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Insight to Chinese and ASEAN's Wellness, Tourism, & Innovation

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**The 2nd China-ASEAN International Conference 2020 &
The 2nd International Conference on Tourism, Business, & Social Sciences 2020:
Insight to Chinese and ASEAN's Wellness, Tourism, & Innovation**

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Dhurakij Pundit University, Bangkok, Thailand

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Table of Contents

PREFACE.....	1
Elliott Wave Principle: How Technical Trading Behavior Avoid Risk in Stock Market.....	2
Chia-Ta Lee Xiong-Fei Shi	
Pairs Trading Using Co-integration Approach On China's Stock Exchange	10
Xiong-fei Shi Chia-Ta Lee	
The Impact of Service Recovery on Customers' Negative Behavioral Intention: The Mediating Effects of Perceived Service Unfairness and Customers' Negative Emotion and The Moderating Effects of Service Failure Attribution and Perceived Corporate Social Responsibility.....	21
Xin Zhang Jia-Fure Wang	
Green Human Resource Management and Green Employee Purchase Behavior: Research and Relationships	33
Chia-Hao Wu Chun-Shuo Chen	
The Influence of Emotional Leadership on Employee Voice Behavior—The Mediating Role of Emotional Commitment And Employee Self-efficacy	43
ZengLyu Xiao Chun-Shuo Chen	
The impact of customer orientation, service quality, and organization reputation: A case study of a bank in China.....	56
Wang Yunqiu Sasithorn Suwantee Chairat Suriyapa Felicito Jabutay	
The Effect of Mindfulness Leadership on Employees' Self-Spirituality: Case Study of Taiwan's Machinery Company.....	65
Shun-Chi Yu	
No Fear Investment: A Study on Collar Strategy.....	75
Yong Li Fei Zhao Xichang Huang Lu Zhang	
The impact of perceived organizational justice on perceived organizational support and employee commitment: a case study of road transportation companies in China	83
Zonglin Li Sasithorn Suwantee Senee Suwantee Suwat Suwantee Felicito Jabutay	
Exploring the Relationship between Positive Leadership, Organizational Climate and Deviance Innovation— The Mediating Role of psychological contract.....	91
YinFeng Wu Chun-Shuo Chen	
Knowledge Management and Employee's Engagement of Beijing Dayungang Science and Technology Development Co., Ltd.	102
Chi Chen Sasanant Vivadhnajat Chattayaporn Samerjai	
Employee Motivation And Engagement Of Shenzhen Shangyang Insulation Material Co., Ltd.	114
Renfei CHEN Sasanant Vivadhnajat Chattayaporn Samerjai	
Successful Handshake and Business Cross-Cultural Negotiation Communication.....	125
Xiyao Liang Dongxue Li Kang Huo Lingda Kong Tianqi Wen	

CEO Characteristics and Firm Financial Performance: A Study on Thai Public Companies listed on the Market for Alternative Investment (MAI)	138
Thanida Chitnomrath	
The Impact of Psychological Capital on Employees' Voice Behavior: Based on the Mediating Role of Work Engagement and Organizational Commitment	149
Zhuo-Qun ZHANG Chun-Shuo CHEN	
Impact of China – Laos Railway (Vientiane–Boten Railway) on Logistics Service Providers in Nongkhai Province, Thailand	159
Klairung Ponanan Sirikarn Chansombat	
Using TPB Model to Explore the Ambivalent Attitude of Consumers in Green Consumption	170
Sun Lu Geng Chun-Shuo Chen	
An Empirical Study on the Effect of Cash Dividend Policy on the Value of China 's Financial Listed Companies	182
Suijun Chen Paocheng Chen * Xiaoqiang Li	
The Impact of Strategic Social Responsibility and Social Capital on Firm's Competitive Advantage.....	193
Yaojun FAN Yue HU Sze-Ting CHEN	
An Empirical Study on Cultural Leisure Life Level Influence on the Growth of Human Capital by Viewpiont of Leisure Economics.....	205
YANG Xiu-Gang	
The Research of Top Executives' External-Internal Social Capital on the Value of Commercial Bank-Taking Internal Control Quality as a mediator	219
Sze-Ting Chen Dachun Wu Yaojun Fan	
Applying innovation strategies to Thai Airways.....	229
Wichittra Khongchatree Quan Su	
The Influences of Pressure and Effort Input on Job Crafting.....	237
Su Dan Chen Hao	
A Study on Marketing Design of Old-age Consumption Trust.....	247
Liu Hui-jun	
Desired Attributes of network information channel and Medical guide Service: A Case Study of Medical Tourism in Thailand.....	254
Liu Hui-jun Liu Ling-jun	
The Influence of Female CEO Power on Risk Preferences – Based on the Empirical Study on China GEM Listed Companies	262
Xiran Zhao Shanshan Wang	
Usage of LINE Application towards Satisfaction of Student Teachers' Working Performances, Academic Year 2018-2019	273
Suthee Khamkaew	
Effect of Blended Learning Model on the Autonomy of University Students.....	285
Meng-Tien Chiang	

Research on the Intercultural Psychological Adaptation of Chinese Preschool Children from the Perspective of Social-Emotional Competence in Thailand	294
Xiyao Liang Dr. Renee Chew Shiun Yee	
A Field Study on Time Management and Academic Achievement of Chinese Undergraduate Students at a Thai University.....	305
Xinrui Wang Xiongling Chen	
Development of Problem Solving Confidence to Chinese International Graduate Students of Educational Management in Thailand by using Active Learning.....	317
Peng-Fei Chen Yuan-Cheng Chang Xiang You	
Factors Affecting the Academic Performance of Students in Lamgong Middle Secondary School Paro, Bhutan.....	328
Sangye Zangmo	
Factors Influencing Students' Participation in Co-curricular Activities in Wangchhu Middle Secondary School in Chhukha District, Bhutan	338
Thinley Gyelmo	
Factors Affecting Grade 6 Students' Skills in Primary Schools in Wangdue Phodrang District, Bhutan	351
Kinley Wangmo Arisara Leksansern	
Factors Affecting the Sustainability of Kagan Cooperative Learning Structures in Sarpang Central School Under Sarpang District, Bhutan	365
Tshering Yangzome	
Effects of Quality of Non-Formal Education on Quality of Life of Woman under Tashichholing Dungkhag in Samtse, Bhutan	376
Manju Pradhan Poschanan Niramitchainont	
The Design of Process and Outcome Feedback in Flipped Classroom with Student Engagement for Higher Education.....	389
SA Sokngim Nootjaree Boonget Udom Homkham	
Relationship Among School Instructional Leadership, School Management, and Teacher Competency in the Schools of Gasa District of Northern Bhutan.	403
Jigme Tshewang Arisara Leksansern	
Influence of Principal' Positive Leadership on Organization Commitment by Teachers in Private Universities in China.....	417
Zhaoyang Xu Jinglu Lu Chiaching Tu	
Influence of Social Support on Entrepreneurial Self-efficacy and Entrepreneurial Intention of University Students in Hainan, China.....	427
Li-Yu Wang Meng-Tien Chiang	
The Influence of the Charm of English Teachers on English Learning Motivation for Undergraduates at Universities in Shanghai, Taking the Interaction between Teachers and Students as the Intermediary Variable	438
Shuo HUANG	

The Influence of College Students' Perfectionism on Procrastination in Henan Province	452
Zhengyan Guo Yao Yao	
Factors Associating Teachers' Turnover Intention in Wangdue Phodrang District in Western Part of Bhutan.....	463
Kinley Gyeltshen	
Effects of Teachers' Professional Development on Teacher Performance in Primary schools of Chhukha district, Bhutan	477
Kuenga Sonam Poschanan Niramitchainont	
Using Immediate Written Recall Protocols for Investigating Listening Difficulties and Listening Strategy Use of Chinese Learners Majoring in Thai Language	490
Paitaya Meesat Anchali Thongaim	
Common Assessment Protocol: The Solution in Tracking Students' Achievements?	502
Chew, Renee Shiun Yee Fernandez-Chung, Rozilini Mary Judge, Simranjeet Kaur Angit, Suria Selasih Le Roux, Marie Therese	
The Relationship between Social Support and Life Satisfaction of the Chinese University Students' (CUS) Study in Bangkok.....	515
Xi-Chang Huang Hsin-Chang Yu	
The Relationship among Parental Involvement, Educational Expectation and Secondary School Students' Academic Achievement.....	523
Yang Xiuying Renee Chew Shiun Yee Han Chen	
The Relationship between Teachers' Emotional Labor and Job Burnout in Primary and Secondary Schools: The Moderating Effects of Regulatory Emotional Self-Efficacy	534
Tao Yu Weixin Lin	
Self-Investigation into Foreign Language Anxiety in Chinese-English Bilingual Oral Interpretation Class	546
Li-Wei Wei Chuan-Chi Chang Hai-Yin Zhang	
Chinese International Students' Academic Self-efficacy and Psychological Well-being in Thai Higher Education	558
Man Jiang	
A Study on Mental Health and Cultural Adaptation of Chinese College Students in Thailand.....	567
Fangyu XIANG Chenshi DENG Quan SU	
The Soucial Construction of Teachers' Moral Image and Policy Design in China —Based on the Social Construction and Policy Design Theory.....	579
Xiaozhou He Shuiyun Liu	
Blending Teaching Analysis in DPU -- Take the Course of <Business Mathematics and Statistics > as Example.....	589
Manhua LI	
A Preliminary Study on the Correlation between Learning Style and Metacognitive Ability of Taiwan Senior High School Student in Earth Science	602
Ping-Chen Tsai	

Research on Environmental Protection Awareness and Behavior of Chinese Students Studying in Thailand	616
Xinxin Wang Lu Zhang Shanxiu Han Jichen zhang	
Exploratory Research into Marketing Strategy in Internationalization Education of Private University in Bangkok Thailand	623
Xichang Huang Shujian Yin	
The Role of Structure Awareness in Learning Chinese Script	629
Kuan-Chun Tsai	
Development of Semantic Search for Local Tourism Website in Case of Southern Isan of Thailand and Northern of Cambodia.....	637
Sarim Touch Jongkol Janruang	
Spirits and Beliefs between Thai and Chinese culture	650
Maohai Zhong Threesoon Kesorn Chanachok Sudprasert	
Interpretation of the means of “matter” and “emptiness”in Prajnaparamita Hrdaya Sutra and Discussion on the perception determines the existence	660
Li Xuezhi Li Xiaoxiao*	
The Analysis of Japanese students in Learning Mandarin Tones.....	672
Sheng-lien Wu	
The Development of Thai Language Textbook for non-Thai-language-majored Students in Beginning Level: A Case Study of Chinese Students in Dhurakij Pundit University	684
Kanokphan Thamsatitsuk Penpisut Sikakaew Nuttida Kumprasurt	
Inspirations and Strategies that Influence the Successful Learning of a Second Language ..	693
Napawan Jaisook Nuttida Kumprasurt	
A study on the new characteristics of promoting Chinese culture in the "new immigrants" community of overseas Chinese in Thailand	700
Bo Wang Lingfen Mo	
The Rise of The Fourth Upsurge of Thai Translation of Chinese literature —— A study of Thai Translation of Chinese network literature.....	709
Li Xuezhi Yang Chaoqiao	
The Investigation and Analysis on understanding in Chinese Loanwords of Thai students in China	719
Suthanya Panthong Dutrawee Kammathan Runan Xiang	
Grammar and Vocabulary in Thai Proficiency Tests for the Beginner: a Case of the 17 th to 21 st TPA Thai Language Proficiency Tests.....	726
Penpisut Sikakaew Kanokphan Thamsatitsuk Nuttida Kumprasurt	
Lost in Space; A Critical Perspective about the Service Sector's Volatile Transition.....	735
Péter Attila Nyíri Chiu-Hui Tsai	
Exploring the Factors Influencing Outbound Chinese Tourists' Selection of Group Package Tour: The Case of Second and Third-Tier Cities in China.....	748
Lei Feng Kullada Phetvaroon	

The Concept of Using the Local Identity for Tourism Promotion in Nakhon Ratchasima Province (Khorat), Thailand.....	758
Ramnarong Nilgumhaeng Wankasem Sattayanuchit Siwasak Pansukkum	
A Preliminary Discussion of Thailand Tourism Industry in the 4.0 era.....	776
Banthita Pathravishkul	
Brief Talk about Medical Tourism in Thailand and China Play the Interesting Roll in Service Trade.....	784
Arisa Haworadit	
Research on Service Quality of After-school Child-care Centers for Primary Student in Hongta District, Yunnan	800
Xi Chen Sovaritthon Chansaengsee	

PREFACE

The relationship between education and business is becoming increasingly important. In the highly competitive global markets and the age of digital consumers, there are high demands on well-educated and skilled people to manage the business, build cross-cultural competence, and resolve challenging problems to create and maximize wealth from conflicting values.

The theme of this conference is 'Insights to China and ASEAN's Wellness, Tourism, & Innovation,' which consists of national and international sessions. The China-ASEAN International College and the Faculty of Tourism and Hospitality of Dhurakij Pundit University are the conference organizers, and co-host with the Research Service Centre of Dhurakij Pundit University, Eastern New Mexico University in the U.S., Hainan Vocational University of Science and Technology and Xianyang Normal University in China, National Chung Cheng University and National Taiwan Ocean University in Taiwan.

This proceedings consists of 77 papers in the international sessions and 206 papers in the national sessions after peer-review that were presented in the 2nd China-ASEAN International Conference and the 2nd International Conference on Tourism, Business, & Social Sciences, which was held from 16th - 23rd April 2020 in Bangkok, Thailand. These papers cover the following areas, including but not limit to business management, education, tourism, wellness, finance, entrepreneurship, cross-cultural management, and arts and creativity.

We want to thank all of the authors who submitted papers to this conference. We also very much appreciate the committee members and peer reviewers who are highly competence and enthusiastic, spending their time and suggestions during the preparation of this conference. We invited more than fifteen professional reviewers to evaluate and select the submitted papers.

Thank you very much to all the people who have participated in this conference, especially to the invited speakers from the University of Nottingham, Malaysia, and Mahidol University, Thailand. We also thank all presenters and participants who contributed to this conference.

Last but by not least, who have to contributed to this conference, we would like to thank our team for putting in much effort in formatting the manuscripts, removing the typos, and checking the references.

We hope this conference has benefited the academics, researchers, students, and practitioners generating new ideas for future research. We look forward to seeing you next year.

The impact of perceived organizational justice on perceived organizational support and employee commitment: a case study of road transportation companies in China

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Abstract

The purpose of this paper is to examine the role perceived organizational justice and perceived organizational support on employee commitment. This study collected the data from 289 employees of road transportation companies in China. The present study employs a questionnaire survey approach to collect data for testing the research hypotheses. The results indicate that perceived organizational justice and perceived organizational support have positive and significant effects on employee commitment. The main contribution of the paper is to provide empirical evidence to support the role of organizational justice in organization.

Keywords: Perceived organizational justice, Perceived organizational support, Employee commitment

1. Introduction

Employee protest in public is the phenomenon that company have been attempt to avoid as it would lead to company crisis. The incident occurred on October 2015 when protesters sit-in protest beneath Samsung's headquarters in Seoul due to Samsung caused its workers to fell ill and nearly 80 employees died [1]. Dissatisfied workers are prone to cause turnover and absenteeism. Understanding job satisfaction thus could improve employee performance, organizational productivity and other issues, including labor turnover [2]. In addition, organizational commitment is also importance as it is a positive emotional experience, which is reflected in employees' recognition and trust in the organization.

The number of passengers of road transportation in China fell 4.9 percent in 2019 compared with the same period last year [3] as other modes of transportation are able to serve customers better. About 3.8 million people are employed in the road transportation industry, which has seen a sharp decline in the past two years [4]. The change of the overall environment, the company's transformation and layoff could lead employees to form invisible conflicts with the company, which is more or less inevitable to complain. The company should seek to handle the situation on their current employees. Therefore, this study aims to 1.) study the impact of

perceived organizational justice (i.e., procedural justice, distributive justice, interactional justice) on perceived organization support; 2.) investigate the influence of perceived organizational support on employee commitment; 3.) identify the level of perceived organizational justice (i.e., procedural justice, distributive justice, interactional justice), perceived organizational support, and employee commitment in the organization.

2. Literature Reviews

According to Hirschman's exit-voice Theory [5], it suggested that if employees realize that the organization has poor performance, they basically respond in two ways: (1) exit and (2) voice. Exit would only provide a warning sign of enterprise downturn. Meanwhile, voice can provide much more information about the causes of decline. Based on social exchange theory, when employees believe that the strategic decision-making process has been done with the principle of fairness to restrain certain procedure and supervision, they will feel that the decision-making process is being treated fairly. In return for the company's fair treatment, employees translate this perception of fairness into a reciprocal obligation, in which employees assume that they too should do their part [6].

According to Colquitt et. al [7], the type of justice includes procedural justice, distributive justice, and interactional justice. Meanwhile, Moorman et. al [8] found that procedural justice is an antecedent to perceived organizational support. Rhoades & Eisenberger [9] refer that perceived organizational support (POS) is valuation of employees' contribution and care about employees' well-being. If employees feel that organization did not concern their contributions and benefits, employees' awareness of organizational responsibility will be correspondingly reduced. Therefore, this study proposed

Hypothesis 1: Perceived organizational justice (i.e., procedural justice, distributive justice, interactional justice) has positive impact on perceived organizational support.

Meyer et. al [10] asserted that there are three types of commitment: 1.) Affective refers to the identification with, and involvement with the organization; 2.) Continuance refers to an awareness of the costs associated with leaving the organization; 3.) Normative reflects a feeling of obligation to continue employment. Baranik et al. [11] explored the role and approach of work mentoring and found that employee commitment can be boosted through an increase in perceived organizational support [11]. Therefore, this study proposed

Hypotheses 2: Perceived organizational support has positive impact on employee commitment.

Bakhshi et. al [12] suggested that if the employees perceived both distributive justice and

procedural justice to be high, they would be motivated to continue their association with their current institutions and would show higher job satisfaction level. Therefore, this study proposed

Hypothesis 3: Perceived organizational justice has positive relationship with employee commitment.

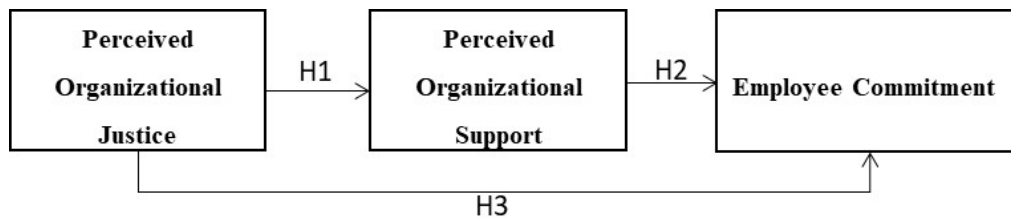


Figure1 Research Framework

3. Methodology

A total of 300 questionnaires were distributed online to employee of two road commute service companies in China. The questions include demographic information such as gender, age, job position, working experience. The questions also include measurement items of related variables which are procedural justice, distributive justice, perceived organizational support, and employee commitment.

3.1 Sample

A total of 289 respondents are included in the analysis. Of those, 40.5% (117) of respondents are male and 59.5% (172) are female. Most of respondents (52.6%, 152) are in the age of more than 42 years old. For education, 64.01% (185) of respondents obtained high school diploma. For job position, 61.59% (178) of respondents are entry level. For working experience at the company, 30.1% (87) of respondents have more than 20 years of working experience. Only 9.69% (28) have 11-20 years of working experience. For department, 46.71% (135) of respondents are administration department.

3.2 Data collection and procedure

All measurement items are in 5-point Likert scale (1 for Strongly Disagree and 5 for strongly Agree. For *perceived organizational support*, the construct was measured by a shorter (6-item) version of the scale developed by Eisenberger et al. [13]. Example of item is “The organization values my contribution to its well-being”. For *employee commitment*, the 8-item affective commitment scale developed by Allen et. al [14]. Example of item is “I would be very happy to spend the rest of my career in this organization”.

For *organization justice*, it was measured in three dimensions. For *Procedural Justice*, the 6

measurement items were developed from Niehoff et. al [15]. Example of item is “Job decisions are made by the general manager in an unbiased manner”. For *Distributive Justice*, the 5 measurement items were developed from Niehoff et. al [15]. Example of item is “My work schedule is fair”. For *Interactional Justice*, the 9 measurement items were developed from Niehoff et. al [15]. It includes “When decisions are made about my job, the general manager treats me with kindness and consideration”.

Table 1 Validity and Reliability

	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted	Number of Items
Organization Justice perceived	>0.778	0.979	0.990	0.838	19
Organizational Support	>0.972	0.898	0.975	0.867	6
Employee Commitment	>0.788	0.886	0.954	0.721	8

The study found that perceived organizational justice, perceived organizational support and commitment have convergent validity and reliability. The average variances extracted (AVEs) for Organization Justice (0.838), Organizational Support (0.867), and Employee Commitment (0.721) were above 0.5, confirming convergent validity [16]. In addition, the composite reliability and Cronbach's alpha of variables exceeded 0.7, showing internal consistency for reliability. The loadings of all measurement items for each construct were above 0.5.

4. Findings

Hypothesis 1 which stated that perceived organizational justice (i.e., procedural justice, distributive justice, interactional justice) has positive impact on perceived organizational support is supported. The linear regression model is statistically significant at 95% confidence level as p-value of the model is less than 0.05. A linear regression indicated that perceived organizational justice ($\beta=1.010$) could statistically significantly predict perceived organizational support, $F(1,287) = 1408.202$, $p=0.00$. Adjusted R-Square of the model is 0.83. Hence, perceived organizational justice accounted for 83% of the explained variability in perceived organizational support.

Hypothesis 2 which stated that perceived organizational support has positive impact on employee commitment is supported. The linear regression model is statistically significant at 95% confidence level as p-value of the model is less than 0.05. A linear regression indicated

that perceived organizational support ($\beta=0.663$) could statistically significantly predict employee commitment, $F(1,287)=453.752$, $p=0.000$. Adjusted R-Square of the model is 0.611. Hence, perceived organizational support accounted for 61.1% of the explained variability in employee commitment.

Hypothesis 3 which stated that perceived organizational justice has positive relationship with employee commitment is supported. The linear regression model is statistically significant at 95% confidence level as p-value of the model is less than 0.05. A linear regression indicated that perceived organizational justice ($\beta=0.735$) could statistically significantly predict employee commitment, $F(1,287)=451.809$ $p=0.000$. Adjusted R-Square of the model is 0.61. Hence, perceived organizational justice accounted for 61% of the explained variability in employee commitment.

5. Discussions and Conclusions

This study confirmed hypotheses 1 which stated that perceived organizational justice (i.e., procedural justice, distributive justice, interactional justice) has positive impact on perceived organizational support. Our finding is consistent with Moorman et. al [8] that found procedural justice will be positively related to perceived organizational support. Loi et. al [17] also found that procedural and distributive justice contributed to the development of perceived organizational support. Tekleab et. al [18] provided initial evidence supporting a proposed integration of perceived organizational support and psychological contract theory. Snyder et. al [19] suggested that supervisors may also assist in increasing procedural justice perceptions by focusing on fairness of procedures, such as consistent application of processes and providing opportunities for voice.

This study confirmed hypotheses 2 which stated that perceived organizational support has positive impact on employee commitment. Eisenberger et. al [13] argument is consistent with our findings that perceived organizational support is assumed to increase the employee's affective attachment to the organization and his or her expectancy that greater effort toward meeting organizational goals will be rewarded. Similarly, Shore et. al [20] asserted that employees who perceived high levels of organizational support were more likely to engage in supervisory awareness behavior. In other words, doing favors for the supervisor may be less of an attempt to impress the supervisor than a consequence of having positive feelings about the organization, Aube et. al [21] argued that perceived organizational support is positively and significantly correlated with affective and normative commitment. Similarly, Baranik et. al [22] argued that perceived organizational support partly mediated the relationship between specific types of mentoring support and job satisfaction and affective organizational commitment.

This study confirmed hypotheses 3 which stated that perceived organizational justice has positive relationship with employee commitment. This is aligned with Whitener [23] that found employees' trust and commitment to be stronger when they perceive that the organization is committed to and supportive of them. Similar to Eisenberger et. al [24] argument that perceived support would be expected to be positively related both to expressed affective attachment and performance-reward expectancies, resulting in a moderate positive correlation between these two types of commitment. Rhoades et. al [25] provided convergent evidence that perceived organizational support plays an important role in the commitment process, helping to explain how basic work experiences influence affective commitment and ultimately, employee withdrawal behavior. Bernerth et. al [26] suggested that interactional justice interacted with both procedural and distributive justice. Bakhshi et. al [12] argument that both distributive justice and procedural justice were found to be significantly related to organization commitment.

This paper set out to look at the relationship between perceived organizational justice, perceived organizational support and employee commitment. In addition, the study was designed to explore those three how to affect each other, and how to improve the performance of the enterprise. This study confirmed that perceive organizational justice and organizational support is very importance in the organization as Huang et. al [27] suggested that organizational justice has strong impact on employee performance. Therefore, the company should improve the perceived organizational justice and perceived organizational support of their employee to advance overall company performance. This study also found that perceived organizational justice ($\beta=0.735$) has stronger impact on employee commitment than perceived organizational support ($\beta=0.663$). Hence, the company should ensure that the policy and communication within the company are implemented properly to avoid the conflict or misunderstanding in the organization. The human resource development program should be constructively analyzed before implementation.

6. Limitation

This study has some limitations. The first limitation is the number of responses obtained from the survey was rather small. A larger number of responses would probably yield a more accurate finding. In addition, since this study only investigates two companies, hence the findings and conclusions drawn from this research are representative of the two company employees, and the findings may not generalize to other geographic regions, industries or cultures.

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