

Organizational support, identity and innovation climate: Basis for employees' innovative behavior framework in Chinese technology companies

Zhang, Heng ✉

Graduate School, Lyceum of the Philippines University - Batangas, Philippines



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Abstract

As China enters the high-quality development stage of "mass innovation and entrepreneurship", innovation has become a new engine for development. Employees, as the creators of enterprise value, are the decisive force for the improvement of enterprise innovation ability. It is of great significance to stimulate employees' innovation vitality and promote their innovative behavior for the innovative development of enterprises. On the basis of relevant theories and literature combing, this study mainly identifies the dimensions and relevant evaluation indexes of organizational support, organizational identity, and organizational innovation climate in Chinese science and technology companies, takes the relevant staff of Chinese science and technology companies as the research object, collects 386 questionnaires, and analyzes the questionnaire data of the survey with descriptive statistics and inferential statistics using SPSS version 28, which reveal the current status of the evaluation of the dimensions of organizational support, organizational identification and organizational innovation climate and their interrelationships, and a framework for enhancing the innovative behaviors of employees in Chinese technology companies was derived. Specifically, this study shows that work support, employee value recognition, and personal interest concern have a significant relationship with organizational support and can effectively promote the formation of employees' good sense of organizational support. Organizational cognition, emotional belongingness, and organizational reputation have a close relationship with organizational identity, which is conducive to the formation of organizational identity among employees. Leadership, internal communication, and work autonomy have a significant positive relationship with organizational innovation atmosphere, which can effectively create a good innovation atmosphere in the company. There is a close relationship between organizational support, organizational identity and organizational innovation climate in Chinese technology enterprises, and a positive statistical correlation among the three was verified by multiple regression. Finally, this study constructs a framework of employee innovation behavior enhancement with organizational support, organizational identity and organizational innovation climate, and gives relevant suggestions. It theoretically enriches the

research in related fields and provides useful insights and suggestions for enterprise human resource management, which is of great significance in promoting the formation of good organizational support, organizational identity and organizational innovation climate in Chinese technology companies.

Keywords: organizational support, organizational identity, organizational innovation climate, employee innovation behavior

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1. Introduction

In the era of knowledge economy, innovation occupies a strategic support position and is a key force to promote the forward development of enterprises, countries and nations. Innovation is an important way for an enterprise to be able to maintain healthy development and long-term core competitiveness. In the face of the domestic market where consumption is constantly upgrading and the international market where competition is intensifying, it is necessary to adhere to the innovation drive if we want to make up for the short boards of the domestic market and seize the international market share (Zhou, 2023).

In the context of "Innovation 4.0", innovation has become a "key move" for enterprises to gain advantages and realize breakthroughs in the fierce market competition (Xu, 2022). In international competition, innovation is regarded as the core strategy, and similarly, the business is like a battlefield, enterprises can only win by mastering the core weapon of innovation. Enterprises that have experienced a high-speed development stage, especially those that have experienced a high-speed development due to the characteristics of the industry, are prone to enter a closed system where the growth space of the industry is limited and the total growth of the industry remains unchanged. If we want to change this status quo, it is necessary to open the closed system, to find the increment again. And the only way to find the increment is innovation (Dai, 2023).

Innovation is an important engine for a country's sustainable development and an inexhaustible source of strength for a nation to stay young and energetic. The Chinese government has made a major strategic choice that "innovation must be taken as the first driving force to lead the development", and has also proposed that the main position of enterprise innovation must be strengthened. For enterprises, Whether the innovation ability is strong or not plays a key role in the future development prospects of the enterprise. A country leaving innovation will be at a disadvantage in the world pattern, while an enterprise leaving innovation may face stagnation in growth and development (Li, 2022). The speed of economic globalization is increasing, and the market environment for enterprise development and survival is becoming more and more complicated. As the president Xi Jinping said, we are facing "a great change that has not been seen in a century". The market competition environment is in a white-hot state, how to stand firm in such a competitive state, to obtain long-term stable development is a contemporary enterprise urgently need to solve the problem. (Yang, 2022).

Enterprise innovation is ultimately manifested as employee innovation, and the innovative behavior of employees is jointly established as enterprise innovation. Employee innovation behaviour is the process in which employees put forward innovative ideas and fully mobilize all kinds of resources to realize their creativity in order to enhance the value of the enterprise. On the basis of sufficient material and technical resources provided by the enterprises, employees take advantage of their own knowledge reserves and abilities to put forward innovative ideas or product concepts to bring value enhancement to the enterprise (Li,2021). Employees, as the "living force" of the enterprise to improve its innovation ability, are the initiators of new ideas and creativity within the organization, and implementer of new problem-solving methods and new applications and technologies. As the main force to promote innovation, the quality of innovation activities carried out by staff members is closely related to the overall innovation performance of the enterprises. As an pivotal component of the companies, the innovative behaviour of staffs forms the basis of the enterprise's innovation capability (Ma, 2023). The participation of employees is indispensable for enterprises to carry out innovative activities, therefore, the critical point to improve the core competitiveness of companies depends on the promotion of the generation of innovative behaviour of employees.

Since innovation is a complex process, which is full of risk and uncertainty, employees' attitudes toward

innovation affect whether they will produce innovative behavior, when the organization encourages employees to actively innovate and hold an inclusive attitude toward the results of innovation, it will eliminate employees' concerns about the results of innovation to a certain extent, so that employees can rest assured of their innovative activities. The more support the organization provides to its employees, the more innovative behaviors that will be beneficial to the company will be shown in the workplace when employees feel the support from the organization (Zhao,2020). When we faced with the positive emotions and behaviors displayed by technology companies that actively promote product development, business development, and motivation of employees, employees will enhance their psychological connection to the company, and will understand and identify more with the company's corporate development story, organizational goals, and culture that the company promotes, and their cognitive effort to put into their work will also increase.

The greater the level of staff identity with the organization, the stronger the willingness to work for the development and growth of the organization, will tend to interact more with the members of the organization, to provide favourable conditions for individual creative attempts, which in turn produces a higher intensity of employee innovation behaviour. Reinforcing staffs' sense of organizational identity, or ascending employees' sense of membership, loyalty and similarity, are One of the most powerful approaches to build corporate civilization (Dai, 2019). Innovation activities need to invest a lot of energy, time and have to bear large risks, but also depletes the psychological, emotional and material resources of the subject of innovation. A good organizational innovation climate is conducive to meeting the employees' needs for resources such as funds, technical resources and leadership support, as well as the exchange of knowledge and information among team members, alleviating the pressure of employees due to the depletion of resources, and can promote employee innovation behaviour (Li et al., 2022).

Although there have been many researchers who have studied aspects related to organizational support, organizational identity, and organizational innovation climate, the research literature on the interrelationship among the above three aspects, and thus forming a framework for employee innovation behavior in science and technology enterprises, are still blank, and are unable to meet the needs of the ever-changing enterprise management. Chinese scholars' research on employee innovation behavior is generally consistent with that of foreign countries in terms of direction, but there are many problems such as focusing too much on the research model itself and detaching it from the actual needs of enterprises in pursuit of high performance, which leads to impracticality of the theories derived in the end and insufficient guidance for practical activities. It is necessary to strengthen the research on this topic, starting from the perspective of how to enhance the innovative behavior of employees, it means to truly bring out the innovative will and action of employees as a strategy to achieve organizational innovation, accelerate technological innovation and promote market innovation (Zhang et al., 2021).

Therefore, considering the importance of employees' innovative behaviors to science and technology-based enterprises, this paper attempts to take employees of Chinese science and technology companies as the research object, and evaluate Chinese science and technology enterprises in terms of organizational support, organizational identity, and organizational innovation climate in the context of China's comprehensive implementation of the strategy of strengthening the country with science and technology. Meanwhile, scientific research methods are utilized to explore the relationship between the three aspects. Further, a framework for the enhancement of employee innovation behavior in Chinese science and technology companies is proposed to fill the knowledge and experience gaps in the aspect of enhancing employee innovation behavior in Chinese science and technology companies, to furnish a consultation for the managers of the companies to better enhance the innovation behavior of their employees, and to help the companies to promote innovation, improve their competitiveness and market position, and promote the development of the companies.

Objectives of the Study - This study aims to determine the effects of organizational support, organizational Identity, and organizational Innovation climate in Chinese technology companies to promote its employees' Innovative behavior. Specifically, this paper aims to: Determine the Organizational Support in terms of Work

support, employee value recognition and Personal Interest Concern; Determine the Organizational Identity in terms of Organizational cognition, Emotional belongingness, Organizational reputation; Determine the Organizational Innovation Climate in terms of Leadership, Internal Communication, Work Autonomy; Test the significant relationship among Organizational Support, Organizational Identity and Organizational Innovation Climate ; develop a framework that can be used in Chinese technology companies to promote its employees' Innovative behavior.

2. Methods

Research Design - This paper is based on a large number of academic literature research, combined with the reality of Chinese science and technology enterprises, designed and compiled a questionnaire, organized the data, and used the statistical analysis method of statistical analysis for empirical analysis, and then studied and analyzed the three variables and the relationship between them. Li et al. (2018) believes that statistical analysis is mainly used to describe the law and trend situation of the research object, which is divided into two kinds of descriptive statistics method and inferential statistics method. Descriptive statistics is a commonly used statistical method, which mainly explores data characteristics and laws through charts, calculations and other methods, and mainly contains concentrated trend analysis, discrete trend analysis and correlation intensity analysis to describe data characteristics. Inferential statistics are used to analyze the sample data information to infer the overall law, inferential statistics are often carried out on the basis of descriptive statistics, through the probability distribution to infer the whole picture by local, and infer the whole by part.

The research design of this paper is as follows: First, the literature analysis research method was used to analyze scholars' concepts and importance of the three research variables, influencing factors, and measurement dimensions, and the main dimensions and indicators of the structured questionnaire were determined. Secondly, the questionnaire was used to collect the latest data directly from the target population using electronic questionnaires, whose data sources are real, effective and relevant. Third, descriptive statistical methods were used to accurately analyze the research topic from a multi-dimensional perspective, including demographic characteristics, and the three selected variables were analyzed with descriptive statistics. The data obtained are relatively objective, statistically instructive, and conducive to the analysis of the research theme of this paper. Fourth, based on the inferential statistical analysis method, based on the results of correlation analysis and regression analysis, the complex relationship between the target variables is investigated, and a framework for promoting employees' innovative behavior is constructed, which is conducive to the elaboration of the theme idea of this study and has practical guiding significance.

Research Participants - Participants in this study were mainly employees of Chinese technology companies, including information technology companies, new energy and environmental protection companies, new material companies, intelligent manufacturing companies, artificial intelligence companies and other industries. This study surveyed 400 employees of Chinese technology companies from five provinces in China (Henan, Guangdong, Anhui, Jiangsu, and Hubei). A total of 400 questionnaires were distributed through the Internet and 386 valid questionnaires were received.

Data Gathering Instruments - The research questionnaire involved in this study was designed mainly from the dimensions of three variables: organizational support, organizational identity, and organizational innovation climate. It was divided into three main modules in addition to the basic information of the respondents such as gender, age, education, and position. Each dimension of each variable was formulated as a measure of 5 answerable questions, totaling 45 questions. The measure was based on a 4-point Likert Scale: 4 for "strongly agree"; 3 for "agree"; 2 for "disagree"; and 1 for "strongly disagree. The first module. Determine the variable "organizational support" from three dimensions: job support, employee value recognition, and personal interest concerns (Ling et al., 2006). The second module. Describe the variable "organizational identity" from 3 dimensions of organizational cognition, emotional belongingness, and organizational reputation (Chen, 2022; Zhao, 2023). The third module. Investigating the variable "Organizational Innovation Climate" from 3

dimensions of leadership, internal communication, and work autonomy (Zhang, 2022; Yang et al., 2013; Yan et al., 2017).

Data Gathering Procedure - This paper chooses this research topic based on social hot spots and current academic research of scholars, and the logical structure of the questionnaire is sorted out and distributed according to the content of the analyzed papers, and the main empirical data of this research is obtained. The participants of the research questionnaire were distributed through WeChat and other Internet methods, and collected in an anonymous way, so the privacy of the content will be protected. The content of the questionnaire and the overall dissertation opening are subject to the approval of the Graduate School of the University of the Philippines Lyceum before the questionnaire can be sent through the above mentioned means, with a small sample of not less than 30 participants to ensure the accuracy and rationality of the structure of the questionnaire. Based on the evaluation results of the small sample pre-distribution, the revised and improved questionnaire will be distributed to ensure the feasibility of the empirical analysis. With the consent of the authorities of the Graduate School, the researcher first conducted a pre-survey with a small sample of 30 people and analyzed the preliminary results for structural reliability and validity. Reliability results showed that the Cronbach's alpha for influence of Work Support (0.977), Employee Value Recognition(0.979), Personal Interest Concern(0.989); Organizational Cognition(0.915), Emotional Belongingness(0.961), Organizational Reputation(0.976); Leadership(0.985), Internal Communication(0.978) and Work Autonomy(0.962) suggesting that the items have relatively high internal consistency.

Data Analysis - In this paper, the researcher designed and coded the indicators corresponding to the different dimensions of the three core variables in order to realize the digital structure of the statistical data, and evaluated the modules by means of pre processing and statistical transformations in order to facilitate the preliminary statistical analysis of the collected data. The overall data analysis of this study was quantitatively analyzed using statistical analysis methods, which mainly included descriptive statistical analysis and statistical inferential analysis. First, the initial descriptive statistical analysis of the common characteristics of the three variables was conducted through frequency distributions and weighted means to give an overall description. Second, based on the rho index in the correlation analysis, the relationships between organizational support and organizational identity, organizational support and organizational innovation climate, and organizational identity and organizational innovation climate were determined. In order to further analyze the relationship between the three variables of organizational support, organizational identity and organizational innovation atmosphere, the regression coefficients are obtained according to the regression analysis, and then the specific regression models of organizational support, organizational identity and organizational innovation atmosphere are constructed and the model of employees' innovative behavior promotion is outputted in order to achieve the final analytical goal of the study. The above statistical analysis methods are calculated and processed using SPSS version 28.

Ethical Consideration - When distributing the questionnaire, the researcher of this paper should fully respect the wishes of the individual respondents and should not otherwise force or promote the completion of the questionnaire, thus ensuring that the participants are able to complete the questionnaire seriously. Respondents' personal information and content are collected anonymously to protect their personal confidence and the privacy of related content from illegal infringement and threats.

3. Results and discussions

Table 1 shows the overall composite mean for organizational support, which has a composite mean of 3.33, indicating that there is a significant positive agreement among the above dimensions in terms of work support, employee value recognition and personal interest concern. It shows that the three dimensions are equally important in organizational support.

Work support, refers to the various resources, support and protection provided by the company to employees to help them better complete their work tasks and achieve their personal goals. It includes caring about

employees' work performance, work environment, providing necessary training and development opportunities for employees, providing technical and equipment support, providing reasonable work arrangements and flexible working hours, as well as giving necessary help to employees when they encounter difficulties at work, etc. (Jiang et al., 2018). Value recognition, means that the company recognizes and appreciates the value of employees as well as their work results and contributions. This can be achieved by attracting and retaining good employees through relevant management systems, guaranteeing their job stability, and giving them a sense of belonging to the company. Value recognition not only enhances employees' job satisfaction and loyalty, but also stimulates their creativity and innovation, which in turn promotes the development and progress of the company (Fernet et al., 2019). Personal interest concern, refers to the company's concern and respect for the personal needs and interests of employees. It includes paying attention to employees' interests and work-family balance, providing flexible work arrangements and good benefits, and supporting employees' career development and growth. By paying attention to the personal interests of employees, the company can effectively promote the motivation of employees to work and the degree of trust in the company, stimulate their sense of collective responsibility and sense of honor, and then improve their work motivation and efficiency, which will bring inexhaustible development kinetic energy for the company (Kim et al., 2017).

Table 1

Summary Table on Organizational Support

Key Result Areas	Composite Mean	VI	Rank
Work Support	3.33	Agree	2
Employee Value Recognition	3.33	Agree	2
Personal Interest Concern	3.33	Agree	2
Grand Composite Mean	3.33	Agree	

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

Research has shown that these factors are critical to both employee development and organizational success. Job support promotes employees' sense of belonging and loyalty to the organization, which in turn enhances value recognition and personal interest concerns. In turn, value recognition and personal benefit concerns can increase employees' job satisfaction and loyalty, which in turn promote better performance of their work goals (Kim et al., 2019). Companies should pay attention to providing job support, value recognition, and personal benefit attention to motivate and retain good employees and to promote the long-term stable development of the organization.

Table 2

Summary Table on Organizational Identity

Key Result Areas	Composite Mean	VI	Rank
Organizational Cognition	3.32	Agree	2.5
Emotional Belongingness	3.34	Agree	1
Organizational Reputation	3.32	Agree	2.5
Grand Composite Mean	3.33	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 shows the summary table of organizational identity with a composite mean of 3.33, indicating significant positive consistency between the cited dimensions of organizational cognition, emotional belongingness, and organizational reputation. The data shows that these respondents are generally satisfied with their company's organizational identity, which may be due to the fact that the companies participating in the study are quality technology companies in China.

Among the dimensions cited, Emotional belongingness ranked first, with a composite mean of 3.34, which is higher than the composite mean of 3.33. These respondents have an overall positive perception of the technology companies surveyed. Organizational cognition is influenced by employees' understanding of the company's mission and goals, and when employees have a higher level of identification with the organization,

they are better able to engage in their work and help the company grow and thrive. As the researcher points out, organizational cognition is a key factor in improving organizational identity.

Organizational cognition and organizational reputation ranked second, with a combined mean of 3.32. The data show that the surveyed employees relatively recognize the organizational cognition and organizational reputation of technology companies. Guo (2017) proved that the higher the level of employees' cognition of the organization, the better they can understand the expectations of the organization, and the more likely they are to develop a strong organizational commitment, show higher work dedication, and improve their recognition of the organization. Companies can improve employees' organizational cognition through a variety of measures: providing clear organizational goals and values and ensuring that employees understand the organization's mission, vision and core values. This will help employees understand their role and importance in the organization and increase their sense of identity with the organization. Provide effective internal communication and establish good internal communication channels to ensure that employees are aware of important decisions, changes and progress in the organization. Transparent communication will help employees better understand the organization's operations and goals and stay connected to the organization. Increase training and development opportunities: Provide training and development opportunities to help employees improve their skills and knowledge. This will not only improve employees' ability to do their jobs, but also enhance their loyalty and perception of the organization. Establish a reward and recognition system to honor employee excellence and contributions. Through incentives, employees can be motivated and engaged to enhance their perception and sense of belongingness to the organization. Encourage employees to participate in the organization's decision-making process, for example through employee involvement in committees or team meetings. This will help employees feel that their opinions and contributions are valued and increase their cognition and involvement in the organization.

Tourky et al. (2023) believe that good organizational reputation is vital and by establishing and maintaining a good reputation, an organization can gain many benefits and increase its competitiveness and sustainability. Measures to improve organizational reputation: Providing high quality products and services is the basis for building a good reputation. Ensure the quality and reliability of products and services to exceed customers' expectations in order to earn their trust and reputation. Establish a corporate culture of honesty and ethics and insist on keeping commitments and ethical standards. Honest and upright behavior will win the respect of employees and customers and earn the organization a good reputation. Actively fulfill social responsibilities and pay attention to social and environmental issues. Participate in community activities, donations and charitable projects to demonstrate the organization's contribution to the well-being of society and increase public goodwill and recognition of the organization. Maintain open and transparent communication and information disclosure with stakeholders. Demonstrate the organization's operational status and transparency through public release of financial reports, sustainability reports, etc. to build trust and reliability. Care for the welfare and development of employees and build positive employee relations. Provide fair compensation and benefits, career development opportunities and a good working environment to increase employee loyalty and identification with the organization.

Table 3

Summary Table on Organizational Innovation Climate

Key Result Areas	Composite Mean	VI	Rank
Leadership	3.31	Agree	3
Internal Communication	3.32	Agree	2
Work Autonomy	3.34	Agree	1
Grand Composite Mean	3.32	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 shows the overall composite mean of organizational innovation climate, which has a composite mean of 3.32, indicating that there is a significant positive correlation between the above dimensions with

respect to leadership, internal communication and work autonomy. The scores of leadership, internal communication and work autonomy dimensions are 3.31, 3.32 and 3.34 respectively, indicating that there are some differences among the three dimensions in work support, with work autonomy being the most important.

Leadership, Leadership is a way of behavior shown by enterprise employers or managers in the process of long-term operation of the enterprise, this way of behavior is their gradual accumulation of management experience and the wisdom summed up in the process of practice, which can optimize the organizational structure of the enterprise as well as stabilize the workforce, and play a unique role in pushing the development of the enterprise (Wang, 2017). Leadership has a subtle influence on the employees. thereby giving full play to the employees' own subjective initiative and encouraging the occurrence of innovative behavior. In addition, leadership has a positive effect on the psychology of subordinate employees, which further improves employees' work enthusiasm and indirectly enhances their work commitment. And work commitment is a necessary prerequisite for innovative behavior, which can help enhance the innovative development of the whole enterprise (Liu, 2023).

Internal communication, internal communication is an effective means for a company to achieve its business or development purposes and is driven by the internal organization and employees to meet their needs or achieve certain desires. Employees of a company are the internal stakeholders and they are also the main participants in the internal communication process (Men, 2021). Internal communication is considered as an important prerequisite for innovative behavior (Soares et al., 2021), and it plays one key role in fostering a good innovative climate and improving innovation performance (Mishra et al., 2019).

Work autonomy, which refers to the freedom, independence, and discretion of employees in arranging and deciding the way of work, is a concept that focuses on the empowerment of employees by the organization, which is manifested in the fact that the organization grants a certain degree of work autonomy to employees in order to make them feel a stronger sense of responsibility. The work autonomy has a great effect on employees' innovative behaviors. Compared to employees who work passively in the organization, employees with a higher level of work autonomy have the discretionary power given by the organization, can decide some of the work matters by themselves, and have a certain degree of decision-making power. In this case, the meaning of work is sublimated, and employees are more possibly to have a feeling of belonging to the organization, align organizational goals with personal goals, and make use of the initiative to identify shortcomings in the status quo and improve the status quo through innovation. On the contrary, if employees are not given work autonomy at work, they are easily restricted by cumbersome procedures, and their creative thinking is easily inhibited, which makes it less likely for them to adopt innovative behaviors (Wang, 2023).

The results of this paper suggest that these factors are critical to the development of innovative behavior and to the organization. When a high organizational innovation climate exists, the strong convening power of the organization creates a stronger sense of belonging among its members, creates a sense of insider identity, raises the priority of the organization's goals, and strengthens their passion for work. In a high organizational innovation climate, employees are more likely to turn their passion into motivation and promote their innovative behaviors. Companies should pay attention to cultivating leadership, developing systems of internal communication, and giving employees enough work autonomy to motivate and retain good employees, and to promote the effective performance of organizational innovation.

As seen in the table 4, the computed rho-values ranging from 0.101 to 0.229 indicate a very weak to weak direct relationship among the sub variables of organizational support and organization identity. There was a statistically significant relationship between organizational support and organization identity because the obtained p-values were less than 0.01/0.05. Therefore, the results of the correlation analysis data between the sense of organizational support and organizational identity in the table indicate that the better the sense of organizational support, the higher the corresponding organizational identity, and vice versa.

The relationship between the two factors of sense of organizational support and organizational identification

in the empirical study of this paper has a strong consistency with the findings of other related literature studies. In contrast, in the related research literature, Zhang (2021) demonstrated through empirical research that there is a significant positive correlation between the sense of organizational support and organizational identity. She believes that the company's value recognition of employees can be more able to let employees feel the organization's attention to their own, as an important member of the organization, so it is also more likely to let employees feel the consistency of their own and the organization's identity characteristics, so as to improve their own organizational identity. Li (2017) showed that the sense of organizational support has a positive effect on organizational identity. It also empirically analyzed the influencing factors of organizational identity, and illustrated that modern employees receive basic satisfactory organizational support in the workplace, and at this time, if more attention is paid to employees' personal well-being, more recognition and encouragement, it is easier to form organizational identity. This significantly reveals the positive influence of sense of organizational support on organizational identity.

Table 4
Relationship Between Organizational Support and Organizational Identity

Variables	rho	p-value	Interpretation
Work Support			
Organizational Cognition	0.162**	0.001	Significant
Emotional Belongingness	0.128*	0.012	Significant
Organizational Reputation	0.229**	<.001	Highly Significant
Employee Value Recognition			
Organizational Cognition	0.177**	<.001	Highly Significant
Emotional Belongingness	0.122*	0.016	Significant
Organizational Reputation	0.101*	0.048	Significant
Personal Interest Concern			
Organizational Cognition	0.185**	<.001	Highly Significant
Emotional Belongingness	0.182**	<.001	Highly Significant
Organizational Reputation	0.182**	<.001	Highly Significant

** . Correlation is significant at the 0.01 level/* . Correlation is significant at the 0.05 level

Some studies have specifically analyzed the internal relationship between organizational support and organizational identity from the perspective of the components of organizational support perception and organizational identity. For example, Zhai (2016) showed through empirical data analysis that a correlation analysis of knowledge-based employees' sense of organizational support and its sub-dimensions (job support, value recognition, and interest concern) with organizational identity and its sub-dimensions (evaluative organizational identity, affective organizational identity, and cognitive organizational identity) showed that knowledge-based employees' sense of organizational support and its sub-dimensions have a significant correlations. Chen (2015) conducted an empirical study on the sense of organizational support and employee organizational identity and concluded that the sense of organizational support has a positive contribution to employee organizational identity. Specifically, correlation and regression analyses showed that all dimensions of sense of organizational support had a significant positive relationship with organizational identity, it was learned that each dimension of sense of organizational support has significant positive correlation with organizational identity, that is to say, when the organization can provide employees with the support and help they need in the workplace, it can get the employees' identification with the organization, and when the greater this helpfulness is, then the higher the degree of the employees' identification with the organization is. Therefore, the company can explore the constituent factors affecting organizational support and enhance the sub-factors of the sense of organizational support through practical actions to enhance organizational identification.

As seen in the table 5, the computed rho-values ranging from 0.084 to 0.193 indicate a very weak direct relationship between work support and the sub variables of organizational innovation climate. There was a statistically significant relationship between work support and the sub variables of organizational innovation climate namely leadership and work autonomy because the obtained p-value were less than 0.01. The computed rho-values ranging from 0.135 to 0.218 indicate a very weak to weak direct relationship between employee value recognition and the sub variables of organizational innovation climate. There was a statistically significant

relationship between employee value recognition and the sub variables of organizational innovation climate because the obtained p-value were less than 0.01.

Table 5*Relationship Between Organizational Support and Organizational Innovation Climate*

Variables	rho	p-value	Interpretation
Work Support			
Leadership	0.193**	<.001	Highly Significant
Internal Communication	0.084	0.101	Not Significant
Work Autonomy	0.153**	0.003	Significant
Employee Value Recognition			
Leadership	0.218**	<.001	Highly Significant
Internal Communication	0.179**	<.001	Highly Significant
Work Autonomy	0.135**	0.008	Significant
Personal Interest Concern			
Leadership	0.148**	0.004	Significant
Internal Communication	0.178**	<.001	Highly Significant
Work Autonomy	0.142**	0.005	Significant

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

The computed rho-values ranging from 0.142 to 0.178 indicates a very weak direct relationship between personal interest concern and the sub variables of organizational innovation climate. There was a statistically significant relationship between personal interest concern and the sub variables of organizational innovation climate because the obtained p-value were less than 0.01.

The empirical findings are highly consistent with the results of many studies. A large amount of related literature shows that there is a significant positive correlation between the sense of organizational support and organizational innovation atmosphere, organizational support can motivate employees to carry out innovative behaviors and promote the growth of their own ability, which can help the organization to establish a good innovation atmosphere, and at the same time, it can also play an important role in promoting the establishment of a good innovation culture in the enterprise. For example, Yan et al. (2017) also proved the correlation between organizational support and organizational innovation climate in an empirical study, and their findings show that organizational support has a significant positive impact on organizational innovation climate. Organizational innovation climate helps employees perceive the organization's support for individuals and can meet the needs of employees' own development, and the stronger the organizational innovation climate, the stronger the sense of employee organizational support. The stronger the organizational innovation atmosphere, the stronger the employees' sense of organizational support. The climate of organizational support for innovation can contribute to the emergence of an organizational innovation culture through long-term accumulation, which in turn has a longer-term and stable impact on the organization and its members.

Some scholars have conducted a large number of specific studies on the components of organizational support and innovation climate as a way to analyze the intrinsic relationship between them. Wang et al. (2019) pointed out through empirical analysis that organizational support can effectively promote the formation of organizational innovation climate, and there is a significant positive correlation between them. When the organization provides sufficient resources and support, the organizational innovation climate is better, and it is easier for employees to obtain the necessary information and knowledge, which in turn stimulates their innovative consciousness and motivation. Organizational support plays a key role in the formation of organizational innovation climate. When the organization can provide a relaxed working environment and encourage employees' creative thinking and attitude to try new ideas, employees are more likely to integrate into the innovation atmosphere and actively participate in innovative activities. Organizational support can also shape a positive organizational culture that emphasizes the importance of innovation and learning, further promoting the development of organizational innovation. In addition, there is a significant interaction relationship between organizational support and organizational innovation atmosphere, if the enterprise provides good organizational support for innovation activities, it will help the organization to establish a good innovation atmosphere, and vice

versa, the enterprise with a good innovation atmosphere tends to increase the organizational support for employee innovation, which comes to form a benign mutual promotion effect.

Li et al. (2015) found that there is a significant positive correlation between organizational support and organizational innovation climate. Organizational support provides the necessary conditions and resources for employees to achieve innovation, while organizational innovation climate motivates employees to be more willing to try and implement innovation. This positive correlation can increase the innovation ability and competitiveness of the organization. Organizational support includes the organization's care, attention and help to employees, as well as a good support system to provide employees with the necessary voluntary, training and development opportunities, and at the same time, it includes healthy and safe workplaces and open and comfortable working environments, as well as a good communication and collaboration atmosphere. Organizational innovation atmosphere refers to an attitude and value within the enterprise that encourages, approves, and guarantees the innovative behavior of employees. When the enterprise gives support and recognition to the innovative behavior of employees, and at the same time develops positive encouragement policies and support mechanisms to promote employees to put forward innovative ideas for the enterprise's products and new practices for the enterprise's services, so that employees will be able to give play to greater autonomy and creativity, and to achieve better results in innovation.

Table 6
Relationship Between Organizational Identity and Organizational Innovation Climate

Variables	rho	p-value	Interpretation
Organizational Cognition			
Leadership	0.194**	<.001	Highly Significant
Internal Communication	0.175**	<.001	Highly Significant
Work Autonomy	0.181**	<.001	Highly Significant
Emotional Belongingness			
Leadership	0.191**	<.001	Highly Significant
Internal Communication	0.177**	<.001	Highly Significant
Work Autonomy	0.211**	<.001	Highly Significant
Organizational Reputation			
Leadership	0.183**	<.001	Highly Significant
Internal Communication	0.143**	0.005	Significant
Work Autonomy	0.171**	<.001	Highly Significant

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

As seen in the table 6, the computed rho-values ranging from 0.143 to 0.211 indicate a very weak to weak direct relationship among the sub variables of organizational identity and organization innovation climate. There was a statistically significant relationship between organizational identity and organization innovation climate because the obtained p-values were less than 0.01. The results show that the higher the organizational identity, the higher the organizational innovation climate. The research literature of many scholars shows that a large number of empirical studies and analyses conclude that there is a significant positive relationship between organizational support and organizational innovation climate. For example, Fidanboy et al. (2018) pointed out through a specific study that organizational identity has a good contribution to the formation of organizational innovation climate, and there is a positive mutual influence effect between them. They argued that in organizations with a strong innovation climate, individual employees are able to identify with and feel part of the organization, generate high levels of authentic values, and are more willing to adopt innovative approaches. At the same time, in an innovative climate, employees' sense of identity and belongingness to the organization increases. Benefiting from an innovative climate, employees exhibit high levels of organizational identity behavior.

In the management of promoting company innovation and employee innovation behavior, companies must maintain a high level of organizational identity in order to create a better organizational innovation climate. Anthony et al. (2016) conducted an empirical study on the relationship between organizational identity and innovation climate, pointing out that organizational identity is one of the important influencing factors that

promote the formation of organizational innovation climate. First, enhancing employees' organizational identity can form a good innovation atmosphere within the enterprise, and when employees have a stronger sense of identification with the organization, they will be more supportive of the enterprise's innovation decisions and actively participate in the enterprise's innovation actions, which will promote employees to generate more innovative ideas and further promote the achievement of innovation results. Secondly, when the enterprise pays more attention to and encourages employees' innovative behaviors, it will increase employees' identification with the enterprise's values and innovative goals, prompting them to develop a stronger sense of belonging to the enterprise and helping to increase their loyalty. This interactive relationship makes a positive cycle between organizational identity and organizational innovation climate.

Proposed Employee Innovative Behaviour Promotion Framework

This paper proposes a framework for employee innovation behavior promotion, which creates a good organizational innovation climate by improving organizational support and organizational identity in order to promote employee innovation behavior, thereby promoting enterprise innovation and thus enhancing the core competitiveness of the enterprise. Well staff innovation behavior can effectively promote the achievement of enterprise innovation goals, and continuously create new technologies, new products or new models to meet the needs of enterprise survival and development, and help the enterprise to obtain sustainable development. At the same time, good employee innovation behavior is also an effective means to help enterprises continuously improve the competitiveness of their products or services, so that Chinese science and technology enterprises can obtain sustainable advantages in the fierce market competition.

As shown in Figure 1, organizational support, organizational identity and organizational innovation climate are the basic elements of an effective employee innovation behavior promotion framework. In the whole framework, the results of data analysis based on empirical studies show that organizational support has a positive influence on organizational identity and organizational innovation climate, respectively. Better organizational identity will prompt employees to get organizational support, and enterprises with better innovation climate will also make employees get organizational support. Meanwhile, organizational identity has a positive effect on organizational innovation climate, and organizational innovation climate has a positive effect on organizational support, and the results show that there is a close correlation between them. In the study of this paper, the explanatory object of the framework mainly consists of the employees of 10 Chinese technology companies.

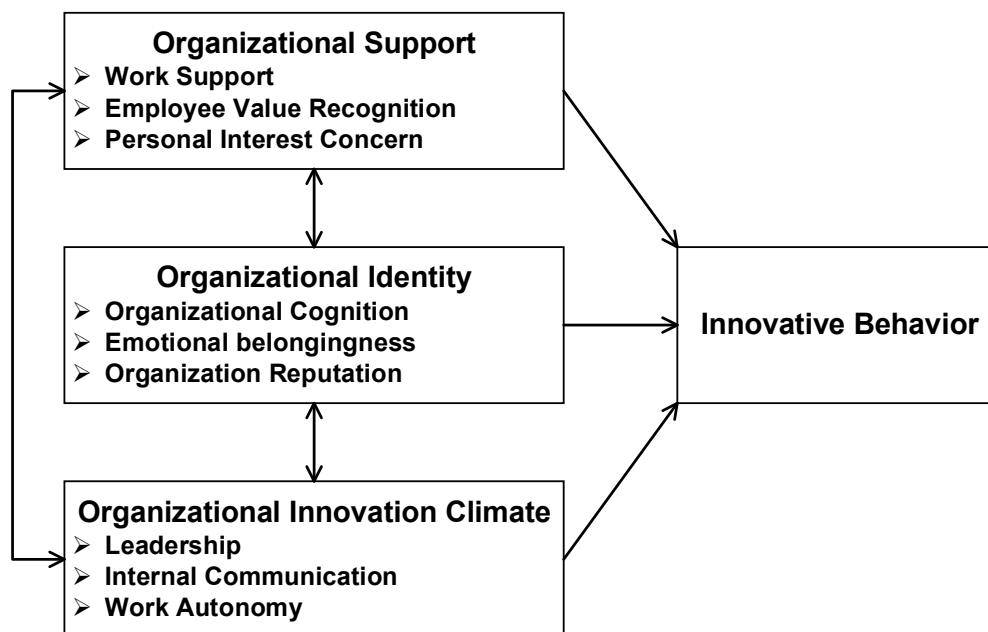


Figure 1. Employee Innovative Framework

4. Conclusions and recommendations

Respondents agreed with the importance of organizational support in the three areas examined in this paper: work support, employee value recognition, and personal interest concerns; The organizational identity in terms of Organizational cognition, Emotional belongingness, Organizational reputation were evident as assessed by the respondents ; The respondents made a good evaluation of Organizational Innovation Climate in terms of leadership, Internal communication, Work autonomy; This study proves that there is a significant positive correlation between organizational support and organizational identity, organizational support and organizational innovation climate, and organizational identity and organizational innovation climate. This paper develop a framework to build the employee innovation behaviour in Chinese technology companies.

The Chinese technology companies may provide better organizational support by increasing their focus on Personal Interest Concern; Chinese technology companies may need to focus on the emotional belongingness of their employees in order to facilitate the strengthening of their organizational identity; Chinese technology companies may encourage Internal Communication among their employees, thereby creating a better organizational climate for innovation. Chinese technology companies may use the employee innovation behaviour building framework to promote the formation of an organizational innovation climate through organizational support and organizational Identity. Finally, researchers can explore and analyse options for investigating the impact of employee segmentation or other factors on employee innovative behaviour.

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