

**JOB CHARACTERISTICS, INTRINSIC
MOTIVATION, ORGANIZATIONAL
INNOVATIVE CLIMATE AND EMPLOYEE
INNOVATIVE BEHAVIOUR IN THE CHINESE
CCMI INDUSTRY**

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INNOVATIVE BEHAVIOUR IN THE CHINESE
CCMI INDUSTRY**

by

MA TINGTING

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LIST OF ABBREVIATIONS

CCMI	Chinese Convergent Media Industry
CCQ	Creative Climate Questionnaire
CET	Cognitive Evaluation Theory
EIB	Employee Innovative Behaviour
IM	Intrinsic Motivation
JC	Job Characteristics
JCT	Job Characteristics Theory
KEYS	Assessing the Work Environment for Creativity
OIC	Organizational Innovative Climate

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**CIRI-CIRI KERJA, MOTIVASI DALAMAN, SUASANA INOVASI
ORGANISASI DAN TINGKAH LAKU INOVATIF PEKERJA DALAM
INDUSTRI CCMI CHINA**

ABSTRAK

Berdasarkan kemajuan dalam teknologi media baru, Institusi Media Konvergen Cina (CCMI) mempamerkan potensi pertumbuhan yang ketara. Pangkalan pengguna yang besar, dorongan inovasi yang tidak mencukupi, dan lelaran pesat teknologi digital memberi tekanan yang ketara kepada inovasi pekerja industri CCMI (EIB). Berdasarkan Teori Ciri-Ciri Kerja dan Teori Penilaian Kognitif, kajian ini membangunkan model baru dan menguji tujuh belas hipotesis untuk mengesahkan faktor-faktor yang mempengaruhi EIB, merangkumi sifat pekerjaan, dorongan peribadi, dan factor-faktor persekitaran. Prosedur pengumpulan data melibatkan pemilihan instrumen yang sesuai untuk mengukur ciri-ciri pekerjaan, motivasi intrinsik, dan iklim inovasi organisasi. Kajian perintis turut dijalankan untuk mengesahkan kebolegunaan pengukuran sebelum kaji selidik sebenar dijalankan. Seterusnya, pekerja-pekerja dari tiga CCMI peringkat teratas di China dipilih sebagai subjek kajian. Borang soal selidik diedarkan kepada pekerja-pekerja melalui jabatan Sumber Manusia masing-masing di syarikat-syarikat sasaran. Setelah penapisan dan saringan data, 192 borang soal selidik disahkan untuk dianalisis. Perisian IBM SPSS 27 dan SmartPLS 4.0 telah digunakan untuk menjalankan analisis. Semua 17 hipotesis yang diuji disokong, merangkumi kesan

langsung, perantaraan, dan moderasi. Keputusan kajian membuktikan pengaruh penting dan peranan ramalan ciri-ciri pekerjaan, motivasi intrinsik, dan iklim inovasi organisasi terhadap penjaan tingkah laku inovatif di kalangan pekerja dalam industri ini. Faktor-faktor seperti autonomi pekerjaan, variasi tugas, kepentingan tugas, identiti tugas, dan maklum balas dari kerja mempengaruhi motivasi intrinsik pekerja dan tingkah laku inovatif pekerja secara positif. Motivasi intrinsik memberi impak yang signifikan dan positif terhadap tingkah laku inovatif pekerja dengan memperantara hubungan antara ciri-ciri kerja dan tingkah laku inovatif pekerja. Kajian itu juga mengesahkan peranan moderasi iklim inovasi organisasi (OIC) antara motivasi intrinsik dan tingkah laku inovatif pekerja. Apabila OIC dalam sesebuah organisasi adalah tinggi, hubungan antara motivasi intrinsik dan tingkah laku inovatif pekerja semakin kukuh, manakala hubungan tersebut menjadi lemah apabila OIC rendah. Khususnya, di antara lima ciri pekerjaan yang mempengaruhi kreativiti pekerja, rasa kepentingan pekerjaan dan identiti menunjukkan korelasi paling kuat. Penemuan ini mungkin berkait rapat dengan latar belakang budaya Timur, yang menawarkan pandangan baru untuk kajian perbandingan silang budaya mengenai topik ini pada masa depan. Walaupun terdapat beberapa kekangan, kajian ini menyumbang secara teori dengan mencadangkan rangka kerja baru berdasarkan teori-teori yang sedia ada dan memperkayakan penerokaan teori, seterusnya menyumbang secara praktikal kepada pembangunan industri.

**JOB CHARACTERISTICS, INTRINSIC MOTIVATION,
ORGANIZATIONAL INNOVATIVE CLIMATE AND EMPLOYEE
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ABSTRACT

Due to advancements in new media technology, Chinese Convergent Media Institutions (CCMI) exhibit significant growth potential. The huge user base, the insufficient innovation drive, and the rapid iteration of digital technologies places significant pressure on the CCMI industry employees' innovation (EIB). Drawing upon the Job Characteristics Theory and Cognitive Evaluation Theory, this study developed a novel model and tested 17 hypotheses to validate the factors influencing EIB, encompassing job attributes, personal drive, and environmental factors. The data collection procedure involved selecting suitable instruments to measure job characteristics, intrinsic motivation, and organisational innovation climate. Pilot studies were also conducted to confirm the applicability of measurements before the actual survey. Subsequently, employees from three top-ranked CCMI in China were chosen as the research subjects. Network questionnaires were distributed to employees through their respective HR departments in the target companies. After data filtering and screening, 192 valid questionnaires were confirmed, and analysis was conducted using IBM SPSS 27 and SmartPLS 4.0 software. All seventeen hypotheses tested were supported, including direct, mediating, and moderating effects. The results

demonstrate the significant influence and predictive role of job characteristics, intrinsic motivation, and organisation innovation climate on the generation of innovative behaviour among employees in the behaviour industry. Factors such as job autonomy, task variety, task significance, task identity, and feedback from work positively influence employees' intrinsic motivation and employee innovative behaviour. Intrinsic motivation significantly and positively impacts employee innovative behaviour by mediating the relationship between job characteristics and employee innovative behaviour. The study also confirmed the moderating role of organisational innovation climate (OIC) between intrinsic motivation and employees' innovative behaviour. When OIC within an organisation is high, the relationship between intrinsic motivation and employees' innovative behaviour strengthens, whereas the relationship weakens when OIC is low. Notably, among the five job characteristics influencing employee innovative behaviour, the sense of job significance and identity exhibited the strongest correlation. This finding could be possibly associated with Eastern cultural backgrounds, offering new insights for future cross-cultural comparative studies on this topic. Despite some limitations, this research contributes theoretically by proposing a new framework based on existing theories and enriching the theoretical exploration, thereby making a practical contribution to the industry's development.

CHAPTER 1

INTRODUCTION

1.1 Introduction

Chapter 1 outlines the study's background, research problems, objectives, and questions. Subsequently, it clarifies the research scope and significance, defines key terms, and offers a succinct summary. Finally, the chapter outlines the thesis structure, aiding readers in comprehending the research more effectively.

1.2 Background of the Study

In China, the growth of emerging electronic technologies has posed significant challenges to the survival of traditional media industries, such as newspapers, radio, and television. The public's interest in these traditional mediums has waned, with more individuals turning to video websites and Internet platforms such as blogs, Facebook, and WeChat as their primary sources of information. In response to intense market competition, traditional media industries have undergone progressive transformations, shifting the primary communication channel towards the more popular Internet platforms. Consequently, the evolution of societal demands has necessitated the emergence of a novel media integration industry known as China's Convergent Media Industry (CCMI).

As of December 2025, a total of 587 newspaper, radio, and television broadcasting organisations at or above the prefecture level across the country are facing transformation pressure. In order to successfully integrate media content such as news, interviews, variety shows, and advertisements onto internet platforms and gain market recognition, these organizations urgently need to innovate in technology iterations and product innovation to achieve sustained profitability. The protagonists driving this innovative revolution are the employees of each media company.

In the past, significant theoretical and empirical research has focused on strategies to foster innovative behaviours among employees within organisations. Numerous researchers have explored the underlying mechanisms driving innovative behaviours among employees in various industries, including manufacturing, IT, and sales. Nevertheless, there is a relative dearth of research examining employees' innovative behaviour in the media industry. Scholars emphasise the need for future studies to conduct meticulous analyses of the contexts in which employees' innovative behaviours occur (Anderson et al., 2014). Additionally, they propose the necessity of empirical validation of relevant innovation theories across diverse cultural contexts. Undeniably, China's converged media industry, characterised by the seamless integration of the Internet and traditional media, is a burgeoning and dynamic sector (Liu Qi, 2024).. Innovation serves as the lifeblood of this industry. Therefore, it is timely to investigate employee innovative behaviour within China's converged media landscape.

This section examines the current landscape and innovation requirements within China's converged media industry, along with an exploration of the underlying background factors that cultivate innovative behaviours among organisational employees.

1.2.1 A Thriving and Innovation-Driven Sector: Chinese Convergent Media Industry (CCMI)

The phenomenon of media convergence is gaining significant momentum in practical applications and academic discussions globally. This thriving industry is driven by innovation, as novel electronic technologies, such as blogs, Facebook, and WeChat, have emerged as increasingly popular information dissemination platforms for Internet-enabled mobile devices, surpassing traditional media enterprises such as newspapers, radio, and television. In response to intense market competition, the traditional media sector has undergone a competitive transformation, leading to the emergence of a new media integration industry.

The work of Gordon (2003) generalized the existence of four types of convergence, which led to substantial transformations in organisational structures and the execution of journalistic duties. These types include (a) possession, characterised by the possession of multiple information and distribution networks; (b) strategic, involving collaborations or cooperation in content, advertising, and profit improvement; (c) institutional, exemplified by dramatic improvements in organisational structure and information gathering through the employment of multi-

skilled journalists; and (d) communication, facilitated by the provision of modern narrative formats through digital media. Huang and Heider (2007) outlined three essential characteristics of the convergent media industry: technology, economics, and communication. These aspects emphasise the media digitisation generated by technological advancements, which centres on cross-promotion and market factors. Simultaneously, considering the alterations in media structure due to convergence, these key terms impose higher demands on the quality of information formats and the creative skills of practitioners.

Since 2014, the Chinese government has implemented a policy to transform the media industry, with a focus on fostering integration between traditional media and Internet platforms. This policy presents a crucial opportunity for the traditional media sector in China to address the challenges posed by the digital media landscape and advance in terms of technology and content. In 2023, the market size of China's CCMI industry reached 1.2 trillion RMB. The revenue total of CCMI industry, which is achieved by integrating traditional media (newspapers, television) with emerging media (short videos, live streaming), encompasses all aspects such as content creation, distribution, advertising, and technical services, cited by Research Report on the Current Market Development Status, Prospect Trends and Investment Analysis of China's Converged Media Industry (2024) (<https://max.book118.com/html/2025/0208/8104140062007030.shtm>). At the same time, the direct GDP contribution of CCMI industry was approximately 0.8%. It's

growth rate reached 25%, that was far exceeding the overall GDP growth rate of 5.2%) (Lu, 2024). In 2023, the employment size of CCMI industry reached 12 million, among which content creators accounted for 50%, technical personnel accounted for 30%, and management and operation staff accounted for 20% (Solang et al., 2024).

In conclusion, with the extensive deployment of 5G information and communication technology, by 2024, the influence of Internet communication has led to an exponential growth in the number of converged media in China, highlighting a pressing need for innovation.

Firstly, the converged media industry in China is immense, and its successful transition towards the Internet necessitates innovation. According to the Chinese Media Convergence Communication Index Report in 2023 (http://www.xinhuanet.com/2023-01/09/c_1211716199.htm), Chinese newspapers, TV, and radio are expanding their mainstream value influence territory by establishing an integrated communication matrix. The total number of covered users increased by 123% from the year of 2022 to 2023. This report examined media convergent platforms, including 275 newspapers, 278 broadcast frequencies, and 34 TV stations in China. These platforms encompass a total of 340 websites, 900 Microblog accounts, 800 WeChat accounts, 1,202 convergent news platform accounts, 841 convergent video platform accounts, and 337 self-built Android platforms.

As illustrated in Figure 1.1, compared to the three traditional media, television demonstrates the highest media integration rate, reflecting 100% coverage across almost all platforms except for the convergent audio platform. Newspapers follow closely, with a coverage rate of 100% on Microblog and WeChat platforms. Radio exhibits slightly lower coverage but still achieves rates of 100% on websites and 95% on self-built Android platforms.

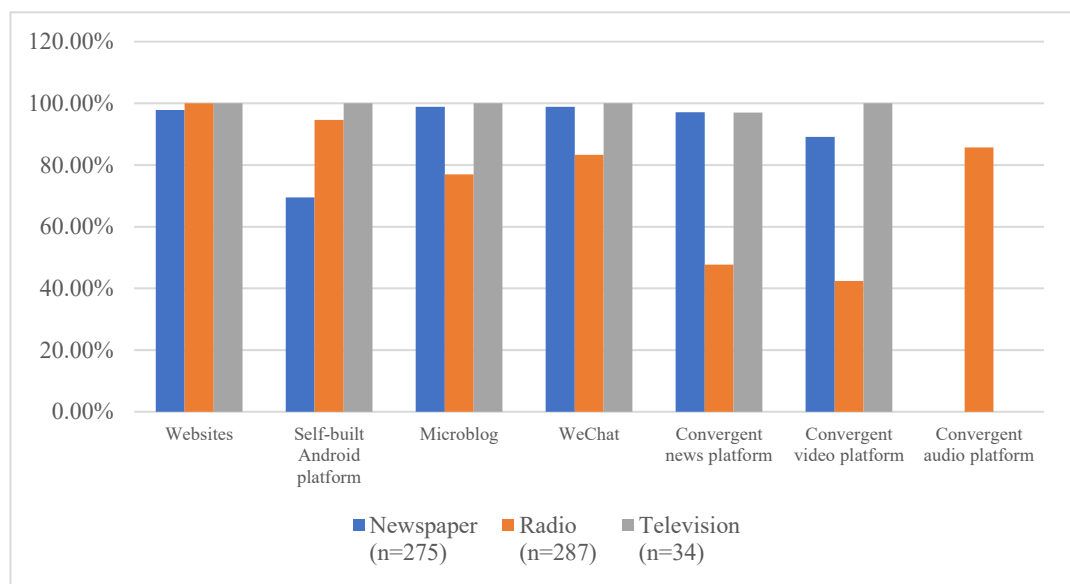


Figure 1.1 The Coverage Rate of Chinese Newspaper, Radio, and Television Convergent Matrix in 2023

Secondly, the communication efficiency of China's converged media industry is strong, resulting in substantial commercial value. This situation underscores the need for innovation-driven efficiency. Figure 1.2 illustrates the average contribution rate of traditional platforms, PC Internet and mobile Internet, with each percentage representing the commercial profit value of different media terminals. Notably, the total commercial contribution rate from Internet terminals of mobile phones and PCs

amounts to 78% (59% from mobile Internet plus 19% from PC Internet). The majority of this value is derived from converged media platforms supported by multimedia technology. In contrast, the revenue ratio of traditional platforms accounts for only 22%, which is less than one-third. This highlights the significant role played by professional talents and technologies in driving these benefits.

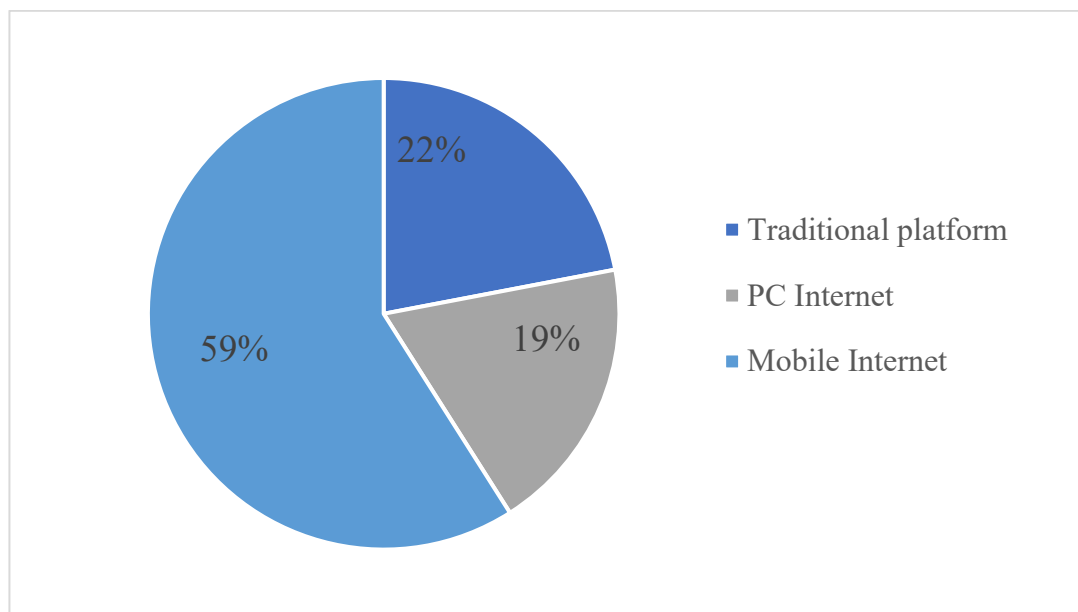


Figure 1.2 The Communication Contribution Rate of Chinese Newspaper, Radio and Television Convergent Matrix in 2023

Lastly, the integration of media communication technology with modern Internet technology necessitates ongoing innovation to remain at the forefront of the era. Noteworthy, technological innovation, specifically digital applications, has played a huge role in promoting the convergent media industry. A notable event in this regard was the Chinese Convergent Media Computer Algorithms Forum held in Jinan, Shandong Province. With the theme of “A fresh start for intelligent algorithms, a new journey for convergent development”, managers from the top best convergent media

companies discussed the impact of computer algorithms on future CCMI and the development trend of intelligent information technology based on the experience in building convergent media platforms.

The press session of the above conference showcased the digital robot Xiao Zheng (Refer to Figure 1.3), who is the first digital astronaut for journalists worldwide. Jointly developed by The Xinhua Converged News Agency, State Key Laboratory of Systems and Tencent Company, this ultra-realistic virtual digital human represents advanced innovation of computer graphics technology, spatial information technology, artificial intelligence technology, and 5G technology within the converged media industry.



Figure 1.3 Digital Astronaut for Journalist: Xiao Zheng

In summary, under the wave of the new technological revolution, technologies such as 5G, VR, AR, MR, and AI continue to advance. The dissemination forms of China's new media CCMI industry are constantly changing (Figure 1.1), its dissemination effectiveness is continuously improving (Figure 1.2), and its

dissemination technology is continually developing (Figure 1.3). These data can all indicate the rapid progress of China's digital technology, the constant changes in user needs, and the immense pressure on media organizations to transform from traditional models to new media models. In this context, the integration of traditional media (such as newspapers, television, and radio) with new media platforms (such as social networks, mobile applications, and online platforms) is rapidly becoming a new force in development and faces significant innovation demands (Huang & Xu, 2024). Therefore, CCMI represents an innovative industry and has great potential for attracting innovative employees. Consequently, selecting research subjects within CCMI workplaces, focusing on the core issue of employee innovative behaviour, is relevant and appropriate.

1.2.2 Employee Innovative Behaviour (EIB) in CCMI Workplace

Employee innovative behaviour (EIB) is a crucial component and primary driver of organisational innovation (Liehr & Hauff, 2025). It denotes employees actively engaging in creative and innovative activities to enhance work performance and accomplish organisational objectives. Additionally, EIB is deemed an essential catalyst of innovation and competitiveness in today's rapidly evolving business landscape. Consequently, this study endeavours to investigate the correlation between EIB and organisations, along with the factors that inspire and facilitate EIB within the CCMI.

The inherent nature of the work itself cannot be overlooked. Hatcher et al. (1989) pointed out that three emphasised job characteristics, namely job autonomy, job diversity and job feedback, have a significant positive impact on employees' innovative performance. Scholars such as Amabile and Grysiewicz (1989), Frese et al. (1999), and Zhou and Jeng (1998) demonstrated that job attributes positively impact employees' creative performance. Engaging in more complex work or work that merely adheres to rules, whether the tasks exhibit diverse characteristics or the feedback mechanism of this work, among other factors, must be confronted as they largely determine how one should approach and complete them. Consequently, job characteristics are centred on and considered as the primary factor influencing employees' innovative behaviour.

Innovative work behaviour refers to the introduction of new concepts, methods, technologies or processes by individuals or teams in the work environment to improve efficiency, solve complex problems or create new value (AlEsa & Durugbo, 2022). According to research by AlEsa and Durugbo, innovative behaviour is usually manifested as breaking through the traditional thinking framework, daring to try new things, and being able to continuously optimize and improve in practice. The behavioural manifestations of employees' reluctance to actively engage in innovation are as follows: 1). Weak learning awareness: lack of interest in learning new knowledge and skills, satisfied with the existing level of knowledge, and unwilling to invest time and energy in in-depth learning. 2). Rigid working methods: accustomed

to using traditional and known methods to solve problems, unwilling to try new methods or tools, lack of flexibility and adaptability. 3). Lack of critical thinking: lack of questioning of existing work processes and methods, unwillingness to challenge the status quo, lack of innovative thinking and new perspectives for solving problems. 4). Insufficient teamwork: In teamwork, unwilling to share new ideas or accept new ideas from others, lack of teamwork spirit and motivation for joint innovation. They also pointed out that the positive symptoms of employees' innovative work behaviour is to continue to actively learn new knowledge and skills; flexibly respond to changes and quickly adapt to new work environments and challenges; actively propose new ideas and suggestions, jointly explore innovative solutions; and continuously optimize and improve existing work processes to improve work efficiency and quality.

At present, the methods for measuring employees' innovative work behaviour are also mainly evaluated from two directions: scientific scales estimation and output effects evaluation. The conventional practice is to understand the degree and frequency of employees' participation in innovative activities at work through mature scales by the self-reported questionnaires or interviews. However, the researchers are also actively exploring more diverse methods to measure the latent variable EIB. For example, Katila (2000) proposed the number of new technologies or products proposed for development and the number of patent applications and authorizations, specifically measuring the number of new technologies and new products developed by an

organization or city in a certain period of time, reflecting the activeness of its innovative activities.

In summary, innovative work behaviour is the innovative ability and practice demonstrated by organizations and individuals at work, which can be measured by a variety of methods and indicators. The background of this study is based on identifying the behavioural symptoms of employees' lack of innovation, which helps to take timely measures to stimulate and enhance their innovation potential.

1.2.3 Job Characteristics (JC) in CCMI Workplace

In the actual CCMI workplace, a job exhibits the following characteristics. First, it necessitates cross-disciplinary collaboration, as the industry requires the integration of various fields, such as technology, entertainment, and media, resulting in frequent interdisciplinary cooperation and exchange. Secondly, the job is technology-driven and innovative, with a strong dependence on technological advancements. This dependence necessitates continuous iteration and employee innovation to adapt to the rapidly evolving digital media landscape. Thirdly, it emphasises content production and integration, with employees required to participate in creating, aggregating, and distributing content to cater to the diverse needs of various media platforms and audiences.

Furthermore, practitioners in the convergence media industry must possess multimedia proficiency, including multimedia production and editing skills such as

video production, social media management, and more. Lastly, the industry demands a fast-paced and flexible work environment, necessitating employees to possess a keen market sensibility, an understanding of industry trends, and the ability to adapt to changes and pressure while responding to workplace challenges. Evidently, these job attributes pose substantial challenges to employees. Nevertheless, such challenges may also significantly stimulate employees' intrinsic motivation to engage in innovative work.

1.2.4 Intrinsic Motivation (IM) in CCMI Workplace

According to self-determination theory, the foundation of intrinsic drive is the biological urge for competence and autonomy (Ryan & Deci, 2000). Researchers have generally confirmed that work attributes stimulate people's intrinsic biological impulses and psychology. Audenaert et al. (2017) indicated that job traits characterised by considerable freedom and discretion lead to a perception of psychological empowerment among employees. This perception directly reinforces intrinsic motivation and engagement in individual innovation. Intrinsic motivation serves as a dynamic force during the idea proposal stage and plays a crucial role. It continuously interacts with situational factors, exerting a comprehensive influence on employees' innovative performance during the execution stage (Fischer et al., 2019).

Due to the rapid iteration of the CCMI industry and swift technological progress, employees must constantly learn and adapt to new technologies, which

necessitates continuous learning and technology-driven work attributes to stimulate employees' inherent thirst for knowledge and innovative. In addition, the rapidly changing work environment requires flexibility, fostering employees' willingness to explore new ideas and innovative solutions. In summary, intrinsic motivation for innovation among employees is stimulated in various ways by the job characteristics of the converged media industry. These ways include cross-field cooperation, technology advancement, content production and integration, a fast-paced, flexible work environment and other factors, encouraging employees to participate in innovation activities actively.

1.2.5 Organizational Innovative Climate (OIC) in CCMI Workplace

Employees are most likely to innovate under certain circumstances. It has been highlighted that when an organisation fosters a consistent climate conducive to innovation, resistance to innovative behaviours diminishes significantly, while concurrently enhancing the inherent propensity to innovate. A significant body of literature indicated that certain traits of organisational climate, such as encouragement of creativity, autonomy, access to resources, task clarity, feedback, supportive supervision, and a non-controlling environment, lead to improved outcomes and innovative performance (DeCotils & Koys, 1980; Rogers et al., 1980; Amabile, 1983; Klein & Sorra, 1996; Oldham & Cummings, 1996; Andriopoulos, 2001; Hunter et al.,

2007; Schneider et al., 2010; Hornberg et al., 2017). Clearly, this term is multidimensional.

A greater need exists for an atmosphere in CCMI organisations that promotes open communication and sharing of ideas. It encourages employees to share their ideas and suggestions and also promotes trying new methods and ideas, even if they may fail, which is considered acceptable. At the same time, this atmosphere promotes diversity and cross-sectoral collaboration, encouraging individuals with different backgrounds, skills, and experiences to collaborate and create new ideas across fields. Undeniably, innovators are often encouraged, supported, and recognised by leaders who value employee feedback and suggestions. These initiatives can create a positive organisational atmosphere which encourages innovative thinking, acceptance of change, and experimentation with new concepts, thereby strengthening employees' internal motivation for innovation and achieving innovative development within the organisation.

In summary, when examining the dynamics of employee innovative behaviour within the CCMI work scenario, it is necessary to emphasise the rationale behind focusing on examining the three indicators of job attributes, personal motivation, and organisational climate. The following sections will further address the important issues of concern in this study.

1.3 Research Problems

The rise of an industry depends on the continuous engagement of innovative employees, and its ongoing creative output is vital for maintaining a dominant position (Amabile, 1983, 1988; Woodman et al., 1993; Ford, 1996; Unsworth, 2001). Examples such as Toshiba's decline in Japan and Nokia's replacement worldwide serve as stark reminders of the swift rise and fall of industries due to evolving technological landscapes. The growth of the network economy and the emergence of new industries emphasise the urgency of hiring employees who can contribute their intellectual capital to sustainable development. The innovative behaviours of employees in the media convergence industry can be observed from three aspects: content innovation, technological application innovation, marketing and organizational collaborative innovation. The content innovation capability is reflected in the innovation projects led or participated in by employees, as well as the dissemination volume of these projects and the viewing duration of users (Muninger et al., 2019). The innovation of technology application can be verified by observing whether employees use tools to develop or modify processes, thereby shortening the content production cycle (Marion & Fixson, 2021). The dissemination marketing and organizational collaborative innovation are evaluated by observing the frequency at which employees assume core roles in the multimedia project team, the frequency of resolving communication barriers within the team, the effectiveness in promoting the construction of a

standardized terminology database, as well as the project operation results and the rate of revenue increase (Xia et al., 2024).

The CCMI, which combines the Internet and traditional media resources, is a prime example of this innovative approach. Nevertheless, the current challenge lies in transforming employees' work attributes from traditional media to those with new Internet characteristics. These employees can adapt to these innovations and challenges by implementing strategies that foster flexibility and continuous learning.

The first challenge in the CCMI industry is the large user base, which necessitates enterprises to innovate continuously and requires employees to invest more time and energy in innovation to meet user needs. Continuous innovation in communication content is essential to maintain user engagement. As depicted in Figure 1.4, TV has the largest overall number of users, totalling 5212.35 million, followed by newspapers with a total of 738.99 million accounts, and finally, radio with 100.99 million users. The significant number of users in converged media indicates a preference for receiving media information through pictures and vivid videos supported by multimedia technology. Moreover, people are more inclined to use mobile terminals, such as PCs or mobile phones, to access information. The surge in the number of users presents a considerable challenge for the CCMI industry to improve and adapt.

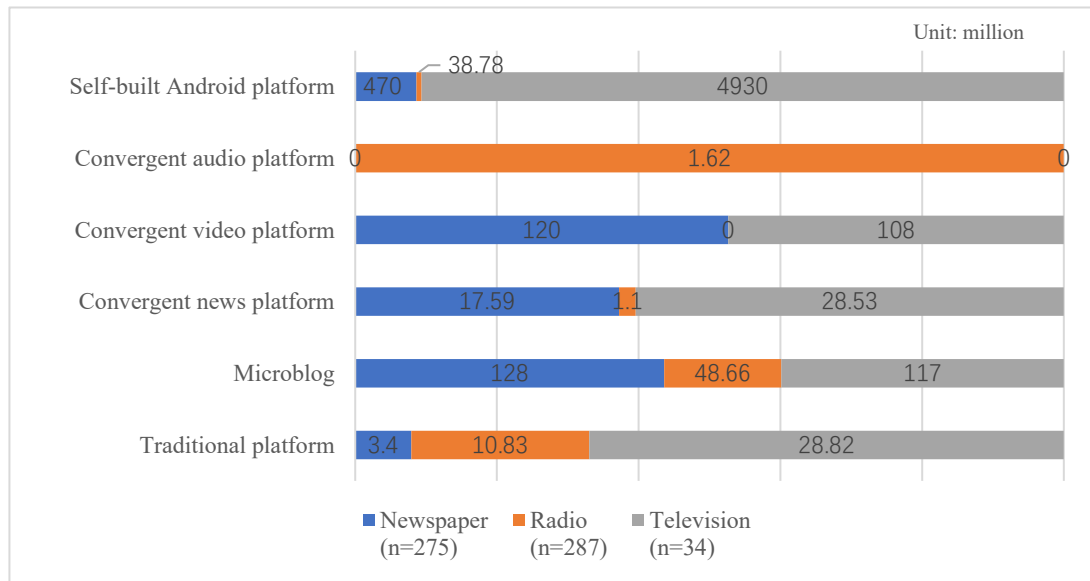


Figure 1.4 The Registered User Number of Chinese Newspaper, Radio and Television Convergent Matrix in 2023

The second challenge is that employees in the CCMI industry generally have low enthusiasm for innovation when transforming from the traditional media industry to the new media industry, stemming from various reasons that require analysis. With the rapid development of digital technology and the Internet, China's media industry is undergoing unprecedented changes. The role of media employees is no longer limited to traditional information collection and reporting work, but they need to have more skills and qualities to adapt to the new media environment (Wang, 2025). In the era of integrated media, employees not only need to master traditional news editing skills but also need to have diversified skills such as cross-media operation ability, data analysis ability, social media operation ability (Wang, 2024). In addition, they also need to change their way of thinking, from one-way information transmission to two-way or even multi-way communication and interaction, focusing on communication and feedback with the audience in order to better meet the needs of the

audience (Zhang, 2025). However, a common phenomenon is employees' lack of intrinsic motivation to develop and understand new technologies, compounded by a work environment that does not foster innovation. Therefore, it is imperative to explore whether the job characteristics of the CCMI industry can optimise employees' intrinsic motivation and activate it effectively. As elucidated in the preceding section, the innovative work objects employees are compelled to confront are the starting point for research (Audenaert et al., 2017). Concurrently, the impact of job attributes on employees' innovative behaviour is not instantaneous, regardless of whether it is conveyed through other factors (Shalley & Zhou, 2008). In order to illustrate this process, one must also demonstrate whether work characteristics influence individuals' intrinsic motivation to create and the primary role of individual intrinsic motivation in promoting employees' innovative behaviour. Consequently, the study also sought to comprehend the type of environment that further augments employees' motivation to engage in creative work. Innovation is not a simplistic routine task but rather replete with challenges and the risks of failure. These predictable impediments may potentially attenuate employees' intrinsic motivation to innovate.

In the third aspect, according to relevant data, the scale of China's digital economy was 31.3 trillion RMB in 2018, accounting for 34.8% of China's GDP, and the contribution rate of digital economic development to GDP growth was 67.9%. In 2019, the scale of China's digital economy will reach nearly 35.9 trillion RMB, and the proportion will further increase. In 2020, the digital economy continued to grow

rapidly, and the integration of information technology and the real economy accelerated, reaching a scale of 39.2 trillion RMB, and the total volume jumped to the second place in the world. In 2020, the scale of the industrial Internet industry reached 916.48 billion RMB. At present, the vigorous development of the digital economy will promote the transformation and upgrading of the traditional media industry and provide inexhaustible power for the development of the new media industry (Solang et al., 2024). The development of the digital economy requires more digital talents. It also demands that CCMI industry employees, in the context of industry digital transformation, create more innovative products, carry out technological innovations and implement management model innovations.

According to the statistics of the Internet Report (Lu, 2024), the scale and usage rate of Internet users in China who use applications such as online search, online news, and online video related to the new media industry are particularly high. For example, in 2020, the number of monthly active users of WeChat has reached 1.206 billion, and the monthly active users of the company of Bytedance's Toutiao, Douyin, Douyin Volcano Edition, and Xigua Video have also reached about 900 million, all of which have laid a solid foundation for the development of China's CCMI industry. However, after analysing the current status of the integration and development of new media industry and Internet technology, it is found that China's convergent media industry is mainly facing the problems of homogeneous product forms, poor management system and technological innovation capabilities (Liu, 2024). The development of CCMI

industry still needs to adopt a more comprehensive strategy to truly create high-quality new media brands and achieve sustainable and innovative development of the new media industry.

Thus, this study aimed to undertake a comprehensive and meticulous examination of the generation mechanism of employee innovation behaviour in CCMI.

1.4 Research Objectives

Based on the problem statement above, this research aims to empirically validate the crucial factors shaping employee innovative behaviour (EIB) within the Chinese convergent media workplace. Furthermore, it endeavours to explore the interactive relationship between job characteristics, intrinsic motivation, and organisational innovative climate, as these factors contribute to fostering innovative behaviour among employees in the Chinese convergent media workplace. The research objectives are provided below:

1. To examine the relationship between the main components of job characteristics (JC), including job autonomy, task variety, task identity, task significance, and feedback from the job, on employee innovative behaviour (EIB) among employees in the Chinese convergent media workplace.

2. To examine the relationship between the main components of job characteristics (JC), including job autonomy, task variety, task identity, task significance, and feedback from the job, on employees' intrinsic motivation (IM) among employees in the Chinese convergent media workplace.
3. To identify the direct association between intrinsic motivation (IM) and employee innovative behaviour (EIB) among employees in the Chinese convergent media workplace.
4. To investigate the role of intrinsic motivation (IM) in mediating the relationship between job characteristics (JC), including job autonomy, task variety, task identity, task significance, feedback from the job, and employee innovative behaviour (EIB) among employees in the Chinese convergent media workplace.
5. To determine whether organisational innovative climate (OIC) has a moderating effect on the relationship between intrinsic motivation (IM) and employee innovative behaviour (EIB) among employees in the Chinese convergent media workplace.

1.5 Research Questions

This research aims to address the following questions:

1. Does job characteristics (JC), including job autonomy, task variety, task identity, task significance, and feedback from the job, influence employee innovative behaviour (EIB) among employees in the Chinese convergent media workplace?
2. Do job characteristics (JC), including job autonomy, task variety, task identity, task significance, and feedback from the job, influence employees' intrinsic motivation (IM) among employees in the Chinese convergent media workplace?
3. What is the relationship between intrinsic motivation (IM) and employee innovative behaviour (EIB) among employees in the Chinese convergent media workplace?
4. Is the relationship between job characteristics (JC), including job autonomy, task variety, task identity, task significance, feedback from the job, and employee innovative behaviour (EIB) mediated by intrinsic motivation (IM) among employees in the Chinese convergent media workplace?
5. Does organisational innovative climate (OIC) moderate the relationship between intrinsic motivation (IM) and employee innovative behaviour (EIB) among employees in the Chinese convergent media workplace?

1.6 Significance of Study

This study focuses on the formative mechanism of employee innovative behaviour in the special context of the converged media industry. It explores how individual, job and organisational contexts affect employee innovative behaviour within the boundaries and underlying conditions. This research contributes theoretically and practically to the field of individual innovative behaviour.

1.6.1 Theoretical Significance

The empirical investigation of employee innovation behaviour within the Chinese converged media industry contextualises the significance of organisational behaviour, innovation management, and the distinctive dynamics of the rapidly evolving industry. This research offers several theoretical implications, as discussed below.

First and foremost, this research endeavours to enhance innovation theory, building upon the ground-breaking work conducted by Amabile (1983, 1988, 1996) and broadening its application spectrum. Examining employees' innovation behaviours enables researchers to test and refine existing innovation theories within the context of the converged media industry. By investigating employee innovation behaviours, the applicability of existing innovation theories in China's converged media industry can be accessed, and necessary adjustments can be made. The industry-specific nature may necessitate tailoring innovation theories to better explain and