

# Service climate, psychological capital and adaptive performance in tourism enterprises: Basis for performance improvement framework

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## Abstract

This study investigates the relationships between perceived service climate, psychological capital, and adaptive performance among front-line service employees in Hainan Province, China's tourism enterprises. Employing a combined method of theoretical foundation and empirical analysis, the research explores: (1) the relationship between perceived service climate and psychological capital, psychological capital and adaptive performance; and perceived service climate and adaptive performance. (2) the intermediary effects of the mediating role of psychological capital between perceived service and adaptive performance. Utilizing a descriptive research design and questionnaires as the primary data collection tool, the study analyzed data from a random sample of 401 full-time tourism employees in Hainan Province. Statistical software, SPSS22.0 and AMOS22.0, is employed following established empirical research paradigms. The study recommends that tourism enterprises: 1. Create positive service climates. 2. Implement stress and crisis management training programs for employees. 3. Focus on employee career development by providing training opportunities and clear career paths. 4. Utilize the performance improvement frameworks with adjustments based on employee feedback. Future research could delve deeper into employees' adaptive performance, exploring things like crisis management, handling uncertain work situations, and physical adaptability.

**Keywords:** service climate, psychological capital, adaptive performance, performance management

## **Service climate, psychological capital and adaptive performance in tourism enterprises: Basis for performance improvement framework**

### **1. Introduction**

Tourism in China has blossomed into a key driver of national economic growth, ranking third amongst all industries in the country. This rapid development has had a ripple effect, fostering the growth of related industries across the board. However, since 2020, the tourism industry has faced significant challenges due to recurring outbreaks. In 2019, according to the country's Ministry of Culture and Tourism, domestic tourism revenue reached a high of 5.7251 trillion yuan. Unfortunately, the COVID-19 epidemic in 2020 affected China's domestic travel and tourism and revenue dropped sharply to 2.2286 trillion yuan. However, the latest data show that with the end of the pandemic, the number peaked up again as domestic tourists reached 3.67 billion in the first three quarters of 2023, with tourism revenue reaching 3.7 trillion yuan, that is 75% and 114% respectively from the same period last year. The concentrated release of residents' tourism demand and the substantial increase in residents' travel not only led to the expansion of related consumption, but also promoted the economic recovery.

The dynamic social environment, characterized by diversity and constant change, presents challenges for tourism enterprises. These challenges include employee struggles to adapt to evolving service demands, job innovation requirements, interpersonal communication needs, and increased work pressure. Traditional management methods struggle to keep pace with the dynamic environment faced by tourism enterprises. This presents a significant challenge: how to retain talent, unlock employee potential, and translate that potential into capabilities that deliver exceptional customer service. To address this, innovating and improving the existing performance management system is crucial for the organization's future success.

When tourism enterprises strengthen adaptive behavior through structural adjustment and technological innovation, the original competitive basis and organizational environment are destroyed, resulting in employees' resistance to change and inability to adapt rapidly (Li et al. 2019). For example, rapid technological progress has radically changed hotel operations and CRM structures. While the use of technology increases employee productivity, it is questionable whether employees accept technology as a new source of stress at work (Li et al 2019). It is therefore necessary for companies to re-adjust their performance management based on both internal and external environmental variables, considering employees' attitudes towards change (Melián-Alzola et al, 2020).

Adaptive performance has nothing to do with task performance or context performance in a dynamic social environment. Different from the former two, existence has long-term influence on the efficient operation of organization. Chen(2023) explained that in an adaptive performance employees can respond calmly in the face of changes, change their roles in time, and will not reduce performance due to changes in the external environment. In a study by Tabiu et al., (2020), emphasized that many enterprises try to improve employees' adaptive performance through leadership behavior, human resource management and other managerial practices, but employees' rigid behaviors such as ignorance, wait-and-see and resistance are still common (Wang et al., 2019). The reason is that the enterprise-oriented managerial practice not only invests the work resources to the employees, but also increases the performance expectations and job requirements within their job responsibilities (Kloutsiniotis et. al.,2020). As a result, employees lack sufficient energy and resources to flexibly respond to the changing environment and work requirements outside the scope of the position and restrain their inherent initiative to improve employees' adaptive performance. In fact, as the "bridge" and "link" between enterprises and employees, Chinese enterprise trade unions regard coordinating and balancing the interests and demands of the main body of labor relations as their important work goals and tasks. it has a close interactive and integrated relationship with enterprises in the workplace. In the face of the ever-changing and dynamic market environment,

if Chinese tourism enterprises want to be in an invincible position in the fierce market competition, they should pay attention to improving the performance of their employees, and whether they can react in time in the face of the dynamic environment. Adaptive behavior will become one of the criteria for evaluating employees. As the tourism market is greatly affected by environmental changes, as a typical service-oriented enterprise, tourism enterprises are very important for the management of service personnel, so this paper studies the adaptive performance of employees in tourism enterprises. this paper makes a new exploration on the performance management of tourism enterprises.

The organizational climate has always been the focus of academic attention (Balamurugan et al,2020; Xia et al,2021; Sun et al, 2021). The service climate is a part of the service management field put forward by the continuous development of the organizational climate. The study by western scholars and experts, analyzed the service climate from many angles (Wilder et al, 2014;Chen et. al.,2017). For enterprises with good service climate, their employees generally have better service ability, service level and service awareness (Dioni et al., 2020). The higher the service climate, the higher the identity and satisfaction to the organization, the higher the work commitment, the lower the turnover rate which is reflected in the service process and results, and improve the service performance (Wen et. al.,2020).

As part of positive psychology theory, psychological capital can be regarded as an individual resource for individual success (Baron, 2016). Individual psychological capital of employees refers to the positive and developing psychological state shown in work, characterized by optimism, hope, adaptability and self-efficiency. Psychological resources are different from psychological capital because they focus on individual internal growth and future goals, making individual growth and performance improvement a mental resource (Yan et. al.,2014). Zhao et. al.,(2019) believed that psychological capital provides individuals with the confidence to perform challenging tasks and perform tasks consistently. When necessary, they change direction, attribute present and future success, and show resilience after failure. Cheng-Yi et. al.,(2022) contributed to the development of Psychological Capital Theory Framework, which promotes adaptive performance in hotel industry and provides new perspectives for HRM. Therefore, psychological capital refers to individuals who have positive and positive mental states. They are helpful in challenging difficult situations and promote personal growth as well as individual performance (Gu et. al.,2020). From the given analysis, the relationship among service climate, mental capital and adaptive performance has not been found yet. It is hoped that this study will provide new research ideas and direction.

Based on clarifying the basic theoretical research on the concepts and dimensions of service climate, psychological capital and adaptive performance of tourism enterprises, which can be described and measured, and provides a basis for improving the performance management of tourism employees through empirical research and analysis, based on the research results. This paper puts forward the targeted measures to improve the enterprise performance , service climate and psychological capital for the managers of tourism enterprises. to enrich the research in related fields and provide reference for tourism enterprise managers in Hainan province.

**Objectives of the Study** - This paper analyzed the perceived service climate, psychological capital and adaptive performance of tourism enterprises in Hainan Province, China. Specifically, this study; described perceived service climate in terms of global service climate, customer orientation and management practices; assessed psychological capital on self-efficacy, hope, resilience and optimism; determined adaptive performance in terms of interpersonal and cultural adaptability, stress and emergency management, creative problem-solving and learning adaptability; and tested the relationship between perceived service climate, mental capital and adaptive performance. As an output, a develop performance improvement framework for tourism enterprises was proposed.

## 2. Methods

**Research Design** - In this study, a descriptive study design was used to assist in the interpretation of

collected data with questionnaires used as the primary data collection tool. Zhai (2019) asserted that descriptive statistics is a collection of statistical methods, which provides support for people to generally understand the representation of data. The statistical characteristics of the global data can be obtained by using descriptive statistics, and the statistical values calculated by the data can not only describe the statistical characteristics of the data, but also find the global distribution and development trend of the research. It is convenient for more in-depth research and analysis. According to research by Wu (2020), descriptive statistical analysis refers to a data analysis method using tabulation and classification method, graph method and computation summary data. A correlational study was used to study the relationship between service climate dimensions (i.e. global service environment, customer orientation and management practices), psychological capital dimensions (i.e. self-efficacy, hope, resilience and optimism) and adaptive performance (interpersonal and cultural adaptability, stress and crisis management, creative problem-solving, learning adaptability). Descriptive correlation studies aim at describing relationships among variables, not inferring causality. Descriptive correlation studies also help to describe the relationship of one phenomenon with another when the study cannot control for independent variables.

**Participants of The Study** - Considering that the tourism enterprises in this survey were geographically distributed in different areas of Hainan Province, and employees were accustomed to using online survey and online interaction, this survey was distributed and collected through the questionnaire Star website. 401 respondents scanned the QR code or clicked the link to enter the questionnaire, and the formal questionnaire was distributed for nearly a month from January 2024 to February 2014, after which the online questionnaire collection stopped. In the process of issuing the questionnaire, the researcher tried to communicate with the subjects, accommodated their inquiries about the items in the questionnaire, and tried to answer the questionnaire truthfully and reliably. The various ways the questionnaire was distributed are as follows: Contacting the students who graduated from the School of Tourism, the author distributed the questionnaire on the star website through Wechat, QQ, and other social platforms. Asked for their help to distribute the questionnaire to their work group. Requested them and their colleagues to help fill-out the questionnaire carefully. Through these strategies, the sample size of the questionnaire became larger like a snowball and reached the preset sample size of the study. A total of 401 valid questionnaires were collected. These interviewees participated voluntarily. The personal data of the respondents were not collected in this study. The study was proposed as an academic survey of employee performance.

According to the analysis of the statistical results, among the respondents, 227 males accounted for 56.6%, while 174 females accounted for 43.4%. In terms of the male-to-female ratio, the male ratio is on the high side, which is different from the previous research data of the tourism industry and the actual gender demand for posts, indicating that the demand for male employees in tourism enterprises in Hainan Province is gradually increasing. The age distribution is mainly under 35 years old, 252 participants under 35 years old and under, accounting for about 62.84% of the participants, which indicates that the tourism industry is a labor-intensive service industry with high staff turnover and high demand for young employees. Among these personnel, 326 respondents are college degree or below, which reflects that the employees' education level is relatively low, and highly educated talents do not occupy a dominant position; tourism enterprises, such as hotels, travel agencies, tour guides and other positions do not have a high professional threshold, and the demand for employees' academic qualifications is not obvious. Therefore, the education level of employees may affect the development and efficiency of enterprises. In terms of working years, 192 respondents worked for less than 2 years, accounting for 47.88%, which shows that staff mobility is very high, which is consistent with the previous survey data of employees in the tourism industry. The enterprise types of these participants basically cover all types of this survey, and the number is evenly distributed, accounting for about 20%, which shows that the survey data are reasonable. 210 respondents are grass-roots employees, accounting for 52.37%, which shows that tourism enterprises have the greatest demand for grass-roots employees, and grass-roots employees have fewer development opportunities.

**Data Gathering Procedures** - According to the definition of the research variable, this study chooses and designs the measurement questionnaire. In addition to sociodemographic scales, the questionnaire mainly

includes three scales: variable measurement of service climate, variable measurement of psychological capital, variable measurement of adaptive performance, using Likert4 point scale, from "totally disagree", "disagree", "agree", "complete agreement" is assigned to 1, 2, 3 and 4 respectively. The selection sources of the measurement scale for each variable are as follows:

**Service climate scale.** To accurately measure the service climate of employees, this study decided to adopt a single dimension of the global service climate developed by Schneider (1980), plus a common dimension generally recognized by different scholars. Finally, three dimensions are determined, including global service climate, customer orientation, and management practices. There are 17 items on the scale (global service climate, customer orientation, and management practices), each of which contains four items. Items are scored on a 4-point scale (from 1 = totally disagree to 4 = completely agree), and low scores indicate poor service climate.

**Psychological capital scale.** Reviewing the existing literature, the dimension and connotation of psychological capital are constantly enriching and developing, therefore, through discussion with experts in tourism management, the original scale was modified, focusing on the applicability of employees working in tourism enterprises. Finally, using psychological capital scale, the psychological capital levels of team members perceived by tourism enterprises were examined. Respondents were asked to assess the psychological capital, including self-efficacy (5 items), hope (6 items), resilience (6 items) and optimism (6 items) (sample items, respectively, are: "When I encounter setbacks at work, I can quickly recover from the setbacks and move on."). The items were scored on a 4-point scale (from 1 = completely disagree to 4 = completely agree), and high scores indicated high psychological capital.

**Adaptive performance scale.** This paper used the four-dimensional scale of adaptive performance obtained by Tao et al. (2006). The empirical results showed that the scale has good reliability and validity. The scale consisted of four dimensions, including culture and interpersonal promotion (5 items, e.g., "I can integrate into other different values, customs and cultures"), stress and emergency management (5 items, e.g., "I take appropriate measures to solve urgent problems step by step"), and on-the-job continuous learning (5 items). E.g., "I take the necessary methods to learn the knowledge and skills needed for work to keep up with the trend"), innovative problem solving (5 items, e.g., "when the team encounters difficulties in completing tasks, I can come up with innovative solutions to push the team forward"). Items were scored from 0 (never) to 4 (always).

All the scales used in this study were based on the maturity scale at home and abroad, it was still considered because it has been proved to be effective and available by many empirical studies. This study also aimed at a specific industry-tourism industry; therefore, it is necessary to conduct a small-scale pre-research before formal research. A pre-survey test was also conducted to see whether the questionnaire is applicable to the research situation, and to further improve and modify the questionnaire. The questionnaires were initially distributed on the Internet and published on the website to 20 employees of tourism enterprises. The pilot testing continued until answers were retrieved from the initial participants. The reliability test was done using Cronbach Alpha.

There are many types of enterprises in the tourism industry, to eliminate the systematic deviation caused by enterprise differences, the object of this study involved all types of tourism industries in different regions of Hainan Province, in China. The dimensions of all types of tourism enterprises were standardized to ensure that sample data and research results were universally applicable. The questionnaire involved many aspects, such as service climate, psychological capital, adaptive performance. Ensuring that subjects are familiar with these aspects, and that their answers were objective and accurate, the content of the questionnaire was articulated well for the respondents. To allay the investigators' concerns, before filling out the questionnaire, the researcher patiently emphasized to the respondents that it was solely for academic research or educational purposes only. Their personal information were kept strictly confidential as they participated voluntarily.

**Data Analysis** - This study was tested using different statistical tools and techniques. Weighted mean and ranking were used to assess the service climate in terms of global service climate, customer orientation and managerial practice.; assessed psychological capital in terms of self-efficacy, hope, resilience and optimism; and

assessed adaptive performance in terms of interpersonal and cultural adaptability, stress and stress management, creative problem-solving and learning adaptability. This study utilized Pearson correlation analysis to study the relationship among service climate, psychological capital and adaptive performance. Moreover, statistical software, SPSS version 27, was used for further analysis.

**Ethical Considerations** - To ensure respect for the subjects, this undertaking was carried out in a manner that was objective and accurate. The use of the questionnaires was explained, and contents were verified, to proactively address respondents' concerns, before they fill those out. It was also patiently emphasized that this endeavor was solely for research purposes only. Their personal information was kept confidential to ensure their safety and privacy. The interviewees participated voluntarily, and they were not forced.

### 3. Result and discussion

**Table 1**

*Summary Table on Perceived Service Climate*

Key Result Areas	Composite Mean	VI	Rank
Global Service Climate	2.96	Agree	2
Customer Orientation	2.97	Agree	1
Management Practice	2.95	Agree	3
Grand Composite Mean	2.96	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 results show that there is no significant difference between these three sub variables: Global Service Climate is 2.96, Customer Orientation is 2.97, and Management Practice is 2.95. The ability of global service climate, customer orientation, and managerial practice to influence the service climate is not very different, and they are closely related to each other. As Du (2020) explained in her study, for enterprises with a good service climate, their employees generally have better service ability, service level and service consciousness. The higher the service climate, the higher the identity to the organization and the higher job satisfaction, which is reflected in the service process and results, and improve service performance.

**Table 2**

*Summary Table on Psychological Capital*

Key Result Areas	Composite Mean	VI	Rank
Self-efficacy	2.97	Agree	1
Hope	2.95	Agree	4
Resilience	2.96	Agree	2.5
Optimism	2.96	Agree	2.5
Grand Composite Mean	2.96	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 that Self-efficacy receives 2.97 points, and the average score is 2.96 points. This shows that the respondents agree that Self-efficacy is important for employees in tourism enterprises.

Hao (2022) combined with Work Resources Requirement (JR-D) believed that individuals who possess high mental capital possess self-confidence, optimism, resilience and hope. These positive mental resources are effective in adjusting individual mood and cognitive style, adjusting performance dynamically, and increasing individual commitment. These four positive mental states encourage an individual's sense of control and initiative over the environment, which is common in dynamic, creative and problem-solving workplaces. They also support a goal-based view that thrives in motivated activities and gives participants a sense of satisfaction in their achievements. To enhance psychological capital is to improve a positive workplace and recognize the strength and value of each employee. Psychological capital in the workplace helps to improve interpersonal cohesion among managers, supervisors and grass-roots employees, and at the same time increases the potential competitive advantage of the team, so that it has more opportunities to grow and grow.

**Table 3***Summary Table on Adaptive Performance*

Key Result Areas	Composite Mean	VI	Rank
Interpersonal and Cultural Adaptability	2.95	Agree	2.5
Stress and Emergency Management	2.96	Agree	1
Learning Adaptability	2.93	Agree	4
Creative Problem Solving	2.95	Agree	2.5
Grand Composite Mean	2.95	Agree	

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

As shown in Table 3, the average Adaptive Performance score is 2.95. This shows that employees can adapt quickly to changing tasks and quickly respond to different environments. The scores of the four dimensions of employees' adaptive performance from high to low are "Stress and Emergency Management", "Interpersonal and Cultural Adaptability", "Creative Problem Solving" and "Learning Adaptability". Among them, "Stress and Emergency Management" scores 2.96, the employees of ranking first, which indicates that Hainan tourism enterprises perform better in this aspect. Interpersonal and Cultural Adaptability and Creative Problem Solving were similar, which indicated that employees' Interpersonal and Cultural Adaptability 'and' Creative Problem Solving 'were similar on adaptive performance, while' Learning Adaptability 'was the lowest, which showed that employees' 'Learning Adaptability' was relatively weak and needed to be improved.

Xia (2020) mentioned in her research that based on the resource conservation theory, to alleviate stress, employees will reduce the input of resources such as dealing with work stress and accidents, innovative problem solving, job learning and interpersonal relationship management. in turn, it reduces the ability to adapt to the dynamic work environment and requirements, resulting in a decline in adaptive performance. In addition, the reduction of employees' willingness to share knowledge is also not conducive to the flow of new skills and knowledge among organizations, thus inhibiting the continuous learning ability of individual positions.

**Table 4***Relationship Between Service Climate and Psychological Capital*

Variables	rho	p-value	Interpretation
<b>Global Service Climate</b>			
Self-efficacy	0.496**	< .001	Highly Significant
Hope	0.473**	< .001	Highly Significant
Resilience	0.467**	< .001	Highly Significant
Optimism	0.517**	< .001	Highly Significant
<b>Customer Orientation</b>			
Self-efficacy	0.476**	< .001	Highly Significant
Hope	0.502**	< .001	Highly Significant
Resilience	0.512**	< .001	Highly Significant
Optimism	0.454**	< .001	Highly Significant
<b>Management Practice</b>			
Self-efficacy	0.512**	< .001	Highly Significant
Hope	0.500**	< .001	Highly Significant
Resilience	0.472**	< .001	Highly Significant
Optimism	0.528**	< .001	Highly Significant

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

Table 4 shows the relationship between Psychological Capital and Service Climate. The calculated R-values show strong direct correlation based on this table, with p-values below 0.01 alpha. That means statistically significant relationships exist between the variables treated. The results show that employees' psychological capital is better with better service environment.

The empirical results show that each dimension of Service Climate positively affects each dimension of Psychological Capital, and this result strongly proves that Service Climate can have an important impact on Psychological Capital, and building Service Climate is an effective way to improve Psychological Capital of

employees. The empirical analysis of structural equation modeling leads to the following conclusion: actively strengthening the construction of Service Climate resources can help foster the enhancement of Psychological Capital of employees in tourism enterprises.

Global service climate and Psychological Capital indicate a moderate direct relationship. Because the calculated rho-values ranging from 0.467 to 0.517 between Global service climate and psychological capital. If the employees perceive the service climate of the enterprise is poor, it shows that the employees think that the enterprise does not pay enough attention to the service quality, even if the service quality is good, it will not get the corresponding return, and the negative emotional experience will be enhanced accordingly. If the good service climate shows that the employees think that the hotel will give full attention and recognition to its high-quality service, and show a high level of enthusiasm and care for customers, it will produce psychological cognition that will be valued and recognized. The sense of achievement increases, and the positive emotion increases.

Customer orientation and Psychological Capital indicate a moderate direct relationship. Because the computed rho-values range from 0.454 to 0.512 between Customer orientation and psychological capital. In an organization with a strong service climate, enterprises create conditions for employees, encourage employees to meet customer needs as much as possible, and provide quality service to customers, which will improve customer satisfaction (Wang et. al.,2015), thus improve employees' role identity and psychological capital, and improve their sense of work achievement.

Managerial practice and Psychological Capital indicate a moderate direct relationship. Because the calculated rho-values between Managerial practice and psychological capital range from 0.472 to 0.528. Tourism enterprises and their management should care about their employees from the standpoint of their employees, give positive help to their setbacks and difficulties, and give timely positive feedback and recognition to their excellent performance. provide employees with various services that pay attention to personal psychological and behavioral health, deal with problems caused by external stressors, and relieve negative emotional and behavioral reactions caused by work stress. Change the unreasonable values, behavior patterns and lifestyle of individual employees.

**Table 5**

*Relationship Between Service Climate and Adaptive Performance*

Variables	rho	p-value	Interpretation
<b>Global Service Climate</b>			
Interpersonal and Cultural Adaptability	0.485**	< .001	Highly Significant
Stress and Emergency Management	0.529**	< .001	Highly Significant
Learning Adaptability	0.472**	< .001	Highly Significant
Creative Problem Solving	0.546**	< .001	Highly Significant
<b>Customer Orientation</b>			
Interpersonal and Cultural Adaptability	0.496**	< .001	Highly Significant
Stress and Emergency Management	0.475**	< .001	Highly Significant
Learning Adaptability	0.502**	< .001	Highly Significant
Creative Problem Solving	0.483**	< .001	Highly Significant
<b>Management Practice</b>			
Interpersonal and Cultural Adaptability	0.511**	< .001	Highly Significant
Stress and Emergency Management	0.499**	< .001	Highly Significant
Learning Adaptability	0.466**	< .001	Highly Significant
Creative Problem Solving	0.457**	< .001	Highly Significant

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

The relationship between adaptive performance and service climate is shown in Table 5. The calculated rho-values between 0.457 and 0.546 indicate an intermediate direct relationship between service climate and adaptive performance, with p-values below 0.01 alpha level, indicating that service climate is significantly related to adaptive performance. The results show that the better service climate, the better employees' adaptability.



Empirical results show that global service climate, customer orientation, managerial practice, and adaptive performance have significant statistical significance. As Hainan Province's tourism develops rapidly and foreign brands enter, the competition in tourism in Hainan is becoming more and more fierce. To stand out in the market, enterprises must attach importance to creating a good service climate and adjust employees' performance in a flexible way. On the one hand, employees of tourism enterprises often face customers with different needs and preferences. Employees must adjust their service methods and supplies according to the different requirements of different customers in order to make customers satisfied. On the other hand, in the service situation, a good service climate is indispensable, and the formation of service value is essentially the result of the joint creation of customers and employees. Enterprises only understand the needs of employees and flexibly adjust the way of service supply and communication. In order to achieve value co-creation. It has been shown in previous studies that organizational learning environment and service environment can influence employees' adaptability (Shu,2020).

**Table 6***Relationship Between Psychological Capital and Adaptive Performance*

Variables	rho	p-value	Interpretation
<b>Self-efficacy</b>			
Interpersonal and Cultural Adaptability	0.473**	< .001	Highly Significant
Stress and Emergency Management	0.482**	< .001	Highly Significant
Learning Adaptability	0.482**	< .001	Highly Significant
Creative Problem Solving	0.529**	< .001	Highly Significant
<b>Hope</b>			
Interpersonal and Cultural Adaptability	0.508**	< .001	Highly Significant
Stress and Emergency Management	0.495**	< .001	Highly Significant
Learning Adaptability	0.502**	< .001	Highly Significant
Creative Problem Solving	0.512**	< .001	Highly Significant
<b>Resilience</b>			
Interpersonal and Cultural Adaptability	0.544**	< .001	Highly Significant
Stress and Emergency Management	0.440**	< .001	Highly Significant
Learning Adaptability	0.438**	< .001	Highly Significant
Creative Problem Solving	0.451**	< .001	Highly Significant
<b>Optimism</b>			
Interpersonal and Cultural Adaptability	0.456**	< .001	Highly Significant
Stress and Emergency Management	0.488**	< .001	Highly Significant
Learning Adaptability	0.538**	< .001	Highly Significant
Creative Problem Solving	0.514**	< .001	Highly Significant

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

The calculated rho-values ranging from 0.438 to 0.544 show moderate direct relationship between psychological capital and adaptive performance, as shown in Table 6. Psychological capital has significant correlation with adaptive performance, since p-values are less than 0.01. The relationship between adaptive performance and psychological capital is shown in table 19. The calculated rho-values between 0.438 and 0.544 indicate that there is a moderate direct relationship between psychological capital and adaptive performance. The results of p-values are less than 0.01 alpha level, indicating that there is a significant relationship between the treated variables. The results show that the better psychological capital, the better adaptive performance. The empirical results show that the dimensions of psychological capital positively contribute to adaptive performance. This result strongly proves the importance of psychological capital playing in improving adaptive performance, and the stronger the psychological capital is, the better the adaptive performance can be.

In the face of the new situation and new challenges in the development of tourism in Hainan Province, whether the psychology, behavior and ability of employees can meet the requirements of modern management of tourism enterprises and adapt to the reality of organizational change and rapid development, to achieve individual and even organizational performance improvement, this issue is worthy of in-depth discussion. Psychological capital refers to an individual's overall positive mental state during growth and development, including self-efficacy, hope, resilience and optimism. Its specific performance is as follows: when facing the

challenges of work tasks, be able to be confident and make the necessary efforts and remain optimistic and hopeful in the whole process. When they encounter difficulties and obstacles, they can quickly recover or surpass, be tolerant and receptive to others and know how to be grateful and dedicated in the work process and organizational activities and continue to preserve and integrate positive psychological resources in self-dynamic balance. finally achieve work goals and success. When the psychological capital score of employees is relatively high, their work motivation will be enhanced, their attitude towards work will be more positive, they will be more dedicated, and they will dynamically adjust their work style and maintain good work performance.

To explore the correlation among perceived service climate, psychological capital and adaptive performance of tourism employees in Hainan Province, this study uses Pearson correlation analysis to get the correlation coefficient matrix as shown in the table 7.

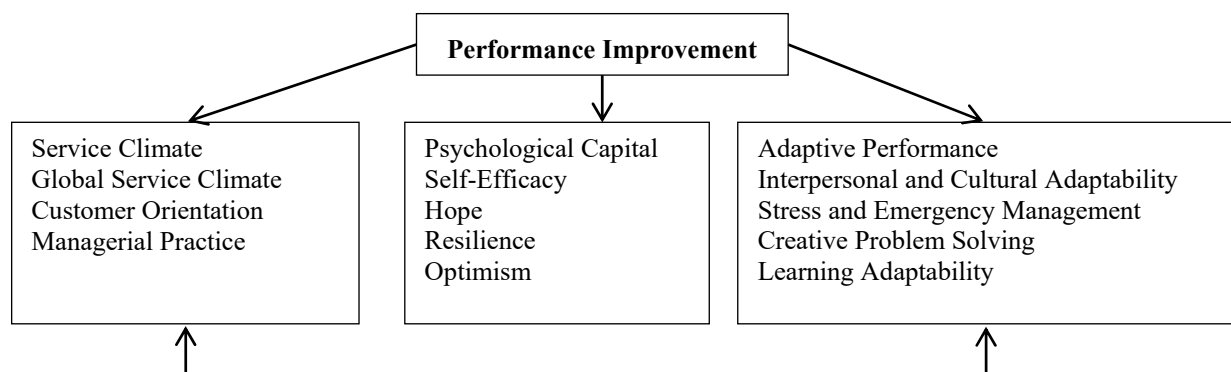
**Table 7**

*Correlations*

			Climate	Psychological	Performance
Spearman's rho	Climate	Correlation Coefficient	1.000	.472**	.489**
		Sig. (2-tailed)	.	.000	.000
		N	401	401	401
	Psychological	Correlation Coefficient	.472**	1.000	.476**
		Sig. (2-tailed)	.000	.	.000
		N	401	401	401
	Performance	Correlation Coefficient	.489**	.476**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	401	401	401

\*\**. Correlation is significant at the 0.01 level (2-tailed).*

As shown in Table 7, significant correlation levels among variables are below 0.01, so correlation is significant. The correlation coefficients between Service climate, Psychological Capital and adaptive performance are all above 0.47. It is considered that there is a very significant correlation among the variables.



*Figure 1. Performance Improvement Framework*

Figure 1 illustrates an integrated performance management framework. In this paper, based on theoretical analysis of service climate, psychological capital and adaptive performance, it is found that service climate and mental capital are positively related to adaptive performance. Therefore, strengthening service climate construction and psychological capital adjustment are effective approaches to improve adaptive performance. The service climate has important effect on mental capital formation.

#### 4. Conclusions and recommendations

There is a consensus among respondents about the perception of the service environment for tourism staff regarding global service climate, customer orientation and management practices. There is a moderate consensus that tourism enterprise's psychological capital is self-efficacy, hope, resilience and optimism. There is a consensus among respondents that tourism enterprises are adaptive in terms of interpersonal and cultural

adaptability, stress and crisis management, creative problem-solving and learning adaptability. The results show that perceived service climate, psychological capital and adaptive performance are positively correlated. Performance improvement framework was developed for Tourism enterprises.

Tourism enterprises should create good service climate in a variety of ways such as providing material incentives for employees, changing employees' perception. Tourism enterprises can set up stress management and crisis management training courses for employees, so that employees can better control the whole work and foresee the difficulties and problems that may be encountered. Tourism enterprises must pay attention to employees' career development and provide employees with more training opportunities and clear career development channels. Tourism enterprise can utilize the performance improvement framework and make appropriate adjustments based on actual feedback. Future researchers can conduct in-depth studies on employees' adaptive performance and use other variables. For example, crisis management, dealing with uncertain work situations, physical adaptability.

## 5. References

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