International Journal of Research Studies in Management
2024 Volume 12 Number 11, 115-124

Innovation capability, employee engagement, and organizational performance: Basis for competitive business operations framework

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ISSN: 2243-7770
Online ISSN: 2243-7789

Received: 30 July 2024 **Revised**: 25 August 2024 **Accepted**: 28 August 2024 OPEN ACCESS
Available Online: 1 September 2024 **DOI**: 10.5861/ijrsm.2024.1256

Abstract

This study evaluated the various dimensions of three variables that affect a business's development and innovation capabilities, employee engagement, and organizational performance, and determined a competitive operational framework for the business. The survey questionnaire for this study was conducted using the Likert Level 4 scale. Based on the collected survey questionnaire data, use frequency distribution and percentage to determine the gender, age, working time in the business, and position of the participants. Use weighted average to determine the judgment of participants on the impact of innovation ability and employee engagement on organizational performance. The research results indicate that the dimensions of the three variables are positively correlated with the corresponding variables. Innovation ability has a weak to moderate impact on employee engagement and organizational performance, while employee engagement has a weak to moderate impact on organizational performance. Based on the analysis results, the competitive business operations framework of the enterprise has been determined. For future research, it is recommended to consider other variables that may enhance organizational competitiveness, such as organizational culture and knowledge management.

Keywords: innovation ability, employee engagement, organizational performance, business operations framework

Innovation capability, employee engagement, and organizational performance: Basis for competitive business operations framework

1. Introduction

Nowadays, businesses with diversified demands and fierce competition are facing more opportunities and challenges, especially after the COVID-19. The future development of business will face further transformation, upgrading, and innovative development to improve organizational performance, which can be achieved through the combination of innovation capability and employee engagement. Chen (2020) pointed out in an article published in the Economic Daily titled "Five Dimensions for Improving the Innovation Capacity of State Owned Enterprises" that, according to the "Decision of the Central Committee of the Communist Party of China on Several Major Issues of Adhering to and Improving the Socialist System with Chinese Characteristics, Promoting the Modernization of the National Governance System and Governance Capacity" passed at the Fourth Plenary Session of the 19th Central Committee of the Communist Party of China, China's future development needs to increase the innovation capacity of the Chinese national-owned economy, including technological innovation, management innovation Starting from the five dimensions of model innovation, international perspective, and innovative talents, integrating the development of state-owned enterprises with national strategies, seizing global opportunities, and comprehensively enhancing the innovation abilities of state-owned enterprises will be benefit to achieving high-quality development of the Chinese economy.

The Ministry of Science and Technology and the Ministry of Finance of China (2022) pointed out in the "Action Plan for Improving Enterprise Technology Innovation Capability (2022-2023)" that the Chinese government should fully play its role and fully leverage the role of the market in national resource distribution to enhance the technological innovation capabilities of Chinese enterprises, especially in scientific and technological innovation. The Action Plan for Improving Enterprise Technological Innovation Capability (2022-2023) lists the following: Promote effectively promoting the implementation of national policies in innovation that benefit enterprises, establish a regular participation mechanism for enterprises in national scientific and technological innovation decision-making, guide enterprises to strengthen research on key core technologies, promote the growth of medium and small businesses as important sources of innovation, increase the gathering of technology talents to enterprises, strengthen financial support such as venture capital for enterprise innovation, strengthen the integration and innovation of industry, academia, research and application, and large and small enterprises, and enhance the internationalization level of enterprise in innovation 10 specific contents were elaborated separately to promote stable growth and high-quality development of the Chinese economy.

Human resource management applications have an obvious effect on employee satisfaction, which has an obvious effect on service-oriented organizational citizenship behavior. Both of these factors determine enterprise performance. Management should have a better understanding and understanding of the relationship and connection between corporate human resource management practices, employee satisfaction, service-oriented organizational citizenship behavior, customer satisfaction, and organizational performance (Lee et al., 2020).

In the research on the performance and innovation of Thai tourism enterprises, human capital and service innovation ability are the main factors that affect enterprise performance, including service innovation concepts, technology integration ability, and corporate co creation synergy. Both technological innovation and organizational innovation are key dimensions of service innovation, and co innovation has an obvious beneficial effect on service innovation. The effect of service innovation and co creation on the organizational performance of the hotel industry is very obvious and beneficial (Vivek et al.,2020). Organizational innovation can promote the development of product innovation ability and process innovation ability, but the relationship between organizational innovation and product innovation ability is regulated by process innovation ability: both

organizational innovation and technological innovation ability have a beneficial effect on organizational performance; As an organizational innovation practice, product innovation capability has a direct effect on organizational performance, but the impact of process innovation capability on organizational performance is moderated by product innovation capability. (Wang, 2016) Establish a model by identifying factors related to innovative artificial intelligence, including four sets of factors: process innovation, management ability, personal professional knowledge, and organizational structure. Among the four sets of factors, there are three significant relationships between them, namely organizational structure, personal professional knowledge, and process innovation. The effect of management ability on organizational performance is not obvious (Jalal et al, 2022). The characteristics exhibited by individual employees in enterprises have an obvious beneficial effect on their own job performance and their level of dedication to work. The degree of employee dedication to work has a beneficial and obvious effect on the improvement of their own job performance (Susanti et al.,2021). The advantages of sustainability, including employee engagement and organizational commitment, and the desire for sustainability, including organizational future, employee contribution, and organizational success, are all core elements in achieving the transition from a flexible organization to a sustainable organization (Ohnmar et al, 2022).

Although many previous studies have involved innovation ability, employee engagement, and organizational performance, it can be found from existing literature that most of them are studies on the relationship between two of the above three variables. There are relatively few studies that combine these three variables together, and there are very few studies that combine these three variables with the business at the same time. This study will explore the impact of innovation ability and staff engagement on enterprise performance in the business, and attempt to develop operations framework that make the business more competitive.

Objectives of the Study - The aim of this study is to determine the impact of business innovation capability and employee engagement on organizational performance, and to develop a competitive business operations framework. Specifically, it aimed to determine the innovation capability in terms of organizational, technological and market innovation; describe the employee engagement in business in view of emotional, behavioral and ability dimension; determine the organizational performance in terms of financial, market and shareholder value; test the significant relationship of innovation capability and employee engagement to organizational performance; developed with competitive business operations framework.

2. Methods

Research Design - The descriptive approach was used to collect data on innovation capability, employee engagement, and organizational performance in business. Descriptive design aims to accurately and systematically describe the characteristics, conditions, or phenomena of the population being surveyed. It can provide answers to questions raised by relevant research, such as what exactly happened, when and where, and how it was presented. Descriptive research plans can study one or more variables using a range of research methods (McCombes, 2022). The purpose of this study is to reveal the status of the impact of innovation capability and employee engagement on the organizational performance in business by processing the characteristics of the surveyed population and describing the effect of innovation ability and employee engagement on the organizational performance in business.

Research Participants - The participants of this study include business managers, grassroots managers, frontline employees, and other business-related professionals, totaling over 300 people. Participants should meet the following conditions: have a certain understanding of the innovation ability, employee engagement and organizational performance of the business; possess certain industry or management experience in business; willing to actively participate in the investigation and provide true and accurate answers; be able to represent The gender, age, years of experience in business and positions in enterprises were described and counted on the 311 valid questionnaires. The proportion of males in the survey sample is 59.81%, and the proportion of females is 40.19%. In terms of age, the ages of 31-40 and 41-50 were the main ones, accounting for 46.62% and 34.08% of

the total sample, respectively, accounting for 80.7%. From the perspective of working years, the main personnel with 5-10 years and more than 10 years accounted for 42.44% and 52.41% respectively, accounting for 94.85% together. In the enterprise 's position distribution, mainly middle managers, marketers and front-line employees, accounting for 37.94%, 28.94% and 13.83% respectively, accounting for 80.71% together.

Data Gathering Instruments - The tool used for collecting data in this study is a questionnaire. Collect subject specific personal data using a series of predetermined format items (referred to as standardization questions). The instrument is divided into four parts. The first part includes basic information about gender, age, occupation, time spent in this industry, and positions held in this unit. The second part is a measurement scale based on Tang(2021) to determine the innovation capability of the respondent's company. The third part is a measurement scale based on Ma (2018) determination of employee engagement in the respondent's company. The fourth part is based on Du (2010) to determine the measurement scale for organizational performance of the respondent's company. In order to verify and ensure the reliability of the survey questionnaire designed for this survey, 30 eligible respondents were invited to fill out the survey questionnaire as soon as the questionnaire design was completed. A total of 30 questionnaires were collected, of which 21 were valid. After the questionnaire collection is completed, the collected data will be analyzed using SPSS 28.0 (Cronbach's Alpha) statistical software. Cronbach (1951) believed that Cronbach α the minimum standard value of the coefficient is 0.6. The data analysis results are shown in Table 1. From Table 1, it can be seen that the reliability of the survey questionnaire in this study is very good and can be used for formal survey samples.

Table 1

Reliability analysis of innovation capability, employee engagement, & organizational performance in business

Indicators	Cronbach Alpha	Remarks
Innovation Capability, Employee Engagement, and Organizational Performance in Business	0.972	Excellent
Per variable	Cronbach's Alpha	Remarks
Innovation Capability	0.971	Excellent
1A. Organizational Innovation	0.946	Excellent
1B. Technological Innovation	0.916	Excellent
1C. Market Innovation	0.949	Excellent
Employee Engagement	0.963	Excellent
2A. Employee Engagement: Emotional	0.948	Excellent
2B. Employee Engagement: Behavioral	0.950	Excellent
2C. Employee Engagement: Ability	0.888	Good
Organizational Performance	0.959	Excellent
3A. Organizational Performance: Financial	0.947	Excellent
3B. Organizational Performance: Market	0.941	Excellent
3C. Organizational Performance: Shareholders Value	0.975	Excellent

Legend: George and Mallery (2003) provided the ff rule of thumb: ≥0.90 = Excellent; ≥0.80 = Good; ≥0.70 = Acceptable; ≥0.60 = Questionable; ≥0.50 = Poor; <0.50 = Unacceptable

Data Gathering Procedure - Through chat tools such as WeChat or QQ, and with the help of relevant industries, associations and contacts, the electronic questionnaire is sent to participants who plan to survey to ensure the number of people participating in the survey and the number of different types of staff. They will be assured that the questions they answer will be strictly confidential. This survey uses the online questionnaire platform "Questionnaire Star" to distribute and collect questionnaires.

Ethical Considerations - In order to let the participants in the research have no concerns, the researchers fully considered ethical factors in the design of the questionnaire and the research process, such as expressing the objectives of the research clearly, obtaining their consent, and keeping the answers to the questionnaire confidential. The researcher will communicate with the participants by email or telephone or WeChat voice call to obtain their consent and inform them that personal information such as ID card is not required to be filled in the questionnaire, and the whole communication process will not be conducted Video or Audio will be recorded to ensure the confidentiality of the questionnaire answers. The participants have the absolute right to refuse to participate in the research or to answer questions they do not wish to answer.

Data Analysis - The following statistical methods or tools will be used for the specific statistics, coding and analysis of the data collected through the questionnaire: Weighted averages to determine participants' judgments about the impact of innovation capability and employee engagement on the organizational performance in business.

3. Results and discussions

Table 2

Summary Table on Innovation Capability

Key Result Areas	Composite Mean	VI	Rank
Organizational	3.10	Agree	2
Technological	3.00	Agree	3
Market Innovation	3.13	Agree	1
Grand Composite Mean	3.08	Agree	

Legend:3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

The above table lists the evaluation results of participants on their organization's innovation capabilities. The comprehensive average is 3.08, showing that the participants agree with the above indicators. Among the three dimensions of innovation capability, market innovation capability ranks first with an average score of 3.13, showing that market innovation capability is the most critical factor affecting organizational performance among all the innovation capabilities of the respondent's organization. Next is organizational innovation capability, with a weighted average score of 3.10, showing that organizational innovation capability has a significant impact on organizational performance. The ranking of technological innovation capability is the lowest, with an average score of 3.00, showing that the impact of organizational technological innovation on organizational performance is the least. As stated by Wu et al. (2019), innovation capability, as a specific resource of a company, is the result of the joint influence of the company's internal and environmental factors, such as internal factors such as organization, technology, management, and systems, as well as external market factors in which the company operates. In the process of enterprise operation, managers cannot only consider a single factor, because they jointly endow the enterprise with innovation ability, and need to comprehensively consider and improve the overall innovation ability of business.

Table 3

Summary Table on Employee Engagement in Business

Key Result Areas	Composite Mean	VI	Rank
Emotional	3.04	Agree	3
Behavioral	3.08	Agree	2
Ability Dimension	3.11	Agree	1
Grand Composite Mean	3.08	Agree	

Legend:3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

The above table lists the respondents' evaluation results on employee engagement in their company. The overall average is 3.08, showing that the participants agree with the above problems. Among the three dimensions of employee engagement, the ability dimension ranks first with an average score of 3.11, showing that the most critical factor affecting employee engagement in the participant's organization is employee ability. Next is the behavioral dimension, with a weighted average score of 3.08, indicating that in the minds of the participants, their behavior can to some extent reflect their level of engagement. The emotional dimension ranks lowest with an average score of 3.04, showing that in the minds of the respondents, their emotional factors in their work reflect the lowest level of engagement. In Zhou (2020) study, it was proposed that employees with a high sense of duty orientation pursue their work. And propose the hypothesis that the vocation orientation has a positive impact on employee engagement. She believes that employees with a vocation orientation generally maintain a focused and happy mindset in their work, which can affect their work status and efficiency, thereby affecting their professional skills in related fields and enhancing their individual creativity. Finally, a model

was constructed where the vocation orientation directly affects employee engagement and innovative behavior, while the vocation orientation can indirectly affect employee innovative behavior by influencing employee engagement. The research results of the overall data indicates that the hypothesis that the orientation of duty has a positive impact on employee engagement is valid.

Table 4

Summary Table on Organizational Performance

Key Result Areas	Composite Mean	VI	Rank
Financial	2.97	Agree	2.5
Market	2.99	Agree	1
Shareholder Value	2.97	Agree	2.5
Grand Composite Mean	2.98	Agree	

Legend:3.50-4.00=Strongly Agree; 2.50-3.49=Agree; 1.50-2.49=Disagree; 1.00-1.49=Strongly Disagree

The above table lists the evaluation results of participants on the organizational performance of their organization. The overall average is 2.98, showing that the participants agree with the above indicators. Among the three dimensions of organizational performance, the market dimension ranks first with an average score of 2.99, showing that among the dimensions that affect organizational performance, the market dimension is the most critical factor affecting organizational performance. Next are the financial dimension and shareholder value dimension, with a weighted average score of 2.97, indicating that in the minds of the respondents, the financial dimension and shareholder value dimension have the same degree of impact on organizational performance. In the study by Liu et al. (2015) the indicators of corporate performance are financial indicators, product market indicators, and shareholder performance. The influencing factors and measurement methods of these indicators were studied using literature review and induction methods, and improvement measures were proposed to improve the validity of organizational performance measurement, laying a good foundation for this study.

Table 5

Relationship Between Innovation Capability and Employee Engagement

Variables	rho	p-value	Interpretation
Organizational			
Emotional	0.371**	0.000	Highly Significant
Behavioral	0.413**	0.000	Highly Significant
Ability Dimension	0.380**	0.000	Highly Significant
Technological			
Emotional	0.398**	0.000	Highly Significant
Behavioral	0.464**	0.000	Highly Significant
Ability Dimension	0.416**	0.000	Highly Significant
Market Innovation			
Emotional	0.490**	0.000	Highly Significant
Behavioral	0.431**	0.000	Highly Significant
Ability Dimension	0.416**	0.000	Highly Significant

***. Correlation is significant at the 0.01 level*

Table 5 shows the relationship between innovation ability and staff engagement. The calculated rho values range from 0.371 to 0.490, showing a weak to moderate direct relationship between the sub variables of innovation ability and staff engagement. The p-values obtained are all less than 0.01, showing an obvious statistical relationship between innovation ability and employee engagement. This indicates that the stronger an organization's innovation ability, the higher employee engagement it will have. In the development process of the business, the innovation capability of various enterprises has a weak to moderate effect on the employee engagement of the organization. That is to say, organizational innovation, technological innovation, and market innovation of enterprises can have a weak to moderate impact on employee emotions, behavior, and ability dimensions.

Firstly, organizational innovation has a weak to moderate correlation with employee emotions, behavior, and abilities, with rho values of 0.371, 0.413, and 0.380, respectively, with an obvious level of 0.01.

Organizational innovation can have a beneficial effect on employee emotions, behavior, and competency dimensions. Secondly, there is a weak to moderate correlation between organizational technological innovation and employee emotions, behavior, and abilities, with rho values of 0.398, 0.464, and 0.416, respectively, with an obvious level of 0.01. Organizational technological innovation can have a beneficial effect on employee emotions, behavior, and abilities. Thirdly, there is a weak to moderate correlation between organizational market innovation and employee emotions, behavior, and abilities, with rho values of 0.490, 0.431, and 0.416, respectively, with an obvious level of 0.01. Organizational market innovation can have a beneficial effect on employee emotions, behavior, and competency dimensions. In Zhou (2020) study, it was proposed that the vocation orientation has a beneficial effect on employee innovation behavior and employee engagement. Employee engagement can positively affect employee innovation behavior and mediate the vocation orientation and employee innovation behavior. The hypothesis was constructed that the vocation orientation directly affects employee engagement and innovation behavior. Employee engagement affects employee innovation behavior, while vocation orientation can indirectly affect the model of employee innovation behavior by influencing employee engagement. The analysis of the collected data shows that the four hypotheses mentioned above are valid. In this study, the conclusion was drawn through data analysis that innovation ability has a weak to moderate impact on employee engagement in organizations, which complements Zhou (2020) research.

Table 6

Relationship Between Innovation Capability and Organizational Performance

Variables	rho	p-value	Interpretation
Organizational			
Financial	0.342**	0.000	Highly Significant
Market	0.338**	0.000	Highly Significant
Shareholder Value	0.251**	0.000	Highly Significant
Technological			
Financial	0.425**	0.000	Highly Significant
Market	0.357**	0.000	Highly Significant
Shareholder Value	0.347**	0.000	Highly Significant
Market Innovation			
Financial	0.402**	0.000	Highly Significant
Market	0.386**	0.000	Highly Significant
Shareholder Value	0.333**	0.000	Highly Significant

***. Correlation is significant at the 0.01 level*

Table 6 shows the relationship between innovation capability and organizational performance. The calculated rho values range from 0.251 to 0.425, showing a weak to moderate direct relationship between the sub variables of innovation capability and organizational performance. The p-values obtained are all less than 0.01, showing an obvious statistical relationship between innovation ability and organizational performance. This indicates that the stronger the innovation ability of an organization, the higher its performance will be.

In the developing process of the business, the innovation capability of various enterprises has a weak to moderate impact on organizational performance. That is to say, organizational innovation, technological innovation, and market innovation of enterprises can have a weak to moderate effect on the financial performance, market performance, and shareholder value of the organization.

Firstly, organizational innovation has a weak to moderate correlation with financial performance, market performance, and shareholder value, with rho values of 0.342, 0.338, and 0.251, respectively, with an obvious level of 0.01. Organizational innovation can have a beneficial effect on financial performance, market performance, and shareholder value. Secondly, there is a weak to moderate correlation between organizational technological innovation and financial performance, market performance, and shareholder value, with rho values of 0.425, 0.357, and 0.347, respectively, with an obvious level of 0.01. Organizational technological innovation can have a beneficial effect on financial performance, market performance, and shareholder value. Thirdly, there is a weak to moderate correlation between organizational market innovation and financial performance, market performance, and shareholder value, with rho values of 0.402, 0.386, and 0.333, respectively, with an obvious

level of 0.01. Organizational market innovation can have a beneficial effect on financial performance, market performance, and shareholder value.

Feng et al. (2019) research aims to explore whether innovation ability can play a mediating role in the relationship between enterprise culture and enterprise performance. The research results indicate that the innovation ability of an organization has an obvious beneficial effect on the improvement of organizational performance. Organizational culture can have a beneficial predictive impact on innovation ability and enterprise performance, respectively. Innovation ability plays a mediating part in the relationship between enterprise culture and enterprise performance. This research result is consistent with the data analysis results in Table 16.

Table 7

Relationship Between Employee Engagement and Organizational Performance

Variables	rho	p-value	Interpretation
Emotional			
Financial	0.334**	0.000	Highly Significant
Market	0.391**	0.000	Highly Significant
Shareholder Value	0.410**	0.000	Highly Significant
Behavioral			
Financial	0.512**	0.000	Highly Significant
Market	0.361**	0.000	Highly Significant
Shareholder Value	0.286**	0.000	Highly Significant
Ability Dimension			
Financial	0.430**	0.000	Highly Significant
Market	0.380**	0.000	Highly Significant
Shareholder Value	0.342**	0.000	Highly Significant

***. Correlation is significant at the 0.01 level*

Table 7 shows the relationship between employee engagement and organizational performance. The calculated rho values range from 0.286 to 0.512, indicating a weak to moderate direct relationship between the sub variables of employee engagement and organizational performance. The p-values obtained are all less than 0.01, showing an obvious statistical relationship between staff engagement and organizational performance. This shows that the higher the staff engagement of an organization, the higher its performance will be. In the development process of the business, employee engagement in various enterprises has a weak to moderate effect on organizational performance. That is to say, the employee emotions, behavior, and abilities dimensions of enterprises can have a weak to moderate effect on the financial performance, market performance, and shareholder value of the organization.

Firstly, there is a weak to moderate correlation between employee sentiment and financial performance, market performance, and shareholder value, with rho values of 0.334, 0.391, and 0.410, respectively, with an obvious level of 0.01. The emotions of employees in an organization can have a beneficial effect on financial performance, market performance, and shareholder value. Secondly, there is a weak to moderate correlation between organizational employee behavior and financial performance, market performance, and shareholder value, with rho values of 0.512, 0.361, and 0.286, respectively, with an obvious level of 0.01. The behavior of employees in an organization can have a beneficial effect on financial performance, market performance, and shareholder value. Thirdly, there is a weak to moderate correlation between organizational employee competence and financial performance, market performance, and shareholder value, with rho values of 0.430, 0.380, and 0.342, respectively, with an obvious level of 0.01. The employee capabilities of an organization can have a beneficial effect on financial performance, market performance, and shareholder value.

In an empirical study conducted by Zhang (2018), targeted measures were taken to enhance employee engagement. It was found that with the continuous improvement of employee engagement, the work status and atmosphere of employees have significantly improved, and the core indicators of organizational performance have also significantly improved. The final proof of the hypothesis before the start of the study was that "an increase in staff engagement can positively affect department performance", which is valid.

Specifically, evaluate an organization's innovation capabilities in terms of organizational innovation, technological innovation, and market innovation; Evaluate employee engagement in the business from emotional, behavioral, and ability dimensions; Evaluate organizational performance from financial, market, and shareholder value perspectives; Test the significant relationship between variables and propose a competitive operation model for the business (see Figure 1).

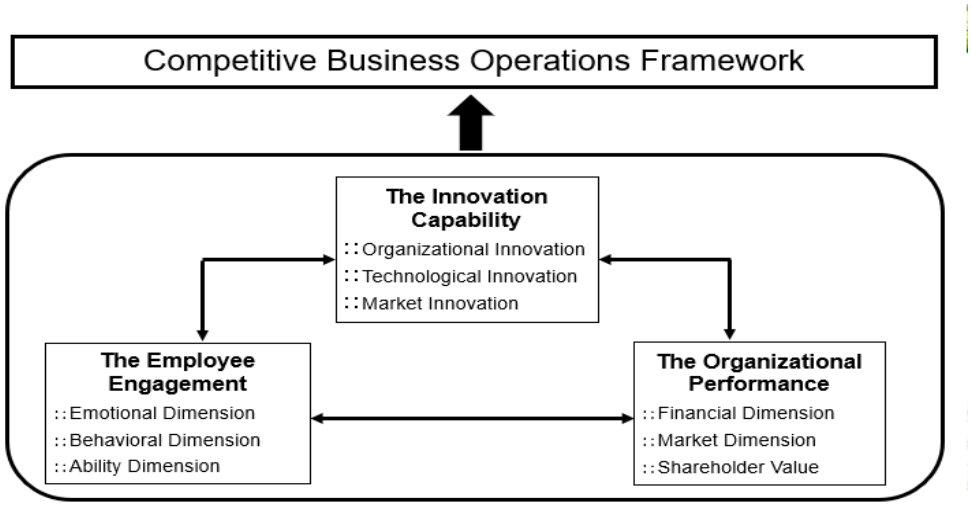

Figure 1: Competitive Business Operations Framework

4. Conclusion and recommendation

The respondent regarded market innovation capability as the most critical dimension for an organization's overall innovation success. The employee engagement in the business is multifaceted, the ability dimension plays significant roles in shaping employee attitudes and contributions. The respondent considered the market success as the leading indicator of future performance, and viewed that organizations that consistently achieve market success are more likely to maintain financial stability and generate shareholder returns in the long run. There is significant relationship among innovation capability, employee engagement and organizational performance which implies that aligning innovation capabilities with employee abilities, behaviors, and emotions, enterprises can drive creativity, productivity, and customer satisfaction, also fostering employee engagement through recognition, training, and empowerment initiatives further enhances employee contributions and organizational outcomes. Develop competitive business operations framework in order to promote better development of the business.

The enterprises may focus on improving their technological innovation capabilities while ensuring steady improvement in market and organizational innovation capabilities, in order to achieve a balance between the three. In terms of enhancing employee engagement, enterprises may take incentive measures to enhance employees' emotions towards enterprises, improve employee engagement while changing employee behavior, and greatly improve employee abilities. The enterprises may maintain the rights and interests of shareholders while ensuring various indicators of the market dimension, and focus on improving financial indicators The developed framework can serve as a tool to enhance the competitiveness of enterprises. Future researchers can consider other variables that may enhance organizational competitiveness, such as organizational culture and knowledge management.

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