resource input.

5.1.3.4 Employee Satisfaction

The team of 4 was fast developed to a team of 60 in the preparation phase. Although there was no specific investigation about employee satisfaction, it has flat team management and simple management layer. When team principal communicated with employees, it was found that most members were satisfied with the current status, and had high expectations for specific work, future remuneration and promotion opportunities.

Specific work: Work is completed from scratch in the preparation phase, and the difference with mature companies is that, all people have enough space to develop under hard work, with more innovations, few rules in the initial phase, and bigger space to give full play to their potential. It is relatively rare to participate in the process of building a company from scratch, and personnel can grow faster under such environment.

Future remuneration: All team members are newly recruited, and in the initial recruitment phase, there can be certain increase in salary, more corporate development spaces and industrial increase. It is expected to have a bigger space to grow in future remuneration and welfare.

Promotion opportunities: After the opening, it is of big promotion space in the predicted future, and both the team backbones and team leaders are of more promotion spaces.

The company is of clear objectives and simple teams in the initial preparation phase, with newly participated members, hoping to show their talents in hard work. There are no many requests for the company in the phase, and the employees' satisfaction is relatively high.

5.1.4 Management practice in entrepreneurial phase

After half a year's tense preparation, the company was opened at the end of 2016. Solid preparation work in initial phase also reserved business, and business was done on the opening day. The company already had a team of about 60 during the opening, and most of them were

young people born after 90s.

Both products and business were sorted out before the opening, and business was done gradually after the opening. However, no complete and feasible ready-to-implement annual plans were sorted out in the initial phase. Therefore, annual plans should be newly sorted out, including the annual total business scale and annual profits, and should be divided by quarters and months. Besides, a series of support resources, including product plan, risk plan, market promotion scheme and expenses, IT platform construction should be completed as planned.

After sorting out the annual plan, and revising some work in the initial phase, especially when it comes to the new products planned, which should be online as soon as possible. It required 2-3 months from the planning and design to putting it online, and at least 1 month to officially operate. New products won't bring large-scaled business to the company in the first 3-5 months. In the first three months before the opening, resources were used to consolidate the foundation, new product systems and operation platform should be built, and all department resources should be re-scheduled and developed.

The big problem during the opening was small business scale, which was far behind the existing business target, and the main reason was as follows:

- a. Initial business preparation was insufficient, and some products weren't online as planned due to many reasons.
- b. Lack in complete, systematic or implemented business plan.
- c. Insufficient evaluation of difficulties, and insufficient experience in doing business.

A. Stage Target

The company is in entrepreneurial phase after the opening, and generally, it will take 2 years for a company to acquire a basically stable team, and it is requested to refine corporate strategic objective, product innovation, stable management team and operating performance in the entrepreneurial phase.

B. Conclusion

a. Management procedure system: The management system is built from scratch, and all departments' work process is led by the department. The department will firstly work as per habits, and transit to work as per the process. The department will sort out and discuss about the process internally, and form fixed publish system. System advantages are clear and convenient. All people know clear work link and the principal, especially after the team scale expands. People will feel at loose ends and decrease the overall work efficiency of the department, in case of failing to catch up with the system.

No complicated process is required for less than 30 people, for complicated process will

influence the efficiency.

In case of 30-50 people, it is applicable to adopt simple process, descriptions, boundaries and scope of responsibilities.

In case of 50-200 people, and the team reaches to 50 people, with no fixed process or system, it will show obvious decrease in both the efficiency and operation, with obviously increased team faults and events. Especially after the participation of new members, it can be hard for them to blend in within a short time, and they need to grope forward in work. Before the process is completed, it is always the bottleneck of the company in helping new employees blend in, perfecting process, and conducting cross-department work.

b. Incentive measures: Employees of the company are mostly born after 90s, and the old-fashioned material motivation has no obvious effect, so the team will encourage employees with industrial and corporate development, growth, promotion, team atmosphere and focus, which has acquired obvious effect, and both the employees' hard-working degree, satisfaction and demission rate are better than the general level of the industry.

c. Innovation ability: In the initial innovation phase, there are many individual innovations, and after system-oriented mode was implemented, individual innovation rate was decreased slowly, but there were more joint R&D and hard work of the team, and innovation capacity was also controllable as a whole with the input of resources, and both the achievements and quality can conform to the budget.

5.1.4.1 Team culture

Team management was always promoted and kept evolving in all phases within the two-year entrepreneurship.

Initial entrepreneurial phase: Principals of all departments focused on recruitment and the promotion of key affairs, without any team management, department system or process, and all principals participated in specific works.

Half a year after the entrepreneurship: As the team expanded, 6 independent departments were established, including Marketing Department, Product Department, Risk Department, Information Department, Compliance Department and Comprehensive Department, and all departments started to formulate systems and processes of the department, and as time went by, all departments formed their own sub-culture. Half a year after the opening, 6 departments successively published 96 department systems and the entire company started to develop towards process, system and compliance orientation.

One year after the entrepreneurship: The team gradually stabilized after fast expansion, and

all departments formed their own fixed subculture and fixed work process along with the trans-department process. The entire company formed a set of sound system, and people gradually transitioned from a company based on habits to a company based on systems.

5.1.4.2 Motivation

Personnel have expanded fast in all departments, and the company also expanded to 240 people from 60 people in the second year. Core personnel in the initial phase gained promotion, and each team has clear promotion routes, especially for management posts, which can acquire promotion fast. Besides, the company also has clear promotion routes, There is a standard salary system.

5.1.4.3 Innovation

The company has mature schemes and models for its business in the market and there are products and client acquiring model of peers in the market. In the initial phase of innovation, the company focused on imitating similar products, and after it was opened for half a year and started to get familiar with the business and the market, it released innovative products with its own characteristics. After products were released, it is requested to constantly optimize and iterate products as per user feedback.

The company has input a lot in the innovation of products and technology. First of all, the quantity of risk and technical team can occupy about 70% of the company, secondly, the unit for the iteration speed of products is week. The overall motivation scheme of the company is to encourage employees to innovate.

5.1.4.4 Employee Satisfaction

In the initial entrepreneurial phase, the company expands personnel fast, but corporate culture and employee relationship maintenance fail to catch up in time, so it is obvious to see the decrease in employee satisfaction, the higher demission rate of employees, non-striving and shuffling phenomena among employees.

When employees of the company exceed 100 people, recruitment and training start to be system-oriented, and the systematic employee motivation scheme and employee relationship will gradually influence the team, reinforce superior and subordinate communication, and understand the reasonable appeal of employees. Including optimizing working environment and the daily experience of employees, delegating partial authorities related to the maintenance of employee relationship into small teams. The systematic employee relationship system is good to improve employees' stability and overall satisfaction.

Effective handling of employee relations mainly includes the following points. Enterprises need external competitive, internal fair salary and scientific and reasonable incentive mechanism. Establish a good communication channel to ensure the effective communication between the enterprise and employees. Optimize the enterprise working environment and create a good working atmosphere.

Internal Client Satisfaction:

To evaluate and improve the mutual support and service of all departments, collect questionnaires regularly, and all department heads score uniformly. Comprehensive assessment was made on the basis of internal processes, quality of service and support.

Appendix 6: Internal Customer Satisfaction Questionnaire

5.1.5 Management practice in development phase

After the accumulation in the former two phases, the company's management team, division of labor, and scope of responsibilities have been basically fixed by sorting out and appointing the company's management layer and clear division of labor. The company's management layer and all department teams have also released a system process and management system, sorted out cross-department and in-department work and form a fixed process, and the entire company is operated as per the published system.

A. Stage Target

The company used two years to consolidate its foundation in the entrepreneurial phase. The next objective is business index and profit index, while the most core index is to make money. All objectives are oriented to these indexes.

In the entrepreneurial phase, the team was in constant running-in process with the management process, and made detours. In the development process, the company's management team was successively changed, and caused certain influence on the overall development. However, the overall entrepreneurial atmosphere in the company was unchanged. It has cultivated a batch of core backbones over the recent two years of development. When a clear objective is formulated and implemented, the overall rhythm of the company shows obvious acceleration, and different business objectives and overall corporate strategies are completed by phases.

B. Conclusion

Operation and positioning of the company: After the grinding and exploration in the entrepreneurial stage, though the company also takes a wrong path in the business line and product innovation, most importantly, the company realizes own ability and business

positioning, make up for the company's shortcomings, and identify the correct business direction. Set a strategy, stabilize the team and quickly implement.

Working flow: Nothing can be accomplished without norms or standards. A high-speed developing company must establish norms, processes and systems, so that the entire company can operate following standardized processes. The company continues to improve its processes and systems during the development stage, and six departments optimize the processes monthly. A total of 230 related systems and processes are issued.

Stimulation: The creativity and cohesive force can be increased by continuously motivating employees. The company grants corresponding salary increase, money payment and excess performance share through fair monthly and annual evaluation. All employees can be guaranteed with the systems and practices in the spirit, personal ability, job promotion.

5.1.5.1 Team culture

After the enterprises fast enters into the development phase, the team scale expands fast. In the initial entrepreneurial phase, the corporate management was oriented to the regulation by people, with coarse management or incomplete system. After spending 2 years in entrepreneurship, the company entered in development phase, with big changes in team management styles.

When the enterprise was still small, management was unnecessary for the team, and after the team scale grew, it required stronger leadership, decision-making capacity and execution. All departments have different work processes, systems, leading styles and leadership performances.

In the initial entrepreneurial phase, team principal led the team to work at the front line. After the team reached to a certain scale, team management presented certain management layer, and required hierarchical management and work upon authorization. The company and the team will release work process and relevant system to promote work.

Team division: The management scope of a person is limited, and shouldn't exceed 8 people in general. The team is getting bigger and when members of a team exceed 8 people, it will be divided into small teams, to facilitate management and work in small teams.

Backbone cultivation: There are A-roles/B-roles in all management posts and core posts, in view of cultivating A-roles and B-roles, B roles can also lead a team fast after the team grows.

5.1.5.2 Motivation

The evaluation system is sound in development phase, and is gradually completed from monthly evaluation to annual evaluation. It can realize complete and qualitative evaluation as well as

quantitative evaluation and 360 assessments. The overall evaluation system of the company becomes completed and mature gradually, which is good for improving employees' satisfaction.

At this stage, the company also forms monthly assessment, department performance distribution table, 360 evaluation questionnaire and employee performance. At the end of the year, there are outstanding staff assessment and year-end performance appraisal.

Annex 11: employee performance interview record form

5.1.5.3 Innovation

The company has formed a mobile, digital, and in-depth scenario-based business form, with online products for its own customer groups, forming "online" marketing, transaction, and service touch points or interfaces, and continuously strengthening data-based decision-making and centralized operation processes The new Internet consumer finance service model.

A risk control system with a risk control decision-making engine as the core has been established. Under the dual drive of technology and data, it supports the automated processing of a large number of businesses in real time, identifies absolute risks and identifies relative risks in time, and gradually forms the core competitiveness of products.

Innovation ability:

As the team and processes are mature, the company's ability to innovate is gradually increasing. Moreover, in order to produce the sufficient innovation achievements and speed, the company has formulated perfect incentive policies, and input personnel and other resources. At present, the new product development and technology R&D of the company have been promoted according to a predetermined cycle, the company launched a personal innovation challenge.

Appendix 12: Approval Form for Project Application

Appendix 13: Project Evaluation Sheet

5.1.5.4 Employee satisfaction

For the overall satisfaction of employees to the company, each employee has a scoring standard for the company. The points of concern for each project are compared with those of original companies or the same type of companies. Once the satisfaction declines, the employees do not work hard enough or are going to resign. Especially for the current post-90s and the financial industry, the employees will leave office whenever there is a disagreement, and they have many choices after leaving the company, therefore employee satisfaction is especially critical and important.

Office environment: At present, the company is good in the aspects of hardware, software and office location.

Salary and benefits: Relatively moderate level compared to the same type of companies.

Work intensity: There are many issues in the company's development stage, so the work intensity is above average.

Learning space: The Company has a special training budget and requirements, and each department organizes internal and external training on a periodic basis.

Promotion space: The space is large. The company is developing fast, and the business and team scales are expanding rapidly. If the employees can keep up with the company's development, both possibility and space for promotion are relatively large.

At the initial stage of the company business, everyone was a fireball. But after a period of sprint, employees gradually slack off. After the management system and incentive system are gradually improved in the company's development stage, the overall satisfaction of employees ranks among the highest in the industry.

In the case, there are three stages of enterprise growth. Based on the results of the case study and the different stages of enterprise growth, this research summarizes the data related to the research variables. All the data come from the interview results of many senior executives, middle management team members and front-line employees. For a fast-growing enterprise, innovation and employee satisfaction are more important factors in the sustainable development of the enterprise, especially in the process of rapid development, there will be one or another problem, which requires the enterprise to have a continuous management system, stable staff team and high cohesion of the management team, and constantly adapt to the new environmental changes and management changes with the times.

5.2 Questionnaire survey analysis

5.2.1 Descriptive statistics

In this study, a total of 12 Internet and medical service companies are surveyed and 774 questionnaires are distributed, 523 of which are recovered, with the recovery rate of 67.57%. Since all questionnaires are filled out online, 523 valid questionnaires are collected in total. The basic information of enterprise and employee samples is set out in the Table 5.3.

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Table 5.3 Company type and registered place

No.	Company name	Company type	Registered place
1	I_Company A	Internet technology company	Beijing
2	I_Company D	Internet technology company	Beijing
3	I_Company B	Internet technology company	Beijing
4	I_Company C	Internet insurance company	Beijing
5	I_Company G	Internet technology company	Xuzhou
6	I_Company E	Internet finance company	Beijing
7	I_Company F	Internet technology company	Hefei
8	M_Company A	Medical service company	Shanghai
9	M_Company B	Medical service company	Wuhan
10	M_Company C	Medical service company	Beijing
11	M_Company D	Medical service company	Nanjing
12	M_Company E	Medical service company	Beijing

Table 5.4 shows the basic information of employee, and the statistical frequency, proportion and effective ratio of each category.

Table 5.4 Sample description

Item	Category	Frequency (N=523)	Proportion (%)	Effective proportion (%)
Company type	Internet company	262	50.1	50.1
	Medical service company	261	49.9	49.9
Current company name	I_Company A	43	8.2	8.2
	I_Company B	56	10.7	10.7
	I_Company C	32	6.1	6.1
	I_Company D	12	2.3	2.3
	I_Company E	43	8.2	8.2
	I_Company F	48	9.2	9.2
	I_Company G	28	5.4	5.4
	M_Company A	42	8.9	8.0
	M_Company B	62	11.9	11.9
	M_Company C	52	9.9	9.9
Gender	M_Company D	44	8.4	8.4
	M_Company E	61	11.7	11.8
	Female	263	50.3	50.3
Age	Male	260	49.7	49.7
	Below 20	3	0.6	0.6
	20-25	104	19.9	19.9
	26-30	246	47.0	47.0
	31-40	142	27.2	27.2
	Above 40	28	5.4	5.4

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Highest education	College degree	172	32.9	32.9
	Below college degree	49	9.4	9.4
Marital status	Doctor or above	4	0.8	0.8
	Bachelor's degree	257	49.1	49.1
	Master's degree	41	7.8	7.8
	Married	267	51.1	51.1
	Unmarried	247	47.2	47.2
Work years in current company	Divorced	9	1.7	1.7
	1-2 years	137	26.2	26.2
	Less than 1 year	133	25.4	25.4
	2-3 years	101	19.3	19.3
	3-5 years	88	16.8	16.8
Work years in current industry	5 years or above	64	12.2	12.2
	1-2 years	82	15.7	15.7
	10 years or above	63	12.0	12.0
	2-3 years	128	24.5	24.5
	3-5 years	150	28.7	28.7
Total work years	5-10 years	100	19.1	19.1
	1-2 years	37	7.1	7.1
	10 years or above	111	21.2	21.2
	2-3 years	59	11.3	11.3
	3-5 years	155	29.6	29.6
Position	5-10 years	161	30.8	30.8
	General staff	327	62.5	62.5
	Middle manager	72	13.8	13.8
	Person in charge	7	1.3	1.3
	Senior management	18	3.4	3.4
	First-line manager	99	18.9	18.9

5.2.2 Reliability and validity test

5.2.1.1 Reliability test

Reliability refers to the consistency level of the data obtained by use of the same method to measure the same object twice. It represents the reliability and consistency of the measured data in the scale, and therefore is an important indicator to measure the quality of data and reflect the true degree. To be specific, the greater reliability coefficient means the greater reliability degree of the measurement.

Now, the α coefficient of each variable measured (Cronbach's) is used to test the

consistency reliability of each dimension and its data in most statistical studies, so as to reflect the degree of random error and test reliability. The larger α value leads to the closer relationship between items, the higher internal correlation of items and the more reliability of measurement. Devellis (1991) pointed out that the α value of the total scale table and the sub-scale table should not be less than 0.75 and 0.70 respectively, preferably in the range between 0.75-0.85. If the α value is beyond the reasonable range, the corresponding items should be deleted or even the scale should be revised.

Therefore, according to the above method, SPSS software is used for statistical analysis of the scale, and the results show that the α value of the eight variables in this study is greater than 0.75. The statistical analysis results indicate good reliability of the scale.

The Cronbach value, i.e., consistency coefficient of each variable and computation index calculated by SPSS are set forth in the Table 5.5.

Table 5.5 Cronbach alpha for the variables included in the study

Variable	Number of items	Cronbach value
Team Diversity	4	.81
Team leadership	4	.92
Team culture	5	.925
Financial incentive	4	.812
Career development motivation	4	.913
Dynamic capability	5	.915
Employee innovation	4	.893
Employee satisfaction	3	.878

In this study, the mean Cronbach value is above .70, indicating that the questionnaire designed in this study is of high reliability.

5.2.2.2 Validity test

KMO and Bartlett's test were performed before factor analysis, and common factor analysis method and orthogonal rotation maximization variance method were adopted to make factor analysis for common factors greater than 1. The absolute value of related factor load is greater than 0.5.

5.2.2.2.1 Validity test of independent variables

Factor analysis was made for the items on the initial scale of the independent variable. There are three independent variables, i.e., team diversity, team leadership and team culture. Table 5.6 the KMO value is 0.903, and the Bartlett's test P value is 0.000, lower than the significance level of 0.05. This indicates relatively sufficient sample data.

Table 5.6 Independent variable kmo

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.903
	Approx. Chi-Square	4786.419
Bartlett's Test of Sphericity	df	91
	Sig.	0

Exploratory factor analysis is carried out on team diversity, team leadership and team culture of independent variables. In Table 5.7 principal components are used to extract factors with eigenvalues greater than 1, and the factors are extracted by maximum variance rotation. All factor load values are greater than 0.70, and the results are shown in Table 5.7, which shows that the variable has good construct validity.

Table 5.7 Factor loadings

Items	Team Diversity	Team Leadership	Team Culture
B1_Different ages of team members	0.782		
B2_Different genders of team members	0.721		
B3_Different education background of team members	0.786		
B4_Different work experience of team members	0.797		
B5_Different work duties of team members	0.698		
C1_Noble personality and high degree of confidence of team leader		0.879	
C2_Full of passion of team leader		0.895	
C3_Strong foresight of team leader		0.807	
C4_Keen insight and grasp of business needs and motivations of team leader		0.695	
G1_Scientific and fair finance incentive of team			0.805
G2_Democratic decisions			0.857
G3_Sound organizational structure, transparent information and convenient communication			0.798
G4_Harmonious relationship with each other			0.705
G5_Open team atmosphere that allows employees to participate in decision making			0.805

5.2.2.2 Validity test of intermediate variable

To test the measurement validity of intermediate variables, factor analysis is made for the items related to financial incentive, career development motivation and dynamic capability. Table 5.8 KMO is 0.9, and Bartlett spherical P value is 0.000, lower than the significance level of 0.05. This indicates sufficient sample data.

Table 5.8 Intermediate variable kmo

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.9
	Approx. Chi-Square	4535.445
Bartlett's Test of Sphericity	df	78
	Sig.	0

Exploratory factor analysis is carried out on financial incentive, career development incentive and dynamic ability of intermediary variables. the public factors with variable factor greater than 1 are extracted, and the factors are extracted by maximum variance rotation. All factor load values are greater than 0.70, and the results are shown in Table 5.9, which shows that the variable has good construct validity.

Table 5.9 Intermediate variable factor loadings

Question	Financial incentive	Career development motivation	Dynamic capability
T1_Physical examination services available to maintain physical and mental health	0.892		
T2_Sound and reasonable retirement system	0.754		
T3_Special funds to support family affairs (such as marriage and children, etc.)	0.648		
T4_Study fund support	0.782		
W1_Broad promotion space		0.896	
W2_Clear information about promotion path		0.920	
W3_Technical promotion		0.852	
W4_Management promotion		0.783	
Q1_Be able to keep an eye on technological change and development in current field			0.851
Q2_Be able to react quickly to the actions of competitors			0.911
Q3_Be able to quickly detect customer preferences, needs and changes			0.831
Q4_Be able to react quickly to the actions of competitors			0.854
Q5_Be able to integrate new technologies with other technologies			0.843

5.2.2.2.3 Validity test of outcome variables

In order to test the measurement validity of the result variables, factor analysis was conducted on the items related to employee innovation and employee satisfaction. Kmo in Table 5.10 is 0.862, and Bartlett's sphericity p value is 0.000, which is lower than the significance level of 0.05. The performance sample data is relatively sufficient.

Table 5.10 Outcome variable kmo

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.862
Bartlett's Test of Sphericity	Approx. Chi-Square	2493.14
	df	21
	Sig.	0

Exploratory factor analysis was carried out on the result variables employee innovation and employee satisfaction. Table 5.11 extracts the public factors with variable factors greater than 1, and extracts the factors through the maximum variance rotation. All factor load values are greater than 0.70, and the results are shown in Table 5. 11, which shows that the variable has good construct validity.

Table 5.11 Intermediate variable factor loadings

Question	Employee innovation	Employee satisfaction
D1_Have the opportunity to bring abilities into full play and to engage in new and creative matters	0.753	
D2_Get the sense of accomplishment from work and the appreciation for excellent performance	0.613	
D3_Have the opportunity to handle work independently and the contribute to future development	0.904	
D4_Have the opportunity to guide others and exercise own leadership at work	0.987	
M1_Satisfaction of salary and work funds		0.921
M2_Satisfaction of welfare and leave system		0.956
M3_Satisfaction of work environment		0.715

5.2.3 Correlation analysis

Positive correlation and negative correlation according to the direction of correlation; and linear correlation and curve correlation according to the expression form of correlation. The correlation coefficient is the absolute value interval of 1. The coefficient ≥ 0 indicates that the variables are positively correlated. The coefficient ≤ 0 indicates that the variables are negatively correlated. Relative to the absolute value interval, the closer the coefficient is to 1, the higher the correlation coefficient is; the closer the coefficient is to 0, the lower the correlation coefficient is. In this study, the Pearson correlation coefficient is used to represent the correlation and specific correlation degree between independent variables, intermediate variables and outcome variables, so as to provide a premise for the verification of hypothesis. The Table 5.12 shows the Pearson correlation coefficient between the 8 variables.

Table 5.12 Mean, standard-deviation and correlation between studied variables

	Mean	S.d.	1.	2.	3.	4.	5.	6.	7.
1. Team diversity									
2. Team leadership			-.03						
3. Team culture			-.03	.70					
4. Financial incentive			-.12	.33	.44				
5. Career development motivation			-.09	.44	.59	.58			
6. Dynamic capability			-.06	.586	.66	.32	.53		
7. Employee innovation			-.02	.63	.64	.38	.54	.81	
8. Employee satisfaction			-.11	.50	.68	.50	.65	.60	.64

It can be analyzed from the table that team diversity is negatively correlated with financial incentive, career development motivation and dynamic capability, etc.; team leadership is positively correlated with financial incentive, career development motivation and dynamic capability, etc; team culture is positively correlated with financial incentive, career development motivation and dynamic capability.

Among the independent variables, financial incentive is positively correlated with employee innovation and satisfaction, and career development motivation is positively correlated with employee innovation and satisfaction. More importantly, the career development motivation has a significant positive correlation with employee satisfaction. Dynamic capability is positively correlated with employee innovation and satisfaction, and especially has a significant positive correlation with employee innovation.

5.2.4 Regression analysis

5.2.4.1 Regression analysis of independent variables and financial incentive

The following shows the results of unitary linear regression analysis with three independent variables, namely, team diversity, team leadership and team culture, and the intermediate variable, namely, financial incentive. The Table 5.13 show that: F value is 13.272, P value is lower than 0.05, and Adj.R2 is 0.222, showing that the variation explanation rate of independent variables to financial incentive reaches 20.5%.

The regression coefficient of team diversity on financial incentive is -0.112, which indicates that team diversity is negatively correlated with financial incentive. The regression coefficient of team leadership on financial incentive is 0.042, which indicates a significant positive correlation between team leadership and financial incentive. The regression coefficient of team

culture on financial incentive is 0.412, which indicates the positive influence between team culture and financial incentive.

5.2.4.2 Regression analysis of independent variables and career development motivations

The following shows the results of unitary linear regression analysis with three independent variables, namely, team diversity, team leadership and team culture, and the intermediate variable, namely, career development motivation. The Table 5.14 show that: F value is 31.416, P value is lower than 0.05, and Adj.R2 is 0.391, showing that the variation explanation rate of independent variables to career development motivation reaches 39.1%.

The regression coefficient of team diversity on career development motivation is -0.059, which indicates that team diversity is negatively correlated with career development motivation. The regression coefficient of team leadership on career development motivation is 0.107, which indicates a positive correlation between team leadership and career development motivation. The regression coefficient of team culture on career development motivation is 0.501, which indicates the positive influence between team culture and career development motivation. The regression coefficient of highest education level, as a control variable, on career development motivation is 0.076, indicating a positive influence between highest education level and career development motivation.

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Table 5.13 Regression coefficients

Model	Non-standardized regression coefficient	Standard error	Standardized regression coefficient	t	P	R ²	Adj. R ²	F	P
(Constant)	1.559	0.623		2.503	0.013				
My gender	0.081	0.127	0.027	0.639	0.523				
My age	0.065	0.111	0.035	0.579	0.563				
My highest education	-0.092	0.082	-0.048	-1.120	0.263				
My marital status	0.032	0.132	0.011	0.243	0.808				
How many years have worked in this company	0.109	0.060	0.096	1.816	0.070				
How many years have I worked in this industry	0.097	0.083	0.078	1.169	0.243	0.222	0.205	13.272	0.000
How many years of all my work experience	-0.130	0.085	-0.098	-1.525	0.128				
My position in the company	0.033	0.072	0.020	0.465	0.642				
Diversity	-0.166	0.059	-0.112	-2.816	0.005				
Leadership	0.05	0.068	0.042	0.731	0.465				
Culture	0.534	0.073	0.412	7.338	0.000				

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Table 5.14 Regression coefficients

Model	Non-standardized regression coefficient	Standard error	Standardized regression coefficient	t	P	R ²	Adj.R ²	F	P
(Constant)	1.714	0.498		3.438	0.001				
My gender	0.102	0.102	0.037	1.007	0.314				
My age	-0.099	0.089	-0.058	-1.109	0.268				
My highest education	-0.134	0.066	-0.076	-2.039	0.042				
marital status	0.048	0.106	0.018	0.453	0.650				
How many years have I worked in this company	0.089	0.048	0.086	1.851	0.065				
How many years have I worked in this industry	-0.073	0.066	-0.065	-1.110	0.267	0.0403	0.391	31.416	0.000
How many years of all my work experience	-0.104	0.068	-0.086	-1.526	0.128				
My position in the company	0.250	0.058	0.167	4.331	0.000				
Diversity	-0.079	0.047	-0.059	-1.682	0.093				
Leadership	0.116	0.054	0.107	2.136	0.033				
Culture	0.593	0.058	0.501	10.183	0.000				

5.2.4.3 Regression analysis of independent variables and dynamic capability

The following shows the results of unitary linear regression analysis with three independent variables, namely, team diversity, team leadership and team culture, and the intermediate variable, namely, dynamic capability. The Table 5.15 shows that: F value is 43.366, P value is lower than 0.05, and Adj.R2 = 0.472, showing that the variation explanation rate of independent variables to dynamic capability reaches 47.2%.

The regression coefficient of team diversity on dynamic capability is -0.039, which indicates that team diversity is negatively correlated with dynamic capability. The regression coefficient of team leadership on dynamic capability is 0.224, which indicates a positive correlation between team leadership and dynamic capability. The regression coefficient of team culture on dynamic capability is 0.498, which indicates the positive influence between team culture and dynamic capability. The regression coefficient of highest education level, as a control variable, on dynamic capability is 0.072, indicating a positive influence between highest education level and dynamic capability.

5.2.4.4 Regression analysis of independent variables and employee innovation

The following shows the results of unitary linear regression analysis with three independent variables, namely, team diversity, team leadership and team culture, and the intermediate variable, namely, employee innovation. The Table 5.16 show that: F value is 93.519, P value is lower than 0.05, and Adj.R2 = 0.713, showing that the variation explanation rate of independent variables to employee innovation reaches 71.3%.

The regression coefficient of team diversity on employee innovation is 0.029, which indicates that team diversity is negatively correlated with employee innovation. The regression coefficient of team leadership on employee innovation is 0.162, which indicates a positive correlation between team leadership and employee innovation. The regression coefficient of team culture on employee innovation is 0.054, which indicates the positive influence between team culture and employee innovation. The regression coefficient of highest education level, as a control variable, on employee innovation is 0.051, indicating a positive influence between highest education level and employee innovation.

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Table 5.15 Regression coefficients

Model	Non-standardized regression coefficient	Standard error	Standardized regression coefficient	t	P	R ²	Adj. R ²	F	P
(Constant)	2.035	0.357		5.698	0.000				
My gender	-0.077	0.073	-0.036	-1.052	0.293				
My age	0.079	0.064	0.061	1.240	0.216				
My highest education	-0.064	0.047	-0.047	-1.348	0.178				
My marital status	0.054	0.076	0.027	0.710	0.478				
How many years have I worked in this company	-0.026	0.035	-0.032	-0.747	0.456				
How many years have I worked in this industry	-0.009	0.047	-0.010	-0.191	0.848	0.483	0.472	43.366	0.00
How many years of all my work experience	0.017	0.049	0.018	0.340	0.734				
My position in the company	0.082	0.041	0.072	1.996	0.046				
Diversity	-0.040	0.034	-0.039	-1.195	0.233				
Leadership	0.187	0.039	0.224	4.804	0.000				
Culture	0.454	0.042	0.498	10.877	0.000				

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Table 5.16 Regression coefficients

Model	Non-standardized regression coefficient	Standard error	Standardized regression coefficient	t	P	²	Adj.R ²	F	P
(Constant)	0.108	0.028		0.387	0.699				
My gender	-0.142	0.055	-0.064	-2.575	0.010				
My age	-0.048	0.049	-0.036	-0.984	0.325				
My highest education	0.071	0.036	0.051	1.990	0.047				
My marital status	0.044	0.057	0.021	0.760	0.448				
How many years have I worked in this company	0.008	0.026	0.009	0.293	0.769				
How many years have I worked in this industry	0.065	0.036	0.073	1.800	0.072	0.720	0.713	93.519	0.00
How many years of all my work experience	0.024	0.037	0.025	0.651	0.515				
My position in the company	0.033	0.032	0.028	1.046	0.296				
Diversity	0.031	0.026	0.029	1.192	0.234				
Leadership	0.138	0.030	0.162	4.591	0.000				
Culture	0.051	0.037	0.054	1.372	0.171				

5.2.4.5 Regression analysis of independent variables and employee satisfaction

The following shows the results of unitary linear regression analysis with three independent variables, namely, team diversity, team leadership and team culture, and the intermediate variable, namely, employee satisfaction. The Table 5.17 show that: F value is 52.842, P value is lower than 0.05, and Adj.R2 =0.593, showing that the variation explanation rate of independent variables to employee satisfaction reaches 59.3%.

The regression coefficient of team diversity on employee satisfaction is -0.050, which indicates that team diversity is negatively correlated with employee satisfaction. The regression coefficient of team leadership on employee satisfaction is 0.019, which indicates a positive correlation between team leadership and employee satisfaction. The regression coefficient of team culture on employee satisfaction is 0.341, which indicates the positive influence between team culture and employee satisfaction.

5.2.4.6 Regression analysis of intermediate variables and employee innovation

The following shows the results of unitary linear regression analysis with three intermediate variables, namely, financial incentive, career development motivation and dynamic capability, and the outcome variable, namely, employee innovation. The Table 5.18 show that: F value is 93.519, P value is lower than 0.05, and Adj.R2 = 0.713, showing that the variation explanation rate of intermediate variables to employee innovation reaches 71.3%.

The regression coefficient of financial incentive, as an intermediate variable, on employee innovation is 0.048, which indicates a significant positive influence between financial incentive and employee innovation. The regression coefficient of career development motivation on employee innovation is 0.104, which indicates a positive correlation between career development motivation and employee innovation. The regression coefficient of dynamic capability on employee innovation is 0.034, which indicates the positive influence between dynamic capability and employee innovation. The regression coefficient of highest education level, as a control variable, on employee innovation is 0.051, indicating a positive influence between highest education level and employee innovation.

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Table 5.17 Regression coefficients

Model	Non-standardized regression coefficient	Standard error	Standardized regression coefficient	t	P	R ²	Adj.R ²	F	P
(Constant)	0.315	0.407		0.773	0.440				
My gender	0.008	0.080	0.003	0.101	0.920				
My age	-0.134	0.071	-0.083	-1.895	0.059				
My highest education	0.049	0.052	0.029	0.939	0.348				
My marital status	-0.034	0.084	-0.014	-0.408	0.684				
How many years have I worked in this company	-0.043	0.038	-0.044	-1.135	0.257				
How many years have I worked in this industry	0.092	0.052	0.085	1.757	0.079	0.593	0.582	52.842	0.000
How many years of all my work experience	0.011	0.054	0.009	0.201	0.841				
My position in the company	0.034	0.046	0.024	0.733	0.464				
Diversity	-0.064	0.037	-0.050	-1.706	0.089				
Leadership	-0.019	0.044	-0.019	-0.441	0.659				
Culture	0.384	0.054	0.341	7.124	0.000				

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Table 5.18 Regression coefficients

Model	Non-standardized regression coefficient	Standard error	Sstandardized regression coefficient	t	P	R ²	Adj. R ²	F	P
(Constant)	0.108	0.0280		0.387	0.699				
My gender	-0.142	0.055	-0.064	-2.575	0.010				
My age	-0.048	0.049	-0.036	-0.984	0.325				
My highest education	0.071	0.036	0.051	1.990	0.047				
My marital status	0.044	0.057	0.021	0.760	0.448				
How many years have I worked in this company	0.008	0.026	0.009	0.293	0.769				
How many years have I worked in this industry	0.065	0.036	0.073	1.800	0.072	0.720	0.713	93.519	0.00
How many years of all my work experience	0.024	0.037	0.025	0.651	0.515				
My position in the company	0.033	0.032	0.028	1.046	0.296				
Financial incentive	0.034	0.021	0.048	1.603	0.110				
Career development motivation	0.082	0.028	0.104	2.976	0.003				
Dynamic capability	0.621	0.034	0.606	18.02	0.000				
Highest education	0.071	0.036	0.051	1.990	0.047				

5.2.4.7 Regression analysis of intermediate variables and employee satisfaction

The following shows the results of unitary linear regression analysis with three intermediate variables, namely, financial incentive, career development motivation and dynamic capability, and the outcome variable, namely, employee satisfaction. The Table 5.19 show that: F value is 52.842, P value is lower than 0.05, and Adj.R2 = 0.582, showing that the variation explanation rate of intermediate variables to employee satisfaction reaches 58.2%.

The regression coefficient of financial incentive, as an intermediate variable, on employee satisfaction is 0.117, which indicates a significant positive influence between financial incentive and employee satisfaction. The regression coefficient of career development motivation on employee satisfaction is 0.290, which indicates a positive correlation between career development motivation and employee satisfaction. The regression coefficient of dynamic capability on employee satisfaction is 0.193, which indicates the positive influence between dynamic capability and employee satisfaction.

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Table 5.19 Regression coefficients

Model	Non-standardized regression coefficient	Standard error	Standardized regression coefficient	t	P	R ²	Adj. R ²	F	P
(Constant)	0.315	0.407		0.773	0.440				
My gender	0.008	0.080	0.003	0.101	0.920				
My age	-0.134	0.071	-0.083	-1.895	0.059				
My highest education	0.049	0.052	0.029	0.939	0.348				
My marital status	-0.034	0.084	-0.014	-0.408	0.684				
How many years have I worked in this company	-0.043	0.038	-0.044	-1.135	0.257				
How many years have I worked in this industry	0.092	0.052	0.085	1.757	0.079	0.593	0.582	52.842	0.000
How many years of all my work experience	0.011	0.054	0.009	0.201	0.841				
My position in the company	0.034	0.046	0.024	0.733	0.464				
Financial incentive	0.101	0.031	0.117	3.250	0.001				
Career development motivation	0.276	0.040	0.290	6.875	0.000				
Dynamic capability	0.239	0.050	0.193	4.761	0.000				

5.2.4.8 Diversification affects employee satisfaction through mediating variables

Table 5.20 Test of the three mediators between diversity and employee innovation

Results of Mediation Analysis	<i>b</i>	<i>SE</i>	<i>p</i>	
Direct and total effect $R^2 = .000$; $p = .686$				
Team diversity → Innovation (c path)	0.047	.027	.082	
Team diversity → Finance Incentives (a1 path)	-0.171	.064	.008	
Team diversity → Career Development (a2 path)	-0.121	.059	.040	
Team diversity → Dynamic Capabilities (a3 path)	-0.060	.045	.189	
Finance Incentives → Employee Innovation (b1 path)	0.063	.022	.005	
Career Development → Employee Innovation (b2 path)	0.086	.027	.002	
Dynamic Capabilities → Employee Innovation (b3 path)	0.744	.030	.000	
Team diversity → Innovation controlled for mediators (c' path)	0.047	.027	.082	
<hr/>				
Bootstrap results - Indirect effect	Unstand.	SE	LL 95% CI	UL 95% CI
<hr/>				
Team diversity → Innovation				
Total	-0.066	.047	-.1549	.0257
By Financial Incentives	-0.011	.006	-.0257	-.0015
By Career Development	-0.010	.007	-.0252	.0013
By Dynamic Capabilities	-0.044	.040	-.1228	.0349

In Table 5.20, the regression coefficient of team diversity on financial incentive is - 0.171 ($P = 0.008$), and the relationship is positive significant. The regression coefficient of team diversity on career development motivation is - 0.121 ($P = 0.040$), and the relationship is positive significant. 060 ($P = 0.189$), but the relationship is not significant. The regression coefficient is 0.063 ($P = 0.005$), but the relationship is not significant.086 ($P = 0.002$), and the relationship is positive significant.

The regression coefficient of team diversity affecting employee innovation is 0.047 ($p=0.082$), and the relationship is not significant.

The regression coefficient of team diversity on employee innovation was 0.047 ($P = 0.082$), but the relationship was not significant. The results do not support the mediating role of financial incentive, career development and dynamic ability between team diversity and employee innovation.

The mediating coefficient of team diversification influencing employee innovation through financial incentive is - 0.011, its lower limit is - 0.0257 and upper limit is - 0.0015, and the

relationship between the lower limit and the upper limit does not contain 0. The mediating coefficient of team diversity influencing employee innovation through career development incentive is -0.010, the lower limit is -0.0252 and the upper limit is 0.0013, and there is no significant relationship between the lower limit and the upper limit. The mediating coefficient of team diversity influencing employee innovation through dynamic capability is -0.044, its lower limit is -0.1228 and upper limit is 0.0349, and the relationship between lower limit and upper limit is not significant.

The mediating coefficient of team diversity influencing employee innovation through three ways is -0.066, its lower limit is -0.1549 and the upper limit is 0.0257, and the relationship between the lower limit and the upper limit is not significant.

5.2.4.9 Diversification affects employee satisfaction through mediating variables

Table 5.21 Test of the three mediators between diversity and employee satisfaction

Results of Mediation Analysis	b	SE	p
Direct and total effect $R^2 = .013$; $p = .008$			
Team diversity → Satisfaction (c path)	-0.047	.027	.082
Team diversity → Finance Incentives (a1 path)	-0.171	.064	.008
Team diversity → Career Development (a2 path)	-0.121	.059	.040
Team diversity → Dynamic Capabilities (a3 path)	-0.060	.045	.189
Finance Incentives → Satisfaction (b1 path)	0.144	.032	.000
Career Development → Satisfaction (b2 path)	0.350	.039	.000
Dynamic Capabilities → Satisfaction (b3 path)	0.431	.044	.000
Team diversity → Satisfaction controlled for mediators (c' path)	-0.047	.039	.225
Bootstrap results - Indirect effect	Unstand.	SE	LL 95% CI
Team diversity → Satisfaction			UL 95% CI
Total	-0.093	.049	-.1881
By Financial Incentives	-0.025	.012	-.0505
By Career Development	-0.042	.025	-.0943
By Dynamic Capabilities	-0.026	.023	-.0731

In Table 5.21, the regression coefficient of team diversity on financial incentive is - 0.171 (P = 0.008), and the relationship is positive significant. The regression coefficient of team diversity on career development motivation is - 0.121 (P = 0.040), and the relationship is positive

significant. 060 ($P = 0.189$), but the relationship is not significant. The regression coefficient of financial incentive on employee satisfaction is 0.144 ($P = 0.00$). The regression coefficient of career development incentive on employee satisfaction is 0.350 ($P = 0.00$), 431 ($P = 0.00$), and the relationship is positive significant.

The regression coefficient of team diversity affecting employee satisfaction is -0.047 ($p=0.082$), and the relationship is not significant.

The mediating coefficient of team diversification influencing employee satisfaction through financial incentive is -0.025, its lower limit is -0.0505 and upper limit is -0.41, and there is no zero between the lower limit and upper limit. The mediating coefficient of team diversity influencing employee satisfaction through career development incentive is -0.042, its lower limit is -0.0943 and upper limit is 0.0048, and the relationship between lower limit and upper limit is not significant. The mediating coefficient of team diversity influencing employee satisfaction through dynamic capability is -0.026, the lower limit is -0.0731 and the upper limit is 0.0186, and the relationship between the lower limit and the upper limit is not significant.

The mediating coefficient of team diversity influencing employee satisfaction through three ways is -0.093, its lower limit is -0.1881 and upper limit is 0.0033, and the relationship between lower limit and upper limit is not significant.

5.2.4.10 Leadership influences employee innovation through mediating variables

In Table 5.22, the regression coefficient of leadership influence on financial incentives is 0.393 ($p=0.000$), and the relationship is positively significant. The regression coefficient of leadership influence on career development motivation is 0.471 ($p=0.000$), and the relationship is positively significant. The regression coefficient of leadership affecting dynamic ability is 0.488 ($p=0.000$), and the relationship is positively significant. The regression coefficient of the intermediary variable financial incentives affecting employee innovation is 0.044 ($p=0.041$), and the relationship is positively significant. The regression coefficient of the intermediary variable career development incentive affecting employee innovation is 0.067 ($p=0.010$), and the relationship is positively significant. The regression coefficient of the intermediary variable dynamic ability affecting employee innovation is 0.641 ($p=0.000$), and the relationship is positively significant.

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Table 5.22 Test of the three mediators between leadership and employee innovation

Results of Mediation Analysis		b	SE	p	
Direct and total effect $R^2 = .393$; $p = .000$					
Leadership → Innovation (c path)		0.535	.029	.000	
Leadership → Finance Incentives (a1 path)		0.393	.049	.000	
Leadership → Career Development (a2 path)		0.471	.043	.000	
Leadership → Dynamic Capabilities (a3 path)		0.488	.030	.000	
Finance Incentives → Employee Innovation (b1 path)		0.044	.021	.041	
Career Development → Employee Innovation (b2 path)		0.067	.026	.010	
Dynamic Capabilities → Employee Innovation (b3 path)		0.641	.033	.000	
Leadership → Innovation controlled for mediators (c' path)		0.174	.026	.000	
Bootstrap results - Indirect effect		Unstand.	SE	LL 95% CI	UL 95% CI
Leadership → Innovation					
Total		0.362	.042	.2807	.4469
By Financial Incentives		0.017	.009	-.0002	.0361
By Career Development		0.032	.014	.0077	.0611
By Dynamic Capabilities		0.313	.035	.2470	.3827

The regression coefficient of leadership affecting employee innovation is 0.535 ($p=0.000$), and the relationship is positively significant.

The mediation coefficient of leadership that influences employee innovation through financial incentives is 0.017. Its lower limit is -0.0002 and its upper limit is 0.0361. The lower limit and the upper limit contain 0. The relationship is not significant. The mediation coefficient of leadership influencing employee innovation through career development incentives is 0.032. Its lower limit is 0.0077 and upper limit is 0.0611. The lower limit and upper limit do not contain 0, and the relationship is positively significant. The mediation coefficient of leadership that influences employee innovation through dynamic capabilities is 0.313. Its lower limit is 0.2470 and upper limit is 0.3827. The lower limit and the upper limit do not contain 0. The relationship is positively significant.

Leadership influences the mediation coefficient of employee innovation in three ways: 0.362. Its lower limit is 0.2807 and upper limit is 0.4469. The lower limit and upper limit do not contain 0, and the relationship is positively significant. Financial incentives, career development incentives and dynamic capabilities play an intermediary role between leadership

and employee innovation.

5.2.4.11 Leadership influences employee satisfaction through mediating variables

Table 5.23 Test of the three mediators between leadership and employee satisfaction

Results of Mediation Analysis		b	SE	p	
Direct and total effect $R^2 = .250$; $p = .000$					
Leadership → Satisfaction (c path)		0.514	.039	.000	
Leadership → Finance Incentives (a1 path)		0.393	.049	.000	
Leadership → Career Development (a2 path)		0.471	.043	.000	
Leadership → Dynamic Capabilities (a3 path)		0.488	.030	.000	
Finance Incentives → Satisfaction (b1 path)		0.135	.032	.000	
Career Development → Satisfaction (b2 path)		0.338	.039	.000	
Dynamic Capabilities → Satisfaction (b3 path)		0.356	.049	.000	
Leadership → Satisfaction controlled for mediators (c' path)		0.128	.217	.230	
Bootstrap results - Indirect effect		Unstand.	E	LL 95% CI	UL 95% CI
Leadership → Satisfaction					
Total		0.386	.040	.3116	.4673
By Financial Incentives		0.053	.014	.0276	.0840
By Career Development		0.159	.028	.1087	.2170
By Dynamic Capabilities		0.174	.034	.1098	.2439

In Table 5.23, the regression coefficient of leadership influence on financial incentives is 0.393 ($p=0.000$), and the relationship is positively significant. The regression coefficient of leadership influence on career development motivation is 0.471 ($p=0.000$), and the relationship is positively significant. The regression coefficient of leadership affecting dynamic ability is 0.488 ($p=0.000$), and the relationship is positively significant. The regression coefficient of the intermediary variable financial incentives affecting employee satisfaction is 0.135 ($p=0.000$), and the relationship is positively significant. The regression coefficient of the mediating variable career development incentives affecting employee satisfaction is 0.338 ($p=0.000$), and the relationship is positively significant. The regression coefficient of the intermediary variable dynamic ability affecting employee satisfaction is 0.356 ($p=0.000$), and the relationship is positively significant.

The regression coefficient of leadership affecting employee satisfaction is 0.514 ($p=0.000$),

and the relationship is positively significant.

The mediation coefficient of leadership that affects employee satisfaction through financial incentives is 0.053. Its lower limit is 0.0276 and its upper limit is 0.0840. The lower limit and upper limit do not contain 0. The relationship is positively significant. The mediation coefficient of leadership that affects employee satisfaction through career development incentives is 0.159. Its lower limit is 0.1087 and upper limit is 0.2170. The lower limit and upper limit do not contain 0, and the relationship is positively significant. The mediation coefficient of leadership that affects employee satisfaction through dynamic capabilities is 0.174. Its lower limit is 0.1098 and upper limit is 0.2439. The lower limit and upper limit do not contain 0, and the relationship is positively significant.

Leadership influences the mediation coefficient of employee satisfaction in three ways: 0.386. Its lower limit is 0.3116 and upper limit is 0.4673. The lower limit and upper limit do not contain 0, and the relationship is positively significant. Financial incentives, career development and dynamic capabilities play an intermediary role between leadership and employee satisfaction.

5.2.4.12 Culture influences employee innovation through mediating variables

Table 5.24 Test of the three mediators between team culture and employee innovation

Results of Mediation Analysis		b	SE	p	
Direct and total effect $R^2 = .414$; $p = .000$					
Culture → Innovation (c path)		0.601	.031	.000	
Culture → Finance Incentives (a1 path)		0.572	.051	.000	
Culture → Career Development (a2 path)		0.693	.042	.000	
Culture → Dynamic Capabilities (a3 path)		0.605	.030	.000	
Finance Incentives → Employee Innovation (b1 path)		0.046	.022	.038	
Career Development → Employee Innovation (b2 path)		0.059	.026	.032	
Dynamic Capabilities → Employee Innovation (b3 path)		0.677	.035	.000	
Culture → Innovation controlled for mediators (c' path)		0.125	.034	.000	
Bootstrap results - Indirect effect		Unstand.	SE	LL 95% CI	UL 95% CI
Culture → Innovation					
Total		0.477	.041	.3960	.5554
By Financial Incentives		0.026	.013	.0023	.0519

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By Career Development	0.041	.020	.0037	.0830
By Dynamic Capabilities	0.409	.035	.3426	.4778

In Table 5.24, the regression coefficient of team culture affecting financial incentives is 0.572 ($p=0.000$), and the relationship is positively significant. The regression coefficient of team culture affecting career development motivation is 0.693 ($p=0.000$), and the relationship is positively significant. The regression coefficient of team culture affecting dynamic ability is 0.605 ($p=0.000$), and the relationship is positively significant. The regression coefficient of the intermediary variable financial incentives affecting employee innovation is 0.046 ($p=0.038$), and the relationship is positively significant. The regression coefficient of the intermediary variable career development incentive affecting employee innovation is 0.059 ($p=0.032$), and the relationship is positively significant. The regression coefficient of the intermediary variable dynamic ability affecting employee innovation is 0.677 ($p=0.000$), and the relationship is positively significant.

The regression coefficient of team culture affecting employee innovation is 0.601 ($p=0.000$), and the relationship is positively significant.

The mediation coefficient of team culture that influences employee innovation through financial incentives is 0.026. Its lower limit is 0.0023 and upper limit is 0.0519. The lower limit and upper limit do not contain 0, and the relationship is positively significant. The intermediary coefficient of team culture influencing employee innovation through career development incentives is 0.041. Its lower limit is 0.0037 and upper limit is 0.0830. The lower limit and upper limit do not contain 0, and the relationship is positively significant. The team culture influences the mediation coefficient of employee innovation through dynamic ability of 0.409. Its lower limit is 0.3426 and upper limit is 0.4778. The lower limit and the upper limit do not contain 0, and the relationship is positively significant.

The team culture influences the mediation coefficient of employee innovation 0.477 through three ways. Its lower limit is 0.3960 and upper limit is 0.5554. The lower limit and upper limit do not contain 0, and the relationship is positively significant. Financial incentives, career development and dynamic capabilities play an intermediary role between team culture and employee innovation.

5.2.4.13 Culture influences employee satisfaction through mediating variables

Table 5.25 Test of the three mediators between team culture and employee satisfaction

Results of Mediation Analysis	b	SE	p	
Direct and total effect $R^2 = .458$; $p = .000$				
Culture → Satisfaction (c path)	0.761	.036	.000	
Culture → Finance Incentives (a1 path)	0.572	.051	.000	
Culture → Career Development (a2 path)	0.693	.042	.000	
Culture → Dynamic Capabilities (a3 path)	0.605	.030	.000	
Finance Incentives → Satisfaction (b1 path)	0.106	.031	.001	
Career Development → Satisfaction (b2 path)	0.276	.038	.000	
Dynamic Capabilities → Satisfaction (b3 path)	0.235	.048	.000	
Culture → Satisfaction controlled for mediators (c' path)	0.368	.046	.000	
Bootstrap results - Indirect effect	Unstand.	SE	LL 95% CI	UL 95% CI
Culture → Satisfaction				
Total	0.394	.030	.2402	.3587
By Financial Incentives	0.046	.013	.0218	.0722
By Career Development	0.144	.025	.0964	.1954
By Dynamic Capabilities	0.107	.029	.0528	.1682

In Table 5.25, the regression coefficient of team culture affecting financial incentives is 0.572 ($p=0.000$), and the relationship is positively significant. The regression coefficient of team culture affecting career development motivation is 0.693 ($p=0.000$), and the relationship is positively significant. The regression coefficient of team culture affecting dynamic ability is 0.605 ($p=0.000$), and the relationship is positively significant. The regression coefficient of the intermediary variable financial incentives affecting employee satisfaction is 0.106 ($p=0.001$), and the relationship is positively significant. The regression coefficient of the intermediary variable career development incentive affecting employee satisfaction is 0.276 ($p=0.000$), and the relationship is positively significant. The regression coefficient of the intermediary variable dynamic ability affecting employee satisfaction is 0.235 ($p=0.000$), and the relationship is positively significant.

The regression coefficient of team culture affecting employee satisfaction is 0.761 ($p=0.000$), and the relationship is positively significant.

Team culture affects the mediation coefficient 0.046 of employee satisfaction through

financial incentives. Its lower limit is 0.0218 and upper limit is 0.0722. The lower limit and the upper limit do not contain 0, and the relationship is positively significant. Team culture influences the mediation coefficient of employee satisfaction through career development incentives of 0.144, his lower limit is 0.0964 and upper limit is 0.1954, the lower limit and the upper limit do not contain 0, and the relationship is positively significant. Team culture affects the mediation coefficient of employee satisfaction through dynamic capabilities of 0.107. Its lower limit is 0.0528 and upper limit is 0.1682. The lower limit and upper limit do not contain 0, and the relationship is positively significant.

The team culture affects the mediation coefficient of employee satisfaction through three ways of 0.394. Its lower limit is 0.2402 and the upper limit is 0.3587. The lower limit and the upper limit do not contain 0, and the relationship is positively significant. Financial incentives, career development and dynamic capabilities play an intermediary role between team culture and employee satisfaction.

Chapter 6: Discussion

With the enhancement of employee satisfaction and innovation practice, the research in this area is in a state of heating up. Among them, the analysis and evaluation of the influencing factors of employee satisfaction and innovation become the core research issues. Although there are a lot of research results at home and abroad, the research perspective is relatively scattered, especially in the rapid development of China's Internet industry, there is a lack of systematic theoretical analysis and comprehensive empirical research, and the research on employee satisfaction of Internet and medical enterprises needs to be further studied. Based on the review of the achievements in the field of employee satisfaction and innovation at home and abroad, this research firstly studies the influencing mechanism, which provides a theoretical basis for this study; secondly, on this basis, it puts forward the analysis model of the rapid development of the Internet and medical enterprises, and constructs a matching index evaluation system. Then, the index system of employee satisfaction and innovation influencing factors is applied. Finally, through theoretical analysis and questionnaire analysis, we determine the influencing variables and mediating influence model of employee satisfaction and innovation. In the third chapter, the research model and hypothesis are verified.

6.1 Summary of data analysis results

This research finally identified 8 variables (team diversification, team leadership, team culture, financial incentives, career development incentives, dynamic capabilities, employee innovation, employee satisfaction). Through literature reference, I believe that the employees of the enterprise studied in this research are satisfied. The influencing factors of degree and innovation are definitely different compared with other enterprises.

Through repeated discussions with the literature and reports in the field of employee satisfaction and innovation research, as well as the managers of enterprises, after several modifications, a more comprehensive evaluation index system of influencing factors of employee satisfaction in high-tech enterprises is finally determined. The system includes the theoretical research results related to the scope of this research and the specific indicators consistent with the characteristics of enterprises. Finally, eight variables (team diversity, team leadership, team culture, financial incentives, career development incentives, dynamic

capabilities, employee innovation, employee satisfaction) are identified. Through literature review, it is considered that the factors affecting employee satisfaction and innovation in this research are different from those of other enterprises.

Through literature review and case analysis, this research identifies the effects of team diversity, team leadership, team culture, financial incentives, career development incentives, and dynamic capabilities on employee innovation and employee satisfaction. According to the characteristics of the Internet and medical enterprises themselves, using the research model, through the survey data of employees in this type of enterprises, we verify the hypothesis relationship between the direct impact of six variables on the outcome variables and the mediating impact model.

Through literature review at home and abroad, this research summarizes the factors that may affect employee innovation and employee satisfaction, which are proved to be relevant in at least one empirical study. In order to construct a comprehensive and operable direct impact model, this study screened and analyzed many influencing factors from literature review. In particular, according to the characteristics of the Internet and medical enterprises, some factors are revised and integrated. It forms the influence of team diversity, team leadership, team culture, financial incentives, career development incentives, and dynamic capabilities on the outcome variables.

Our hypothesis may have 21 mutual influences on the 8 variables in the research (1) The influence of employee diversity on financial incentives; (2) The influence of team diversity on career development incentives; (3) The influence of team diversity on The impact of dynamic capabilities; (4) The impact of team diversification on employee innovation; (5) The impact of team diversification on employee satisfaction; (6) The impact of team leadership on financial incentives; (7) The impact of team leadership on career The impact of development incentives; (8) The impact of team leadership on dynamic capabilities; (9) The impact of team leadership on employee innovation; (10) The impact of team leadership on employee satisfaction; (11) Team culture on financial incentives (12) The influence of team culture on career development incentives; (13) The influence of team culture on dynamic capabilities; (14) The influence of team culture on employee innovation; (15) The influence of employee culture on employee satisfaction; (16) The impact of financial incentives on employee innovation; (17) The impact of career development incentives on employee innovation; (18) The impact of financial incentives on employee satisfaction; (19) The impact of career development incentives on employee satisfaction; (20) The impact of dynamic capabilities on employee innovation; (21) The impact of dynamic capabilities on employee satisfaction.

Through the analysis of employee innovation and satisfaction at home and abroad, this study firstly discusses the influencing mechanism, laying a theoretical basis. Secondly, on this basis, the research analysis model is proposed, and a matching index evaluation system is constructed to explore the evaluation index system of each influencing factor. Finally, the direct and intermediary influence models of employee innovation and satisfaction are identified through analysis and questionnaire to verify the conceptual model and research hypothesis.

6.2 Practical application value of research results

The decomposition of enterprise strategic objectives is ultimately implemented to each employee or post. Therefore, employee's personal performance goal is the basic unit of enterprise's goal, and the realization of company's goal is also based on employee's performance goal. Therefore, employee's enthusiasm and satisfaction directly affect the realization of innovation ability and enterprise's goal, and also determine the purchase of enterprise's core competitiveness. The ultimate purpose of evaluating the influencing factors of employee innovation and satisfaction is to effectively improve employee satisfaction, so as to further promote the realization of enterprise goals. The model proposed in this study can provide corresponding help, timely diagnose the problems existing in enterprise management, increase team management ability, and promote company performance.

The existing research content draws much on foreign research findings, leading to great research convergence. Compared with the theoretical research, the practices of employee innovation and satisfaction, including Internet and medical enterprises, are developing rapidly, while the comprehensive empirical research results of influencing factors are hard to meet the needs of enterprise practice, resulting in the lack of effective guidance. At the research fields of Internet and medical enterprises, this thesis deeply discusses and explores the comprehensive analysis and evaluation of the influencing factors of outcome variables. In this research, the theoretical model is of positive guiding significance to the practice of managers.

6.2.1 Application value of employee satisfaction

Employee satisfaction mainly involves internal job satisfaction and external job satisfaction. Motivation and dynamic capability are considered as two intermediate variables that affect employee satisfaction. A fast growing enterprise may span different stages every 2-3 years. An enterprise generally experiences three stages, which are preparation stage, start-up stage and growth stage, as studied in this thesis. Different stages lead to different motivation schemes and

dynamic integration abilities. For instance, it is difficult for an enterprise to own enough resources in the preparation stage to give employees high compensation and benefits, but in terms of promotion motivation, such as clear promotion space and promotion path, an enterprise can find its target position and space within the expected time in the stage of rapid expansion and growth, regardless of technical staff or management staff. In the start-up stage, certain benefits and bonuses can be made available to motivate employees, and teams can also be motivated through environment to build a harmonious team culture so that all employees can grow up. After stepping into the growth stage through several years of effort, enterprise may grasp enough resources to provide employees with reasonable salary system, cash reward, equity reward and corresponding welfare reward, which can effectively improve employees' loyalty to company, employee satisfaction and enthusiasm.

6.2.2 Application value of employee innovation

The innovation of enterprise and team originates from individuals' willingness and ability to innovate. This thesis mainly studies innovation exploration and utilization. Employee innovation ability is mainly influenced by two intermediate variables, i.e., motivation and dynamic capability. For a start-up company, it is more flexible to encourage employees to innovate, because no mature processes, systems and products are available in the initial stage to encourage employees to explore new methods and technical means, try new working modes and new products, improve the performance of products and services, thus reducing enterprise costs and increasing product sales revenue. However, in the growth stage, enterprise's processes and products gradually mature, innovation methods and processes also change greatly, and fixed systems and processes may be established for innovation behaviors and methods.

6.2.3 Conclusions on application value

First, the conclusions of this research prove that diversity, leadership and culture are of great significance for enterprises in developing employees' creativity and innovation ability. This research particularly shows that employees' innovation ability is positively correlated with variables such as leadership, so enterprises are encouraged to help managers develop employees from emotion, appeal and culture. There are many ways to achieve this goal, such as multi-team source, training and leaderless group discussion, which can greatly improve the leadership and culture to better understand teams and employees, thus effectively improving relevant variables.

Second, this research also shows how intermediate variables (namely, motivation and

dynamic capability) work. Both of them are able to positively affect the innovation and satisfaction of team members. An important start is that enterprises have to spend some time and energy to establish a reasonable finance incentive and a safe, comfortable working environment. Leadership can affect employees by charisma, influence and culture.

Last but not least, this research reveals that individual innovation ability will explode if employees are willing to spend time and energy to learn and grow. Fortunately, according to research results, enterprises can play a positive role in stimulating employee satisfaction. In other words, enterprises can give employees the opportunities for growth and development to improve employee satisfaction and innovation vitality.

6.3 Theoretical value of research results

The relationship between employee satisfaction and innovation ability has been studied widely. This thesis just makes a modest contribution to the research field. This thesis expounds how independent variables, i.e., team diversity, leadership and culture, influence the employee satisfaction of innovation, an outcome variable, through intermediate variables, i.e., motivation and dynamic capability.

This research systematically studies the influence mechanism of employee innovation and satisfaction, and puts forward the system analysis process based on the domestic and foreign research on employee innovation and satisfaction. Based on the research results at home and abroad, this study focuses on the innovation and satisfaction of employees in Internet and medical enterprises, and lacks systematic research theory to guide. From the perspective of system analysis, this study analyzes the influence mechanism of employee innovation and satisfaction, understands the composition and operation mechanism of each element in the evaluation system, so as to find out the key links of evaluation and conduct targeted research.

From the perspective of systematic analysis, this study analyzes the influencing mechanism of employee innovation and satisfaction, clarifies the composition and operation mechanism of each element in the evaluation system, so as to identify the key link of evaluation for targeted research.

This study is specifically aimed to investigate and collect data for the Internet and medical enterprise staff, explain the data of the direct and intermediary factors to affect the outcome variable, and make clear the research structure, thus filling the gap in the general analysis of employee innovation and satisfaction in most researches, and laying a more solid foundation for subsequent research in this field.

6.4 Research limitations and future prospects

6.4.1 Research limitations

The researcher's theoretical progress and main conclusions also provide some enlightenment for the improvement of employee satisfaction in the current rapid development of small and medium-sized enterprises. However, due to the constraints of subjective ability and objective resources, the research inevitably has many limitations and deficiencies. This also provides further improvement space and direction for subsequent research work.

A. In terms of theory, this research is only based on the influence of team diversity, leadership, culture, finance incentive and dynamic capability on innovation and employee satisfaction, which is largely influenced by enterprise integrity and other relevant factors. Other factors of the enterprise can also be used to explore the influence on innovation and employee satisfaction.

B. In the case analysis and questionnaire survey, this research mainly studies the Internet and medical service industries. These two industries have their own unique characteristics in the rapid development of the Chinese economy at present. In the research, we mainly study 7 variables. However, as for the specific analysis and refinement of latitude under variables, this research is not detailed enough. According to the simulation test of other variables and latitude in this thesis, a more detailed research structure can be obtained to make up for the limitations of this research.

C. Under the background of the industry, the enterprise is in the process of rapid development, and emphasizes innovation and employee satisfaction. The strategy proposed in this thesis has different directionalities at different stages. The main research focuses on the enterprise from the individual level. Subsequent research can conduct more in-depth discussions at various levels, including the corporate and social levels, so as to arrive at a more operational research and construction, to make up for the research limitations of this thesis.

6.4.2 Future prospect

The number of samples used by the researchers can meet the requirements of the model in empirical analysis, but in order to increase the diversity of sample data and demographic variables, and improve the heterogeneity of the samples, dynamic sample data will also be used for empirical research. However, previous research experience has shown that sufficient sample data and highly heterogeneous sample combinations will improve the generality and

applicability of the research results. In the future research, it is recommended to increase the number of effective samples and the use of dynamic sample data, and use data at different stages to describe the dynamic process of the influencing factors of each variable and the management of the enterprise during the period.

It is necessary to study and improve the employee innovation and satisfaction factor test system. An enterprise that wants to complete the relevant evaluation for employee innovation and satisfaction independently on a regular basis, may obtain multi-level results and corresponding solutions in a timely manner.

In future research, institutions and researchers will continuously improve design and give more support to provide enterprises with a complete employee innovation and satisfaction analysis solution, such as questionnaire, survey method and data analysis.

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Annex A: Case Study Schedule

Table1 Individual innovation project application form

Project name	*****Python and Analytical Project		
Project category	Projects with computable economic benefits	Project team leader	Wang *
Project brief introduction	<p>The company is mainly focused on online application, and automatic approval, so it is very dependent on structural RBC credit reports, but since it fails to open structural data query authority at PBC, we cooperate with ****Co., Ltd. as the company for PBC report crawling and analysis, but it is of low efficiency, low concurrency support and high expenses. RBC credit has caused unstable cooperation loan business, and seriously influenced the business development of the company. So the project is set to build its own crawler project, to realize RMB credit report crawling and analysis project that can support high concurrency and business development.</p>		
Analysis on the project value	<p>Effectively decrease the crawling time and success rate of PBC report, improve the user experience of self-operated products, and effectively ensure that the channel cooperation funds can be stably operated. Decrease the company's credit query cost. PBC analysis expenses incurred in 2017 were about 1,950,000. On the basis of the increase of loan balance by 5 times in 2018, it is expected to save 8 million expenses.</p>		
Expected input cost of the project	<p>Labor cost: 4 personnel for development, and 1 for test under 2.5 months of period, totally: 500 thousand Other costs: 30,000 for the server</p>		
Expected target of the project	<p>Above 99% one-time success rate Less than 3s data query and analysis per transaction Less than 10s parallel query and analysis of 10 transactions</p>		
Project implementation plan	<p>Project approval: January 1, 2018 Designed by: from September 26, 2018 to September 25, 2019 Development: from September 26, 2018 to September 25, 2019 Test: January 1, 2017 to December 31, 2019 Trial run: Dec. 14, 2017- Jan. 15, 2018 Actual production: November 16, 2018 To be produced: 31 December 2018 The project was online 15 days in advance</p>		
Project risk and Countermeasures	<p>Self-built crawler system mainly has two problems, including bad accuracy of data analysis, and low supported concurrency. Main countermeasures are to compare with Unionpay data one by one in trial run, to ensure consistency. Mainstream excellent crawler framework, WebMagic is adopted in technologies, to</p>		

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	ensure stable framework. Meanwhile, in case that the crawler project has any abnormalities, the system can switch to Unionpay data, to ensure stable business operation of the company.
Project acceptance	Conduct functional test for quality acceptance Analyze data distribution based on the analysis of risk data

Table 2 Member of Individual Innovation Project Team

Project group member				
Name	Name	Name		
Wang *	Li**	Zhang **		
Wang *	Zhou**			
Signature of project applicant: Year Month Date				
Audit Department	Signature of principal: Year Month Date			
Marketing Department	Signature of principal: Year Month Date			
Product Department	Signature of principal: Year Month Date			
IT Department	Signature of principal: Year Month Date			
Risk Department	Signature of principal: Year Month Date			
Legal Department	Signature of principal: Year Month Date			
HR	Signature of principal: Year Month Date			
Project Review Committee	Committee principal: Year Month Date			

Table 3 Project evaluation sheet

Project name	Crawler project	Project number	001		
Project time	2018-11-10	Acceptance evaluation time	2018-12-12		
Item category	Projects with non-calculable economic benefits (including general solutions of non-innovative industry) <input type="checkbox"/> Projects with calculable economic benefits				
Project evaluation scoring card					
No.	Evaluation dimension	Evaluation content description	Weight	Scoring description	Score
1	Project Progress	Whether it has been completed as planned; development delay rate $A = (\text{actual development period} - \text{development plan period}) \div \text{development plan period} \times 100\%$	30	(1) 100 points for $A \leq -20\%$; (2) 80 points for $20\% < A \leq 20\%$; (3) 60 points for $20\% < A \leq 50\%$; (4) 20 points for $50\% < A \leq 100\%$; (5) 0 point for $100\% < A$.	90
2	Project quality	Whether it can meet the expected requirements, and the R&D project target completion conditions B	40	(1) 0 point for $B \leq 30\%$; (2) 50 points for $30\% < B \leq 70\%$; (3) 80 points for $70\% < B < 100\%$; (4) 100 points for $100\% \leq B$.	90
3	Project document	Output normalized documents in time, and keep process	15	(1) If documents are compiled in time and meet standard requirements, and process documents are kept intact, 100 points will be granted;	90

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		documents intact.		(2) If documents are compiled in time, but are normalized, and partial process documents are lost, 60 points will be granted; (3) If documents fail to be compiled in time, and most process files are lost, 30 points will be granted; (4) In case of no document output or process document, 0 point will be granted.	
4	Others	Team cooperation, coordination and performance management	15	(1) If the team has clear sub-objective, unites and works together under standard and effective performance management, 100 points will be granted; (2) If the team has fuzzy sub-objective, works together with bad coordination capacity, and changes personnel in the middle or has conflicts under non-standard performance management, 60 points will be granted. (3) If the team has serious divergence or conflicts, causing the delay or failure of the task, 0 point will be granted.	80
Project level		Level A	Total score		88
Calculation mode of variable bonus (applicable to projects with calculable economic benefits)		RMB 70,000		Upper limit of variable bonus	
Project review committee opinion		Signature of committee principal: Date:			

Table 4 New Product Innovation Proposal Sheet

New product innovation proposal			
Initiator	Wang *	Tel.	139****
Department	Product Department	Time of commencement	2018-5-10

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Proposal contents	Proposal name	3C bill installment product			
	Expected online time	2018-5-30			
	Type of proposal	Brand-new product			
	Product type	<input checked="" type="checkbox"/> Consumer credit <input type="checkbox"/> Bill in installment <input type="checkbox"/> Scene in installment <input type="checkbox"/> Credit payment <input type="checkbox"/> Others ()			
	Application mode	<input checked="" type="checkbox"/> System of cooperation partner (online) <input type="checkbox"/> System of cooperation partner (offline) <input type="checkbox"/> Others ()			
	Mode of obtaining customers	<input checked="" type="checkbox"/> Natural flow <input type="checkbox"/> Platform diversion of cooperation partner <input type="checkbox"/> Agent network <input type="checkbox"/> Stationary point of credit manager <input type="checkbox"/> Others ()			
Market situation	Target customer groups	Online young clients			
	Scale of competing products	Enterprises of competing products	***	Period of competing products	10
		Issuing amount of competing products	RMB 10,000/month	Issuing number of competing products	Number/month
	Business prediction	Estimated issuing amount	RMB 10,000/month	Estimated income	RMB 10,000/month
Product elements	Admission Conditions	None			
	Application data	None			
	Issuing object	<input checked="" type="checkbox"/> Merchant <input type="checkbox"/> Individual client		Product period	5 phases
	Limit category	<input type="checkbox"/> Full-cycle limit <input type="checkbox"/> Half-cycle limit <input type="checkbox"/> Single batch per transaction		Average amount per transaction	RMB 1,000
	Whether to guarantee	<input checked="" type="checkbox"/> Unsecured <input type="checkbox"/> Credit <input type="checkbox"/> Guarantee <input type="checkbox"/> Pledge and mortgage Others			
	Estimated price	Annual Interest Rate	18%	Other expenses	

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<p>1) Question: None Analysis:</p> <p>2) Question: None Analysis:</p> <p>3) Question: None Analysis:</p> <p>2. Overall influence on project business: None</p> <p>3. Solutions: None</p>
<p>Opinion from general manager of products: Good innovative effect Signature: Date:</p>
<p>Opinion from general manager of the company: Good innovative effect Signature: Date:</p>

Table 6 Internal customer satisfaction questionnaire

Internal customer satisfaction questionnaire Department of *										
Dimension	Question No.	Topic	Option	Marketing Business Department	Market Expansion Department	Product R&D Department	Risk Management Department	General Management Department	Legal Compliance Department	Audit Department
Frequency	1	What's your contact frequency with the department as a whole?	Weekly, monthly, quarterly, never	Zhou	February	Zhou	Zhou	February	Quarter	Quarter
Overall satisfaction	2	What's your degree of satisfaction for cooperating with the department as a whole?	Multiple choice questions (level of agreement, 1-10)	6	7	7	6	7	7	7
Internal processes	3	Our cooperation process with the department is in perfect order.	Multiple choice questions (level of agreement, 1-10)	6	7	6	6	7	7	7

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	4	In cooperation, the department can provide suitable technologies and tools, to meet our department's demands.	Multiple choice questions (level of agreement, 1-10)	6	7	7	6	7	7	7
Communication	5	In cooperation, the department can clearly inform our department of cooperation affairs.	Multiple choice questions (level of agreement, 1-10)	6	7	6	6	7	7	7
	6	In cooperation, the department can validly communicate with us about affairs influencing our department.	Multiple choice questions (level of agreement, 1-10)	6	7	6	6	7	7	7
Cooperation aspiration/attitude	7	In cooperation, the department holds active and friendly attitude.	Multiple choice questions (level of agreement, 1-10)	6	7	6	6	7	7	7
	8	In cooperation, the department can take the opinions and demands of our department into full consideration.	Multiple choice questions (level of agreement, 1-10)	6	7	6	6	7	7	7
Service quality	9	In cooperation, the department can actively respond to the demand put forward by our department.	Multiple choice questions (level of agreement, 1-10)	6	7	6	6	7	7	7
	10	In case of any problems, the department can take the initiative to assume responsibilities.	Multiple choice questions (level of agreement, 1-10)	6	7	7	6	7	7	7

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Coope ration effect/ benefit s	11	The department can assist us in achieving work target.	Multiple choice questions (level of agreement, 1-10)	6	7	7	6	7	7	7
Open questi ons	12	Among departments cooperated with you, please select two departments to put forward opinions and suggestions, and write down your opinions, to promote improvement in cooperation.	Open questions							

Table 7 Letter of Commitment for the monthly Work Performance of BY Financial Employees

Department	Marketing Department	Name	Wang *	Positio n	Channel specialis t	Direct higher-up	Li*	Month of evaluatio n	2018-05
Promised target contents									
Assessme nt item	Objective	Weight	Measures	Completi on deadline	Achieveme nt measureme nt	Score of self-evaluatio n	Assesse nt Score		
Key work performanc e index	Key work performance index Key task completion rate	30%	Punctual online rate>95	4th week	Completed	90	80		
	Events triggering	20%	Events<2	4th week	No events	100	90		
	Optimization of process and system	20%	Completed system	4th week	Published two systems	90	70		
	Architectural design optimization	10%	Optimization projects>2	4th week	In progress	80	70		
	Personnel training and knowledge sharing	20%	Training>2	4th week	Weekly Training	90	80		
Total Score Evaluation	of 78								

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Competent Leader (signature): Promisee (signature):	Competent Leader (signature): Promisee (signature):
Date of Promise: Date:	Evaluation Date: Date:

Table 8 Distribution Form of Monthly Performance Scores of Employees

Department name		Information technology department	Number of people in the department	11	Total score of the department	21000			
No.	Department	Post	Employee name	Employee No.	Target performance	Score	Actual performance	Calculation process	Remarks
1	Information technology department	Operation and maintenance director	Wang *		8000	1000	8000	8000000	
2	Information technology department	R&D Director	Li**		6000	1000	6000	6000000	
3	Information technology department	R&D Director	Wang *		6000	1000	6000	6000000	
4	Information technology department	R&D Director	Xia*		5600	1000	5600	5600000	
5	Information technology department	Technology Director	Zhu*		5562	1000	5562	5562480	
6	Information technology department	Java senior development engineer	Huang *		4667	1000	4667	4666667	
7	Information technology department	Java senior development engineer	Bao**		4480	1000	4480	4480000	
8	Information technology department	Java senior development engineer	Yang *		4400	1000	4400	4400000	
9	Information technology department	Big data intermediate engineer	Liu**		4293	1000	4293	4293333	
10	Information technology department	Android intermediate development engineer	Wang *		3733	1000	3733	3733333	
11	Information technology department	Senior system engineer	Lin **		3200	1000	3200	3200000	
Total					0	0	0	0	

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Prepared by		Reviewed by	
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Table 9 All-round Evaluation Form of Employee

All-round Evaluation Form of Employee							
Assessed employee:	Wang *	Assessor	Li*	Assessment date	20 18- 6-1		
<p>In order to fully understand the following assessment items of the assessed employees, and provide the basis for human resource management such as promotion, transferring, training and remuneration, please carefully and objectively mark “✓” in the corresponding evaluation grade.</p>							
Assessment Dimension	Items		Score				
			5	4	3	2	1
Competence	Professional quality	1. Rich professional knowledge and experience, proficient professional skills, able to handle most professional problems		✓			
		2. Use own business knowledge to effectively promote the progress of the department's work, and the achievements have a constructive effect on the organization		✓			
	Planning and execution	1. Rationally plan and arrange resources, pay attention to priorities, and carry out work in an orderly manner		✓			
		2. Complete the task assigned by the superior with the quality and quantity requirements fulfilled, and meanwhile pay attention to the improvement of efficiency		✓			
	Communication and coordination	1. Clarify the point of view concisely and comprehensively, and pay attention to the reaction of the other party and make feedback to ensure the accurate transmission of information		✓			
		2. Be able to quickly understand the intentions of others, consider the coordination of various	✓				
Work attitude	Initiative	1. Work proactively, actively promote own work tasks, and often take the initiative to summarize and report on the progress of the work	✓				
		2. Actively learn business related knowledge, actively participate in training, and improve own quality	✓				
	Sense of responsibility	1. Fully recognize the importance of own work, and take personnel responsibility	✓				
		2. Have a strong sense of ownership, and always consider the problem from the standpoint of the company	✓				

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	Service awareness	Respect internal and external customers, and strive to improve customer satisfaction	✓					
Teamwork	Team cooperation	1. Be able to treat work partners with appreciation and trust, and respect everyone's efforts for the team		✓				
		2. Maintain close contact and good relations with all parties in the work, and take solutions beneficial to team problems and conflicts		✓				
	Team management	1. Be good at listening to the voices of subordinates and care for subordinates in due course		✓				
		2. The team work is divided clearly, employee responsibilities are distinct, and work tasks are arranged flexibly according to actual conditions		✓				
		3. Pay attention to the personal growth of employees, and focus on the improvement of employees' skills		✓				
	Performance management	1. The internal performance evaluation of the team is open and fair, and the evaluation results are impartial and reasonable		✓				
2. Develop internal training, establish standard and complete operation procedures, and improve team efficiency			✓					
Learning ability	Learning ability	Accept the new knowledge rapidly, keep it in mind accurately and put it into use		✓				
Values	Value cultivation	Actively participate in the culture construction activities of the company, and form a value fitting to the company		✓				
Total score of the assessment								
Comprehensive opinions on the employee assessed: Qualified on the whole.								
Recommendations for the employee assessed: None								

Table 10 Form of the Strategic Performance Indicator System of the Balanced Scorecard

No.	Dimension	Dimension performance measurement indicator	Weight	Calculation formula	Measures	Target value/achievement measurement			
						Q1	Q2	Q3	Q4
1	Operation (50%)	Management asset balance	15%	Balance sheet asset 50%, off balance sheet asset 50%		981	800	880	
2		Achievement of the core product scale	20%	Setting, decomposition and implementation of the market objectives; Formulation, plan and implementation of the marketing and user operation strategies;		1,008	1,100	1,200	
3		Median income	5%	Calculation formula		965	900	805	
4		Number of customers	10%	X=Actual achievement of the department/objective of the department % Y: Weight		1,037	1,200	1,100	
5	Strategy (50%)	Operation platform construction	20%	The first phase construction of the marketing platform is promoted, the marketing and operation related basic functions are provided, data application user label and user grouping functions are achieved, and marketing platform plan, function subdivision and implementation promotion are completed basically for the		1,000	1,200	1,100	

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				operation and management module.					
6		Major channel development	10%	Calculation formula		1,075	1,100	1,205	
8		Band image construction	10%	X=current quarterly progress of the platform Y: Weight		975	899	875	
10	Share and others (0%&deduction items)	Internal and external penalties	Deduction items	Carry out the department work based on the penalties given to the department, and according to the laws, regulations and supervisory documents;		0	0	0	
11		Achievement rate of the expense budget of the department	Deduction items	Calculation formula		0	0	0	
12		Internal client satisfaction	Deduction items	X=number of penalties (0 penalty and no point deduction) Y: 25 (25 points deducted for each penalty)		0	0	0	

Table 11 Record Form of the Employee Performance Interview

Interviewee	WANG *	Interview supervisor	LI**
Interview time:	2018-6-1	Interview place	Conference room 601
Interview Content 1: Work Performance of Year XXXX			
<p>1. 2018 work plan:</p> <p>WANG ** is responsible for operation work and daily maintenance work.</p> <p>2. Key indicator attainment:</p> <p>No level 2 above events arise. The indicators are attained basically.</p> <p>3. Performance assessment reason:</p>			

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Qualified on the whole.			
Interview Content 2: Employee Behaviors			
1. Work Attitude:			
Relatively serious.			
2. Work ability:			
Competent			
Interview Content 3: Aspects to Be Improved in Year XXXX			
Aspects to be improved:			
Improve the personnel ability.			
Interview Content 4: 2018 New Objective			
1. Work objective			
Main work	Objective	Specific measures	Support required
Operation and maintenance	Normal operation		
2. Personnel growth and professional planning			
Signature of the interview supervisor:		Signature of the employee interviewed:	
Date:		Date:	

Table 12 Approval Form for Project Application

Project name	* * Innovation Challenge		
Project type	**R & D	Project team leader	Wang *
Project introduction	Main contents and period of the project, etc.		
Analysis on the project value	Market promotion value and internal promotion value of the project, etc.		

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Expected input cost of the project	Expected calculation of man-months and other inputs of the project	
Expected objectives of the project	Cost budget, economic objective and technical objective	
Project implementation plan	Project plan by stage and stage objective	
Project risks and countermeasures	Main risks, main technical difficulties and countermeasure plan	
Project acceptance	Time, main ways and content points of acceptance	
Members of the project team		
Name:	Name:	Name:
Wang *	Li**	LIU**
Opinions of the evaluation team	Signature of the Committee Director: February 20, 2019	
Signature of the general manager:	Signature of the General Manager: February 21, 2019	

Table 13 Project Evaluation Sheet

Project name	* * Innovation Challenge		Project number	A001	
Project time	2019-2-20		Acceptance evaluation time	2019-3-10	
Project evaluation scoring card					
No.	Evaluation dimension	Evaluation content description	Weight	Scoring description	Score
1	Project progress	Whether completed in the specified time	20	(1) 100 points if ≤ 10 days;	90
				(2) 50 points if 10-15 days;	
				(3) 0 point if > 15 days;	
2	Project Quality	Economic benefits	25	Continuously bring about large economic benefits	100
				Continuously bring about certain economic benefits	70
				Bring about large economic benefits for a short time	50
				Bring about certain economic benefits	30
				No economic benefits	0
		Whether having a positive influence and promotion effect on	15	Have a significant improvement effect on existing work	100
		Have a large improvement effect	60		

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		work		on existing work	
				Have a certain improvement effect on existing work	30
				No improvements on the existing work	0
		Whether the expected requirements are met. Phased achievement rate for the R&D project $B = \frac{\text{actual achievement number at each phase for each project}}{\text{planned achievement number}} \times 100\%$	10	(1) 0 point for $B \leq 30\%$;	80
				(2) 30 points if $30\% < B \leq 50\%$;	
				(3) 60 points if $50\% < B \leq 70\%$;	
				(4) 80 points if $70\% < B < 100\%$;	
				(5) 100 points if $100\% \leq B$;	
3	Project document	Output normalized documents in time, and keep process documents intact.	20	(1) If documents are compiled in time and meet standard requirements, and process documents are kept intact, 100 points will be granted;	90
			(2) If documents are not compiled in time and in the standard form, and process documents are missing, 50 points will be granted;		
			(3) In case of no document output or process document, 0 point will be granted.		
4	Others	Team cooperation, coordination and performance management	10	(1) If the team has clear sub-objective, unites and works together under standard and effective performance management, 100 points will be granted;	80
				(2) If the team has fuzzy sub-objective, works together with bad coordination capacity, and changes personnel in the middle or has conflicts under non-standard performance management, 60 points will be granted.	
				(3) If the team has serious divergence or conflicts, causing the delay or failure of the task, 0 point will be granted.	
Project level		A	Total score		85
Opinions of the evaluation team			Signature of the Committee Director: Date:		
Opinion of the general manager			Signature of the General Manager: Date:		

