

Organizational support, job engagement and employee innovation behavior: Basis for tourism enterprises performance improvement framework

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Abstract

This study aimed to investigate the effects of organizational support, job engagement and employee innovation on enterprise performance in tourism enterprises. Specifically, this study aimed to determine the organizational support of tourism enterprises in the aspects of employee career development, employee assistance and resource acquisition; describe employees' job engagement from three aspects: job satisfaction, job motivation and employee commitment; assess employees' innovative behaviors in terms of creativity, problem solving and risk taking; test the significant relationship between organizational support, job engagement and employee innovation behavior; and to develop a performance improvement framework for tourism enterprises. This study used a descriptive type of research and was participated in by 418 respondents. It was found out that Chinese tourism enterprises perform well in organizational support, career development, employee support and resource acquisition are all recognized by respondents, but the performance of employee support is relatively poor; the three dimensions of employee engagement, namely job satisfaction, motivation and commitment, are recognized by the respondents. Relatively speaking, the score of employee commitment is slightly lower. Employees' innovative behaviors in creativity, problem solving and risk taking were recognized by the respondents. There are correlations between organizational support, employee engagement and employee innovation behavior in tourism enterprises. Positive performance in each area means positive performance in the other two areas. A framework of tourism enterprise performance improvement is proposed.

Keywords: organizational support, job engagement, innovative behavior, tourism enterprise performance

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1. Introduction

In recent years, the novel coronavirus epidemic has brought heavy losses to tourism companies, but also brought new development opportunities. During the epidemic, micro-tourism and micro-vacation have become an important direction of industry hot words and market players' innovation. China's "14th Five-Year Plan" tourism development plan points out that during the period from 2021 to 2025, mass tourism will enter a new situation and a new challenge stage of comprehensive development. This not only means that the travel crowd will be further expanded, the frequency of travel will be further increased, but also means that the tourism consumption demand of the people has changed and will change from low level to high quality and diversification.

The epidemic has brought great trauma to China's tourism industry, and innovation is urgently needed to help the recovery of tourism. With the innovation of system mechanism, management thinking and technology, the management efficiency of tourism enterprises has been greatly improved, the tourism management model has been improved, and new tourism products and services have emerged. Obviously, innovation has become an important force for the current tourism industry to reshape. This study investigates the relationship between organizational support, employee innovative behavior, and job engagement in China's tourism industry (Liao et al., 2023). Employees who perceive strong organizational support, meaning they feel their company values their contributions and well-being, are expected to be more engaged with their jobs (job engagement) (Xanthopoulou et al., 2020). This engagement, in turn, should lead them to leverage their individual strengths and put forth greater effort towards innovation (innovative behaviors) (Wu et al., 2022). This explores the mediating role of job engagement in the relationship between organizational support and employee innovative behavior.

Studying the relationship between organizational support, job engagement, and employee innovative behavior is crucial for understanding how to cultivate a thriving workforce. When employees feel supported by their company (organizational support), they are more likely to be engaged (job engagement) and contribute innovative ideas (employee innovative behavior). This not only leads to a more creative and competitive organization, but also motivates employees and improves their well-being. Furthermore, understanding these factors within the tourism industry, which relies heavily on creativity and service excellence, can address a gap in research and provide valuable insights for attracting and retaining top talent.

Objectives of the Study - This study aimed to investigate the effects of organizational support, job engagement and employee innovation on enterprise performance in tourism enterprises. Specifically, this study aimed to determine the organizational support of tourism enterprises in the aspects of employee career development, employee assistance and resource acquisition; describe employees' job engagement from three aspects: job satisfaction, job motivation and employee commitment; assess employees' innovative behaviors in terms of creativity, problem solving and risk taking; test the significant relationship between organizational support, job engagement and employee innovation behavior; and to develop a performance improvement framework for tourism enterprises.

2. Methods

Research Design - This study used the descriptive type of research. It used literature review method, through the collation and analysis of relevant domestic and foreign literature, combined with the innovative behavior of organizational employees, this study puts forward the problems that need to be solved in this study, clarifies the specific goals of this study, and strengthens the theoretical and practical significance of this study. The

questionnaire survey method was also used. Based on the mature scales related to organizational support, work engagement and innovative behavior at home and abroad, this study combined with the actual situation of tourism enterprises, optimized the test questionnaire, carried out a questionnaire survey on employees of tourism enterprises, and collected the data needed for the research.

Participants of the Study - This study selected 418 employees working in tourism enterprises. Because there are many types of tourism enterprises, the distribution of enterprise types covers tourist attractions, hotels, travel agencies, tourism cultural and creative shops and so on. This study plans to investigate tourism enterprises such as China Travel Service (Jiangsu) Co., LTD., Jinling Hotel, Nanjing Chinese Imperial Examination Museum and Qinhuai Gift Cultural and creative Store. The questionnaire was distributed both online and offline. The purpose of this study is to explore the relationship between organizational support, employee involvement and employee innovation behavior of tourism enterprise employees. Therefore, in the questionnaire survey, the respondents are all employees of tourism enterprises, whose jobs require them to have innovative thinking and be able to implement innovative behaviors.

Data Gathering Instrument - According to the purpose of this study, the researchers surveyed the employees of Chinese tourism enterprises. This study made use of the research achievements of McMillian (1997), Schaufeli et al. (2004) and Huang (2004), and modified and adjusted the questionnaires used by them to design questionnaire items that were in line with the purpose of this study. This questionnaire has passed the reliability verification and test. The first part of the questionnaire is the background information of the participants, such as gender, age, education, marital status, years of service in the tourism enterprise, the nature of the enterprise to which it belongs, and job status. The second part is the main part of the whole questionnaire, mainly from three aspects of investigation and analysis: organizational support, employee work involvement and employee innovation behavior. The researchers obtained the data online.

The questionnaire describes organizational support from the aspects of career development, employee assistance and resource acquisition, evaluates employees' job involvement from the aspects of job satisfaction, motivation and commitment, and assesses employees' innovative behavior from the aspects of creativity, problem solving and risk taking. The questionnaire was designed according to Likert scale and adopted the form of four-component scale. In the scoring process, the higher the score value, it indicates that the connotation expressed by the indicator is more and more consistent with the situation of the respondent on the indicator; the lower the score, the lower the degree of consistency between the connotation expressed by the indicator and my situation; that is, "4" indicates strong agreement (SA), "3" indicates agreement (A), and "2" indicates disagreement (D); "1" means strongly opposed (SD).

To ensure the reliability, stability and consistency of our questionnaire. Cronbach's alpha analysis was used to test the internal consistency and reliability of the questionnaire samples. Questionnaire reliability is usually used by scholars to investigate the stability and consistency of the results obtained by questionnaire tests. Cronbach's Alpha is often used to measure the reliability of a scale or test. Cronbach's Alpha is usually between 0 and 1. The higher the number, the better the consistency within the test. If Cronbach's Alpha is less than or equal to 0.6, it indicates insufficient reliability. When it reaches 0.7-0.8, it indicates that there is a certain reliability, greater than 0.8 indicates good reliability, greater than 0.9 indicates excellent reliability. Cronbach Alpha coefficient of the 9 evaluation indicators involved in the questionnaire is above 0.9, which shows that the reliability of the questionnaire is high, that the design of the questionnaire is reasonable, and the expression of each item is clear, so the stability of the data is good.

Data Gathering Procedures - This study needs to investigate a large number of employees of tourism enterprises. Due to the geographical distribution of these employees, all questionnaires were conducted online. The questionnaire data were collected through <https://www.wenjuan.com>. This website is an online survey website provided by Shanghai Zhongyan Network Technology Co. LTD., which can mainly provide questionnaire design, data collection and statistical analysis services for individuals or enterprises. This study

focuses on the level of tourism enterprises and investigates the relationship between organizational support, employee engagement and employee innovation behavior. Due to the diverse types of tourism enterprises, the investigation process of this study covers tourist attractions, travel agencies, hotels, tourism cultural and creative shops and other types. In the process of investigation, some questionnaires were distributed by the researcher through contacting the person in charge of the personnel department of the corresponding tourism enterprise. These people in charge sent the questionnaire QR code to their colleagues in the company to fill out. There is also a part of the questionnaire, which is directly issued to the employees of tourism enterprises to fill in. Employees of tourism enterprises also actively cooperate with this questionnaire and give timely feedback. From August 16, 2023 to November 16, 2023, a total of 442 questionnaires were collected. There were 418 valid questionnaires, the effective rate was 94.6%.

Data Analysis - In order to study the relationship between organizational support, employee engagement and employee innovation behavior, different statistical tools were used to sort out and analyze the data, and then corresponding explanations were obtained. The weighted mean is used to describe the aspects of career development, employee assistance and resource acquisition that reflect organizational support. Job satisfaction, motivation and commitment, which reflect employee's work involvement, are described. The aspects of creativity, problem outcome and risk taking that reflect employees' innovative behavior are described. At the same time, in order to better test the significant relationship between organizational support, employee engagement and employee innovation behavior, the Pearson product difference correlation coefficient was used to calculate, and the influence mechanism of organizational support, job engagement and innovation behavior was established. In addition, statistical software SPSS 26 was used to carry out statistical analysis on the data, so as to provide data support for the research results.

Ethical Consideration - Ethical issues have been fully considered before this study was formally carried out. First, at the beginning of the questionnaire, it is stated that the data of this survey is only used for scientific research and will not cause information leakage, and all the information filled in will not be used by other institutions or individuals. All information involved in the questionnaire will be kept confidential to demonstrate the protection and respect of the privacy of the respondents. Secondly, in order to enable the respondents to unload their psychological burden and truly express their thoughts, they do not need to fill in their names or personal identification in the questionnaire. Finally, when the questionnaire is issued online, the respondents only need to answer the questions anonymously, which also fully protects the privacy of the respondents.

3. Results and discussion

Table 1

Summary Table on Organizational Support in Tourism Enterprises

Key Result Areas	Composite Mean	VI	Rank
Employee Career Development	3.19	Agree	1
Employee Assistance	2.78	Agree	3
Access to Resources	3.06	Agree	2
Grand Composite Mean	3.01	Agree	

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

Table 1 summarizes the organizational support systems of tourism enterprises. It expounds the relevant content of organizational support from three aspects: career development, employee support, and resource acquisition. The comprehensive average value of 3.01 shows that the employees of tourism enterprises are basically satisfied with the organizational support given by the enterprises. Dai (2023) pointed out that among the many factors in the development of tourism enterprises, people play a decisive role. Moreover, different from capital, equipment, technology and other factors, man is a factor with subjective initiative, because he has great potential. In addition, for an enterprise, especially in important positions, the cost of retaining an employee is lower than that of retraining a new employee. Therefore, only when employees can see the space for their own career development, can they be willing to grow together with the company.

The "Access to resources" option ranked second with a combined average score of 3.06. This shows that in order to better develop themselves, Chinese tourism enterprises are willing to provide employees with all aspects of resources conducive to their work and their own development, including equipment, wages and benefits required for work. The comprehensive average score of "employee assistance" is the lowest, which is 2.78, indicating that tourism enterprises need to further strengthen their efforts to fully tap the potential of employees and provide them with support for learning, training, career planning and health.

Table 2

Summary Table on Employee Job Engagement

Key Result Areas	Composite Mean	VI	Rank
Job Satisfaction	3.09	Agree	2
Work Motivation	3.13	Agree	1
Employee Commitment	3.00	Agree	3
Grand Composite Mean	3.07	Agree	

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

Table 2 summarizes the work input system. The relevant content of work commitment is shown from several different aspects: job satisfaction, job motivation and employee commitment. The comprehensive average value of 3.07 shows that the respondents basically agree with the three different perspectives on work involvement.

Employees of tourism enterprises believe that among the relevant indicators of the work engagement system, the option of "work motivation" is the one with the highest recognition. Therefore, the comprehensive average score of work motivation is 3.13, ranking first. Sun (2023) believes that work motivation is a psychological state and a series of internal and external forces that promote individual work, such as the need for a sense of achievement and the relationship between colleagues. Of course, work motivation is also influenced by employees' perception of work value. However, if a person is too weak or too strong, it is not easy to do things well. Under normal circumstances, the level of motivation increases, and the effect of learning or work will also improve. However, the level of motivation should also be limited to a certain range, not to say that the higher the motivation, the better, once the motivation level exceeds the limited range, the work effect will become worse. For example, if an employee is very concerned about the result of a certain work, he will be "nervous" in the process of carrying out the work, and finally affect the normal level of work ability. Therefore, the research results of Fang (2023) show that work efficiency does not increase linearly with the level of motivation, and the relationship between the two is actually a U-shaped curve. Too high or too low a level of motivation can have a negative impact on work efficiency. To maximize your productivity, you need to find the right level of motivation. For enterprise managers, it is very important to maintain employees' work motivation at a certain level, which will effectively enhance employees' enthusiasm for work, improving the stability of employees, and improving the company's performance continuously.

The overall average score of "job satisfaction" was 3.09, ranking second. Job satisfaction is an individual's psychological feelings about work, including satisfaction with the working atmosphere, work content and interpersonal relationship in work. Guan et al. (2023) pointed out that employees' job satisfaction will first have an impact on their work energy input. When employees are satisfied with their work environment, treatment, and management style, they are more willing to devote their time and energy to their work. Employees who are satisfied with their jobs tend to work harder at their tasks and become more productive. Job satisfaction also has an impact on the quality of employees' work. A highly satisfied employee usually has a more positive work attitude, which helps to improve the quality of their work. They will take each task seriously and pay more attention to details, so that they can perform well in their work and deliver high-quality work results. In addition, job satisfaction also has an impact on employees' job innovation ability. Employees with high job satisfaction can usually feel the organization's care and support for them, which will enhance their confidence in work, encourage them to dare to propose new ideas, have the courage to practice, and actively seek solutions to problems, so as to improve work performance through innovation.

The "Employee Commitment" option has a combined average score of 3.00, ranking third. This score is slightly lower than the previous two. This is mainly due to the severe impact of the new corona virus epidemic on the tourism industry from 2020 to 2022, which also makes some employees of tourism companies a little worried about the future development of the industry.

Table 3

Summary Table on Innovation Behavior of Employees

Key Result Areas	Composite Mean	VI	Rank
Creativity	3.18	Agree	2
Problem Solving	3.24	Agree	1
Risk Taking	3.13	Agree	3
Grand Composite Mean	3.18	Agree	

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

Table 3 summarizes the integration of employee innovation behavior. It expounds the relevant indicators of innovative behavior from three aspects: creativity, problem solving and risk taking. The score of each indicator is between 3.13 and 3.18. This shows that respondents basically agree with the descriptions of the three different aspects of the innovative behavior of employees in current tourism enterprises.

The "Problem solving" index ranked first with a composite average score of 3.24. Wu (2020) pointed out that the solution of problems depends on innovative thinking and solutions, so the two are closely related and inseparable. First of all, problem solving is what motivates innovative behavior. When employees are faced with a problem, they try to think and find a solution. This process of thinking and finding solutions is where the act of innovation begins. Secondly, the implementation of innovative behavior is also an effective way to solve the problem. In this process, employees will try to come up with new ideas, find new methods, invent new technologies, design new products, provide new services, and so on. Finally, problem solving and creative behavior is a continuous circular process. Solving one problem can lead to new ones, requiring continuous innovation to find solutions. At the same time, innovation may also create new problems and bring new challenges. So there is a virtuous cycle between problem and innovation. The problems that drive social and economic development are the starting point for stimulating innovation, and innovation is the means and result of solving problems. Problems are the starting point to stimulate innovation, and innovation is the means and results to solve.

Creativity ranked second with a combined average score of 3.18. Creativity is a special comprehensive quality of human beings, which is composed of knowledge, ability, quality and other factors. It is the ability to produce new ideas and create new things. There is also a strong link between creativity and innovation. First, the act of innovation requires a lot of creativity and ideas. The creativity of our employees can provide these ideas and ideas. So creativity is the original engine of innovation. Secondly, Liu (2024) pointed out that employee creativity can provide different perspectives and new ways of thinking for their work. It can help companies think about problems from different angles and provide innovative solutions. Finally, employee creativity can also stimulate the innovation potential of other employees. When an employee sees the creativity and ideas of their colleagues recognized and implemented, they will also be inspired to stimulate their own creativity.

The "risk taking" index ranked last with a composite average score of 3.13. The indicator deals with employees' attitudes towards "failure" and perceptions of "risk taking". The travel industry itself is an industry full of innovation. It can be seen from the survey results that many employees of tourism enterprises are willing to take risks for innovation and are willing to endure repeated failures in the innovation process. Only an employee who is willing to take the risk of failure and learn from it can go further and further on the road of innovation.

As can be seen from Table 4, the calculated rho values ranging from 0.680 to 0.799 indicate a strong direct relationship between the sub variables of organizational support and job engagement. Since the obtained P-value

is less than 0.01, the relationship between organizational support and job engagement is statistically significant, which indicates that there is a significant relationship between organizational support and job engagement.

Table 4*Relationship Between Organizational Support and Job Engagement*

Variables	rho	p-value	Interpretation
Employee Career Development			
Job Satisfaction	0.740**	<.001	Highly Significant
Work Motivation	0.747**	<.001	Highly Significant
Employee Commitment	0.681**	<.001	Highly Significant
Employee Assistance			
Job Satisfaction	0.700**	<.001	Highly Significant
Work Motivation	0.692**	<.001	Highly Significant
Employee Commitment	0.680**	<.001	Highly Significant
Access to Resources			
Job Satisfaction	0.787**	<.001	Highly Significant
Work Motivation	0.799**	<.001	Highly Significant
Employee Commitment	0.731**	<.001	Highly Significant

** Correlation is significant at the 0.01 level

In other words, the smoother the career development of employees, the more comprehensive the support of employees and the more convenient the access to resources, which indicates that the organizational support of tourism enterprises is stronger, and the more work input of employees. Eisenberger et al. (1986) pointed out that organizational support can effectively enhance employees' feelings towards the organization. When employees feel the care and importance of the organization, they will cherish the job in the organization more, and will generate greater enthusiasm for work, so as to better help the enterprise to achieve the goals of the organization. Tan (2012) pointed out that when employees believe that the organization recognizes individual efforts, cares about their physical and mental health, and can provide a good working environment and welfare benefits as well as necessary tool support and a good working atmosphere, employees believe that they are more necessary to return the support and care given by the organization, so they will work harder.

Table 5*Relationship Between Organizational Support and Innovation Behavior*

Variables	rho	p-value	Interpretation
Employee Career Development			
Creativity	0.583**	<.001	Highly Significant
Problem Solving	0.595**	<.001	Highly Significant
Risk Taking	0.556**	<.001	Highly Significant
Employee Commitment			
Creativity	0.499**	<.001	Highly Significant
Problem Solving	0.513**	<.001	Highly Significant
Risk Taking	0.521**	<.001	Highly Significant
Access to Resources			
Creativity	0.618**	<.001	Highly Significant
Problem Solving	0.626**	<.001	Highly Significant
Risk Taking	0.563**	<.001	Highly Significant

** Correlation is significant at the 0.01 level

As can be seen from Table 5, the calculated rho values range from 0.499 to 0.626, indicating that there is a moderate to strong direct relationship between the sub variables of organizational support and innovation behavior. A P-mean value of less than 0.01 indicates that there is a significant correlation between organizational support and innovation behavior. In other words, the smoother the career development of employees, the more comprehensive the support of employees and the more convenient the access to resources, which indicates that the organizational support of tourism enterprises is stronger, and the easier it is to stimulate the innovative behavior of employees.

In order to explore the impact of organizational support on organizational effectiveness and its mechanism,

social exchange theory was applied to analyze 488 valid questionnaires, and hierarchical regression analysis was used to test the relationship between organizational support atmosphere, employee creativity, knowledge sharing willingness and organizational effectiveness. The results show that organizational support has a positive effect on employee creativity and organizational effectiveness. Liu et al. (2023), based on the psychological contract theory, explored the process of the impact of differentiated leadership on employees' innovation behavior. The results show that differentiated leadership can positively affect employees' innovation performance under the influence of perceived organizational support. Bai (2023) pointed out that the perception of organizational support has a significant positive effect on employees' innovative behavior. First of all, after employees feel the support of the organization, they will strengthen their internal driving force, and more deeply accept and accept the company's goals and values, and then establish a stronger willingness to innovate; Secondly, the support from superiors can eliminate the concerns of employees, so that they have the courage to implement the innovation plan without worrying about the possible negative impact of failure, thus promoting the practice of innovation.

Table 6*Relationship Between Job Engagement and Innovation Behavior*

Variables	rho	p-value	Interpretation
Job Satisfaction			
Creativity	0.678**	<.001	Highly Significant
Problem Solving	0.678**	<.001	Highly Significant
Risk Taking	0.610**	<.001	Highly Significant
Work Motivation			
Creativity	0.666**	<.001	Highly Significant
Problem Solving	0.709**	<.001	Highly Significant
Risk Taking	0.615**	<.001	Highly Significant
Employee Commitment			
Creativity	0.710**	<.001	Highly Significant
Problem Solving	0.711**	<.001	Highly Significant
Risk Taking	0.684**	<.001	Highly Significant

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

In Table 6, rho values ranging from 0.610 to 0.711 indicate a strong direct relationship between the two variables of work engagement and innovation behavior. The obtained P-values are all less than 0.01, indicating that there is a significant correlation between work involvement and innovation behavior.

Deng et al. (2023) believe that job engagement can mediate the positive impact of organizational self-esteem on innovation behavior. Liu et al. (2024) pointed out that the realization of decent work can significantly promote employees' innovative behavior, and work input can play an intermediary role between decent work and employees' innovative behavior. Fu (2023) concluded in the research that employees have closer emotional connection with the organization, stronger sense of belonging to the organization, more input into the work for the development of the organization, and more determination to implement their innovative ideas, so it is easier to generate innovative behaviors. The above results indicate that there is a strong statistically significant correlation between organizational support, job engagement and innovation behavior involved in this study. In other words, the greater the organizational support of tourism enterprises for employees, the more respondents will invest in their work, and the easier it will be to stimulate their innovative behaviors. Therefore, this paper puts forward a framework for improving the performance of tourism enterprises: tourism enterprises should increase the organizational support for employees, improve the enthusiasm of employees, improve the degree of work involvement of employees, and stimulate the innovative behavior of employees, and ultimately improve the performance of tourism enterprises.

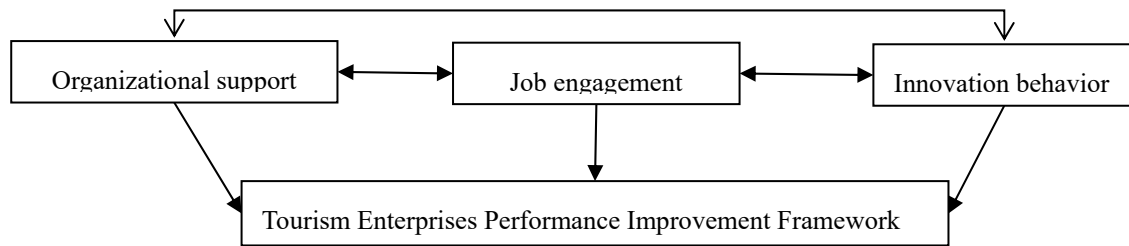


Figure 1 Tourism Enterprises Performance Improvement Framework

As can be seen from the above figure, the stimulation of innovative behavior of employees in tourism enterprises requires tourism enterprises to provide employees with great organizational support, which in turn encourages employees to increase work input and finally stimulates innovative behavior. (Dou 2023) pointed out that when the enterprise gives more remuneration, based on the principle of mutual benefit, in order to better return the enterprise's remuneration and care, employees will increase their work input, such as mobilizing their work emotions, improving the level of concentration, reducing the consumption caused by work, and finally strengthen the communication and cooperation between employees and colleagues. Active innovative thinking improves their own work performance, but also makes the overall performance of the enterprise to improve. The more engaged an employee is at work, the less they feel burned out, the more attentive they are at work, and the easier it is to improve their performance.

4. Conclusions and recommendations

This paper makes a qualitative and quantitative analysis of the integration of organizational support, work engagement and innovation behavior in tourism enterprises' business activities, and draws the following conclusions: The respondent employees moderately agreed on the organizational support given by tourism enterprises. There is moderate job engagement among respondent employees in terms of job satisfaction, job motivation and employee commitment. The respondent employees' have moderate innovative behaviors in terms of creativity, problem solving and risk taking. The respondent employees' have moderate innovative behaviors in terms of creativity, problem solving and risk taking. A Performance Improvement Framework was developed for tourism enterprises.

Based on the findings, the researchers make the following recommendations. The Heads of boards and unions of the tourism companies may reinforce or improve organizational support by promoting employee well-being with benefits and flexibility, fostering open communication and collaboration, empowering employees with resources and decision-making, building a positive and inclusive work environment, and continuously monitoring and improving based on employee feedback and data. The Planning department manager of the tourism companies may develop programs to enhance job engagement by investing in employee development opportunities, ensuring tasks are meaningful and connected to organizational goals, fostering autonomy and ownership over work, recognizing and rewarding both individual and team achievements, and building positive and supportive relationships amongst colleagues. The HR manager of the tourism companies may encourage and reward innovative behavior by rewarding creativity, problem-solving, and risk-taking to foster a more innovative workforce. The framework for performance improvement of tourism may be considered by the tourism company for adoption For future researchers, they may expand the number of samples and extend the research period to verify the existing research conclusions.

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