Title Impact of Organizational Justice and Organizational Support on Employee

Engagement-Case of 5 Companies in China

Name Ding Hailong

Advisor Dr. Sittachai Jirathanyasakul

**Degree** Master of Business Administration

Year 2023

## **Abstract**

The objectives of this research were: 1) to study organizational justice organizational support, and employee engagement. 2) to analyze organizational justice and support positively impacting employee engagement, and 3) to propose the principle of fairness and reasonableness when formulating various systems, strengthening the sense of organizational support for employees, and letting employees realize that they have received fair treatment and respect and recognition to improve their dedication and bring high benefits to the enterprise. The quantitative research methodology was applied. The researcher used the convenience sampling technique to collect the primary data for this study. The data were collected anonymously from five knowledge-based IT enterprises in Beijing to help complete the research. Beijing, also known as Peking, is the capital of the People's Republic of China and one of the most populous cities in the world. This research conducted a questionnaire on the Questionnaire Star platform, widely used in China as an electronic questionnaire. The respondents responded with the most suitable structural items. Five hundred fifty (550) questionnaires were distributed, and 503 valid questionnaires were statistically recovered.

The research results revealed that: 1) organizational justice and support positively impact on employee engagement. 2) This research enriched the theories of organizational justice, organizational support, and employee engagement and has specific theoretical contributions. Thus, the enterprise recommended the following items including the principles of fairness and reasonableness of formulating various systems, strengthening the sense of organizational support for employees, and letting employees realize that they had received fair treatment respect, and recognition to improve their dedication and bring high benefits to the enterprise.

**Keywords:** organizational justice, organizational support, employee engagement.