

## Abstract

The research on “The Relationship between the Perception of Organizational Justice, Quality of Work Life and Organizational Commitment: A case study of Bank of Ayudhya Public Company Limited” is a situations set and survey research. The purpose is to investigate a proposed interaction between organizational justice and quality of work life with respect to employee’s organizational commitment. The sample in this study was 383 employees of Bank of Ayudhya PLC. The questionnaire consists of four parts classified as following: demography, organizational justice, quality of work life and organizational commitment. The analyzed statistics includes Frequency, Percentage, Mean, Standard deviation, Pearson’ s product moment correlation and Stepwise multiple regression analysis. The results of the research can be identified and concluded, as follows :

1. Organizational justice is significant for organizational commitment in a positive relationship. ( $r = 0.489$ ,  $p < 0.01$ )
2. Distributive justice is significant for organizational commitment in a positive relationship. ( $r = 0.620$ ,  $p < 0.01$ )
3. Procedural justice is significant for organizational commitment in a positive relationship. ( $r = 0.439$ ,  $p < 0.01$ )
4. Interactional justice is significant for organizational commitment in a positive relationship. ( $r = 0.285$ ,  $p < 0.01$ )
5. Quality of work life is significant for organizational commitment in a positive relationship. ( $r = 0.679$ ,  $p < 0.01$ )
6. Adequate and fair compensation is significant for organizational commitment in a positive relationship. ( $r = 0.600$ ,  $p < 0.01$ )
7. Safe and healthy environment is significant for organizational commitment in a positive relationship. ( $r = 0.503$ ,  $p < 0.01$ )
8. Developing of human capacities is significant for organizational commitment in a positive relationship. ( $r = 0.592$ ,  $p < 0.01$ )

9. Growth is significant for organizational commitment in a positive relationship. ( $r = 0.627$ ,  $p < 0.01$ )

10. Social integration is significant for organizational commitment in a positive relationship. ( $r = 0.218$ ,  $p < 0.01$ )

11. Constitutionalism is significant for organizational commitment in a positive relationship. ( $r = 0.352$ ,  $p < 0.01$ )

12. The total life space is significant for organizational commitment in a positive relationship. ( $r = 0.571$ ,  $p < 0.01$ )

13. Organizational pride is significant for organizational commitment in a positive relationship. ( $r = 0.583$ ,  $p < 0.01$ )

14. Organizational justice is significant for quality of work life in a positive relationship. ( $r = 0.841$ ,  $p < 0.01$ )

15. Distributive justice is significant for adequate and fair compensation in a positive relationship. ( $r = 0.867$ ,  $p < 0.01$ )

16. Procedural justice is significant for adequate and fair compensation in a positive relationship. ( $r = 0.616$ ,  $p < 0.01$ )

17. Interactional justice is significant for social integration in a positive relationship. ( $r = 0.508$ ,  $p < 0.01$ )

18. The variables, which can predict organizational commitment, are growth, organizational pride, adequate and fair compensation, interactional justice, developing of human capacities, distributive justice and the total life space. The prediction capability on the organizational commitment of these variables are identified as 58 percent.