CHAPTER 4

DATA ANALYSIS AND FINDINGS

Introduction

The intention of the current study was to examine the relationship between the job satisfaction of professional nurses and commitment between nurses and their respective organizations, including organizational commitment and affective commitment. The factors affecting nurses' job satisfaction and commitment between them and their respective organizations in this study were corporate ethical values, perceived organizational support, and professional nurse demographic variables. Six hundred professional nurses who worked in public hospitals in southern Thailand participated in this study. The results of the statistical analysis for each of the research questions are presented in this chapter. For the first research questions, the results of the correlation analysis regarding the professional nurses' job satisfaction and the commitment between nurses and their respective organizations will be examined in line with hypothesis one and two. With regard to the second research question, the results of the correlation analysis to determine whether corporate ethical values and perceived ethical values have an effect on professional nurses' job satisfaction will be examined in terms of hypothesis three and four. With regard to the third research questions, the results of the correlation analysis as to whether corporate

ethical values has an effect on professional nurses' job satisfaction will be examined in hypothesis five. Addition in this research study to determine whether demographic factors have an effect on professional nurses' job satisfaction, commitment between nurses and their respective organizations, and corporate ethical values, will be examine in hypotheses six to eighteen.

This chapter contains nine parts: (1) survey response rate, (2) non-response bias analysis, (3) descriptive statistics on the demographic profile of the respondents, (4) descriptive statistics of variables, (5) reliability of the survey instrument, (6) exploratory analysis, (7) conceptual model, (8) reliability analysis and (9) hypothesis testing and results. The findings are based on the responses given to questionnaire professional nurses job satisfaction, commitment between nurses and organization, corporate ethical value, perceived organizational support, and professional demographics variable in public hospitals is south of Thailand.

Survey Response Rate

Of the 600 copies of the questionnaire distributed, sixty copies were not returned (10.00%). Five hundred and sixteen were received by the researcher. However, twenty- four were incomplete (4%) and thus unusable. Therefore, the usable responses were five hundred and sixteen in number, a total response rate of 86.00 percent. Table 4 provides a summary of these results.

Table 4

Survey Response Rate

Type	Frequency	Percent
Total number of copies of questionnaire	600	100.0
Number of copies of questionnaire not returned	60	10.0
Number of uncompleted copies of questionnaire	24	4.0
Number of usable copies of questionnaire returned	516	86.0
Total	600	100.0

Descriptive Statistics on the Demographic Profile of Respondents

Participants' demographic characteristics were surveyed in terms of gender, age, education, tenure, work experience, marital status, and monthly income with regard to professional nurses who work in public hospitals in southern Thailand. The results of the descriptive statistics for the respondents are presented as follows:

Gender

Table 5 illustrates the frequency and percentage of the respondents classified by gender. Among the 516 respondents, 516 respondents or 100.0 percent were female.

Table 5

Description of the Respondents Regarding Gender

Gender	Frequency	Percent
Female	516	100.0
Total	516	100.0

Note. Constructed by the researcher and based on field data gathered as part of this investigation.

Age

Table 6 illustrates the frequency and percentage of the respondents classified by age. The age distribution of the respondents was categorized into four groups: (1) 21-30 years old (n = 84), (2) 31-40 (n = 204), (3) 41-50 (n = 185) and (4) 51-60 (n = 43). The group with the most respondents was the group aged 31 to 40 (49.5%), closely followed by the group aged 41 to 50 (35.9%). The smallest group of the respondents was aged 51 to 60 years old, accounting for only 8.3 percent of the total.

Table 6

Description of the Respondents Regarding Age

Age	Frequency	Percent
21-30	84	16.3
31-40	204	49.5
41-50	185	35.9
51-60	43	8.3
Total	516	100.0

Note. Constructed by the researcher and based on field data gathered as part of this investigation.

Tenure

Table 7 illustrates the frequency and percentage of the respondents classified by tenure. The tenure distribution of the respondents is categorized into four groups: (1) less than one year (n = 11), (2)1-10 years (n = 159), (3) 11-20 years (n = 202) and (4) more than 20 years (n = 144). The group with the most respondents is the group with 11 to 20 years of tenure (39.1%), closely followed by the group with 1 to 10 years of tenure (30.9%) and those with more than 20 years (27.9%).The smallest group of respondents in terms of tenure was those with less than 1 year, accounting for only 2.1 percent of the total.

Table 7

Description of the Respondents Regarding Years of Tenure

Years of Tenure	Frequency	Percent
Below 1 year	11	2.1
1-10 years	159	30.9
11-20 years	202	39.1
More than 20 years	144	27.9
Total	516	100.0

Note. Constructed by the researcher and based on field data gathered as part of this investigation.

Work Experience

Table 8 illustrates the frequency and percentage of the respondents classified by work experience. The work experience distribution of the respondents is categorized into four groups: (1) less than one year (n = 6), (2) 1-10 years (n = 155), (3) 11-20 years (n = 197) and (4) more than 20 years (n = 158). The group with most respondents was the group with 11 to 20 years of tenure (38.2%), closely followed by the group with 1 to 10 years of tenure (30.0%) and those with more than 20 years (30.6%).The smallest group of respondents in terms of tenure was those with less than 1 year, accounting for only 1.2 percent of the total.

Table 8

Description of the Respondents Regarding Years of Experience

Years of Experience	Frequency	Percent
Below 1 year	6	1.2
1-10 years	155	30.0
11-20 years	197	38.2
More than 20 years	158	30.6
Total	516	100.0

Note. Constructed by the researcher and based on field data gathered as part of this investigation.

Marital Status

Table 9 illustrates the frequency and percentage of the respondents classified by marital status. The marital status distribution of the respondents is categorized into four groups: (1) single (n = 195), (2) married (n = 286), (3) divorced/separate (n = 31) and (4) divorced/remarried (n = 4). The group with most respondents was the group of married nurses (55.4%), closely followed by those who were single (37.8%).The smallest group of the respondents in terms of marital status was those who were divorced/remarried, accounting for only 0.8 percent of the total.

Table 9

Description of the Respondents Regarding of Marital Status

Status	Frequency	Percent
Single	195	37.8
Married	286	55.4
Divorced/Separate	31	6.0
Divorced/Remarried	4	0.8
Total	516	100.0

Note. Constructed by the researcher and based on field data gathered as part of this investigation.

Educational Level

Table 10 illustrates the frequency and percentage of the respondents classified by educational level. The educational level distribution of the respondents is categorized into three groups: (1) Bachelor's of science degree (nursing) (n = 455), (2) Master's of Science degree (nursing) (n = 40), (3) Master's of Science degree (other than nursing) (n = 21) and (4). The group with the most respondents consisted of professional nurses who had graduated with a Bachelor's of Science degree (nursing) (88.2%).The smallest group of the respondents consisted of those with a Master's of Science degree (other than nursing), accounting for only 4.0 percent of the total.

Table 10

Description of the Respondents Regarding Educational Level

Educational Level	Frequency	Percent
Bachelor's of Science degree(nursing)	455	88.2
Master's of Science degree(nursing)	40	7.8
Master's of Science degree (other than nursing)	21	4.0
Total	516	100.0

Note. Constructed by the researcher and based on field data gathered as part of this investigation.

City Area

Table 11 illustrates the frequency and percentage of the respondents classified by city area. The city area distribution of the respondents is categorized into three groups: (1) Phuket (n = 159), (2) Phangnga (n = 269), and (3) Krabi (n = 88). The group with the most respondents consisted of those in the city area of Phangnga (52.1%), closely followed by those from Phuket (30.8%). The smallest group of respondents consisted of those from Krabi, accounting for only 17.1 percent of the total.

Table 11

Description of the Respondents Regarding City Area

City	Frequency	Percent
Phuket	159	30.8
Phangnga	269	52.1
Krabi	88	17.1
Total	516	100.0

Note. Constructed by the researcher and based on field data gathered as part of this investigation.

Number of Hospital Beds

Table 12 illustrates the frequency and percentage of the respondents working in facilities classified by the number of hospital beds. The distribution of hospital beds is categorized into two groups: (1) 201-500 beds (n = 364) and (2) more than 500 beds (n = 152). The group with most hospital beds consisted of those with 201-500 beds (70.5%). The smallest group of hospital beds consisted of those with more than 500 beds, accounting for only 29.5 percent of the total.

Table 12

Description of the Respondents Regarding for Number of Hospital Beds

Number of hospital beds	Frequency	Percent
201-500	364	70.5
More than 500	152	29.5
Total	516	100.0

Note. Constructed by the researcher and based on field data gathered as part of this investigation.

Income

Table 13 illustrates the frequency and percentage of the respondents as classified by income. The income distribution of the respondents is categorized into five groups: (1) income per month of more than 10,000 baht (n = 11), (2) income per month between 10,001-20,000 bath (n = 148), (3) income per month between 20,001-30,000 bath (n = 227) and (4) income per month of between 30,001-40,000 baht (n = 114), and 5) income per month of more than 40,000 baht (n = 16).The group with most respondents consisted of those whose income per month was between 20,001-30,000 bath (44.0%). This was followed the group whose income per month was between 10,001-20,000 baht (28.7%), and those whose income per month was between 30,001-40,000 baht (22.1%).The smallest groups of respondents consisted of those whose income per month was less than 10,000 baht (2.1%) of the total.

Table 13

Description of the Respondents Regarding for Income per Month

Monthly Income (Baht)	Frequency	Percent
Below 10,000	11	2.1
10,001-20,000	148	28.7
20,0001-30,000	227	44.0
30,000-40,000	114	22.1
More than 40,000	16	3.1
Total	516	100.0

Note. Constructed by the researcher and based on field data gathered as part of this investigation.

Descriptive Statistics of Variables

Table 14 shows the mean scores and provides an explanation for the mean values of corporate ethical values (part 2 of the questionnaire; questions 1 to 5). Each item is measured on a five-point scale ranging from 1 to 5 as follows: (1) Strongly disagree, (2) Disagree, 3) Neither agree nor disagree and (4) Agree, and 5) Strongly agree.

The average mean scores of the corporate ethical attributes are calculated by (1) combining the scores of all the items in a scale and (2) dividing the combined scores by the number of items. The average mean score of corporate ethical values (M = 3.86). The mean scores of corporate

ethical values above 3 and below 4 shows that the respondents agree with the corporate ethical values of public hospitals in southern Thailand.

Table 14

Mean Scores of Corporate Ethical Values

Corporate Ethical Values	Mean (a)	Explanation of Mean Value
1. Nursing leaders in my hospital often engage in behavior that I consider unethical.	3.77	Above 3 is neither agree nor disagree.
2. In order to succeed in my hospital, it is often necessary to compromise one's ethics.	3.75	Above 3 is neither agree nor disagree.
3. Top management in my organization has let it be known in no uncertain terms that unethical behavior will not be tolerated.	4.21	Above 4 is agree
4. If a nursing leader in my hospital is discovered to have engaged in unethical behavior that results primarily in personal gain (rather than corporate gain), he or she will be promptly reprimanded.	3.82	Above 3 is neither agree nor disagree.
5. If nurses leader in my hospital is discovered to have engaged in unethical behavior that results primarily in hospital gain (rather than personal gain), he or she will be promptly reprimanded.	3.75	Above 3 is neither agree nor disagree.
Average mean of Corporate Ethical Values (5 items)	3.86	Above 3 is neither agree nor disagree.

(a) Each item is assessed on a five-point Likert scale from 1 (Strongly disagree) to 5 (Strongly agree).

Table 15 shows the mean scores and provides an explanation for the mean values of commitment between nurses and their respective organizations (part 3 of questionnaire; questions 1 to 15). The 10-item scale was used for measuring two commitment dimensions: Organizational commitment and affective commitment. Each item was measured on a five-point scale ranging from 1 to 5 as follows: (1) Strongly disagree, (2) Disagree, (3) Neither agree nor disagree, (4) Agree and (5) Strongly agree.

The average mean scores of the commitment between nurses and their respective organizations are calculated by (1) combining the scores of all the items in a scale and (2) dividing the combined scores by the number of items. The average mean score was calculated of each attributes: Organizational commitment (M = 3.68) and affective commitment (M = 3.59).The average mean score was also calculated of the commitment between nurses and their respective organizations (M = 3.64). The mean scores of the commitment between nurses and their respective organizations above 3 and below 4 shows that the respondents agree that there is commitment between professional nurses and their public hospitals in southern Thailand.

Table 15

Mean Scores of Commitment between Nurses and Their Organizations

Commitment between Nurses and Their Organizations	Mean (a)	Explanation of Mean Value
Organizational Commitment		
1. I am willing to expend a great deal of effort beyond that normally expected in order to help this hospital be successful.	4.21	Above 4 is agree.
2. I talk up the hospital to my friends as a great organization to work for.	3.48	Above 3 is neither agree nor disagree.
3. I would accept almost any type of job assignment in order to keep working for this hospital.	3.34	Above 3 is neither agree nor disagree.
4. I find that my values and the hospital's values are very similar.	3.72	Above 3 is neither agree nor disagree.
5. I am proud to tell others that I am part of this hospital.	3.96	Above 3 is neither agree nor disagree.
6. This hospital really inspires the very best in me in the way of job performance.	3.46	Above 3 is neither agree nor disagree.
7. I am extremely glad that I chose this hospital to work for over others I was considering at the time I joined.	3.49	Above 3 is neither agree nor disagree.
8. I really care about the fate of this hospital.	4.00	A score equal to 4 is agree
9. For me, this is the best of all possible hospitals for which to work.	3.51	Above 3 is neither agree nor disagree.
Average mean of Organizational Commitment to (9 items)	3.68	Above 3 is neither agree nor disagree.

Table 15 (continued)

Commitment between Nurses and Their Organizations	Mean (a)	Explanation of Mean Value
Affective Commitment		
10. I would be very happy to spend the rest of my career with this hospital.	3.43	Above 3 is neither agree nor disagree.
11. I really feel as if this hospital's problems are my own.	3.64	Above 3 is neither agree nor disagree.
12. I do not feel like "part of the family" at my hospital. (*R*)	3.79	Above 3 is neither agree nor disagree.
13. I do not feel "emotionally attached" to this hospital. (*R*)	3.70	Above 3 is neither agree nor disagree.
14. This hospital has a great deal of personal meaning to me.	3.58	Above 3 is neither agree nor disagree.
15. I do not feel a strong sense of "belonging" to my organization. (*R*)	3.40	Above 3 is neither agree nor disagree.
Average mean of Affective Commitment (6 items)	3.59	Above 3 is neither agree nor disagree.
Average mean of Commitment between Nurses and Their Organizations (15 items)	3.64	Above 3 is neither agree nor disagree.

Each item is assessed on a five-point Likert scale from 1 (Strongly disagree) to 5 (Strongly agree).

Table 16 shows the mean scores and provides an explanation for the mean values of job satisfaction (part 4 of questionnaire; questions 1 to 3), using the 3-item scale for measuring job satisfaction. Each item is measured on a five-point scale ranging from 1 to 5 as follows: (1) Strongly disagree, (2) Disagree, (3) Neither agree nor disagree, (4) Agree and (5) Strongly agree.

The average mean scores pertaining to job satisfaction are calculated by (1) combining the scores of all the items in the scale and (2) dividing the combined scores by the number of items. The average mean score of job satisfaction was calculated (M = 4.10). The mean scores of corporate ethical values above 4 and below 5 show that the respondents agree that professional nurses in public hospitals in southern Thailand are satisfied with their jobs.

Table 16

Mean Scores of Job Satisfaction

Job Satisfaction	Mean(a)	Explanation of Mean Value
1. In general, I like working at (Hospital X)	4.05	Above 4 is agree
2. In general, In don't like my job. (*R*)	4.01	Above 4 is agree
3. All in all, I am satisfied with my job.	4.23	Above 4 is agree
Average mean of Job Satisfaction (3 items)	4.10	Above 4 is agree

(a) Each item is assessed on a five-point Likert scale from 1 (Strongly disagree) to 5 (Strongly agree).

Table 17 shows the mean scores and provides an explanation for the mean values of perceived organizational support (part 5 of questionnaire; questions 1 to 8), using the 8-item scale for measuring perceived organizational support. Each item was measured on a five-point scale ranging from 1 to 5 as follows: (1) Strongly disagree, (2) Disagree, (3) Neither agree nor disagree, (4) Agree and (5) Strongly agree.

The average mean scores of perceived organizational support were calculated by (1) combining the scores of all the items in a scale and (2) dividing the combined scores by the number of items. The average mean score of perceived organizational support was M = 3.33. Mean scores of corporate ethical values above 3 and below 4 shows that the respondents agree that professional nurses in public hospitals in southern Thailand have a positive view of perceived organizational support.

Table 17

Mean Scores of Perceived Organizational Support

Perceived Organizational Support	Mean (a)	Explanation of Mean Value
1. The hospital values my contribution to its well-being	3.52	Above 3 are neither agreed nor disagree.
2. The hospital fails to appreciate any extra effort from me.	3.33	Above 3 are neither agreed nor disagree.
3. The hospital would ignore any complaint from me.	3.38	Above 3 are neither agreed nor disagree.

Table 17 (continued)

Perceived Organizational Support	Mean (a)	Explanation of Mean Value
4. The hospital really cares about my well-being.	3.49	Above 3 are neither agreed nor disagree.
5. Even if I did the best job possible, the hospital would fail to notice my efforts.	3.37	Above 3 are neither agreed nor disagree.
6. The hospital cares about my general satisfaction at work.	3.53	Above 3 are neither agreed nor disagree.
7. The hospital shows very little concern for me.	3.40	Above 3 are neither agreed nor disagree.
8. The hospital takes pride in my accomplishments at work.	3.60	Above 3 are neither agreed nor disagree.
Average mean of Perceived Organizational Support (8 items)	3.33	Above 3 are neither agreed nor disagree.

Each item is assessed on a five-point Likert scale from 1 (Strongly disagree) to 5 (Strongly agree).

Reliability of the Survey Instrument

This study calculated the reliability coefficients using SPSS version 15.0. The reliability coefficients for professional nurses' job satisfaction, corporate ethical values, commitment between nurses and their respective organizations, and perceived organizational support are as follows: (1)

Corporate Ethical Values ($\alpha = 0.829$), (2) Organizational Commitment ($\alpha = 0.846$), (3) Affective Commitment ($\alpha = 0.915$), (4) Job Satisfaction ($\alpha = 0.786$) and (5) Perceived Organizational Support ($\alpha = 0.936$). As all of Cronbach's alpha coefficients for the scales are greater than 0.70, the scale were deemed acceptable. The reliability coefficients for the scales utilized in this study are reported in Table 18.

Table 18

Reliability of Each of the Measurements for this Study

Measurement	Factor	Number of Items	Cronbach's Alpha
Corporate Ethical Values		5	.829
Commitment between Nurses and Their Organizations		9	.846
	Organizational Commitment Affective Commitment	6	.915
Job Satisfaction		3	.786
Perceived Organizational Support		8	.936

Hypothesis Testing

Hypothesis 1 to The Hypothesis 5 notes will be tested by using Correlation Analysis.

The Hypothesis One

$H1_0$: There is no correlation between job satisfaction and organizational commitment.

$H1_1$: There is correlation between job satisfaction and organizational commitment.

Hypothesis 1 was tested using Pearson's correlation coefficient. The level of significance for this test was a = 0.01. Table 19 presents the correlation between job satisfaction and organizational commitment. $H1_1$ was supported as the results show a correlation that is significant at the 0.01 level (r = .419). The results show that job satisfaction is positively correlated with organizational commitment.

Table 19

Correlation between Job Satisfaction and Organizational Commitment

		Job Satisfaction	Organizational Commitment
Job Satisfaction	Pearson's Correlation	1	.419(**)
	Sig. (2 - tailed)	.	.000
	N	516	516
Organizational	Pearson's Correlation	.419(**)	1
Commitment	Sig. (2 - tailed)	.000	.
	N	516	516

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

The Hypothesis Two

$H2_0$: There is no correlation between job satisfaction and affective commitment.

$H2_1$: There is correlation between job satisfaction and affective commitment.

Hypothesis 2 was tested using the Pearson's correlation. The level of significance for this test was a = 0.01. Table 20 presents the correlation between job satisfaction and affective commitment. $H2_1$ is supported as the results show a correlation that is significant at the 0.01 level (r = .384). The results show the job satisfaction is positively correlated with affective commitment.

Table 20

Correlation Between Job Satisfaction and Affective Commitment

		Job Satisfaction	Affective Commitment
Job Satisfaction	Pearson's Correlation	1	.384(**)
	Sig. (2 - tailed)	.	.000
	N	516	516
Affective	Pearson's Correlation	.384(**)	1
Commitment	Sig. (2 - tailed)	.000	.
	N	516	516

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

Hypothesis Three

$H3_0$: There is no correlation between corporate ethical values and perceived organizational support.

$H3_1$: There is a correlation between corporate ethical values and perceived organizational support.

Hypothesis 3 was tested using Pearson's correlation coefficient. The level of significance for this test was a = 0.01. Table 21 presents the correlation between corporate ethical values and perceived organizational support. $H3_1$ is supported as the results show a correlation that is significant at the 0.01 level (r = .121). The results show that corporate ethical values are significantly positive correlated with perceived organizational support.

Table 21

Correlation between Corporate Ethical Values and Perceived Organizational Support

		Corporate Ethical Values	Perceived Organizational Support
Corporate	Pearson Correlation	1	.121(**)
Ethical Values	Sig. (2 - tailed)	.	.000
	N	516	516
Perceived	Pearson Correlation	.121(**)	1
Organizational	Sig. (2 - tailed)	.000	.
Support	*N*	516	516

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

Hypothesis Four

$H4_0$: There is no correlation between perceived organizational support and job satisfaction.

$H4_1$: There is correlation between perceived organizational support and job satisfaction.

Hypothesis 4 was tested using the Pearson's correlation coefficient. The level of significance for this test was a = 0.01. Table 22 presents the correlation between perceived organizational support and job satisfaction. $H4_1$ is supported as the results show a correlation that is significant at the 0.00

level (r = .124). The results show that perceived organizational support is positively correlated with job satisfaction.

Table 22

Correlation between Perceived Organizational Support and Job Satisfaction

		Perceived Organizational Support	Job Satisfaction
Perceived	Pearson's Correlation	1	.124(**)
Organizational	Sig. (2 - tailed)	.	.000
Support	*N*	516	516
Job Satisfaction	Pearson's Correlation	.124(**)	1
	Sig. (2 - tailed)	.000	.
	N	516	516

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

The Hypothesis Five

$H5_0$: There is no correlation between corporate ethical values and organizational commitment.

$H5_1$: There is a correlation between corporate ethical values and organizational commitment.

Hypothesis 5 was tested using the Pearson's correlation. The level of significance for this test was a = 0.01. Table 23 presents the correlation between corporate ethical values and organizational commitment. $H5_1$ is

supported as the results show a correlation that is significant at the 0.01 level ($r = .280$). And the corporate ethical values has statistic significantly with affective commitment at the 0.01 level ($r = .397$). The results show that corporate ethical values are positively correlated with organizational commitment and affective commitment.

Table 23

Correlation between Corporate Ethical Values and Commitment between Nurses and Their Organizations

		Corporate Ethical Values	Organizational Commitment	Affective Commitment
Corporate Ethical Values	Pearson Correlation	1	.280(**)	.397(**)
	Sig. (2 - tailed)	.	.000	.000
	N	516	516	516
Organizational Commitment	Pearson Correlation	.280(**)	1	.704(**)
	Sig. (2 - tailed)	.000	.	.
	N	516	516	516
Affective Commitment	Pearson Correlation	.397(**)	.704(**)	1
	Sig. (2 - tailed)	.000	.	.
	N	516	516	516

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

In this study, the researcher studies the positive relationship between corporate ethical values and job satisfaction and commitment between nurses

and their respective organizations (organizational commitment and affective commitment). The relationship between corporate ethical values and job satisfaction, commitment between nurses and organization was tested using the Pearson's correlation coefficient. The level of significance for this test was .034, .000, and .00. Table 24 presents the correlation between corporate ethical values and job satisfaction, commitment between nurses and their respective organizations. The results show a correlation that is significant at the 0.05(r = .093) level of job satisfaction and .001(r = .280 and r = .397) of commitment between nurses and the organizations that employ them.

Table 24

Correlation between Corporate Ethical Values, Job Satisfaction, Organization Commitment, and Affective Commitment

		Job Satisfaction	Organizational Commitment	Affective Commitment
Corporate Ethical Values	Pearson Correlation	.093(*)	.280(**)	.397(**)
	Sig. (2 - tailed)	.034	.000	.000
	N	516	516	516

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

*Correlation is significant at the 0.05 level (1 - tailed).

Note. That Hypothesis 6 to Hypothesis 18 will be tested by using One-Way Analysis of Variance (ANOVA).

The Hypothesis Six

$H6_0$: There is no statistical significance relationship between age and job satisfaction.

$H6_1$: There is a statistical significance relationship between age and job satisfaction.

The relationship between age and job satisfaction was tested using ANOVA and Post-hoc Scheffé's test. Table 25 shows the mean and standard deviation for the entire sampling of respondents. It can be seen that the mean scores go up as the age of the groups goes up.

Table 25

Descriptive for Age Relating to Job Satisfaction

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
21-30	84	4.1918	.61571	.06718	4.0582	4.3254	1.00	5.00
31-40	204	4.0245	.80468	.05634	3.9134	4.1356	1.00	5.00
41-50	185	4.1568	.73661	.05416	4.0499	4.2636	1.00	5.00
51-60	43	4.3411	.57398	.08753	4.1644	4.5177	1.11	5.00
Total	516	4.1255	.73895	.03253	4.0616	4.1894	1.00	5.00

It can be concluded that there is a significant difference between the age groups. The ANOVA results are Table 26 shows the *F* values to be 2.856 and at a significant level .037, which is less than .05. This means that we can

reject $H6_0$ and accept $H6_1$, indicating that there are significant differences in job satisfaction between different age groups.

Table 26

One-Way Analysis of Variance (ANOVA) Relating to Age and Job Satisfaction

			Sum of Squares	*df*	Mean Squares	*F*	Sig.
Between Groups	(Combined)		4.629	3	1.543	2.856	.037
	Linear Term	Unweighted	1.030	1	1.030	1.907	.168
		Weighted	.942	1	.942	1.743	.187
		Deviation	3.687	2	1.844	3.413	.034
Within Groups			276.585	512	.540		
Total			281.214	515			

Table 27 indicates that The Robust Test of Equality of Means confirms these findings at a level of .018 shown in this table, thus confirming that there is a significant difference between age and job satisfaction.

Table 27

Robust Test of Equality of Means Relating to Age and Job Satisfaction

	Statistic (a)	*df*1	*df*2	Sig.
Brown-Forsythe	3.406	3	384.853	.018

(a) Asymptotically *F* distributed

Table 28 contains some interesting findings, derived from Scheffé's test, showing significant differences between age groups. The difference within all the age groups is low except for the 31-40 age group, there are significant differences within the 41-50 age groups. Thus, there are significant differences between age groups in this regard.

Table 28

Multiple Comparisons Relating to Age and Job Satisfaction

	(1) Age	(2) Age	Mean Difference (1-2)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheffé	31-40	21-30	.08866	.08785	.797	-.1577	.3351
		41-50	.29483(*)	.06880	.000	.1019	.4878
		51-60	.25410	.11371	.174	-.0648	.5730
	41-50	21-30	-.20618	.08916	.149	-.4562	.0439
		31-40	-.29483(*)	.06880	.000	-.4878	-.1019
		51-60	-.04073	.11472	.989	-.3625	.2810

*The mean difference is significant at the .05 level.

The graph in Figure 8 illustrates this well, as can be seen in the job satisfaction scores of the younger staff aged 21-30 years, which are lower. In terms of job satisfaction, respondents aged of 31-40 years scored the lowest, while with respondents aged 41-50, the job satisfaction scores go up. Respondents in the older age bracket of 51-60 got high scores on the instrument that was capable of measuring a range of levels pertaining to job

satisfaction. Consequently, it appears that as the professional nurses get older, they become increasingly satisfied with their jobs. This supports the findings of the existing literature which indicate that older people have higher levels of job satisfaction.

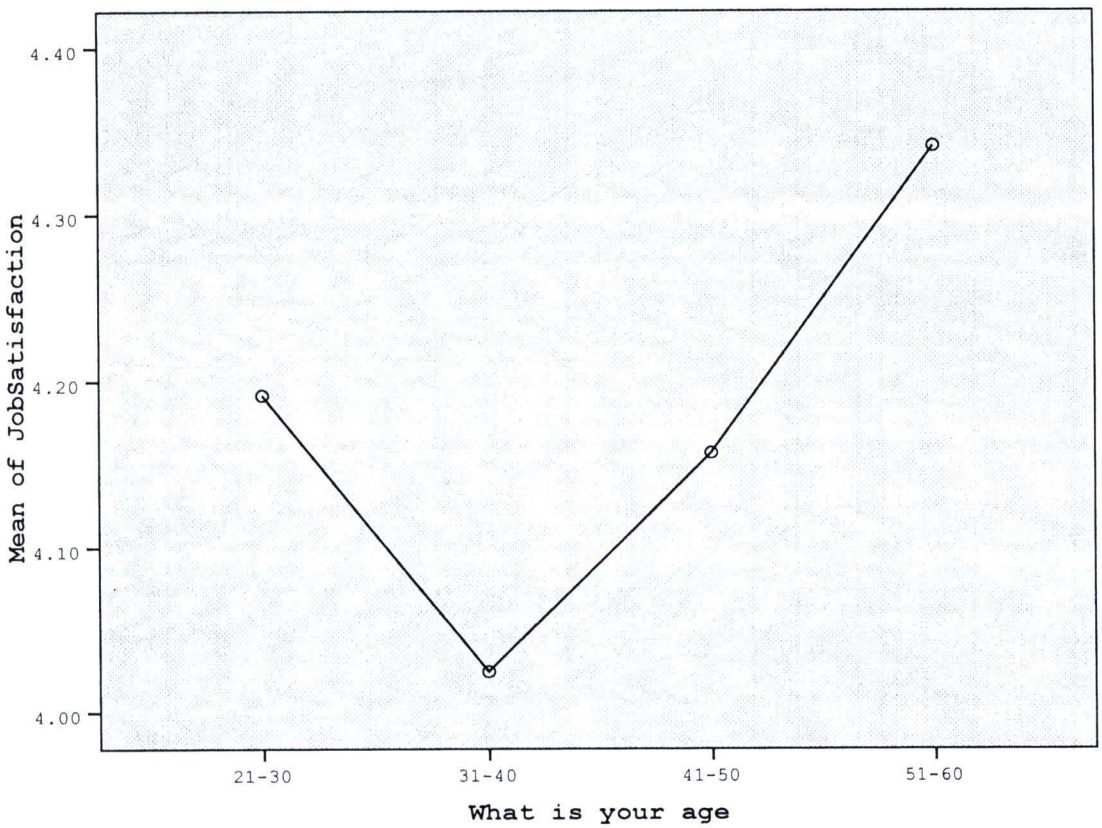

Figure 8 Mean plots relating to age and job satisfaction.

Hypothesis Seven

$H7_0$: There is no statistically significant relationship between age and affective commitment.

$H7_1$: There is a statistically significant relationship between age and affective commitment.

The relationship between age and affective commitment was tested using ANOVA and Post-hoc Scheffé's test. Table 29 shows the mean and standard deviation for the entire sampling of respondents. It can be seen that the mean scores increase as the age of the groups increases. Thus, it can be concluded that there is a significant difference between the age groups.

Table 29

Descriptive Statistics Relating to Age and Affective Commitment

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
21-30	84	3.3611	.68344	.07457	3.2128	3.5094	1.33	4.50
31-40	204	3.5596	.71047	.04974	3.4616	3.6577	1.33	5.00
41-50	185	3.6838	.73977	.05439	3.5765	3.7911	1.33	5.00
51-60	43	3.9651	.64093	.09774	3.7679	4.1624	2.00	4.83
Total	516	3.6056	.72584	.03195	3.5428	3.6684	1.33	5.00

The ANOVA results in Table 30 shows that the *F* values are 7.994 and at a significant level of .000, which is less than .05. This means that we can reject $H7_0$ and accept $H7_1$ and conclude that there are significant differences in Affective Commitment between different age groups.

Table 30

One-Way Analysis of Variance (ANOVA) Relating to Age and Affective Commitment

			Sum of Squares	*df*	Mean Squares	*F*	Sig.
Between Groups	(Combined)		12.141	3	4.047	7.994	.000
	Linear Term	Unweighted	11.473	1	11.473	22.663	.000
		Weighted	11.641	1	11.641	22.996	.000
		Deviation	.499	2	.250	.493	.611
Within Groups			259.186	512	.506		
Total			271.327	515			

Table 31 indicates that The Robust Test of Equality of Means confirms these findings at a level of .000 shown in this table, thus confirming that there is a significant difference between age and affective commitment.

Table 31

Robust Tests of Equality of Means Relating to Age and Affective Commitment

	Statistic (a)	*df*1	*df*2	Sig.
Brown-Forsythe	8.527	3	319.420	.000

(a) Asymptotically *F* distributed

Table 32 contains interesting findings from the application of Scheffé's test, showing a significant difference between age groups. The differences

within all the age groups are low except for the 21-30 age groups, where there are significant differences within the age groups of 41-50 and 51-60. And the age groups of 31-40 where are significant difference within the age group of 51-60. The age group of 51-60 where are significant different within the age group of 21-30 and 31-40. Thus, there are significant differences between the age groups, which in turn support the findings of the existing literature indicating that older people have a higher level of affective commitment.

Table 32

Multiple Comparisons Relating to Age and Affective Commitment

	(1) Age	(2) Age	Mean Difference (1-2)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheffé	21-30	31-40	-.19853	.09224	.202	-.4572	.0602
		41-50	-.32267(*)	.09361	.008	-.5852	-.0601
		51-60	-.60401(*)	.13341	.000	-.9782	-.2298
	31-40	21-30	.19853	.09224	.202	-.0602	.4572
		41-50	-.12414	.07223	.400	-.3267	.0785
		51-60	-.40548(*)	.11939	.010	-.7403	-.0706
	41-50	21-30	.32267(*)	.09361	.008	.0601	.5852
		31-40	.12414	.07223	.400	-.0785	.3267
		51-60	-.28133	.12045	.143	-.6192	.0565
	51-60	21-30	.60401(*)	.13341	.000	.2298	.9782
		31-40	.40548(*)	.11939	.010	.0706	.7403
		41-50	.28133	.12045	.143	-.0565	.6192

*The mean difference is significant at the .05 level.

The graph in Figure 9 illustrates this well. As can be seen, the affective commitment scores of the younger staff aged 21-30 was low. As the respondents reached the age of 31-40 and 41-50, however their affective commitment scores grow correspondingly higher. Respondents in the oldest age bracket (51-60) yielded the highest scores in terms of affective commitment. Consequently, it appears that as professional nurses grow older they exhibit more and more affective commitment.

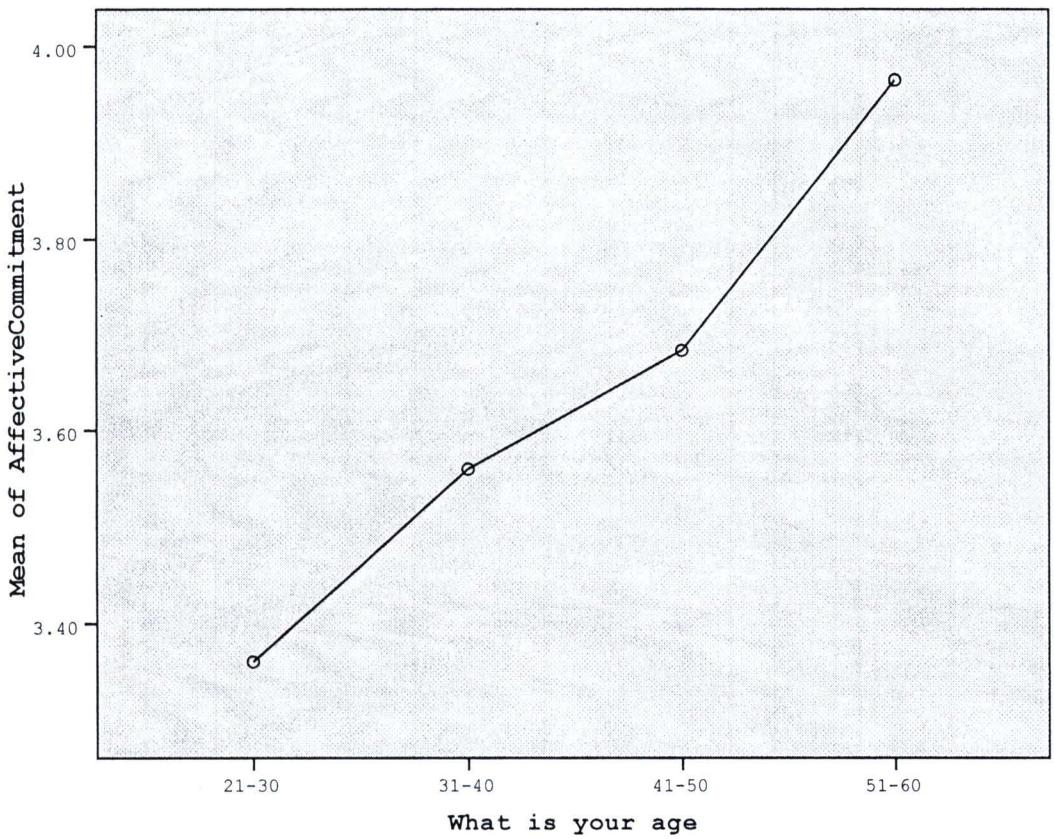

Figure 9 Mean plots relating to age and affective commitment.

Hypothesis Eight

$H8_0$: There is no statistically significant relationship between age and organizational commitment.

$H8_1$: There is a statistically significant relationship between age and organizational commitment.

The relationship between age and organizational commitment was tested using ANOVA and Post-hoc Scheffé's test. Table 33 shows the mean and standard deviation for the entire sampling of respondents. It can be seen that the mean scores increase as the age of the group increases. It can be concluded that there is a significant difference between the age groups in this regard.

Table 33

Descriptive Statistics Relating to Age and Organizational Commitment

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
21-30	84	3.5820	.49679	.05420	3.4742	3.6898	1.78	4.33
31-40	204	3.6743	.45693	.03199	3.6112	3.7374	2.44	5.00
41-50	185	3.7039	.52188	.03837	3.6282	3.7796	1.22	5.00
51-60	43	3.8630	.50386	.07684	3.7080	4.0181	3.11	5.00
Total	516	3.6856	.49461	.02177	3.6428	3.7284	1.22	5.00

The ANOVA results in Table 34 shows *F* values to be 3.235 and at a significant level of .022, which is less than .05. This means that we can reject

H80 and accept *H81*, namely that there are significant differences in Organizational Commitment between different age groups.

Table 34

One-Way Analysis of Variance (ANOVA) Relating to Age and Organizational Commitment

			Sum of Squares	*df*	Mean Square	*F*	Sig.
Between Groups	(Combined)		2.343	3	.781	3.235	.022
	Linear Term	Unweighted	2.331	1	2.331	9.652	.002
		Weighted	2.004	1	2.004	8.296	.004
		Deviation	.340	2	.170	.704	.495
Within Groups			123.644	512	.241		
Total			125.988	515			

Table 35 indicates that The Robust Test of Equality of Means confirms these findings at a level of .025 shown in this table, thereby confirming that is a significant difference between age and organizational commitment.

Table 35

Robust Tests of Equality of Means Relating to Age and Organizational Commitment

	Statistic (a)	*df*1	*df*2	Sig.
Brown-Forsythe	3.166	3	267.564	.025

Asymptotically *F* distributed

Table 36 contains some interesting findings, derived from Scheffé's test, in that the differences in terms of organizational commitment within all the age groups are low except for the 21-30 age group where there are significant difference within the age groups of 51-60. And the 51-60 age group where there are significant differences within the age groups of 21-30. Thus, it may be concluded that there are significant differences between the age groups in terms of organizational commitment.

Table 36

Multiple Comparisons Relating to Age and Organizational Commitment

	(1) Age	(2) Age	Mean Difference (1-2)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheffé	21-30	31-40	-.09228	.06371	.553	-.2710	.0864
		41-50	-.12189	.06466	.315	-.3032	.0595
		51-60	-.28104(*)	.09215	.026	-.5395	-.0226
	51-60	21-30	.28104(*)	.09215	.026	.0226	.5395
		31-40	.18876	.08246	.157	-.0425	.4200
		41-50	.15915	.08320	.302	-.0742	.3925

*The mean difference is significant at the .05 level.

The graph in figure 10 illustrates this well. As can be seen, the organizational commitment scores of the younger staff aged 21-30 were the lowest. Respondents aged 31-40 and 41-50 scored increasingly higher in terms of organizational commitment, while respondents aged 51-60 scored the highest. Consequently, it appears that as the professional nurses grow older, they exhibit a greater degree of organizational commitment.

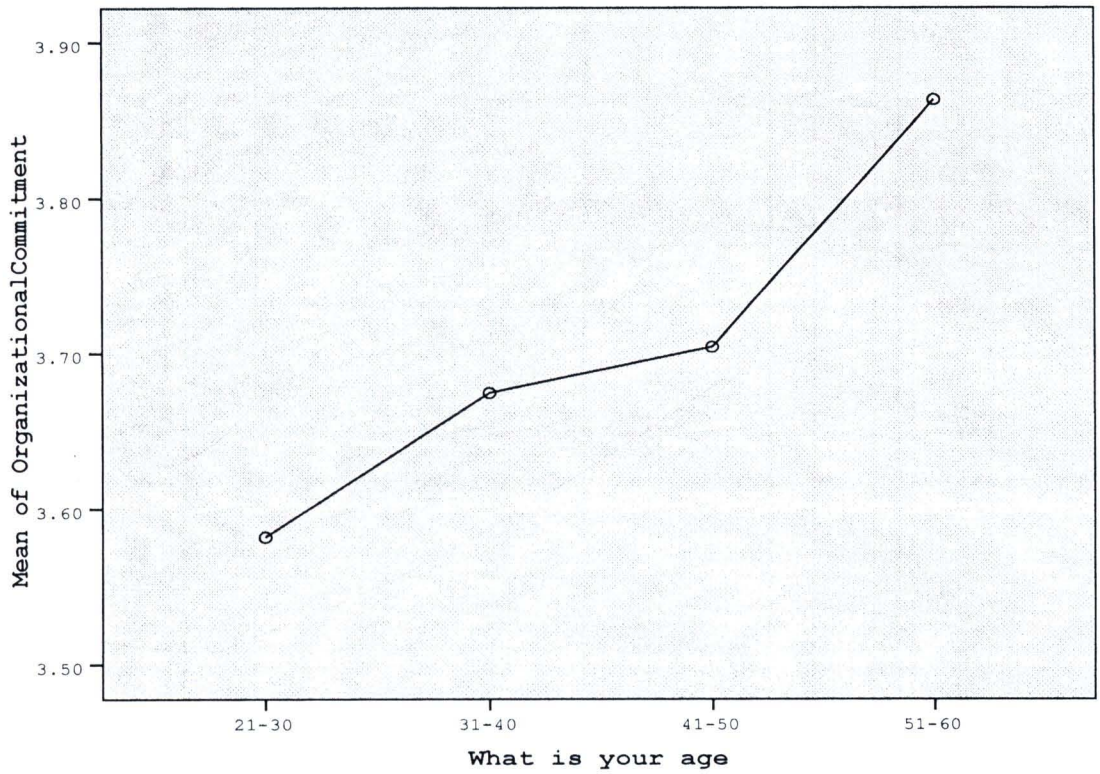

Figure 10 Mean plots relating to age and organizational commitment.

The Hypothesis Nine

$H9_0$: There is no statistically significance relationship between age and corporate ethical values.

$H9_1$: There is a statistically significant relationship between age and corporate ethical values.

The relationship between age and ethical values was tested using One-way ANOVA and Post-hoc Scheffé's test. Table 37 shows the mean and standard deviation for the entire sampling of respondents. It can be see that the mean scores decline as the age of the groups increases. Thus, it can be

concluded that there is a significant difference between the age group in this regard.

Table 37

Descriptive Statistics Relating to Age and Corporate Ethical Values

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
21-30	84	3.9143	.62655	.06836	3.7783	4.0503	1.60	5.00
31-40	204	4.0029	.46703	.03270	3.9385	4.0674	1.80	5.00
41-50	185	3.7081	.80514	.05920	3.5913	3.8249	1.40	4.80
51-60	43	3.7488	.96322	.14689	3.4524	4.0453	1.60	4.80
Total	516	3.8616	.68877	.03032	3.8021	3.9212	1.40	5.00

The ANOVA results in Table 38 shows the *F* values to be 6.688 and at a significant level of .000, which is less than .05. This means that we can reject $H9_0$ and accept $H9_1$, namely that there are significant differences in corporate ethical values (CEV) between different age groups.

Table 38

One-Way Analysis of Variance (ANOVA) Relating to Age and Corporate Ethical Values

			Sum of Squares	*df*	Mean Square	*F*	Sig.
Between Groups	Combined)		9.214	3	3.071	6.688	.000
	Linear Term	Unweighted	1.916	1	1.916	4.172	.042
		Weighted	4.845	1	4.845	10.551	.001
		Deviation	4.369	2	2.184	4.757	.009
Within Groups			235.106	512	.459		
Total			244.320	515			

Table 39 indicates that The Robust Test of Equality of Means confirms these findings at a level of .002 shown in this table, thus, the findings confirm that different age have a significant relationship with corporate ethical values (CEV).

Table 39

Robust Tests of Equality of Means Relating to Age and Corporate Ethical Values

	Statistic (a)	*df*1	*df*2	Sig.
Brown-Forsythe	5.336	3	152.544	.002

(a) Asymptotically *F* distributed

The result of Post-hoc Scheffé's in table 40 yields a number of interesting findings. The difference within all the age groups is except for the 31-40 age groups where there is significant difference within the 41-50 age groups. And the 41-50 age group where there are significant difference within the 31-40 age groups. Thus, there are significant differences between age groups.

Table 40

Multiple Comparisons Relating to Age and Corporate Ethical Values

	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheffé	31-40	21-30	.08866	.08785	.797	-.1577	.3351
		41-50	.29483(*)	.06880	.000	.1019	.4878
		51-60	.25410	.11371	.174	-.0648	.5730
	41-50	21-30	-.20618	.08916	.149	-.4562	.0439
		31-40	-.29483(*)	.06880	.000	-.4878	-.1019
		51-60	-.04073	.11472	.989	-.3625	.2810

*The mean difference is significant at the .05 level.

The graph in Figure 11 illustrates this well. As can be seen, the scores on corporate ethical values of the younger staff are higher. The older the respondents, the more corporate ethical values score declines. The corporate ethical values instrument measures a range of ethical values. It appears that as professional nurses grow older they become less ethical. This goes against the

existing literature which indicates that older people have higher ethical values, but supports the finding that younger professional nurses have a higher level of ethical value than older professional nurses.

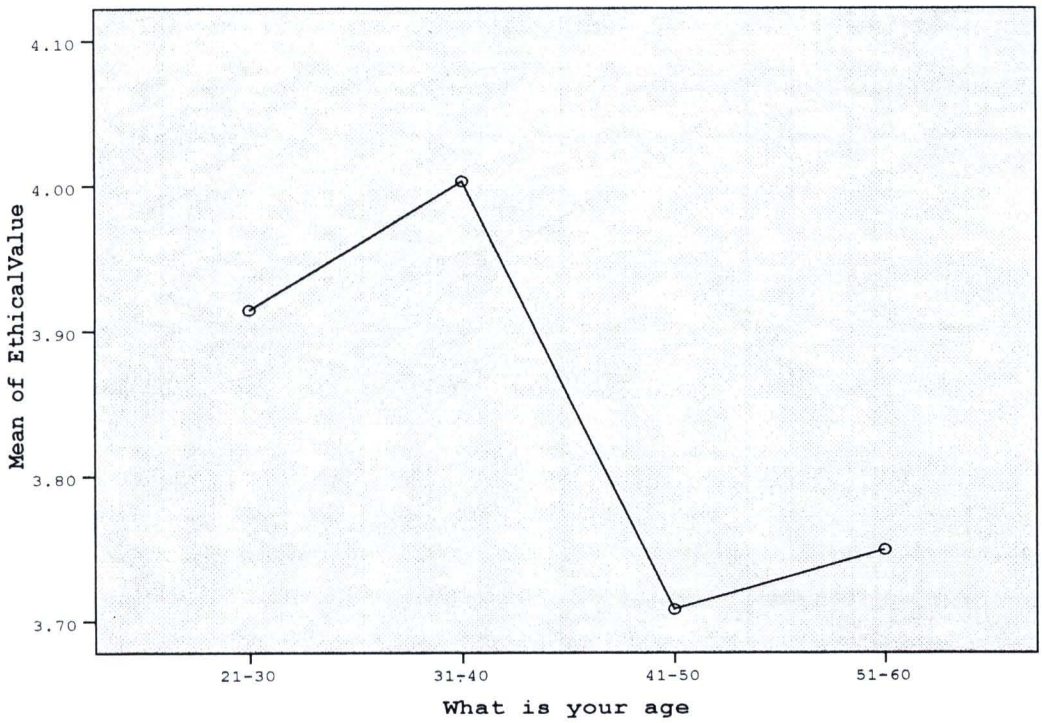

Figure 11 Mean plots relating to age and corporate ethical values.

The Hypothesis Ten

$H10_0$: There is no statistical significance relationship between education and job satisfaction.

$H10_1$: There is statistical significance relationship between education and job satisfaction.

The relationship between education and job satisfaction was tested using ANOVA and Posthoc Scheffé's test. Table 41 shows the mean and standard deviation for the entire respondent. It can be thus seen the mean scores go down, thus it can be summarized that there is a significant difference between the education groups.

Table 41

Descriptive Statistics Relating to Education and Job Satisfaction

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Bachelor's of science degree (nursing)	455	4.2283	.48889	.02292	4.1833	4.2734	1.11	455
Master's degree (nursing)	40	2.8333	1.58619	.25080	2.3260	3.3406	1.00	40
Master's degree (other than nursing)	21	4.3598	.30206	.06591	4.2223	4.4973	3.56	21
Total	516	4.1255	.73895	.03253	4.0616	4.1894	1.00	516

The ANOVA result is table 4 2 shows the *F* values to be 2.856 and significant level .037, which is less than .05. This means that we can reject the $H10_0$ and accept $H10_1$, namely that there are significant differences in job satisfaction between different education groups.

Table 42

One-Way Analysis of Variance (ANOVA) Relating to Education and Job Satisfaction

			Sum of Squares	*df*	Mean Square	*F*	Sig.
Between Groups	Combined)		4.629	3	1.543	2.856	.037
	Linear Term	Weighted Deviation	25.385	1	25.385	62.469	.000
			47.367	1	47.367	116.564	.000
Within Groups			208.462	513	.406		
Total			281.214	515			

Table 43 indicates that The Robust Test of Equality of Means confirms these findings at .000 shown in this table, thus confirming that differences in educational level have a significant with job satisfaction.

Table 43

Robust Tests of Equality of Means Relating to Education and Job Satisfaction

	Statistic (a)	*df*1	*df*2	Sig.
Brown-Forsythe	29.856	2	42.869	.000

(a) Asymptotically *F* distributed

The Scheffé's test is no significant difference between education groups. The research, using Scheffé's test, in table 44, yields interesting finding. Within all the education groups, the difference is low except for the Bachelor of Science degree (nursing) education group where there are significant difference within the Master's degree (nursing) education groups. The Master's degree (nursing) group where there are significant differences within the Bachelor of science degree (nursing) and Master's degree (other than nursing) educational groups. Master's degree (other than nursing) educational groups, where there are significant differences within the Master's degree (nursing). Thus, there has significant different between education group.

Table 44

Multiple Comparisons Relating to Education and Job Satisfaction

	(I) Education	(J) Education	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheffé	Bachelor's of Science degree (nursing)	Master's degree (nursing)	1.39499(*)	.10513	.000	1.1369	1.6531
		Master's degree (other than nursing)	-.13146	.14228	.653	-.4807	.2178
	Master's degree (nursing)	Bachelor of Science degree (nursing)	1.39499(*)	.10513	.000	-1.6531	-1.1369
		Master's degree (other than nursing)	1.52646(*)	.17178	.000	-1.9482	-1.1047
	Master's degree (other than nursing)	Bachelor's of science degree (nursing)	.13146	.14228	.653	-.2178	.4807
		Master's degree (nursing)	1.52646(*)	.17178	.000	1.1047	1.9482

*The mean difference is significant at the .05 level.

The graph in Figure 12 illustrates this well. As can be seen, as regards nurses with Bachelor's degree of science, the lower the level of job satisfaction. Surprisingly, the higher the educational level of the respondents,

for example a Master's degree in nursing, the lower the level of job satisfaction. The job satisfaction instrument measures a range of levels of job satisfaction. It appears that the higher the level of education of professional nurses in science, the less satisfied they are with their jobs. This supports the findings cited in the literature review, which indicate that professional nurses with a lower level of lower education (Bachelor degree of Science in nursing) have a higher level of job satisfaction than professional nurses who have a Master's degree in nursing.

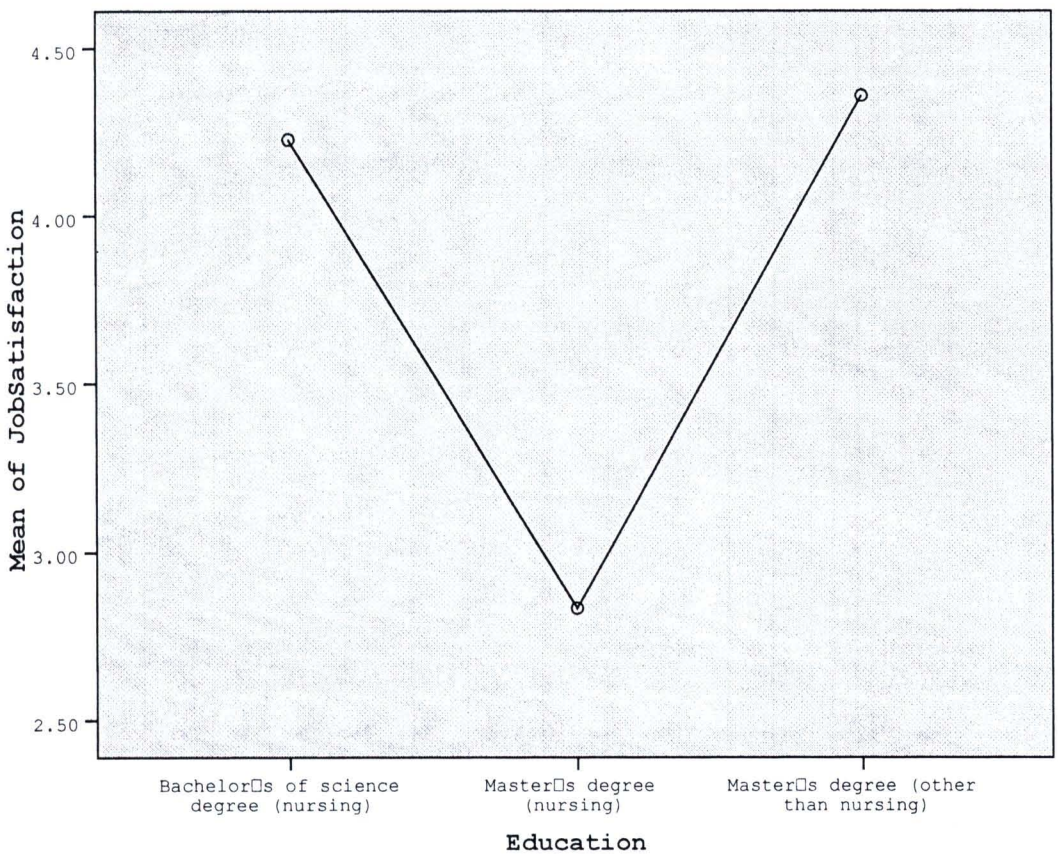

Figure 12 Mean plots relating to education and job satisfaction.

Hypothesis Eleven

$H11_0$: There is no statistical significance relationship between education and organizational commitment.

$H11_1$: There is a statistical significance relationship between education and organizational commitment.

The relationship between education and organizational commitment was tested using ANOVA and Posthoc Scheffé's test. Table 45 shows the mean and standard deviation for the entire sampling of respondents. It can be seen that the mean scores go down as the level of education of the groups goes up. It can be concluded that in this regard there is a significant difference between the groups of respondents with differing levels of education. This supports the findings cited in the literature review, which indicate that those with a lower level of education in nursing science exhibited a greater level of organizational commitment than those with a higher level of education in nursing science.

Table 45

Descriptive Statistics Relating to Education and Organizational Commitment

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Bachelor's degree (nursing)	455	3.7062	.46321	.02172	3.6636	3.7489	1.78	5.00
Master's degree (nursing)	40	3.4056	.69664	.11015	3.1828	3.6284	1.22	4.78
Master's degree (other than nursing)	21	3.7725	.55497	.12111	3.5199	4.0251	2.56	4.78
Total	516	3.6856	.49461	.02177	3.6428	3.7284	1.22	5.00

The ANOVA results in table 46 show the *F* values to be 7.306 and at a significant level of .001, which is less than .05. This means that we can reject $H11_0$ and accept $H11_1$, namely that there are significant differences in organizational commitment between groups with different levels of education.

Table 46

One-Way Analysis of Variance (ANOVA) Relating to Education and Organizational Commitment

			Sum of Squares	*df*	Mean Square	*F*	Sig.
Between Groups	Combined)		3.489	2	1.745	7.306	.001
	Linear Term	Weighted	.937	1	.927	3.881	.049
		Deviation	2.562	1	2.562	10.731	.001
Within Groups			122.489	513	.239		
Total			125.988	515			

Table 47 indicates that the Robust Test of Equality of Means confirms these findings at .014 shown in this table, thus confirming that differences in educational level have a significant relationship with organizational commitment.

Table 47

Robust Tests of Equality of Means Relating to Education and Organizational Commitment

	Statistic (a)	*df*1	*df*2	Sig.
Brown-Forsythe	4.540	2	62.135	.014

Asymptotically *F* distributed

Table 48 shows the results of Scheffé's test, which demonstrates significant differences between groups of nurses with different educational qualifications. The difference within all the education groups is low except for

the group with a Bachelor's of Science degree (nursing), but there are significant differences within the Master's degree (nursing) groups. Master's degree (nursing) education group where there are significant differences within the Bachelor's of science degree (nursing) and Master's degree (other than nursing) education groups. The Master's degree group (other than nursing) has significant differences with the group with a Master's nursing. Thus, one can conclude that there are significant differences between these groups of nurses with different levels of education.

Table 48

Multiple Comparisons Relating to Education and Organizational Commitment

	(1) Education	(2) Education	Mean Difference (1-2)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheffé	Bachelor's of science degree (nursing)	Master's degree (nursing)	.30067(*)	.08059	.000	.1028	.4985
		Master's degree (other than nursing)	-.06626	.10907	.832	-.3340	.2015

Table 48 (continued)

(1) Education	(2) Education	Mean Difference (1-2)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Master's degree (nursing)	Bachelor's of science degree (nursing)	-.30067(*)	.08059	.001	-.4985	-.1028
	Master's degree (other than nursing)	-.36693(*)	.13168	.021	-.6902	-.0437
Master's degree (other than nursing)	Bachelor's of Science degree (nursing)	.06626	.10907	.832	-.2015	.3340
	Master's degree (nursing)	.36693(*)	.13168	.021	.0437	.6902

*The mean difference is significant at the .05 level.

The graph in Figure 13 illustrates this well. As can be seen, the organizational commitment scores of those with Bachelor of Science degrees (in nursing) and Master's degrees (other than nursing), scored higher in terms of organizational commitment. Surprisingly, regarding respondents with a Master's degree (in nursing), the organizational commitment scores go down. The organizational commitment instrument measures a range of levels of

organizational commitment. It appears that the higher the educational qualification in science (Master's degree level), the less organizational commitment

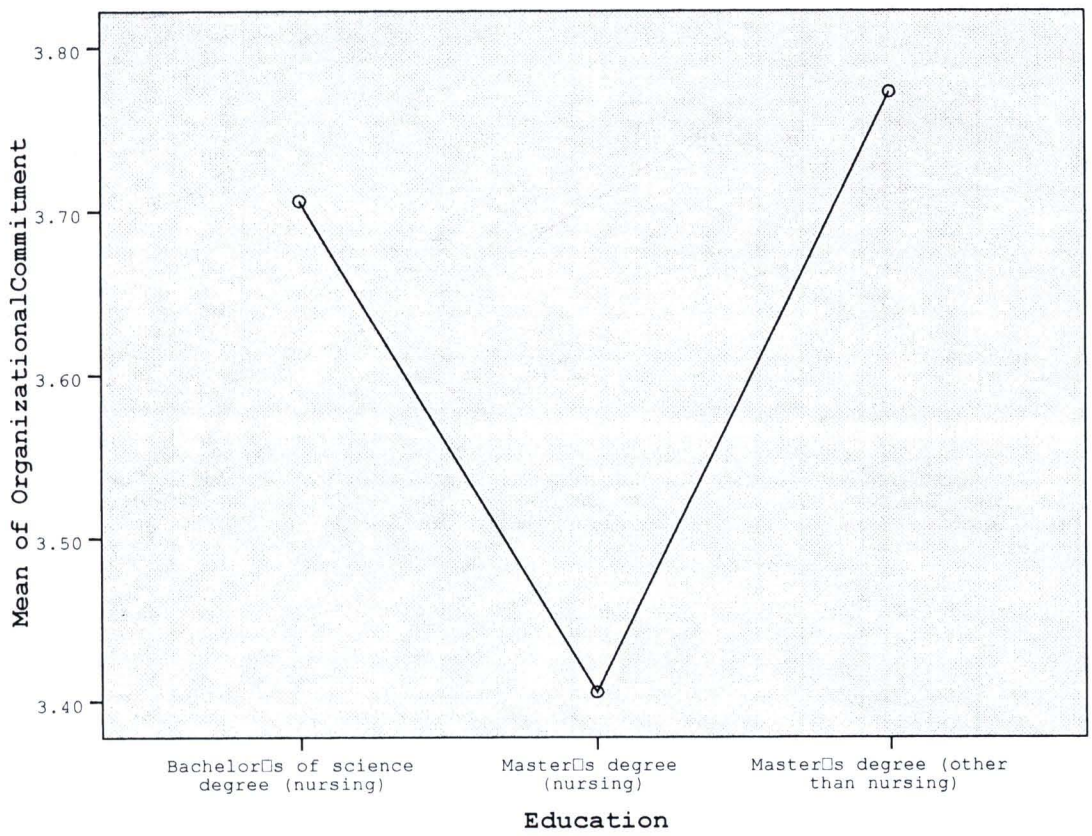

Figure 13 Mean plots relating to education and organizational commitment.

Hypothesis Twelve

$H12_0$: There is no statistically significant relationship between tenure and job satisfaction.

$H12_1$: There is a statistically significant relationship between tenure and job satisfaction.

The relationship between tenure and job satisfaction was tested using ANOVA and Post-hoc Scheffé's test. Table 49 shows the mean and standard deviation for the entire sampling of respondents. It can be seen that the mean scores go down, thus it can be concluded that there is a significant difference between the tenure groups.

Table 49

Descriptive Statistics Relating to Tenure and Job Satisfaction

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
< 1 years	11	4.3333	.36175	.10907	4.0903	4.5764	3.56	4.89
1-10 years	159	4.1530	.60519	.04799	4.0582	4.2478	1.00	5.00
11-20 years	202	3.9917	.86805	.06108	3.8713	4.1122	1.00	5.00
> 20 years	144	4.2670	.66632	.05553	4.1572	4.3767	1.00	5.00
Total	516	4.1255	.73895	.03253	4.0616	4.1894	1.00	5.00

The ANOVA results in table 50 show the *F* values to be 4.415 and at a significant level of .004, which is less than .05. This means that we can reject $H12_0$ and accept $H12_1$ in that there are significant differences in job satisfaction between groups with different lengths of tenure.

Table 50

One-Way Analysis of Variance (ANOVA) Relating to Tenure and Job Satisfaction

			Sum of Squares	*df*	Mean Square	*F*	Sig.
Between Groups	Combined)		7.092	3	2.364	4.415	.004
	Linear Term	Unweighted	.146	1	.146	.272	.602
		Weighted	.379	1	.379	.708	.401
		Deviation	6.713	2	3.356	6.269	.002
Within Groups			274.122	512	.535		
Total			281.214	515			

Table 51 indicates that The Robust Test of Equality of Means confirms these findings at a level of .000 shown in this table, thus confirming that different lengths of tenure have a significant relationship with job satisfaction.

Table 51

Robust Tests of Equality of Means Relating to Tenure and Job Satisfaction

	Statistic (a)	*df*1	*df*2	Sig.
Brown-Forsythe	6.113	3	353.304	.000

Asymptotically *F* distributed

Table 52 shows the results of Scheffé's test, indicating that there is a significant difference between tenure groups. The difference within all the tenure groups is low except for the group with 11-20 years' tenure, where there are significant differences within the group, as there are with the groups

with more than 20 years' tenure. And the tenure more than 20 years has significant difference within the tenure 11-20 years. Thus there are significant differences between the various groups in terms of tenure.

Table 52

Multiple Comparisons Relating to Tenure and Job Satisfaction

	(1) Tenure	(2) Tenure	Mean Difference (1-2)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheffé	11-20 years	< 1 years	-.18029	.22812	.891	-.8201	.4595
		1-10 years	.16129	.07757	.230	-.0563	.3789
		> 20 years	-.27523(*)	.07980	.008	-.4991	-.0514
	> 20 years	< 1 years	-.06636	.22889	.994	-.7083	.5756
		1-10 years	.11394	.08417	.608	-.1222	.3500
		11-20 years	.27523(*)	.07980	.008	.0514	.4991

*The mean difference is significant at the .05 level.

The graph in Figure 14 illustrates this well. As can be seen, the job satisfaction scores of those staff members with less than 1 year of tenure group are higher. Respondents with more than 1 year of tenure group have less job satisfaction. Surprisingly, respondents with more than 20 years of tenure exhibit a high level of job satisfaction.

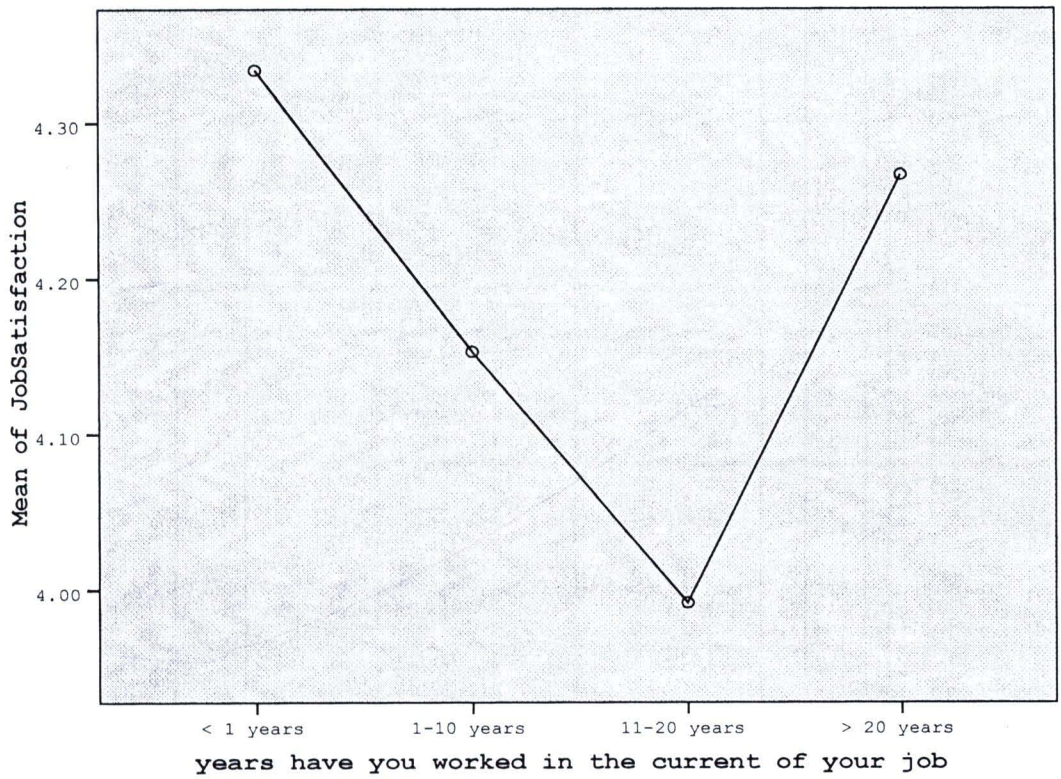

Figure 14 Mean plots relating to tenure and job satisfaction.

Hypothesis Thirteen

$H13_0$: There is no statistically significant relationship between tenure and affective commitment.

$H13_1$: There is a statistically significant relationship between tenure and affective commitment.

The relationship between tenure and affective commitment was tested using ANOVA and Post-hoc Scheffé's test. Table 53 shows the mean and standard deviation for the entire sampling of respondents. It can be seen the mean scores go down as the length of tenure of the various groups goes up.

It can be concluded, therefore, that there is a significant difference between the various groups.

Table 53

Descriptive Statistics Relating to Tenure and Affective Commitment

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
< 1 years	11	3.5000	.62361	.18803	3.0811	3.9189	2.50	4.17
1-10 years	159	3.4298	.74450	.05904	3.3132	3.5464	1.33	5.00
1-20 years	202	3.6040	.69463	.04887	3.5076	3.7003	1.50	5.00
> 20 years	144	3.8102	.70865	.05905	3.6935	3.9269	1.33	5.00
Total	516	3.6056	.72584	.03195	3.5428	3.6684	1.33	5.00

The ANOVA results in table 54 show the *F* values to be 7.257 and at a significant level of .000, which is less than .05. This means that we can reject $H13_0$ and accept $H13_1$ in that there are significant differences in affective commitment between the different tenure groups.

Table 54

One-Way Analysis of Variance (ANOVA) Relating to Tenure and Affective Commitment

			Sum of Squares	*df*	Mean Square	*F*	Sig.
Between Groups	Combined)		11.066	3	3.689	7.257	.000
	Linear Term	Unweighted	1.368	1	1.368	2.692	.101
		Weighted	10.365	1	10.365	20.390	.000
		Deviation	.701	2	.351	.690	.502
Within Groups			260.261	512	.508		
Total			271.327	515			

Table 55 indicates that The Robust Test of Equality of Means confirms these findings at a level of .000 shown in this table, thus confirming that different lengths of tenure have a significant relationship with affective commitment.

Table 55

Robust Tests of Equality of Means Relating to Tenure and Affective Commitment

	Statistic (a)	*df*1	*df*2	Sig.
Brown-Forsythe	7.794	3	120.253	.000

(a) Asymptotically *F* distributed

Table 56 shows the results of the Scheffé's test, indicating significant differences between the various tenure groups. The difference within all the

tenure groups is low, except for the group with 1-10 years where there are significant differences within the tenure more than 20 years groups. And the tenure more than 20 years has significant difference within the tenure 1-10 years. Thus there are significant differences between groups with different lengths of tenure.

Table 56

Multiple Comparisons Regarding Tenure and Affective Commitment

	(1) Tenure	(2) Tenure	Mean Difference (1-2)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheffé	1-10 years	< 1 years	-.07023	.22228	.992	-.6937	.5532
		11-20 years	-.17419	.07559	.152	-.3862	.0378
		> 20 years	-.38042(*)	.08202	.000	-.6105	-.1504
	> 20 years	< 1 years	.31019	.22303	.587	-.3154	.9357
		1-10 years	.38042(*)	.08202	.000	.1504	.6105
		11-20 years	.20622	.07776	.072	-.0119	.4243

*The mean difference is significant at the .05 level.

The graph in Figure 15 illustrates this well. As can be seen, the affective commitment scores of the group with less than 1 year of tenure of staff are high. The respondents from the group of staff members with more than 1-10 years of tenure exhibit less affective commitment. Surprisingly, respondents with than 20 years of tenure score high on affective commitment.

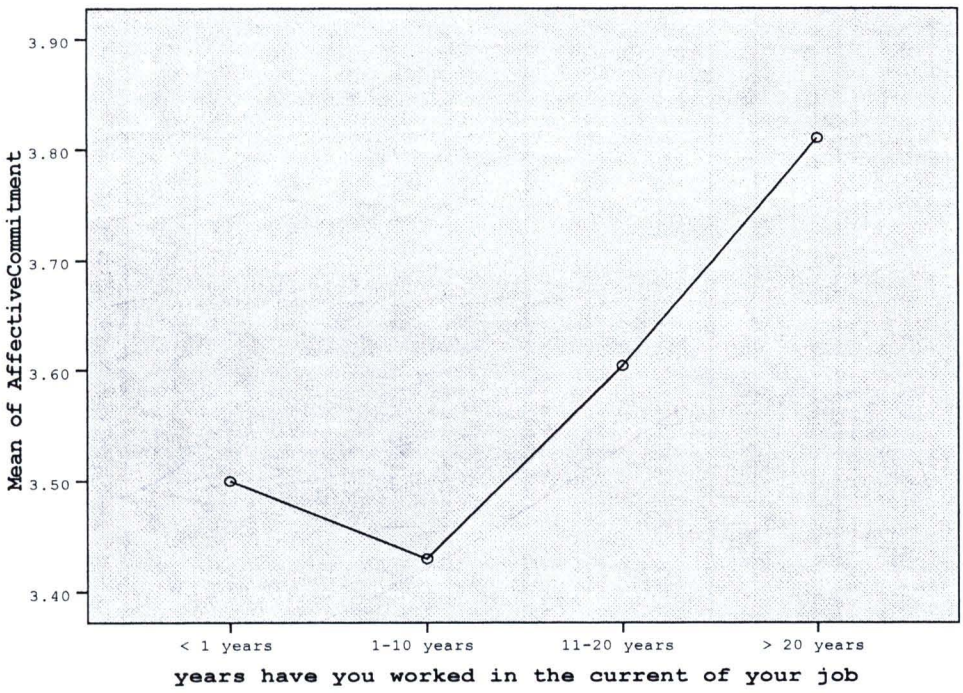

Figure 15 Mean plots relating to tenure and affective commitment.

Hypothesis Fourteen

$H14_0$: There is no statistically significant relationship between work experience and job satisfaction.

$H14_1$: There is statistically significant relationship between work experience and job satisfaction.

The relationship between work experience and job satisfaction was tested using ANOVA and the Post-hoc Scheffé's test. Table 57 shows the mean and standard deviation for the entire sampling of respondent. It can be seen that the mean scores go down. It can be concluded that there is a significant difference between the work experience groups.

Table 57

Descriptive Statistics Relating to Work Experience and Job Satisfaction

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
< 1 years	6	4.2222	.47140	.19245	3.7275	4.7169	3.56	4.89
1-10 years	155	4.1806	.55687	.04473	4.0923	4.2690	1.00	5.00
11-20 years	197	3.9656	.92603	.06598	3.8355	4.0957	1.00	5.00
> 20 years	158	4.2672	.59473	.04731	4.1738	4.3607	1.00	5.00
Total	516	4.1255	.73895	.03253	4.0616	4.1894	1.00	5.00

The ANOVA results in Table 58 show the *F* values to be 5.473 and at a significant level of .001, which is less than .05. This means that we can reject $H14_0$ and accept $H14_1$ in that there are significant differences between different work experience groups in terms of job satisfaction.

Table 58

One-Way Analysis of Variance (ANOVA) Relating to Work Experience and Job Satisfaction

			Sum of Squares	*df*	Mean Square	*F*	Sig.
Between Groups	Combined)		8.738	3	2.913	5.473	.001
	Linear Term	Unweighted	.004	1	.004	.008	.930
		Weighted	.478	1	.478	.898	.344
		Deviation	8.261	2	4.130	7.761	.000
Within Groups			272.475	512	.532		
Total			281.214	515			

Table 59 indicates that The Robust Test of Equality of Means confirms these findings at a level of .000 shown in this table, thus confirming that differences in work experience have a significant relationship with job satisfaction.

Table 59

Robust Tests of Equality of Means Relating to Work Experience and Job Satisfaction

	Statistic (a)	*df*1	*df*2	Sig.
Brown-Forsythe	7.209	3	124.817	.000

(a) Asymptotically *F* distributed.

Table 60 shows the results of Scheffé's test, indicating significant disparities between groups with differences in terms of their years of work experience. The difference within all the work experience groups is low, except for the 11-20 years where there are significant differences within the work experience more than 20 years groups. And the work experience more than 20 years has significant difference within the work experience 11-20 years. Thus, there are significant differences between the various groups who differ in terms of their work experience.

Table 60

Multiple Comparisons Relating to Work Experience and Job Satisfaction

	(1) Work Experience	(2) Work Experience	Mean Difference (1-2)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheffé	11-20 years	< 1 years	-.25663	.30232	.868	-1.1046	.5913
		1-10 years	-.21505	.07833	.058	-.4347	.0046
		> 20 years	-.30163(*)	.07791	.002	-.5202	-.0831
	> 20 years	< 1 years	.04501	.30342	.999	-.8060	.8960
		1-10 years	.08658	.08247	.777	-.1447	.3179
		11-20 years	.30163(*)	.07791	.002	.0831	.5202

*The mean difference is significant at the .05 level.

The graph in Figure 16 illustrates this well. As can be seen, the job satisfaction scores of the group of staff members with less than 1 year of work experience is higher. Respondents with more than 1 year of tenure exhibit less job satisfaction. Surprisingly, respondents with more than 20 years of work experience score high on job satisfaction.

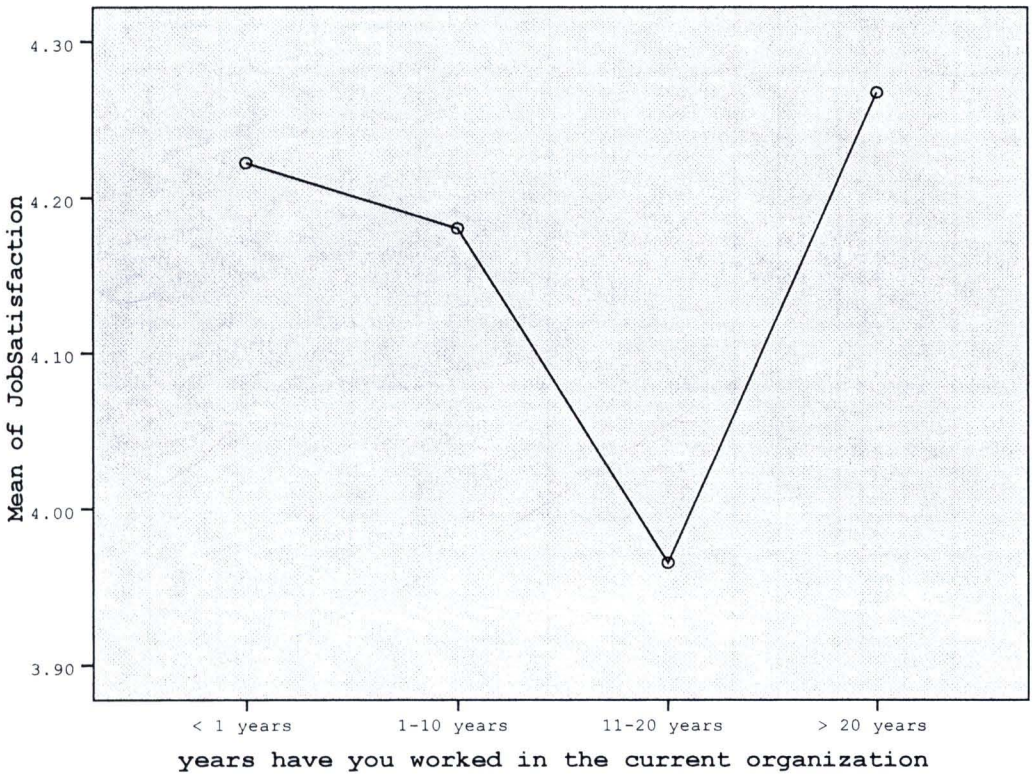

Figure 16 Mean plots relating to work experience and job satisfaction.

Hypothesis Fifteen

$H15_0$: There is no statistically significant relationship between work experience and affective commitment.

$H15_1$: There is statistically significant relationship between work experience and affective commitment.

The relationship between work experience and affective commitment was tested using ANOVA and the Post-hoc Scheffé's test. Table 61 shows the mean and standard deviation for the entire sampling of respondents. It can be seen that the mean scores go up, thus it can be concluded that there is a

significant difference between the groups with different amounts of work experience.

Table 61

Descriptive Statistics Relating to Work Experience and Affective Commitment

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
< 1 years	6	3.2500	.67289	.27471	2.5438	3.9562	2.50	4.00
1-10 years	155	3.4688	.68476	.05500	3.3602	3.5775	1.33	5.00
11-20 years	197	3.5787	.73935	.05268	3.4748	3.6826	1.33	5.00
> 20 years	158	3.7869	.71701	.05704	3.6742	3.8996	1.33	5.00
Total	516	3.6056	.72584	.03195	3.5428	3.6684	1.33	5.00

The ANOVA results in Table 62 show the *F* values to be 5.853 and at a significant level of .001, which is less than .05. This means that we can reject $H15_0$ and accept $H15_1$ in that there are significant differences in affective commitment between groups with different amounts of work experience.

Table 62

One-Way Analysis of Variance (ANOVA) Relating to Work Experience and Affective Commitment

			Sum of Squares	df	Mean Square	F	Sig.
Between Groups	Combined)		8.996	3	2.999	5.853	.001
	Linear Term	Unweighted	1.888	1	1.888	3.684	.055
		Weighted	8.694	1	8.694	16.969	.000
		Deviation	.302	2	.151	.294	.745
Within Groups			262.331	512	.512		
Total			271.327	515			

Table 63 indicates that The Robust Test of Equality of Means confirms these findings at a level of .001 shown in this table, thus confirming that differences in work experience have a significant relationship with affective commitment.

Table 63

Robust Tests of Equality of Means Relating to Work Experience and Affective Commitment

	Statistic (a)	*df*1	*df*2	Sig.
Brown-Forsythe	6.119	3	51.286	.001

(a) Asymptotically *F* distributed

Table 64 show the results of Scheffé's test, indicating significant differences between work experience groups. The difference within all the

work experience groups is low except for the 1-10 years where there is significant difference within the work experience more than 20 years groups. And the work experience more than 20 years has significant difference within the work experience 1-10 years. Thus there are significant differences between groups with varying levels of work experience.

Table 64

Multiple Comparisons Relating to Work Experience and Affective Commitment

	(1) Work Experience	(2) Work Experience	Mean Difference (1-2)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheffé	1-10 years	< 1 years	.21882	.29783	.910	-.6165	1.0542
		11-20 years	-.10986	.07685	.564	-.3254	.1057
		> 20 years	-.31810(*)	.08092	.002	-.5451	-.0911
	> 20 years	< 1 years	.53692	.29772	.355	-.2981	1.3720
		1-10 years	-.31810(*)	.08092	.002	-.5451	-.0911
		11-20 years	.20824	.07644	.061	-.0062	.4226

*The mean difference is significant at the .05 level.

The graph in Figure 17 illustrates this well. As can be seen, the affective commitment scores of the group of staff members with less than 1 year of work experience are lower. The more years of work experience the respondents (from over 1 year to more than 20 years), the higher the level of affective commitment.

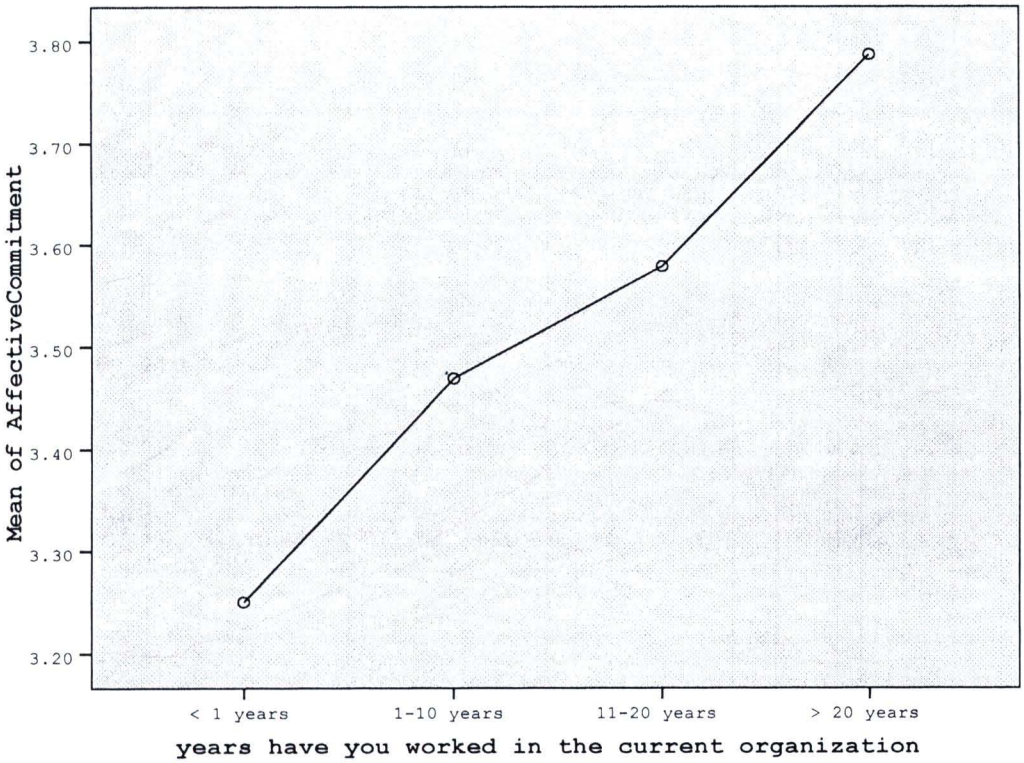

Figure 17 Mean plots relating to work experience and affective commitment.

Hypothesis Sixteen

$H16_0$: There is no statistically significant relationship between marital status and job satisfaction.

$H16_1$: There is a statistically significant relationship between marital status and job satisfaction.

The relationship between marital status and job satisfaction was tested using ANOVA and the Post-hoc Scheffé's test. Table 65 shows the mean and standard deviation for the entire sampling respondents. It can be seen that the mean scores go up. It can be concluded that there is a significant difference between the various groups with differing degrees of marital status.

Table 65

Descriptive Statistics Relating to Marital Status and Job Satisfaction

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Single	195	3.9481	.97723	.06998	3.8101	4.0862	1.00	5.00
Married	286	4.2288	.53112	.03141	4.1670	4.2906	1.00	5.00
Divorced/Separated	31	4.2581	.41315	.07420	4.1065	4.4096	3.56	4.89
Divorced/remarried	4	4.3611	.39933	.19967	3.7257	4.9965	4.00	4.89
Total	516	4.1255	.73895	.03253	4.0616	4.1894	1.00	5.00

The ANOVA results in Table 66 show the *F* values to be 6.263 and at a significant level of .000, which is less than .05. This means that we can reject $H16_0$ and accept $H16_1$ in that there are significant differences in terms of job satisfaction between the various groups with differing degrees of marital status.

Table 66

One-Way Analysis of Variance (ANOVA) Relating to Marital Status and Job Satisfaction

			Sum of Squares	*df*	Mean Square	*F*	Sig.
Between Groups	Combined)		9.954	3	3.318	6.263	.000
	Linear Term	Unweighted	.690	1	.690	1.302	.254
		Weighted	8.454	1	8.454	15.956	.000
		Deviation	1.500	2	.750	1.416	.244
Within Groups			271.260	512	.530		
Total			281.214	515			

Table 67 indicates that The Robust Test of Equality of Means confirms these findings at a level of .000 shown in this table, thus confirming that differences in marital status have a significant relationship with job satisfaction.

Table 67

Robust Tests of Equality of Means Relating to Marital Status and Job Satisfaction

	Statistic (a)	*df*1	*df*2	Sig.
Brown-Forsythe	9.585	3	97.349	.000

(a) Asymptotically *F* distributed

Table 68 shows the results of Scheffé's test indicating that there is a significant difference between the various groups with differing degrees of

marital status. The difference within all the marital status groups is low, except for those who are single, while there are significant differences within the married groups. And the married group has significant difference within the single group. Thus, there are significant differences between the various groups with differing degrees of marital status.

Table 68

Multiple Comparisons Relating to Marital Status and Job Satisfaction

	(1) Marital Status	(2) Marital Status	Mean Difference (1-2)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheffé	Single	Married	-.28068(*)	.06760	.001	-.4703	-.0911
		Divorced/Separated	-.30992	.14074	.185	-.7047	.0848
		Divorced/remarried	-.41296	.36765	.738	-1.4442	.6182
	Married	Single	.28068(*)	.06760	.001	.0911	.4703
		Divorced/separated	-.02924	.13763	.997	-.4153	.3568
		Divorced/remarried	-.13228	.36647	.988	-1.1602	.8956

*The mean difference is significant at the .05 level.

The graph in Figure 18 illustrates this well. As can be seen, the job satisfaction scores of single nurses are lower. Respondents who got married, and were divorced/separated scored high in terms of job satisfaction. Surprisingly, respondents who had gotten divorced/remarried scored high with regard to job satisfaction.

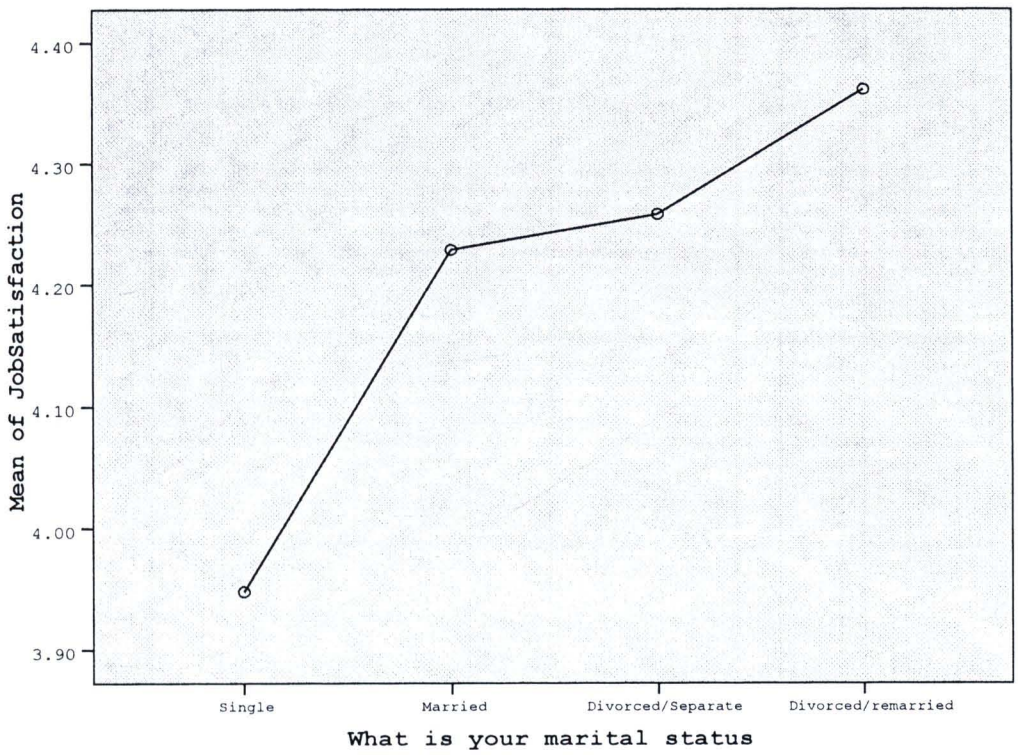

Figure 18 Mean plots relating to marital status and job satisfaction.

Hypothesis Seventeen

$H17_0$: There is no statistically significant relationship between marital status and affective commitment.

$H17_1$: There is a statistically significant relationship between marital status and affective commitment.

The relationship between marital status and affective commitment was tested using ANOVA and the Post-hoc Scheffé's test. Table 69 shows the mean and standard deviation for the entire sampling of respondents. It can be see the mean scores go up. It can be concluded that there is a significant

difference in terms of affective commitment between the various groups with differing degrees of marital status.

Table 69

Descriptive Statistics Relating to Marital Status and Affective Commitment

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Single	195	3.4530	.77211	.05529	3.3439	3.5620	1.33	5.00
Married	286	3.6906	.69733	.04123	3.6094	3.7717	1.33	5.00
Divorced/separated	31	3.7366	.56071	.10071	3.5309	3.9422	2.50	4.67
Divorced/remarried	4	3.9583	.08333	.04167	3.8257	4.0909	3.83	4.00
Total	516	3.6056	.72584	.03195	3.5428	3.6684	1.33	5.00

The ANOVA results in Table 70 show the *F* values to be 4.942 and at a significant level of .002, which is less than .05. This means that we can reject $H17_0$ and accept $H17_1$ that there are significant differences in affective commitment between the various groups with differing degrees of marital status.

Table 70

One-Way Analysis of Variance (ANOVA) Relating to Marital Status and Affective Commitment

			Sum of Squares	*df*	Mean Square	*F*	Sig.
Between Groups	Combined)		7.635	3	2.545	4.942	.002
	Linear Term	Unweighted	1.046	1	1.046	2.032	.155
		Weighted	6.892	1	6.892	13.381	.000
		Deviation	.744	2	.372	.722	.486
Within Groups			263.692	512	.515		
Total			271.327	515			

Table 71 indicates that The Robust Test of Equality of Means confirms these findings at a level of .000 shown in this table, thus confirming that differences in marital status have a significant relationship with affective commitment.

Table 71

Robust Tests of Equality of Means Relating to Marital Status and Affective Commitment

	Statistic (a)	*df*1	*df*2	Sig.
Brown-Forsythe	8.579	3	208.425	.000

Asymptotically *F* distributed

The Scheffé test in Table 72 yielded some interesting findings in that the difference within all the groups pertaining to marital status was low except

for those who were single where there are significant differences within the married groups. And the married group has significant difference within the single group. Thus, there are significant differences in affective commitment between the various groups with differing degrees of marital status.

Table 72

Multiple Comparisons Relating to Marital Status and Affective Commitment

	(1) Marital Status	(2) Marital Status	Mean Difference (1-2)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheffé	Single	Married	-.23757(*)	.06665	.006	-.4245	-.0506
		Divorced/Separates	-.30992	.14074	.185	-.7047	.0848
		Divorced/remarried	-.41296	.36765	.738	-1.444	.6182
	Married	Single	.23757(*)	.06665	.006	.0506	.4245
		Divorced/Separate	-.02924	.13763	.997	-.4153	.3568
		Divorced/remarried	-.13228	.36647	.998	-1.160	.8956

*The mean difference is significant at the .05 level.

As can be seen from the graph in Figure 19. the affective commitment scores of single of marital status group of staff is lower. Respondents who were married, divorced / separated, on the other hand, scored high in terms of affective commitment. Surprisingly the respondents go divorced /remarried of marital status group of staff high affective commitment.

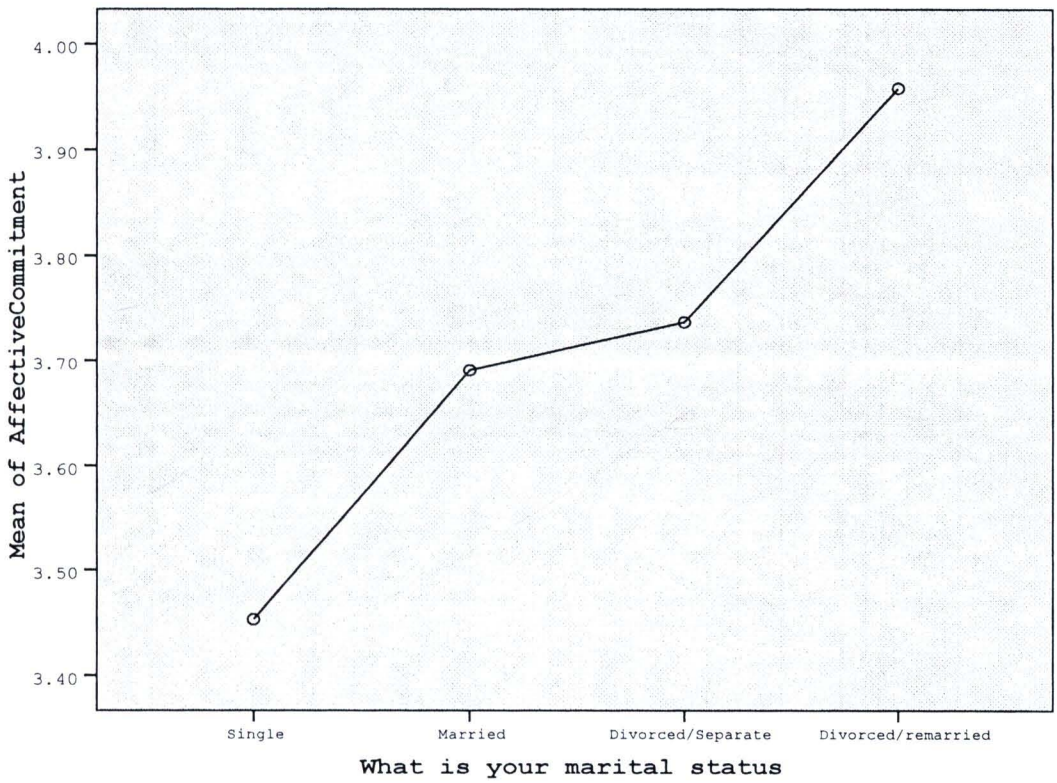

Figure 19 Mean plots relating to marital status and affective commitment.

The Hypothesis Eighteen

$H18_0$: There is no statistically significant relationship between income and job satisfaction.

$H18_1$: There is a statistically significant relationship between income and job satisfaction.

The relationship between income and job satisfaction was tested using ANOVA and the Post-hoc Scheffé's test. Table 73 shows the mean and standard deviation for the entire sampling of respondents. It can be see the mean scores go up. Thus it can be concluded that there is a significant difference between the various groups with differing degrees of income.

Table 73

Descriptive Statistics Relating to Income and Job Satisfaction

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
< 10,000 Baht	11	4.1414	.45837	.13820	3.8335	4.4493	3.56	4.89
10,001-20,000 Baht	148	4.2252	.37784	.03106	4.1638	4.2866	3.56	5.00
20,001-30,000 Baht	227	3.9770	1.00960	.06701	3.8450	4.1090	1.00	5.00
30,001-40,000 Baht	114	4.2641	.38130	.03571	4.1934	4.3349	3.44	5.00
>40,001 Baht	16	4.3125	.37454	.09363	4.1129	4.5121	3.56	5.00
Total	516	4.1255	.73895	.03253	4.0616	4.1894	1.00	5.00

The ANOVA results in table 74 shows the *F* values to be 4.336 and at a significant level of .002, which is less than .05. This means that we can reject $H18_0$ and accept $H18_1$ in that there are significant differences in job satisfaction between different income groups.

Table 74

One-Way Analysis of Variance (ANOVA) Relating to Income and Job Satisfaction

			Sum of Squares	*df*	Mean Square	*F*	Sig.
Between Groups	Combined)		9.231	4	2.308	4.336	.002
	Linear Term	Unweighted	.231	1	.231	.434	.510
		Weighted	.121	1	.121	.227	.634
		Deviation	9.110	3	3.037	5.706	.001
Within Groups			271.982	511	.532		
Total			281.214	515			

Table 75 indicates that The Robust Test of Equality of Means confirms these findings at a level of .000 shown in this table, thus confirming that differences in an income have a significant relationship with job satisfaction.

Table 75

Robust Tests of Equality of Means Relating to Income and Job Satisfaction

	Statistic (a)	*df*1	*df*2	Sig.
Brown-Forsythe	8.187	4	179.413	.000

Asymptotically *F* distributed

The Scheffé test in Table 76 yields some interesting findings. The difference within all the groups is low except for those who are lower income where there are significant differences within the various income groups. And the income of 10,001-20,000 bath groups has significant difference within the

income of 20,001-30,000 bath groups. And the income of 20,001-30,000 bath groups has significant difference within the income 10,001-20,000 bath and income between 30,001-40,000 bath groups. And the income of 30,001-40,000 groups has significant difference within the income of 20,001-30,000 bath groups.

Table 76

Multiple Comparisons Relating to Income and Job Satisfaction

	(1) Income	(2) Income	Mean Difference (1-2)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheffé	10,001-20,000 Baht	< 10,000 Baht	-.08381	.22800	.998	-.7887	.6211
		20,001-30,000 Baht	.24823(*)	.07708	.036	.0099	.4865
		30,001-40,000 Bath	-.12272	.23034	.991	-.8348	.5894
		>40,001 Baht	-.17109	.28575	.986	-1.0545	.7123
	20,001-30,000 Baht	< 10,000 Baht	-.16442	.22524	.970	-.8607	.5319
		10,001-20,000 Baht	-.24823(*)	.07708	.036	-.4865	-.0099
		30,001-40,000 Baht	-.28714(*)	.08375	.020	-.5460	-.0282
		>40,001 Baht	-.33551	.18871	.532	-.9189	.2497
	30,001-40,000 Bath	< 10,000 Baht	.12272	.23034	.991	-.5894	.8348
		10,001-20,000 Baht	.03891	.09091	.996	-.2422	.3200
		20,001-30,000 Baht	.28714(*)	.08375	.020	.0282	.5460
		>40,001 Baht	-.33551	.18871	.532	-.9189	.2479

*The mean difference is significant at the .05 level.

As can be seen from the graph is Figure 20, the job satisfaction scores of those with income less than 10,000 baht are high. Respondents with incomes of between 20,001-30,000 baht scored lowest in terms of job satisfaction. The respondents with incomes of more than 40,000 baht scored the highest in terms of job satisfaction.

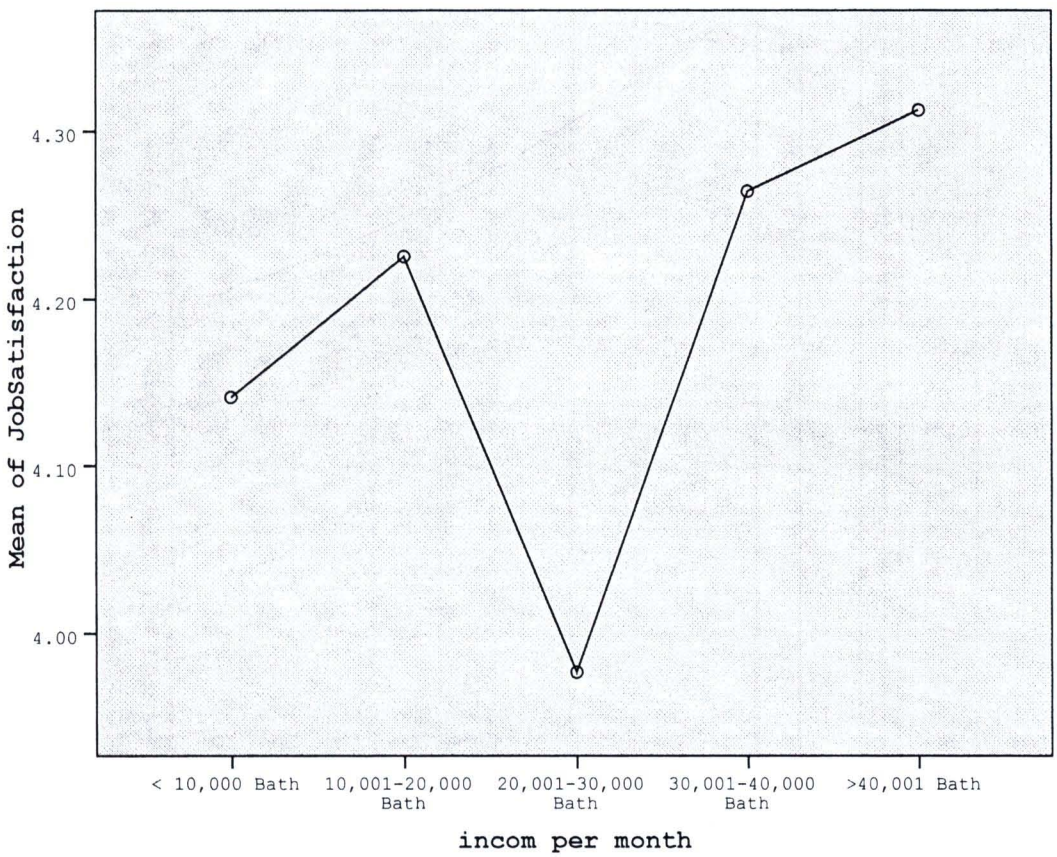

Figure 20 Mean plots relating to income and job satisfaction.

In this study, the researcher studied the relationship between particular city areas and the number of beds available in the hospitals in those areas that affects corporate ethical values, job satisfaction, organizational commitment, and affective commitment.

This relationship was tested using ANOVA and the Post-hoc Scheffé's test. Table 77 shows the mean and standard deviation for the entire sampling of respondents. It can be see the mean scores go up. Thus it can be conclude that there are a significant difference between the various groups with differ city area.

Table 77

Descriptive Statistics Relating to the Effect of Various City Areas on Corporate Ethical Values (CEV), Job Satisfaction (JS), Organizational Commitment (OC), and Affective Commitment (AC)

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
CEV	Phuket	159	3.8843	.64293	.05099	3.7836	3.9850	1.40	4.80
	Phangnga	269	3.9279	.61457	.03748	3.8541	4.0017	1.60	5.00
	Krabi	88	3.6182	.90497	.09647	3.4264	3.8099	1.60	4.80
	Total	516	3.8616	.68877	.03032	3.8021	3.9212	1.40	5.00
JS	Phuket	159	3.9371	.93553	.07419	3.7906	4.0836	1.00	5.00
	Phangnga	269	4.1747	.62707	.03823	4.0994	4.2500	1.00	5.00
	Krabi	88	4.3157	.56803	.06055	4.1953	4.4360	1.00	5.00
	Total	516	4.1255	.73895	.03253	4.0616	4.1894	1.00	5.00
OC	Phuket	159	3.5297	.51576	.04090	3.4489	3.6105	1.22	4.89
	Phangnga	269	3.7299	.50317	.03068	3.6695	3.7903	1.78	5.00
	Krabi	88	3.8321	.33609	.03583	3.7609	3.9033	2.78	4.56
	Total	516	3.6856	.49461	.02177	3.6428	3.7284	1.22	5.00
AC	Phuket	159	3.3187	.79873	.06334	3.1935	3.4438	1.33	5.00
	Phangnga	269	3.7429	.66486	.04054	3.6631	3.8227	1.33	5.00
	Krabi	88	3.7045	.61626	.06569	3.5740	3.8351	1.50	4.67
	Total	516	3.6056	.72584	.03195	3.5428	3.6684	1.33	5.00

It can be concluded that there is a significant difference between the various areas. The ANOVA results in Table 78 shows the *F* values of corporate ethical values to be 6.986 at a significant level of .001, job satisfaction to be 8.949 at a significant level of .000, organizational commitment to be 13.455 at a significant level of .000, and affective commitment to be 19.338 at a significant level of .000, which is less than .05. This means there are significant differences in corporate ethical values, job satisfaction, organizational commitment, and affective commitment between different city areas.

Table 78

One-Way Analysis of Variance (ANOVA) Relating to the Effect of Various City Areas on Corporate Ethical Values (CEV), Job Satisfaction (JS), Organizational Commitment (OC), and Affective Commitment (AC)

				Sum of Squares	*df*	Mean Square	*F*	Sig.
CEV	Between Groups	(Combined)		6.478	2	3.239	6.986	.001
		Linear Term	Unweighted	4.011	1	4.011	8.651	.003
			Weighted	2.640	1	2.640	5.694	.017
			Deviation	3.838	1	3.838	8.278	.004
	Within Groups			237.842	513	.464		
	Total			244.320	515			

Table 78 (continued)

				Sum of Squares	*df*	Mean Square	*F*	Sig.
JS	Between Groups	(Combined)		9.477	2	4.738	8.949	.000
		Linear Term	Unweighted	8.118	1	8.118	15.325	.000
			Weighted	9.190	1	9.190	17.349	.000
			Deviation	.287	1	.287	.543	.462
	Within Groups			271.737	513	.530		
	Total			281.214	515			
OC	Between Groups	(Combined)		6.279	2	3.140	13.455	.000
		Linear Term	Unweighted	5.179	1	5.179	22.195	.000
			Weighted	5.948	1	5.984	25.646	.000
			Deviation	.295	1	.295	1.264	.261
	Within Groups			119.708	513	.233		
	Total			125.988	515			
AC	Between Groups	(Combined)		19.022	2	9.511	19.338	.000
		Linear Term	Unweighted	8.435	1	8.435	17.151	.000
			Weighted	12.444	1	12.444	25.301	.000
			Deviation	6.578	1	6.578	13.376	.000
	Within Groups			252.305	513	.492		
	Total			271.327	515			

Table 79 indicates that the Robust Test of Equality of Means confirms these findings at .004 for corporate ethical values, .000 for job satisfaction, .000 for organizational commitment and .000 for affective commitment, as shown in this table, thus confirming that differences in city area have a

significant relationship with corporate ethical values, job satisfaction, organizational commitment and affective commitment.

Table 79

Robust Tests of Equality of Means Relating to the Effect of Various City Areas on Corporate Ethical Values (CEV), Job Satisfaction (JS), Organizational Commitment (OC), and Affective Commitment (AC)

		Statistic (a)	*df*1	*df*2	Sig.
CEV	Brown-Forsythe	5.652	2	221.028	.004
JS	Brown-Forsythe	8.929	2	343.859	.000
OC	Brown-Forsythe	15.741	2	430.022	.000
AC	Brown-Forsythe	19.651	2	368.799	.000

(a) Asymptotically *F* distributed

Table 80 shows the results of the Scheffé's test that yields some interesting findings, indicating significant differences between the various city areas. Within the context of corporate ethical values in the areas cited in the research, significant differences were found within professional nurses who working difference province. There are significant differences between professional nurses working in Phuket province and those working in Krabi province. There are significant differences between professional nurses working in Phangnga province and those working in Krabi province. There are also significant differences between professional nurses working in Krabi province and those working in Phuket and Phangnga provinces.

With regard to job satisfaction and organizational commitment, there are significant differences between professional nurses in all the aforementioned areas and those working in Phuket province and Phangnga province. Furthermore, there are significant differences between professional nurses working in Phangnga province and those working in Phuket. Significant differences also exist between those working in Krabi province and those in Phuket.

With regard to affective commitment, there are significant differences between professional nurses working in Phuket province and their counterparts working in Phangnga and Krabi province. There are also significant differences between those working in Phangnga province and those in Phuket. Significant differences are also found between those working in Krabi province and those working in Phuket.

Table 80

Multiple Comparisons Relating to the Effect on Various City Areas on Corporate Ethical Values (CEV), Job Satisfaction (JS), Organizational Commitment (OC), and Affective Commitment (AC)

Dependent Variable	(1) Area of City	(2) Area of City	Mean Difference (1-2)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
CEV	Phuket	Phangnga	-.04360	.06811	.815	-.2108	.1236
		Krabi	.26609(*)	.09047	.014	.0440	.4882
	Phangnga	Phuket	.04360	.06811	.815	-.1236	.2108
		Krabi	.30970(*)	.08362	.001	.1044	.5150
	Krabi	Phuket	-2.6609(*)	.09047	.014	-.4882	-.0440
		Phangnga	-.30970(*)	.08362	.001	-.5150	-.1044
JS	Phuket	Phangnga	-.23761(*)	.07281	.005	-.4163	-.0589
		Krabi	-.37855	.09670	.001	-6159	-.1412
	Phangnga	Phuket	.23761(*)	.07281	.005	.0589	.4163
		Krabi	-.14094	.08938	.289	-.3604	.0785
	Krabi	Phuket	.37855(*)	.09670	.001	.1412	.6159
		Phangnga	.14094	.08938	.289	-.0785	.3604
CO	Phuket	Phangnga	-.20016(*)	.04832	.000	-.3188	-.0815
		Krabi	-.30237	.06418	.000	-.4599	-.1448
	Phangnga	Phuket	.20016(*)	.04832	.000	.0815	.3188
		Krabi	-.10221	.05932	.228	-2.478	.0434
	Krabi	Phuket	.30237(*)	.06418	.000	.1448	.4599
		Phangnga	.10221	.05932	.288	-.0434	.2478

Table 80 (continued)

Dependent Variable	(1) Area of City	(2) Area of City	Mean Difference (1-2)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
AC	Phuket	Phangnga	-.42422(*)	.07015	.000	-.5964	-.2520
		Krabi	-.38589(*)	.09318	.000	-.6146	-.1571
	Phangnga	Phuket	.42422(*)	.07015	.000	.2520	.5964
		Krabi	.03833	.08612	.906	-.1731	.2489
	Krabi	Phuket	.38589(*)	.09318	.000	.1571	.6146
		Phangnga	-.03833	.08612	.906	-.2489	.1731

*The mean difference is significant at the .05 level.

As can be seen from the graph in Figure 21, the ethical value professional nurses working in Phuket province scored high on ethical values. The highest level of ethical values was recorded from the respondents in Phangnga province. The lowest level of ethical values was recorded from the in the respondents in Krabi province.

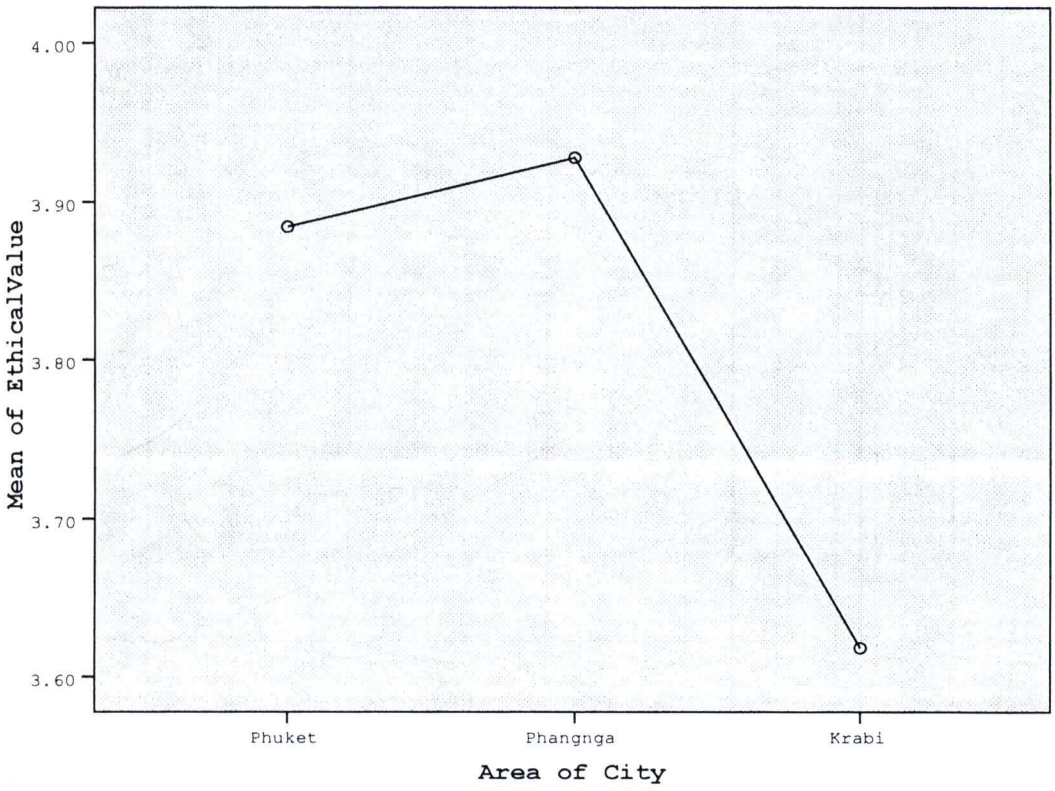

Figure 21 Mean plots relating to specific areas and corporate ethical values.

As can be seen from the graph in Figure 22, professional nurses working in Krabi province scored high in terms of job satisfaction, while those working in Phuket scored the lowest.

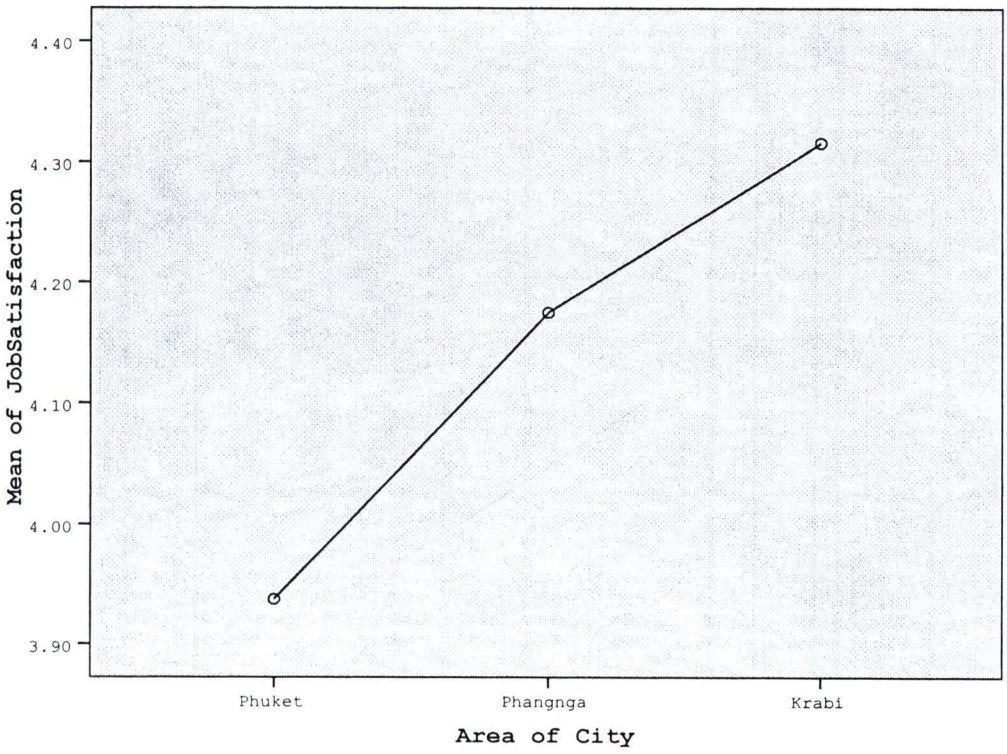

Figure 22 Mean plots relating to specific areas and job satisfaction.

As can be seen from the graph is Figure 23, professional nurses working in Krabi province scored high organizational commitment, while those working in Phuket scored the lowest.

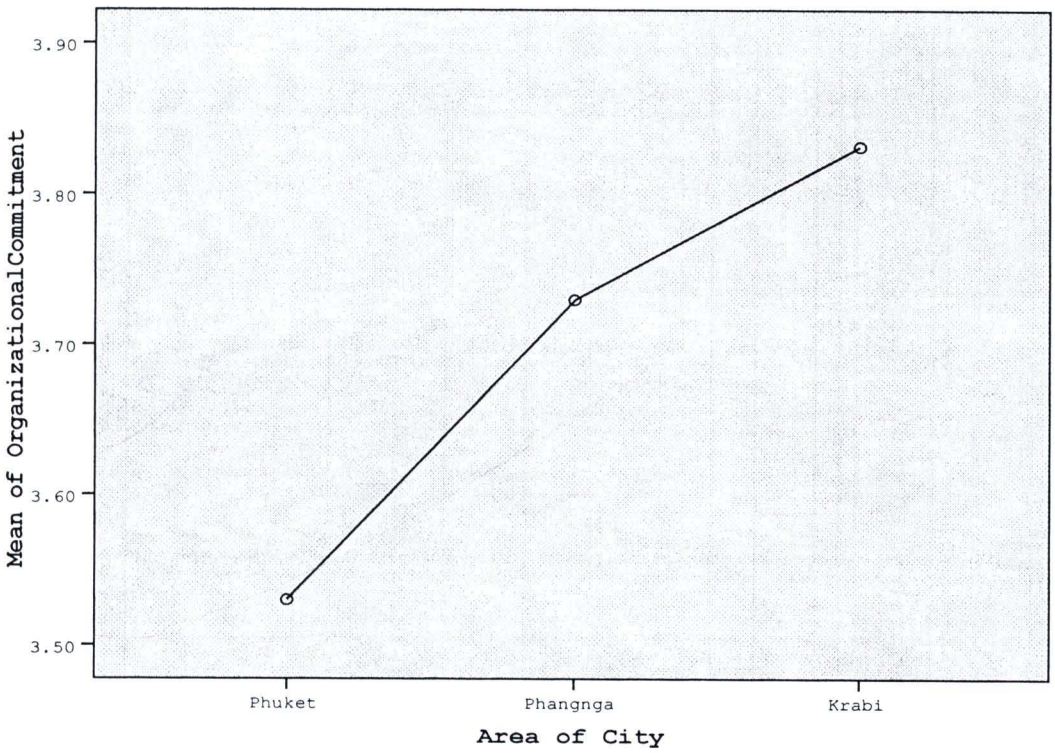

Figure 23 Mean plots relating to specific areas and organizational commitment.

As can be seen from the graph in Figure 24, professional nurses working in Phangnga province score the highest on affective commitment, while their counterparts in Phuket scored the lowest.

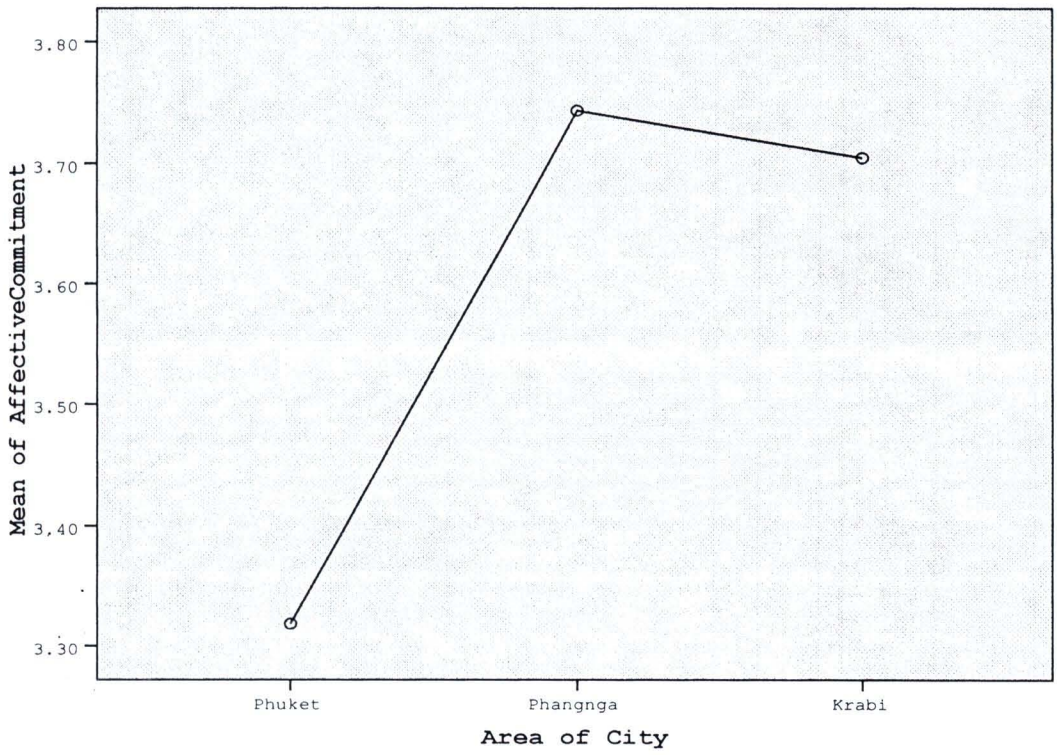

Figure 24 Mean plots relating to specific areas and affective commitment.

The relationship between number of beds in the hospitals and corporate ethical values, job satisfaction, organizational commitment, and affective commitment was tested using ANOVA. Table 81 shows the mean and standard deviation for the entire sampling of respondents. It can be seen that the mean scores increase in line with the number of beds. Thus it can be conclude that there are a significant difference between the various groups with differ the number of beds.

Table 81

Descriptive Statistics Relating to the Effect on Various the Number of Beds on Corporate Ethical Values (CEV), Job Satisfaction (JS), Organizational Commitment (OC), and Affective Commitment (AC)

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
CEV	201-500 beds	364	3.8385	.71893	.03786	3.7644	3.9126	1.60	5.00
	>500 beds	152	3.9171	.60918	.04941	3.8195	4.0147	1.40	4.80
	Total	516	3.8616	.68877	.03032	3.8021	3.9212	1.40	5.00
JS	201-500 beds	364	4.2039	.63205	.03313	4.1388	4.2691	1.00	5.00
	>500 beds	152	3.9397	.92289	.07486	3.7900	4.0858	1.00	5.00
	Total	516	4.1255	.73895	.03253	4.0616	4.4360	1.00	5.00
OC	201-500 beds	364	3.7369	.49782	.02609	3.6856	3.7882	1.22	5.00
	>500 beds	152	3.5629	.46594	.03779	3.4882	3.6375	2.00	4.89
	Total	516	3.6856	.49461	.02177	3.6428	3.7284	1.22	5.00
AC	201-500 beds	364	3.7106	.67310	.03528	3.6412	3.7800	1.33	5.00
	>500 beds	152	3.3542	.78580	.06374	3.2282	3.4801	1.33	5.00
	Total	516	3.6056	.72584	.03195	3.5428	3.6684	1.33	4.67

It may be concluded that there is a significant difference between the numbers of beds. The ANOVA results in Table 82 show the *F* values of corporate ethical values to be 1.399 at a statistically insignificant level of .237, job satisfaction to be 14.256 at a significant level of .000, organizational commitment to be 13.596 at a significant level of .000, and affective

commitment to be 27.174 at a significant level of .000, which is less than .05. This means there are significant differences in job satisfaction, organizational commitment, and affective commitment between hospitals with a different the numbers of beds groups.

Table 82

One-Way Analysis of Variance (ANOVA) Relating to the Effect of Various Number of Beds on Corporate Ethical Values (CEV), Job Satisfaction (JS), Organizational Commitment (OC), and Affective Commitment (AC)

				Sum of Squares	*df*	Mean Square	*F*	Sig.
CEV	Between Groups	(Combined)		.663	1	.663	1.399	.237
		Linear Term	Unweighted	.633	1	.633	1.399	.237
			Weighted	.633	1	.633	1.399	.237
	Within Groups			243.657	514	.474		
	Total			244.320	515			
JS	Between Groups	(Combined)		7.589	1	7.589	14.256	.000
		Linear Term	Unweighted	7.589	1	7.589	14.256	.000
			Weighted	7.589	1	7.589	14.256	.000
	Within Groups			273.624	514	.532		
	Total			281.214	515			

Table 82 (continued)

				Sum of Squares	*df*	Mean Square	*F*	Sig.
OC	Between Groups	(Combined)		3.247	1	3.247	13.596	.000
		Linear Term	Unweighted	3.247	1	3.247	13.596	.000
			Weighted	3.247	1	3.247	13.596	.000
	Within Groups			122.741	514	.239		
	Total			125.988	515			
AC	Between Groups	(Combined)		13.624	1	13.624	27.174	.000
		Linear Term	Unweighted	13.624	1	13.624	27.174	.000
			Weighted	13.624	1	13.624	27.174	.000
	Within Groups			257.703	514	.501		
	Total			271.327	515			

Table 83 indicates that the Robust Test of Equality of Means confirms these findings at .000 for job satisfaction, .000 for organizational commitment and .001 for affective commitment as shown in this table, thus confirming that differences in number of beds have a significant relationship with job satisfaction, organizational commitment, and affective commitment.

Table 83

Robust Tests of Equality of Means Relating to the Effect of Various Number of Beds on Corporate Ethical Values (CEV), Job Satisfaction (JS), Organizational Commitment (OC), and Affective Commitment (AC)

		Statistic (a)	*df*1	*df*2	Sig.
CEV	Brown-Forsythe	1.602	1	331.131	.207
JS	Brown-Forsythe	23.942	1	248.021	.000
OC	Brown-Forsythe	14.356	1	300.831	.000
AC	Brown-Forsythe	10.562	1	212.550	.001

(a) Asymptotically *F* distributed.

As can be seen from the graph in Figure 25, professional nurses working in hospitals with 201-500 beds scored the highest on job satisfaction, while those working in hospitals with more than 500 beds scored the lowest.

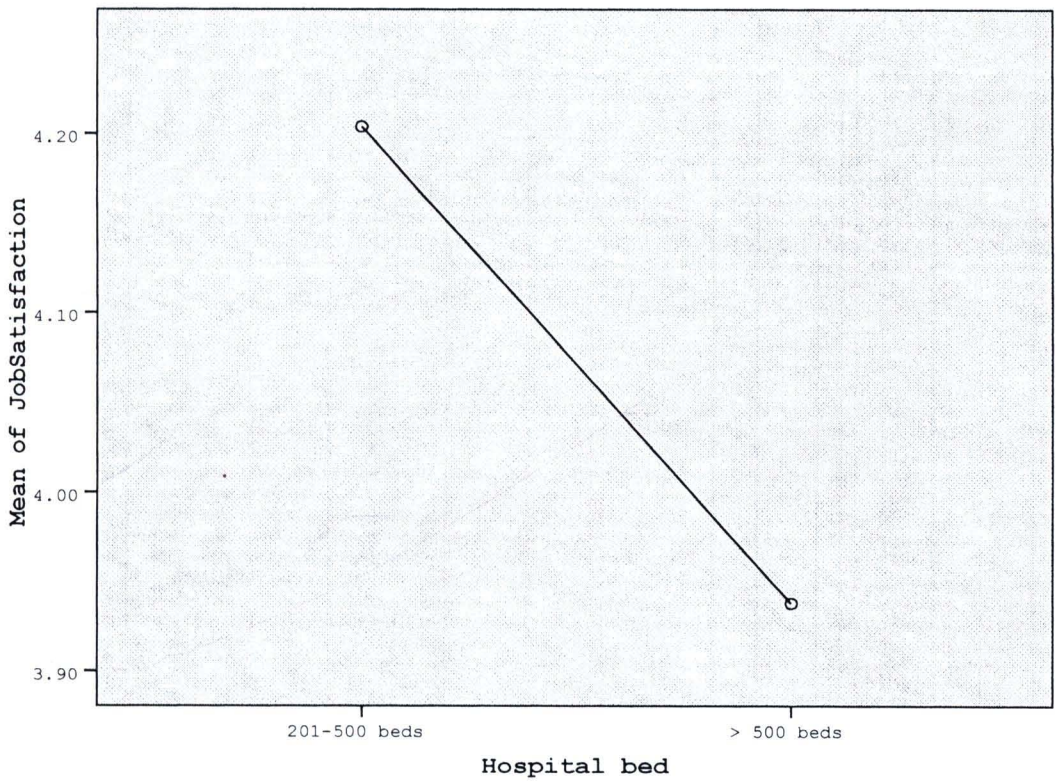

Figure 25 Mean plots relating to number of beds and job satisfaction.

As can be seen from the graph in Figure 26, professional nurses working in hospitals with 201-500 beds scored the highest on organizational commitment, while those working in hospitals with more than 500 beds scored the lowest.

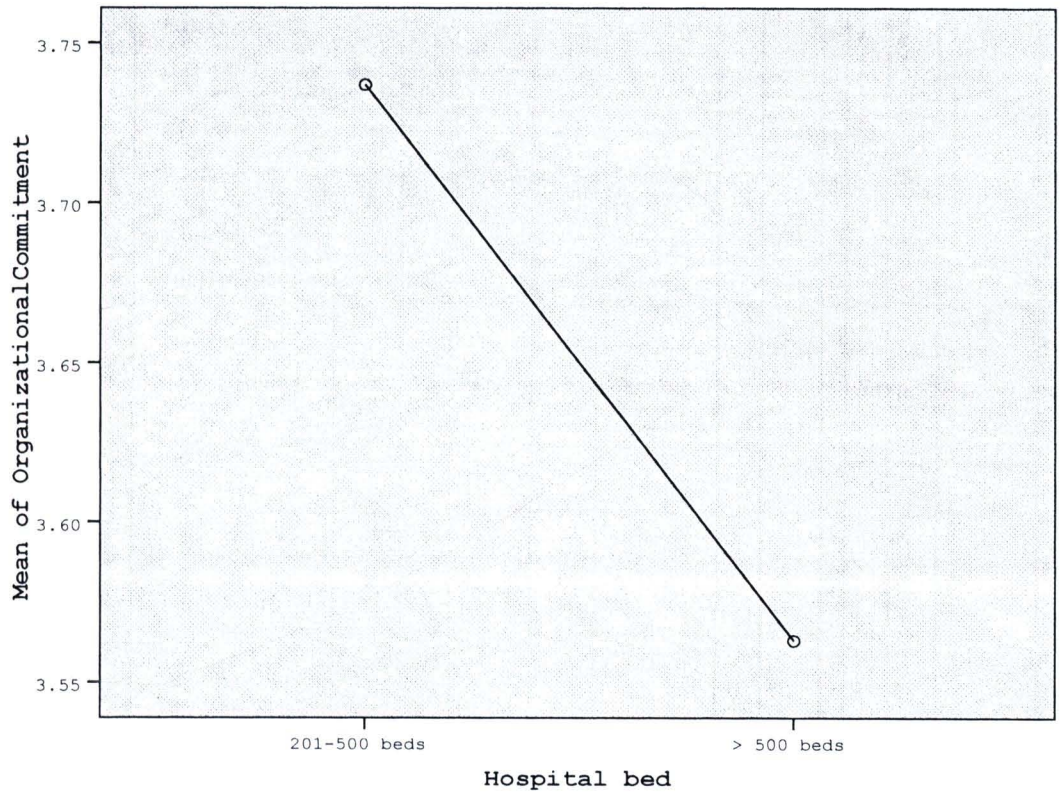

Figure 26 Mean plots relating to number of beds and organizational commitment.

As can be seen from the graph in Figure 27, professional nurses working in hospitals with 201-500 beds scored the highest on affective commitment, while those working in hospitals with more than 500 beds scored the lowest.

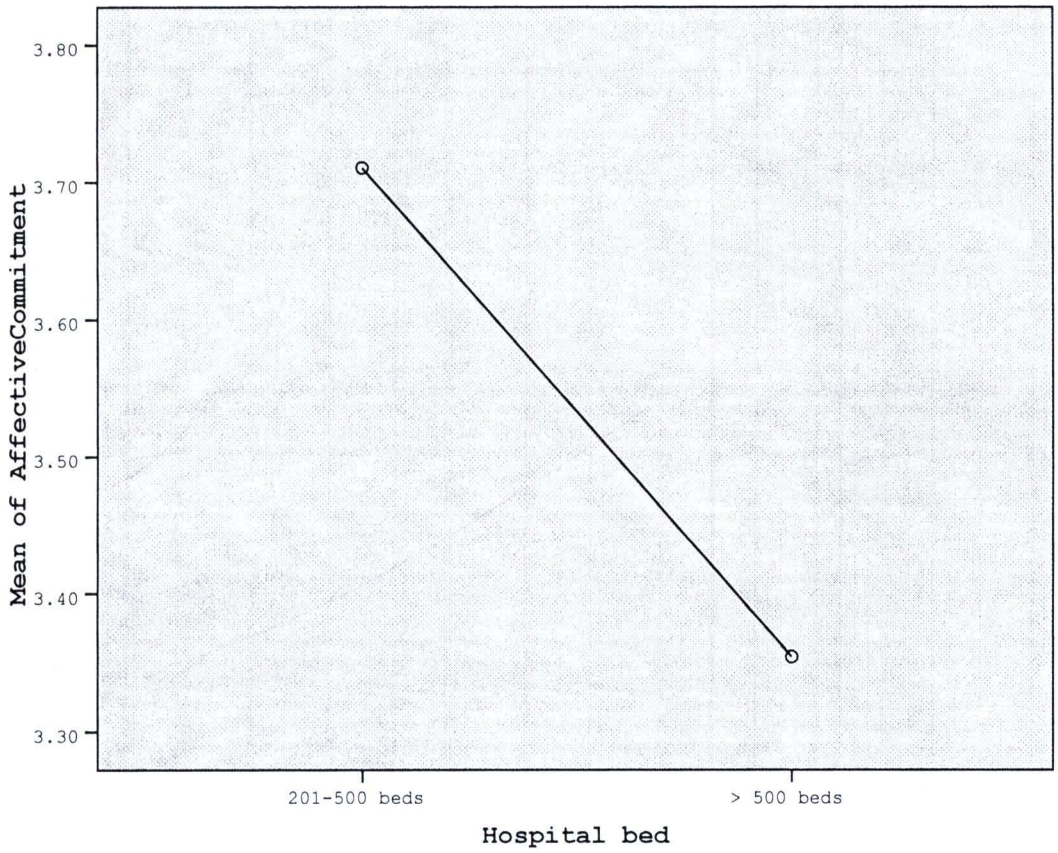

Figure 27 Mean plots relating to number of beds and affective commitment.

Summary of Results of Research Hypotheses

The researcher developed 18 hypotheses based on the objectives of the study in order to answer the research questions. Tests were undertaken using SPSS, the Statistical Package for Social Science.

The first group of hypotheses (Global Hypotheses 1-5) was tested using Pearson's Correlation Analysis. These hypotheses aimed to identify if a correlation existed amongst corporate ethical values, perceived organizational support, job satisfaction and commitment between nurses and their respective

organizations (organizational and affective commitment). The results of the tests of hypothesis 1 showed that there was a correlation between job satisfaction and organizational commitment (see Table 19). The results confirm the literature review of job satisfaction indicating that the latter has an effect on organizational commitment (Abraham, 1998, Charles et al., 2008; Chou-Kang et al., 2005; Fan et al., 2007; Hui et al., 2008; Jeffrey & Rajan, 2005; Sinan et al. 2007; Woo et al., 2005). Thus, professional nurses' overall job satisfaction leads to their strong belief in, and acceptance of, the organizational goals, as well as to their high level of commitment, and intention to stay with, the hospitals in which they are employed.

The results of hypothesis 2 show that there was correlation between job satisfaction and affective commitment (see Table 20). The results support the findings in the literature review of job satisfaction, which indicates that it has an effect on affective commitment (Haluk, 2008; Karthik & Xinyuna, 2007; Munevver, 2006). Thus, overall job satisfaction on the part of professional nurses leads to a strong commitment to their respective organizations and to the intention to stay on in the hospitals in which they are employed.

The results of hypothesis 3 show that there was a positive correlation between corporate ethical values and perceived organizational support (see Table 21). The results are in line with the existing literature, which indicates that corporate ethical has a positive correlation with perceived organizational support (Valentine et al., 2006). Thus, professional nurses with a positive view of perceived ethical support, observing that managers in their

organization acted in an ethical manner, believed that their organization would support their well-being.

The results of hypothesis 4 are in line with the findings cited in the literature review (Valentine et al., 2006), showing that there was a positive correlation between perceived organizational support and job satisfaction (see Table 22). Thus, if the hospitals support professional nurses' well-being, this will increase the degree to which they like their jobs.

The results of hypothesis 5 show that there was correlation between corporate ethical values and organizational commitment (see Table 23), which is in line with the existing literature in this regard (Michalski, 2005). In addition, the research studied the relationship between corporate ethical values and affective commitment, the results finding that there is a correlation between corporate ethical values and affective commitment (see Table 23). Thus, a positive view of the ethical behavior of their managers and the ethical values of the organization on the part of professional nurses leads to their strong belief in, and acceptance of, the organizational goals, and to their high level of commitment, and intention to stay with, the hospitals in which they are employed.

The researcher also studied the relationship between corporate ethical values and job satisfaction, finding that there was a correlation between these two factors (see Table 24). Thus, the perception of ethical support by managers acting in their organization in an ethical manner leads to a high level of job satisfaction on the part of professional nurses and a

correspondingly high level of commitment to organization hospitals in which they are employed.

The second group of hypotheses (Hypotheses 6-18): Was tested by one-way analysis of variance (ANOVA) and Scheffé's post-hoc to examine the differences in mean scores in terms of corporate ethical values, job satisfaction, organizational commitment, and affective commitment when factoring in the nurses' demographic profiles.

The result of hypothesis 6 indicated that there was a significant difference in the mean of job satisfaction when age is factored in (see Table 25 to Table 28). The result is in line with the existing literature, indicating that age has a significant relationship with job satisfaction and those in higher age groups were more satisfied than those in younger age groups (Chen, 2005; Ida et al., 2007; Naser et al., 2009). Thus professional nurses who belong to an older age group that she has high job satisfaction than younger nurses.

The result of hypothesis 7 indicated that there was a significant difference in mean scores relating to affective commitment when age is factored in (see Table 29 to Table 32). The result is in line with the existing literature, indicating that age has a significant relationship with significant with affective commitment (Melissa et al. 2009) and that those in higher age groups exhibited more affective commitment than those in younger age groups (Jennifer et al., 2008; Thomas & Daniel, 2008). Thus, professional nurses who belong to an older age group have a higher degree of commitment than their younger counterparts.

The result of hypothesis 8 indicated that there was a significant difference in the mean regarding organizational commitment when age is factored in (see Table 33 to Table 36). The result relates to the existing literature, indicating that age has a significant relationship with organizational commitment (Hunt et al., 1989; Michalski, 2005). Surprisingly, in this study, the researcher found that the higher age group exhibited more organizational commitment than the younger age group. Thus professional nurses who belong to an older age group have a higher level of commitment than nurses who are younger. In addition, older nurses have strong belief in, and acceptance of, organizational goals and willingness, as well as a high degree of commitment and intention to stay in the hospital that employ them.

The result of hypothesis 9 indicated that there was a significant difference in mean regarding corporate ethical value when age is factored in (see Table 37 to Table 40). The result relates to the existing literature, indicating that age has a significant relationship with corporate ethical values (Michalski, 2005) and younger age group was more ethical value than higher age group (Rafik, 2004). Thus, professional nurses who belong to younger age groups perceive ethical support and managers acting ethically in their organization, which in turn leads to higher ethical values than those found among older nurses.

The result of hypothesis 10 indicated that there was a significant difference in the mean of job satisfaction when education is factored in (see Table 41 to Table 44). The result is in line with the existing literature, indicating that education has a significant relationship with job satisfaction

(Joseph, 2005) and lower education group was more job satisfaction than higher education group (Naser et al., 2009). Thus, professional nurses with a lower level of education (a Bachelor's degree in science. i.e. in nursing) have a higher level of overall job satisfaction than those with a Master's degree in nursing.

The result of hypothesis 11 indicated that there was a significant difference in the mean of organizational commitment when education is factored in (see Table 45 to Table 48). The result is in line with the existing literature, indicating that education has a significant relationship with organizational commitment (Jeffrey & Rajan, 2005) and the result will found lower education group was more job satisfaction than higher education group. Thus, professional nurses with a lower level of education (a Bachelor's degree in science. i.e. in nursing) have a stronger belief in and acceptance of the organizational goals and a higher level of commitment and intention to stay in the hospitals they work for than those with a Master's degree in nursing.

The result of hypothesis 12 indicated that there was a significant difference in mean of job satisfaction when job tenure is factored in (see Table 49 to Table 52). The result is in line with the existing literature, indicating that education has a significant relationship with job satisfaction (Joseph, 2005) and that the lower job tenure group exhibited more job satisfaction than those in the higher job tenure group. And the group with between 11-20 years of tenure seemed the least satisfied with their job, which was in line with the study of employees in public govermental agencies in Taiwan, which showed that those with 11-15 years of job tenure seemed the least satisfied with their

job (Chen, 2005). Thus, professional nurses with less than 1 year of tenure exhibited a higher degree of overall job satisfaction than those with more than 1-20 years' tenure. Furthermore, professional nurses who have between 11-20 years of tenure seem to be most in need of additional overall job satisfaction.

The result of hypothesis 13 indicated that there was a significant difference in mean of affective commitment when job tenure is factored in (see Table 53 to Table 56). The result is in line with the existing literature, indicating that job tenure has a significant relationship with affective commitment (Olivier & Karim, 2007) and the longer the tenure group, the greater the level of job satisfaction (Ida et al., 2007). In addition, the group with between 1-10 years job tenure seems to have the least affective commitment. Thus, professional nurse with tenure of more than 20 years have a higher level of affective commitment than those with have tenure of less than 20 years. Furthermore, professional nurses who have between 1-10 years of tenure seem to be most in need of additional affective commitment.

The result of hypothesis 14 indicated that there was a significant difference in the mean of job satisfaction when work experience is factored in (see Table 57 to Table 60). The result is in line with the existing literature, indicating that work experience has a significant relationship with job satisfaction (Chi-Ming et al., 2005; Dawal et al., 2009) and those with longer work experience group exhibited a higher level of job satisfaction than those with less shorter work experience (Blegen, 1993). Thus, professional nurses with more than 20 years' work experience have a higher degree of overall job satisfaction than those with less than 20 years' work experience. Furthermore,

those with between 11-20 years' work experience seem to be most in need of additional overall job satisfaction.

The result of hypothesis 15 indicated that there was a significant difference in the mean of affective commitment when work experience is factored in (see Table 61 to Table 64). The result is in line with the existing literature, indicating that work experience has a significant relationship with affective commitment. In other words, the longer the work experience,the greater the degree of affective commitment (Thomas & Daniel, 2008). Thus, Thus, professional nurses with more than 20 years' work experience exhibit a higher degree of affective commitment those with less than 20 year' work experience.

Furthermore, those with less than 1 year seem to be most in need of additional affective commitment.

The result of hypothesis 16 indicated that there was a significant difference in mean of job satisfaction when marital status is factored in (see Table 65 to Table 68). The result is in line with the existing literature, indicating that marital status has a significant relationship with job satisfaction (Chi-Ming, et al., 2005; Dawal et al., 2009). Furthermore, those who were single were less job satisfied with their job than those who were married (Kuei-Yun et al., 2002).The result found those who were divorced/separated and divorced/ remarried were more satisfied with their job than those who were married and single. Thus, professional nurses who were divorced and those who had remarried were more satisfied with their job than other groups

of professional nurses. Moreover, professional nurses who were single seem to be most in need of overall job satisfaction.

The result of hypothesis 17 indicated that there was a significant difference in the mean of affective commitment when marital status is factored in (see Table 69 to Table 72). The result is in line with the existing literature, indicating that marital status has a significant relationship with affective commitment (Therese & Steve, 2006). The result found that those who were divorced/separated and divorced/ remarried had more affective commitment, while those who were married have more than those who were single status. Thus, professional nurses who were divorced/ and remarried have more affective commitment than other groups of professional nurses. Furthermore, those who were single seem to be most in need of additional affective commitment.

The result of hypothesis 18 indicated that there was a significant difference in mean of job satisfaction when income is factored in (see Table 73 to Table 76). The result is in line with the existing literature, indicating that income has a significant relationship with job satisfaction (Joseph, 2005). The result found that professional nurses earning more than 40,000 batht a month has more job satisfication than other professional nurses earning between more than 10,000 to 40,000 baht. Thus, professional nurses earning more than 40,000 baht per month demonstrate more affective commitment than other groups. Furthermore, those who earn between 20,001-30,000 baht seem to be most in need of additional overall job satisfaction.

In addition the first new finding of this study involves the relationship between corporate ethical values, job satisfaction, organizational commitment and affective commitment when the particular location and the number of beds in each hospital are taken into consideration. The result found there are significant differences between the various locations in terms of corporate ethical values, job satisfaction, organizational commitment and affective commitment (see Table 77 to Table 80). With regard to professional nurses working in different areas, there is a significant relationship with ethical values, job satisfaction, organizational commitment, and affective commitment. Thus, professional nurse working in Phangnga, who perceive ethical support in the form of managers acting ethically in their organization, have a higher sense of ethical values than groups in other areas. Furthermore, those working in Krabi have a higher sense of overall job satisfaction and organizational commitment than groups in other areas.

The second new finding of this study involves the relationship between corporate ethical values, job satisfaction, organizational commitment and affective commitment when the number of beds is factored in. The result found there was a significant relationship with between the number of beds and job satisfaction, organizational commitment and affective commitment (see Table 81 to Table 83). Thus professional nurses who have work in hospitals with fewer patient beds (201-500 beds) have a higher level of job satisfaction and commitment to the organization than other groups.

Chapter Summary

This chapter presents the statistical analyses and findings from the study. First, a description of the sample respondents was provided. Next, each hypothesis specified in this study was tested using the appropriate statistical technique. The reliability coefficients of CPJSCOM identified the 5 variables as follows: (1) Corporate Ethical Values (α = .829),(2) Perceived Organizational Support (α = .920), (3)Job Satisfaction(α = .808), (4) Organizational Commitment(α = .816) and (5) Affective Commitment (α = .866). As all of Cronbach's alpha coefficients for the scales were greater than 0.70, the scale was deemed acceptable.

Table 84 shows all results of hypotheses testing. Next chapter will present discussion of findings, conclusions, implications, recommendations, and limitations and future research.

Table 84

Summary of Testing of Hypotheses

The results of the testing the hypotheses of this investigation are hereby summarized.	Supported H_0	Supported H_1
$H1_0$: There is no correlation between job satisfaction and organizational commitment.		
$H1_1$: There is a correlation between job satisfaction and organizational commitment.		✓

Table 84 (continued)

The results of the testing the hypotheses of this investigation are hereby summarized.	Supported H_0	Supported H_1
$H2_0$: There is no correlation between job satisfaction and affective commitment.		
$H2_1$: There is a correlation between job satisfaction and affective commitment.		✓
$H3_0$: There is no correlation between corporate ethical values and perceived organizational support.		
$H3_1$: There is a correlation between corporate ethical values and perceived organizational support.		✓
$H4_0$: There is no correlation between perceived organizational support and job satisfaction.		
$H4_1$: There is a correlation between perceived organizational support and job satisfaction.		✓
$H5_0$: There is no correlation between corporate ethical values and organizational commitment.		
$H5_1$: There is a correlation between corporate ethical values and organizational commitment.		✓
$H6_0$: There is no statistically significant relationship between age and job satisfaction.		
$H6_1$: There is a statistically significant relationship between age and job satisfaction.		✓

Table 84 (continued)

The results of the testing the hypotheses of this investigation are hereby summarized.	Supported H_0	Supported H_1
$H7_0$: There is no statistically significant relationship between age and affective commitment.		
$H7_1$: There is a statistically significant relationship between age and affective commitment.		✓
$H8_0$: There is no statistically significant relationship between age and organizational commitment.		
$H8_1$: There is a statistically significant relationship between age and organizational commitment.		✓
$H9_0$: There is no statistically significant relationship between age and corporate ethical values.		
$H9_1$: There is a statistically significant relationship between age and corporate ethical values.		✓
$H10_0$: There is no statistically significant relationship between education and job satisfaction.		
$H10_1$: There is a statistically significant relationship between education and job satisfaction.		✓
$H11_0$: There is no statistically significant relationship between education and organizational commitment.		
$H11_1$: There is statistically significant relationship between education and organizational commitment.		✓
$H12_0$: There is no statistically significant relationship between tenure and job satisfaction.		
$H12_1$: There is statistically significant relationship between tenure and job satisfaction.		✓

Table 84 (continued)

The results of the testing the hypotheses of this investigation are hereby summarized.	Supported H_0	Supported H_1
$H13_0$: There is no statistically significant relationship between tenure and affective commitment.		
$H13_1$: There is a statistically significant relationship between tenure and affective commitment.		✓
$H14_0$: There is no statistically significant relationship between work experience and job satisfaction.		
$H14_1$: There is a statistically significant relationship between work experience and job satisfaction.		✓
$H15_0$: There is no statistically significant relationship between work experience and affective commitment.		
$H15_1$: There is a statistically significant relationship between work experience and affective commitment.		✓
$H16_0$: There is no statistically significant relationship between marital status and job satisfaction.		
$H16_1$: There is statistically significant relationship between marital status and job satisfaction.		✓
$H17_0$: There is no statistically significant relationship between marital status and affective commitment.		
$H17_1$: There is a statistically significant relationship between marital status and affective commitment.		✓

Table 84 (continued)

The results of the testing the hypotheses of this investigation are hereby summarized.	Supported H_0	Supported H_1
$H18_0$: There is no statistically significant relationship between income and job satisfaction.		
$H18_1$: There is a statistically significant relationship between income and job satisfaction.		✓