

## **CHAPTER 2**

### **REVIEW OF THE LITERATURE**

The chapter provides a review of the literature available in the field of job satisfaction, commitment between nurses and their respective organizations, corporate ethical values, perceived organizational support, and professional nurses (demographics). The purpose of the literature review is to establish the subject matter and the theory framework that was used as a foundation for this study. The literature pertains to the relationship between job satisfaction and commitment between nurses and organization and influence factor of corporate ethical value, perceived organizational support, and professional nurses (demographics) that affect on professional nurses job satisfaction. The literature review provides information, gained from previous studies, that supports the research of this study.

The literature review is organized into four sections. The first section will discuss the theoretical framework relating to the commitment between nurses and their respective organizations, the issue of job satisfaction in general, and job satisfaction among professional nurses in particular and the relationship between such satisfaction and the commitment between nurses and their respective organizations. In addition, the survey instruments that will be used to measure the variable of job satisfaction and commitment between nurses and their respective organizations will be examined. The second section will examine the influential variable pertaining to corporate ethical

values and perceived organizational support that affect job satisfaction and commitment between nurses and the organizations for which they work. Also examined will be the relationship for each variables and the survey instrument to measure corporate ethical value and perceived organizational support. The third section will examine the demographic variable pertaining to professional nurses, such as age, education, tenure, work experience, marital status, and income. All of which exert an influence on job satisfaction, commitment between nurses and their organizations, and corporate ethical values. Additionally, the relationship for each variables and survey instrument for measuring the demographic variable will be examined. Finally, a summary section will establish the guidelines for the research hypothesis in Chapter Three.

### **Commitment Between Nurses and Organization**

In this study, commitment between nurses and their respective organizations means organizational commitment and affective commitment. Buchaman (1974, p. 533) defines commitment as “a partisan, affective attachment to the goals and values of an organization, one’s role in relation to the goals and values, and to the organization for its own sake . . .”. Porter, Steers, Mowday, and Boulian (1974, p. 603) define organizational commitment as “the relative strength of an individual’s identification and involvement in a particular organization”. Mowday et al. (1979, p. 604) define organizational commitment as “a strong belief in and acceptance of the

organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a defined desire to maintain organizational membership". Hunt et al. (1989, p. 81) define organizational commitment as a situation in which "Committed individuals tend to identify with the objective and goals of their organization and want to remain with their organization." Allen and Meyer (1996, p. 267) define organizational commitment as "a psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization." The definition of organizational commitment given by a number of researchers focuses on the individual work in an organization that succeeds in binding or linking the individual to that organization.

Organizational commitment is focused at the individual level and emphasizes the degree that an employee identifies with, and is involved in, an organization (Porter et al., 1974). Individuals come to organizations with certain needs, skills, and expectation, in the hope that they will find a work environment where they can use their abilities and satisfy their needs (Maria & Dimitris, 2005). Mowday, Porter, and Steers (1982) stress that the extent and quality of employee-organizational linkage provide important consequences for individuals, organizations, and society in general, and are greatly affected by the social changes taking place. In this regard, one of major changes will be the impacts on employee-organizational linkage related to the changing composition of the characteristics of the workforce. From an organizational point of view, employee attitudes reflect the extent to which an individual identifies with, or is involved in, an organization (Mowday et al.,

1979). There are some indications that organizational commitment is affected by the variable of job satisfaction, generally conceptualized as being determined by the interaction between people and their work environment (Seashore & Taber, 1975). Their employees may be relating to the higher value of organizational commitment because commitment between nurses and their respective organizations involves person-value congruence, organizational commitment and work-life conflict may be related (Kelly, 2005). Good public employees may be imagined to have such a characteristic as a high level of satisfaction with their jobs, a high level of commitment to their organization, a high level of motivation to serve the public, and strong intentions to work for the organization willingly and devotedly (Sangmook, 2005). Attitude is important to an organization because it often influences key of organizational behavior (Meyer & Allen, 1997). Thus, individuals' attitudes may influence their decision to stay with or leave an organization.

There are many causal models of organizational commitment referring to an employee's attachment to an organization and blinding the individual's attitude towards the organization. The previous research found many researchers defined organizational commitment as three dimensional in nature.

Steers (1997) states that employee commitment to the resemblance between the goals of the individual and the organization, whereby the individual identifies with and expends effort on behalf of the general goals of the organization. Huey-Ming (2002), who studied nurses in Taiwan, believed

that increasing nurses' commitment and loyalty to the hospital for which they worked would decrease their intention to quit.

Porter et al. (1974) identify organizational commitment as reflecting an individual's willingness to work towards and accept an organization's goals. In this context, commitment consists of (1) a belief in the acceptance of an organization's goals and values, (2) the willingness to exert effort towards the accomplishment of the organization's goals and (3) a strong desire to maintain membership of the organization. Buchaman (1974) developed his own concept for measuring commitment: (1) identification-adoption of one's own goals and values regarding the organization, (2) involvement-psychological immersion or absorption in the activities of one's work role, and (3) loyalty, namely a feeling of affection for one's organization. Mowday et al. (1979) identify three key elements pertaining to attitudinal commitment that also represent organizational commitment. The first is a strong belief in, and acceptance of, the organization's goals and objectives, while the second is a willingness to exert considerable effort on behalf of the organization; the third is a strong desire to maintain membership in the organization. Meyer and Allen (1991, p. 67) identify three components of organizational commitment are affective commitment, continuance commitment, and normative commitment. Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization; employees with strong affective commitment continue employment with the organization because they want to do so. Continuance commitment refers to an awareness of the costs associated with leaving the organization; hence,

employees whose primary link to the organization is based on continuance commitment remain because they need to do so. Normative commitment refers to a feeling of obligation to continue employment, so employees with a high level of normative commitment feel that they ought to remain with the organization.

### ***Measuring Organizational Commitment***

In this study, the focus is on the influence of job satisfaction on organizational commitment. Many research studies have applied the organizational commitment scale developed by Mowday et al. (1979), which measures three elements of commitment: (1) a strong belief in, and acceptance of, the organization's goals and values, (2) a willingness to exert considerable effort on behalf of the organization, and (3) a strong desire to maintain membership in the organization. The literature review found that job satisfaction has an influential effect on organizational commitment, leading to an increasingly high level of commitment in organizations (Abraham, 1998, Charles, Linda, & Taylor, 2008; Chou-Kang, Chi-Sheng, & Chieh-Peng, 2005; Jeffrey & Rajan, 2005; Sinan et al., 2007; Wu & Norman, 2006; Yi-Jen, 2007).

In addition, many research studies use a three-dimensional model of commitment to an organization (affective, normative, and continuance commitment) developed by Meyer and Allen (1991). Previous research tended to deal only with affective commitment in line with the study of Meyer and Allen (1991), who found that employees whose experience within the

organization are consistent with their expectations and satisfies their basic needs tend to develop a stronger affective attachment to the organization than those whose experiences are less satisfy. Affective commitment correlated positively, while continuance commitment correlated negatively, with the performance, for example, of lower-level managers in a large food service company (Meyer, Paunones, Gellatly, & Goffin, 1989). In this study, the focus is on the influence of job satisfaction on organizational commitment. There are many research studies that apply a one-dimensional approach to organizational commitment based on the affective commitment scale developed by Meyer et al. (1993). Many researchers found that job satisfaction has influence on affective commitment (Helena & Praveen, 2006; Lawrence & William, 2007). Furthermore, there are many research focus on two dimensions of organizational commitment, namely affective and continuance commitment, as developed by Meyer and Allen (1991). In this regard, a number of research studies also found that job satisfaction has an influence on affective commitment (Haluk, 2008; Ishara & Anton, 2007). Moreover, there are several research studies that focus on the three dimensions of organizational commitment (affective , continuance , and normative commitment) developed by Meyer et al. (1993), with many finding that job satisfaction exerts an influence on affective commitment and normative commitment, the effect on continuance commitment being negative (Munevver, 2006; Yannis et al., 2007). In a study in which of he reviewed the body of literature of Allen and Meyer (1996) and Meyer and Allen (1997), Arzu (2002, p. 526) found firstly that affective commitment develops mainly

from a positive work experience such as job satisfaction and organizational fairness, and is associated with desirable outcomes, such as higher levels of organizational citizenship behaviours, and lower levels of withdrawal behaviours like absenteeism and tardiness. Secondly, continuance commitment as such represents a need to stay with the organization and is not related to positive organizational or individual outcomes, while the third element, normative commitment, is argued to develop from organizational commitment norms that develop pre-entry or post-entry and appears to be predictive of positive outcome, but not as strongly as affective commitment. Thus, employees enjoy a high level of organizational and affective commitment as a result of job satisfaction.

In this study of professional nurses who are public employees, commitment is primarily based on their emotional attachment to, identification with, and involvement in their public organizations; thus, this research focuses solely on organizational commitment and affective commitment in order to determine their effect on job satisfaction.

Thus, in this study, the main instrument of measurement was in the form of an organizational questionnaire (Mowday et al., 1979), based on the three-dimensional model of organizational commitment (affective, normative, and continuance commitment) developed by Allen and Meyer (1996), although in this study only organizational and affective commitment are covered.

## **Job Satisfaction**

For the purposes of this study, the focus on professional nurses' perceptions of the corporate ethical climate are related to a higher degree of job satisfaction and a higher level of commitment between nurses and their respective organizations, thus leading to a decrease in the shortage of professional nurses in Thailand. Studies of the factors influencing job satisfaction are important. Spector (1997, p. 2) defines job satisfaction as follows: "Job satisfaction is simply how people feel about their jobs different aspect of their jobs; it is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs". Locke (1969, p. 309) defines job satisfaction as "the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values". Hackman and Oldman (1975) define job satisfaction as one's affective reaction to his/her job in their job characteristics. Locke (1983, p. 1298) defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job experience".

Seashore and Taber (1975) consider personality traits and the working environment to be the major factors affecting job satisfaction. Job satisfaction has a major influence on job-related behaviors such as intention to turnover, absenteeism, and job performance (Nagy, 2002). Job satisfaction is a significant predictor of turnover intention (Tett & Meyer, 1993). Job satisfaction has been examined as an antecedent to an employee's intention to leave and his or her organizational commitment, indicating a strong

relationship between job satisfaction and such commitment between nurses and their respective organizations. In their study Cunningham and Sagas (2004), found that individuals are more likely to feel a strong sense of commitment to an organization where they perceive a mutual commitment to particular goals and values, while at the same time their personal and professional needs are being met.

The existing literature suggests that there is a strong positive relationship between job satisfaction and organizational commitment between employees and their respective organizations (Abraham, 1998, Charles et al., 2008; Chou-Kang et al., 2005; Fan, Yang, & Yang, 2007; Haluk, 2008; Ishara & Anton, 2007; Jeffrey & Rajan, 2005; Lawrence & William, 2007; Sinan et al., 2007; Woo, Jerrold, & Yong-Ki, 2005; Wu & Norman, 2006; Yannis et al., 2007; Yi-Jen, 2007). Furthermore, research suggests that an increasingly high commitment between employees and their respective organizations leads to the employees' intention to stay in organization. This section of the study aims to explore the relationship between job satisfaction and commitment between nurses and their respective organizations (in terms of the three components of organizational commitment). The following study explores the factors influencing job satisfaction. The studies of Johnson and McIntye (1998) found that individual job satisfaction is related to perceptions of aspects of the firm's organizational climate. For example, the ethical climate of an organization and the support it provides could influence the job satisfaction of its employees (Deshpande, 1996). Indeed, there are several studies that have examined the relationship between organizational ethics and

job satisfaction (Hian & El'fred, 2001). The positive relationship between a salesperson's perceptions of business ethics, his/her employer's ethics, customer attitudes, and the salesperson's level of job satisfaction can reduce turnover intentions (Charles et al., 2008). In studies conducted by the latter, the researchers found that the ethical context affected such constructs as job satisfaction, organizational commitment, and turnover intention. In this regard, the study conducted by Vitell and Davis (1990) found that there tended to be greater job satisfaction and hence commitment to the organization when top management stressed the importance of ethical values. The employer's ethical climate, as perceived by its sales force, affects the salesperson's level of job satisfaction (Jaramillo, Mulki, & Solomon, 2006). A few published studies have examined the impact of the ethical climate on organizational commitment such as that conducted by Schwepker (2001), which indicates that salespeople's perception of a positive ethical climate are associated in a positive way with their level of job satisfaction and organizational commitment. Likewise, a study conducted by Valentine and Fleischman (2004) indicated that job satisfaction was related to employees' attitudes regarding the ethical context in which they operated. This is the only research study to explicate the relationship between corporate ethical values and perceived organizational support and job satisfaction (Valentine et al., 2006). In a study by Schwepker (2001), the researcher indicates that salespeople's perception of a positive ethical climate are positively associated with their job satisfaction and organizational commitment. There is limited empirical evidence to support a relationship between corporate ethical values

and commitment between nurses and their respective organizations (organizational commitment and the three components of such commitment). This part of the current study aims to explore factors relating to corporate ethical values that enhance job satisfaction and commitment between nurses and their respective organizations (organizational commitment and affective commitment).

A further objective of the following study is to explore other factors, such as demographic, and their influence on job satisfaction and commitment between nurses and the organization for which they work. (Seashore, 1975) In *Job Satisfaction Indicators and Their Correlated*, he reviewed the literature and research pertaining to job satisfaction and found that demographics such as sex, age, educational achievement, job tenure, region of residence, father's occupational level were variables that could be used in the study of job satisfaction. Previous research, for example, shows that overall job satisfaction is related to age (Herzberg, Mausner, Peterson, & Capwell, 1957) and that overall job satisfaction was significant factor tenure in the hospitality industry (Smith, Gregory, & Cannon, 1996). In the past decade, there have been numerous studies of the relationship between demographics and job satisfaction. The literature suggests that empirical regularities that affect individuals' job satisfaction include such factors as age (Astrid, Aslaug, & Ronald, 1997; Chen, 2005; Ida, Gro, Britt, Solveig, & Glenys, 2007; Jennifer et al., 2008; Jennifer, Donald, Tara, Michael, & Francisco, 2007; Naser et al., 2009; Olivier & Karim, 2007), education (Joseph, 2005; Maureen, et al., 2008; Naser et al., 2009), tenure (Osman, Orhan, Ismet, Lejla, & Baddar,

2006), work experience (Dawal et al., 2009), marital status (Maureen et al., 2008), income (Naser et al., 2009). Numerous studies have found a number of empirical regularities regarding demographic factor that affects commitment between employee and their respective organizations, such as age (Scott & Anusorn, 2008) tenure (Olivier & Karim, 2007) work experience (Thomas & Daniel, 2008) and level of education (Therese & Steve, 2006).

This section discusses the theoretical foundation of job satisfaction as well as the theoretical framework of this study as related to the issue of job satisfaction. The discussion in this section will include the foundations of job satisfaction and relationship between job satisfaction and commitment between employees and the organization for which they work.

### **Concept of Job Satisfaction**

Job satisfaction can be defined in a number of ways and different theories present differing conceptualisations of job satisfaction that can be categorised as ‘content’ or ‘process’ theories (Campbell, Dunnette, Lawler, & Weick, 1970). In the studies of Herzberg et al. (1957) job satisfaction is defined as a multidimensional attitude, whereby an employee can be satisfied with specific job activities, with workplace conditions under which the job is performed or with the salary, security or social prestige associated with the job. A more recent definition by Locke (1983) defines job satisfaction as “a pleasure or positive emotion state resulting from the appraisal of one’s job or job experiences”. Spector (1985) defines job satisfaction as an attitude

reflecting how well people like or dislike their job, while Dong and Howard (2006) conceptualize job satisfaction as an individual's attitude toward his or her job. The more a worker takes pleasure in his/her work, the more satisfaction he/she will get from his/her work; clearly then, job satisfaction is the pleasure the worker derives from the job or job experience and the positive emotional state that occurs as a consequence (Haluk, 2008).

This current research study investigates job satisfaction in relation to the theories of Maslow (1943), a pioneer of the hierarchy of needs theory, and Herzberg, Mausner, and Synderman (1959), considered by many a pioneer of motivation theory. Maslow's Hierarchy of Needs states physiological, safety, and security needs must be met before the higher need for social acceptance, esteem, and self-actualization can motivate workers; if basic needs are met, satisfaction with one's job will increase. Maslow stressed that needs are hierarchical, with physical needs being the most basic, follow by safety needs, the need for love and belonging, esteem, and finally self-actualization. Maslow also contended that lower-order needs had to be met before higher-order needs could be satisfied (Rebecca, Leah, Jennifer, 2002), although he also stated that these needs are not equally important to every individual and may not always exist in hierarchy (Alderfer, 1972). Maslow's theory has been most criticized by many publishers. For example, Parul, Swati, and Upadhyay (2008) say that the motivation is a matter of satisfaction of human need which may be arranged in a hierarchy as stated by Maslow. According to Maslow, human needs can fit into a hierarchy in which needs at the lower level of the

hierarchy dominate whilst an individual's motivation is left unsatisfied (Louise, 2005).

Herzberg et al. (1959) introduced the Two-Factor Theory or Hygiene Theory, concluding that certain extrinsic and intrinsic conditions affect the level of employee satisfaction. These extrinsic conditions include salary, job security, working conditions, status, company procedures, and the quality of interpersonal relations among peers with supervisors and subordinates; thus, the two-factor theory or hygiene theory deals with the factors needed to maintain at least a level of dissatisfaction. Herzberg's motivation hygiene factors have been the subject of over a thousand studies (Rust, Stewart, Miller, & Pielack, 1996). Herzberg's theory, however, has come in for a great deal of criticism, for example by Pinder (1998), who claims that hygiene factors, such as salary, interpersonal relations and working conditions, may also influence motivation. Timmreck (2001) says that Herzberg saw workers' movement as nothing more than workers acting out of fear of punishment or failure to get extrinsic rewards and motivation. The movement is short-term and requires continuous reinforcement, but motivation on the other hand is a function of growth from getting intrinsic rewards from interesting and challenging work. In addition, the Hygiene Factors Theory has been criticized for not taking individual differences of needs and values into account when explaining work motivation (Parsons & Broadbride, 2006; Tietjen & Myers, 1998). According to Herzberg, hygiene factors can cause dissatisfaction when not satisfied, and when satisfied these factors do not motivate or cause

satisfaction; they only prevent dissatisfaction (Herzberg, Mausner, & Snyderman, 2005).

With regard to Maslow and Herzberg, there are many researchers such as Lu, While, and Barriball (2004) who argue that job satisfaction depends on the nature of the job and individuals' expectation of work, and they exhibit the job dissatisfaction have been considered as intrinsic and extrinsic motivation, while job satisfaction is related to intrinsic values and job dissatisfaction more to extrinsic values.

Locke (1976), discussing the difference between the concept of job satisfaction and the concept of morale, points out that morale is oriented towards future action, whereas job satisfaction is oriented both towards past and present. He concludes that the concept of morale refers to the attitudes of groups, whereas job satisfaction is an appraisal made by single individuals.

Theories differ on the factors that comprise job satisfaction, with some researchers suggesting that satisfaction is composed of both work satisfaction and the working environment (Spector, 1997). Different instruments used in to measure the different components of job satisfaction. Beasley, Kern, Howard, and Kokodner (1999), for instance, developed the Program Directors Satisfaction Scale, a job satisfaction instrument for internal medicine that included six factors such as work with supervisors, colleague relations, resources, patient care, pay, and promotion.

Weiss, England, and Lofquist (1967) developed The Minnesota Satisfaction Questionnaire (MSQ) which is available in two forms: A long version with 100-items and a short form with 20 items, which measure job

satisfaction from several specific viewpoints pertaining to work and environmental conditions. The MSQ' scale has been used by various researchers in the public sector in Taiwan (Chen, 2005), and in public and private organizations in Greek (Yannis et al., 2007), educational faculties at the state university in Istabul (Munevver, 2006) and public accounting organizations (Ishara & Anton, 2007) include business ethics (Olivier & Karim, 2007).

Hackman and Oldhman (1975) provide operational measures relating to job satisfaction, including overall satisfaction with their job, self-motivation in doing the job, and specific satisfaction pertaining to job security (pay and other compensation, peers and co-workers, relationship with one's supervisor, and opportunity for personal growth). The Hackman and Oldham (1975) scale has been used by various research in businesses, such as a private telecommunications company (Nadim, Mohammad, Noorjahan, 2006) and manufacturing company (Lori & Cristina, 2007).

Churchill, Ford, and Walker (1974) and Comer, Machleit, and Lagace (1989) developed a reduced version of the INDSALES' scale to measure job satisfaction, a scale that assesses employees' satisfaction with their job, promotion and advancement, pay, supervisors, company policy and support, customers, and fellow workers. The INDSALES' scale has been used by various researches in business ethics and organizational commitment, including the field of marketing, such as the study by Schwepker (2001) which indicates that salespeople's perception of a positive ethical climate bear

a positive correlation with their level of job satisfaction and organizational commitment.

Cellucci and DeVries (1978) developed a job satisfaction questionnaire to measure employees' level of satisfaction with supervisors, co-workers, pay, promotion, and satisfaction with the work itself. The Cellucci and DeVries (1978)' instrument has been used by various researchers in business ethics, such as MIS professionals, (Vitell & Davis, 1990) and managers of a large non-profit charitable organization (Deshpande, 1996), managers in Singapore (Hian & El'fred, 2001) and nurses in Taiwan (Ming-Tien & Chun-Chen, 2008).

Williams, Konrad, Linzer, McMurray, Pathman, Gerrity, and et al. (1999) also developed a job satisfaction scale composed of three subscales designed to measure global job satisfaction, career satisfaction, and specialty satisfaction. The instrument designed by Williams et al. (1999) has been used by various researchers in business ethics, including the field of professional nursing. Ulrich et al. (2007) indicate that a positive ethical climate and job satisfaction mitigate against respondents' intentions to leave.

In their study entitled A Meta-analytic examination of the construct validity of the Michigan Organizational Assessment Questionnaire Job Satisfaction Subscale (MOAQ-JSS), Nathan and Gregory (2008) point out the advantages of the MOAQ-JSS over other job satisfaction measures. The first advantage has only three items, but other popular job satisfaction scales are much longer, such as the Job Descriptive Index (JDI) which includes 72 items, the Minnesota Satisfaction Questionnaires (MSQ) which include 100

and 20 items. The second advantage was that each of the three MOAQ-JSS items include either the word “satisfied” or “like” which can describe affective or emotional has been used in various definitions of job satisfaction. The finally MOAQ-JSS assesses global job satisfaction, while JDI assesses specific facets of job satisfaction. This researcher makes use of the following definition by Spector (1997, p. 2): “Job satisfaction is simply how people feel about different aspects of their jobs; it is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs”.

Seashore et al. (1982) adapted their job satisfaction scale from the Michigan Organizational Assessment Questionnaires (MOAQ), with the scores on the MOAQ-JSS being computed and measured with regard to the following three items: (1) In general, I like working at (company), (2) In general, I do not like my job, and (3) All in all, I am satisfied with my job. The instrument developed by Seashore et al. (1982) has been used by various researchers on such topics as food service employees (Thomas & Susanna, 2006), the hotel industry (Wayne, Pamela, Gerald, & Robert, 1999), IT professionals (Lena, Poh, Maw, and Aegean, 2009), business ethics such as fairness judgments (Stoney & Maureen, 2005), and the function of ethical context and perceived organizational support (Valentine et al., 2006).

Cammann, Fichman, Jenking, and Klesh (1983) adapted their job satisfaction scale from the Michigan Organizational Assessment Questionnaires (MOAQ)-Job Satisfaction Subscale (JSS) developed by Seashore et al. (1982). The four items it contained included (1) In general, I like working at (company), (2) In general, I do not like my job, (3) All in all, I

am satisfied with my job, and (4) Overall, how satisfied are you with your job?. The instrument devised by Cammann et al., (1983)' has been used by various research studies on topics such as hotel employees (Karthik & Xinyuan, 2007; Torvald, Einar, & Svein, 2008), and hospitality organizations in general (Mustafa & Bart, 2002).

### **Nurses' Job Satisfaction**

Many countries that are experiencing a shortage of nurses consequently focus on increasing recruitment and minimizing turnover rate. In the international nursing literature, job satisfaction has been a major contributing factor to intent to stay (Strachota, Normandin, O'Brien, Clary, & Krukow, 2003). The job satisfaction is health care staff lower than that in other type of organization (Glisson & Durick, 1998). The low level of job satisfaction among nurses and the failure of hospitals to implement interventions to improve job satisfaction contribute to the current nursing shortage problem (Garon & Ringl, 2004). In the international literature, job satisfaction has been cited as a major contributory factor to the intent to stay (Strachota et al., 2003). Nursing is a kind of occupation delivering service to individuals, families, and society at large; thus a high level of job satisfaction is important for nurses in order to ensure that the quality of the service they deliver is high as well (Zehra, Meral, & Selma, 2008). Conversely, a low level of nurses' job satisfaction is related to a higher turnover of nurses and a subsequent nursing shortage (Murray, 2002). Nursing is an important occupation to study because

nurses play a critical role in the healthcare system. Job satisfaction has been well researched for many professions, including professional nurses.

There are plenty of research studies measuring professional nurses' job satisfaction. In his study, Sourdif (2004) found a strong correlation between level of satisfaction and nurses' intention to remain employed. In the nursing profession, job satisfaction is associated with a higher perceived quality of life (Cimete, Gencalp, & Keskin, 2003). Nurses' job satisfaction is of interest to nurse's research and nurse administrators because of its relationship to patient outcomes and staff nurse productivity (McNeese-Smith, 1995). Some research in Thailand has focused on the positive link between nurses' job satisfaction, nurse staffing, and patient satisfaction with nursing care (Areerut, 2002). Accordingly, some studies focus on the positive link between patient satisfaction and health care services (Sopen, 2002).

Previous research by Belgan (1993) indicates that variables pertaining to personal attitude or personality traits such as age, education, years of experience and locus of control, and organizational variables such as supervisors, communication, commitment, stress, autonomy, recognition, peer communication, fairness, and professionalism are predictors of nursing satisfaction.

In this study, nurses' job satisfaction is defined in line with the definition of job satisfaction as proposed by Spector (1997, p. 2), who defined it simply as how people feel about different aspect of their jobs; it is the extent to which people are satisfied or dissatisfied with their job. There are a significant number of sources that consider job satisfaction for nurses. These

include exploration of concepts like responsibility (Mary & Lisa, 2009), work content and environment (Irvine & Evans, 1995), role conflict and role ambiguity (Tovey & Adums, 1999), professional status, and pay (Irvine & Evans, 1995), occupational stress (Blegen, 1993), leadership style (Larrabee, Janney, Ostrow, Withrow, Hobbs, & Burant, 2003; Tzeng, 2002) ethical climate (Ming-Tien & Chun-Chen, 2008), demographics (Nancy, 1996), organizational commitment (Al-Aameri, 2000; Li-Chun, Chia-Hui, S& Shu-Man, 2009), professional commitment (Lu, Chiou, & Chang, 2000). In a study by Hong, Alison, and Louise (2007, p. 214) that reviews the literature pertaining to nurses job satisfaction, they found that the source of job satisfaction among nurses included working conditions, interactions with patients/co-workers/managers, the work itself, remuneration, self-growth and promotion, praise and recognition, control and responsibility, job security, and leadership style as well as organizational policies.

These studies aim to explore the relationship between nurses' job satisfaction and commitment between nurses and their respective organizations and the way in which influence factors of corporate ethical values and demographics enhance nurses' job satisfaction. Positive job attitudes among nurses have been reported as a major element in maintaining organizational effectiveness (Seyblot & Walker, 1980). A high level of job satisfaction can help to improve the ability of the health care organization to recruit and retain nurses (McCloskey, 1990). Nurse's job satisfaction has been examined as an antecedent to the intention to leave and organizational commitment, both of which indicate a strong relationship between job

satisfaction and commitment between nurses and the organization for which they work. A number of researchers have found a positive relationship between nurses' job satisfaction and their commitment to their respective organizations (Redfern, Hannan, & Norman, 2002; Wu & Norman, 2006). Al-Aameri (2000) indicates that satisfied nurses are highly committed to their jobs and productive, whereas dissatisfied ones experience absenteeism, grievances and turnover. Thus, a high level of commitment to their hospitals were not remove to the potential of their job. These studies are not only consistent in reporting the strong positive correlation between nurses' job satisfaction and organizational commitment, but also show the influence of corporate ethical values and demographic variables on nurses' job satisfaction. In a review of the existing literature on nursing, Deshpande (1996) indicates that future research could focus on the moderating role of ethical behavior in the relationship between ethical climate and factors like job satisfaction and organizational commitment. Ming-Tien and Chun-Chen (2008) point out that many studies on nurses' perceptions of the ethical climate of their organization are related to higher job satisfaction and organizational commitment, and thus lead to lower turnover. In their study, Ming-Tien and Chun-Chen (2008) studied The Relationship among Ethical Climate Types, Facets of Job Satisfaction, and the Three Component of Organizational Commitment: A Study of Nurses in Taiwan. They indicate that the ethical climate type of "caring", "independence", "law and code", and "rules" bear a significant positive relationship with job satisfaction and overall job satisfaction as well as a significant positive relationship with normative,

affective and overall commitment. In addition, they found the ethical climate type of “instrumental” could have a significant negative influence on job satisfaction and overall job satisfaction and continuance, normative, affective commitment and overall organizational commitment. Ulrich et al. (2007) indicate that a positive ethical climate and job satisfaction protected an organization against respondents’ intentions to leave. However, there has been no study of the relationship between corporate ethical values and nurses’ job satisfaction since there appears to be limited empirical evidence supporting a relationship between corporate ethical values in terms of the three components of organizational commitment and job satisfaction. Thus this part of the study aims to explore the influence of corporate ethical values in terms of enhancing job satisfaction and commitment between nurses and their respective organizations (organizational commitment and affective commitment).

In addition, the following study explores another factor, namely the influence of demographics on job satisfaction and commitment between nurses and the organization for which they work. Numerous studies have found a number of empirical regularities regarding the factors that affect nurses’ job satisfaction, such as age (Ida et al., 2007; Jennifer et al., 2007; Jennifer et al., 2008; Naser et al., 2009) education (Hong et al., 2007; Maureen et al., 2008) tenure (Ida et al., 2007; Jennifer et al., 2007). Moreover, a few studies have found that work experience (Chi-Ming et al., 2005) and marital status affect nurses’ job satisfaction) marital status (Maureen et al., 2008), while only a few studies have found that income affects nurses’ job satisfaction (Naser et al., 2009). There are few studies that have found a

number of empirical regularities regarding the demographic factor of age that affects commitment between nurses and their respective organizations (Jennifer et al., 2008).

Given the gap in the existing literature, this study aims to explore the relationship between job satisfaction and the level of commitment between nurses and their respective organizations (organizational commitment and affective commitment). In addition, it aims to investigate other factors, such as corporate ethical values, perceived organizational support, and demographic variables that affect job satisfaction and lead to nurses' job satisfaction, a high level of commitment, and the intention to stay in their particular hospital, thereby reducing the shortage of professional nurses in public hospitals in Southern Thailand.

### ***The Relationship Between Job Satisfaction and Commitment Between Nurses and their Organization***

Job satisfaction is an attitude formed by individuals in reference to their jobs; thus job satisfaction results from the perception of their jobs and the degree to which there is a good fit between the individual and the organization (Steven & Brian, 2007). If employees are more satisfied with their job, they will be more likely to develop the necessary attachment to the organization to develop stronger commitment (Helena & Praveen, 2006). Job satisfaction and organizational commitment are two organizational job attitude that have been associated with positive organizational outcomes such as retention and performance (Mowday et al., 1979). Workers' commitment is

important because organizational commitment has been negatively correlated with turnover and positively correlated with employees' willingness to put forth extra effort toward achieving the objectives of the organization (Mowday et al., 1979). Managing employee job satisfaction and organizational attitudes is important because these attitudes are positively correlated to increased customer support, willingness to exert extra effort, performance, and retention rates and negative related to employee burnout, incidences of counterproductive behaviour, and turnover (Carolyn, 2004). In their study of banking employees in Pakistan, Komal and Imran (2008) found that job satisfaction bears a positive relationship with employee productivity, employee commitment, and a negative relationship with employee turnover intention. In several studies, job satisfaction has consistently been linked to organizational commitment in a positive manner (Aryee, Wyatt, & Min, 2001; Certin, 2006; Schappe, 1998). Thus job satisfaction has also been seen to have a direct relationship with organizational commitment, for example in the field of nursing. Al-Aameri (2000), who studied registered nurses in Saudi Arabia, found a strong positive correlation between job satisfaction and organizational commitment. Similarly, studies by Wu and Norman (2006) examined the relationship between job satisfaction and organizational commitment on the part of nursing students in their final year in a medical university in China, they applied instrument to measure job satisfaction and Mowday et al. (1979)'s instrument to measure organizational commitment. Using correlation, the results of the research found a moderate positive relationship between job

satisfaction and organizational commitment. Thus, the study indicates that Chinese student nurses are generally satisfied with nursing as a career, as well as being highly committed to the Chinese health care system.

Job satisfaction has also been to seen have a direct relationship with organizational commitment in other areas as well. For example, Yi-Jen (2007) examined the relationship between job satisfaction and organizational commitment of employees who had worked at least one year in international tourist hotels in Taiwan, the applied instrument to measure job satisfaction and apply instrument to measure organizational commitment. The multiple perceptives are explore in this study, the result of analysis found that job satisfaction caused a significant medited effect on service orientation and organizatonal commitment, and job satisfaction reflects the indirect effect of service orientation on organizational commitment. And job satisfaction and organizational commitment are positively correlated.

Woo et al. (2005) examined the relationship between job satisfaction and organizational commitnent of employees who work in international chain restaurents in Seoul, Korea, they applied instrument to measure job satisfaction and to measure organizational commitment. The results of the analysis found that job satisfaction affected organizational commitment, the results being consistent with the initial prediction as evidenced by a positive path estimate. Thus, the greater the job satisfaction of restaurant service providers, the higher the organizational commitment to those service providers.

Fan et al. (2007) examined the relationship between job satisfaction and organizational commitment in workers and managers in China, they applied Cook and Wall's instrument (1980) to measure organizational commitment and Cammann et al.'s instrument (1983) to measure overall job satisfaction. Following a regression analysis, the results of this study found that job satisfaction bore a positive relationship to organizational commitment.

Hui, Aichia, and Aparna (2008) also examined the relationship between job satisfaction and organizational commitment. They applied Cammann et al.'s (1983) adaptation of the job satisfaction scale of Seashore et al. (1982)'s scale of the Michigan Organizational Assessment Questionnaires (MOAQ)-Job satisfaction Subscale (JSS), as well as Mowday et al.'s instrument (1979) to measure organizational commitment. The results found there was a correlation between job satisfaction and organizational commitment.

Sinan et al. (2007) examined the relationship between job satisfaction and organizational commitment in different healthcare employees (nurses, paramedical professionals, and non-clinical personnel) in two different years. For the year 1995, data collection resulted in 784 responses. In 1998, the same set of questionnaires and data collection resulted in 967 responses. They applied Mowday et al.'s instrument (1979) to measure organizational commitment and Davis and Bertram's instrument (1989) for gauging job satisfaction. The results of analysis conducted across the three employee groups for the year 1995 revealed that job satisfaction was significant and

bore a positive relationship to organizational commitment. The data for the year 1989 also show that job satisfaction was significant and bore a positive relationship to organizational commitment.

Charles et al. (2008) examined the relationship between job satisfaction and organizational commitment in salespeople in the southern region of the United States using data collected from 152 respondents. He applied Mowday et al.'s instrument (1979) to measure organizational commitment and INDSALES' s instrument to measure job satisfaction. Using regression analysis, the results found that job satisfaction is associated with stronger organizational commitment, thus suggesting that salespeople who are more satisfied with their jobs are likely to be more committed to their organization.

Jeffrey and Rajan (2005) examined the relationship between job satisfaction and organizational commitment in temporary workers (manufacturing, financial services, technology, and education) employed by a nationally franchised temp organization, using data collected from 1,241 respondents. They applied Mowday et al.'s instrument (1979) to measure organizational commitment and JDS's instrument for measuring job satisfaction. Using regression analysis, the results indicated that job satisfaction for temporary agencies was positively associated with organizational commitment for these temporary agencies, and job satisfaction in the client organization was positively associated with organizational commitment toward the client organization.

Chou-Kang et al. (2005) examined the relationship between job satisfaction and organizational commitment of professional personnel in a

hospital in metropolitan Taipei in Taiwan using data collected from 272 respondents. They applied Konrad et al's instrument (1999) to measure global job satisfaction and Mowday et al's instrument (1979) to measure organizational commitment. The results found that job satisfaction influenced organizational commitment more strongly for internals than for external.

Abraham (1998) studied the relationship between job satisfaction and organizational commitment in 157 employees in an Israeli company. They applied the Minnesota Satisfaction Questional (MSQ)' instrument to measure job satisfaction and Mowday et al (1979)'s instrument to measure organizational commitment. In terms of correlation, the results found that job satisfaction bore a positive correlation with organizational commitment.

### ***The Relationship Between Job Satisfaction and Affective Commitment***

Job satisfaction has also been proven to have a direct relationship with affective commitment, as for example in the following studies:

Helena and Praveen (2006) examined the relationship between job satisfaction and affective commitment of employees (tellers and customer service personnel) from the main banks in Trinidad and Tobago, using data collected from 248 respondents. They applied Meyer et al.'s instrument (1993) to measure organizational commitment and Wanous et al.,'s instrument (1997) to measure job satisfaction. The results of the multiple hierarchical regression analysis found that in terms of job satisfaction, the incremental variance explained by affective commitment was also significant.

Lawrence and William (2007) examined the relationship between job satisfaction and affective commitment in auditors in public accounting. Data was collected from 130 regional and 312 auditors from large firms, generating a total sample size of 442 and bringing usable data from 334 respondents. He applied to measure job satisfaction and Meyer and Allen's instrument (1997) to measure affective and continuance commitment. The research results revealed that job satisfaction was statistically significant and positively related to affective commitment.

***The Relationship Between Job Satisfaction and the Two Dimensions of Commitment (Affective Commitment and Continuance Commitment)***

Job satisfaction has also been proven to have a direct relationship with affective commitment and continuance commitment, as for example in the following studies:

Haluk (2008) studied the relationship between job satisfaction and organizational commitment of workers in small-scale, medium-scale, and large-scale enterprises, using data collected from 595 respondents. He applied Charles's instrument (2008) for measuring job satisfaction and Allen and Meyer's instrument (1996) to measure affective commitment and normative commitment. Using regression analysis, the results found that job satisfaction affected affective commitment in a positive way, with a ratio of 49.3%. Moreover, job satisfaction is a factor affecting continuance commitment in a positive way with a ratio of 8.9%.

Ishara and Anton (2007) studied the relationship between job satisfaction and organizational commitment in employees (trainee accountants, accountants, assistant managers, managers, senior managers, and partners) who work in multinational public accounting organizations, using data collected from 102 respondents. They applied the Minnesota Satisfaction Questionnaire (MSQ) instrument to measure job satisfaction and Allen and Meyer's instrument (1996) to measure affective commitment and normative commitment. Continuance commitment was not thought to be relevant to this research. Using the Pearson correlation coefficients, the results found that job satisfaction is strongly related to organizational commitment.

***The Relationship Between Job Satisfaction and Three Dimensions of Commitment (Affective, Continuance, and Normative Commitment)***

Job satisfaction has also been shown to have a direct relationship with affective commitment, continuance commitment, and normative commitment, as for example in the following studies:

Karthik and Xinyuna (2007) examined the relationship between three components of organizational commitment and job satisfaction in employees of hotels in south India. In this study, Cammann et al. (1983) adapted the job satisfaction scale of Seashore et al.'s Michigan Organizational Assessment Questionnaires (MOAQ)-Job Satisfaction Subscale (JSS) (1982), and applied Meyer et al.'s instrument (1993) to measure the three dimensions of organizational commitment. The results found that continuance, normative, and affective commitment have a significant correlation with job satisfaction.

Munevver (2006) examined the relationship between job satisfaction, and occupational and organizational commitment of lectures and academics at educational faculties at state university in Istanbul. The results of the data collection were based on 610 respondents. The researcher used the Minnesota Job Satisfaction Questionnaire (MSQ) as an instrument to measure job satisfaction and Meyer et al.'s instrument (1993) to measure the three dimensions of organizational commitment. The results of the analysis found a positive correlation between job satisfaction and affective and normative commitment, and found a negative relationship between job satisfaction and continuance commitment.

Yannis et al. (2007) studied the relationship between job satisfaction and affective commitment, continuance commitment, and normative commitment in Greek private and public sector employees. The first random sample of 1,119 non-supervisory employees from private sector organizations and the second random of data were collected from a random sample of 476 public sector employees. They applied Minnesota Job Satisfaction Questionnaire (MSQ) as an instrument to measure job satisfaction and apply Meyer et al.'s instrument (1993) to measure the three dimensions of organizational commitment. The results of the analysis found a positive relationship between affective organizational commitment and both intrinsic and extrinsic job satisfaction. It also found a positive relationship between normative organizational commitment and intrinsic and extrinsic job satisfaction. However, no relationship was found between continuance commitment and job satisfaction.

The empirical results support the importance of organizational commitment and affective commitment in public hospitals in Southern Thailand. Professional nurses' commitment is primarily based on their emotional attachment to, identification with, and involvement in their public hospitals. Thus researcher assumes that only organizational commitment and affective commitment will affect job satisfaction.

### ***Measuring job Satisfaction***

This study applies the instrument of Seashore et al. (1982), firstly because the MOAQ-JSS has certain advantages over the other job satisfaction measures and secondly because it allows access to results pertaining to global job satisfaction (Nathan & Gregory, 2008) and finally because the MOAQ-JSS can be used as an instrument in many types of research including business ethics. Seashore et al. (1982), adapted their job satisfaction scale from the Michigan Organizational Assessment Questionnaires (MOAQ). The scores on the MOAQ-JSS are computed and measured with regard to the following three items: (1) In general, I like working at (company), (2) In general, I do not like my job, and (3) All in all, I am satisfied with my job. This instrument has been used in studying ethics and perceived ethical values in accounting and finance professionals such as in the study conducted by Valentine et al. (2006). The latter studied the relationship between job satisfaction, perceived organizational support and corporate ethical values, finding that-surprisingly-both corporate ethical values and perceived organization were related to job

satisfaction. This indicates that the link between corporate ethical value and job satisfaction is partially mediated by perceived organizational support.

### ***Measuring the Job Satisfaction and Commitment Between Nurses and their Respective Organizations***

The job satisfaction of professional nurses is an attitude reflecting how well professional nurses like or dislike their job. In their research, Seashore et al. (1982) adapted the MOAQ-JSS to measure overall job satisfaction. This construct will be used in this research study to measure the same criteria in this evaluation. The goal of this research will be to measure the effect of job satisfaction on organizational commitment and affective commitment that often reflect a commitment to the organization.

## **Corporate Ethical Values**

Hunt et al. (1989, p. 79) define corporate ethical values as “a composite of the individual ethical values of managers and both the formal and informal policies on ethics of the organization.” Trevino, Butterfield, and McCabe (1998, p. 451) define corporate ethical values as “a sublet of organizational culture, representing a multidimensional interplay among various ‘formal’ and ‘informal’ systems of behavioral control”. Schein (1984) suggests that corporate ethical values is a major dimension of organizational culture that can significantly impact the behaviour of individuals within organizations.

Nurses encounter serious ethical problems in the work environment and providing patient care service. Ethical problems occur as a result of ethics-related stress in healthcare provider; in fact, such stress may be inherent in professional nurses based on their interactions and care for ill persons and their relationship within a complex bureaucratic healthcare system (Connie, Patricia, Carol, Adrienne, Marion, & Christine, 2007). Ethics research has to consider how individual and organizational attributes might combine to affect employee decision making and behavior (Fritzsche, 2000). A study by Hart (2005) indicates that a negative ethical climate was associated with the decision of registered nurses to leave the nursing profession. Improving the ethical climate may be essential for reducing ethical stress (Shirey, 2005). Maureen et al. (2008) studied how the person-organization fit (P-O fit) between employees' moral development and the ethical work climate of their organization affects employee attitudes. They found P-O fit ethics is related to higher levels of affective commitment and job satisfaction and lower levels of turnover intent. In this research, there will be a study of corporate ethical values and their effect on individual professional nurses in terms of the perceived ethical values of the organization. In addition, it will examine how individual professional nurses view of perceived organization support leads to increased job satisfaction for professional nurses. This research will also examine how corporate ethical values affect professional nurses' commitment to their respective organizations in term of their high level of organizational commitment, intent to stay with, and support the goals of, that organization.

The concept of corporate ethical values is based on marketing ethics theories, which generally assume that corporate ethical values in an organization will have a positive impact on the ethical decisions of employees (Hunt et al., 1989; Janet & Singhapakdi, 2005; Singhapakdi, Nicola, & Rao, 1999; Singhapakdi, Somboom, Virakul, & Veerayangkur, 2000). In addition, the concept of corporate ethical values is based upon accountancy ethics theories, which generally assume that corporate ethical values and perceptions of earning management will have a positive impact on the ethical decisions of accountants (Rafik, 2004). In this regard, the study of Valentine et al. (2006) regarding the relationship between corporate ethical values and perceived organizational support in accounting and finance professionals, surprisingly found that there was a relationship between corporate ethical values and job satisfaction. Corporate ethical values may bring benefit to employees who self-select to work in organizations (Dipankar, 2008). He found that when corporate values reward only financial results, employees will make more unethical workplace decisions compared to when corporate values reward integrity and good business practices. Thus ethical values of managers will not be significantly in explaining ethical workplace decisions in organizations where corporate values reward only financial profit, but will be significant in explaining ethical workplace decisions where corporate values reward integrity and good business practice. In this research corporate ethical values in the area of professional nursing will be studied, together with its effect on professional nurses' job satisfaction and commiement to their respective organizations. Surprisingly, there is only one piece of research that can be

found in the existing literature that focuses on the relationship between corporate ethical values and organizational commitment in professional nurses who work in hospitals (Michalski, 2005). The researcher's investigation of the literature in the area of professional nursing found that no studies have been published relating to the relationship between corporate ethical values and job satisfaction. Thus, corporate ethical values influence professional nurses lead to increased job satisfaction and a high level of commitment.

### ***The Relationship Between Corporate Ethical Values (CEV) and Organizational Commitment***

Organizational commitment increases, particularly among those employees who may strongly share the ethical values espoused by the organization (Thomas & Daniel, 2008). Organizations that show strong corporate ethical values may bring benefits to employees who self-select to work in those organizations (Dipankar, 2008). A study by Michalski (2005), for example, found a relationship between corporate ethical values and organizational commitment in professional nurses working in hospitals. The research applied an instrument developed by Hunt et al. (1989) to test corporate ethical values and an instrument developed by Mowday et al. (1979) to test organizational commitment. The results of the research found a positive relationship between corporate ethical values and organizational commitment; thus, the role of hospital administrators is vital in providing valuable information to address the current nursing shortage facing this nation.

The relationship between corporate ethical values and organizational commitment exists outside the field of nursing. For example, in their study, Baker et al. (2006) look at the relationship between corporate ethical values and motivation by applying Hunt's instrument to measure corporate ethical values captured in three broad-base perceptions; (1) the extent to which employees perceived that managers act ethically in their organization, (2) the extent to which employees perceived that managers are concerned about the issue of ethics in their organization, and (3) the extent to which employees perceived that ethical behavior is rewarded (punished) in their organization. The hypothesis of research is corporate ethical values are positively related to procedural justice and distribution justice. In addition, the hypothesis of both procedural and distributive justice will be positively related to organizational commitment. The results revealed that corporate ethical values had a positive effect on both distributive and procedural justice and both distributive and procedural justice were found to significantly impact commitment. The results also revealed that corporate ethical values lead to increased perceptions of distributive and procedural justice and have an indirect impact on commitment. From this finding the company decrease some issue (decrease costs to maintain profitability) to deal with the increase the employees demands (giving a suitable and fair reward to employees).

In their study of marketing organizations, Hunt et al. (1989) found a relationship between corporate ethical values and organizational commitment in four practitioners in the American Marketing Association (AMA). The first sampling of 916 individuals who identified themselves as marketing managers

(including sales and product managers) ( $n = 499$ ) and marketing researchers ( $n = 417$ ). The second sampling was mailed to 3064 advertising agencies, of which a total of 330 were usable. In this study, the researchers' measure of corporate ethical values captured employee' perception of managers' ethical behavioru and concern about issue pertaining to ethics in the organization . The following scale was used to capture three broad-based perceptions: (1) the extent to which employees perceived that managers are acting ethically in their organization. (2) the extent to which employees perceived that managers are concerned about the issue of ethics in their organization, and (3) the extent to which employees perceived that ethical(unethical) behavior is rewarded (punished) in their organization. They applied Hunt et al. (1989) to measure organizational commitment. The results found that corporate ethical values are significantly related to commitment for advertising agency managers, marketing managers, and marketing researchers. The combined sample results pertaining to commitment on the part of advertising managers, marketing managers, and marketing researchers, provide evidence that corporate ethical values are a strong predictor of commitment; thus, corporate ethical values are significant substantive predictors of organizational commitment.

In their study of Ethical Decision Making of Managers in Thailand, Singhapakdi et al. (2000) attempted to determine the relative influences of ethical perception, religiosity, personal moral philosophies, and corporate ethical values on the ethical intentions of managers enrolled in executive MBA program from eight public and five private universities throughout Thailand. Singhapakdi apply instrument of Hunt et al. (1989) to test corporate

ethical values. The results support the hypothesis regarding the influence of corporate ethical values, namely that Thai managers in organizations with higher levels of ethical values tend to have more ethical intention than managers in organizations with lower levels of ethical values.

In their study of Ethical Decision Making of Manager in American and South African Marketers, Singhapakdi et al. (1999), attempted to determine the relationship between corporate ethical values in American and South African marketers. According to the ANOVA results, corporate ethical values were statistically significant at the level of 0.10. Corporate ethical values indicate that South African firms tend to have higher ethical values than American firms, results that were weakly supported at the level of 0.10. This indicates that South African firms tend to have higher ethical values than American firms.

In their study, Janet and Singhapakdi (2005) attempted a comparison between Thai corporations and U.S. corporations in terms of ethical values. They applied the instrument devised by Hunt et al. (1989) to test corporate ethical values. According to the ANOVA analysis for corporate ethical values, a significant difference was found between Thai managers and U.S. managers. Thus, Thai managers, as compared to their American counterparts, will perceive their corporations as having less ethical values.

In a study by Scott and Encarnacion (2006), the researchers attempted to find the relationship between corporate ethical values, the enforcement of a code of ethics and their effect on perceptions of the role of ethics in the overall success of U.S. and Spanish managers. They applied the instrument

devised by Hunt et al. (1989) to measure corporate ethical values and applied the instrument of Singhapakdi et al. (1999) to measure Perceptions of the importance of ethics and social responsibility (PRESOR). The statistically significant difference between corporate ethical values did have a significant positive effect on “ethics as a long-term top priority” dimension of PRESOR, thus supporting the hypothesis: Corporate ethical values will be positively related to the degree of importance that individuals attribute to the role of ethics and social responsibility (PRESOR) in achieving organizational effectiveness. In addition, the U.S. employees scored higher in terms of the organizational factor of corporate ethical values than Spanish employees.

***The relationship Between Corporate Ethical Values (CEV) and Perceived Organizational Support (POS)***

In a study by Vitell and Davis (1990), the researchers attempted to determine the relationship between unethical behavior and job satisfaction in 114 employees who held the position of MIS manager. This research measured unethical behavior by asking the following questions relevant to this issue: (1) “MIS managers in my company often engage in behavior that I consider to be unethical” and (2) “MIS managers in my industry often engage in behavior that I consider to be unethical”. This research applied the instrument devised by Cellucci and DeVries (1978) to measure job satisfaction. The results found that the five dimensions of job satisfaction were negatively correlated with the perceptions of unethical behavior, although only supervisors, co-workers, and work itself has significant

correlation with unethical behavior. Additionally, all dimensions of satisfaction, except pay satisfaction, were correlated to perceived unethical behavior to a significantly negative degree.

In yet another study, Rafik (2004) attempted to find the relationship between corporate ethical values and perception of earning management in 583 certified public accountants (CPAs) work in different environments encountered in industry, public and academia. The regression analysis found a strong positive relationship between the perception of corporate ethical values and the perception of earning management ethics. Thus, accountants employed in organizations with high (low) ethical values will perceive earnings management actions as more unethical (ethical).

In their study, Valentine et al. (2006) attempted to determine the relationship between corporate ethical values and perceived organizational support in 460 accounting and finance professionals. This research applied the instrument developed by Hunt et al. (1989) to test corporate ethical values and the instrument developed by Eisenberger et al. (1986) to test perceived organizational support. According to the statistical and correlational results, the corporate ethical values construct was positively correlated to perceived organizational support, and job satisfaction.

In reviewing the topic of corporate ethical values, many researchers discover a positive relationship between corporate ethical values and decision-making (Janet & Singhapakdi, 2005; Singhapakdi et al., 1999; Singhapakdi et al., 2000). In addition, a number of studies have discovered a positive relationship between corporate ethical value and organizational commitment

(Baker et al. 2006; Hunt et al., 1989; Michalski, 2005). Additionally, the only research in the field of accounting has found a relationship between corporate ethical values and perceived organizational support (Valentine et al., 2006). Surprisingly there are some research studies, including the work of Vitell and Davis (1990) that have attempted to link unethical corporate behavior and job satisfaction.

### ***Measuring Corporate Ethical Values***

The corporate ethical values scale developed by Hunt et al. (1989) attempts to capture three broad-based perceptions: (1) managers are acting ethically, (2) managers are concerned about issues of ethics, and (3) ethical(unethical) behaviour is rewarded (punished) in their organization. Further, this scale has been used in empirical studies and cited in the relevant literature.

### ***Measuring Corporate Ethical Values and Commitment Between Nurses and their Respective Organizations***

In their research, Hunt et al. (1989) developed a scale for testing for corporate ethical values that describe ethical content. The goal is to measure the effect on organizational commitment based upon one's perception of corporate ethical values. Ethical values at the corporate level can, through its effect on other critical organizational variables, lead to higher levels of ethical behavior by individuals within the organization (Baker et al., 2006). Employees who identify with the ethical values of the organization often feel

a commitment to that organization (Schwepker, 1999). Thus, the corporate ethical values can be significantly impact the behaviour of individuals within the organization, The importance of corporate ethical values has a postitive relationship to organizational commitment, both from an organizational level (hospitals) and individual level (the current nursing population), indicate that corporate ethical values may help address the general nursing shortage (Michalski, 2005).

### ***Measuring Corporate Ethical Values and Perceived Organizational Support***

The corporate ethical values scale developed by Hunt et al. (1989) attempts to capture three broad-based perceptions: (1) managers are acting ethically, (2) managers are concerned about issues of ethics, and (3) ethical (unethical) behaviour is rewarded (punished) in their organization. The perceived organizational support scale developed by Eisenberger et al. (1986) attempts to capture three components, including organizational rewards, procedural justice, and supervisory support. The goal of this research, when the hospital support ethical values to the professional nurses and professional nurses perceive the ethical value that lead to increase ethical vlaue in their nurses in hospitals.

### **Perception of Organizational Support**

Perception of organizational support is defined as “the extent to which employees perceive that their contributions are valued by their organization

and that the firm cares about their well-being” (Eisenberger et al., 1986, p. 501). Perceived organizational support reflects the quality of the employee-organization relationship by measuring the extent to which employee believe that their organizations value their contributions and care about their welfare (Eisenberger et al., 1986). The concept of perceived organizational support, contains three basic components: Organizational rewards, procedural justice, and supervisor support (Eisenberger et al., 1986). Researchers such as Rhoades and Eisenberger (2002) have established further components of perceived organizational support, namely: (1) increases employees’ obligation to repay the organization with beneficial behaviour, (2) fulfills employee’ socioemotional needs, leading them to identify and bond with the organization, and (3) strengthens employees’ performance-reward expectancies, leading to positive job attitudes and behaviours (Rhoades& Eisenberger, 2002). Astrid et al. (1997) studied the professional and managerial worm an in Norway. They found the organizational support was positively correlated with the work outcome (career satisfaction, career progress, and job satisfaction), indicating that women were more satisfied with work outcome when they received organizational support. Employees’ perception of the support their company provides them in balancing their career with their family roles has a critical effect employee attitudes, such as employee commitment, job satisfaction, and employee morale (Chusmar, 1986). From the rewiew of the literature, some studies, such as those by Rhoades and Eisenberger (2002), indicate that perceived organizational support is an important predictor of job satisfaction. Organizational ethics

might provide clarity in terms of work expectations, foster consistencies between individual values and behaviour, and strengthen the attachments between employees and organizations (Valentine, Godkin, & Lucero, 2002). In a study by Schwepker (2001), the researcher suggests that salespeople's perception of a positive ethical climate is positively associated with their job satisfaction and organizational commitment.

### ***The Relationship Between Perceived Organizational Support and Corporate Ethical Values***

In Rafik's study (2004) of 583 Certified Public Accountants (CPAs) in the public accounting industry, the researcher applied the Hunt et al. instrument (1989) to measure corporate ethical values. The results found a strong positive relationship between the perception of corporate ethical values and the perception of earning management ethics, showing that accountants in organizations with high (low) ethical values perceived earning action as more unethical (ethical). In addition, this study found that CPAs who work in smaller companies were perceived to have higher ethical values than those in larger companies, and male and younger CPAs were more likely to perceived high ethical values than female and older CPAs, and employees who have higher income and more experience were more likely to perceived high ethical value than lower income and less experience CPAs.

In their study, Valentine et al. (2006) attempted to find the relationship between corporate ethical values and perceived organizational support in 460 accounting and finance professionals. This research applied the instrument

developed by Hunt et al. (1989) to test corporate ethical values and the instrument developed by Eisenberger et al. (1986) to test perceived organizational support. The regression analysis found the relationship between corporate ethical values and job satisfaction to be mediated by perceived organizational support.

### ***The Relationship between Perceived Organizational Support and Job Satisfaction***

Lori and Christina (2007) studied the relationship between perceived organizational support and job satisfaction in a large manufacturing company. The survey was mailed to a random sample of 1,000 employees and 313 completed survey forms were returned from all levels of the firm (hourly line workers and supervisors, salaried manager, staff administration, and executives) in the southeastern United States. In this study, they applied the instrument developed by Eisenberger et al. (1986) to measure perceived organizational support and Hackman and Oldhman's instrument (1975) to measure job satisfaction. The results of the analysis found that perceived organizational support was related to job satisfaction to a significant degree. June, Aliah, and Zizah (2007) studied the relationship between perceived organizational support and job satisfaction in 108 employees who worked as bank officers and managers in four commercial bank operating in Malaysia. The correlation results found that perceived organizational support was significantly related to job satisfaction.

Annik (2006) studied the relationship between perceived organizational support and job satisfaction in employees from three units of a children's hospital in Ontario. The surveys were sent to all of the approximately 275 employees from a variety of positions from these units and 122 completed surveys were returned. In this study, they applied the instrument devised by Eisenberger et al. (1986) to measure perceived organizational support and to measure job satisfaction. The results of analysis found that perceived supervisory support bore a positive correlation with job satisfaction. The correlation between supervisory support and organizational support was significant but not large, indicating that although these types of social support were related, thus it was expected that perceived organizational support would be positively relate to job satisfaction.

### ***Measuring Perceived Organizational Support***

In this study, the short version of the instrument developed by Eisenberger et al. (1986) is used to measure perceived organizational support, including three basic components: Organizational rewards, procedural justice, and supervisor support.

### ***Measuring Perceived Organizational Support and Job Satisfaction***

In this study, the instrument devised by Eisenberger et al. (1986) is used to measure perceived organizational support. This construct will be used in this research study to measure the same criteria in this evaluation. This research will measure the effect of perceived organizational support on job

satisfaction, using the instrument developed by Seashore et al. (1982), to measure overall job satisfaction. The instrument of Seashore, et al. (1982) has been used to examine the ethics of accounting and finance professionals. The research conducted by Valentine et al. (2006), for example, studied the relationship between perceived organizational supports on the one hand, and job satisfaction and corporate ethical values on the other; surprisingly both CEV and POS were related to job satisfaction. Thus, the relationship between corporate ethical values and perceived organizational support indicate that perceived organizational support partially mediates the link between corporate ethical values and job satisfaction. This construct will be used in this research study to measure the same criteria in this evaluation. The goal of this research will be to measure effect of job satisfaction on organizational commitment and affective commitment with regard to professional nurses often feel a commitment to the organization.

### **Demographic Variable**

Demographic similarities refer to the degree to which individuals in dyads, or groups, are similar in terms of their demographic characteristics, such as age, race, and gender (Tsui & O'Reilly, 1989, p. 403). Demographic characteristics have been advanced in several models as predictors of job satisfaction, commitment between nurses and their respective organizations, and corporate ethical values. Demographic factors exert both a direct and indirect influence via job satisfaction, job dissatisfaction and in private

practice, physicians' intention to change work sector (to switch from the public to the private sector) (Kankaanranta et al., 2007). Nurses' demographic variables are significantly related to their satisfaction with their pay (Nancy, 1996). RNs who have been employed at a hospital less than six month were more satisfied than other nurses at the hospital (Finn, 2001). The five demographic variables, such as mental and physical quality of life, marital status, education, and work location (urban/rural) were significantly related to job satisfaction in nurses (Maureen et al., 2008). Personal characteristics and demographic variables are repeatedly reported as having quite a low correlation with nurses' job satisfaction (Adams & Bond, 2000). A study by Hüsne and Gürcü (2009) found that age, gender, material status, and years of service are some of the demographic variables which were determined not to have an effect on the level of job satisfaction, while there was a negative effect in terms of the number of children a nurse had and job satisfaction. In a study by Holly, Scott, and Bitna (2009), the researchers found that demographic variables such as age, years of experience, and officer's rank were significantly correlated with police officers' job satisfaction in a negative direction. Zehra et al. (2008) found that nurses' demographics such as age, marital status, educational levels were not related to their level of job satisfaction.

The researcher has found that the relationship between demographics and commitment to the organization (organizational commitment and affective commitment) has been investigated, but with conflicting results. For example, Meyer, Stanley, and Teplitsky (2002) found that demographic

variables such as age, gender, and education have no effect on affective, normative, and continuance commitment. Aaron (2009) studied the demographic variables of banking employee in Israel, such as age, gender, and level of education, finding that only age bore a strong and positive relationship to organizational commitment, while no significant relationship was found for gender and educational background. The last of the studies examined by the researcher investigated the effect of demographic variables on corporate ethical values. Only a few researches in the field of professional nursing have focused on the effect of demographic variables on corporate ethical values. Michalski (2005), for example, found different generations had a positive effect on corporate ethical values. In line with the studies of professional nurses, for example, Rafik (2004), who studied those involved in accounting, and Patricia and Ellwood (1994), who studied those involved in police work, found that age has a positive correlation with ethical values. Thus, the research found that only age has a strong relationship with corporate ethical values.

The following section explores the relationship between demographic variables and job satisfaction, commitment between employee and organization (organizational commitment, and affective commitment), and corporate ethical values.

*The Relationship Between Demographic Variables and Job Satisfaction, Commitment Between Nurses and Their Respective Organizations (organizational commitment, and affective commitment), and Corporate Ethical Values*

*Age*

The first demographic to be studied is age and its relationship to job satisfaction. Age is well known as a factor affecting job satisfaction. Studies of pharmacists found that age and job satisfaction were factors that affected pharmacists' intention to quit the profession (Elizabeth, Karen, Jane, & Mark, 2009). Studies of the automotive industry in Malaysia found that there was a strong correlation between job satisfaction and age (Dawal et al., 2009). Ingrid and Russell (2008) studied the relationship between age and job satisfaction in China's urban workforce; the results found that age has a positive effect on job satisfaction, with older people in urban China having a higher level of job satisfaction. The relationship between age and job satisfaction has also been investigated with conflicting results. For example, Joseph (2005) researched the relationship between age and job satisfaction in 180 respondents. The researcher used Pearson's correlation coefficient, but the results found no significant relationship between age and job satisfaction.

Osman et al. (2006) found that age had a negative relationship with job satisfaction, but found that level of education and organizational tenure had a significant relationship with job satisfaction.

Olivier and Karim (2007) researched the relationship between the age of managers and their level of job satisfaction. The results of the regression analysis found age revealed no significant relationship with job satisfaction.

Karthik and Xinyuan (2007) studied hotel employees in south India, applying the job satisfaction scale that Cammann et al. (1983) had adapted from the Michigan Organizational Assessment Questionnaires (MOAQ) - Job satisfaction Subscale (JSS) developed by Seashore et al. (1982). The correlation found that only job satisfaction bore any significant relationship with age.

Chen (2005) researched the relationship between age and job satisfaction in employees in public governmental agencies in Taiwan. Using One-Way ANOVAs, the research was conducted to compare the responses based on the overall level of job satisfaction. The results found that the 55-plus age group was significantly less satisfied than both the 25-34 and 45-54 age group and the 45-54 age group overall was more satisfied than the 35-44 age group. However, the overall pattern was not consistent; relatively speaking, the 45-54 age group appears to be the most satisfied of the different age groups compared in this study.

Ida et al. (2007) studied the relationship between age and job satisfaction in 2,095 nurses working in four hospitals in Norway, representing hospitals at the regional, country and local levels, two of which were university affiliated. Researchers found nurses older than 37 years old were more satisfied with their job than nurses younger than 37 years old.

Scott and Anusorn (2008) researched the relationship between age and job satisfaction in U.S. members of the AMA(1000) and a national sample of marketing professionals from a firm specializing in mail order products (1500). The results of the analysis found that age has an effect on job satisfaction, although when this research used regression analysis to test the relationship between age and job satisfaction, the results were not stistically significant. However, the older respondents tended to have a higher level of job satisfaction.

Jennifer et al. (2008), who studied nurses of different ages in three Canadian hospitals, found that ther was a relationship between age and job satisfaction. The research using One-Way ANOVAs of the means and post - hoc Turkey's HDS, found that nurses aged 50 plus and 40-49 were significantly more satisfied with their pay than nurses 20-29, and aged 50 plus more satisfied with their promotion with nurses aged 30-39 and 40-49.

Naser et al. (2009) studied the relationship between age and job satisfaction in nurses working in Ministry of Health hospitals in Kuwait. Surveys were sent to all of the approximately 500 nurses in five general hospitals in Kuwait and 436 completed surveys were returned. Using one-way analysis of variance, the results if this study found that the older ( $\geq 30$  years) nurses were significantly more satisfied than the younger nurses.

David, Frank, and Meyer (1998) studied the relationship between age and job satisfaction in 239 policemen employed by urban Ontario police organizations. Using Pearson's correlation coefficient, the results found that age was significantly related to job satisfaction.

Astrid et al. (1997) studied the relationship between age and job satisfaction in professional and managerial women in Norway. The useable sample consisted of 191 respondents, and the results found that age was significantly related to job satisfaction, indicating that older women were more satisfied than their younger counterparts.

Jennifer et al. (2007) studied the relationship between age and job satisfaction in a sample of 190 nurses working in a Veterans Affairs Medical Center. The results found that age was significantly related to job satisfaction.

Osman et al. (2006) studied the relationship between age and job satisfaction in 448 frontline employees working in hotels in Northern Cyprus. The researcher found that the older frontline employees exhibited a lower level of job satisfaction than did younger frontline employees.

The second series of studies explored the relationship between age and organizational commitment. Scott and Anusorn (2008) researched the relationship between age and organizational commitment in U.S. members of the AMA (1000) and a national sample of marketing professionals from a firm specializing in mail order products (1500). The results of the regression analysis found that age was not correlated with organizational commitment to any significant degree.

Hunt et al. (1989) studied the relationship between age and organizational commitment in four practitioners in the American Marketing Association (AMA). The first sampling of 916 individuals identified themselves as marketing managers (including sales and product managers) ( $n = 499$ ) and market researchers ( $n = 417$ ). The second sample survey was

mailed to 3064 advertising agencies, from which a total of 330 usable responses were obtained. These combined result of this sample of advertising managers, marketing managers, and market researchers, provide evidence that age has a significant relationship to commitment.

The aim of the third part of study is to explore the relationship between age and affective, normative, continuance, and normative commitment. Age is well-known as one of the factors influencing affective commitment. The relationship between age and affective, normative, and continuance commitment has also been investigated, but with conflicting results. For example, studies by Meyer et al. (2002) found that age, gender, and education has no effect on affective, normative, and continuance commitment. In their studies, Thomas and Daniel (2008) examined employees working in a wide range of organization, and found that older workers were significantly more affected by affective commitment than younger workers.

Using Analysis of Variance (ANOVA), Melissa, Steven, Darren, Amy, and Lynnen (2009) explored 387 respondents working in Emergency Medical Service (EMS), the results of the analysis found that age bore a significant positive correlation with occupational commitment, both affective and normative.

Karthik and Xinyuan (2007) studied hotel employees in south India, using the instrument developed by Meyer et al (1993) to measure three dimensions of organizational commitment (affective, normative, and continuance commitment). The results found that only affective commitment bore any significant relationship with age.

Surprisingly, only one research study, conducted by Jennifer et al. (2008), explored the impact of differences in age in nurses in three Canadian hospitals. They found that a relationship existed between age and affective, normative, and continuity commitment to the organization. Using One-Way ANOVAs to determine the means and post-hoc Turkey's HSD, the results of analysis found that nurses age over 50 years of age and from 40-49, scored significantly higher on affective commitment than those aged 30-39. In addition, nurses aged 50 and over also scored significantly higher in terms of continuance commitment than did those aged 20-29 and 30-39. Nurses in the 20-29 age range also had significantly higher normative commitment than those aged 30-39.

The fourth part of the study aims to explore the relationship between age and corporate ethical values. Michalski (2005) studied the effect of different ages / generations of professional nurses on corporate ethical values. Using Pearson's correlation coefficient, the results of the analysis found the Silent Generation (Individuals born between 1925-1942: Over 58 years of age) is significantly direct relationship between organizational commitment and corporate ethical values. With members of the Baby Boomer Generation (Individuals born between 1925-1964: 42-58 years of age), there was a significant direct relationship between organizational commitment and corporate ethical values. With members Post Generation X (Individuals born after 1997: under 27 years of age), there is a low correlation, but a significantly direct relationship with corporate ethical values, while with members of Generation X (Individuals born between 1963-1977: 21-41 years

of age), there is a significantly direct relationship between organizational commitment and corporate ethical values.

Rafik (2004) studied the relationship between corporate ethical values and earning management in Certified Public Accountants (CPAs) in the public accounting sector. The sample population for this study consisted of 4, 200 CPAs, yielding a useable sample of 583. The results indicated that there was a strong positive relationship between perception of corporate ethical values and perception of earning management ethics. Although this study included the relationship between corporate ethical values and age, the results found younger CPAs to be more likely to exhibit perceived high ethical values.

Patricia and Ellwood (1994) studied the relationship between age and ethical values in a sample of 99 nonmetropolitan and 110 metropolitan business owners. The results found that the older respondents, both nonmetropolitan and metropolitan, were less accepting of ethically questionable behavior related to legal and financial concerns.

### ***Job Tenure***

The first studies to explore the relationship between job tenure and job satisfaction. Job tenure is well-known as one of the factors affecting job satisfaction. Studies of nurses at the Veterans Affairs Medical Center found that the number of years working there were positively correlated with job satisfaction (Jennifer et al., 2007). The relationship between age and job satisfaction has also been investigated, with conflicting results. For example, Ida et al. (2007) studied nurses working in four hospitals in Norway and found

that nurses who had worked more than eight years at the hospital were more satisfied than nurses who had worked there less than eight years.

Joseph (2005) researched the relationship between tenure and job satisfaction in 180 employees. The results of the research, which applied Pearson's correlation coefficient, found a significantly positive relationship between tenure and job satisfaction; thus, job tenure is expected to be a primary predictor of job satisfaction.

Chen (2005) researched the relationship between tenure and job satisfaction in employees in public governmental agencies in Taiwan. Using One-Way ANOVAs, the research was conducted to compare the responses based on the overall level of job satisfaction. The results found that job tenure did have an impact on general job satisfaction, with those with job tenure of 11-15 years seeming to be the least satisfied in their job. Thus, employees with job tenure of 11-15 years seem to be most in need of additional and extrinsic motivation.

Olivier and Karim (2007) researched the relationship between the tenure of managers and job satisfaction. The results of the regression analysis found that tenure was not significantly related to job satisfaction.

David et al. (1998) compared the organizational tenure and position tenure to determine whether they were related to job satisfaction in 239 policemen employed by urban Ontario police departments. The to explore in this study. The results of the Pearson's correlation coefficient found that position tenure was negatively correlated with job satisfaction and that organizational tenure was significantly related to job satisfaction.

Osman et al. (2006) studied the relationship between tenure and job satisfaction in 448 frontline employees working in hotels in Northern Cyprus. and found that frontline employees with longer tenure in an organization had a higher job level of satisfaction than those with shorter tenure. Other studies explored the relationship between job tenure and affective and normative commitment. Research into job tenure and organizational commitment has also produced inconsistent results. For example, Therese and Steve (2006), who studied casual academics working in the tertiary education sector in Australia, found that longer tenure was associated with lower continuance and affective commitment.

Olivier and Karim (2007) researched the relationship between the tenure of managers with affective and normative commitment. The research results of regression analysis found that tenure was positively related to affective commitment and normative commitment.

The third study to explore the relationship between job tenure and organizational commitment was by Mowday et al. (1979). Only one research study, conducted by Joseph (2005), was found that studied the relationship between tenure and organizational commitment in 180 employees. Using Pearson's correlation coefficient, the research results revealed a significantly positive relationship between tenure, scored as the number of year employees had worked for the organization, and organizational commitment. Thus, tenure is expected to be a primary predictor of organizational commitment.

### *Work Experience*

Work experience is well-known as one of the factors affecting job satisfaction. The relationship between age and job satisfaction has also been investigated, with conflicting results. For example, Blegen (1993), who studied job satisfaction in nurses, he found that nurses who were older and had longer working experience were more likely to be satisfied with their job. Similarly, the studies of Jennifer et al. (2007) found that the number of years working as a nurse was significantly related to job satisfaction. Chi-Ming, et al. (2005) studied a sample of 196 nurses working in medical centers in Taiwan. Using One-Way ANOVAs, the research examined the relationship between an independent demographic variable (working experience) and job satisfaction among nurses. The results found no significant relationship between work experience and job satisfaction. There are a few studies outside the field of nursing, such as the study of the automotive industry in Malaysia that found a strong correlation between job satisfaction and work experience (Dawal et al., 2009). Similarly, research by Sook (2008), who studied library IT workers, found that the number of years working in the library bore no significant relationship to job satisfaction.

The second set of studies explored the relationship between work experience and organizational commitment. Work experience is well-known as one of the factors influencing affective commitment. Studies of employees working in a wide range of organizations found that employees with 10 years of work experience were significantly influenced in terms of affective commitment, more so than the other groups (Thomas & Daniel, 2008). In

their studies, Wu and Norman (2005) indicate that student nurses' experience in their clinical placement could influence their future plans, which might in turn impact on the retention of degree-qualified nurses in China.

### ***Educational Level***

Education is also well-known in terms of the factors affecting job satisfaction. Studies of nurses working in the Republic of China found that educational level was significantly related to job satisfaction (Kuei-Yun, Pi-Pi, Chiung-Man, Ya-Lung, & Yong-Yung, 2002). Osman et al. (2006), who studied the relationship between education and job satisfaction in 448 frontline employees, found frontline employees with higher levels of education enjoyed greater job satisfaction than those with lower levels of education. The relationship between education and job satisfaction has also been investigated with inverse results. For example, Bettina (2006), who studied females and others who work in healthcare, found that those with higher levels of education reported lower levels of job satisfaction. Hong et al. (2007), who studied 512 nurses working in the medical and surgical departments in two hospitals in Beijing, found that those with bachelor degrees had a lower level of job satisfaction compared to those with associate degrees or diplomas. Eugenia and Cesar (2009) who studied employees in Spain, found people with diplomas or the equivalent are slightly more satisfied than those with a higher baccalaureate level of education.

Maureen Minrie, Thecla, Joanne, Lucy, Priscilla, and et al. (2008), who studied the relationship between educational level and job satisfaction in a sample of 1,384 nurses working in HIV treatment facilities in five African

countries. Using correlations analysis, the results of this study found that nurses with higher levels of education (advanced diplomas, degrees, and postgraduate degrees) were more satisfied than nurses with lower levels of education (certificates and diplomas).

Ida et al. (2007) studied the relationship between education and job satisfaction in 2,095 nurses working in four hospitals in Norway, the hospitals representing the regional, country and local level and two of which were university affiliated. The researchers found there were significant differences between education and job satisfaction. In addition nurses, who had finished their education before 1999 were more satisfied than nurses who had completed their education within the last 5 years. Nurses with master's degree or other qualifications of further education were more satisfied than those without additional education.

Chen (2005) researched the relationship between educational level and job satisfaction in employees in public governmental agencies in Taiwan. Using One-Way ANOVAs to compare the responses, the research results found the educational level did not impact on job satisfaction.

Joseph (2005) researched the relationship between education and job satisfaction in 180 employees. Using Pearson's correlation coefficient, the research results of this study revealed a significantly positive relationship between education and job satisfaction. Thus, education is expected to be a primary predictor of job satisfaction.

Naser et al. (2009) studied the relationship between education and job satisfaction in nurses working in Ministry of Health hospitals in Kuwait.

Surveys were sent to all of the approximately 500 nurses in five general hospitals in Kuwait and 436 completed surveys were returned. Using one-way analysis of variance, the results this study found that diploma holders were more satisfied than those with bachelor degrees. Although this study used regression analysis to test the relationship between education and job satisfaction, the results found education bore a significant but inverse relationship with job satisfaction.

The next set of studies explored the relationship between level of education and affective and continuance commitment. There are a few research in this area, such as that conducted by Therese and Steve (2006), who studied casual academics working in the tertiary education sector in Australia. They found that post-graduate study at the academic's place of employment was associated with higher affective commitment and continuance commitment. In their research, Melissa et al. (2009), who studied 387 respondents who work in Emergency Medical Service (EMS), used ANOVA analysis to determine that levels of education bore a significant and negative correlation with overall occupational commitment, and occupational commitment-limit options (affective, normative, and continuance commitment). These results indicate that higher levels of education are inversely related to occupational commitment. Also, a statistically significantly negative correlation existed between continuance commitment and level of education among paramedics, which was in turn associated with a lower level of organizational commitment.

### ***Marital Status***

The researcher found only one study, conducted by Therese and Steve (2006), which found marital status to have an effect on affective commitment. The second series of studies examined the relationship between marital status and job satisfaction.

Studies in the automotive industry in Malaysia found a strong correlation between job satisfaction and marital status (Dawal et al., 2009). Studies of nurses working in the Republic of China found that unmarried nurses had a lower level of job satisfaction than their married counterparts (Kuei-Yun et al., 2002). Yin and Yang (2002), who studied nurses in Taiwan, found that those who were married were more satisfied with their job than those who were unmarried. The relationship between marital status and job satisfaction has also been investigated, but with conflicting results. For example, Chi-Ming et al. (2005) studied a sample of 196 nurses working in medical centers in Taiwan. The useable complete and return. Using One-Way ANOVAs to examine the relationship between the marital status variable and job satisfaction among nurses, the results found no significant relationship between marital status and job satisfaction.

Chen (2005) researched the relationship between marital status and job satisfaction in employees in public governmental agencies in Taiwan. Using One-Way ANOVAs to compare the responses based on the overall level of job satisfactiion, the research results found that marital status bore no significant relationship with job satisfaction.

Ingrid and Russell (2008) studied the relationship between marital status and job satisfaction in China's urban workforce. Using Pearson's coefficient, the research results found that marital status bore no significant correlation with job satisfaction.

Naser et al. (2009) studied the relationship between education and job satisfaction in nurses working in Ministry of Health hospitals in Kuwait. Surveys were sent to all of the approximately 500 nurses in five general hospitals in Kuwait and 436 completed surveys were returned. Using one-way analysis of variance, the results found that married nurses were more satisfied than single nurses.

Maureen et al. (2008) studied the relationship between marital status and job satisfaction in sample of 1,384 nurses working in HIV treatment facilities in five African countries. Using correlations analysis, the results found that marital status had no significant influence on job satisfaction.

### ***Income***

A number of studies have explored the relationship between income and job satisfaction. Studies of nurses after graduating from nursing school found that they are fairly satisfied with their jobs. In addition, nurses are more satisfied with their job if the job is well paid, and teachers are more satisfied if the job is well paid and provides security against unemployment (Marianne, 2008).

Joseph (2005) researched the relationship between income and job satisfaction in 180 employees. Using Pearson's correlation coefficient, the results revealed a significantly positive relationship between income and job

satisfaction. Thus, income is expected to be a primary predictor of job satisfaction.

Naser et al. (2009) studied the relationship between income and job satisfaction in nurses working in Ministry of Health hospitals in Kuwait. Surveys were sent to all of the approximately 500 nurses in five general hospitals in Kuwait and 436 completed surveys were returned. Using one-way analysis of variance, the results found that nurses who earned < 200 KD were more satisfied than those with a higher income.

The researcher found a relationship between this demographic variable and job satisfaction, commitment between nurses and organization, and corporate ethical value. All of the demographic variables have a relationship with job satisfaction, while age, job tenure, work experience, and educational level have a relationship with affective commitment, but only age and job tenure are correlated with organizational commitment.

### ***Measuring the Demographics***

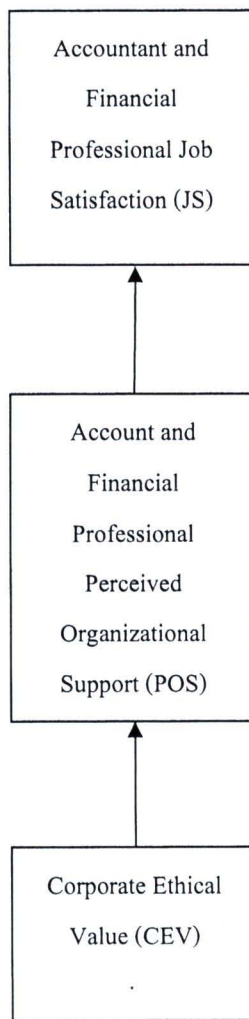
The demographics measured in this study include age, education, tenure, work experience, marital status, and income. Therefore, based on the literature review, these demographic variables were used to measure job satisfaction, commitment between nurses and their respective organizations (organizational commitment, and affective commitment), and corporate ethical values. In this research, demographic variables are also measured in relation to perceived organizational support. The goal of this research is to determine the different impact of these demographic variables, and their significant relationship, regarding job satisfaction and commitment between

nurses and their respective organizations in professional nurses who work in public hospitals in southern Thailand.

### **Developing the Conceptual Model**

From the literature review, it emerges that there are three models that are used for analyzing the job-related orientation of professional nurses with regard to factors such as satisfaction and commitment to their respective organizations.

In the first model, Valentine et al. (2006) developed the Corporate Ethical Values (CEV), Perceived Organizational Support (POS) and Job Satisfaction (JS) Model. This model is concerned with the influence on the job satisfaction of accountants and financial professionals, as well as nurses, as shown in figure 2 below.



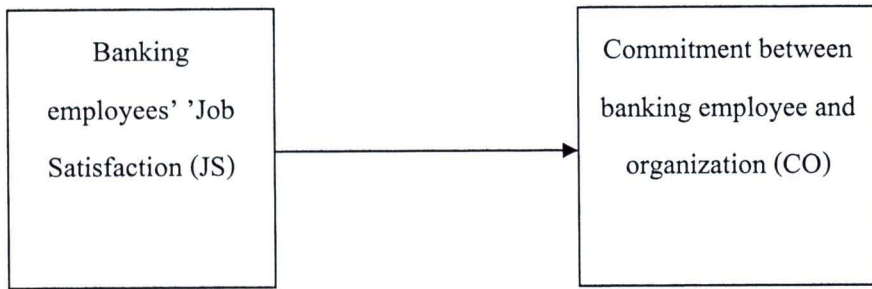
**Figure 2** Corporate ethical values, perceived organizational support and job satisfaction model.

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*Note.* From “Employee Job Response as a Function of Ethical Contest and Perceived Organizational Support,” by S. Valentine, M. G. Martin, and B. R. Sandra, 2006, *Journal of Business Research*, 59(2), p. 584.

The Corporate Ethical Values, Perceived Organizational Support, and Job Satisfaction Models are designed to determine job satisfaction in accountants and financial professionals. The study of Valentine et al. (2006) found corporate support of ethical values towards employees in organizations as perceived by professional nurses, affects their level of job satisfaction. If there is evidence of a positive relationship between organizational ethical values and perceived organizational support, then organizational ethics are likely to have an effect on increasing professional job satisfaction. Thus, the researcher applied these models to study professional nurses in southern Thailand.

The second model is designed to determine the correlation between job satisfaction and positive organizational commitment (Komal & Imran, 2008), as shown in figure 3. The job satisfaction model determines effect on organizational commitment, leading to an increasing high level of commitment in organizations (Abraham, 1998, Charles et al., 2008; Chou-Kang et al., 2005; Fan et al., 2007; Haluk, 2008; Ishara & Anton, 2007; Jeffrey & Rajan, 2005; Lawrence & William, 2007; Sinan et al., 2007; Woo et al., 2005; Wu & Norman, 2006; Yannis et al., 2007; Yi-Jen, 2007). Thus the combination of job satisfaction and commitment between employee and organization to the new are job satisfaction and commitment between employee and organization model.



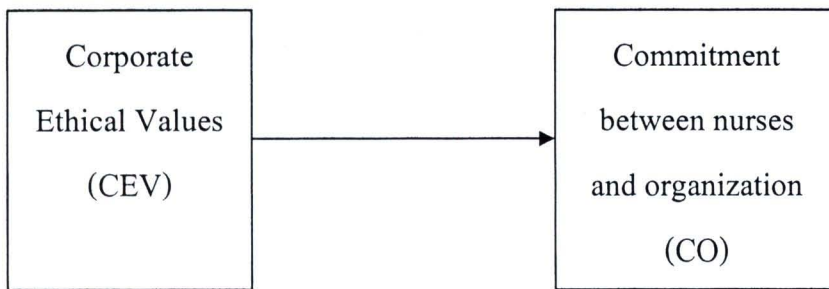
**Figure 3** Job satisfaction and commitment between banking employees and the organizational commitment model.

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*Note.* Form “Impact of Employee Participation on Job Satisfaction and Perceived Organizational Performance in Banking Sector of Pakistan,” by K. B. Komal and A. S. Imran, 2008, *The Business Review, Cambridge*, 10(2), p. 171.

The Job Satisfaction and Organizational Commitment Model is designed to determine the effect on banking employees’ intention and willingness to work in support of organizational goals. The study by Sinan et al. (2007), designed to study healthcare employees (nurses, paramedical professionals, and non-clinic personnel), found that job satisfaction has an effect on organizational commitment. Specifically, the results found that employee job satisfaction is a result of the employees’ strong membership in the organization and influences their intention to stay and work to support organizational goals. Thus, the researcher applied the Job Satisfaction and Organizational Commitment Model to study professional nurses in southern Thailand In the process, the researcher found evidence of a positive

relationship between job satisfaction and commitment between nurses and their respective organizations, a factor that will increase their intention to stay and decrease the turnover rate of professional nurses in southern Thailand. The third model, Michalski (2005) shown in figure 4, the Corporate Ethical Values and Commitment to Organization Model, reflects the professional nurse's intention and willingness to work in support of organizational goals.



**Figure 4** Corporate ethical value and commitment between nurses, and their organization model.

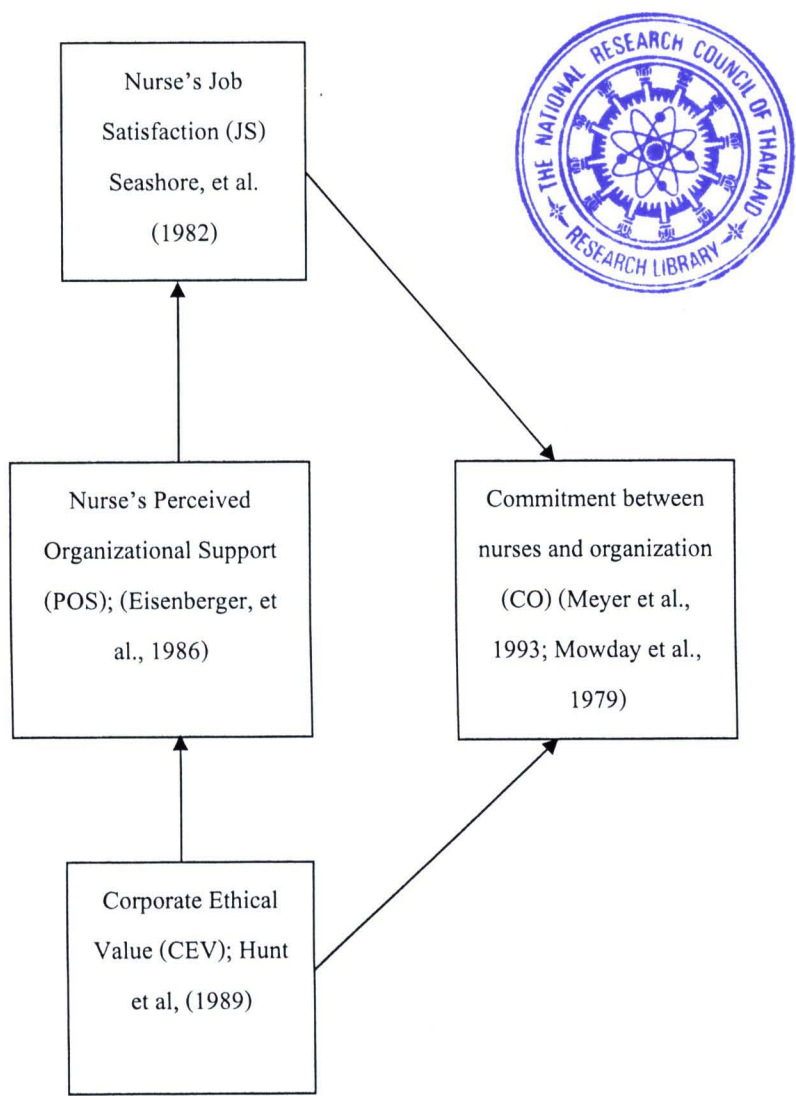
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*Note.* Form *Retention in the Nurses Profession: A Study of the Effects of Corporate Ethical Values on Organization Commitment* (p. 67), by J. R. Michalski, 2005, Lowell, MA: Pro Quest Information and Learning Company.

The Corporate Ethical Value and Organizational Commitment Model reflects the professional nurse's intention and willingness to work in support of organizational goals. The study of Michalski (2005) found that when there is corporate support of ethical values in professional nurses in hospitals, it has an effect on professional nurses' perceived ethical support. For example, perceptions that nurses' superiors are acting ethically in their hospitals affect

their intention to stay on and their professional willingness to work in support of organizational goals. If there is evidence of a positive relationship between corporate ethical values and commitment to their respective organizations in professional nurses in southern Thailand, it will be accompanied by an increased intention to stay on and reduce the shortage of professional nurses. Thus, the researcher applied these models to study professional nurses in the south of Thailand.

From these models, each of which considers different aspects of the same theme, it is possible to create a new model, which this researcher will call The Corporate Ethical Values, Perceived Organizational Support & Corporate Ethical Values, Job Satisfaction, Commitment between Nurses and Organization Model (CPJSCOM). For the first time, the new research model combined the work of Valentine et al., 2006, Komal and Imran (2008) and Michalski (2005) to create the new CPJSCOM model, as shown in figure 5. The new model represents the relationship between professional nurses on the one hand and job satisfaction, organizational commitment, and ethical values on the other.



**Figure 5** The new corporate ethical values and perceived organizational support and job satisfaction, commitment between nurses and organization model (CPJSCOM).

This new model will be used to explore the problem of a shortage of professional nurses in Thailand. Such shortages appear to be multifaceted and influenced by factors associated with job dissatisfaction (Kelly, 2003). Abualrub (2007) focuses on a solution to the nursing shortage by improving

nurses' feeling of satisfaction and commitment to their profession. In contrast, these studies reflect factors affecting job satisfaction and organizational commitment in order to explore whether this approach can ameliorate the problem of the shortage of professional nurses in Thailand. The CPJSCOM model has three focuses. The first comes from the Corporate Ethical Values, Perceive Organizational Support, and Job Satisfaction Model, which focuses on a solution to the shortage of accountants and financial professionals by examining the effect of organizational support and ethical values on professional job satisfaction. The second is the Job Satisfaction, and Commitment between Employees and Their Organization Model, which focuses on a solution to the shortage of banking employees by increasing employees' satisfaction with working in the organization, which in turn affects employees' willingness and intention to stay on and work in support of the goals of the organization. The third comes from the Corporate Ethical Values and Commitment between Nurse and Their Respective Organizations Model. The latter focuses on a solution to shortages of professional nurses by examining the organization's support of ethical values in relation to professional nurses, and is also related to the profession's acceptance of those ethical values and the nurses' willingness and intention to stay on and work in support of the organization's goals. The new CPJSCOM model indicates that corporate support of ethical values with regard to professional nurses can solve the shortage of professional nurses not only by increasing job satisfaction but also by increasing professional nurses' intention to stay on in the organization. If there is evidence that a positive relationship exists

between corporate ethical values, job satisfaction and commitment to their respective organizations in professional nurses in southern Thailand, it will increase job satisfaction and enhance the intention on the part of professional nurses to stay on. Thus, the researcher intends to apply this model to a study of professional nurses in the south of Thailand.

## **Chapter Summary**

In this chapter, a review of the existing literature was presented relating to the concept of job satisfaction, commitment between nurses and their respective organizations, corporate ethical values, perceived organizational support and professional nurses (demographics) within and outside the field of nursing. The literature review shows the relationship between the research questions and the research models described in chapter one. Thus, this chapter investigated the literature within and outside the field of nursing aimed at determining the relationship between job satisfaction and the commitment between nurses and their respective organizations as it relates to the influence of corporate ethical values, perceived organizational support, and demographic variables such as age, education, tenure, work experience, marital status, and income. The results of the literature review found that there is a relationship between job satisfaction and the commitment between nurses and their respective organizations in terms of organizational commitment and affective commitment, that answer question one. The second finding was that a relationship exists between corporate ethical values and perceived

organizational support and job satisfaction, that answer question two. The third finding was that a relationship exists between corporate ethical values and the commitment between nurses and their respective organizations, which answer question three. The final finding was that demographic variables such as age, education, tenure, work experience, marital status, and income are correlated with job satisfaction. In fact, all of the demographic variables have a relationship with job satisfaction: Age, job tenure, work experience, and educational level have a relationship with affective commitment, but only age and job tenure have a relationship with organizational commitment.

This chapter is important in that it studies the relationships of these variable as seen by members of the nursing profession and in that the results of this study will be used to define the hypothesis and research model in Chapter 3. Chapter 3 will describe the design and methodology and the survey instruments utilized, their validity and reliability, the sample population of professional nurses used in the survey, the data collection process, and the method of analysis.