

# Research on employee engagement of delivery riders in the background of Gig Economy: study on the relationship between psychological contract, perceived organizational support and job performance

Yihan Gao

Business School of Shandong Normal University, Jinan, Shandong, China

1759701437@qq.com

**Abstract.** The food-delivery industry has gained increasing attention for its high level of freedom and flexibility and highly rewarding employment. This study aims to explore the relationship between employee engagement and psychological contract, perceived organizational support, and job performance in the context of gig economy, which has some reference value to theory and practice. In this study, quantitative analysis was conducted with the help of the Credamo Big Data platform, and descriptive statistics and multiple linear regression analysis were conducted on 105 sample data by SPSS27.0 and Stata 17.0. The study found a significant positive correlation between employee engagement and psychological contract, perceived organizational support, and job performance. Therefore, platform enterprises should pay attention to the psychological demands of delivery person, strengthen the perceived organizational support of platform enterprises to external selling riders, and optimize the performance appraisal system of takeout riders, so as to improve the employee engagement of takeout riders.

**Keywords:** Gig Economy; employee engagement; psychological contract; perceived organizational support; job performance

## 1. Introduction

With the rapid progress of Internet technology and the high-speed development of the digital economy, and under the influence of the COVID-19 epidemic, the labor market has undergone profound changes. A large number of people join the food delivery, online ride-hailing and other platforms, enabling a thriving gig economy, and has become an important economic form in China. As a typical gig economy practitioner, delivery workers are currently large in number. By 2021, China has more than 7.7 million takeaway riders, which will provide more than 100 million jobs. The human resources market for takeaway riders is broad. Moreover, the psychological contract, perceived organizational support, job performance and employee engagement are the important indicators of the current enterprise human resource management, and there is a link between the two. Therefore, in the gig economy, how to properly grasp the psychology of gig workers and improve their dedication level is a key problem for enterprises to consider.

At present, domestic and foreign scholars pay high attention to the research of psychological contract, sense of perceived organizational support, job performance and employee engagement under the traditional economic model. However, as gig economy is gradually becoming a hot topic in academic research, under the background of gig economy, there is little research on the influence mechanism of psychological contract, perceived organizational support and job performance on employee engagement, and the research in this field is not yet mature. In this setting, will the psychological contract, perceived organizational support and job performance of delivery workers affect the level of engagement? Therefore, there is still a lot of room to explore the mechanism of the influence of psychological contract, perceived organizational support and job performance on employee engagement in the perspective of gig economy.

To sum up, this study studies the relationship between psychological contract, perceived organizational support, job performance and employee engagement, which is conducive to exploring the influence mechanism between the two variables, and provides relevant basis for

relevant enterprise managers to evaluate the engagement of delivery riders. Therefore, this study studies the relationship of psychological contract, perceived organizational support, job performance and employee engagement in the background of the gig economy, so as to promote the sustainable development of human resources under the gig economy.

## **2. literature review**

### **2.1 Related research on employee engagement**

In the academic field, employee engagement was first introduced by the concept of “personal engagement” proposed by Kahn. On this basis, May proposed the definition of three dimensions: body, cognition and emotion, including: cognition refers to the ability of employees to recognize their work role and work tasks; emotion refers to the emotional sensitivity of employees in daily work; action refers to the physical input of employees in daily work. With the changes of China's economy and society, domestic scholars' research on employee engagement has gradually deepened. On the basis of existing research, Professor Xie Jinqiang and Professor Fu Liru closely link employee engagement with employee performance, performance and input of emotion and cognition, and believe that employee engagement can be expressed through specific work behaviors of employees or activities matching roles.

In terms of enterprise practice, Gallup consulting company found that employee engagement is an important driving force of enterprise profit growth, its think employee engagement is employees at work through the emotional identity, in the face of their work and the investment of the organization, by providing good working environment for employees make the employees have “ownership” in the organization and the sense of belonging.

From the different perspectives of academic theory and enterprise practice, the concept of employee engagement has not yet formed a unified conclusion, but each research generally highlights the degree of “work input” of employees in the level of ideological mentality or behavior performance. Therefore, this study comprehensively considers the purpose of enabling employees to achieve “work input” in thought and action, and defines employee engagement as employees actively performing their jobs in action and mentally identifying with their organizational roles, so as to form a high level of commitment to the job.

At present, the academic circle has conducted a multi-dimensional research on the dimensional division of employee engagement. Professor Gao Jianli and Professor Zhang Tongquan measured employee engagement through the one-dimensional scale of “dedication”. Through continuous research, Saks divides engagement into two dimensions: work engagement and organization engagement: work engagement reflects the level of effort and investment of employees, and organization engagement refers to the strength of employees' sense of identity and sense of belonging to the organization.

Based on the results of the above research, combined with the connotation of employee engagement and the characteristics of gig economic practitioners, in this study, the two-dimensional maturity scale of Saks was used to measure it in two dimensions: work engagement and organizational engagement.

### **2.2 Researches related to the psychological contract**

Psychological contract is an important indicator to study the relationship between individuals and organizations. The concept of the term “psychological contract” was first proposed by Argyris, a famous foreign scholar, who stressed that “In the relationship between organizations and employees, in addition to the formal employment contract, there are also implicit, informal and unstated mutual expectations.” As soon as the concept of psychological contract was put forward, it has received widespread attention and application from all walks of life. Since then its concept and theory have continued to evolve until they matured in the late 1980s and early 1990s.

At present, there are two types of views, broad and narrow, on the concept of psychological contract in academic circles. In the broad sense, Herriot and other scholars of the classical school believe that psychological contract includes two subjects: employer and employee, which refers to the psychological belief of the employers to the responsibilities and obligations of each other, rather than just the beliefs and commitment of the employee to the organization. In the narrow sense, scholars represented by Rousseau emphasize that there is only one subject of the psychological contract, and define it as the unilateral subjective understanding of the mutual obligations in the employment relationship. However, both views include “the obligation of the individual to the organization” and “the responsibility of the organization to the individual.”

In conclusion, this study follows the perspective of Rousseau and builds the empirical study on “employees' understanding of the mutual obligations of the organization”, that is, the psychological contract is the subjective understanding and belief of the delivery riders on the exchange commitment of the platform enterprises.

The current division of psychological contract is mainly divided into two-dimensional and three-dimensional structures. At the beginning of the study of psychological contract dimension division, Mac Neil the earliest psychological contract into transactional and relationship two dimensions, trading contract on the basis of short-term performance, bonuses and other economic exchange, the contract of long-term employment, training and social emotional exchange, “trade-relationship” two-dimensional structure has become the classic structure of psychological contract. The theory was confirmed by scale investigations by Millward and Hopkin.

Rousseau Foreign scholars have proposed that psychological contract is composed of three dimensions: transaction, relationship and team members. In addition, Chinese scholars Li Yuan and Sun Jianmin confirmed the three-dimensional structure model of normative responsibility, interpersonal responsibility and development responsibility of psychological contract through confirmatory factor analysis based on Chinese cultural background. At present, the psychological contract structure characterized by “transactional”, “relationship” and “developmental” occupies the mainstream research.

Since the research object of this study is -- delivery rider, a typical practitioner of gig economy, riders and platform enterprises have more emphasis on the exchange of economic benefits and commitment and obligation, which is suitable for measurement from the dimension of “transactional contract”. In addition, because takeaway riders have to frequently connect between customers and working partners, the platform enterprises should maintain a good mental and emotional state of riders and pay attention to emotional guidance, which is more suitable for measurement from the dimension of “relational contract”. Therefore, this study constructs the model of “transactional contract” and “relational contract”.

### **2.3 Researches related to perceived organizational support**

In the 1980s, the American social psychologist Eisenbergeretal based on the theory of social exchange and reciprocity first put forward the concept of organizational support, its connotation is the employees to provide support with all aspects of perception, namely the organization attaches importance to their contribution and care about the interests of employees and the sense of faith. Shore research believes that the meaning of perceived organizational support is “whether the organization cares about and respects itself through the caring action and perception of employees and the judgment generated by employees.” On the basis of studying the employees of Organizations in Chinese enterprises, Chinese scholars Ling Wenquan and Yang Haijun proposed that the sense of organizational support is what the employees feel from the perceived organization's support for their work, interest care and value recognition.

Based on the above literature review, domestic and international scholars have unanimously affirmed that the sense of perceived organizational support is a subjective feeling generated by employees. This study draws on the concept proposed by professors Ling Wen and Yang Haijun, and believes that perceived organizational support is the subjective feeling of employees to the

perceived organizational support, which is mainly reflected in three aspects: the support in the work process, the care of important interests and the recognition of value achievements.

For the dimension division of organizational support, Eisenberger and others first summarized the sense of organizational support in the single dimension of emotional support. With the further development of research, the multidimensional theory of organizational support is more widely accepted. Ling Wenquan pointed out that multi-dimensional support is an important feature of employees' organizational support, and explored the three-dimensional organizational support model of work support, interest care and value identity.

Therefore, on the basis of drawing on the definitions of support sense by Ling Wenquan and Yang Haijun, this study chooses the mature three-dimensional scale developed by Ling Wenquan and Yang Haijun, which is more suitable for China's national conditions.

## **2.4 Researches related to job performance**

Performance is an important indicator to measure the work effect. There is no consensus in the definition of the concept of job performance. The main difference is whether performance is a collection of a series of goal-oriented behaviors or a direct reflection of work results. Along with this disagreement, there are three mainstream views: "result view", "behavior view" and "comprehensive view of result behavior". Bernardin et al. advocate the first point of view, they believe that the job performance of employees should be measured by the work results, only quantified the output of employees in the work activities, with a certain one-sidedness. Murphy et al. advocate the second "behavior view", he believes that job performance is a series of work behaviors of employees in the organization. Campbell It also defines job performance from a behavioral perspective, focusing on the process by which employees achieve their organizational goals. The third "comprehensive view of result behavior" defines the job performance from the dual perspective of results and behavior. Domestic scholars Han Yi and others believe that the job performance package is the relevant behaviors and a series of results of employees when they complete the organizational work objectives.

This study adopts the definition of job performance by Han Yi et al., and agrees with the two aspects of comprehensive behavior and results of job performance, which are the actions and results of employees to achieve the goals of the enterprise.

In terms of the dimension division of job performance, domestic and foreign scholars have formed different dimensions of job performance through long-term in-depth research and on the basis of previous research results. Based on Borman and Motowidlo dividing job performance into task performance and relationship performance, Van Scotter and Motowidlo conducted further research on the correlation of task performance and relationship performance, and they subdivided the relationship performance into interpersonal promotion and work dedication. In addition, Han Yi, a famous Chinese scholar, divides employees' job performance in four dimensions, including task performance, relationship performance, learning performance and innovation performance.

The two-dimensional job performance model proposed by Borman and Motowidlo has had a profound impact on the subsequent research of domestic and foreign scholars, and is widely used by the academic circle. The application of a large number of domestic researchers also proves the feasibility of the model in local application. Therefore, this study used a two-dimensional division model of task performance and relationship performance to measure job performance.

## **2.5 Correlations between the variables**

Scholars generally believe that engagement is inseparable from employees' psychological and emotional cognition in daily work. In 2012, Pan Qihua took the perspective of employee psychological contract, and believed that psychological contract and employee engagement can influence each other, and that psychological contract and employee engagement show a significant positive correlation. In the transition period of China's economic and social development, Xie Jinqiang and others took logistics enterprises as an example to study the relationship between

employees' psychological contract and engagement. By constructing a theoretical model of the relationship between employees' psychological contract and engagement and analyzing it, they verified that each dimension of psychological contract would have a positive impact on each dimension of employee engagement. In conclusion, this study concluded that the psychological contract and employee engagement are positively correlated, so we proposed the research hypothesis:

H1: Psychological contract is positively correlated with employee engagement

Numerous studies have shown that employees contribute to improving employee engagement when they feel organizational support from their employees. Sun Weimin and Lv Cui studied the relationship between organizational support and employee engagement, and the results showed that organizational support and its previous variables were positively correlated with employee engagement. Lu Jihua et al. conducted a study from the perspective of organizational support and organizational commitment, and proposed that employees with a higher level of organizational support will show a higher level of engagement, and the sense of organizational support will have a more significant impact on employee engagement than organizational commitment on knowledge employee engagement. In conclusion, this study considered a positive relationship of perceived organizational support and employee engagement, so we proposed the research hypothesis:

H2: Perceived organizational support is positively correlated with employee engagement

In terms of job performance, Harter et al. integrated many existing studies through meta-analysis and proposed that there was a significant positive correlation between employee engagement and enterprise job performance. At the practical level, Towers Consulting has conducted a series of experimental analysis on a large number of companies to show that employee engagement is positively correlated with the expected performance of the organization. In conclusion, this study considered a positive correlation between job performance and employee engagement, hence the research hypothesis:

H3: Job performance is positively correlated with employee engagement

### **3. research design**

#### **3.1 Samples and data**

In this study, the questionnaire data of 105 food delivery riders in Jinan, Shandong Province were used as the data source to explore the influence of their psychological contract, perceived organizational support and job performance on employee engagement.

In order to ensure the accuracy and reliability of the study data, the samples were strictly sampled and screened according to the principle of statistical sampling. In this study, Jinan, Shandong Province was taken as the research site, and Jinan, as the provincial capital city, has a high degree of modernization. It has a typical urban gig economy and a large number of food delivery riders, and is also one of the regions with relatively mature food delivery platforms. In addition, this study used a random sampling of takeout riders in Jinan city. In order to avoid over-sampling or neglect of delivery riders in some time periods, different time periods such as morning, noon, afternoon and evening are randomly selected on the counting platform to ensure the randomness of sampling. The external flow control of the questionnaire is set up, and the same IP address can only be filled in the questionnaire once, so as to avoid malicious brushing or repeated filling. 132 delivery riders were randomly selected through the platform for questionnaire survey. A total of 132 questionnaires were collected this time. After excluding questionnaire data of low quality and non-conforming requirements, cross section data composed of 105 individuals were obtained.

#### **3.2 Variable measure**

This study is based on the above literature review and research hypothesis, combined with the theoretical and research results of scholars such as Saks two-dimensional engagement model,

three-dimensional model of perceived organizational support sense and so on, to form the final variables and questionnaire questions. Among them, psychological contract, perceived organizational support, and job performance are the explanatory variables, and employee engagement is the explanatory variables.

This study collected data through the Credamo Big Data platform, conducted a questionnaire survey, and tested the model and hypothesis of this study through the statistical analysis of the data. Because the research model design is relatively abstract, it cannot be measured directly, and it needs to be specific first. Based on the literature review, combined with the characteristics of the current gig economy and delivery riders, the study variables made specific transformation, and adopted the 5-level Likert scale to form specific problems. The questionnaire mainly included questions on demographic characteristics such as gender and age and questions measuring the influence of individual explanatory variables on employee engagement. Among them, the impact of psychological contract, perceived organizational support and job performance on employee engagement consists of five options from very disagree to very consent, from 1 to 5.

### 3.2.1 dependent variable: employee engagement

In this study, employee engagement is defined as employees actively completing their work in action and generating organizational role identity in thought to form a high level of work engagement, which consists of work engagement and organizational engagement.

### 3.2.2 Independent variable 1: psychological contract

This study believes that psychological contract is the subjective understanding and belief of food delivery riders on the exchange commitment of platform enterprises, which is composed of two dimensions: transaction contract and relationship contract.

#### Independent variable 2: perceived organizational support

In this study, the sense of perceived organizational support is defined as the subjective feelings of employees about the perceived organizational support, which is mainly reflected in three aspects: work support, value identification and interest concern.

#### Independent variable 3: Job performance

In this study, job performance is a comprehensive view of behavior and results, and the actions and results of employees to achieve enterprise goals, which is composed of two aspects: task performance and relationship performance.

### 3.2.3 Heterogeneity test variable 1: years of service

Since Liu Min and Gao Tengfei found a significant positive impact on employee engagement through regression analysis, they looked for heterogeneity from the perspective of working years according to the literature.

#### Heterogeneity test variable 2: Age

Liu Min and Gao Tengfei divided employees into young, middle-aged and older employees. The study found that there is an inverted U-shaped relationship between age and employee engagement, that is, the age of young to middle-aged employees has a positive effect on employee engagement, while the age of middle-aged to older employees has a negative effect on employee engagement. However, most delivery riders are young to middle age, and according to the literature research results, age has a positive impact on employee engagement. Therefore, this study looks for heterogeneity from the perspective of age.

## 3.3 3.3 Model construction and data description

### 3.3.1 Research framework

In this study, SPSS27.0 and S tata 17.0 software package were used to describe the data and multiple linear regression analysis. First, the descriptive analysis of the collected data, then the reliability validity test. Finally, the explanatory variables should observe the relationship and the heterogeneity test.

In order to better explain the characteristics and functions of employee engagement of delivery riders in the gig economy, this study intends to analyze the influence path of psychological contract, perceived organizational support and job performance on employee engagement under the condition of controlling confounding factors. The main research framework of this study is shown in Figure 1.

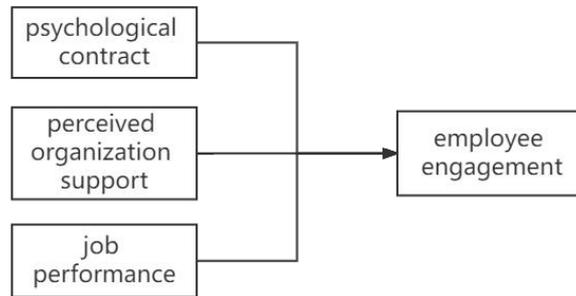


Figure 1 Research framework of the relationship between employee engagement and psychological contract, perceived organizational support, and job performance

In this study, the relationship of employee engagement and psychological contract, perceived organizational support, and job performance was analyzed according to the framework. The benchmark regression model is shown in formula (1):

$$Y_i = \beta_0 + \beta_1 PC_i + \beta_2 POS_i + \beta_3 JP_i + \varepsilon_i \quad (1)$$

In formula (1),  $\beta_0$  is a constant term;  $Y_i$  represents the explained variable, namely the employee engagement of the delivery rider; PC, POS and JP are psychological contract, perceived organization support and job performance respectively, and they are all explanatory variables.  $\varepsilon_i$  is the random disturbance term.

Table 1: Descriptive statistical analysis

Variable name	Observed value	Mean	Standard error	Least value	Crest value
Employee dedication	105	4.3381	0.4621	1.4167	5
Work dedication	105	4.3810	0.4592	1.5000	5
Organizational dedication	105	4.2952	0.5377	1.3333	5
Psychological contract	105	4.3057	0.5258	1.5000	5
Trading contract	105	4.2076	0.6287	1.4000	5
Relational contract	105	4.4038	0.4915	1.6000	5
Perceived organizational support	105	4.2774	0.5010	1.5000	5
Work support	105	4.2914	0.4674	1.5000	5
Value identity	105	4.2367	0.6106	1.4286	5
Interest care	105	4.2980	0.5342	1.4286	5
Job performance	105	4.459524	0.3740	1.5000	5

Task performance	105	4.491667	0.3803	1.5000	5
Relationship performance	105	4.438095	0.3890	1.5000	5

Table 2 Correlation analysis between the variables

	Employee engagement level	Psychological contract	Perceived organizational support	Job performance
Employee dedication	1.0000			
Psychological contract	0.8632	1.0000		
Perceived organizational support	0.8427	0.8924	1.0000	
Job performance	0.8073	0.6841	0.7050	1.0000

## 4. The result interpretation

### 4.1 Benchmark results and analysis

Table 3 Regression coefficients for each variable and employee engagement

	Unstandardized coefficients B	Standardization coefficient Beta
Psychological contract	0.3909*** (0.0788)	0.4448*** (0.0788)
Perceived organizational support	0.1670* (0.0850)	0.1811* (0.0850)
Job performance	0.4637*** (0.0705)	0.3753*** (0.0705)
_cons	-0.1272 (0.2203)	
N	105	105
R <sup>2</sup>	0.8396	0.8396

Standard errors in parentheses

\*  $p < 0.1$ , \*\*  $p < 0.05$ , \*\*\*  $p < 0.01$

Table 3 presents the results after the data were processed with multiple linear regression. First of all, pay attention to the influence of psychological contract on employee engagement, professor Pan Qihua study for psychological contract and employee engagement interaction mechanism, this study regression results also proved the employees in the organization psychological understanding and trust can affect employee engagement, psychological contract each increase a unit, lead to improve

the employee engagement of 0 units, and significantly at the level of 1%..3909 It can be seen that the psychological contract and employee engagement have a positive impact.

Secondly, to examine the impact of perceived organizational support sense on employee engagement. Drawing on the results of a series of experimental analysis carried out by Towers Consulting on a large number of companies, after regression analysis, the data passed the significance test within the 90% confidence interval level, and the employee engagement increased by 0.1670 units for each additional unit of perceived organizational support. The results showed that the sense of organizational support among delivery riders in the gig economy was positively correlated with employee engagement.

Finally, this study further analyzed the effect of job performance on employee engagement. The regression coefficient between job performance and employee engagement is positive. Each additional unit of job performance increases the employee engagement by 0.4637 units, which is significant at the level of 1%, proving that employees 'contribution to the organization and caring for their interests will have a significant impact on the employees' engagement to the organization. This is consistent with the reality that high job performance has a very important role in motivating employees and is conducive to improving their engagement.

Based on the above data analysis, it is proved that hypothesis H 1, H2 and H3 were established, which shows that psychological contract, perceived organizational support and job performance all have a positive impact on employee engagement. The significance of different variables is different, and the influence of perceived organizational support, psychological contract and job performance on employee engagement increases. Psychological contract and job performance have a great impact on employee engagement, while perceived organizational support has little influence on it. Therefore, platform enterprises can improve the employee engagement of delivery riders in terms of psychological contract and job performance, and adopt different strategies to strengthen the management of employee engagement.

## 4.2 Heterogeneity analysis

When the longer the time the rider participates in the delivery and the better the job performance, the more dedicated the rider may be to this occupation. Therefore, the time and job performance of the delivery work will promote the engagement of the rider. The research and analysis results are shown in Table 4.

Table 4 Heterogeneity analysis of the job performance and the time when the delivery riders participate in the delivery work

	Unstandardized coefficients	Standardization coefficient
	B	Beta
Psychological contract	0.3209*** (0.0827)	0.3209*** (0.0827)
Perceived organizational support	0.2248** (0.0866)	0.2248** (0.0866)
Job performance	0.0260 (0.2003)	0.0260 (0.2003)
Your time for the delivery work	-0.6480**	-0.6480**

	(0.2788)	(0.2788)
Job performance		
You participate	0.1465**	0.1465**
in the delivery		
work time	(0.0620)	(0.0620)
_cons	1.8617**	1.8617**
	(0.8874)	(0.8874)
N	105	105
r <sup>2</sup>	0.8488	0.8488

Standard errors in parentheses

\* p < 0.1, \*\* p < 0.05, \*\*\* p < 0.01

This study examines the different participate in delivery time for performance and employee engagement heterogeneity, the results found that if the longer the delivery work time and the higher the job performance, the higher the employee engagement, shows that delivery working number of years for the positive correlation between job performance and employee engagement has a significant role in promoting.

Under the same job performance, if the time of participating in takeout delivery increases by one unit, the score of employee engagement will be increased by about 0.1465 units, indicating that the time of participating in takeout delivery will have a strong regulating effect on the positive impact of job performance on employee engagement. The t value of 2.36 and significant at the 5% level.

When the delivery rider is older and the stronger their sense of faith in the platform enterprises on the psychological level, the more dedicated the delivery rider may be to this profession. Therefore, the age and psychological contract of the delivery rider will promote the engagement of the delivery rider. The research and analysis results are shown in Table 5.

Table 5 Analysis of heterogeneity between psychological contract and age of delivery riders

	Unstandardized coefficients B	Standardization coefficient Beta
Psychological contract	0.0511 (0.1858)	0.0511 (0.1858)
Your age	-0.8403** (0.3518)	-0.8403** (0.3518)
Psychological contract to your age	0.1736** (0.0794)	0.1736** (0.0794)
Perceived organizational support	0.1146 (0.0831)	0.1146 (0.0831)
Job performance	0.5020*** (0.0685)	0.5020*** (0.0685)
_cons	1.5790** (0.7732)	1.5790** (0.7732)
N	105	105

$r^2$ 

0.8555

0.8555

Standard errors in parentheses

\*  $p < 0.1$ , \*\*  $p < 0.05$ , \*\*\*  $p < 0.01$ 

By examining the heterogeneity of different ages for psychological contract and employee engagement in this study, it was found that when the age of delivery riders is older and the psychological contract is higher, the employee engagement is also higher, which indicates that the age of delivery riders has a significant promotion effect on this positive correlation.

Under the same degree of psychological contract, if the age of the delivery riders increases for every five years, the employee engagement will increase by about 0.1736 units, indicating that the time of participating in the delivery will have a strong regulatory effect on the positive impact of job performance on employee engagement. The t value of 2.19 and significant at the 5% level.

## 5. discuss

In this study, the relationship between psychological contract, perceived organizational support, job performance and employee engagement was tested. The results found that psychological contract, perceived organizational support and job performance all had significant positive effects on employee engagement, which was consistent with the hypothesis H 1, H2 and H3.

This study shows that the level and level of psychological contract reflects the degree of expectation of employees for the mutual responsibility between them and the organization. In the context of gig economy, when the degree of psychological contract of employees to the organization is improved, employees will have a higher sense of identity to the organization and be more willing to pay for the organization, and their engagement will also increase. This is consistent with the conclusion drawn by some scholars. Professor Pan Qihua studied employee engagement from the perspective of psychological contract, and also believed that the improvement of psychological contract has a positive role in promoting employee engagement. Therefore, when improving employees' overall expectation for their personal contribution and return to the organization, it will strengthen employees' sense of belonging to the organization, increase their willingness to contribute to the work, and take actions for it.

The higher the sense of organizational support of employees, the higher their engagement, this study also concluded that the sense of organizational support has a positive impact on employee engagement. When employees feel that the organization values their contribution and provides welfare support for them, they will feel their own value in the organization, and have a more positive cognition and evaluation of the organization, so the employee engagement will improve accordingly. By discussing the influence of the perceived organizational support of the exchange rotating teachers on their engagement, they also obtained similar results. The higher the perceived organizational support of the employees, the higher the engagement.

Numerous studies have shown that job performance is positively associated with employee engagement. Investigate its reason, takeaway rider's job performance is an important indicator of evaluating its work efficiency, when the rider work high efficiency and task completion in good condition, its job performance will present good results, take-away rider to work investment degree is high, can actively complete the job in action, on the thoughts of their own "rider" identity psychology, so engagement will rise with the improvement of performance level, both present a positive trend.

Focus on the psychological demands of food delivery riders. In the gig economy, gig workers' psychological demands represented by outside sellers need more attention by enterprises than those with more stable jobs such as white-collar workers and enterprise managers. The transactional mental contract shows that they hope that the platform enterprise can form an equal economic benefit exchange with themselves, while the relational psychological contract shows that employees want to be respected in their work and have a good working atmosphere. As a key resource of the platform enterprise, food delivery riders pay attention to their psychological demands and enhance

their psychological sense of belonging, which is the due meaning of improving employee engagement. Therefore, enterprise managers to improve the takeaway rider employee engagement level should focus on the organization's expectations and their psychological demands, not just through the platform distribution mechanism of selling rider form constraints, but to pay attention to the psychological change of the rider, and give certain humanistic care, make the employee perspective and enterprise perspective.

Strengthen the perceived organizational support of platform enterprises to sell riders abroad. In order to make food delivery riders form a sense of support for the organization, platform enterprises need to enhance their work support, interest care and value recognition for employees at the organizational level. Enterprises should first show their support for employees and pay attention to their commitment to employees, so that employees can give feedback to the organization and make themselves more dedicated. Enterprises can effectively improve the welfare security of employees, show the sincerity of the organization to employees, so that employees can really feel the support from the organization. In addition, the care of direct supervisors and senior leaders can also make gig workers represented by other selling riders feel the importance that the organization attaches to them, improve the trust of delivery riders in the platform enterprises, and improve the employee engagement.

Optimize the performance appraisal system for food delivery riders. On the one hand, it is necessary to improve the performance appraisal system of employees, form institutionalized and standardized work evaluation criteria, avoid the tendency of complete "consequentialism", pay attention to the behavior process of employees, and make comprehensive consideration from the dual perspective of process and results. On the other hand, platform enterprises should pay attention to the coordination of employee relations, create comfortable and friendly working relations among employees, establish regular meetings for timely communication, and form a regular communication mechanism. Through regular group building, it can increase the interactive communication between employees, which is conducive to improving the degree of work cooperation. In terms of task performance, delivery riders can not only complete work tasks efficiently, but also play the initiative to help colleagues complete homework in relationship performance, so as to improve work engagement and create greater value for platform enterprises.

## 6. The conclusion

From the results of the present study, Found that the employee engagement of delivery riders is influenced by psychological contract, perceived organizational support, job performance, Therefore, enterprises should pay attention to meet the reasonable psychological demands of employees, Provide humanistic care for employees from their perspective, Improve the sense of belonging of employees in the platform enterprise; Create a positive organizational atmosphere, Let the employees feel a real sense of organizational support, Improve the work autonomy of the employees; And by improving the system of task and relationship performance to provide more appropriate evaluation standards for employees' work process and results, Play the positive impact of psychological contract, perceived organizational support, and job performance on employee engagement, To better protect the rights of delivery riders, Promote the further prosperity of the gig-industry economy.

## References

- [1] Kahn W A .Psychological Conditions of Personal Engagement and Disengagement at Work[J].The Academy of Management Journal, 1990, 33(4):692-724.
- [2] May D R , Gilson R L , Harter L M .The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work[J].Journal of Occupational and Organizational Psychology, 2004, 77.

- [3] Solution into the strong, Fu Liru. The relationship between employee psychological contract and engagement —— Take logistics enterprises as an example [J]. China's circulation economy, 2018,32(09):108-119.DOI:10.14089/j.cnki.cn11-3664/f.2018.09.012.
- [4] Ma Shujie. Study on the effectiveness of employee engagement improvement based on work performance [J]. Dongyue Theory Cong, 2017,38(12):132-139.DOI:10.15981/j.cnki.dongyueluncong.2017.12.019.
- [5] Coyle-Shapiro A M , Costa S P , Doden W , et al.Psychological Contracts: Past, Present, and Future[J].Annual Review of Organizational Psychology & Organizational Behavior, 2019, 6(1).
- [6] Herriot, P.Contracting Careers[J].Human Relations, 1996, 49(6):757-790.
- [7] Rousseau D M .New Hire Perceptions of Their Own and Their Employer's Obligations: Study of Psychological Contracts[J].Journal of Organizational Behavior, 1990, 11(5):389-400.
- [8] Macneil R , Gudel, Macneil I R .Contracts: Exchange Transactions and Relations, Cases and[M].Dykinson, S.L.2007.
- [9] Millward L J , Hopkins L J .Psychological Contracts, Organizational and Job Commitment[J].Journal of Applied Social Psychology, 2010, 28(16):1530-1556.
- [10] Rousseau D M , Tijoriwala S A .Assessing psychological contracts: issues, alternatives and measures[J].John Wiley & Sons, Ltd.1998, 19(S1):679-695.
- [11] Li Yuan, Sun Jianmin. Psychological contract in the employment relationship: to investigate the cognitive difference of "organizational responsibility" in the contract from the dual perspective of the organization and the employee [J]. Management the world, 2006(11):101-110+151.DOI:10.19744/j.cnki.11-1235/f.2006.11.013.
- [12] Woodrow C , Guest D E .Pathways through organizational socialization: A longitudinal qualitative study based on the psychological contract[J].Journal of Occupational and Organizational Psychology, 2019.
- [13] Eisenberger R, Huntington R, Hutchison S, et al.Perceived organizational support[J].Journal of Applied psychology, 1986, 71(3): 500.
- [14] Shore L M, Tetrick L E.A construct validity study of the survey of perceived organizational support[J].Journal of applied psychology, 1991, 76(5): 637.
- [15] Ling Wenlun, Yang Haijun, Fang inverted luo. Organizational support of enterprise employees " [J]. Psychological Journal, 2006,2:281-287.
- [16] Chen Mingshu, Shen Haipeng. Empirical study of the relationships between trust, engagement, and work performance within the organization [J]. Financial theory and practice, 2015,36(03):113-118.DOI:10.16339/j.cnki.hdxbcjb.2015.03.021.
- [17] Bernardin H J, Beatty R W.Performance appraisal: Assessing human behavior at work[M].Boston, Ma.: Kent Publishing Company, 1984.
- [18] Campbell J P, McHenry J J, Wise L L.Modeling job performance in a population of jobs[J].Personnel psychology, 1990, 43(2): 313-575.
- [19] Han Yi, Liao Jianqiao, Long Lirong. Model construction and empirical study of employee work performance structure [J]. Journal of Management Science, 2007 (05): 62-77.
- [20] Borman W C, Motowidlo S M.Expanding the criterion domain to include elements of contextual performance[J].1993.
- [21] Van Scotter J R, Motowidlo S J.Interpersonal facilitation and job dedication as separate facets of contextual performance[J].Journal of applied psychology, 1996, 81(5): 525.
- [22] Yang Jie, Fang Shiluo, Ling Wenquan. Thinking on some basic questions of performance evaluation [J]. Dialectic of Nature communication, 2001,23 (2): 40-51.
- [23] Pan Qihua. Study on new generation employee engagement from the perspective of psychological contract [J]. Enterprise economy, the 2012,31(08):95-98.DOI:10.13529/j.cnki.enterprise.economy.2012.08.039.
- [24] Sun Weimin, Lv Cui. Relationship between organizational support and employee engagement [J]. Journal of Beijing Institute of Technology (Social Science Edition), 2012,14(04):67-73.DOI:10.15918/j.jbitss1009-3370.2012.04.022.

- [25] Lu Jihua, Chen Lili, Zhao Xinan. Research on the relationship between the sense of organizational support, organizational commitment and knowledge employee engagement [J]. Science and Science and Technology Management, 2013,34 (01): 147-153.
- [26] Harter J K, Schmidt F L, Hayes T L. Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis[J]. Journal of applied psychology, 2002, 87(2): 268.
- [27] Liu Xuemei. Pleasing employees is not enough —— employee satisfaction and engagement [J]. Contemporary Manager, 2003 (10): 68-70.
- [28] Liu Min, Gao Tengfei. Empirical analysis of the effect of age on employee engagement [J]. Northwest Normal University Daily (Social Science edition), 2014,51(04):133-138. DOI:10.16783/j.cnki.nwnus.2014.04.020.
- [29] Wei Jiao seedling, Fan Xianglan. The influence of organizational support on the mediating role of —— psychological security [J]. Educational Theory and Practice, 2022,42 (28): 38-43.