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เรื่อง รายงานการนำเสนอผลงานวิจัย ระดับนานาชาติ ณ ประเทศสเปน

เรียน คณบดีคณะวิทยาการจัดการ

ตามที่กระผมได้จัดทำบทความวิจัยเรื่อง “The Affective Commitment to the Organization: The Mediating Role of Perceived Organizational Support” ได้รับการตีพิมพ์ใน European Journal of Management (EJM)

โดยขอสนับสนุนงบประมาณไปนำเสนอผลงานวิจัย ในงาน IABE-2011 Barcelona-Summer Conference, Barcelona, Spain ระหว่างวันที่ 3 – 5 มิถุนายน 2554 ณ Universitat Pompeu Fabra, Barcelona (Spain) และเป็นการนำเสนอด้วยการบรรยาย (Oral presentation) ในลักษณะบทความวิจัยฉบับเต็ม (Full Paper) แล้วนั้น

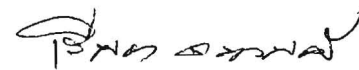
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(อาจารย์ ดร. วิโรจน์ เจษฎาภิรักษ์)

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รายงานการนำเสนอผลงานวิจัย
IABE-2011 Barcelona- Summer Conference
Universitat Pompeu Fabra, Barcelona, Spain
June 3 – 5, 2011

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ข้าพเจ้า อาจารย์ ดร. วิโรจน์ เจษฎาลักษณ์ ขอรายงานการเข้าร่วมการนำเสนอผลงานวิจัย ดังนี้

1. วัตถุประสงค์ของการจัดสัมมนา

การจัดงานสัมมนาและนำเสนอผลงานวิจัย ของกลุ่มวารสาร International Academy of Business and Economics: IABE มีวัตถุประสงค์เพื่อเผยแพร่ผลงานวิจัยและแลกเปลี่ยนความคิดเห็น ประสบการณ์ในการทำวิจัยกับนักวิจัยทางการจัดการและศาสตร์ที่เกี่ยวข้อง

2. สาระสำคัญที่ได้จากการสัมมนา

- ร่วมนำเสนอผลการวิจัยทางการจัดการ
- แลกเปลี่ยนความคิดเห็นและร่วมอภิปรายในการวิจัยทางการจัดการ
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- สร้างเครือข่ายความสัมพันธ์ระหว่างนักวิจัยจากสถาบันต่าง ๆ

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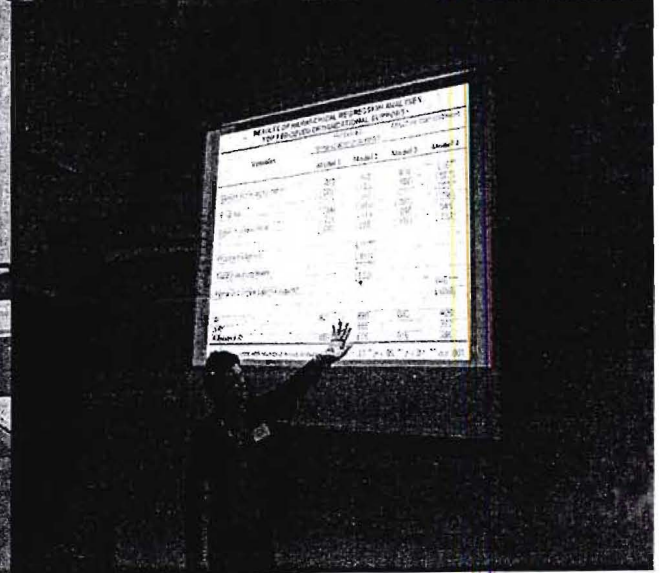
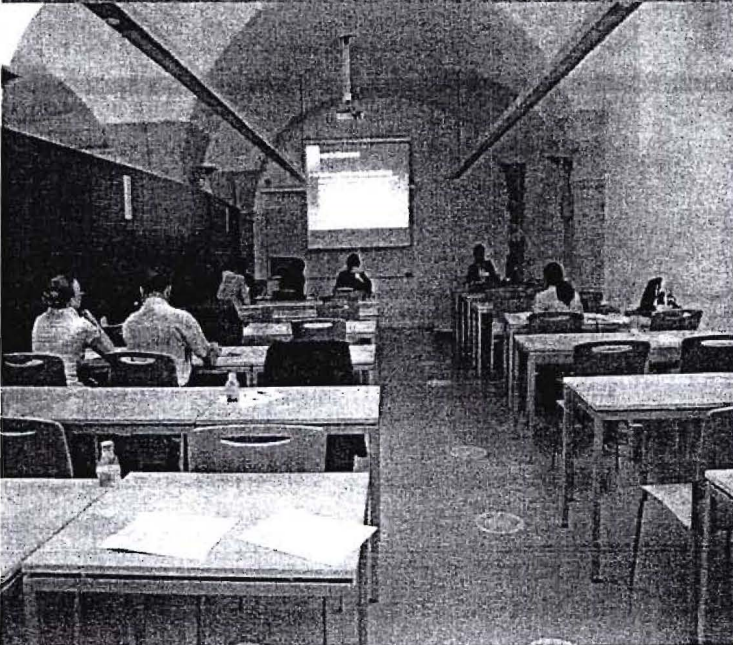
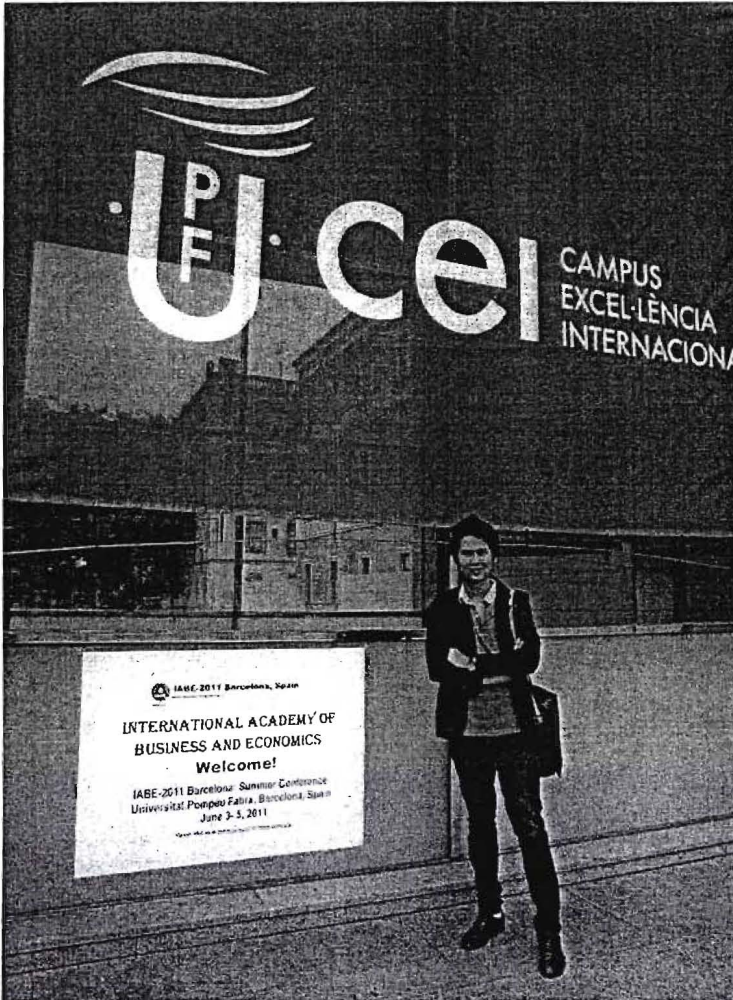
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MODERATING EFFECTS OF ENVIRONMENT ON THE STRATEGIC LEADERSHIP,
ORGANIZATIONAL LEARNING, INNOVATION, AND PERFORMANCE RELATIONSHIPS
Phapruke Ussahawanitchakit, Mahasarakham University, Kantarawichai, Thailand

MAXIMIZING THE IMPACT OF TEAMWORK ON MANAGEMENT OF KNOWLEDGE IN ORGANIZATIONS

So Ling Chau, Hang Seng Management College, China

LIBERATING VOICE CONSTRAINTS - A SYSTEMIC PROCESS MODEL OF VOICE

Stephen P Fitzgerald and Jd Eveland, Trident University International, Cypress, CA, USA
Tonya Wakefield, Colorado Technical University

THE AFFECTIVE COMMITMENT TO THE ORGANIZATION: THE MEDIATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT

Viroj Jadesadalug, Silpakorn University and Khwanruedee Tuntrabundit, Khon Kaen University

TOWARD AN ALIENATED WORKFORCE: THE IMPACT OF TECHNOLOGY AND ORGANIZATIONAL STRUCTURE ON THE DEVELOPMENT OF AN ALIENATED WORKFORCE

Sebnem Penbek and Alev Katrinli, Izmir University of Economics, Turkey
Mert Gunerergin and Deniz Zaptcioglu Salcan, Zmir University of Economics, Turkey

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Session Chair: Dr. Phapruke Ussahawanitchakit, Mahasarakham University, Kantarawichai, Thailand
STRATEGIC LEADERSHIP OF ELECTRONICS BUSINESSES IN THAILAND: EFFECTS ON ORGANIZATIONAL INNOVATION

Phapruke Ussahawanitchakit, Mahasarakham University, Kantarawichai, Thailand

FIRING THE TOP IS MORE EFFECTIVE THAN FIRING THE BOTTOM: THE EFFECTS OF DOWNSIZING AND TMT TURNOVER ON FIRM PERFORMANCE

Jasmin C Lin, Robert Morris University, USA
Thomas G Parker, University of Indianapolis

EFFECTS OF FIT WITH CSR ACTIVITIES AND CONSUMPTION VALUE ON CORPORATE IMAGE AND REPURCHASE INTENTION: FOCUSING ON A GOOD COMPANY

Jong Weon Kim and Eun Jung Kim, Dong-Eui University
Seung Min Kim and Han Gook Hong, Dong-Eui University

DOES ORGANIZATIONAL LEARNING MATTER? A TEST OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL LEARNING AND FIRM PERFORMANCE IN MNC SUBSIDIARIES

Olimpia C. Racela, Assumption University and Chaiporn Vithessonthi, Mahasarakham University

CORPORATE RESTRUCTURING UNDER THE HOLDING COMPANY SYSTEM -NTT CASE

Nishino Kei, International Univ of Japan and Dinh Tran Ngoc Huy, CYC University, Taiwan
Achmad Rizzqi Maulana, Citibank Indonesia and Gek Pin (Allison) Koh, OCBC Bank, Singapore
Yang Liu, International University of Japan

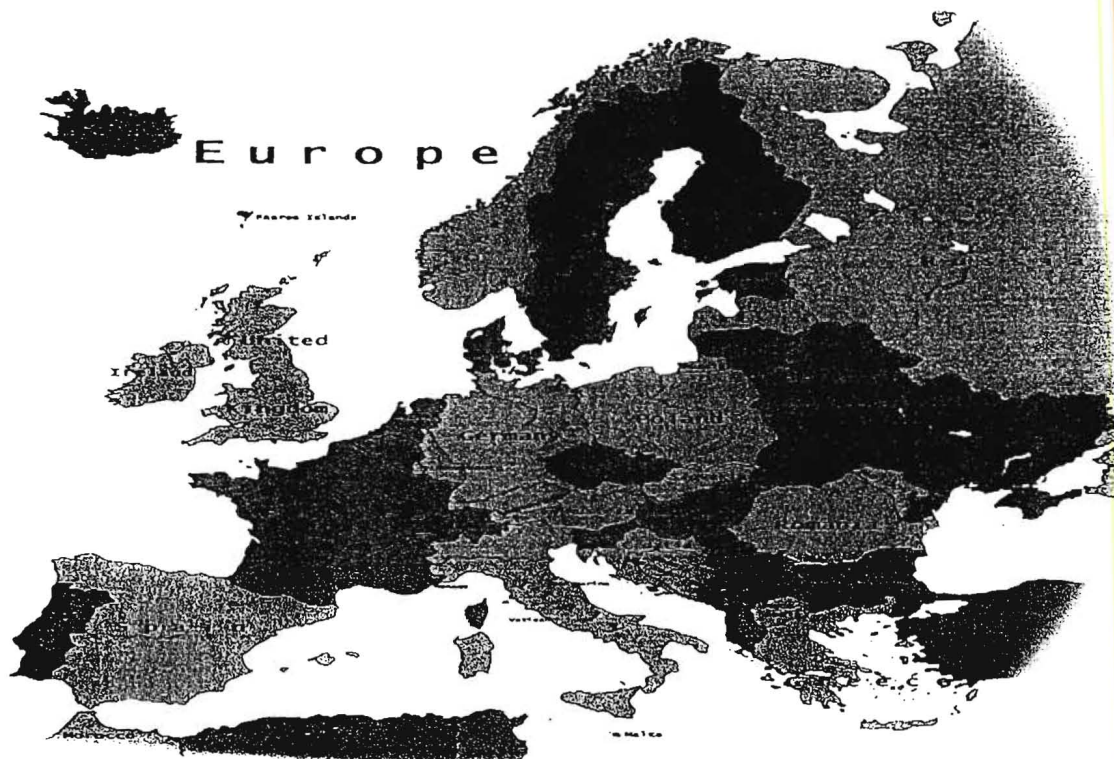
THE IMPACTS OF KNOWLEDGE MANAGEMENT STRATEGY ON ORGANIZATIONAL PERFORMANCE: AN EMPIRICAL STUDY OF CLOTHING MANUFACTURING BUSINESSES IN THAILAND

Kannika Janepuengporn and Phapruke Ussahawanitchakit, Mahasarakham University, Thailand
Discussant(s): Dr. Yang Liu, International University of Japan

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Our website, www.iabe.eu, is completely redesigned for online paper submission, checking status of our paper, and more. We invite you to visit our website and create your member account.

Finally, we would like to express our sincere gratitude to numerous paper reviewers and editorial board for their contributions in making this issue.

Warm Regards,

Marius Gavriletea, Ph.D.
Cheick Wagué, Ph.D.
Managing Editors

TABLE OF CONTENTS

	Page
YOUNG IT PROFESSIONALS' PREFERRED RECRUITING MODES IN THE CONTEMPORARY ECONOMY Elfi Furtmueller and Celeste Wilderom, University of Twente, Netherlands Pramila Rao, Marymount University, USA	1
THE EMOTIONAL SIDE OF CRM: RESULTS FROM AN EMPIRICAL STUDY IN SWITZERLAND FOR BUSINESS-TO-BUSINESS COMPANIES Florian Siems, RWTH Aachen University, Germany Brian Rueger and Frank Hannich, Zurich University of Applied Sciences, Switzerland	19
STRATEGIC SUSTAINABLE COMPETITIVE ADVANTAGE OF THAI SMEs: ROLES OF LEARNING ORIENTATION AND INNOVATION CAPABILITY Chanthima Phromket, Siraprapa Rattanajun and Parnisara Prajudtasri, Rajamangala University of Technology Isan Sankon Nakhon Campus, Thailand	32
MEASURING THE IMPACT OF GLOBALIZATION ON CORPORATE GOVERNANCE IN EMERGING MARKETS Frederick V. Perry, Western Illinois University, Illinois Scheherazade S. Rehman, The George Washington University, Washington D.C., USA	43
ACCOUNTING FOR GOODWILL: A HISTORICAL REVIEW Liliana Feleagă, Niculae Feleagă, and Voicu D. Dragomir, The Bucharest Academy of Economic Studies, Romania	59
THE AFFECTIVE COMMITMENT TO THE ORGANIZATION: THE MEDIATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT Viroj Jadesadalug, Silpakorn University, Thailand Khwanruedee Tuntrabundit, Khon Kaen University, Thailand	66
360 DEGREE APPRAISAL: A PILLAR OF INFORMAL MENTORING & PROFESSIONAL DEVELOPMENT Silva Karkoulian and Edward Vitale, Lebanese American University, Beirut, Lebanon	74
SOCIAL ENTREPRENEURSHIP: AN OVERVIEW OF THE CURRENT STATE OF RESEARCH Adriana Danko, University of Twente, Enschede, The Netherlands Claudia Brunner and Sascha Kraus, University of Liechtenstein, Vaduz, Liechtenstein	82
CARBON EFFICIENT INDEX AND COMPANY'S VALUE IN BRAZIL Milena Moscardini Nabelice Guasti Lima, Universidade de Franca, Franca, Brazil Fabiano Guasti Lima, Universidade de São Paulo, Ribeirão Preto, Brazil	92
BRINGING SYNERGY TO FIRM STRATEGY: IT STRATEGY FOR BETTER FIRM PERFORMANCE IN SMES Daisy Wang and Kiattisak Phongkukulchit, The Univ of Tennessee at Martin, USA	97
COSTING MODEL CHOICE IN ERP IMPLEMENTATION: AN EXPLORATORY INVESTIGATION Uma Nair S., Indian Institute of Technology, Kanpur, India Saji K. B., Indian Institute of Management, Lucknow, India	102
UNDERSTANDING THE REAL IMBALANCE WHEN CONDUCTING HUMAN RESOURCE PLANNING Andrea Soberg, Trinity Western University, Langley, Canada	110
CORPORATE GOVERNANCE AND ENVIRONMENTAL RESPONSIBILITY Alin I. Ienciu, Babes - Bolyai University, Cluj Napoca, Romania	116
RESULTS OF HUMAN RESOURCES DEVELOPMENT AND MANAGEMENT THROUGH SOCIO-ECONOMIC ACTIVITIES NON-GOVERNMENTAL ORGANIZATIONS Jidapa Suwannarurk, Thaksin University, Muang, Thailand	122
EXPLORING THE VARIABLES FOR ASSESSING THE COMPETITION PROVIDED BY LOW COST CARRIERS TO INDIAN CIVIL AVIATION INDUSTRY S. Vaibhav, Somesh Kumar Sharma, Vedant Singh, NIT, Hamirpur, India	128

THE AFFECTIVE COMMITMENT TO THE ORGANIZATION: THE MEDIATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT

Viroj Jadesadalug, Silpakorn University, Thailand
Khwanruedee Tuntrabundit, Khon Kaen University, Thailand

ABSTRACT

The purpose of this study is to empirically examine the relationships among procedural justice, trust in management, perceived organizational support, and affective commitment. Data from 218 employees, working in ten organizations located in Khon Kaen, Thailand, are used to examine the proposed hypotheses. The data are collected through questionnaires. Hierarchical regressions are used in the statistical analyses. The results show that perceived organizational support fully mediated between procedural Justice-affective commitment and trust in management-affective commitment relationships. Conclusion and suggestions for future research are also included.

Keywords: *procedural justice; perceived organizational support; trust in management; affective commitment*

1. INTRODUCTION

Organizational scholars examine the relational ties among procedural justice, perceived organizational support and employee work outcomes (Moorman et al., 1998; Joseph and Winston, 2005; Dawley et al., 2008; Farndale et al., 2011). Previous research shows the relationship between high degree of procedural justice and perception of organizational support (Andrews and Kacmar, 2001), and affective commitment (Dawley et al., 2008). According to Rhoades et al., (2001), organizational support help explain employees' commitment to their organization, in order to meet socioemotional needs and to assess the organization's readiness to reward increased efforts, employees form general beliefs concerning how much the organization values their contributions and cares about their well-being (i.e. perceived organizational support). Although extensive research exists relating each of these constructs to outcomes, no research exists which examines procedural justice, perceived organizational support, trust in management, and affective commitment simultaneously in Thailand context. The mediating role of perceived organizational support in the relationship of justice with commitment has received little attention in previous research. Therefore, this study suggests that trust in management and procedural justice may likely explain affective commitment of employees through perception of organizational support.

In the light of the significance of employees' perceived organizational support, the purposes of this research are as follows: 1) to examine the relationship between procedural justice, trust in management, perceived organizational support, and affective commitment, 2) to examine the mediating effects of perceived organizational support on procedural justice- affective commitment, and trust in management-affective commitment relationships. The main research question in this research is how procedural justice and trust in management affect perceived organizational support and affective commitment.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Based on literature review, the current study seeks to address this gap in the literature by developing and empirically testing this model and employees' perception presented in Figure 1. The proposed model focuses on the procedural justice to cultivate conditions likely to generate perceptions of organizational support on behalf of their employees. As a result of these increased perceptions of organizational support, employees will develop greater affective commitment. Moreover, trust in management is an antecedent of perceptions of organizational support. That is, the perceived organizational support will mediate the effect of procedural justice and trust in management on affective commitment.

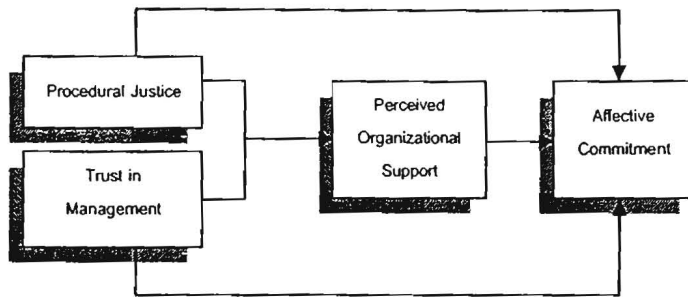


Figure 1
Conceptual model of mediating role of perceived organizational support

2.1 Effect of Procedural Justice on Perceived Organizational Support

Procedural justice in organizations is not a novel concept. Procedural justice refers to the perceived fairness of the procedures used to determine the allocation of resources (Greenberg, 1987). The concept of organizational justice is described as members' views of the fairness of the distribution of resources (Andrews and Kacmar, 2001). Organizations that consistently use fair procedures when determining the distribution of resources and recognize and reward employee efforts will be viewed as supportive. Thus, a positive relationship is expected between procedural justice and perceived organizational support. Furthermore, the literature reports a positive relationship between procedural justice and perceived organizational support (Moorman et al., 1998). Moreover, previous research found empirical support for the idea that justice perceptions act as an antecedent of perceived organizational support (Rhoades et al., 2001). Therefore, the hypothesis is proposed as follows:

Hypothesis 1: The procedural justice will have a positive influence on perceived organizational support.

2.2 Effect of Trust in Management on Perceived Organizational Support

Mayer et al., (1995) asserted that trust is the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor. Similarly, trust in management is defined as an employee's belief that management will make sincere efforts to uphold their commitments; in other words, it is the employee's willingness to rely on management. Moreover, Schoorman et al., (2007) argue that trust is an aspect of relationships. Literature on trust and manager-employees relationships suggests that managers must be encouraged to make the first move and that the initiation of this process is the challenge of management (Whitener et al., 1998). However, when the decision is in favor of a close relation as opposed to a distant relation, the fairness of the decision is likely to be put in doubt, lowering trust in the decision maker (Chen et al., 2004).

Furthermore, the previous study suggests that trust in management is related to perceived organizational support (Joseph and Winston, 2005). It implies that high levels of trust in management help maintain trust in the employment relationship because employees are focused on whether they feel they understand why a person is acting as they are, not just on whether they think that they can predict how a person will act in the future (Tyler, 2003). Therefore, employees who are unwilling to be vulnerable to management are less perception of their organizational support. The reasoning implies that trust in management affects on employee's perceived organizational support. Therefore, the following hypothesis is proposed:

Hypothesis 2: The trust in management will have a positive influence on perceived organizational support.

2.3 Perceived Organizational Support as a mediator of procedural justice-affective commitment and trust in management- affective commitment relationships

Perceived organizational support refers to the degree to which employees perceive their employer to be concerned with their well-being and to value their contributions to the organization (Eisenberger et al., 1986). According to Hamwi et al., (2011), perceived organizational support consists of supportive

policies developed by organizations and supervisors who keep in mind that employees have non-work obligations to which they need to attend. Some previous research (Aube et al., 2007; Dawley et al., 2008) shows affective commitment results in a situation where the employee wants to continue his or her association with the organization or perceived organizational support is positively and significantly correlated with affective commitment. Moreover, affective commitment refers to the employee's state of emotional attachment to the organization (Dawley et al., 2008); it relates to an attachment based on a sharing of values with other members of the organization (Allen and Meyer, 1990).

For the reasons stated above, this research treats perceived organizational support as an antecedent of affective commitment and many studies have reported a significant positive relationship between the two (Stinglhamber and Vandenberghe, 2003; Aube et al., 2007; Dawley et al., 2008). When employees' perception of organizational support increases, they are likely to commit the organization. Moreover, the study by Magoshi and Chang (2009) show that procedural justice has a significant effect on affective commitment. For this reason, it is predicted that perceived organizational support will only partially mediate the relationship between procedural justice and affective commitment. Therefore, this research examines this link between procedural justice, perceived organizational support and affective commitment. Moreover, this study believes that trust may begin before the decision about affective organizational commitment is made. In line with the literature, this research posits that trust can be regarded as one of the key variables that support whether the affective commitment. Tan and Tan (2000) suggest that trust towards management is closely associated with organizational attachment or affective commitment. Similarly, trust in managers is particularly important in terms of influencing affective commitment (Connell et al., 2003). Although it is commonly accepted that trust is a critical variable in the success of interpersonal, but prior empirical research has not examined the relationship between trust in management and affective commitment through perceived organizational support, a question arises about whether or not this tie of trust in management and perceived organizational support will be linked with affective organizational commitment. Therefore, this study expects the perceived organizational support will mediate the effect of trust in management on affective commitment. Thus, the hypotheses are proposed as follows:

Hypothesis 3: The perceived organizational support will have a positive influence on affective commitment.

Hypothesis 4: The perceived organizational support mediates the positive relationship between procedural justice and affective commitment.

Hypothesis 5: The perceived organizational support mediates the positive relationship between trust in management and affective commitment.

3. RESEARCH METHOD

3.1 Sample

In total, 218 employees from ten organizations located in Khon Kaen, Thailand are surveyed. The questionnaires are distributed to employees that are willing to participate in the study. The sample represents both goods and services producing organizations, as well as for-profit and non-profit entities. A total of 69 percent of participants are female and 31 percent are male. 63 per cent of participants are aged less than 30 years. 57 percent of respondents had been with the organization between 1 year and 5 years, with 5 percent being employed over ten years. Moreover, the majority of the education level of respondents obtain a bachelor's degree or under (69 percent).

3.2 Measures

The questionnaire uses five-point Likert-type scales (ranging from 1= strongly disagree to 5= strongly agree) to measure the following constructs :

Procedural justice. In this study, the eleven-item measure of procedural justice has been adapted from Perryer et al., (2010), which is based on previous research by McFarlin and Sweeney (1992), and Schminke et al., (2000) (i.e. "I feel my organization uses a fair procedure for rating employee performance."). The items combined to produce a Cronbach alpha coefficient of 0.935.

Affective commitment. This construct is measured by six-items developed by Meyer and Allen (1991), Connell et al., (2003), Pauleir et al., (2006), and Aube et al., (2007). Sample items are "I would be very happy to spend the rest of my life with this organization.", and "I enjoy discussing the organization with people outside it."). The items combined to produce a Cronbach alpha coefficient of 0.875.

Perceived organizational support. This construct is measured by nine-items developed by Endrews and Kacmar (2001), Connell et al., (2003), Aube et al., (2007). Sample items are: "This organization cares about my opinion"; "This organization values my contribution to it's well-being"; and "This organization is willing to help me when I need a special favour". The items combined to produce a Cronbach alpha coefficient of 0.932.

Trust in management. The seven questions used to measure trust in managers are adapted from Treadway et al., (2004). The reliability score for trust in management for the current study is 0.913. An example item is: "I have complete trust that management and my supervisor will treat me fairly."

Control variables. Previous research identified numerous demographic variables as correlates of organizational behaviour constructs (e.g.; Cole and Flint, 2004; Yiing and Ahmad, 2009; Elanain, 2010). In order to control, their effects to some extent, the study included a number of demographic variables such as education, type of organization, and tenure in the organization.

3.3 Validity and Reliability

Factor analysis is utilized for construct validity. All factor loadings in this research are greater than the .50 cut-off and are statistically significant (Hair et al., 2010). The reliability of the measurements in this research is evaluated using Cronbach alpha coefficients. In the scale reliability, Cronbach alpha coefficients are greater than 0.70 (Nunnally and Berstein, 1994). The scales of all measures appear to produce internally consistent results; thus, these measures are deemed appropriate for future analysis because they express an accepted validity and reliability in this study. Table 1 shows the results for both factor loadings score between 0.622-.878, indicating that there is the construct validity, and Cronbach alpha for all variables are shown between 0.875-.935. Therefore, the reliability of all variables is accepted.

TABLE 1
RESULTS OF MEASURE VALIDATION

Items	Factor Loadings	Cronbach Alpha
Procedural justice	.691-.878	.935
Trust in management	.622-.867	.913
Perceived organizational support	.704-.877	.932
Affective commitment	.735-.873	.875

3.4 Statistic Test

The hierarchical regression analysis is used to assess all hypotheses in this study. Hierarchical regression analysis allows for a comparison between alternative models with and without independent variables (Jaccard and Turrisi, 2003). Each model had two steps. The first step involved entering the control variables and the second step involved entering the independent variables.

Four conditions must be fulfilled to evidence a mediating effect (Baron and Keny, 1986). First, the independent variable must significantly impact the dependent variable. Second, the independent variable must impact the mediator. Third, the mediator must impact the dependent variable.

4. RESULTS AND DISCUSSION

The mean, standard deviations and correlations for the study are shown in Table 2. In general, the bivariate correlations provided confidence that the measures are functioning properly. Table 2 shows the correlation matrix for all variables used in the regression analysis. In addition, the variance inflation factors (VIF) were used to check potential problems relating to multicollinearity. In this research, the VIF ranges from 1.019 to 3.181, well below the cut-off value of 10 – the level suggested by Hair et al., (2010) to signal detrimental multicollinearity. Accordingly, there are no significant multicollinearity problems in this research.

TABLE 2: MEAN, STANDARD DEVIATIONS, AND INTERCORRELATIONS AMONG VARIABLES

	1	2	3	4
Mean	3.274	3.420	3.330	3.573
Standard Deviation	.761	.832	.783	.701
1 Procedural justice				
2 Trust in management	.653 ^{***}			
3 Perceived organizational support	.796 ^{***}	.685 ^{***}		
4 Affective commitment	.618 ^{***}	.653 ^{***}	.631 ^{***}	

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

The role of perceived organizational support as a mediator variable in the procedural justice - affective commitment relationship is tested using a statistical procedure suggested by Baron and Keny (1986). This research conducts a three-stage regression analysis to determine whether the three conditions for mediation are satisfied. The data in Table 3 (Model 4) permit a test of the third condition for mediation, that the proposed mediator significantly predicts the dependent variable. The finding illustrates perceived organizational support has a positive influence on affective commitment ($\beta = .645, p < .001$). This finding is consistent with the study by Rhoades et al. (2001) which suggests that organizational support has a significant positive impact on commitment. The result implies that perceived organizational support reflects the quality of the employee-organization relationship by measuring the extent to which employees believe that their organization values their contributions and cares about their welfare (Eisenberger et al., 1986). Therefore, **Hypothesis 3 is supported**. Models 1 and 2 in Table 3 permit a test of the second condition, prediction of the mediator by the independent variables. The findings indicate that procedural justice and trust in management have a significant positive influence on perceived organizational support ($\beta = .619, p < .001$; $\beta = .277, p < .001$). This evidence supports both Hypotheses 1 and 2. The results are similar to Farndale et al., (2011) who find that higher levels of trust in management relates to higher levels of commitment. And the results are consistent with the finding of Magoshi and Chang (2009) who suggest that increase levels of employee commitment will result in enlarged perceptions of procedural justice. Furthermore, the findings are consistent with the research by Tyler (2003) who suggests that attitudes reflect the things that employees are internally motivated to do. Two attitudes consist of intrinsic enjoyment of one's job and commitment to one's group. Employees might potentially be motivated either because of their enjoyment of their work and/or because of their loyalty to their organization. Therefore, if employees trust in management, they are motivated by a concern for perceived organizational support and affective organizational commitment. Therefore, **Hypotheses 1 and 2 are supported**.

TABLE 3: RESULTS OF HIERARCHICAL REGRESSION ANALYSES FOR PERCEIVED ORGANIZATIONAL SUPPORT^a

Variables	Perceived org.support		Affective commitment	
	Model 1	Model 2	Model 3	Model 4
Tenure in the organization	-.012 (.009)	.000 (.005)	.010 (.009)	.018 ^{**} (.007)
Education	-.171 (.286)	.144 (.164)	-.629 (.301)	-.562 (.236)
Type of organization	-.221 (.146)	-.118 (.085)	-.096 (.156)	.045 (.123)
Procedural justice		.619 ^{***} (.051)		
Trust in management		.277 ^{***} (.053)		
Perceived organizational support				.645 ^{***} (.059)
R ²	.021	.686	.032	.409
Δ R ²		.665		.377
Adjusted R ²	.007	.678	.016	.396

^a Beta coefficients with standard errors in parenthesis, * p < .10, ** p < .05, *** p < .01, **** p < .001

TABLE 4
RESULTS OF HIERARCHICAL REGRESSION OF THE
MEDIATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT ^a

Variables	Affective commitment		
	Model 1	Model 2	Model 3
Tenure in the organization	.010 (.009)	.022 *** (.006)	.022 *** (.006)
Education	-.501 (.301)	-.218 (.202)	-.250 (.200)
Type of organization	-.132 (.145)	.032 (.105)	.058 (.104)
Procedural justice		.333 *** (.064)	.199 ~ (.081)
Trust in management		.456 (.065)	.396 (.068)
Perceived organizational support			.217 *** (.084)
<i>R</i> ²	.024	.519	.534
ΔR^2		.495	.015
Adjusted <i>R</i> ²	.011	.508	.521

^a Beta coefficients with standard errors in parenthesis, ~ $p < .10$, ~ ~ $p < .05$, *** $p < .01$, **** $p < .001$

5. IMPLICATIONS OF RESEARCH

The theoretical implications of this research are twofold. First, examining the direct effects of procedural justice and trust in management on perceived organizational support leads to the conclusion that they are sources of affective organizational commitment. And, this research sheds light on the important intervening role of perceived organizational support in affective organizational commitment. This research provides some relevant managerial implications. The results suggest that management should focus on employees' perceived organizational support because organizational support increases employees' affective commitment to the organization by fulfilling needs for esteem, approval, and affiliation. Moreover, employees' perceived organizational support appears to be effortless if organizations treat employees fairly within organization's performance system.

6. LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

This research has some limitations that should be mentioned. First, this research is conducted as a snapshot without considering the dynamic nature of interpersonal relationships. Therefore, a longitudinal study is needed. And, the generalizability of the findings is limited, since the sample of this research comes from a particular context. Thus, the interpretation of the associated findings should be made carefully. Moreover, to better explain this relationship in a model, the need for future research is needed to seek dimensions of organizational support, and other moderating variables to enhance affective commitment such as formalization or job condition.

7. CONCLUSION

This research provides an understanding of the relationship between perceived organizational support, trust in management, procedural justice, and affective commitment with Thailand. The results show that procedural justice and affective commitment have a positive effect on perceived organizational support. Moreover, perceived organizational support is accepted as the mediator of procedural justice-affective commitment, and trust in management-affective commitment relationships.

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