

**THE RELATIONSHIP BETWEEN JOB SATISFACTION AND
ORGANIZATIONAL COMMITMENT: A CASE STUDY OF
FLIGHT ATTENDANTS IN THAI AIRWAYS INTERNATIONAL**



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Thesis
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ABSTRACT

The main purposes of this study were to study the relationship between job satisfaction and organizational commitment, to identify the influencing factors on job satisfaction and organizational commitment, to measure the job satisfaction and organizational commitment level among flight attendants in Thai Airways, and to identify the form of organizational commitment of flight attendants in Thai Airways. The questionnaires were distributed to collect data from 380 flight attendants. The descriptive statistics used in this study were percentage, mean, and standard deviation (S.D.) whereas hypothesis testing used t-test, one-way ANOVA, and Pearson Product Moment Correlation to predict the difference and relationship. The significant level of hypothesis testing was set at 0.05. The results showed that there was a weak positive relationship between job satisfaction and organizational commitment. The pay, perception of fair treatment and promotion opportunities were the top three influencing factors toward job satisfaction, while the organizational commitment can be affected by values, disposition, and procedural fairness factors respectively. The flight attendants of Thai Airways International had moderate level of job satisfaction and organizational commitment. Normative was the highest form of commitment by the flight attendants of Thai Airways International

**KEY WORDS: JOB SATISFACTION / ORGANIZATIONAL COMMITMENT /
AIRLINE INDUSTRY**

186 pages

ความสัมพันธ์ระหว่างความพึงพอใจในงานและความผูกพันต่อองค์กร: กรณีของพนักงานต้อนรับบนเครื่องบินของ บริษัท การบินไทย จำกัด (มหาชน) (THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT: A CASE OF FLIGHT ATTENDANTS IN THAI AIRWAYS INTERNATIONAL)

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บทคัดย่อ

จุดประสงค์ของการวิจัยครั้งนี้เพื่อศึกษาถึงความสัมพันธ์ระหว่างความพึงพอใจในงานและความผูกพันต่อองค์กร เพื่อให้ทราบถึงปัจจัยที่มีผลกระทบต่อความพึงพอใจในงานและความผูกพันต่อองค์กร เพื่อวัดระดับความพึงพอใจในงานและความผูกพันต่อองค์กรและทราบถึงรูปแบบของความผูกพันต่อองค์กรของกลุ่มพนักงานต้อนรับบนเครื่องบินของบริษัทการบินไทย ผู้วิจัยได้ทำการเก็บข้อมูลโดยใช้แบบสอบถามจากกลุ่มตัวอย่างจำนวน 380 ตัวอย่าง สถิติเชิงพรรณนาที่ใช้คือ ค่าร้อยละ ค่าเฉลี่ยเลขคณิตและค่าเบี่ยงเบนมาตรฐาน ซึ่งการทดสอบสมมติฐานจะใช้วิธี t-test วิธีวิเคราะห์ความแปรปรวนทางเดียว และวิธีวิเคราะห์สหสัมพันธ์แบบเพียร์สัน ซึ่งข้อมูลได้ถูกประมวลโดยโปรแกรม SPSS for Windows และค่านัยสำคัญในการทดสอบสมมติฐานถูกตั้งไว้ที่ 0.05 ทำให้ได้ผลการวิจัยว่า ความพึงพอใจในงานมีความสัมพันธ์เชิงบวกกับความผูกพันต่อองค์กร รายได้ การได้รับการปฏิบัติอย่างยุติธรรมในเรื่องต่างๆ และโอกาสในการเลื่อนตำแหน่ง เป็นปัจจัย 3 อันดับแรกที่มีผลต่อความพึงพอใจในงาน ในขณะที่ การที่บริษัทเห็นคุณค่าของพนักงาน การกำหนดนโยบาย และการที่องค์กรปฏิบัติต่อพนักงานอย่างเท่าเทียม เป็นปัจจัย 3 อันดับแรกที่มีผลต่อความผูกพันต่อองค์กร พนักงานต้อนรับบนเครื่องบินของบริษัท การบินไทย จำกัด (มหาชน) มีระดับความพึงพอใจในงานและมีระดับความผูกพันต่อองค์กรอยู่ในระดับปานกลาง และความผูกพันที่พนักงานต้อนรับบนเครื่องบินของบริษัทการบินไทยมีสูงสุดคือ ความผูกพันทางหลักเกณฑ์

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CHAPTER I

INTRODUCTION

1.1 Background/Importance of the Study

The tourism industry is multifaceted, as it involves a great number of stakeholders, including those involved in transportation. There are various forms of transportation – bus, rail, ship and air – with air transportation becoming the most popular and common beginning in the latter half of the 20th century. The demand for air travel has rapidly increased in recent decades because of its convenience, speed and the founding of budget airlines that have made air travel a better deal than ever before.

According to statistics from the International Air Transportation Association (IATA), there are more than 230 airlines around the world, a number that makes the airline industry fiercely competitive. These airlines compete against each other by providing good products and services for passengers, but in this highly competitive environment, airlines must utilize every single resource that they have on hand in order to compete with other airlines. Much research has shown that what passengers need from airlines is safety, timely performance, convenient flight schedules, and, most importantly, *quality service from all of the airline staff with whom passengers come into contact.*

W. Edwards Deming once said, “Quality of the service is defined by the customer. It is whatever the customer says that it is” (Fuchs, 2010). The importance of this remark with respect to the current study is that the customer is the only one who can judge the in-flight service delivered by flight attendants. According to the customer-driven quality concept, the flight attendant must provide service that meets and exceed passengers’ expectations in order to satisfy them. During the moment of truth – each instance of contact with the customer – the flight attendants have the ability to either satisfy or dissatisfy passengers (2010). Although reservation, check-in, and ground handling staff all meet with passengers, they do so for only a short period of time and for a specific purpose, while flight attendants must interact with the

passengers more often and for more time, especially in long haul flights (Lim, 1996, p. 17). Flight attendants work as frontline staff to play a crucial role in directly delivering in-flight services as well as interacting with passengers. The airlines devote massive resources to the training of their flight attendants in the expectation of maximizing the quality of in-flight service delivery to passengers (Chen, 2006, p. 274).

The service organization is a people business that consists of people serving people. The management of outstanding service organizations in the new era focuses on the frontline staff and customers. Successful service managers pay attention to the factors that drive profitability. They concern the impact of employee satisfaction, loyalty and productivity on the value of the products and services delivered so they can build customer satisfaction and loyalty and assess the corresponding impact on profitability and growth (Jones, Sasser, Heskett, Schlesiger, & Loveman, 2008). According to the concept of the service-profit chain proposed by Jones *et al* (2008), it developed from analyses of successful service organizations, placing “hard” values on “soft” measures. It helps managers to put the investment and effort into the right place: employees. It will improve service quality and increase satisfaction levels for maximum competitive impact, and also differentiate the company from its competitors which means the revenue growth and profitability of the company.

Figure 1.1 depicts the linkages of employee satisfaction and customer satisfaction and its consequences which can be explained as follows:

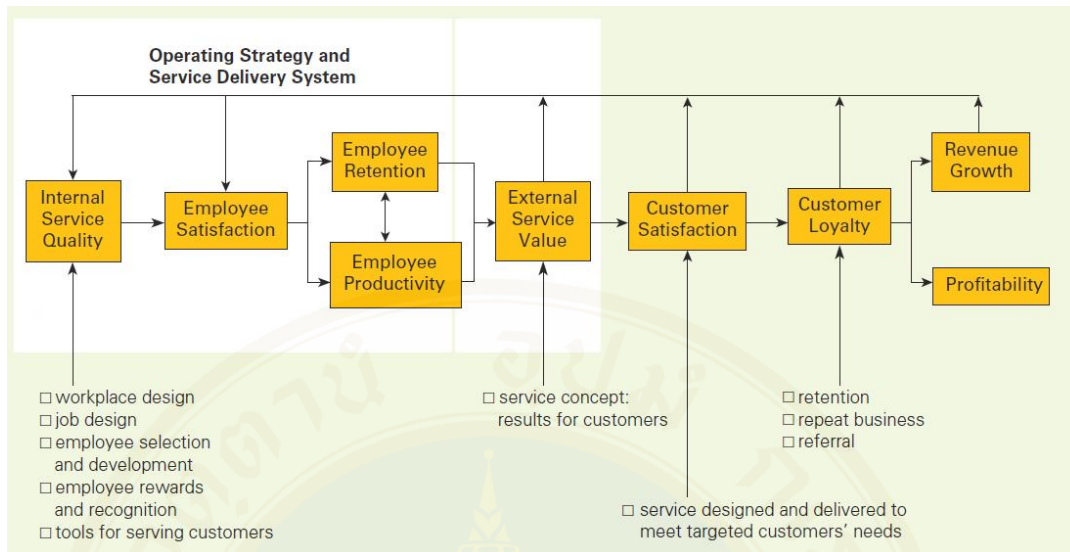


Figure 1.1: Service-Profit Chain Model: the linkages of employee satisfaction and customer satisfaction and its consequences

Source: Harvard Business Review (July-August 2008)

- Revenue growth and profitability are driven by customer loyalty.
- Customer loyalty is the consequence of customer satisfaction.
- Customers are satisfied when they receive the value of services that meet their needs and expectations.
- A high level of service is created by loyal and productive employees.
- Employee satisfaction can be built from good internal service quality, which includes working environment, job design and other HR policies.

As such, job satisfaction is one of the main focuses of this research as it can help the company to be competitive. However, from another perspective, organizational commitment is also important as its consequences are retention, attendance and job productivity, which means if employees have a commitment toward the organization, they tend to stay with the company longer (high retention level and low turnover rate), and have better attendance and increased job productivity (McNeese-Smith, 1995). Consequently, this situation will create a high level of services delivered to the customers. Empirical evidence suggests that job satisfaction is related to organizational commitment (Brown & Peterson, 1994). Thus, this research

will also examine the relationship between job satisfaction and organizational commitment.

This research will use Thai Airways as a case study because Thai Airways is a state enterprise company, as the finance ministry is the main shareholder, and is considered an international airline, flying to more than 80 destinations worldwide with its workforce of 24,367 people and fleet of 89 aircraft. Thai Airways International has to compete with local as well as other international airlines. In order to put Thai Airways at a competitive advantage, this research will measure the level of job satisfaction and organizational commitment among flight attendants of Thai Airways and will also identify the influencing factors that impact job satisfaction and organizational commitment that will help the policymakers of Thai Airways create policies and working condition that match the needs of its employees. As such, this research will help Thai Airways be competitive in terms of in-flight service and will help the company experience growth in revenue and profit.

1.2 Statement of the Problem

As mentioned earlier, competition in the airline industry is fierce, with every airline trying to deliver the highest possible level of service to its passengers. Since the highest value of service would come from satisfied and committed employees, it might be assumed that the lower the value of service, the lower the level of job satisfaction and organizational commitment. This seems to be a problem of Thai Airways, as the results from many surveys have suggested that the service ranking of Thai Airways has declined each year in recent years.

Table 1.1: List of the third parties ranking award in the airline industry

	Conde Nast Travel	Business Traveler (Asia-Pacific)	Travel & Leisure	Skytrax
Home base	United Kingdom	Hong Kong	United States	United Kingdom
Established	1998	1992	N/A	1998

Table 1.1: List of the third parties ranking award in the airline industry (Cont.)

	Conde Nast Travel	Business Traveler (Asia-Pacific)	Travel & Leisure	Skytrax
Website	www.cntraveller.com	Magazine only	www.travelandleisure.com	www.airlinequality.com
Methodology	<ul style="list-style-type: none"> • Questionnaires available to all readers (16-page partial edition of the survey or secure web site) • Rated Excellent, Very good, Good, Fair, Poor 	<ul style="list-style-type: none"> • Questionnaires distributed to readers • Checked the response rate • Poll completed by July 31 	<ul style="list-style-type: none"> • Online questionnaire were developed by Harris Interactive • Subscribers are invited to participate • Scale of 1 (poor) to 5 (excellent) 	<ul style="list-style-type: none"> • Online & via e-mail questionnaire • Interview

The table above provides details of each third party that conducts the annual survey to measure the performance of the airlines in this world. In-flight service is one of the main criteria in each award. In the past three years (2007-2009), the ranking of Thai Airways has declined, as shown in figure 2. The ranking of Thai Airways improved in 2008 of Travel & Leisure and 2009 of Business Traveler (Asia Pacific); however, the rest of the rankings were on the decrease.

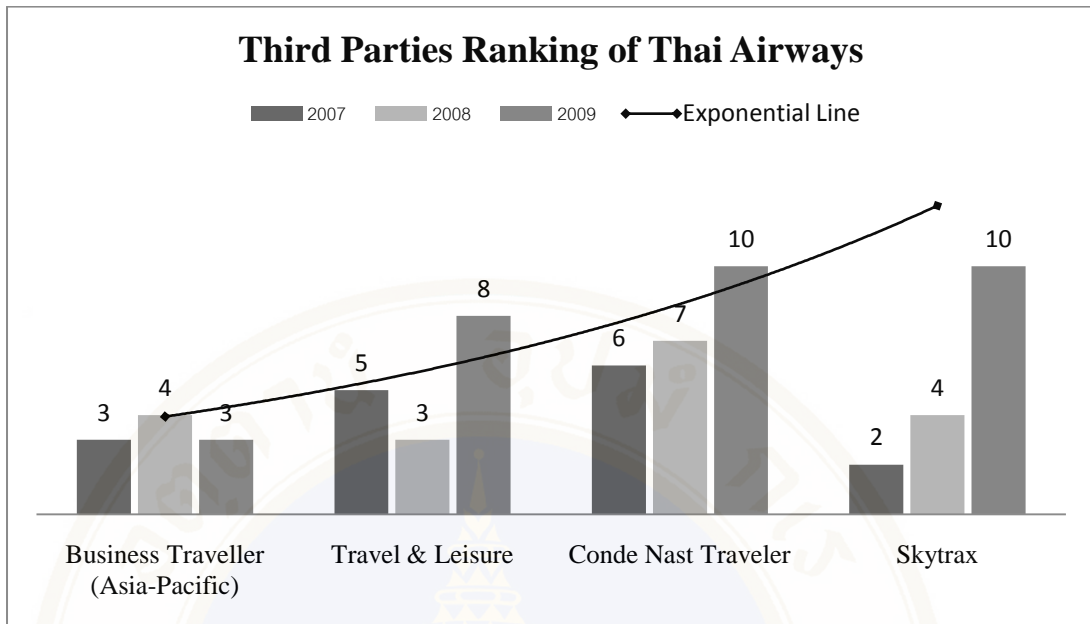


Figure 1.2: Ranking of Thai Airways in 2007-2009 By Third Parties

These are only the results from external surveys, but the internal surveys that have been done quarterly such as Thai Airways Customer Satisfaction Surveys (TCSS) and Star Alliance Customer Survey (SACS) have also revealed a diminishing customer satisfaction index (CSI). Nevertheless, this information has been strictly treated as confidential so that it cannot be demonstrated in this research.

As a way of alleviating these symptoms, it will be beneficial to measure the job satisfaction and organizational commitment among flight attendants of Thai Airways as these might be the core of the problem and might provide valuable clues to how companies should deal with important issues. In addition, this case study can be used to conduct experiments concerning the relationship between job satisfaction and organizational commitment as well.

1.3 Research Questions

1. What is the relationship between job satisfaction and organizational commitment?
2. What factors do have an impact on job satisfaction and organizational commitment?
3. What are the job satisfaction and organizational commitment levels of flight attendants in Thai Airways?
4. What is the form of the organizational commitment in flight attendants of Thai Airways? (Normative, Continuance or Affective commitment)

1.4 Rationale of Research

Much research has mentioned that job satisfaction and organizational commitment is the root of employee behavior in an organization as they relate to productivity, attendance at work, turnover, retirement, participation, labor militancy, sympathy for unions, and psychological withdrawal from work (Camp, 1993). In addition, the concept of service-profit chain also links employee satisfaction, loyalty and productivity with the revenue growth and profitability, which means if employees are satisfied with their jobs, they tend to be committed and loyal to the company. In consequence, the employee would deliver the high value of service to the customer. Once, the customers are satisfied with service quality, they will become a loyal customers, and repeat consumption will occur. In the end, the company benefits from this phenomenon through growth of revenue and profitability. Even better, the company will keep employees who are willing to put a great effort into the job and stay with the company longer, which translates into a high retention level and low turnover rate. This will also help the company to reduce the cost of training, which comprises a huge amount of investment, especially in service organizations.

Even though, the turnover rate of Thai Airways is not high but it does not mean that there is nothing to do with job satisfaction and organizational commitment. As depicted by the ranking results above, they indicated some symptoms of the company that can damage the image and reputation of the company. Therefore, it is interesting to measure the level of job satisfaction and organization commitment in

Thai Airways. In addition, the management of Thai Airways can use the result of this research to enhance guidelines to create more effective human resource management policies and provide appropriate working conditions and an environment for employees so that the company will be better able to compete with rivals. Finally, from a more general perspective, this case study can be used to test the relationship between job satisfaction and organizational commitment and also identify the influencing factors that drive the level of job satisfaction and organizational commitment.

1.5 Research Objectives

1. To study the relationship between job satisfaction and organizational commitment.
2. To identify the influencing factors on job satisfaction and organizational commitment.
3. To measure the level of job satisfaction and organizational commitment among flight attendants in Thai Airways.
4. To identify the form of organizational commitment among flight attendants in Thai Airways.

1.6 Scope of the study

1.6.1 Target population

This research will study the relationship of job satisfaction and organizational commitment by using Thai Airways as a case study and will also measure the job satisfaction and organizational commitment of flight attendants in Thai Airways. A flight attendant is a person who works on an airplane and provides service for the passengers during the flight and also performs and maintains safety standards throughout the flight. Thai Airways has 5,979 flight attendants (as of July 1, 2010), both male and female, which can be categorized as follows:

1. In-flight Manager (IM)	238
2. Air Purser (AP)	417
3. Royal First Class Flight Attendant (CAF)	2,078
4. Royal Silk Class and intercontinental flight attendant (CAE)	1,487
5. Royal Silk Class and regional Flight Attendant (CAR)	786
6. Economy Class Flight Attendant (CAY)	782
7. Foreign Flight Attendant	181

1.6.2 Variables

1.6.2.1 Independent variables

1. Demographics
 - a. Age
 - b. Gender
 - c. Current position
 - d. Tenure in the organization
2. Influencing factors of job satisfaction
 - a. The work itself
 - b. Pay
 - c. Promotion opportunities
 - d. Supervision
 - e. Coworkers
 - f. Role ambiguity
 - g. Organization climate
 - h. Stress
 - i. Perception on fair treatment
3. Influencing factors of organizational commitment
 - a. Career adaptability
 - b. Disposition
 - c. The job design
 - d. Values
 - e. Support
 - f. Procedural fairness

g. Leadership style

1.6.2.2 Dependent variables

1. Overall job satisfaction
2. Overall organizational commitment
3. Affective commitment
4. Normative commitment
5. Continuance commitment

1.6.3 Timeframe

The timeframe of this research is expected to be 6 months, from October 2010 – March 2011.

1.7 Terms Definition

1.7.1 Overall job satisfaction

The overall job satisfaction refers to the arithmetic mean of the result of the Minnesota Satisfaction Questionnaire (MSQ), which consists of 20 items developed by Weiss *et al.* (1967), in the questionnaire of this study.

1.7.2 Overall organization commitment

The overall organizational commitment refers to the arithmetic mean of the result of the scale that was developed by Meyer, Allen, and Smith (1993) in the questionnaire of this study.

1.7.3 Flight attendant

A flight attendant in this study is an employee of Thai Airways International who works on an airplane and is responsible for in-flight safety and services throughout the flight. In Thai Airways International, flight attendants can be categorized into seven categories as following:

- In-flight Manager (IM) is the manager of the flight and is mainly responsible in Royal First Class and Royal Silk Class of the wide-bodied aircraft. The tenure of this category ranges from 20-30 years.
- Air Purser (AP) is the chief purser in the narrow-bodied aircraft but is mainly responsible in Economy Class in the wide-bodied aircraft.

She/he also performs in-flight duty free sales. The tenure of AP ranges from 15-25 years.

- Royal First Class flight attendant (CAF) is a person who works in Royal First Class (first class in general term). She/he has worked at least 10 years for Thai Airways International.
- Royal Silk Class and intercontinental flight attendant (CAE) is a person who works in Royal Silk Class (business class in general term) and Economy Class, mainly in the intercontinental routes. The tenure of this group is 5-15 years.
- Royal Silk Class and regional flight attendant (CAR) is a person who works in Royal Silk Class and Economy Class, but mainly on the regional routes. The working period in this group is about 5-10 years.
- Economy Class flight attendant (CAY) is a person who works in Economy Class only and mainly on the regional routes. The tenure of this category ranges from newcomer to 4 years.
- Foreign flight attendant is a person who works in Royal Silk Class and Economy Class. Only female flight attendants serve in this category, and they fly only to their home country. The working period of this group can vary from 2-30 years, as they cannot be promoted to work in other categories. Foreign flight attendants composed of people from the Chinese mainland, Japanese, Korean, and Taiwanese.

1.7.4 Tenure in the organization

The working period represents their work with Thai Airways as a flight attendant only; working period in other positions is not counted.

1.7.5 The work itself

The work of flight attendant can be divided into two areas: safety and services. The safety can relate to emergency situations, passenger handling, and first aid, while the services are meal and beverage services, and services providing passenger comfort. Another aspect of the job is acting as a representative of Thai Airways in order to maintain the good image and reputation of the company. The flight attendant needs to strictly follow the working routines, working procedures,

rules and regulations established by the company. However, this term considers the workload and appropriateness of the work itself.

1.7.6 Pay

The pay in this study refers to all sources of income of the flight attendants, which includes basic salary, flight per-diem (allowance per flight), flight pay (per flight hour), overtime work (per flight hour), annual bonus, and vacation compensation (when vacation has not been used).

1.7.7 Promotion opportunities

This refers to the chance that one flight attendant can be promoted to a higher position, as explained in 1.7.3. The condition, criteria, and selection procedure are taken into consideration of this term.

1.7.8 Supervision

This can be referred to the ability of the IM and/or AP each flight, how well that IM and/or AP can manage, supervise, control and direct the in-flight duty as a chief of the flight.

1.7.9 Coworkers

Coworker in this context can refer not only to flight attendants but also the ground staffs, catering agents and cleaners.

CHAPTER II

LITERATURE REVIEW

To study the relationship between job satisfaction and organizational commitment, the definitions of the main concept and results from previous research have been reviewed and explained in this section, which are presented as follows:

- Demographics of target population
- Job satisfaction
- Organizational commitment
 - Affective Commitment (AC)
 - Normative Commitment (NC)
 - Continuance Commitment (CC)
- The results from previous study

2.1 Demographics of the Flight Attendants

The demographic factors in this study are as follows:

- Age
- Gender
- Current position
- Tenure in the organization

According to Hitt, Miller, and Coella (2009), age and tenure have a significant impact on the organization commitment level. Chen (2006) stated that several factors have a bearing on job satisfaction and organizational commitment, such as age, gender and tenure in the organization. Mathieu and Zajac (1990) also argued that demographic characteristics including tenure, age and gender have been shown to have an important relationship with commitment. Feinstein (2000) questioned whether demographic factors (viz. age, tenure and position) of restaurant employees significantly related to job satisfaction with the result showing that there is a relationship between demographic factors and job satisfaction. In related work, Vaydonoff (1980) states

gender also has an effect on job satisfaction. In addition, Lee and Wilbur (1985) contend that age also influences job satisfaction as well.

Demographic traits such as age, gender, and work experience also have been determined to be importantly correlated to organizational commitment (Dodd-McCue & Wright, 1996). Moreover, Santos and Not-Land (2006, pp. 57-63) found an important correlation between tenure in organization and organizational commitment. Sonthaya (2005) also stated that age has an effect on organizational commitment, along with the study of Steers (1977), which contends that older employees have higher organizational commitment than younger employees. Sheldon (1971) states that the longer that an employee works for the organization, the higher that the organizational commitment of the employee will be. However, Wiedmer (2006) found that age was not an important indicator of job satisfaction and organizational commitment, suggesting that the relationship between demographic traits and job satisfaction and organizational commitment is complicated and may differ from industry to industry. The current study focuses specifically on the airline industry where results might be diverse.

2.2 Job Satisfaction

The comprehensive definition of job satisfaction by Locke is that job satisfaction involves cognitive, affective, and evaluative reactions or attitudes and states that it is “a pleasure or positive emotional state resulting from the appraisal of one’s job or job experience” (1969, pp. 306-339). Job satisfaction is a result of employees’ perceptions of how well their job provides those things that are viewed as important (Luthans, 2008, p. 141). A high level of satisfaction represents a positive attitude toward the job, while a low level of satisfaction represents a negative attitude (Hitt, Miller, & Colella, 2009, p. 163). Luthans (2008, p. 142) also cited the three generally accepted dimensions to job satisfaction:

- Job satisfaction is an emotional response to a job situation.
- Job satisfaction is often determined by how well outcomes meet or exceed expectations.
- Job satisfaction represents several related attitudes and these are the five dimension of the job:

- The work itself
- Pay
- Promotion opportunities
- Supervision
- Coworkers

In addition, the factors that also influence the job satisfaction by Hitt, Miller and Coella (2009, p. 165) are:

- Role ambiguity
- Organization climate
- Stress
- Perception of fair treatment

In addition, there are various definitions of job satisfaction itself. Odom, Boy and Dunn (1990) stated that job satisfaction is the degree to which an employee believes positively or negatively about the job, while Cranny, Smith, and Stone (1992) defined job satisfaction as an emotional response to the job, which is consequent from the outcomes of the expectations of the job and the reality of it. However, Locke (1969, pp. 309-336) also contended that job satisfaction is a “pleasurable emotional state resulting from appraisal of one’s job as achieving or facilitating one’s job values”. On the other hand, job dissatisfaction is an unpleasant feeling that comes from an evaluation of job as frustrating or obstructing the accomplishment of one’s belief. Therefore, it is obvious from the discussion above that job satisfaction is included in organizational studies. Moreover, Arnett, Laverie and McLane (2002) argued that job satisfaction consigns to the staff’s general emotional assessment of their job.

In the service industry, job satisfaction assures that the staff will take care of customers with the utmost care. Because of the significance of the “moment of truth” that occurs at the point of provider-customer contact in improving the customer relationship, job satisfaction of an employee is fundamental to building customer loyalty in service organizations. Generally, job satisfaction can boost the performance of employees, which will lead to low rates of turnover and also high retention levels. Jerome and Kleiner (1995) also mentioned that organizations demonstrating high commitment because of the improvement in employee job satisfaction, motivation,

and morale might have long-term benefits with respect to success, loyalty, retention, and productivity. Job satisfaction has a strong optimistic relationship to organizational commitment (Fletcher & Williams, 1996) and job performance (Babin & Boles, 1996), which means an employee who is satisfied with a job will have a higher organizational commitment than a dissatisfied employee. In the sense of turnover in the organization, Shaw (1999) contended that there is a strong harmful correlation between job satisfaction and the employee turnover rate. Furthermore, Mobley (1977) argued that if staff members are not satisfied with their jobs, they tend to leave the company for other jobs.

2.3 Organizational Commitment

Organizational commitment is a broad attitude toward the organization as a whole. It signifies how strongly an individual identifies with and values being associated with the organization (Hitt, Miller, & Colella, 2009, pp. 163-164). A wide variety of definitions also exist, as follows (Becker, Randall, & Riegel, 1995):

1. A strong need to continue being a member of a specific organization.
2. An enthusiasm for applying a strong effort on behalf of the organization.
3. A strong acknowledgement of and agreement in the goals and values of the organization (Mowday, Porter, & Steers, 1982).

In other words, this is an attitude reflecting employees' loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being (Luthans, 2008, p. 147). Hitt, Miller, and Colella (2009, pp. 147-148) also proposed the attitudes that determine the organizational commitment, which can be categorized into two components:

- Personal
 - Age
 - Tenure in the organization
 - Career adaptability
 - Disposition
- Organizational

- The job design
- Values
- Support
- Procedural fairness
- Leadership style

In addition, there is a three-component model of organizational commitment proposed by Myer and Allen (1991). The three components are as follows:

2.3.1 ***Affective commitment*** (AC) is defined as the positive emotion towards the organization. An employee affectively and strongly commits to the goals of the organization and wants to be a part of the organization to achieve the goals. This employee remains a member of the organization because he/she “*wants to*”.

2.3.2 ***Continuance commitment*** (CC) denotes the awareness of the costs related with leaving the organization. An employee commits to the organization because he/she foresees the high cost that might be incurred as a result of losing membership in an organization, including financial costs (such as accruals of pension) and social costs (friendships with colleagues). The employee remains a member of the organization because he/she “*has to*”.

2.3.3 ***Normative commitment*** (NC) indicates a feeling of responsibility to continue employment. Employees who have a high level of normative commitment feel that they should work for the organization. The reasons and causes of these feelings may be varied. For instance, the organization would have invested enormous resources in training an employee who later feels a “moral” obligation and should put great effort on the job and remain with the organization to “pay back what they owed”. Additionally, it might reflect an internalized custom, which is developed before that person works for the organization through family or other socialization processes, that one should be

loyal to one's organization. So, the employee remains a member of the organization because he/she "*ought to*"

According to Meyer and Allen, these three components of commitment are not exclusive to each other because an employee can, at the same time, be committed to the organization in either an affective, normative and continuance sense, to different degrees (Dereli, 2006).

Different research defines organizational commitment in different ways; in general, individual commitments are in agreement with the company's goals and values, are enthusiastic to be with the organization, and are happy to put a great effort to the organization as well (Mowday, Steers, & Porter, 1979). Thus, organizational commitment performs as a "psychological bond" towards the organization that influences each employee to perform his/her work along with the goals of the organization (Porter, Steers, Mowday, & Boulian, 1974). Generally, several researchers reveal that a low level of organizational commitment is not good for both the organization and employees, while a higher level will have positive effects, such as better performance, higher satisfaction and lower turnover rate (Mathieu & Zajac, 1990). Mathieu and Zajac (1990) also define organizational commitment as an affection and association with the organization. That affection might be judged as an individual feeling, especially when the individual has a high degree of faith in the goals and values of the organization and/or shows a strong desire to be a part of the organization. Thus, if the management would like to boost the organizational commitment, the antecedents must be specified (Morris & Sherman, 1981), and empirical studies suggest that job satisfaction is a prerequisite to organizational commitment (Brown & Peterson, 1994). Consequently, if an employee has a positive commitment to the organization, it might reduce the turnover rate (Woo, Leonga, & Lee, 2005).

A combined definition of job satisfaction and organizational commitment from Williams and Hazer (1986) is that job satisfaction is related to the feeling for a specific job but organizational commitment reflects more on the attitude of an employee toward the whole organization. In other words, job satisfaction signifies a

reaction to some certain aspect of the job while organizational commitment is a reaction toward the company or organization.

2.4 Related Research

In summary, the review of previous research conducted in this area found that most studies produced similar results in that job satisfaction is intimately tied with the organizational commitment and formation of a company's competitive advantage, which this study examined, as well. In addition, it also studies differences in job satisfaction and organizational commitment levels for different demographic traits.

As part of this relationship, the management of the company should regularly observe and assess employee satisfaction and reward operators for their productivity (Woo, Leonga, & Lee, 2005). Another result from the study of Feng-Hua and Chen-Chieh (2008) of clinical nurses revealed that job satisfaction positively impacts organizational commitment. Udo, Guimaraes, and Igarria (1997) also stated that how satisfied staff members perceive their jobs has an impact on their loyalty towards the organization. Mowday, Porter, and Steers (1982) also argued that job satisfaction could be prerequisites for organizational commitment. Martin and Bennett (1996) and Schwepker (2001) also pointed out that a great number of research studies show the positive relationship between job satisfaction and organizational commitment. Another interesting research finding from Feinstein (2000), which investigated the relationship between job satisfaction and organizational commitment among restaurant employees, suggested that employers may enhance the level of organizational commitment in the organization by raising employee satisfaction with compensation, policies, and working environment, which presumes a positive relationship between job satisfaction and organizational commitment. Additionally, Feinstein also mentioned that tenure in the organization could affect the level of organizational commitment as the result of research shows that employees who work more than 6 months have a lower degree of commitment than employees who work more than a year. In addition, the result of research conducted by Lipinskiene (2008) argued that because the overall level of both job satisfaction and organizational commitment is high, it can be concluded that there is relationship between job

satisfaction and organization commitment, or in other words, the higher level of employee satisfaction, the higher level of organizational commitment.

To be more specific, research has also found that the different forms of organizational commitment (affective, continuance and normative) can be influenced by job satisfaction and also age and tenure in the organization as well. Another study conducted in Turkey (Çelik, 2005), argued that job satisfaction is a “determinative” of organizational commitment. The consequences of job satisfaction on organizational commitment are an issue which should be considered by management as it plays a significant role in enhancing the quality of service and diminishing the problems that can cause in human resources policy which will reduce the level of organizational commitment in employees. Moreover, the research finding of Salami (2008) revealed that the level of job satisfaction can significantly predict the level of organizational commitment. This can be interpreted as higher job satisfaction can result in higher organizational commitment. Salami also mentioned demographic factors. The results from the research are that older workers are more committed to the organization than the younger workers and employees who had higher job tenure had more commitment than newly recruited employees.

In general, the results from previous studies show that there is a positive relationship between job satisfaction and organizational commitment. However, the findings of the current study may be different as a result of the different environment that this research was conducted in. Moreover, this study is perhaps the first one conducted on the airline industry in Thailand, and it will be interesting to examine the relationship between job satisfaction and organizational commitment among members of a staff in which competition is extremely fierce.

2.5 Conceptual Framework

This study will mainly focus on the relationship between job satisfaction and organizational commitment. However, it will also identify the influencing factors toward both job satisfaction and organizational commitment. In doing so, the influencing factors of job satisfaction were extracted from the study of Luthans (2008, p. 142) and Hitt, Miller and Coella (2009, p. 165), as shown in figure 2.1, and the

influencing factors of organizational commitment are from the study of Hitt, Miller and Coella (2009, pp. 147-148), which can be categorized into two components: personal and organization.

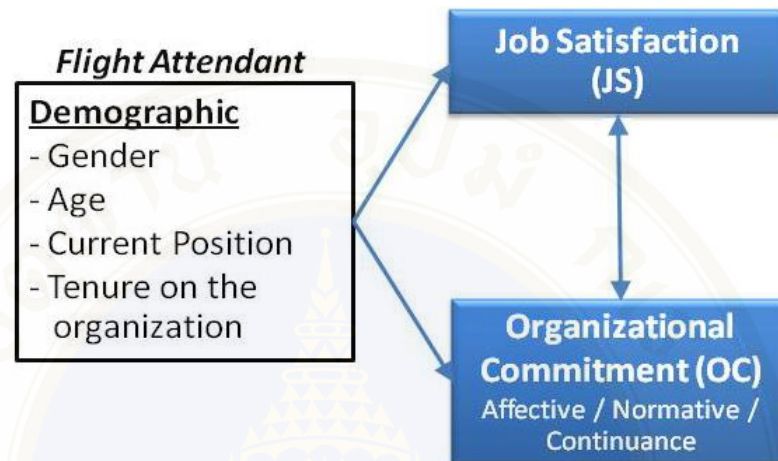


Figure 2.1: Concept Mapping: to demonstrate the framework of this research

2.6 Proposed Research Hypotheses

H1: There is a positive relationship between job satisfaction and organizational commitment.

- a) There is a positive relationship between job satisfaction and affective commitment.
- b) There is a positive relationship between job satisfaction and normative commitment.
- c) There is a positive relationship between job satisfaction and continuance commitment.

H2: There is a difference in the level of job satisfaction among different demographics of flight attendants.

- (a) There is a difference in the level of job satisfaction among different flight attendants by age.
- (b) There is a difference in the level of job satisfaction among different flight attendants by gender.

(c) There is a difference in the level of job satisfaction among different flight attendants by current position.

(d) There is a difference in the level of job satisfaction among different flight attendants by tenure in the organization.

H3: There is a difference between the organizational commitment of senior flight attendants and junior flight attendants.

a) There is a difference between the affective commitment of senior flight attendants and junior flight attendants.

b) There is a difference between the normative commitment of senior flight attendants and junior flight attendants.

c) There is a difference between the continuance commitment of senior flight attendants and junior flight attendants.

H4: There is a relationship between age and organizational commitment.

(a) There is a positive relationship between age and affective commitment.

(b) There is a positive relationship between age and normative commitment.

(c) There is a positive relationship between age and continuance commitment.

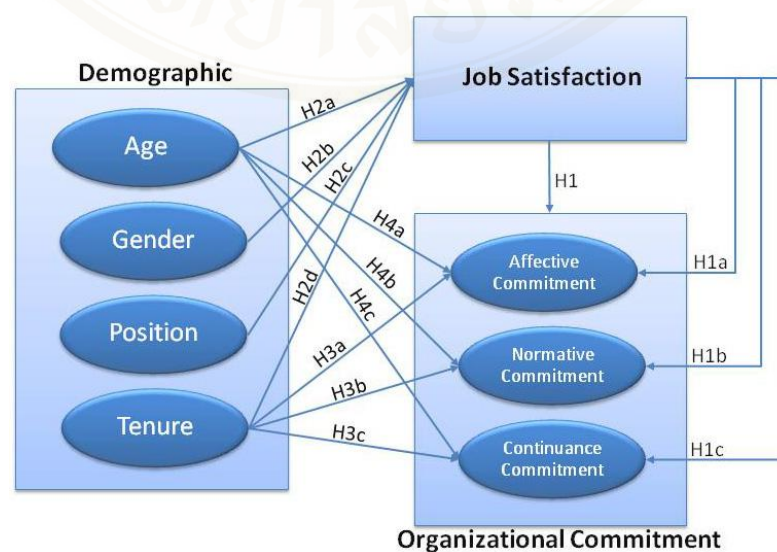


Figure 2.2: The links of proposed hypotheses

CHAPTER III

RESEARCH METHODOLOGY

The study of the relationship between job satisfaction and organizational commitment of flight attendants in Thai Airways International was designed as a non-experimental cross-sectional study. A cross-sectional study is defined as an assessment of one situation that happens at one time so that, in this case, the data were collected at one time from the flight attendants of Thai Airways International. This study employed a quantitative method by distributing questionnaires to the flight attendants of Thai Airways. This chapter is composed of five sections, as follows:

- 3.1 Target population and sample
- 3.2 Instrumentation development
- 3.3 Data collection
- 3.4 Data analysis

3.1 Target Population and Sample

3.1.1 Target population

The target population of this study will be flight attendants of Thai Airways International, which has a total of 5,979 flight attendants (as of July 1, 2010) who can be categorized as following:

- | | |
|---|-------|
| 1. In-flight Manager (IM) | 238 |
| 2. Air Purser (AP) | 417 |
| 3. Royal First Class Flight Attendant (CAF) | 2,078 |
| 4. Royal Silk Class and Intercontinental Flight Attendant (CAE) | 1,487 |
| 5. Royal Silk Class and Regional Flight Attendant (CAR) | 786 |
| 6. Economy Class Flight Attendant (CAY) | 782 |

7. Foreign Flight Attendant

181

3.1.2 Data sampling

Due to the size of the target population, the population can be specified and divided into different stratum. Thus, the Proportional Stratified Random Sampling will be used to collect the data. In consequence, the sample size of each stratum will be determined by a percentage of the result from Yamane's Equation of Sample Size Determination (Yamane, 1967), as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where, n = Sample size
 N = Total amount of target population
 e = Allowable error of sampling (this research = 0.05)

Thus, the total sample size of this research will be;

$$n = \frac{5,979}{1 + (5,979)(0.05)^2}$$

$$n = 375 \sim 6.28\%$$

From the equation above, the sample size of each flight attendant category will be calculated from 6.28 percent as follows:

Table 3.1: The sample size of each flight attendant category

Flight Attendant Categories	Population	Sample Size
1. In-flight Manager	238	15
2. Air Purser	417	27
3. Royal First Class	2,078	130

Table 3.1: The sample size of each flight attendant category (Cont.)

Flight Attendant Categories	Population	Sample Size
4. Intercontinental	1,487	94
5. Regional	786	50
6. Economy Class	782	50
7. Foreign	181	14
Total	5,979	380

Therefore, the total sample size of this research will be 380 members.

3.2 Instrumentation Development

From a review of literature on job satisfaction and organizational commitment, the questionnaire of this study was built by the author. However, the original questions were modified, some words and phrases were adjusted to harmonize with the flight attendant job's characteristics. The content validity of the questionnaire was examined by an advisor, an in-flight manager, an air purser, and flight attendants (n=5). Consequently, the pilot testing was conducted by distributing the questionnaires to the target population (n=30) for reliability of the questionnaire. The reliability of the questionnaire was analyzed by using SPSS for Windows, and they are all higher than 0.6 which is the lowest acceptable limit for Cronbach's alpha, as suggested by Hair, *et al.* as also cited in (Park & Kim, 2003). However, the result will be revealed in each section of the questionnaire. The questionnaire was divided into 4 sections as follows:

Section 1: Demographic Characteristics included: 1) Gender 2) Age 3) Current position and 4) Tenure in the organization

Section 2: Job Satisfaction will be measured by the Minnesota Satisfaction Questionnaire (MSQ) of 20 items, which was developed by Weiss *et al.* (1967), using a 7-point Likert scale with the weight ranging from 1 (strongly disagree) to 7 (strongly agree)

agree). The original questions have been tested with the Cronbach alpha reliability coefficients of 0.87. The original questions in the questionnaire are as follows:

1. Being able to keep busy all the time.
2. The chance to work alone on the job.
3. The chance to do different things from time to time.
4. The chance to be “somebody” in the community.
5. The way my boss handles his/her workers.
6. The competence of my supervisor in making decision.
7. Being able to do things that don't go against my conscience .
8. The way my job provides for steady employment.
9. The chance to do things for other people.
10. The chance to tell people what to do.
11. The chance to do something that makes use of my abilities.
12. The way company policies are put into practice.
13. My pay and the amount of work I do.
14. The chances for advancement on this job.
15. The freedom to use my own judgment.
16. The chance to try my own methods of doing the job.
17. The working conditions.
18. The way my co-workers get along with each other.
19. The praise I get for doing a good job.
20. The feeling of accomplishment I get from the job.

After the questions were modified and the pilot testing was performed, questions 1 and 2 were removed in order to maintain the Cronbach alpha reliability coefficients, which is 0.897 (18 items)

Then, this section will measure the impact level of these following influencing factors, which will lead to the job satisfaction level, and it will use the 7-point Likert scale, with the weighting from 1 (lowest impact) to 7 (highest impact). The Cronbach alpha reliability coefficients of this section is 0.892 (9 items)

- The work itself

- Pay
- Promotion opportunities
- Supervision
- Coworkers
- Role ambiguity
- Organization climate
- Stress
- Perception of fair treatment

Section 3: Organizational Commitment: Three different components of commitment – affective commitment (AC), continuance commitment (CC), and normative commitment (NC) – will be measured by using the scale developed by Meyer and Allen (Meyer, Allen, & Smith, 1993). The measurement of the three-component model (affective, continuance, and normative commitment) was developed and used to test hypotheses concerning their differential relations with antecedent and consequence variables (Meyer, Allen, & Smith, 1993). No questions were removed from the original questions, and the Cronbach alpha reliability coefficients are shown in table 3.2

Table 3.2: The Cronbach alpha reliability coefficients of organizational commitment questions

Questions	Number of items	Alpha coefficients
Organizational commitment	18	0.705
Affective commitment	6	0.734
Continuance commitment	6	0.616
Normative continuance	6	0.644

Then, the influencing factors were measured by using a 7-point Likert scale with the weight from 1 (lowest impact) to 7 (highest impact). The influencing factors

of organizational commitment are as follows, and the Cronbach alpha reliability coefficient of this section is 0.88 (7 items).

- Career adaptability
- Disposition
- The job design
- Values
- Support
- Procedural fairness
- Leadership style

Section 4: Open-ended question: this section requests comments and suggestions of the respondents in order to improve job satisfaction and the organizational commitment of flight attendants in Thai Airways International.

3.3 Data Collection

Each flight attendant of Thai Airways International has his or her own personal message box, so that the questionnaire was randomly distributed to personal message boxes. The collection period took 4 weeks, from December 20, 2010, until January 10, 2011. The participants returned the completed questionnaire to the personal message box of the author.

The questionnaires were encoded to protect the anonymity of the respondents. The participants were assured that all information would be treated confidentially, presented in groups, and only used for educational purposes via the cover page of the questionnaire. Therefore, the questionnaire packet that was distributed included 1) a cover page explaining the project, information on the respondents' rights protection, instructions for returning the questionnaire, and a certified stamp from the Ethics of Human Research Committee of Humanities and Social Science Faculty, Mahidol University, and 2) the questionnaire.

3.4 Data Analysis

The data were analyzed by using SPSS (Statistical Package for the Social Sciences) for Windows according to the following steps:

3.4.1 Manually check for the number and correctness of returned questionnaires.

3.4.2 Enter the received data from the returned questionnaires to the SPSS program, and check the data through descriptive statistics. These statistics provide information such as invalid data and missing values. Invalid responses or input errors may cause invalid data. As human error can happen during the data entry process, some answers were checked and then either corrected or removed from the analysis.

3.4.3 The 7-point Likert scale with weights ranging from 1 to 7 of the questionnaire in the study were assessed and provided in the following table:

Table 3.3: The weight assessment

Degree	Weight	
	Positive	Negative
Highest	7	1
Very high	6	2
Somewhat high	5	3
Moderate	4	4
Somewhat low	3	5
Very low	2	6
Lowest	1	7

From table 3.4 and 3.5 the satisfaction level of job satisfaction in section 2 and the agreement level of organizational commitment in section 3 of the questionnaire were interpreted as following;

Table 3.4: The satisfaction level of job satisfaction interpretation

Satisfaction level	Answer of positive question
Strongly satisfied	7
Very satisfied	6
Somewhat satisfied	5
Satisfied	4
Somewhat dissatisfied	3
Very dissatisfied	2
Srongly dissatisfied	1

Table 3.5: The agreement level of organizational commitment interpretation

Degree	Answers	
	Positive questions	Negative questions
Strongly agree	7	1
Very agree	6	2
Somewhat agree	5	3
Agree	4	4
Somewhat disagree	3	5
Very disagree	2	6
Strongly disagree	1	7

3.4.4 The received data from the returned questionnaires were analyzed as follows:

3.4.4.1 Demographic characteristics included age, gender, current position, and tenure in the organization were categorized and analyzed by percentage.

3.4.4.2 Job satisfaction, organizational commitment level, and influencing factor in sections 2 and 3 of the question were analyzed by arithmetic mean (\bar{X}) and standard deviation (S.D.). The mean in this study were interpreted as follows:

Table 3.6: The arithmetic mean interpretation

Mean	Degree
1.00 - 1.85	Very low
1.86 - 2.70	Somewhat low
2.71 - 3.55	Low
3.56 - 4.40	Neutral
4.41 - 5.25	High
5.26 - 6.10	Somewhat High
6.11 - 7.00	Very High

3.4.4.3 The relationship between job satisfaction and organizational commitment was examined by using the Pearson Product Moment Correlation Coefficient, which can range from -1 to +1; if the Correlation Coefficient is 0, it means there is no relationship between these two variables. The sign indicates the direction of the relationship in terms of whether it is positive or negative relationship. The degree of relationship is defined as follows:

Table 3.7: The degree of relationship interpretation

Correlation Coefficient	Degree
> 0.800	Very Strong
> 0.600 - 0.800	Strong
> 0.400 - 0.600	Moderate

Table 3.7: The degree of relationship interpretation (Cont.)

Correlation Coefficient	Degree
0.200 - 0.400	Weak
< 0.200	Very Weak

3.4.4.4 The answers in the open-ended question in section 4 of the questionnaire were summarized by the author.

3.4.5 The research questions and hypotheses were examined by statistical techniques as demonstrated in Table 3.8

Table 3.8: Statistical techniques employed in this study

Research questions / Hypothese	Employed techniques
RQ1) What is the relationship between job satisfaction and organizational commitment?	Pearson Correlation
RQ2) What factors do have impact on the job satisfaction and organizational commitment?	Arithmetic Mean
RQ3) What are the job satisfaction and organizational commitment level of flight attendants in Thai Airways?	Arithmetic Mean
RQ4) What is the form of the organizational commitment in flight attendants of Thai Airways?	Arithmetic Mean
H1) There is a positive relationship between job satisfaction and organizational commitment	Pearson Correlation
H1a) There is a positive relationship between job satisfaction and affective commitment	Pearson Correlation
H1b) There is a positive relationship between job satisfaction and normative commitment	Pearson Correlation

Table 3.8: Statistical techniques employed in this study (Cont.)

Research questions / Hypothese	Employed techniques
H1c) There is a positive relationship between job satisfaction and continuance commitment	Pearson Correlation
H2a) There is a difference of the job satisfaction in different age group of flight attendant	One-way ANOVA
H2b) There is a difference of the job satisfaction in different gender of flight attendant	Independent t-test
H2c) There is a difference of the job satisfaction in different current position of flight attendant	One-way ANOVA
H2d) There is a difference of the job satisfaction in different tenure on the organization of flight attendant	Independent t-test
H3b) There is a difference between the normative commitment of senior flight attendants and junior flight attendants	Independent t-test
H3c) There is a difference between the continuance commitment of senior flight attendants and junior flight attendants	Independent t-test
H4) There is a relationship between age and organizational commitment	Pearson Correlation
H4a) There is a relationship between age and affective commitment	Pearson Correlation
H4b) There is a relationship between age and normative commitment	Pearson Correlation
H4c) There is a relationship between age and continuance commitment	Pearson Correlation

CHAPTER IV

RESULTS OF DATA ANALYSIS

This chapter presents the results of the data analysis in order to achieve the objectives and test the hypotheses of the study. The SPSS 15.0 for Windows was used for data analysis. The results were categorized into three main parts according to the research objectives and hypotheses, which are 1) respondents' demographic data, 2) data analysis for research objectives, 3) data analysis for hypothesis testing, and 4) other findings of the study. The total of 450 questionnaires were distributed to a stratified proportional random data sample of flight attendants in Thai Airways International, which can be categorized into seven groups including In-flight Manager (IM), Air Purser (AP), Cabin Attendant First Class (CAF), Cabin Attendant European (CAE), Cabin Attendant Regional (CAR), Cabin Attendant Economy Class (CAY), and foreign flight attendant. There were 398 (88.4%) completed questionnaires returned for data analysis.

4.1 Demographic Characteristics of Flight Attendants

The respondents' demographic data is presented in Tables 4.1– 4.6 below:

Table 4.1 Gender (n=398)

Gender	Frequency	Percentage
Male	178	44.7
Female	220	55.3
Total	398	100

As shown, the majority of the respondents in the study were female (55.3%) with males representing 44.7%.

For the age of respondents, the age group comprising 31-40 year olds represents the majority of the respondents (42.2%), followed by respondents below 30 years old or younger (25.9%) and those aged 41-50 (25.6%), while flight attendants older than 50 years old are the minority (6.3%). However, the oldest respondent is 58, whereas the youngest is 23 years old. The average age of respondents is 36.79 years old.

Table 4.2 Age Group (n=398)

Age Group (years)	Frequency	Percentage
30 or below	103	25.9
31 – 40	168	42.2
41 – 50	102	25.6
More than 50	25	6.3
Total	398	100

Mean = 36.79 S.D. = 7.7 Range = 23-58

In terms of current position, Royal First Class Flight Attendant (CAF) is the largest group of respondents (33.9%), Royal Silk Class and intercontinental flight attendant (CAE) is the second (23.9%), while Economy Class Flight Attendant (CAY) and Royal Silk Class and regional Flight Attendant (CAR) are almost evenly distributed, 13.3% and 12.8%, respectively. Additionally, Air Purser (AP) and In-flight Manager (IM) represent the smaller groups at 6.8% and 5.3%, respectively.

Table 4.3 Current Position (n=398)

Current Position	Frequency	Percentage
In-flight Manager (IM)	21	5.3
Air Purser (AP)	27	6.8
Royal First Class Flight Attendant (CAF)	135	33.9

Table 4.3 Current Position (n=398) (Cont.)

Current Position	Frequency	Percentage
Royal Silk Class and intercontinental flight attendant (CAE)	95	23.9
Royal Silk Class and regional Flight Attendant (CAR)	51	12.8
Economy Class Flight Attendant (CAY)	53	13.3
Foreign flight attendant	16	4.0
Total	398	100

For tenure in the organization, the junior levels of respondents (below 12 years) comprise 55.3% of the respondents, whereas the most junior one worked in Thai Airways International for 2 years. On the other hand, the senior level (more than 12 years) signifies 44.7% of the respondents, with the most senior respondent having 35 years at the company.

Table 4.4 Tenure in the organization (n=398)

Tenure (years)	Frequency	Percentage
12 or below (Junior Level)	220	55.3
More than 12 (Senior Level)	178	44.7
Total	398	100

Mean = 12.65, S.D. = 7.7, and Range = 2-35

4.2 The Relationship between Job Satisfaction and Organizational Commitment

The relationship between job satisfaction and organizational commitment was analyzed using Pearson's Product Moment Correlation Coefficient, which is presented in Table 4.5.

Table 4.5 Pearson's Product Moment Correlation Coefficient between job satisfaction and organizational commitment

Variables	Pearson's Correlation	Sig. (2-tailed)
Overall job satisfaction and organizational commitment	.142	0.04*

*Correlation is significant at the 0.05 level (2-tailed)

Table 4.5 indicates that there was a positive and weak relationship between job satisfaction and organization commitment with p-value < 0.05 ($r = .142$, p-value = 0.04). This also means that job satisfaction can be a predictor of organizational commitment.

4.3 The Measurement of Job Satisfaction and Organizational Commitment Level among Flight Attendants in Thai Airways

Table 4.6 indicates the job satisfaction level of flight attendants in Thai Airways International in different respects. The overall job satisfaction of flight attendants in Thai Airways International is at the moderate level ($\bar{X} = 3.94$). However, the main concerns are three items in which the level of satisfaction is slightly low. The lowest of these is "The way company policies are put into practice" ($\bar{X} = 2.82$) followed by "The chances for advancement on this job" ($\bar{X} = 2.88$) and "My pay and the amount of work I do" ($\bar{X} = 3.03$).

Table 4.6 Mean, Standard Deviation (S.D.) of job satisfaction level of flight attendants in Thai Airways International (n=398)

Items	Mean	S.D.	Level of Satisfaction
The chance to do different things from time to time (n=397)	4.20	1.090	Neutral
The chance to be “somebody” in the community	4.63	1.141	Slightly high
The way my boss handles his/her workers	4.00	1.025	Neutral
The competence of my supervisor in making decision (n=397)	4.03	1.060	Neutral
Being able to do things that don’t go against my conscience	4.21	1.247	Neutral
The way my job provides for steady employment	3.56	1.354	Neutral
The chance to do things for other people	5.04	1.278	Slightly high
The chance to tell people what to do	4.08	1.322	Neutral
The chance to do something that makes use of my abilities	4.10	1.239	Neutral
The way company policies are put into practice (n=397)	2.82	1.245	Slightly low
My pay and the amount of work I do	3.03	1.423	Slightly low
The chances for advancement on this job	2.88	1.375	Slightly low
The freedom to use my own judgment	3.90	1.110	Neutral
The chance to try my own methods of doing the job	3.78	1.158	Neutral
The working conditions	4.27	0.960	Neutral
The way my co-workers get along with each other (n=397)	4.61	0.854	Slightly high
The praise I get for doing a good job	4.02	1.227	Neutral

Table 4.6 Mean, Standard Deviation (S.D.) of job satisfaction level of flight attendants in Thai Airways International (n=398) (Cont.)

Items	Mean	S.D.	Level of Satisfaction
The feeling of accomplishment I get from the job	3.88	1.267	Neutral
Overall Job Satisfaction Level	3.94	0.778	Neutral

Table 4.7 indicates the organizational commitment level of flight attendants in Thai Airways International. In terms of organizational commitment, the overall level is considered as moderate ($\bar{X} = 4.13$). The overall level of organizational commitment is measured by considering 18 items listed in Table 4.9. However, attention should be focused on the items that have a high mean. Most of these are in the items pertaining to continuance commitment, for instance, “Right now, staying with my organization is a matter of necessity as much as desire”, “It would be very hard for me to leave my organization right now, even if I wanted to”, and “Feeling that I have too few options to consider leaving this organization”. This shows that most of the respondents agree with these items and imply the reason they are still with the company.

Table 4.7 Mean, Standard Deviation (S.D.) of organizational commitment of flight attendants in Thai Airways International (n=398)

Items	Mean	S.D.	Level of Organizational Commitment
Being very happy to spend the rest of my career with this organization	3.94	1.355	Neutral
Feeling as if this organization’s problems are my own	4.31	1.429	Neutral

Table 4.7 Mean, Standard Deviation (S.D.) of organizational commitment of flight attendants in Thai Airways International (n=398) (Cont.)

Items	Mean	S.D.	Level of Organizational Commitment
Feeling a strong sense of “belonging” to my organization	4.21	1.457	Neutral
No feeling of “emotionally attached” to this organization	3.44	1.563	Slightly low
No feeling like “part of the family” at my organization	3.70	1.598	Neutral
This organization has a great deal of personal meaning for me	4.42	1.277	Slightly high
Right now, staying with my organization is a matter of necessity as much as desire	4.53	1.676	Slightly high
It would be very hard for me to leave my organization right now, even if I wanted to	4.51	1.702	Slightly high
Too much of my life would be disrupted if I decided I wanted to leave my organization now	4.80	1.663	Neutral
Too much of my life would be disrupted if I decided I wanted to leave my organization now	4.80	1.663	Neutral
Feeling that I have too few options to consider leaving this organization	4.49	1.576	Slightly high
If I had not already put so much of myself into this organization, I might consider leaving this organization	4.21	1.515	Neutral
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives	3.37	1.374	Slightly low

Table 4.7 Mean, Standard Deviation (S.D.) of organizational commitment of flight attendants in Thai Airways International (n=398) (Cont.)

Items	Mean	S.D.	Level of Organizational Commitment
Not feeling any obligation to remain with my current employer (n=397)	3.90	1.297	Neutral
Even if it were to my advantage, I do not feel it would be right to leave my organization now	4.03	1.434	Neutral
Feeling guilty if I left my organization now	3.70	1.494	Neutral
This organization deserves my loyalty	4.40	1.363	Neutral
Not leaving my organization right now because I have a sense of obligation to the people in it	3.77	1.476	Neutral
Feeling a great debt to my organization	4.70	1.474	Slightly high
Overall Organizational Commitment Level	4.13	0.464	Neutral

4.4 The identification of the influencing factors on job satisfaction and organizational commitment

The influencing factors that could influence the job satisfaction level is presented in the following table 4.8. The first three factors that have high impact toward job satisfaction are Pay ($\bar{X} = 6.17$) which is very high, Perception of fair treatment ($\bar{X} = 6.04$), and Promotion ($\bar{X} = 5.94$).

Table 4.8 Mean, Standard Deviation (S.D.) of influencing factors on job satisfaction level (n=398)

Factors	Mean	S.D.	Level of Influence	Ranking
Pay	6.17	1.375	Very high	1
Perception of fair treatment	6.04	1.154	Moderately high	2
Promotion	5.94	1.580	Moderately high	3
The work itself	5.31	1.308	Moderately high	4
Supervision	5.21	1.457	Slightly high	5
Organization climate	4.94	1.078	Slightly high	6
Co-workers	4.89	1.314	Slightly high	7
Role of ambiguity	4.79	1.189	Slightly high	8
Stress	4.78	1.308	Slightly high	9

Measures of factors that could influence the organizational commitment level is presented in Table 4.9. The first three factors that have a high impact on organizational commitment are Values ($\bar{X} = 6.27$) which is very high, Disposition ($\bar{X} = 6.22$), and Procedural fairness ($\bar{X} = 6.16$).

Table 4.9 Mean, Standard Deviation (S.D.) of influencing factors on organizational commitment level (n=398)

Factors	Mean	S.D.	Level of Influence	Ranking
Values	6.27	1.547	Very high	1
Disposition	6.22	1.355	Very high	2
Procedural fairness	6.16	1.635	Very high	3
The job design	5.82	1.281	Moderately high	4
Leadership style	5.36	1.580	Moderately high	5
Support	5.07	1.436	Slightly high	6
Career adaptability	4.98	1.214	Slightly high	7

4.5 The identification of the form of organizational commitment in flight attendants in Thai Airways International

Table 4.10 indicates the means of normative commitment (NC), affective commitment (AC), and continuance commitment (CC). Each form of commitment is measured by the items in Table 4.7. The affective commitment employed items 1-6, continuance commitment employed items 7-12, and normative commitment used items 13-18. Therefore, normative commitment is the main commitment of flight attendants in Thai Airways International ($\bar{X} = 4.08$), followed by affective commitment ($\bar{X} = 4.00$) and continuance commitment is the minority ($\bar{X} = 3.65$).

Table 4.10 Mean, Standard Deviation (S.D.) of affective, continuance, and normative commitment level of flight attendants in Thai Airways International

Form of commitment	Mean	S.D.	Level of Commitment	Ranking
Normative	4.08	0.8440	Neutral	1
Affective	4.00	0.5586	Neutral	2
Continuance	3.65	0.9883	Neutral	3

4.6 Hypothesis 1: There is a positive relationship between job satisfaction and different forms of commitment

H1a) There is a positive relationship between job satisfaction and affective commitment

H1b) There is a positive relationship between job satisfaction and normative commitment

H1c) There is a positive relationship between job satisfaction and continuance commitment

Hypothesis H1a, H1b, and H1c were tested by using Pearson's Product Moment Correlation Coefficient, which is presented in Table 4.11.

Table 4.11 Pearson's Product Moment Correlation Coefficient between job satisfaction and each form of commitment

Form of commitment	Pearson's Correlation	Sig. (2-tailed)
Affective	0.557	0.00*
Normative	0.426	0.00*
Continuance	0.913	0.00*

*Correlation is significant at the 0.05 level (2-tailed)

Table 4.11 shows that with respect to H1a: There is a moderate positive relationship between job satisfaction and affective commitment (p-value < .05); with respect to H1b: There is a moderate positive relationship between job satisfaction and normative commitment (p-value < .05), and with respect to H1c: There is a strong positive relationship between job satisfaction and continuance commitment (p-value < .05). The result shows that job satisfaction is the strongest predictor of continuance commitment, which also means that if a flight attendant has a high level of job satisfaction, then he or she tends to have a high level of continuance commitment as well.

4.7 Hypothesis 2: There is a difference in the job satisfaction level among different demographics of flight attendants in Thai Airways

H2a) There is a difference in job satisfaction level in different age groups of flight attendants in Thai Airways International. This hypothesis was tested by using a one-way ANOVA as presented in Table 4.12

Table 4.12 Mean, F, and Sig. (2-tailed) of different age groups for overall job satisfaction

	Mean				F	Sig. (2-tailed)
	≤ 30 (n=103)	31-40 (n=168)	41-50 (n=102)	> 50 (n=25)		
Overall Job Satisfaction	3.87	3.79	4.09	4.68	12.26	0.00*

*The difference is significant at the 0.05 level

Table 4.12 shows that there is a difference between each age group as the p-value < .05. The result also indicates that the >50 years old group had the highest level of overall satisfaction level, followed by 41-50 and ≤ 30 years old groups, whereas the 31-40 years old group had the lowest level of overall job satisfaction level, with the difference between each age group being presented in Table 4.15 and Graph 4.1. Table 4.15 shows that the ≤ 30 years old group had a different level of overall job satisfaction than the group > 50 years old, while the group > 50 years old had differences with every age group; the mean difference also indicates that group >50 had the highest level of overall job satisfaction among all age groups. Nevertheless, the level of overall job satisfaction in the 31-40 years old group is different from the groups aged 41-50 and >50, which means that the group has a lower level of overall job satisfaction than those two groups.

Table 4.13 Differences in overall job satisfaction between age groups

(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.
≤ 30	31 - 40	.08579	1.000
	41 - 50	-.21541	.238
	> 50	-.81275(*)	.000

Table 4.13 Differences in overall job satisfaction between age groups (Cont.)

(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.
31 - 40	≤ 30	-.08579	1.000
	41 - 50	-.30120(*)	.009
	> 50	-.89854(*)	.000
41 - 50	≤ 30	.21541	.238
	31 - 40	.30120(*)	.009
	> 50	-.59734(*)	.002
> 50	≤ 30	.81275(*)	.000
	31 - 40	.89854(*)	.000
	41 - 50	.59734(*)	.002

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

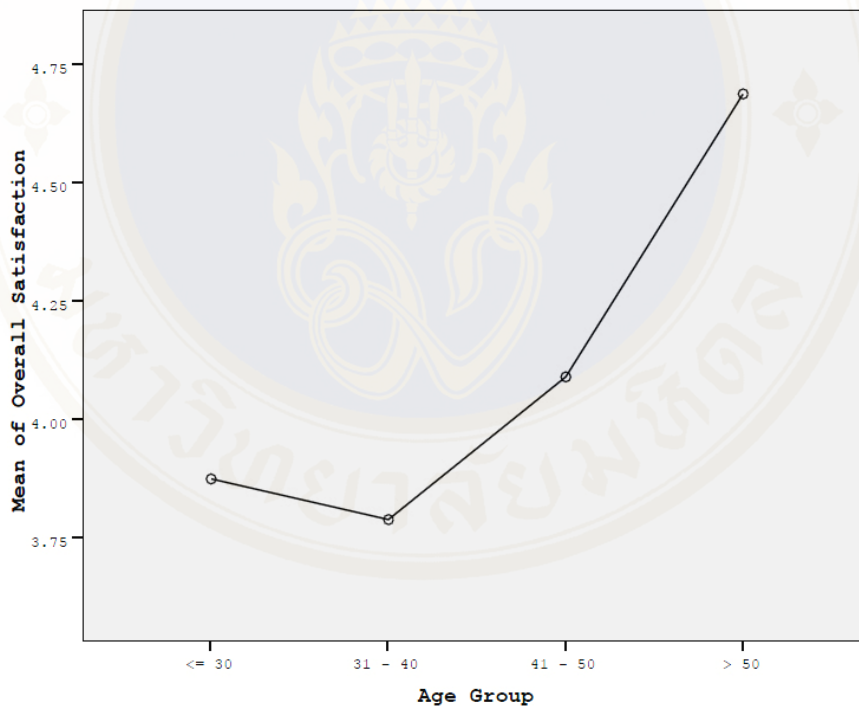


Figure 4.1 The means of job satisfaction for different age groups

H2b) There is a difference in job satisfaction levels among flight attendants in Thai Airways International by gender. A T-test was used to test this hypothesis, which is demonstrated in Table 4.14

Table 4.14 Mean, t-value, and Sig. (2-tailed) of different genders for overall job satisfaction

	Mean		t-value	Sig. (2-tailed)
	Male (n=178)	Female (n=220)		
Overall Job Satisfaction	3.86	4.00	-1.801	0.072

*The difference is significant at the 0.05 level

Table 4.14 shows no difference between male and female flight attendants in job satisfaction (p-value >.05). However, female flight attendants had a slightly higher level of overall job satisfaction than male flight attendants.

H2c) There is a difference in job satisfaction level in different current position of flight attendants in Thai Airways International. This hypothesis was tested using a one-way ANOVA as presented in the following table.

Table 4.15 Mean, F, and Sig. (2-tailed) of different current positions for overall job satisfaction

	Mean							F	Sig. (2-tailed)
	IM (n=21)	AP (n=27)	CAF (n=135)	CAE (n=95)	CAR (n=51)	CAY (n=53)	Foreign F/A (n=16)		
Overall Job Satisfaction	5.23	4.83	3.72	3.80	3.86	3.83	4.10	24.56	0.00*

*The difference is significant at the 0.05 level

Table 4.15 shows there is a difference between all flight attendant categories (p-value < .05). The results also show that as a category In-flight Manager (IM) had the

highest level of overall job satisfaction, followed by Air Purse (AP), both of which are superior positions, whereas the Royal First Class flight attendants (CAF) had the lowest level of job satisfaction. Table 4.16 shows the differences between each group. The result indicates that IM had the highest level of overall job satisfaction, so that IM consequently had a different level of overall job satisfaction from other positions except AP, and also had higher level of overall job satisfaction than other groups. In addition to IM, AP also falls into the same situation with different and higher levels of overall job satisfaction, while the other flight attendant categories had no differences from each other, but with IM and AP, as mentioned earlier. Figure 4.2 illustrates difference in job satisfaction between each of the flight attendant categories.

Table 4.16 Differences in overall job satisfaction between current positions

(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
IM	AP	.40153	.830
	CAF	1.50602(*)	.000
	CAE	1.43105(*)	.000
	CAR	1.36570(*)	.000
	CAY	1.40120(*)	.000
	Foreign F/A	1.12864(*)	.000
AP	IM	-.40153	.830
	CAF	1.10449(*)	.000
	CAE	1.02952(*)	.000
	CAR	.96417(*)	.000
	CAY	.99967(*)	.000
	Foreign F/A	.72711(*)	.013
CAF	IM	-1.50602(*)	.000
	AP	-1.10449(*)	.000
	CAE	-.07497	1.000
	CAR	-.14032	1.000
	CAY	-.10482	1.000
	Foreign F/A	-.37738	.699
CAE	IM	-1.43105(*)	.000
	AP	-1.02952(*)	.000
	CAF	.07497	1.000
	CAR	-.06535	1.000

Table 4.16 Differences in overall job satisfaction between current positions (Cont.)

(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
CAR	CAY	-.02985	1.000
	Foreign F/A	-.30241	1.000
	IM	-1.36570(*)	.000
	AP	-.96417(*)	.000
	CAF	.14032	1.000
CAY	CAE	.06535	1.000
	CAY	.03550	1.000
	Foreign F/A	-.23706	1.000
	IM	-1.40120(*)	.000
	AP	-.99967(*)	.000
Foreign F/A	CAF	.10482	1.000
	CAE	.02985	1.000
	CAR	-.03550	1.000
	Foreign F/A	-.27256	1.000
	IM	-1.12864(*)	.000
	AP	-.72711(*)	.013
	CAF	.37738	.699
	CAE	.30241	1.000
	CAR	.23706	1.000
	CAY	.27256	1.000

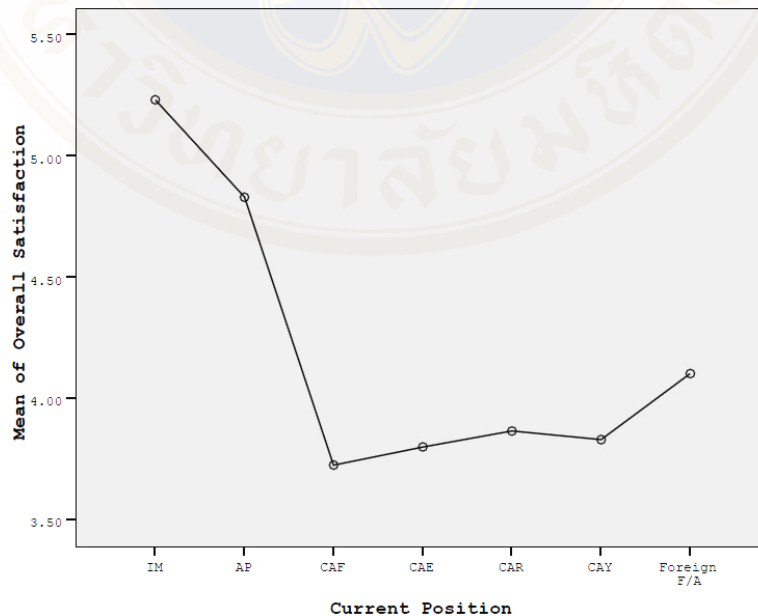


Figure 4.2 The means of job satisfaction for different current positions

H2d) There is a difference in job satisfaction level for flight attendants in Thai Airways International according to tenure. A T-test was used to test this hypothesis, which is demonstrated in Table 4.17.

Table 4.17 Mean, t-value, and Sig. (2-tailed) for overall job satisfaction according to tenure

	Mean		t-value	Sig. (2-tailed)
	≤ 12 years (Junior Level) (n=220)	> 12 years (Senior Level) (n=178)		
	Overall Job Satisfaction	3.81		

*The difference is significant at the 0.05 level

Table 4.17 shows that there is a difference of job satisfaction according to tenure (p -value < .05), with the senior flight attendants having a higher level of overall job satisfaction than junior flight attendants.

4.8 Hypothesis 3: There is a difference in each form of organizational commitment between senior flight attendants and junior flight attendants in Thai Airways

H3a) There is a difference in the affective commitment of senior flight attendants and junior flight attendants

H3b) There is a difference in the normative commitment of senior flight attendants and junior flight attendants

H3c) There is a difference in the continuance commitment of senior flight attendants and junior flight attendants

These hypotheses were tested by using t-test as presented in the following table.

Table 4.18 Mean, t-value, and Sig. (2-tailed) of different tenures for each form of commitment

	Mean		t-value	Sig. (2-tailed)
	≤ 12 years (Junior Level) (n=220)	> 12 years (Senior Level) (n=178)		
	Affective	3.89		
Normative	3.97	4.21	-2.772	0.006*
Continuance	3.45	3.91	-4.545	0.00*

*The difference is significant at the 0.05 level

Table 4.18 indicates that there are differences between tenure on the organization of affective, normative, and continuance commitments as all p-values < .05. To be more specific, the senior flight attendants had higher level of affective, normative, and continuance commitment than the junior flight attendants.

4.9 Hypothesis 4: There is a positive relationship between age and form of commitment

H1a) There is a positive relationship between age and affective commitment

H1b) There is a positive relationship between age and normative commitment

H1c) There is a positive relationship between age and continuance commitment

Hypothesis H4a, H4b, and H4c was tested using Pearson's Product Moment Correlation Coefficient, which is presented in Table 4.19.

Table 4.19 Pearson's Product Moment Correlation Coefficient between age and each form of commitment

Form of commitment	Pearson's Correlation	Sig. (2-tailed)
Affective	0.241	0.00*
Normative	0.298	0.00*
Continuance	0.204	0.00*
Total	0.195	0.00*

*Correlation is significant at the 0.05 level (2-tailed)

Table 4.19 indicates that there is a weak relationship between age and affective, normative, and continuance commitment as all p-values <.05. However, age has the strongest relationship with normative commitment, which indicates that the older the flight attendant, the greater the tendency to have a higher level of normative commitment.

4.10 Other findings of the study

This section will demonstrate other findings that rely on the techniques of the t-test and one-way ANOVA. The findings in this section will study the differences between demographic data and each item of job satisfaction and organizational commitment and also influencing factors for job satisfaction and organizational commitment.

4.10.1 Age group and job satisfaction items

This section studies differences in job satisfaction items and age group, which has been examined by using a one-way ANOVA. Table 4.20 shows that most of the items have a significant difference with the exceptions of items 3, 4, 10, and 17, which means the flight attendants responded to these latter items in much the same way. These items pertain to chief of the flight and company policies and procedures.

Table 4.20 Age group and job satisfaction items

Job Satisfaction Items	Mean Square	F	Sig.
1) The chance to do different things from time to time	7.569	6.644	.000*
2) The chance to be “somebody” in the ?????	7.930	6.335	.000*
3) The way my boss handles his/her workers	2.540	2.445	.064
4) The competence of my supervisor in making decisions	.555	.492	.688
5) Being able to do things that don't go against my conscience	14.749	10.144	.000*
6) The way my job provides for steady employment	17.322	10.091	.000*
7) The chance to do things for other people	25.184	17.320	.000*
8) The chance to tell people what to do	36.944	24.949	.000*
9) The chance to do something that makes use of my abilities	14.003	9.728	.000*
10) The way company policies are put into practice	1.873	1.210	.306
11) My pay and the amount of work I do	7.102	3.577	.014*
12) The chances for advancement on this job	18.774	10.648	.000*
13) The freedom to use my own judgment	13.340	11.702	.000*
14) The chance to try my own methods of doing the job	11.175	8.833	.000*
15) The working conditions	3.448	3.822	.010*
16) The way my co-workers get along with each other	2.363	3.300	.020*
17) The praise I get for doing a good job	3.735	2.508	.059
18) The feeling of accomplishment I get from the job	7.169	4.586	.004*

Table 4.21 shows the differences between each group for each item. For item no. 1, the group ≤ 30 years old had a different and lower level of satisfaction than for

groups 41 – 50 and > 50 years old, while the 31 – 40 year old group had differences with the group of >50 years old only. For item no.2, the group of ≤ 30 years old only had differences with and a lower level of satisfaction than the group of >50 years old, while the group 31 – 40 years old had differences with all age groups except the group aged ≤ 30 . For item no.5, the group ≤ 30 years old had a higher level of satisfaction than the group 31 – 40 years old but lower than the group >50 years old. In addition, the group 31 – 40 years old also had a lower satisfaction level than every group. Next is item no.6, for which the flight attendants in the group >50 years old had a higher level of satisfaction for steady employment than other age groups, whereas the group aged ≤ 30 had a higher level of satisfaction in this item than the group 31-40 years old, while the group 31-40 years old also had a different and lower level of satisfaction for this item than the group 41-50 years old. For item no.7, the age group of ≤ 30 had a different and lower level of satisfaction than other age groups, similar to the group 31 – 40 years old, which still had a higher level of satisfaction than the group ≤ 30 years old. The age group ≤ 30 had a different and lower level of satisfaction than every group, closest to the group 31 – 40 years old, which still had a higher level of satisfaction than the group ≤ 30 years old. Group 41 – 50 had no difference with group aged >50 in this respect. For item no.8, the age group ≤ 30 had a different and lower level of satisfaction than other age groups, which is also true for the group 31 – 40 years old, which still had a higher level of satisfaction than the group ≤ 30 years old. The age group ≤ 30 had different and lower level of satisfaction than every group, which is also true for the group 31 – 40 years old. Except that the latter had a higher level of satisfaction than the group ≤ 30 years old. Group 41 – 50 had no difference with the group aged >50. For item no.9, the ≤ 30 group had a different and lower level of satisfaction than every group except the group 31 – 40 years old, which had no difference, while this group had different and lower level of satisfaction than every group except groups ≤ 30 , and the group 41 – 50 years old had no difference with group >50 years old only. Item no.11 showed a difference only between groups 31 – 40 and >50 years old only, whereas the group >50 had a higher level of satisfaction. The age group >50 is the only one for item no.12 that had a different and higher level of satisfaction than other groups. Items 13 and 14 are similar to item 12 but additionally, of the group aged 31 – 40 also differed from the group 41 – 50 years old.

Then, for item no.15, there is a difference between the group >50 and other groups, except the group 41 – 50 years old, with group aged >50 having a higher level of satisfaction than every other group. For item no.16 there is a difference only between group 31 – 40 and >50 years old, whereas the group > 50 years old had a higher level of satisfaction. The last item in this section is no.18, for which the group >50 years old had different and higher level of satisfaction than every group, except the group 41 – 50 years old.

Table 4.21 Differences in job satisfaction items among age groups

Job Satisfaction	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.
Item no.1	≤ 30	31 - 40	-.229	.526
		41 - 50	-.454(*)	.015
		> 50	-.948(*)	.000
	31 - 40	≤ 30	.229	.526
		41 - 50	-.225	.566
		> 50	-.719(*)	.011
	41 - 50	≤ 30	.454(*)	.015
		31 - 40	.225	.566
		> 50	-.494	.234
		≤ 30	.948(*)	.000
		31 - 40	.719(*)	.011
		41 - 50	.494	.234
Item no.2	≤ 30	31 - 40	.191	1.000
		41 - 50	-.251	.654
		> 50	-.678(*)	.041
	31 - 40	≤ 30	-.191	1.000
		41 - 50	-.442(*)	.011
		> 50	-.869(*)	.002
	41 - 50	≤ 30	.251	.654
		31 - 40	.442(*)	.011
		> 50	-.427	.528
	> 50	≤ 30	.678(*)	.041
		31 - 40	.869(*)	.002
		41 - 50	.427	.528
Item no.3	≤ 30	31 - 40	.234	.402
		41 - 50	.312	.174
		> 50	-.105	1.000
	31 - 40	≤ 30	-.234	.402

Table 4.21 Differences in job satisfaction items among age groups (Cont.)

Job Satisfaction	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.	
Item no.4		41 - 50	.078	1.000	
		> 50	-.340	.726	
		41 - 50	≤ 30	-.312	.174
		31 - 40	-.078	1.000	
		> 50	-.417	.404	
		> 50	≤ 30	.105	1.000
		31 - 40	.340	.726	
		41 - 50	.417	.404	
		≤ 30	31 - 40	.126	1.000
		41 - 50	.156	1.000	
		> 50	.006	1.000	
		31 - 40	≤ 30	-.126	1.000
		41 - 50	.030	1.000	
		> 50	-.120	1.000	
		41 - 50	≤ 30	-.156	1.000
	Item no.5		31 - 40	-.030	1.000
		> 50	-.150	1.000	
		> 50	≤ 30	-.006	1.000
		31 - 40	.120	1.000	
		41 - 50	.150	1.000	
		≤ 30	31 - 40	.482(*)	.009
		41 - 50	.036	1.000	
		> 50	-.791(*)	.021	
		31 - 40	≤ 30	-.482(*)	.009
		41 - 50	-.446(*)	.020	
		> 50	-1.273(*)	.000	
		41 - 50	≤ 30	-.036	1.000
		31 - 40	.446(*)	.020	
		> 50	-.827(*)	.014	
		> 50	≤ 30	.791(*)	.021
Item no.6			31 - 40	1.273(*)	.000
		41 - 50	.827(*)	.014	
		≤ 30	31 - 40	-.034	1.000
		41 - 50	-.347	.354	
		> 50	-1.481(*)	.000	
		31 - 40	≤ 30	.034	1.000
		41 - 50	-.313	.346	
		> 50	-1.447(*)	.000	
		41 - 50	≤ 30	.347	.354
		31 - 40	.313	.346	

Table 4.21 Differences in job satisfaction items among age groups (Cont.)

Job Satisfaction	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.	
Item no.7	> 50	> 50	-1.134(*)	.001	
		≤ 30	1.481(*)	.000	
		31 - 40	1.447(*)	.000	
		41 - 50	1.134(*)	.001	
		31 - 40	-.485(*)	.009	
		41 - 50	-.975(*)	.000	
	≤ 30	> 50	-1.555(*)	.000	
		31 - 40	.485(*)	.009	
		41 - 50	-.491(*)	.008	
		> 50	-1.070(*)	.000	
		41 - 50	.975(*)	.000	
		31 - 40	.491(*)	.008	
Item no.8	> 50	> 50	-.579	.192	
		≤ 30	1.555(*)	.000	
		31 - 40	1.070(*)	.000	
		41 - 50	.579	.192	
		≤ 30	31 - 40	-.480(*)	.010
		41 - 50	-1.161(*)	.000	
	31 - 40	> 50	-1.854(*)	.000	
		≤ 30	.480(*)	.010	
		41 - 50	-.681(*)	.000	
		> 50	-1.374(*)	.000	
		41 - 50	1.161(*)	.000	
		31 - 40	.681(*)	.000	
Item no.9	> 50	> 50	-.693	.067	
		≤ 30	1.854(*)	.000	
		31 - 40	1.374(*)	.000	
		41 - 50	.693	.067	
		≤ 30	31 - 40	-.018	1.000
		41 - 50	-.479(*)	.027	
	31 - 40	> 50	-1.187(*)	.000	
		≤ 30	.018	1.000	
		41 - 50	-.462(*)	.014	
		> 50	-1.169(*)	.000	
		41 - 50	.479(*)	.027	
		31 - 40	.462(*)	.014	
41 - 50	> 50	-.707	.051		
	≤ 30	1.187(*)	.000		
	31 - 40	1.169(*)	.000		
	41 - 50	.707	.051		

Table 4.21 Differences in job satisfaction items among age groups (Cont.)

Job Satisfaction	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.	
Item no.10	≤ 30	31 - 40	.206	1.000	
		41 - 50	.051	1.000	
		> 50	-.217	1.000	
	31 - 40	≤ 30	-.206	1.000	
		41 - 50	-.155	1.000	
		> 50	-.424	.678	
	41 - 50	≤ 30	-.051	1.000	
		31 - 40	.155	1.000	
		> 50	-.269	1.000	
	> 50	≤ 30	.217	1.000	
		31 - 40	.424	.678	
		41 - 50	.269	1.000	
Item no.11		≤ 30	31 - 40	.127	1.000
			41 - 50	-.167	1.000
			> 50	-.810	.062
	31 - 40	≤ 30	-.127	1.000	
		41 - 50	-.294	.585	
		> 50	-.937(*)	.012	
41 - 50	≤ 30	.167	1.000		
	31 - 40	.294	.585		
	> 50	-.643	.249		
	≤ 30	.810	.062		
	31 - 40	.937(*)	.012		
	41 - 50	.643	.249		
Item no.12	≤ 30	31 - 40	.266	.661	
		41 - 50	-.009	1.000	
		> 50	-1.337(*)	.000	
	31 - 40	≤ 30	-.266	.661	
		41 - 50	-.275	.600	
		> 50	-1.603(*)	.000	
	41 - 50	≤ 30	.009	1.000	
		31 - 40	.275	.600	
		> 50	-1.328(*)	.000	
	> 50	≤ 30	1.337(*)	.000	
		31 - 40	1.603(*)	.000	
		41 - 50	1.328(*)	.000	
Item no.13	≤ 30	31 - 40	.231	.508	
		41 - 50	-.244	.617	
		> 50	-1.006(*)	.000	
	31 - 40	≤ 30	-.231	.508	

Table 4.21 Differences in job satisfaction items among age groups (Cont.)

Job Satisfaction	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.
Item no.14	41 - 50	41 - 50	-.475(*)	.003
		> 50	-1.237(*)	.000
	41 - 50	≤ 30	.244	.617
		31 - 40	.475(*)	.003
	> 50	> 50	-.762(*)	.009
		≤ 30	1.006(*)	.000
	> 50	31 - 40	1.237(*)	.000
		41 - 50	.762(*)	.009
	≤ 30	31 - 40	.200	.937
		41 - 50	-.233	.835
	31 - 40	> 50	-.932(*)	.001
		≤ 30	-.200	.937
	41 - 50	41 - 50	-.433(*)	.014
		> 50	-1.132(*)	.000
	41 - 50	≤ 30	.233	.835
		31 - 40	.433(*)	.014
> 50	> 50	-.700(*)	.033	
	≤ 30	.932(*)	.001	
Item no.15	31 - 40	31 - 40	1.132(*)	.000
		41 - 50	.700(*)	.033
≤ 30	31 - 40	.066	1.000	
	41 - 50	-.091	1.000	
31 - 40	> 50	-.607(*)	.026	
	≤ 30	-.066	1.000	
41 - 50	41 - 50	-.157	1.000	
	> 50	-.673(*)	.006	
Item no.16	41 - 50	≤ 30	.091	1.000
		31 - 40	.157	1.000
> 50	> 50	-.516	.092	
	≤ 30	.607(*)	.026	
≤ 30	31 - 40	.673(*)	.006	
	41 - 50	.516	.092	
31 - 40	31 - 40	.129	1.000	
	41 - 50	.039	1.000	
41 - 50	> 50	-.433	.134	
	≤ 30	-.129	1.000	
41 - 50	41 - 50	-.090	1.000	
	> 50	-.562(*)	.012	
31 - 40	≤ 30	-.039	1.000	
	31 - 40	.090	1.000	

Table 4.21 Differences in job satisfaction items among age groups (Cont.)

Job Satisfaction	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.	
Item no.17	> 50	> 50	-.472	.077	
		≤ 30	.433	.134	
		31 - 40	.562(*)	.012	
		41 - 50	.472	.077	
		31 - 40	.396	.059	
		41 - 50	.135	1.000	
	≤ 30	> 50	.103	1.000	
		31 - 40	≤ 30	-.396	.059
		41 - 50	-.261	.536	
		> 50	-.293	1.000	
		41 - 50	≤ 30	-.135	1.000
		31 - 40	.261	.536	
Item no.18	> 50	> 50	-.032	1.000	
		≤ 30	-.103	1.000	
		31 - 40	.293	1.000	
		41 - 50	.032	1.000	
		31 - 40	.136	1.000	
		41 - 50	-.175	1.000	
	≤ 30	> 50	-.795(*)	.027	
		31 - 40	≤ 30	-.136	1.000
		41 - 50	-.311	.288	
		> 50	-.932(*)	.003	
		41 - 50	≤ 30	.175	1.000
		31 - 40	.311	.288	
> 50	> 50	-.620	.161		
	≤ 30	.795(*)	.027		
	31 - 40	.932(*)	.003		
	41 - 50	.620	.161		

4.10.2 Gender and job satisfaction items

Items in this section were investigated using a t-test to identify differences between male and female flight attendants. Table 4.22 shows the mean of each item for male and female flight attendants, while Table 4.23 identifies the difference for each item. The results reveal that the items with significant differences are items no.1, 6, and 7. The results also indicate that male flight attendants had higher satisfaction in terms of chance to do different things from time to time than female flight attendants. However,

female flight attendants were more satisfied with steady employment than male flight attendants. In addition, the female flight attendants were also more satisfied doing things for other people than male flight attendants.

Table 4.22 Means for both genders for job satisfaction items

Job Satisfaction Items	Male		Female	
	Mean	SD	Mean	SD
1) The chance to do different things from time to time	4.34	1.081	4.10	1.087
2) The chance to be “somebody” in the community	4.63	1.173	4.63	1.117
3) The way my boss handles his/her workers	3.89	1.076	4.09	.975
4) The competence of my supervisor in making decision	3.96	1.062	4.10	1.056
5) Being able to do things that don’t go against my conscience	4.10	1.326	4.30	1.174
6) The way my job provides for steady employment	3.35	1.419	3.72	1.279
7) The chance to do things for other people	4.82	1.285	5.21	1.248
8) The chance to tell people what to do	4.07	1.360	4.10	1.295
9) The chance to do something that makes use of my abilities	4.02	1.264	4.16	1.217
10) The way company policies are put into practice	2.71	1.921	2.90	1.175
11) My pay and the amount of work I do	2.88	1.464	3.15	1.379
12) The chances for advancement on this job	2.80	1.432	2.94	1.328
13) The freedom to use my own judgment	3.89	1.154	3.91	1.076
14) The chance to try my own methods of doing the job	3.81	1.158	3.76	1.159

Table 4.22 Means for both genders for job satisfaction items (Cont.)

Job Satisfaction Items	Male		Female	
	Mean	SD	Mean	SD
15) The working conditions	4.18	1.042	4.34	.884
16) The way my co-workers get along with each other	4.55	.935	4.65	.781
17) The praise I get for doing a good job	3.92	1.269	4.09	1.190
18) The feeling of accomplishment I get from the job	3.74	1.329	4.00	1.205

Table 4.23 Differences between both genders for job satisfaction items

Job Satisfaction	F	Sig.	t-value	Sig. (2-tailed)	Mean Difference
Item no.1	1.141	.286	2.224	.027*	.244
Item no.2	1.428	.233	.017	.987	.002
Item no.3	2.712	.100	-1.919	.056	-.198
Item no.4	.000	.999	-1.318	.188	-.141
Item no.5	2.131	.145	-1.594	.112	-.200
Item no.6	.528	.468	-2.765	.006*	-.374
Item no.7	.090	.765	-3.086	.002*	-.393
Item no.8	.108	.742	-.210	.834	-.028
Item no.9	.109	.742	-1.176	.240	-.147
Item no.10	5.619	.018	-1.546	.123	-.196
Item no.11	.228	.633	-1.946	.052	-.278
Item no.12	1.149	.285	-1.033	.302	-.143
Item no.13	.788	.375	-.232	.817	-.026

Table 4.23 Differences between both genders for job satisfaction items (Cont.)

Job Satisfaction	F	Sig.	t-value	Sig. (2-tailed)	Mean Difference
Item no.14	.181	.670	.427	.670	.050
Item no.15	1.576	.210	-1.622	.106	-.157
Item no.16	5.326	.022	-1.149	.251	-.101
Item no.17	2.167	.142	-1.372	.171	-.170
Item no.18	3.121	.078	-2.076	.039	-.264

4.10.3 Current position and job satisfaction items

This section identifies the differences in current positions for each item of job satisfaction. Table 4.24 shows that there are differences in current position for each item, except item no.16. This means that flight attendants in all positions think along the same lines as their co-workers in other positions with respect to job satisfaction.

Table 4.24 Differences between current position and job satisfaction items

Job Satisfaction Items	Mean Square	F	Sig.
1) The chance to do different things from time to time	8.053	7.440	.000*
2) The chance to be “somebody” in the ????	9.185	7.775	.000*
3) The way my boss handles his/her workers	2.470	2.402	.027*
4) The competence of my supervisor in making decision	2.452	2.225	.040*
5) Being able to do things that don’t go against my conscience	18.268	14.074	.000*
6) The way my job provides for steady employment	28.723	20.201	.000*
7) The chance to do things for other people	22.668	17.296	.000*
8) The chance to tell people what to do	37.068	30.716	.000*

Table 4.24 Differences between current position and job satisfaction items (Cont.)

Job Satisfaction Items	Mean Square	F	Sig.
9) The chance to do something that makes use of my abilities	23.909	20.073	.000*
10) The way company policies are put into practice	7.564	5.192	.000*
11) My pay and the amount of work I do	20.534	11.799	.000*
12) The chances for advancement on the job	43.514	34.731	.000*
13) The freedom to use my own judgment	20.791	22.307	.000*
14) The chance to try my own methods of doing the job	19.206	18.019	.000*
15) The working conditions	2.202	2.442	.025*
16) The way my co-workers get along with each other	1.276	1.772	.104
17) The praise I get for doing a good job	7.371	5.205	.000*
18) The feeling of accomplishment I get from the job	21.757	16.782	.000*

Table 4.25 shows that for items no.1 and 2, IM differed from other groups and also had the highest level of satisfaction, which was similar to AP, but AP had no difference with foreign flight attendants, while CAF, CAE, CAR, and CAY had no difference among themselves but did with IM and AP. For items no.3 and 4, only CAF had a different and lower level of satisfaction than CAY. For item no.5, IM had a different and higher level of satisfaction than every group, while AP had a different and higher level of satisfaction than CAF, CAE, and CAR, but CAF had a different and lower level of satisfaction than CAY only. However, item no.6 presented a slightly different situation with IM having a different and higher level of satisfaction than every group. AP had a different and higher level of satisfaction than every group except foreign flight attendants. For the next item, no.7, CAY had a different and lower level of satisfaction than every group except foreign flight attendants, whereas foreign flight attendants had no difference with CAY as well. For item no.8, IM and AP had a different and higher

level of satisfaction than every group, while CAY had a different and lower level of satisfaction than every group but had no difference with foreign flight attendants. For item no.9, IM had a different and higher level of satisfaction than every group, which is similar to AP, as AP had a different and higher level of satisfaction than every group except foreign flight attendants. Additionally, CAY in item no.9 had a different and lower level of satisfaction than foreign flight attendants. IM and AP in item no.10 had different and higher levels of satisfaction than CAF and CAE, but the remaining groups presented no difference. For item no.11, IM had a different and higher level of satisfaction than every group except AP and foreign flight attendants, whereas AP had a different and higher level of satisfaction than CAF and CAE. Nevertheless, foreign flight attendants had a different and higher level of satisfaction than CAF, CAE, and CAR. IM and AP in item no.12 had a different and higher level of satisfaction than every group, with AP having a lower level of satisfaction than IM. In addition, CAF also had a different but lower level of satisfaction than CAR. Interestingly, IM and AP in item no.13 had a different and higher level of satisfaction than every group, but for item no.14 IM and AP had a different and higher level of satisfaction than every group except foreign flight attendants, whereas foreign flight attendants had a different and higher level of satisfaction than the rest. For item no.15, only IM had a different and higher level of satisfaction than CAF, CAE, and CAR, while for item no.16, there was no difference at all. For item no.17, IM and AP had different and higher levels of satisfaction than CAF, whereas CAF had a different but lower level of satisfaction than CAY. Lastly, for item no.18, IM and AP had different and higher levels of satisfaction than every group except foreign flight attendants, while foreign flight attendants had a different and higher level of satisfaction than CAF and CAE.

Table 4.25 Differences in job satisfaction items between current positions

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.1	IM	AP	.444	1.000
		CAF	1.199(*)	.000
		CAE	1.186(*)	.000

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
		CAR	1.353(*)	.000
		CAY	1.447(*)	.000
		Foreign F/A	1.083(*)	.038
	AP	IM	-.444	1.000
		CAF	.755(*)	.014
		CAE	.742(*)	.025
		CAR	.908(*)	.006
		CAY	1.002(*)	.001
		Foreign F/A	.639	1.000
	CAF	IM	-1.199(*)	.000
		AP	-.755(*)	.014
		CAE	-.013	1.000
		CAR	.154	1.000
		CAY	.248	1.000
		Foreign F/A	-.116	1.000
	CAE	IM	-1.186(*)	.000
		AP	-.742(*)	.025
		CAF	.013	1.000
		CAR	.167	1.000
		CAY	.261	1.000
		Foreign F/A	-.103	1.000
	CAR	IM	-1.353(*)	.000
		AP	-.908(*)	.006
		CAF	-.154	1.000
		CAE	-.167	1.000
		CAY	.094	1.000
		Foreign F/A	-.270	1.000
	CAY	IM	-1.447(*)	.000
		AP	-1.002(*)	.001
		CAF	-.248	1.000
		CAE	-.261	1.000
		CAR	-.094	1.000
		Foreign F/A	-.363	1.000
	Foreign F/A	IM	-1.083(*)	.038
		AP	-.639	1.000
		CAF	.116	1.000
		CAE	.103	1.000
		CAR	.270	1.000
		CAY	.363	1.000

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.2	IM	AP	.392	1.000
		CAF	1.251(*)	.000
		CAE	1.383(*)	.000
		CAR	1.213(*)	.000
		CAY	.988(*)	.010
		Foreign F/A	1.637(*)	.000
	AP	IM	-.392	1.000
		CAF	.859(*)	.004
		CAE	.991(*)	.001
		CAR	.821(*)	.034
		CAY	.597	.435
		Foreign F/A	1.245(*)	.007
	CAF	IM	-1.251(*)	.000
		AP	-.859(*)	.004
		CAE	.132	1.000
		CAR	-.038	1.000
		CAY	-.262	1.000
		Foreign F/A	.386	1.000
	CAE	IM	-1.383(*)	.000
		AP	-.991(*)	.001
		CAF	-.132	1.000
		CAR	-.170	1.000
		CAY	-.395	.731
		Foreign F/A	.254	1.000
	CAR	IM	-1.213(*)	.000
		AP	-.821(*)	.034
		CAF	.038	1.000
		CAE	.170	1.000
		CAY	-.225	1.000
		Foreign F/A	.424	1.000
CAY	IM	-.988(*)	.010	
	AP	-.597	.435	
	CAF	.262	1.000	
	CAE	.395	.731	
	CAR	.225	1.000	
	Foreign F/A	.649	.779	
Foreign F/A	IM	-1.637(*)	.000	
	AP	-1.245(*)	.007	
	CAF	-.386	1.000	
	CAE	-.254	1.000	

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.3	IM	CAR	-.424	1.000
		CAY	-.649	.779
		AP	-.228	1.000
		CAF	.335	1.000
		CAE	.185	1.000
		CAR	.143	1.000
	AP	CAY	-.178	1.000
		Foreign F/A	.080	1.000
		IM	.228	1.000
		CAF	.563	.185
		CAE	.412	1.000
		CAR	.370	1.000
	CAF	CAY	.050	1.000
		Foreign F/A	.308	1.000
		IM	-.335	1.000
		AP	-.563	.185
		CAE	-.150	1.000
		CAR	-.193	1.000
	CAE	CAY	-.513(*)	.040
		Foreign F/A	-.255	1.000
		IM	-.185	1.000
		AP	-.412	1.000
		CAF	.150	1.000
		CAR	-.042	1.000
	CAR	CAY	-.363	.789
		Foreign F/A	-.105	1.000
		IM	-.143	1.000
		AP	-.370	1.000
		CAF	.193	1.000
		CAE	.042	1.000
CAY	CAY	-.321	1.000	
	Foreign F/A	-.063	1.000	
	IM	.178	1.000	
	AP	-.050	1.000	
	CAF	.513(*)	.040	
	CAE	.363	.789	
Foreign F/A	CAR	.321	1.000	
	Foreign F/A	.258	1.000	
	IM	-.080	1.000	
	AP	-.308	1.000	

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.4	IM	CAF	.255	1.000
		CAE	.105	1.000
		CAR	.063	1.000
		CAY	-.258	1.000
		AP	.138	1.000
		CAF	.390	1.000
		CAE	.338	1.000
		CAR	.345	1.000
		CAY	-.167	1.000
		Foreign F/A	.223	1.000
		IM	-.138	1.000
		CAF	.253	1.000
	AP	CAE	.201	1.000
		CAR	.207	1.000
		CAY	-.305	1.000
		Foreign F/A	.086	1.000
		IM	-.390	1.000
		AP	-.253	1.000
		CAE	-.052	1.000
		CAR	-.046	1.000
		CAY	-.557(*)	.024
		Foreign F/A	-.167	1.000
		IM	-.338	1.000
		AP	-.201	1.000
	CAF	CAF	.052	1.000
		CAR	.006	1.000
		CAY	-.505	.110
		Foreign F/A	-.115	1.000
		IM	-.345	1.000
		AP	-.207	1.000
		CAF	.046	1.000
		CAE	-.006	1.000
		CAY	-.512	.281
		Foreign F/A	-.121	1.000
		IM	.167	1.000
		AP	.305	1.000
	CAE	CAF	.557(*)	.024
		CAE	.505	.110
		CAR	.512	.281
		Foreign F/A	.390	1.000
		IM		
		AP		

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.5	Foreign F/A	IM	-.223	1.000
		AP	-.086	1.000
		CAF	.167	1.000
		CAE	.115	1.000
		CAR	.121	1.000
		CAY	-.390	1.000
	IM	AP	.492	1.000
		CAF	1.885(*)	.000
		CAE	1.693(*)	.000
		CAR	1.773(*)	.000
		CAY	1.224(*)	.001
		Foreign F/A	1.027	.145
	AP	IM	-.492	1.000
		CAF	1.393(*)	.000
		CAE	1.201(*)	.000
		CAR	1.281(*)	.000
		CAY	.732	.145
		Foreign F/A	.535	1.000
	CAF	IM	-1.885(*)	.000
		AP	-1.393(*)	.000
		CAE	-.191	1.000
		CAR	-.112	1.000
		CAY	-.661(*)	.008
		Foreign F/A	-.858	.097
	CAE	IM	-1.693(*)	.000
		AP	-1.201(*)	.000
		CAF	.191	1.000
		CAR	.080	1.000
		CAY	-.470	.351
		Foreign F/A	-.666	.651
	CAR	IM	-1.773(*)	.000
		AP	-1.281(*)	.000
		CAF	.112	1.000
CAE		-.080	1.000	
CAY		-.549	.302	
Foreign F/A		-.746	.478	
CAY	IM	-1.224(*)	.001	
	AP	-.732	.145	
	CAF	.661(*)	.008	
	CAE	.470	.351	

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.6	Foreign F/A	CAR	.549	.302
		Foreign F/A	-.197	1.000
		IM	-1.027	.145
		AP	-.535	1.000
		CAF	.858	.097
		CAE	.666	.651
	IM	CAR	.746	.478
		CAY	.197	1.000
		AP	.450	1.000
		CAF	2.198(*)	.000
		CAE	2.334(*)	.000
		CAR	2.249(*)	.000
	AP	CAY	2.146(*)	.000
		Foreign F/A	1.524(*)	.003
		IM	-.450	1.000
		CAF	1.748(*)	.000
		CAE	1.885(*)	.000
		CAR	1.800(*)	.000
	CAF	CAY	1.697(*)	.000
		Foreign F/A	1.074	.095
		IM	-2.198(*)	.000
		AP	-1.748(*)	.000
		CAE	.136	1.000
		CAR	.051	1.000
	CAE	CAY	-.051	1.000
		Foreign F/A	-.674	.696
		IM	-2.334(*)	.000
		AP	-1.885(*)	.000
		CAF	-.136	1.000
		CAR	-.085	1.000
	CAR	CAY	-.188	1.000
		Foreign F/A	-.811	.258
		IM	-2.249(*)	.000
		AP	-1.800(*)	.000
		CAF	-.051	1.000
		CAE	.085	1.000
	CAY	CAY	-.103	1.000
		Foreign F/A	-.725	.721
		IM	-2.146(*)	.000

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.	
Item no.7	Foreign F/A	AP	-1.697(*)	.000	
		CAF	.051	1.000	
		CAE	.188	1.000	
		CAR	.103	1.000	
		Foreign F/A	Foreign F/A	-.623	1.000
		IM	IM	-1.524(*)	.003
		AP	AP	-1.074	.095
		CAF	CAF	.674	.696
		CAE	CAE	.811	.258
		CAR	CAR	.725	.721
	IM	CAY	CAY	.623	1.000
		AP	AP	.280	1.000
		CAF	CAF	1.332(*)	.000
		CAE	CAE	1.471(*)	.000
		CAR	CAR	1.291(*)	.000
	AP	CAY	CAY	2.315(*)	.000
		Foreign F/A	Foreign F/A	2.366(*)	.000
		IM	IM	-.280	1.000
		CAF	CAF	1.052(*)	.000
		CAE	CAE	1.190(*)	.000
	CAF	CAR	CAR	1.011(*)	.005
		CAY	CAY	2.035(*)	.000
		Foreign F/A	Foreign F/A	2.086(*)	.000
		IM	IM	-1.332(*)	.000
		AP	AP	-1.052(*)	.000
	CAE	CAE	CAE	.138	1.000
		CAR	CAR	-.041	1.000
		CAY	CAY	.983(*)	.000
		Foreign F/A	Foreign F/A	1.034(*)	.015
		IM	IM	-1.471(*)	.000
	CAR	AP	AP	-1.190(*)	.000
		CAF	CAF	-.138	1.000
		CAR	CAR	-.179	1.000
		CAY	CAY	.845(*)	.000
		Foreign F/A	Foreign F/A	.895	.084
		IM	IM	-1.291(*)	.000
		AP	AP	-1.011(*)	.005
		CAF	CAF	.041	1.000
		CAE	CAE	.179	1.000
		CAY	CAY	1.024(*)	.000

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.8	CAY	Foreign F/A	1.075(*)	.024
		IM	-2.315(*)	.000
		AP	-2.035(*)	.000
		CAF	-.983(*)	.000
		CAE	-.845(*)	.000
		CAR	-1.024(*)	.000
	Foreign F/A	Foreign F/A	.051	1.000
		IM	-2.366(*)	.000
		AP	-2.086(*)	.000
		CAF	-1.034(*)	.015
		CAE	-.895	.084
		CAR	-1.075(*)	.024
	IM	CAY	-.051	1.000
		AP	.259	1.000
		CAF	2.000(*)	.000
		CAE	1.926(*)	.000
		CAR	2.059(*)	.000
		CAY	3.038(*)	.000
	AP	Foreign F/A	2.313(*)	.000
		IM	-.259	1.000
		CAF	1.741(*)	.000
		CAE	1.667(*)	.000
		CAR	1.800(*)	.000
		CAY	2.778(*)	.000
	CAF	Foreign F/A	2.053(*)	.000
		IM	-2.000(*)	.000
		AP	-1.741(*)	.000
		CAE	-.074	1.000
		CAR	.059	1.000
		CAY	1.038(*)	.000
	CAE	Foreign F/A	.313	1.000
		IM	-1.926(*)	.000
		AP	-1.667(*)	.000
		CAF	.074	1.000
		CAR	.133	1.000
		CAY	1.111(*)	.000
CAR	Foreign F/A	.386	1.000	
	IM	-2.059(*)	.000	
	AP	-1.800(*)	.000	
	CAF	-.059	1.000	

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.9		CAE	-.133	1.000
		CAY	.979(*)	.000
		Foreign F/A	.254	1.000
	CAY	IM	-3.038(*)	.000
		AP	-2.778(*)	.000
		CAF	-1.038(*)	.000
		CAE	-1.111(*)	.000
		CAR	-.979(*)	.000
		Foreign F/A	-.725	.444
	Foreign F/A	IM	-2.313(*)	.000
		AP	-2.053(*)	.000
		CAF	-.313	1.000
		CAE	-.386	1.000
		CAR	-.254	1.000
		CAY	.725	.444
	IM	AP	.413	1.000
		CAF	2.065(*)	.000
		CAE	1.910(*)	.000
		CAR	1.818(*)	.000
		CAY	2.197(*)	.000
		Foreign F/A	1.232(*)	.015
	AP	IM	-.413	1.000
		CAF	1.652(*)	.000
		CAE	1.497(*)	.000
		CAR	1.405(*)	.000
		CAY	1.784(*)	.000
		Foreign F/A	.819	.374
	CAF	IM	-2.065(*)	.000
		AP	-1.652(*)	.000
		CAE	-.155	1.000
		CAR	-.247	1.000
		CAY	.132	1.000
		Foreign F/A	-.832	.087
	CAE	IM	-1.910(*)	.000
		AP	-1.497(*)	.000
		CAF	.155	1.000
		CAR	-.092	1.000
		CAY	.287	1.000
		Foreign F/A	-.678	.464
	CAR	IM	-1.818(*)	.000

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.10	CAY	AP	-1.405(*)	.000
		CAF	.247	1.000
		CAE	.092	1.000
		CAY	.379	1.000
		Foreign F/A	-.586	1.000
		IM	-2.197(*)	.000
		AP	-1.784(*)	.000
		CAF	-.132	1.000
		CAE	-.287	1.000
		CAR	-.379	1.000
	Foreign F/A	Foreign F/A	-.965(*)	.044
		IM	-1.232(*)	.015
		AP	-.819	.374
		CAF	.832	.087
		CAE	.678	.464
		CAR	.586	1.000
		CAY	.965(*)	.044
		IM	.280	1.000
	AP	CAF	1.195(*)	.001
		CAE	1.151(*)	.002
		CAR	.880	.109
		CAY	.800	.222
		Foreign F/A	.699	1.000
		IM	-.280	1.000
		CAF	.914(*)	.008
		CAE	.871(*)	.022
	CAF	CAR	.599	.791
		CAY	.519	1.000
		Foreign F/A	.419	1.000
		IM	-1.195(*)	.001
		AP	-.914(*)	.008
		CAE	-.043	1.000
CAR		-.315	1.000	
CAY		-.395	.931	
CAE	Foreign F/A	-.495	1.000	
	IM	-1.151(*)	.002	
	AP	-.871(*)	.022	
	CAF	.043	1.000	
	CAR	-.272	1.000	
	CAY	-.352	1.000	

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.	
Item no.11	CAR	Foreign F/A	-.452	1.000	
		IM	-.880	.109	
		AP	-.599	.791	
	CAY	CAF	.315	1.000	
		CAE	.272	1.000	
		CAY	-.080	1.000	
		Foreign F/A	-.180	1.000	
		IM	-.800	.222	
		AP	-.519	1.000	
		CAF	.395	.931	
		CAE	.352	1.000	
		CAR	.080	1.000	
	Foreign F/A	Foreign F/A	-.100	1.000	
		IM	-.699	1.000	
		AP	-.419	1.000	
		CAF	.495	1.000	
		CAE	.452	1.000	
		CAR	.180	1.000	
		CAY	.100	1.000	
		IM	AP	1.011	.185
			CAF	1.981(*)	.000
	CAE		2.104(*)	.000	
	CAR		1.695(*)	.000	
	CAY		1.526(*)	.000	
	Foreign F/A		.527	1.000	
	AP		IM	-1.011	.185
			CAF	.970(*)	.011
			CAE	1.093(*)	.004
		CAR	.684	.629	
		CAY	.515	1.000	
		Foreign F/A	-.484	1.000	
	CAF	IM	-1.981(*)	.000	
		AP	-.970(*)	.011	
		CAE	.123	1.000	
		CAR	-.286	1.000	
		CAY	-.455	.711	
		Foreign F/A	-1.454(*)	.001	
	CAE	IM	-2.104(*)	.000	
		AP	-1.093(*)	.004	
		CAF	-.123	1.000	

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.12	CAR	CAR	-.409	1.000
		CAY	-.578	.230
		Foreign F/A	-1.577(*)	.000
		IM	-1.695(*)	.000
		AP	-.684	.629
		CAF	.286	1.000
	CAY	CAE	.409	1.000
		CAY	-.169	1.000
		Foreign F/A	-1.168(*)	.045
		IM	-1.526(*)	.000
		AP	-.515	1.000
		CAF	.455	.711
	Foreign F/A	CAE	.578	.230
		CAR	.169	1.000
		Foreign F/A	-.999	.174
		IM	-.527	1.000
		AP	.484	1.000
		CAF	1.454(*)	.001
	IM	CAE	1.577(*)	.000
		CAR	1.168(*)	.045
		CAY	.999	.174
		AP	1.312(*)	.001
		CAF	3.283(*)	.000
		CAE	2.856(*)	.000
	AP	CAR	2.415(*)	.000
		CAY	2.817(*)	.000
		Foreign F/A	3.134(*)	.000
		IM	-1.312(*)	.001
		CAF	1.970(*)	.000
		CAE	1.543(*)	.000
	CAF	CAR	1.102(*)	.001
		CAY	1.505(*)	.000
		Foreign F/A	1.822(*)	.000
		IM	-3.283(*)	.000
		AP	-1.970(*)	.000
		CAE	-.427	.097
	CAE	CAR	-.868(*)	.000
		CAY	-.466	.223
		Foreign F/A	-.149	1.000
		IM	-2.856(*)	.000

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.13	CAR	AP	-1.543(*)	.000
		CAF	.427	.097
		CAR	-.441	.499
		CAY	-.039	1.000
		Foreign F/A	.278	1.000
	CAY	IM	-2.415(*)	.000
		AP	-1.102(*)	.001
		CAF	.868(*)	.000
		CAE	.441	.499
		CAY	.402	1.000
	Foreign F/A	Foreign F/A	.719	.535
		IM	-2.817(*)	.000
		AP	-1.505(*)	.000
		CAF	.466	.223
		CAE	.039	1.000
	IM	CAR	-.402	1.000
		Foreign F/A	.317	1.000
		IM	-3.134(*)	.000
		AP	-1.822(*)	.000
		CAF	.149	1.000
	AP	CAE	-.278	1.000
		CAR	-.719	.535
		CAY	-.317	1.000
		AP	.471	1.000
		CAF	2.034(*)	.000
	CAF	CAE	1.787(*)	.000
		CAR	1.815(*)	.000
		CAY	2.053(*)	.000
		Foreign F/A	1.557(*)	.000
		IM	-.471	1.000
	CAE	CAF	1.563(*)	.000
		CAE	1.317(*)	.000
CAR		1.344(*)	.000	
CAY		1.582(*)	.000	
Foreign F/A		1.086(*)	.009	
CAY	IM	-2.034(*)	.000	
	AP	-1.563(*)	.000	
	CAE	-.246	1.000	
	CAR	-.219	1.000	
	CAY	.019	1.000	

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.14	CAE	Foreign F/A	-.477	1.000
		IM	-1.787(*)	.000
		AP	-1.317(*)	.000
		CAF	.246	1.000
		CAR	.028	1.000
		CAY	.266	1.000
	CAR	Foreign F/A	-.231	1.000
		IM	-1.815(*)	.000
		AP	-1.344(*)	.000
		CAF	.219	1.000
		CAE	-.028	1.000
		CAY	.238	1.000
	CAY	Foreign F/A	-.259	1.000
		IM	-2.053(*)	.000
		AP	-1.582(*)	.000
		CAF	-.019	1.000
		CAE	-.266	1.000
		CAR	-.238	1.000
	Foreign F/A	Foreign F/A	-.496	1.000
		IM	-1.557(*)	.000
		AP	-1.086(*)	.009
		CAF	.477	1.000
		CAE	.231	1.000
		CAR	.259	1.000
	IM	CAY	.496	1.000
		AP	.349	1.000
		CAF	1.771(*)	.000
		CAE	1.522(*)	.000
		CAR	1.846(*)	.000
		CAY	1.597(*)	.000
	AP	Foreign F/A	.488	1.000
		IM	-.349	1.000
		CAF	1.422(*)	.000
		CAE	1.173(*)	.000
		CAR	1.497(*)	.000
		CAY	1.247(*)	.000
	CAF	Foreign F/A	.139	1.000
		IM	-1.771(*)	.000
		AP	-1.422(*)	.000
		CAE	-.249	1.000

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
		CAR	.075	1.000
		CAY	-.175	1.000
	CAE	Foreign F/A	-1.283(*)	.000
		IM	-1.522(*)	.000
		AP	-1.173(*)	.000
		CAF	.249	1.000
		CAR	.324	1.000
		CAY	.074	1.000
	CAR	Foreign F/A	-1.034(*)	.005
		IM	-1.846(*)	.000
		AP	-1.497(*)	.000
		CAF	-.075	1.000
		CAE	-.324	1.000
		CAY	-.249	1.000
	CAY	Foreign F/A	-1.358(*)	.000
		IM	-1.597(*)	.000
		AP	-1.247(*)	.000
		CAF	.175	1.000
		CAE	-.074	1.000
		CAR	.249	1.000
	Foreign F/A	Foreign F/A	-1.108(*)	.004
		IM	-.488	1.000
		AP	-.139	1.000
		CAF	1.283(*)	.000
		CAE	1.034(*)	.005
		CAR	1.358(*)	.000
		CAY	1.108(*)	.004
Item no.15	IM	AP	.508	1.000
		CAF	.723(*)	.027
		CAE	.721(*)	.037
		CAR	.874(*)	.009
		CAY	.745	.053
		Foreign F/A	.577	1.000
	AP	IM	-.508	1.000
		CAF	.215	1.000
		CAE	.213	1.000
		CAR	.366	1.000
		CAY	.237	1.000
		Foreign F/A	.069	1.000
	CAF	IM	-.723(*)	.027

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.16	CAE	AP	-.215	1.000
		CAE	-.002	1.000
		CAR	.151	1.000
		CAY	.022	1.000
		Foreign F/A	-.145	1.000
		IM	-.721(*)	.037
		AP	-.213	1.000
		CAF	.002	1.000
		CAR	.153	1.000
		CAY	.024	1.000
	CAR	Foreign F/A	-.143	1.000
		IM	-.874(*)	.009
		AP	-.366	1.000
		CAF	-.151	1.000
		CAE	-.153	1.000
		CAY	-.129	1.000
	CAY	Foreign F/A	-.297	1.000
		IM	-.745	.053
		AP	-.237	1.000
		CAF	-.022	1.000
		CAE	-.024	1.000
	Foreign F/A	CAR	.129	1.000
		Foreign F/A	-.167	1.000
		IM	-.577	1.000
		AP	-.069	1.000
		CAF	.145	1.000
	IM	CAE	.143	1.000
		CAR	.297	1.000
		CAY	.167	1.000
		AP	.243	1.000
		CAF	.532	.164
		CAE	.537	.189
		CAR	.527	.360
		CAY	.499	.493
		Foreign F/A	.658	.420
		IM	-.243	1.000
	AP	CAF	.289	1.000
		CAE	.294	1.000
		CAR	.283	1.000
		CAY	.256	1.000

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.17	CAF	Foreign F/A	.414	1.000
		IM	-.532	.164
		AP	-.289	1.000
		CAE	.005	1.000
		CAR	-.006	1.000
		CAY	-.033	1.000
	CAE	Foreign F/A	.125	1.000
		IM	-.537	.189
		AP	-.294	1.000
		CAF	-.005	1.000
		CAR	-.011	1.000
		CAY	-.038	1.000
	CAR	Foreign F/A	.120	1.000
		IM	-.527	.360
		AP	-.283	1.000
		CAF	.006	1.000
		CAE	.011	1.000
		CAY	-.028	1.000
	CAY	Foreign F/A	.131	1.000
		IM	-.499	.493
		AP	-.256	1.000
		CAF	.033	1.000
		CAE	.038	1.000
		CAR	.028	1.000
	Foreign F/A	Foreign F/A	.159	1.000
		IM	-.658	.420
		AP	-.414	1.000
		CAF	-.125	1.000
		CAE	-.120	1.000
		CAR	-.131	1.000
	IM	CAY	-.159	1.000
		AP	-.048	1.000
		CAF	.945(*)	.016
		CAE	.703	.308
		CAR	.580	1.000
		CAY	.279	1.000
	AP	Foreign F/A	.182	1.000
		IM	.048	1.000
		CAF	.993(*)	.002
		CAE	.751	.085

Table 4.25 Differences in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.	
Item no.18	CAF	CAR	.627	.573	
		CAY	.327	1.000	
		Foreign F/A	.229	1.000	
		IM	-.945(*)	.016	
		AP	-.993(*)	.002	
		CAE	-.242	1.000	
	CAE	CAR	-.365	1.000	
		CAY	-.666(*)	.013	
		Foreign F/A	-.763	.330	
		IM	-.703	.308	
		AP	-.751	.085	
		CAF	.242	1.000	
	CAR	CAR	-.123	1.000	
		CAY	-.424	.807	
		Foreign F/A	-.522	1.000	
		IM	-.580	1.000	
		AP	-.627	.573	
		CAF	.365	1.000	
	CAY	CAE	.123	1.000	
		CAY	-.300	1.000	
		Foreign F/A	-.398	1.000	
		IM	-.279	1.000	
		AP	-.327	1.000	
		CAF	.666(*)	.013	
	Foreign F/A	CAE	.424	.807	
		CAR	.300	1.000	
		Foreign F/A	-.098	1.000	
		IM	-.182	1.000	
		AP	-.229	1.000	
		CAF	.763	.330	
	IM	CAE	.522	1.000	
		CAR	.398	1.000	
		CAY	.098	1.000	
		AP	.460	1.000	
		CAF	2.008(*)	.000	
		CAE	1.950(*)	.000	
	AP	CAR	1.709(*)	.000	
		CAY	1.892(*)	.000	
		Foreign F/A	1.009	.166	
			IM	-.460	1.000

Table 4.25 Difference in job satisfaction items between current positions (Cont.)

Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
		CAF	1.548(*)	.000
		CAE	1.490(*)	.000
		CAR	1.248(*)	.000
		CAY	1.432(*)	.000
		Foreign F/A	.549	1.000
	CAF	IM	-2.008(*)	.000
		AP	-1.548(*)	.000
		CAE	-.058	1.000
		CAR	-.300	1.000
		CAY	-.116	1.000
		Foreign F/A	-1.000(*)	.021
	CAE	IM	-1.950(*)	.000
		AP	-1.490(*)	.000
		CAF	.058	1.000
		CAR	-.242	1.000
		CAY	-.058	1.000
		Foreign F/A	-.941(*)	.050
	CAR	IM	-1.709(*)	.000
		AP	-1.248(*)	.000
		CAF	.300	1.000
		CAE	.242	1.000
		CAY	.183	1.000
		Foreign F/A	-.700	.684
	CAY	IM	-1.892(*)	.000
		AP	-1.432(*)	.000
		CAF	.116	1.000
		CAE	.058	1.000
		CAR	-.183	1.000
		Foreign F/A	-.883	.143
	Foreign F/A	IM	-1.009	.166
		AP	-.549	1.000
		CAF	1.000(*)	.021
		CAE	.941(*)	.050
		CAR	.700	.684
		CAY	.883	.143

4.10.4 Tenure and job satisfaction Items

Differences in tenure in organization for job satisfaction were examined by using a t-test. As shown in Tables 4.26 and 4.27, items no.4, 5, 10, 12, 16, and 17 have no

significant differences, while the rest do present differences. Moreover, the results also show that senior flight attendants have a higher mean than junior flight attendants in the items for which there are differences, except item no.3, in which the junior flight attendants reported being more satisfied with the way the boss handles his/her job than the senior flight attendants were.

Table 4.26 Mean of tenure for job satisfaction items

Job Satisfaction Items	Junior		Senior	
	Mean	SD	Mean	SD
1) The chance to do different things from time to time	4.05	.992	4.40	1.174
2) The chance to be “somebody” in the ???	4.50	1.087	4.79	1.188
3) The way my boss handles his/her workers	4.10	.997	3.89	1.073
4) The competence of my supervisor in making decision	4.05	1.061	3.97	1.058
5) Being able to do things that don't go against my conscience	4.10	1.140	4.33	1.360
6) The way my job provides for steady employment	3.32	1.166	3.85	1.509
7) The chance to do things for other people	4.73	1.253	5.42	1.206
8) The chance to tell people what to do	3.67	1.156	4.60	1.338
9) The chance to do something that makes use of my abilities	3.90	1.085	4.34	1.370
10) The way company policies are put into practice	2.75	1.122	2.90	1.380
11) My pay and the amount of work I do	2.90	1.308	3.20	1.541
12) The chances for advancement on this job	2.78	1.025	3.00	1.707
13) The freedom to use my own judgment	3.74	.998	4.10	1.208

Table 4.26 Mean of tenure for job satisfaction items (Cont.)

Job Satisfaction Items	Junior		Senior	
	Mean	SD	Mean	SD
14) The chance to try my own methods of doing the job	3.65	1.097	3.94	1.213
15) The working conditions	4.17	.943	4.39	.969
16) The way my co-workers get along with each other	4.55	.857	4.69	.845
17) The praise I get for doing a good job	4.02	1.201	4.01	1.262
18) The feeling of accomplishment I get from the job	3.72	1.119	4.08	1.408

Table 4.27 Differences in tenure for job satisfaction items

Job Satisfaction	F	Sig.	t-value	Sig. (2-tailed)	Mean Difference
Item no.1	13.515	.000	-3.212	.001*	-.356
Item no.2	1.099	.295	-2.507	.013*	-.287
Item no.3	.970	.325	2.019	.044*	.208
Item no.4	.771	.380	1.029	.304	.110
Item no.5	14.485	.000	-1.777	.076	-.227
Item no.6	15.385	.000	-3.849	.000*	-.530
Item no.7	.000	.992	-5.588	.000*	-.694
Item no.8	9.506	.002	-7.301	.000*	-.927
Item no.9	26.606	.000	-3.512	.001*	-.443
Item no.10	8.378	.004	-1.234	.218	-.159
Item no.11	9.330	.002	-2.073	.039*	-.301
Item no.12	59.921	.000	-1.531	.127	-.223

Table 4.27 Differences in tenure for job satisfaction items (Cont.)

Job Satisfaction	F	Sig.	t-value	Sig. (2-tailed)	Mean Difference
Item no.13	4.485	.035	-3.193	.002*	-.360
Item no.14	.685	.408	-2.446	.015*	-.284
Item no.15	.546	.460	-2.280	.023*	-.219
Item no.16	.019	.889	-1.599	.111	-.137
Item no.17	.011	.917	.056	.955	.007
Item no.18	8.519	.004	-2.744	.006*	-.356

4.10.5 Age and influencing factors of job satisfaction

This section employed the one-way ANOVA to study differences in age with influencing factors and its effect on job satisfaction. The results show no significance at all with respect to age and influencing factors. This implies that the opinions of flight attendants for the influencing factors of job satisfaction are aligned in the same direction, which emphasizes the accuracy of the results of objective 2. Tables 4.28 and 4.29 demonstrate the results of this section.

Table 4.28 Differences in age and influencing factors of job satisfaction

Influencing Factors of Job Satisfaction	Mean Square	F	Sig.
The work itself	.779	.453	.715
Pay	3.409	1.815	.144
Promotion	.829	.330	.804
Supervision	2.236	1.053	.369
Co-workers	1.548	.896	.443
Role of Ambiguity	.089	.063	.979

Table 4.28 Differences in age and influencing factors of job satisfaction (Cont.)

Influencing Factors of Job Satisfaction	Mean Square	F	Sig.
Organization Climate	.717	.615	.606
Stress	.611	.355	.785
Perception of fair treatment	.737	.320	.811

Table 4.29 Differences between age and influencing factors of job satisfaction

Influencing Factors of Job Satisfaction	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.
The work itself	≤ 30	31 - 40	-.072	1.000
		41 - 50	.085	1.000
		> 50	-.189	1.000
	31 - 40	≤ 30	.072	1.000
		41 - 50	.157	1.000
		> 50	-.117	1.000
	41 - 50	≤ 30	-.085	1.000
		31 - 40	-.157	1.000
		> 50	-.274	1.000
	> 50	≤ 30	.189	1.000
		31 - 40	.117	1.000
		41 - 50	.274	1.000
Pay	≤ 30	31 - 40	.073	1.000
		41 - 50	.360	.365
		> 50	-.198	1.000
	31 - 40	≤ 30	-.073	1.000
		41 - 50	.287	.578
		> 50	-.272	1.000
	41 - 50	≤ 30	-.360	.365
		31 - 40	-.287	.578
		> 50	-.558	.412
	> 50	≤ 30	.198	1.000
		31 - 40	.272	1.000
		41 - 50	.558	.412
Promotion	≤ 30	31 - 40	.041	1.000
		41 - 50	.040	1.000
		> 50	-.289	1.000
	31 - 40	≤ 30	-.041	1.000

Table 4.29 Differences between age and influencing factors of job satisfaction (Cont.)

Influencing Factors of Job Satisfaction	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.
Supervision	41 - 50	41 - 50	-.001	1.000
		> 50	-.329	1.000
		≤ 30	-.040	1.000
	> 50	31 - 40	.001	1.000
		> 50	-.328	1.000
		≤ 30	.289	1.000
	≤ 30	31 - 40	.329	1.000
		41 - 50	.328	1.000
		31 - 40	.108	1.000
	31 - 40	41 - 50	.212	1.000
		> 50	.540	.584
		≤ 30	-.108	1.000
		41 - 50	.105	1.000
		> 50	.432	1.000
		≤ 30	-.212	1.000
Co-workers	41 - 50	31 - 40	-.105	1.000
		> 50	.327	1.000
		≤ 30	-.540	.584
	31 - 40	31 - 40	-.432	1.000
		41 - 50	-.327	1.000
		≤ 30	.095	1.000
	41 - 50	41 - 50	.060	1.000
		> 50	-.358	1.000
		≤ 30	-.095	1.000
	> 50	41 - 50	-.035	1.000
		> 50	-.453	.654
		≤ 30	-.060	1.000
31 - 40		.035	1.000	
> 50		-.417	.934	
≤ 30		.358	1.000	
Role of Ambiguity	31 - 40	31 - 40	.453	.654
		41 - 50	.417	.934
		≤ 30	.036	1.000
	41 - 50	41 - 50	.061	1.000
		> 50	-.024	1.000
		≤ 30	-.036	1.000
	41 - 50	41 - 50	.025	1.000
		> 50	-.060	1.000
		≤ 30	-.061	1.000
		31 - 40	-.025	1.000

Table 4.29 Differences between age and influencing factors of job satisfaction (Cont.)

Influencing Factors of Job Satisfaction	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.
Organization Climate	> 50	> 50	-.085	1.000
		≤ 30	.024	1.000
		31 - 40	.060	1.000
		41 - 50	.085	1.000
	≤ 30	31 - 40	.159	1.000
		41 - 50	.176	1.000
		> 50	.058	1.000
		31 - 40	≤ 30	-.159
	31 - 40	41 - 50	.016	1.000
		> 50	-.101	1.000
		≤ 30	-.176	1.000
		31 - 40	-.016	1.000
Stress	> 50	> 50	-.118	1.000
		≤ 30	-.058	1.000
		31 - 40	.101	1.000
		41 - 50	.118	1.000
	≤ 30	31 - 40	-.094	1.000
		41 - 50	.012	1.000
		> 50	.157	1.000
		31 - 40	≤ 30	.094
	31 - 40	41 - 50	.106	1.000
		> 50	.251	1.000
		≤ 30	-.012	1.000
		31 - 40	-.106	1.000
Perception of fair treatment	> 50	> 50	.145	1.000
		≤ 30	-.157	1.000
		31 - 40	-.251	1.000
		41 - 50	-.145	1.000
	≤ 30	31 - 40	-.089	1.000
		41 - 50	.039	1.000
		> 50	-.240	1.000
		31 - 40	≤ 30	.089
	31 - 40	41 - 50	.129	1.000
		> 50	-.151	1.000
		≤ 30	-.039	1.000
		41 - 50	31 - 40	-.129
41 - 50	> 50	-.279	1.000	
	≤ 30	.240	1.000	
	31 - 40	.151	1.000	

Table 4.29 Differences between age and influencing factors of job satisfaction (Cont.)

Influencing Factors of Job Satisfaction	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.
		41 - 50	.279	1.000

4.10.6 Gender and influencing factors of job satisfaction

The difference of gender in terms of influencing factors of job satisfaction was examined by using a t-test. Table 4.30 and 4.31 shows that the organization climate is the only factor exhibiting a difference between male and female flight attendants, with female flight attendants thinking that organization climate has a greater influence on job satisfaction than male flight attendants. Even though there are no significant differences in the rest of the factors, the results indicate slight differences in each factor: while male flight attendants reported that the work itself, pay, promotion, and perception on fair treatment were higher influences on job satisfaction than the rest of factors, female flight attendant thought that supervision, co-workers, role ambiguity, and stress were more important to job satisfaction than other factors.

Table 4.30 The means of gender and influencing factors of job satisfaction

Job Satisfaction Items	Male		Female	
	Mean	SD	Mean	SD
The work itself	5.43	1.275	5.22	1.330
Pay	6.23	1.409	6.12	1.348
Promotion	6.04	1.499	5.86	1.642
Supervision	5.10	1.441	5.30	1.468
Co-workers	4.88	1.318	4.90	1.313
Role of Ambiguity	4.75	1.197	4.82	1.183
Organization Climate	4.82	1.183	5.04	1.026
Stress	4.71	1.272	4.84	1.337
Perception of fair treatment	6.05	1.560	6.04	1.480

Table 4.31 Differences between gender and influencing factors of job satisfaction

Influencing Factors of Job Satisfaction	F	Sig.	t-value	Sig. (2-tailed)	Mean Difference
The work itself	.000	.992	1.586	.113	.209
Pay	.038	.847	.776	.438	.108
Promotion	1.971	.161	1.167	.244	.186
Supervision	1.269	.261	-1.362	.174	-.200
Co-workers	.116	.733	-.178	.859	-.024
Role of Ambiguity	.995	.319	-.592	.554	-.071
Organization Climate	5.204	.023	-2.017	.044*	-.221
Stress	.962	.327	-.966	.335	-.127
Perception of fair treatment	.803	.371	.093	.926	.014

4.10.7 Current position and influencing factors of job satisfaction

One-way ANOVA was employed to identify differences in this section, with the results showing that a significant difference only in stress. Other factors had no significant difference. Table 4.32 identifies differences between each factor.

Table 4.32 Differences between current positions for influencing factors of job satisfaction

Influencing Factors of Job Satisfaction	Mean Square	F	Sig.
The work itself	2.921	1.726	.114
Pay	2.840	1.514	.172
Promotion	4.201	1.699	.120
Supervision	1.625	.762	.600
Co-workers	2.297	1.337	.239

Table 4.32 Differences between current positions for influencing factors of job satisfaction (Cont.)

Influencing Factors of Job Satisfaction	Mean Square	F	Sig.
Role of Ambiguity	3.448	2.496	.082
Organization Climate	.836	.716	.637
Stress	5.918	3.594	.002*
Perception of fair treatment	2.464	1.076	.376

As mentioned above, stress is the only factor that shows a difference, with Table 4.33 showing that only foreign flight attendants had different opinions from CAF, CAE, and CAR; foreign flight attendants thought that stress exerted less influence on the level of job satisfaction.

Table 4.33 Differences between current positions for influencing factors of job satisfaction

Influencing Factors of Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
The work itself	IM	AP	.265	1.000
		CAF	-.261	1.000
		CAE	-.010	1.000
		CAR	-.457	1.000
		CAY	-.017	1.000
		Foreign F/A	.315	1.000
	AP	IM	-.265	1.000
		CAF	-.526	1.000
		CAE	-.274	1.000
		CAR	-.721	.428
		CAY	-.282	1.000
	CAF	Foreign F/A	.051	1.000
		IM	.261	1.000
		AP	.526	1.000
CAE		.252	1.000	
		CAR	-.195	1.000

Table 4.33 Differences between current positions for influencing factors of job satisfaction (Cont.)

Influencing Factors of Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Pay	CAE	CAY	.244	1.000
		Foreign F/A	.577	1.000
		IM	.010	1.000
		AP	.274	1.000
		CAF	-.252	1.000
		CAR	-.447	1.000
		CAY	-.008	1.000
	CAR	Foreign F/A	.325	1.000
		IM	.457	1.000
		AP	.721	.428
		CAF	.195	1.000
		CAE	.447	1.000
		CAY	.440	1.000
		Foreign F/A	.772	.819
	CAY	IM	.017	1.000
		AP	.282	1.000
		CAF	-.244	1.000
		CAE	.008	1.000
		CAR	-.440	1.000
		Foreign F/A	.333	1.000
		IM	-.315	1.000
	Foreign F/A	AP	-.051	1.000
		CAF	-.577	1.000
		CAE	-.325	1.000
		CAR	-.772	.819
		CAY	-.333	1.000
		IM	.381	1.000
CAF		-.234	1.000	
CAE		-.226	1.000	
CAR		-.325	1.000	
CAY		.142	1.000	
Foreign F/A		.173	1.000	
IM		-.381	1.000	
CAF		-.615	.711	
CAE		-.607	.899	
CAR	-.706	.650		
CAY	-.239	1.000		
Foreign F/A	-.208	1.000		
CAF	IM	.234	1.000	

Table 4.33 Differences between current positions for influencing factors of job satisfaction (Cont.)

Influencing Factors of Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Promotion	CAE	AP	.615	.711
		CAE	.008	1.000
		CAR	-.091	1.000
		CAY	.376	1.000
		Foreign F/A	.406	1.000
		IM	.226	1.000
		AP	.607	.899
		CAF	-.008	1.000
		CAR	-.099	1.000
		CAY	.368	1.000
		Foreign F/A	.399	1.000
		IM	.325	1.000
	CAR	AP	.706	.650
		CAF	.091	1.000
		CAE	.099	1.000
		CAY	.467	1.000
		Foreign F/A	.498	1.000
		IM	-.142	1.000
	CAY	AP	.239	1.000
		CAF	-.376	1.000
		CAE	-.368	1.000
		CAR	-.467	1.000
		Foreign F/A	.031	1.000
		IM	-.173	1.000
	Foreign F/A	AP	.208	1.000
		CAF	-.406	1.000
		CAE	-.399	1.000
		CAR	-.498	1.000
		CAY	-.031	1.000
		IM	.354	1.000
	IM	CAF	-.053	1.000
		CAE	.011	1.000
		CAR	.291	1.000
		CAY	.642	1.000
		Foreign F/A	.533	1.000
		AP	-.354	1.000
CAF		-.407	1.000	
CAE		-.343	1.000	
CAR	-.063	1.000		

Table 4.33 Differences between current positions for influencing factors of job satisfaction (Cont.)

Influencing Factors of Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Supervision	CAF	CAY	.288	1.000
		Foreign F/A	.178	1.000
		IM	.053	1.000
		AP	.407	1.000
		CAE	.064	1.000
		CAR	.344	1.000
	CAE	CAY	.695	.140
		Foreign F/A	.586	1.000
		IM	-.011	1.000
		AP	.343	1.000
		CAF	-.064	1.000
		CAR	.280	1.000
	CAR	CAY	.631	.413
		Foreign F/A	.522	1.000
		IM	-.291	1.000
		AP	.063	1.000
		CAF	-.344	1.000
		CAE	-.280	1.000
	CAY	CAY	.351	1.000
		Foreign F/A	.241	1.000
		IM	-.642	1.000
		AP	-.288	1.000
		CAF	-.695	.140
		CAE	-.631	.413
Foreign F/A	CAR	-.351	1.000	
	Foreign F/A	-.110	1.000	
	IM	-.533	1.000	
	AP	-.178	1.000	
	CAF	-.586	1.000	
	CAE	-.522	1.000	
IM	CAR	-.241	1.000	
	CAY	.110	1.000	
	AP	.111	1.000	
	CAF	-.230	1.000	
	CAE	-.432	1.000	
	CAR	-.137	1.000	
AP	CAY	-.094	1.000	
	Foreign F/A	-.063	1.000	
		IM	-.111	1.000

Table 4.33 Differences between current positions for influencing factors of job satisfaction (Cont.)

Influencing Factors of Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.	
	CAF	CAF	-.341	1.000	
		CAE	-.543	1.000	
		CAR	-.248	1.000	
		CAY	-.205	1.000	
		Foreign F/A	-.174	1.000	
		IM	.230	1.000	
		AP	.341	1.000	
		CAE	-.202	1.000	
		CAR	.092	1.000	
		CAY	.135	1.000	
	CAE	Foreign F/A	.167	1.000	
		IM	.432	1.000	
		AP	.543	1.000	
		CAF	.202	1.000	
		CAR	.294	1.000	
		CAY	.337	1.000	
	CAR	Foreign F/A	.369	1.000	
		IM	.137	1.000	
		AP	.248	1.000	
		CAF	-.092	1.000	
CAY	CAE	-.294	1.000		
	CAY	.043	1.000		
	Foreign F/A	.075	1.000		
	IM	.094	1.000		
	AP	.205	1.000		
	CAF	-.135	1.000		
	CAE	-.337	1.000		
	CAR	-.043	1.000		
Foreign F/A	Foreign F/A	.032	1.000		
	IM	.063	1.000		
	AP	.174	1.000		
	CAF	-.167	1.000		
	CAE	-.369	1.000		
	CAR	-.075	1.000		
	CAY	-.032	1.000		
	Co-workers	IM	AP	.053	1.000
			CAF	.490	1.000
			CAE	.270	1.000
CAR			.532	1.000	

Table 4.33 Differences between current positions for influencing factors of job satisfaction (Cont.)

Influencing Factors of Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
		CAY	.389	1.000
		Foreign F/A	-.137	1.000
	AP	IM	-.053	1.000
		CAF	.437	1.000
		CAE	.217	1.000
		CAR	.479	1.000
		CAY	.336	1.000
		Foreign F/A	-.190	1.000
	CAF	IM	-.490	1.000
		AP	-.437	1.000
		CAE	-.220	1.000
		CAR	.042	1.000
		CAY	-.101	1.000
		Foreign F/A	-.627	1.000
	CAE	IM	-.270	1.000
		AP	-.217	1.000
		CAF	.220	1.000
		CAR	.263	1.000
		CAY	.119	1.000
		Foreign F/A	-.407	1.000
	CAR	IM	-.532	1.000
		AP	-.479	1.000
		CAF	-.042	1.000
		CAE	-.263	1.000
		CAY	-.143	1.000
		Foreign F/A	-.669	1.000
	CAY	IM	-.389	1.000
		AP	-.336	1.000
		CAF	.101	1.000
		CAE	-.119	1.000
		CAR	.143	1.000
		Foreign F/A	-.526	1.000
	Foreign F/A	IM	.137	1.000
		AP	.190	1.000
		CAF	.627	1.000
		CAE	.407	1.000
		CAR	.669	1.000
		CAY	.526	1.000

Table 4.33 Differences between current positions for influencing factors of job satisfaction (Cont.)

Influencing Factors of Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Role of Ambiguity	IM	AP	-.238	1.000
		CAF	.043	1.000
		CAE	-.322	1.000
		CAR	-.042	1.000
		CAY	.271	1.000
	AP	Foreign F/A	.574	1.000
		IM	.238	1.000
		CAF	.281	1.000
		CAE	-.084	1.000
		CAR	.196	1.000
	CAF	CAY	.509	1.000
		Foreign F/A	.813	.610
		IM	-.043	1.000
		AP	-.281	1.000
		CAE	-.366	.434
	CAE	CAR	-.085	1.000
		CAY	.228	1.000
		Foreign F/A	.531	1.000
		IM	.322	1.000
		AP	.084	1.000
	CAR	CAF	.366	.434
		CAR	.280	1.000
		CAY	.594	.072
		Foreign F/A	.897	.105
		IM	.042	1.000
	CAY	AP	-.196	1.000
		CAF	.085	1.000
		CAE	-.280	1.000
CAY		.313	1.000	
Foreign F/A		.616	1.000	
Foreign F/A	IM	-.271	1.000	
	AP	-.509	1.000	
	CAF	-.228	1.000	
	CAE	-.594	.072	
	CAR	-.313	1.000	
		Foreign F/A	.303	1.000
		IM	-.574	1.000
		AP	-.813	.610

Table 4.33 Differences between current positions for influencing factors of job satisfaction (Cont.)

Influencing Factors of Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Organization Climate	IM	CAF	-.531	1.000
		CAE	-.897	.105
		CAR	-.616	1.000
		CAY	-.303	1.000
		AP	-.302	1.000
		Foreign F/A	.060	1.000
	AP	IM	.302	1.000
		CAF	.215	1.000
		CAE	.037	1.000
		CAR	.111	1.000
		CAY	.319	1.000
		Foreign F/A	.361	1.000
	CAF	IM	.087	1.000
		AP	-.215	1.000
		CAE	-.177	1.000
		CAR	-.104	1.000
		CAY	.104	1.000
		Foreign F/A	.146	1.000
	CAE	IM	.264	1.000
		AP	-.037	1.000
		CAF	.177	1.000
		CAR	.074	1.000
		CAY	.281	1.000
		Foreign F/A	.324	1.000
	CAR	IM	.190	1.000
		AP	-.111	1.000
		CAF	.104	1.000
		CAE	-.074	1.000
		CAY	.208	1.000
		Foreign F/A	.250	1.000
CAY	IM	-.017	1.000	
	AP	-.319	1.000	
	CAF	-.104	1.000	
	CAE	-.281	1.000	

Table 4.33 Differences between current positions for influencing factors of job satisfaction (Cont.)

Influencing Factors of Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Stress	Foreign F/A	CAR	-.208	1.000
		Foreign F/A	.042	1.000
		IM	-.060	1.000
		AP	-.361	1.000
		CAF	-.146	1.000
		CAE	-.324	1.000
		CAR	-.250	1.000
		CAY	-.042	1.000
		AP	.476	1.000
		CAF	-.079	1.000
		CAE	-.085	1.000
		CAR	-.347	1.000
	CAY	.338	1.000	
	IM	Foreign F/A	.997	.414
		IM	-.476	1.000
		CAF	-.556	.854
		CAE	-.561	.957
		CAR	-.824	.154
		CAY	-.138	1.000
		Foreign F/A	.521	1.000
		IM	.079	1.000
		AP	.556	.854
		CAE	-.006	1.000
		CAR	-.268	1.000
		CAY	.417	.957
	CAF	Foreign F/A	1.076(*)	.034
		IM	.085	1.000
		AP	.561	.957
		CAF	.006	1.000
		CAR	-.262	1.000
		CAY	.423	1.000
		Foreign F/A	1.082(*)	.041
IM		.347	1.000	
AP		.824	.154	
CAF		.268	1.000	
CAE		.262	1.000	
CAY		.685	.142	
CAR	Foreign F/A	1.344(*)	.006	
	IM	-.338	1.000	

Table 4.33 Differences between current positions for influencing factors of job satisfaction (Cont.)

Influencing Factors of Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.	
Perception of fair treatment	Foreign F/A	AP	.138	1.000	
		CAF	-.417	.957	
		CAE	-.423	1.000	
		CAR	-.685	.142	
		Foreign F/A	.659	1.000	
		IM	-.997	.414	
		AP	-.521	1.000	
		CAF	-1.076(*)	.034	
		CAE	-1.082(*)	.041	
		CAR	-1.344(*)	.006	
		CAY	-.659	1.000	
		IM	AP	.296	1.000
		CAF	-.170	1.000	
		CAE	-.147	1.000	
		CAR	.039	1.000	
	CAY	.302	1.000		
	AP	Foreign F/A	-.375	1.000	
	IM	-.296	1.000		
	CAF	-.467	1.000		
	CAE	-.444	1.000		
	CAR	-.257	1.000		
	CAY	.006	1.000		
	CAF	Foreign F/A	-.671	1.000	
	IM	.170	1.000		
	AP	.467	1.000		
	CAE	.023	1.000		
	CAR	.210	1.000		
	CAY	.472	1.000		
	CAE	Foreign F/A	-.205	1.000	
	IM	.147	1.000		
AP	.444	1.000			
CAF	-.023	1.000			
CAR	.187	1.000			
CAY	.449	1.000			
CAR	Foreign F/A	-.228	1.000		
IM	-.039	1.000			
AP	.257	1.000			
CAF	-.210	1.000			

Table 4.33 Differences between current positions for influencing factors of job satisfaction (Cont.)

Influencing Factors of Job Satisfaction	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
		CAE	-.187	1.000
		CAY	.263	1.000
	CAY	Foreign F/A	-.414	1.000
		IM	-.302	1.000
		AP	-.006	1.000
		CAF	-.472	1.000
		CAE	-.449	1.000
		CAR	-.263	1.000
	Foreign F/A	Foreign F/A	-.677	1.000
		IM	.375	1.000
		AP	.671	1.000
		CAF	.205	1.000
		CAE	.228	1.000
		CAR	.414	1.000
		CAY	.677	1.000

4.10.8 Tenure and influencing factors of job satisfaction

This section reports on differences in tenure in the organization in each of the influencing factors of job satisfaction by employing the t-test technique. The result indicates that there are no significant differences for all factors. However, Table 4.34 shows that the mean of each factor for junior and senior flight attendants is slightly different. Interestingly, promotion is the only factor that senior flight attendants thought was more important. This reflects that senior flight attendants focus more on career advancement than junior flight attendants.

Table 4.34 The means of tenure in influencing factors of job satisfaction

Influencing Factors of Job Satisfaction	Junior		Senior	
	Mean	SD	Mean	SD
The work itself	5.35	1.256	5.27	1.372
Pay	6.22	1.344	6.11	1.414
Promotion	5.91	1.599	5.98	1.560
Supervision	5.26	1.428	5.13	1.493
Co-workers	4.89	1.309	4.89	1.323
Role of Ambiguity	4.84	1.201	4.72	1.173
Organization Climate	4.97	1.110	4.90	1.040
Stress	4.82	1.301	4.74	1.319
Perception of fair treatment	6.05	1.480	6.04	1.560

Table 4.35 Differences in tenure in influencing factors of job satisfaction

Influencing Factors of Job Satisfaction	F	Sig.	t-value	Sig. (2-tailed)	Mean Difference
The work itself	2.483	.116	.574	.566	.076
Pay	.885	.348	.763	.446	.106
Promotion	1.264	.262	-.464	.643	-.074
Supervision	.194	.660	.876	.381	.129
Co-workers	.072	.789	.025	.980	.003
Role of Ambiguity	.007	.935	.932	.352	.112
Organization Climate	.003	.957	.627	.531	.068
Stress	.572	.450	.580	.562	.077
Perception of fair treatment	.111	.739	.040	.968	.006

4.10.9 Age groups and organizational commitment items

This section employed the one-way ANOVA to identify differences between each organizational commitment in terms of age groups. Table 4.36 shows that almost half of the items present no differences including items no. 1, 4, 5, 7, 11, 12, 13, 15, and 16.

Table 4.36 Differences in age and organizational commitment items

Organizational Commitment Items	Mean Square	F	Sig.
1) Being very happy to spend the rest of my career with this organization.	5.510	3.048	.089
2) Feeling as if this organization's problems are my own.	12.019	6.114	.000*
3) Feeling a strong sense of "belonging" to my organization.	13.257	6.504	.000*
4) No feeling "emotionally attached" to this organization.	5.221	2.155	.093
5) No feeling like "part of the family" at my organization.	6.533	2.589	.053
6) This organization has a great deal of personal meaning for me.	15.877	10.436	.000*
7) Right now, staying with my organization is a matter of necessity as much as desire.	7.405	2.670	.047*
8) It would be very hard for me to leave my organization right now, even if I wanted to.	11.074	3.909	.009*
9) Too much of my life would be disrupted if I decided I wanted to leave my organization now.	18.247	6.896	.000*
10) Feeling that I have too few options to consider leaving this organization.	13.070	5.442	.001*

Table 4.36 Differences in age and organizational commitment items (Cont.)

Organizational Commitment Items	Mean Square	F	Sig.
11) If not already put so much of myself into this organization, I might consider leaving this organization.	4.883	2.147	.094
12) One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1.796	.951	.416
13) Not feeling any obligation to remain with my current employer.	.958	.568	.637
14) Even if it were to my advantage, I do not feel it would be right to leave my organization now.	7.998	3.975	.008*
15) Feeling guilty if I left my organization now.	4.220	1.903	.128
16) This organization deserves my loyalty.	3.980	2.160	.092
17) Not leaving my organization right now because I have a sense of obligation to the people in it.	13.429	6.418	.000*
18) Feeling owe a great deal to my organization.	16.853	8.173	.000*

Table 4.37 shows that in item no.2, the group ≤ 30 years old had a different and lower level of agreement with this item than the age group >50 , and also the group 31 – 40 years old had a different and lower level of agreement to this item than the groups 41 – 50 and >50 years old. For item no.3, the groups ≤ 30 and 31 – 40 years old had a different and lower level of agreement to this item than the age group >50 . For item no. 6, the group >50 and ≤ 30 years old had different and higher levels of agreement than every group. For item no.8, only group >50 had a different and lower level of agreement to this item than the group 31 – 40 and 41 – 50 years old, which was quite similar for item no.9, but in item no.9, the group >50 had a different and lower level of agreement to this item than every group. For item no.10, the group 31 – 40 years old had

a different and higher level of agreement to this item than the groups ≤ 30 and > 50 years old. The group ≤ 30 was the only group with a different and lower level of agreement to item no. 14 than the group >50 . For item no.17, the group >50 had a different and higher level of agreement than groups ≤ 30 and 31 – 40. For the last item, no.18, the groups ≤ 30 and 31 - 40 had different and lower levels of agreement than groups 41 – 50 and >50 years old.

Table 4.37 Differences between age groups for organizational commitment items

Organizational Commitment	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.
Item no.1	≤ 30	31 - 40	.057	1.000
		41 - 50	-.283	.797
		> 50	-.666	.162
	31 - 40	≤ 30	-.057	1.000
		41 - 50	-.340	.269
		> 50	-.722	.076
	41 - 50	≤ 30	.283	.797
		31 - 40	.340	.269
		> 50	-.383	1.000
	> 50	≤ 30	.666	.162
		31 - 40	.722	.076
		41 - 50	.383	1.000
Item no.2	≤ 30	31 - 40	.275	.707
		41 - 50	-.229	1.000
		> 50	-.849(*)	.041
	31 - 40	≤ 30	-.275	.707
		41 - 50	-.504(*)	.027
		> 50	-1.124(*)	.001
	41 - 50	≤ 30	.229	1.000
		31 - 40	.504(*)	.027
		> 50	-.621	.288
	> 50	≤ 30	.849(*)	.041
		31 - 40	1.124(*)	.001
		41 - 50	.621	.288
Item no.3	≤ 30	31 - 40	.226	1.000
		41 - 50	-.237	1.000
		> 50	-1.016(*)	.009
	31 - 40	≤ 30	-.226	1.000
		41 - 50	-.463	.061
	41 - 50	> 50	-1.242(*)	.000
		≤ 30	.237	1.000

**Table 4.37 Differences between age groups for organizational commitment items
(Cont.)**

Organizational Commitment	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.	
Item no.4		31 - 40	.463	.061	
		> 50	-.778	.090	
		> 50	≤ 30	1.016(*)	.009
		31 - 40	1.242(*)	.000	
		41 - 50	.778	.090	
		≤ 30	31 - 40	-.222	1.000
			41 - 50	-.150	1.000
			> 50	.590	.541
		31 - 40	≤ 30	.222	1.000
			41 - 50	.071	1.000
			> 50	.811	.093
		41 - 50	≤ 30	.150	1.000
Item no.5		31 - 40	-.071	1.000	
		> 50	.740	.203	
		> 50	≤ 30	-.590	.541
		31 - 40	-.811	.093	
		41 - 50	-.740	.203	
		≤ 30	31 - 40	-.119	1.000
			41 - 50	.032	1.000
			> 50	.829	.119
		31 - 40	≤ 30	.119	1.000
			41 - 50	.151	1.000
			> 50	.947(*)	.034
		41 - 50	≤ 30	-.032	1.000
Item no.6		31 - 40	-.151	1.000	
		> 50	.796	.151	
		> 50	≤ 30	-.829	.119
		31 - 40	-.947(*)	.034	
		41 - 50	-.796	.151	
		≤ 30	31 - 40	-.111	1.000
			41 - 50	-.433	.074
			> 50	-1.425(*)	.000
		31 - 40	≤ 30	.111	1.000
			41 - 50	-.322	.229
			> 50	-1.314(*)	.000
		41 - 50	≤ 30	.433	.074
		31 - 40	.322	.229	
		> 50	-.992(*)	.002	
	> 50	≤ 30	1.425(*)	.000	
		31 - 40	1.314(*)	.000	

Table 4.37 Differences between age groups for organizational commitment items (Cont.)

Organizational Commitment	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.	
Item no.7	≤ 30	41 - 50	.992(*)	.002	
		31 - 40	-.241	1.000	
		41 - 50	-.259	1.000	
	31 - 40	> 50	.688	.388	
		≤ 30	.241	1.000	
		41 - 50	-.018	1.000	
	41 - 50	> 50	.929	.058	
		≤ 30	.259	1.000	
		31 - 40	.018	1.000	
	Item no.8	> 50	> 50	.947	.067
			≤ 30	-.688	.388
			31 - 40	-.929	.058
≤ 30		41 - 50	-.947	.067	
		31 - 40	-.410	.312	
		41 - 50	-.434	.394	
31 - 40		> 50	.622	.589	
		≤ 30	.410	.312	
		41 - 50	-.023	1.000	
Item no.9		41 - 50	> 50	1.033(*)	.027
			≤ 30	.434	.394
			31 - 40	.023	1.000
	> 50	> 50	1.056(*)	.031	
		≤ 30	-.622	.589	
		31 - 40	-1.033(*)	.027	
	Item no.10	≤ 30	41 - 50	-1.056(*)	.031
			31 - 40	-.288	.952
			41 - 50	-.164	1.000
		31 - 40	> 50	1.278(*)	.003
			≤ 30	.288	.952
			41 - 50	.124	1.000
41 - 50		> 50	1.566(*)	.000	
		≤ 30	.164	1.000	
		31 - 40	-.124	1.000	
> 50		> 50	1.442(*)	.001	
		≤ 30	-1.278(*)	.003	
		31 - 40	-1.566(*)	.000	
Item no.10	≤ 30	41 - 50	-1.442(*)	.001	
		31 - 40	-.528(*)	.041	
		41 - 50	-.101	1.000	
		> 50	.602	.495	

**Table 4.37 Differences between age groups for organizational commitment items
(Cont.)**

Organizational Commitment	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.
Item no.11	31 - 40	≤ 30	.528(*)	.041
		41 - 50	.427	.172
		> 50	1.130(*)	.004
	41 - 50	≤ 30	.101	1.000
		31 - 40	-.427	.172
		> 50	.702	.258
	> 50	≤ 30	-.602	.495
		31 - 40	-1.130(*)	.004
		41 - 50	-.702	.258
	≤ 30	31 - 40	-.298	.694
		41 - 50	-.402	.343
		> 50	.240	1.000
	31 - 40	≤ 30	.298	.694
		41 - 50	-.104	1.000
		> 50	.538	.583
41 - 50	≤ 30	.402	.343	
	31 - 40	.104	1.000	
	> 50	.642	.343	
> 50	≤ 30	-.240	1.000	
	31 - 40	-.538	.583	
	41 - 50	-.642	.343	
Item no.12	≤ 30	31 - 40	.249	.891
		41 - 50	.123	1.000
		> 50	-.095	1.000
	31 - 40	≤ 30	-.249	.891
		41 - 50	-.126	1.000
		> 50	-.344	1.000
	41 - 50	≤ 30	-.123	1.000
		31 - 40	.126	1.000
		> 50	-.218	1.000
	> 50	≤ 30	.095	1.000
		31 - 40	.344	1.000
		41 - 50	.218	1.000
	≤ 30	31 - 40	.083	1.000
		41 - 50	.176	1.000
		> 50	.320	1.000
31 - 40	≤ 30	-.083	1.000	
	41 - 50	.093	1.000	
	> 50	.237	1.000	
41 - 50	≤ 30	-.176	1.000	

Table 4.37 Differences between age groups for organizational commitment items (Cont.)

Organizational Commitment	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.	
Item no.14		31 - 40	-.093	1.000	
		> 50	.144	1.000	
		> 50	≤ 30	-.320	1.000
		31 - 40	-.237	1.000	
		41 - 50	-.144	1.000	
		≤ 30	31 - 40	-.371	.224
			41 - 50	-.340	.520
			> 50	-1.042(*)	.006
		31 - 40	≤ 30	.371	.224
			41 - 50	.030	1.000
			> 50	-.671	.168
		41 - 50	≤ 30	.340	.520
Item no.15		31 - 40	-.030	1.000	
		> 50	-.701	.164	
		> 50	≤ 30	1.042(*)	.006
			31 - 40	.671	.168
			41 - 50	.701	.164
		≤ 30	31 - 40	-.283	.777
			41 - 50	-.074	1.000
			> 50	-.685	.238
		31 - 40	≤ 30	.283	.777
			41 - 50	.209	1.000
			> 50	-.402	1.000
		41 - 50	≤ 30	.074	1.000
Item no.16		31 - 40	-.209	1.000	
		> 50	-.612	.398	
		> 50	≤ 30	.685	.238
			31 - 40	.402	1.000
			41 - 50	.612	.398
		≤ 30	31 - 40	.192	1.000
			41 - 50	.162	1.000
			> 50	-.505	.576
		31 - 40	≤ 30	-.192	1.000
			41 - 50	-.030	1.000
			> 50	-.696	.103
		41 - 50	≤ 30	-.162	1.000
		31 - 40	.030	1.000	
		> 50	-.667	.170	
	> 50	≤ 30	.505	.576	
		31 - 40	.696	.103	

Table 4.37 Differences between age groups for organizational commitment items (Cont.)

Organizational Commitment	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.
Item no.17		41 - 50	.667	.170
	≤ 30	31 - 40	-.250	1.000
		41 - 50	-.524	.059
		> 50	-1.313(*)	.000
	31 - 40	≤ 30	.250	1.000
		41 - 50	-.274	.791
		> 50	-1.064(*)	.004
	41 - 50	≤ 30	.524	.059
		31 - 40	.274	.791
		> 50	-.789	.089
	> 50	≤ 30	1.313(*)	.000
		31 - 40	1.064(*)	.004
41 - 50		.789	.089	
Item no.18	≤ 30	31 - 40	-.145	1.000
		41 - 50	-.759(*)	.001
		> 50	-1.101(*)	.004
	31 - 40	≤ 30	.145	1.000
		41 - 50	-.613(*)	.004
		> 50	-.956(*)	.012
	41 - 50	≤ 30	.759(*)	.001
		31 - 40	.613(*)	.004
		> 50	-.343	1.000
	> 50	≤ 30	1.101(*)	.004
		31 - 40	.956(*)	.012
		41 - 50	.343	1.000

4.10.10 Gender and organizational commitment items

This section employed one-way ANOVA to test differences between gender and organizational commitment items. The results show that ten items have differences: 1, 2, 3, 4, 6, 7, 8, 9, 10, and 13. The results also indicate that female flight attendants tend to have more affective commitment than male flight attendants, as the means of items no. 1, 2, 3, and 6 are higher for them. Even though, the mean of item no.4 for female flight attendants is lower than for male flight attendants, but this item is a reversed item so that also it also confirms that female flight attendants have more affective commitment than male flight attendants. Interestingly, the male flight attendants tend to have more

continuance commitment than female flight attendants as the means of items no.7, 8, 9, and 10 are higher.

Table 4.38 The means of gender and organizational commitment items

Organizational Commitment Items	Male		Female	
	Mean	SD	Mean	SD
1) Being very happy to spend the rest of my career with this organization.	3.76	1.354	4.10	1.340
2) Feeling as if this organization's problems are my own.	4.13	1.556	4.45	1.304
3) Feeling a strong sense of "belonging" to my organization.	4.02	1.477	4.37	1.426
4) No feeling "emotionally attached" to this organization.	3.67	1.543	3.26	1.560
5) No feeling like "part of the family" at my organization.	3.86	1.561	3.557	1.619
6) This organization has a great deal of personal meaning for me.	4.26	1.218	4.55	1.311
7) Right now, staying with my organization is a matter of necessity as much as desire.	4.84	1.639	4.28	1.667
8) It would be very hard for me to leave my organization right now, even if I wanted to.	4.76	1.671	4.30	1.702
9) Too much of my life would be disrupted if I decided I wanted to leave my organization now.	5.00	1.630	4.64	1.675
10) Feeling that I have too few options to consider leaving this organization.	4.69	1.566	4.33	1.568
11) If not already put so much of myself into this organization, I might consider leaving this organization.	4.37	1.472	4.09	1.540
12) One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	3.30	1.413	3.43	1.341

Table 4.38 The means of gender and organizational commitment items (Cont.)

Organizational Commitment Items	Male		Female	
	Mean	SD	Mean	SD
13) Not feeling any obligation to remain with my current employer.	4.07	1.269	3.76	1.306
14) Even if it were to my advantage, I do not feel it would be right to leave my organization now.	3.99	1.432	4.05	1.439
15) Feeling guilty if I left my organization now.	3.64	1.416	3.74	1.556
16) This organization deserves my loyalty.	4.29	1.415	4.50	1.316
17) Not leaving my organization right now because I have a sense of obligation to the people in it.	3.83	1.467	3.72	1.484
18) Feeling owe a great deal to my organization.	4.57	1.453	4.81	1.486

Table 4.39 Differences between gender and organizational commitment items

Organizational Commitment	F	Sig.	t-value	Sig. (2-tailed)	Mean Difference
Item no.1	.122	.727	-2.483	.013*	-.337
Item no.2	7.592	.006	-2.126	.034*	-.311
Item no.3	.339	.561	-2.367	.018*	-.346
Item no.4	.008	.929	2.587	.010*	.405
Item no.5	1.428	.233	1.814	.070	.291
Item no.6	3.475	.063	-2.233	.026*	-.286
Item no.7	.165	.685	3.362	.001*	.561
Item no.8	.041	.840	2.727	.007*	.464
Item no.9	1.825	.178	2.152	.032*	.359

Table 4.39 Differences between gender and organizational commitment items (Cont.)

Organizational Commitment	F	Sig.	t-value	Sig. (2-tailed)	Mean Difference
Item no.10	.332	.565	2.273	.024*	.359
Item no.11	.352	.553	1.868	.062	.284
Item no.12	.052	.820	-.927	.354	-.128
Item no.13	.854	.356	2.343	.020*	.305
Item no.14	.229	.632	-.416	.678	-.060
Item no.15	.954	.329	-.666	.505	-.100
Item no.16	.090	.764	-1.556	.120	-.213
Item no.17	.300	.584	.761	.447	.113
Item no.18	.275	.600	-1.660	.098	-.246

4.10.11 Current position and organizational commitment items

This section studies the difference between current positions for the organizational commitment items by using a one-way ANOVA. Table 4.40 shows that most of the items have differences except items no.12 and 13, which are reversed items and in the group of continuance commitment.

Table 4.40 Differences between current positions and organizational commitment items

Organizational Commitment Items	Mean Square	F	Sig.
1) Being very happy to spend the rest of my career with this organization.	16.468	10.221	.000*
2) Feeling as if this organization's problems are my own.	19.814	11.200	.000*

Table 4.40 Differences between current positions and organizational commitment items (Cont.)

Organizational Commitment Items	Mean Square	F	Sig.
3) Feeling a strong sense of “belonging” to my organization.	17.638	9.357	.000*
4) No feeling “emotionally attached” to this organization.	19.501	8.936	.000*
5) No feeling like “part of the family” at my organization.	14.550	6.140	.000*
6) This organization has a great deal of personal meaning for me.	13.454	9.288	.000*
7) Right now, staying with my organization is a matter of necessity as much as desire.	13.461	5.089	.000*
8) It would be very hard for me to leave my organization right now, even if I wanted to.	11.191	4.043	.001*
9) Too much of my life would be disrupted if I decided I wanted to leave my organization now.	11.848	4.514	.000*
10) Feeling that I have too few options to consider leaving this organization.	15.190	6.641	.000*
11) If not already put so much of myself into this organization, I might consider leaving this organization.	11.026	5.104	.000*
12) One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	3.487	1.872	.084
13) Not feeling any obligation to remain with my current employer.	3.393	2.050	.058
14) Even if it were to my advantage, I do not feel it would be right to leave my organization now.	7.478	3.788	.001*
15) Feeling guilty if I left my organization now.	11.193	5.343	.000*

Table 4.40 Differences between current positions and organizational commitment items (Cont.)

Organizational Commitment Items	Mean Square	F	Sig.
16) This organization deserves my loyalty.	9.318	5.342	.000*
17) Not leaving my organization right now because I have a sense of obligation to the people in it.	14.846	7.484	.000*
18) Feeling owe a great deal to my organization.	15.790	8.036	.000*

Additionally, Table 4.41 shows the difference among current positions in each item classified as organizational commitment. For items no.1 and 2, IM and AP have different and higher levels of agreement than for every position except foreign flight attendants, and they have no differences from each other, whereas foreign flight attendants only have a higher level of agreement than CAE for item no.1 but had no difference for item no.2. For item no.3, IM had a different and higher level of agreement than all other positions except AP, for which AP falls into the same circumstance as IM except that AP has no difference with foreign flight attendants. Next is the reversed item no.4 for which IM had a different and lower level of agreement than CAF, CAE, and foreign flight attendants, the same as AP except that AP also had a different and lower level of agreement than CAR. For the reversed item no.5, the results show that IM had a different and lower level of agreement in this item than every other position except AP, while AP had a different and lower level of agreement in this item than CAF, CAE, and foreign flight attendants. IM and AP had different and higher levels of agreement for item no.6 than every group except each other, and IM and AP only have different and higher levels of agreement for item no.7 than CAF and CAE. IM and AP only have different and higher levels of agreement for item no.8 than CAF. For item no.9, CAF had a different and lower level of agreement than IM and AP, whereas CAE also had a different and higher level of agreement than IM. Then, IM, AP, and foreign flight attendants had different and lower levels of agreement for item no.10 than CAF and CAE. For item

no.11, only CAY had a different and lower level of agreement than CAF and CAE, and in item no.14 and 15, CAY had a different and lower level of agreement in this item than IM, AP, and CAE. Item no.16 is slightly different since CAF and CAY had different and lower levels of agreement in this item than IM and AP, with CAE also having a different and lower level of agreement in this item than IM. In item no.17, IM, AP, and CAF had different and higher levels of agreement than CAY and foreign flight attendants, but CAE only had a different and higher level of agreement in this item than CAY. Finally, for item no.18, IM had a different and higher level of agreement than CAE and CAY, while AP had a different and higher level of agreement than every position, except IM and CAR, with CAR also having a different and higher level of agreement in this item than CAY.

Table 4.41 Differences among current positions of organizational commitment items

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.1	IM	AP	.164	1.000
		CAF	1.460(*)	.000
		CAE	1.691(*)	.000
		CAR	1.473(*)	.000
		CAY	1.295(*)	.002
		Foreign F/A	.551	1.000
	AP	IM	-.164	1.000
		CAF	1.296(*)	.000
		CAE	1.527(*)	.000
		CAR	1.309(*)	.000
		CAY	1.131(*)	.004
		Foreign F/A	.387	1.000
	CAF	IM	-1.460(*)	.000
		AP	-1.296(*)	.000
		CAE	.230	1.000
		CAR	.013	1.000
		CAY	-.166	1.000
		Foreign F/A	-.910	.147
	CAE	IM	-1.691(*)	.000
		AP	-1.527(*)	.000
		CAF	-.230	1.000
CAR		-.217	1.000	

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.2	CAR	CAY	-.396	1.000
		Foreign F/A	-1.140(*)	.020
		IM	-1.473(*)	.000
		AP	-1.309(*)	.000
		CAF	-.013	1.000
		CAE	.217	1.000
		CAY	-.179	1.000
		Foreign F/A	-.923	.243
	CAY	IM	-1.295(*)	.002
		AP	-1.131(*)	.004
		CAF	.166	1.000
		CAE	.396	1.000
		CAR	.179	1.000
		Foreign F/A	-.744	.851
		IM	-.551	1.000
		AP	-.387	1.000
	Foreign F/A	CAF	.910	.147
		CAE	1.140(*)	.020
		CAR	.923	.243
		CAY	.744	.851
		AP	.000	1.000
		CAF	1.593(*)	.000
		CAE	1.804(*)	.000
		CAR	1.373(*)	.002
	IM	CAY	1.346(*)	.002
		Foreign F/A	.854	1.000
		AP	.000	1.000
		CAF	1.593(*)	.000
		CAE	1.804(*)	.000
		CAR	1.373(*)	.000
		CAY	1.346(*)	.000
		Foreign F/A	.854	.892
CAF	IM	-1.593(*)	.000	
	AP	-1.593(*)	.000	
	CAE	.211	1.000	
	CAR	-.220	1.000	
	CAY	-.247	1.000	
	Foreign F/A	-.738	.764	
	IM	-1.804(*)	.000	
	CAE			

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.3	CAR	AP	-1.804(*)	.000
		CAF	-.211	1.000
		CAR	-.431	1.000
		CAY	-.458	.955
		Foreign F/A	-.949	.180
		IM	-1.373(*)	.002
		AP	-1.373(*)	.000
		CAF	.220	1.000
		CAE	.431	1.000
		CAY	-.027	1.000
		Foreign F/A	-.518	1.000
		IM	-1.346(*)	.002
		AP	-1.346(*)	.000
		CAF	.247	1.000
		CAE	.458	.955
		CAR	.027	1.000
	Foreign F/A	-.492	1.000	
	IM	-.854	1.000	
	AP	-.854	.892	
	CAF	.738	.764	
	CAE	.949	.180	
	CAR	.518	1.000	
	CAY	.492	1.000	
	AP	.439	1.000	
	CAF	1.721(*)	.000	
	CAE	1.946(*)	.000	
	CAR	1.633(*)	.000	
	CAY	1.791(*)	.000	
	Foreign F/A	1.747(*)	.003	
	IM	-.439	1.000	
	CAF	1.281(*)	.000	
	CAE	1.507(*)	.000	
CAR	1.194(*)	.006		
CAY	1.352(*)	.001		
Foreign F/A	1.308	.057		
IM	-1.721(*)	.000		
AP	-1.281(*)	.000		
CAE	.226	1.000		
CAR	-.088	1.000		

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.4	CAE	CAY	.070	1.000
		Foreign F/A	.026	1.000
		IM	-1.946(*)	.000
		AP	-1.507(*)	.000
		CAF	-.226	1.000
		CAR	-.313	1.000
		CAY	-.156	1.000
		Foreign F/A	-.199	1.000
		IM	-1.633(*)	.000
		AP	-1.194(*)	.006
	CAR	CAF	.088	1.000
		CAE	.313	1.000
		CAY	.158	1.000
		Foreign F/A	.114	1.000
		IM	-1.791(*)	.000
		AP	-1.352(*)	.001
	CAY	CAF	-.070	1.000
		CAE	.156	1.000
		CAR	-.158	1.000
		Foreign F/A	-.044	1.000
IM		-1.747(*)	.003	
AP		-1.308	.057	
CAF		-.026	1.000	
CAE		.199	1.000	
Foreign F/A	CAR	-.114	1.000	
	CAY	.044	1.000	
	AP	-.005	1.000	
	CAF	-1.620(*)	.000	
	CAE	-1.562(*)	.000	
	CAR	-1.171	.050	
	CAY	-1.065	.114	
	Foreign F/A	-2.170(*)	.000	
	IM	.005	1.000	
	CAF	-1.615(*)	.000	
AP	CAE	-1.557(*)	.000	
	CAR	-1.166(*)	.021	
	CAY	-1.059	.054	
	Foreign F/A	-2.164(*)	.000	
	IM	1.620(*)	.000	
	CAF			

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.5	CAE	AP	1.615(*)	.000
		CAE	.058	1.000
		CAR	.449	1.000
		CAY	.555	.439
		Foreign F/A	-.550	1.000
		IM	1.562(*)	.000
		AP	1.557(*)	.000
		CAF	-.058	1.000
		CAR	.392	1.000
		CAY	.498	1.000
		Foreign F/A	-.607	1.000
		IM	1.171	.050
		AP	1.166(*)	.021
		CAF	-.449	1.000
		CAE	-.392	1.000
		CAY	.106	1.000
	CAY	Foreign F/A	-.999	.395
		IM	1.065	.114
		AP	1.059	.054
		CAF	-.555	.439
		CAE	-.498	1.000
		CAR	-.106	1.000
		Foreign F/A	-1.105	.191
		IM	2.170(*)	.000
	Foreign F/A	AP	2.164(*)	.000
		CAF	.550	1.000
		CAE	.607	1.000
		CAR	.999	.395
		CAY	1.105	.191
		AP	-.370	1.000
		CAF	-1.422(*)	.002
		CAE	-1.719(*)	.000
IM	CAR	-1.333(*)	.019	
	CAY	-1.440(*)	.007	
	Foreign F/A	-2.104(*)	.001	
	IM	.370	1.000	
	CAF	-1.052(*)	.027	
	CAE	-1.349(*)	.001	
	CAR	-.963	.187	
	AP			

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
		CAY	-1.070	.073
	CAF	Foreign F/A	-1.734(*)	.008
		IM	1.422(*)	.002
		AP	1.052(*)	.027
	CAE	CAE	-.297	1.000
		CAR	.089	1.000
		CAY	-.018	1.000
		Foreign F/A	-.682	1.000
	CAE	IM	1.719(*)	.000
		AP	1.349(*)	.001
		CAF	.297	1.000
		CAR	.386	1.000
		CAY	.279	1.000
	CAR	Foreign F/A	-.385	1.000
		IM	1.333(*)	.019
		AP	.963	.187
		CAF	-.089	1.000
		CAE	-.386	1.000
		CAY	-.107	1.000
	CAY	Foreign F/A	-.771	1.000
		IM	1.440(*)	.007
		AP	1.070	.073
		CAF	.018	1.000
		CAE	-.279	1.000
		CAR	.107	1.000
	Foreign F/A	Foreign F/A	-.664	1.000
		IM	2.104(*)	.001
		AP	1.734(*)	.008
		CAF	.682	1.000
		CAE	.385	1.000
		CAR	.771	1.000
		CAY	.664	1.000
Item no.6	IM	AP	.185	1.000
		CAF	1.237(*)	.000
		CAE	1.530(*)	.000
		CAR	1.294(*)	.001
		CAY	1.648(*)	.000

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
		Foreign F/A	1.542(*)	.003
	AP	IM	-.185	1.000
		CAF	1.052(*)	.001
		CAE	1.345(*)	.000
		CAR	1.109(*)	.003
		CAY	1.463(*)	.000
	CAF	Foreign F/A	1.356(*)	.008
		IM	-1.237(*)	.000
		AP	-1.052(*)	.001
		CAE	.293	1.000
		CAR	.057	1.000
		CAY	.411	.754
	CAE	Foreign F/A	.305	1.000
		IM	-1.530(*)	.000
		AP	-1.345(*)	.000
		CAF	-.293	1.000
		CAR	-.236	1.000
		CAY	.118	1.000
	CAR	Foreign F/A	.012	1.000
		IM	-1.294(*)	.001
		AP	-1.109(*)	.003
		CAF	-.057	1.000
		CAE	.236	1.000
		CAY	.354	1.000
	CAY	Foreign F/A	.248	1.000
		IM	-1.648(*)	.000
		AP	-1.463(*)	.000
		CAF	-.411	.754
		CAE	-.118	1.000
		CAR	-.354	1.000
	Foreign F/A	Foreign F/A	-.106	1.000
		IM	-1.542(*)	.003
		AP	-1.356(*)	.008
		CAF	-.305	1.000
		CAE	-.012	1.000
		CAR	-.248	1.000
		CAY	.106	1.000
Item no.7	IM	AP	.032	1.000
		CAF	-1.405(*)	.006

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
		CAE	-1.292(*)	.023
		CAR	-.818	1.000
		CAY	-.939	.540
		Foreign F/A	-1.086	.941
	AP	IM	-.032	1.000
		CAF	-1.437(*)	.001
		CAE	-1.324(*)	.005
		CAR	-.850	.604
		CAY	-.971	.252
		Foreign F/A	-1.118	.629
	CAF	IM	1.405(*)	.006
		AP	1.437(*)	.001
		CAE	.113	1.000
		CAR	.587	.600
		CAY	.466	1.000
		Foreign F/A	.319	1.000
	CAE	IM	1.292(*)	.023
		AP	1.324(*)	.005
		CAF	-.113	1.000
		CAR	.474	1.000
		CAY	.353	1.000
		Foreign F/A	.206	1.000
	CAR	IM	.818	1.000
		AP	.850	.604
		CAF	-.587	.600
		CAE	-.474	1.000
		CAY	-.121	1.000
		Foreign F/A	-.268	1.000
	CAY	IM	.939	.540
		AP	.971	.252
		CAF	-.466	1.000
		CAE	-.353	1.000
		CAR	.121	1.000
		Foreign F/A	-.147	1.000
	Foreign F/A	IM	1.086	.941
		AP	1.118	.629
		CAF	-.319	1.000

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.8	IM	CAE	-.206	1.000
		CAR	.268	1.000
		CAY	.147	1.000
		AP	-.058	1.000
		CAF	-1.317(*)	.017
		CAE	-1.113	.122
		CAR	-.742	1.000
		CAY	-.693	1.000
		Foreign F/A	-.804	1.000
		IM	.058	1.000
		CAF	-1.259(*)	.008
		CAE	-1.055	.081
	CAR	-.684	1.000	
	CAY	-.635	1.000	
	Foreign F/A	-.745	1.000	
	CAF	IM	1.317(*)	.017
		AP	1.259(*)	.008
		CAE	.205	1.000
		CAR	.575	.758
		CAY	.625	.442
		Foreign F/A	.514	1.000
	CAE	IM	1.113	.122
		AP	1.055	.081
		CAF	-.205	1.000
		CAR	.370	1.000
		CAY	.420	1.000
		Foreign F/A	.309	1.000
	CAR	IM	.742	1.000
		AP	.684	1.000
		CAF	-.575	.758
		CAE	-.370	1.000
		CAY	.050	1.000
	Foreign F/A	-.061	1.000	
CAY	IM	.693	1.000	
	AP	.635	1.000	
	CAF	-.625	.442	
	CAE	-.420	1.000	
	CAR	-.050	1.000	
	Foreign F/A	-.111	1.000	

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.	
Item no.9	Foreign F/A	IM	.804	1.000	
		AP	.745	1.000	
		CAF	-.514	1.000	
		CAE	-.309	1.000	
		CAR	.061	1.000	
		CAY	.111	1.000	
		IM	AP	-.307	1.000
	IM	CAF	-1.544(*)	.001	
		CAE	-1.286(*)	.023	
		CAR	-1.165	.122	
		CAY	-1.117	.164	
		Foreign F/A	-.818	1.000	
		AP	IM	.307	1.000
		CAF	-1.237(*)	.007	
	AP	CAE	-.979	.123	
		CAR	-.858	.558	
		CAY	-.810	.737	
		Foreign F/A	-.512	1.000	
		CAF	IM	1.544(*)	.001
		AP	1.237(*)	.007	
		CAE	.258	1.000	
	CAF	CAR	.379	1.000	
		CAY	.427	1.000	
		Foreign F/A	.725	1.000	
		CAE	IM	1.286(*)	.023
		AP	.979	.123	
		CAF	-.258	1.000	
		CAR	.121	1.000	
	CAE	CAY	.169	1.000	
		Foreign F/A	.468	1.000	
		CAR	IM	1.165	.122
		AP	.858	.558	
CAF		-.379	1.000		
CAE		-.121	1.000		
CAY		.048	1.000		
CAR	Foreign F/A	.347	1.000		
	CAY	IM	1.117	.164	

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.10	Foreign F/A	AP	.810	.737
		CAF	-.427	1.000
		CAE	-.169	1.000
		CAR	-.048	1.000
		Foreign F/A	.298	1.000
		IM	.818	1.000
		AP	.512	1.000
		CAF	-.725	1.000
		CAE	-.468	1.000
		CAR	-.347	1.000
	IM	CAY	-.298	1.000
		AP	.053	1.000
		CAF	-1.258(*)	.009
		CAE	-1.281(*)	.010
		CAR	-.899	.470
		CAY	-.580	1.000
		Foreign F/A	.009	1.000
		IM	-.053	1.000
		CAF	-1.311(*)	.001
		CAE	-1.334(*)	.001
	CAF	CAR	-.952	.178
		CAY	-.632	1.000
		Foreign F/A	-.044	1.000
		IM	1.258(*)	.009
		AP	1.311(*)	.001
		CAE	-.023	1.000
		CAR	.359	1.000
		CAY	.679	.124
		Foreign F/A	1.267(*)	.035
		IM	1.281(*)	.010
	CAE	AP	1.334(*)	.001
		CAF	.023	1.000
CAR		.382	1.000	
CAY		.702	.149	
Foreign F/A		1.290(*)	.036	
IM		.899	.470	
AP		.952	.178	
CAF		-.359	1.000	
CAE		-.382	1.000	
CAR				

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.11	CAY	CAY	.320	1.000
		Foreign F/A	.908	.772
		IM	.580	1.000
		AP	.632	1.000
		CAF	-.679	.124
		CAE	-.702	.149
		CAR	-.320	1.000
		Foreign F/A	.588	1.000
	Foreign F/A	IM	-.009	1.000
		AP	.044	1.000
		CAF	-1.267(*)	.035
		CAE	-1.290(*)	.036
		CAR	-.908	.772
		CAY	-.588	1.000
		AP	.190	1.000
		CAF	-.669	1.000
	IM	CAE	-.701	1.000
		CAR	-.202	1.000
		CAY	.235	1.000
		Foreign F/A	.482	1.000
		AP	-.190	1.000
		CAF	-.859	.122
		CAE	-.891	.120
		CAR	-.392	1.000
	AP	CAY	.044	1.000
		Foreign F/A	.292	1.000
		IM	.669	1.000
		AP	.859	.122
		CAE	-.032	1.000
		CAR	.467	1.000
		CAY	.903(*)	.004
		Foreign F/A	1.151	.068
CAF	IM	.701	1.000	
	AP	.891	.120	
	CAF	.032	1.000	
	CAR	.499	1.000	
	CAY	.935(*)	.005	
	Foreign F/A	1.183	.065	
	CAE	IM	.202	1.000

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.12	CAY	AP	.392	1.000
		CAF	-.467	1.000
		CAE	-.499	1.000
		CAY	.436	1.000
		Foreign F/A	.684	1.000
		IM	-.235	1.000
		AP	-.044	1.000
		CAF	-.903(*)	.004
		CAE	-.935(*)	.005
		CAR	-.436	1.000
		Foreign F/A	.248	1.000
		IM	-.482	1.000
		AP	-.292	1.000
		CAF	-1.151	.068
		CAE	-1.183	.065
		CAR	-.684	1.000
	CAY	-.248	1.000	
	IM	AP	.339	1.000
		CAF	.709	.575
		CAE	.478	1.000
		CAR	.445	1.000
		CAY	.121	1.000
		Foreign F/A	.795	1.000
		IM	-.339	1.000
		CAF	.370	1.000
	CAF	CAE	.140	1.000
		CAR	.107	1.000
		CAY	-.217	1.000
		Foreign F/A	.456	1.000
		IM	-.709	.575
		AP	-.370	1.000
		CAE	-.231	1.000
CAR		-.264	1.000	
CAE	CAY	-.588	.173	
	Foreign F/A	.086	1.000	
	IM	-.478	1.000	
	AP	-.140	1.000	
	CAF	.231	1.000	
	CAR	-.033	1.000	

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.13	CAR	CAY	-.357	1.000
		Foreign F/A	.316	1.000
		IM	-.445	1.000
		AP	-.107	1.000
		CAF	.264	1.000
		CAE	.033	1.000
		CAY	-.324	1.000
		Foreign F/A	.349	1.000
	CAY	IM	-.121	1.000
		AP	.217	1.000
		CAF	.588	.173
		CAE	.357	1.000
		CAR	.324	1.000
		Foreign F/A	.673	1.000
		IM	-.795	1.000
		AP	-.456	1.000
	Foreign F/A	CAF	-.086	1.000
		CAE	-.316	1.000
		CAR	-.349	1.000
		CAY	-.673	1.000
		AP	.000	1.000
		CAF	-.704	.425
		CAE	-.519	1.000
		CAR	-.627	1.000
	IM	CAY	-.763	.470
		Foreign F/A	-.542	1.000
		IM	.000	1.000
		CAF	-.704	.207
		CAE	-.519	1.000
		CAR	-.627	.864
		CAY	-.763	.270
		Foreign F/A	-.542	1.000
CAF	IM	.704	.425	
	AP	.704	.207	
	CAE	.184	1.000	
	CAR	.076	1.000	
	CAY	-.059	1.000	
	Foreign F/A	.162	1.000	
	IM	.519	1.000	
	CAE	.519	1.000	

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.14	CAR	AP	.519	1.000
		CAF	-.184	1.000
		CAR	-.108	1.000
		CAY	-.244	1.000
		Foreign F/A	-.022	1.000
		IM	.627	1.000
		AP	.627	.864
		CAF	-.076	1.000
		CAE	.108	1.000
		CAY	-.135	1.000
		Foreign F/A	.086	1.000
		IM	.763	.470
	CAY	AP	.763	.270
		CAF	.059	1.000
		CAE	.244	1.000
		CAR	.135	1.000
		Foreign F/A	.221	1.000
		IM	.542	1.000
		AP	.542	1.000
		CAF	-.162	1.000
		CAE	.022	1.000
		CAR	-.086	1.000
		CAY	-.221	1.000
		IM	AP	-.048
	Foreign F/A	CAF	.686	.801
		CAE	.335	1.000
		CAR	.894	.307
		CAY	1.110(*)	.049
		Foreign F/A	.494	1.000
		IM	.048	1.000
		CAF	.733	.288
		CAE	.382	1.000
CAR		.941	.108	
CAY		1.157(*)	.012	
Foreign F/A		.542	1.000	
CAF		IM	-.686	.801
	AP	-.733	.288	

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.15	CAE	CAE	-.351	1.000
		CAR	.208	1.000
		CAY	.424	1.000
		Foreign F/A	-.192	1.000
		IM	-.335	1.000
		AP	-.382	1.000
		CAF	.351	1.000
		CAR	.559	.473
		CAY	.775(*)	.030
		Foreign F/A	.159	1.000
		IM	-.894	.307
		AP	-.941	.108
	CAR	CAF	-.208	1.000
		CAE	-.559	.473
		CAY	.216	1.000
		Foreign F/A	-.400	1.000
		IM	-1.110(*)	.049
		AP	-1.157(*)	.012
	CAY	CAF	-.424	1.000
		CAE	-.775(*)	.030
		CAR	-.216	1.000
		Foreign F/A	-.616	1.000
		IM	-.494	1.000
		AP	-.542	1.000
CAF		.192	1.000	
CAE		-.159	1.000	
CAR		.400	1.000	
CAY		.616	1.000	
AP		.169	1.000	
CAF		.829	.317	
Foreign F/A	CAE	.397	1.000	
	CAR	.840	.540	
	CAY	1.542(*)	.001	
	Foreign F/A	.804	1.000	
	IM	-.169	1.000	
	CAF	.659	.658	
	CAE	.228	1.000	
	CAR	.671	1.000	
	CAY	1.372(*)	.002	

**Table 4.41 Differences among current positions of organizational commitment items
(Cont.)**

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Item no.16	CAF	Foreign F/A	.634	1.000
		IM	-.829	.317
		AP	-.659	.658
		CAE	-.432	.557
		CAR	.012	1.000
		CAY	.713	.053
		Foreign F/A	-.025	1.000
	CAE	IM	-.397	1.000
		AP	-.228	1.000
		CAF	.432	.557
		CAR	.443	1.000
		CAY	1.145(*)	.000
		Foreign F/A	.407	1.000
		IM	-.840	.540
	CAR	AP	-.671	1.000
		CAF	-.012	1.000
		CAE	-.443	1.000
		CAY	.701	.292
		Foreign F/A	-.037	1.000
		IM	-1.542(*)	.001
		AP	-1.372(*)	.002
	CAY	CAF	-.713	.053
		CAE	-1.145(*)	.000
		CAR	-.701	.292
		Foreign F/A	-.738	1.000
		IM	-.804	1.000
		AP	-.634	1.000
		CAF	.025	1.000
Foreign F/A	CAE	-.407	1.000	
	CAR	.037	1.000	
	CAY	.738	1.000	
	IM	.169	1.000	
	CAF	1.340(*)	.000	
	CAE	1.008(*)	.035	
	CAR	.978	.095	
IM	CAY	1.127(*)	.022	
	Foreign F/A	1.054	.350	
	IM	-.169	1.000	
AP	CAF	1.170(*)	.001	

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.	
Item no.17	CAF	CAE	.838	.080	
		CAR	.808	.220	
		CAY	.957(*)	.049	
		Foreign F/A	.884	.723	
		IM	-1.340(*)	.000	
		AP	-1.170(*)	.001	
		CAE	CAE	-.332	1.000
			CAR	-.362	1.000
			CAY	-.213	1.000
			Foreign F/A	-.286	1.000
			IM	-1.008(*)	.035
			AP	-.838	.080
	CAR	CAF	.332	1.000	
		CAR	-.030	1.000	
		CAY	.119	1.000	
		Foreign F/A	.046	1.000	
		IM	-.978	.095	
		AP	-.808	.220	
	CAY	CAF	.362	1.000	
		CAE	.030	1.000	
		CAY	.149	1.000	
		Foreign F/A	.076	1.000	
		IM	-1.127(*)	.022	
		AP	-.957(*)	.049	
Foreign F/A	CAF	.213	1.000		
	CAE	-.119	1.000		
	CAR	-.149	1.000		
	Foreign F/A	-.073	1.000		
	IM	-1.054	.350		
	AP	-.884	.723		
	CAF	.286	1.000		
	CAE	-.046	1.000		
	CAR	-.076	1.000		
	CAY	.073	1.000		
	AP	.132	1.000		
	CAF	.392	1.000		
CAE	.586	1.000			
CAR	.782	.692			
CAY	1.580(*)	.000			

**Table 4.41 Differences among current positions of organizational commitment items
(Cont.)**

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
		Foreign F/A	1.679(*)	.008
	AP	IM	-.132	1.000
		CAF	.259	1.000
		CAE	.454	1.000
		CAR	.649	1.000
		CAY	1.447(*)	.000
		Foreign F/A	1.546(*)	.012
	CAF	IM	-.392	1.000
		AP	-.259	1.000
		CAE	.195	1.000
		CAR	.390	1.000
		CAY	1.188(*)	.000
		Foreign F/A	1.287(*)	.013
	CAE	IM	-.586	1.000
		AP	-.454	1.000
		CAF	-.195	1.000
		CAR	.195	1.000
		CAY	.993(*)	.001
		Foreign F/A	1.092	.091
	CAR	IM	-.782	.692
		AP	-.649	1.000
		CAF	-.390	1.000
		CAE	-.195	1.000
		CAY	.798	.086
		Foreign F/A	.897	.563
	CAY	IM	-1.580(*)	.000
		AP	-1.447(*)	.000
		CAF	-1.188(*)	.000
		CAE	-.993(*)	.001
		CAR	-.798	.086
		Foreign F/A	.099	1.000
	Foreign F/A	IM	-1.679(*)	.008
		AP	-1.546(*)	.012
		CAF	-1.287(*)	.013
		CAE	-1.092	.091
		CAR	-.897	.563
		CAY	-.099	1.000
Item no.18	IM	AP	-.206	1.000
		CAF	.757	.460

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
		CAE	1.140(*)	.017
		CAR	.630	1.000
		CAY	1.666(*)	.000
		Foreign F/A	1.259	.149
	AP	IM	.206	1.000
		CAF	.963(*)	.026
		CAE	1.346(*)	.000
		CAR	.837	.264
		CAY	1.872(*)	.000
		Foreign F/A	1.465(*)	.021
	CAF	IM	-.757	.460
		AP	-.963(*)	.026
		CAE	.383	.879
		CAR	-.126	1.000
		CAY	.909(*)	.002
		Foreign F/A	.502	1.000
	CAE	IM	-1.140(*)	.017
		AP	-1.346(*)	.000
		CAF	-.383	.879
		CAR	-.510	.775
		CAY	.526	.614
		Foreign F/A	.119	1.000
	CAR	IM	-.630	1.000
		AP	-.837	.264
		CAF	.126	1.000
		CAE	.510	.775
		CAY	1.036(*)	.004
		Foreign F/A	.629	1.000
	CAY	IM	-1.666(*)	.000
		AP	-1.872(*)	.000
		CAF	-.909(*)	.002
		CAE	-.526	.614
		CAR	-1.036(*)	.004
		Foreign F/A	-.407	1.000
	Foreign F/A	IM	-1.259	.149
		AP	-1.465(*)	.021
		CAF	-.502	1.000
		CAE	-.119	1.000
		CAR	-.629	1.000

Table 4.41 Differences among current positions of organizational commitment items (Cont.)

Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
		CAY	.407	1.000

4.10.12 Tenure and organizational commitment items

Differences in this section were examined by using the t-test. The results indicate that the differences exist only in items no. 1, 2, 3, 6, 17, and 18. This implies that senior flight attendants tend to have more emotional attachments to organization (affective commitment) than junior flight attendants because items no. 1, 2, 3, and 6 are in the affective commitment items and have higher means. In addition, the means of senior flight attendants for items no.17 and 18 are also higher than the means of junior flight attendants.

Table 4.42 The means of tenure and organizational commitment items

Organizational Commitment Items	Junior		Senior	
	Mean	SD	Mean	SD
1) Being very happy to spend the rest of my career with this organization.	3.78	1.239	4.15	1.463
2) Feeling as if this organization's problems are my own.	4.10	1.334	4.56	1.503
3) Feeling a strong sense of "belonging" to my organization.	4.04	1.384	4.43	1.518
4) No feeling "emotionally attached" to this organization.	3.46	1.438	3.43	1.710
5) No feeling like "part of the family" at my organization.	3.82	1.511	3.54	1.691
6) This organization has a great deal of personal meaning for me.	4.15	1.157	4.76	1.336

Table 4.42 The means of tenure and organizational commitment items (Cont.)

Organizational Commitment Items	Junior		Senior	
	Mean	SD	Mean	SD
7) Right now, staying with my organization is a matter of necessity as much as desire.	4.53	1.524	4.53	1.851
8) It would be very hard for me to leave my organization right now, even if I wanted to.	4.48	1.603	4.54	1.820
9) Too much of my life would be disrupted if I decided I wanted to leave my organization now.	4.85	1.558	4.74	1.786
10) Feeling that I have too few options to consider leaving this organization.	4.55	1.559	4.42	1.597
11) If not already put so much of myself into this organization, I might consider leaving this organization.	4.11	1.519	4.34	1.503
12) One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	3.43	1.334	3.31	1.422
13) Not feeling any obligation to remain with my current employer.	3.94	1.198	3.85	1.411
14) Even if it were to my advantage, I do not feel it would be right to leave my organization now.	3.94	1.400	4.14	1.472
15) Feeling guilty if I left my organization now.	3.69	1.464	3.71	1.535
16) This organization deserves my loyalty.	4.37	1.292	4.44	1.450
17) Not leaving my organization right now because I have a sense of obligation to the people in it.	3.54	1.415	4.05	1.504
18) Feeling owe a great deal to my organization.	4.40	1.386	5.08	1.497

Table 4.43 Differences in tenure for each organizational commitment item

Organizational Commitment	F	Sig.	t-value	Sig. (2-tailed)	Mean Difference
Item no.1	4.340	.038	-2.716	.007*	-.374
Item no.2	5.881	.016	-3.203	.001*	-.462
Item no.3	8.188	.004	-2.693	.007*	-.396
Item no.4	11.402	.001	.200	.842	.032
Item no.5	6.750	.010	1.708	.088	.278
Item no.6	13.674	.000	-4.872	.000*	-.619
Item no.7	12.251	.001	-.011	.991	-.002
Item no.8	3.665	.056	-.335	.738	-.058
Item no.9	4.768	.030	.697	.486	.119
Item no.10	.331	.565	.810	.419	.129
Item no.11	.071	.791	-1.532	.126	-.234
Item no.12	.837	.361	.854	.394	.118
Item no.13	5.728	.017	.617	.538	.082
Item no.14	.940	.333	-1.413	.158	-.204
Item no.15	.544	.461	-.143	.887	-.022
Item no.16	2.489	.115	-.517	.606	-.071
Item no.17	.671	.413	-3.473	.001*	-.510
Item no.18	2.087	.149	-4.685	.000*	-.679

4.10.13 Age group and influencing factors of organizational commitment

This section used one-way ANOVA to examine differences in age groups and influencing factors of organizational commitment. Table 4.44 indicates that there is no significant difference in any factors. This reflects that the opinions of flight attendants

concerning factors that could have an impact on organizational commitment are in the same direction. Table 4.45 also confirms that there is no difference between any group.

Table 4.44 Differences among age groups for influencing factors of organizational commitment

Influencing Factors of Organizational Commitment	Mean Square	F	Sig.
Career Adaptability	2.336	1.593	.191
Disposition	.238	.129	.943
The job design	2.624	1.606	.187
Values	1.493	.622	.601
Support	1.642	.796	.497
Procedural Fairness	1.538	.573	.633
Leadership Style	2.737	1.097	.350

Table 4.45 Difference among age groups for influencing factors of organizational commitment

Influencing Factors of Organizational Commitment	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.
Career Adaptability	≤ 30	31 - 40	.270	.456
		41 - 50	.009	1.000
		> 50	-.023	1.000
	31 - 40	≤ 30	-.270	.456
		41 - 50	-.261	.522
		> 50	-.293	1.000
	41 - 50	≤ 30	-.009	1.000
		31 - 40	.261	.522
		> 50	-.032	1.000
	> 50	≤ 30	.023	1.000
		31 - 40	.293	1.000
		41 - 50	.032	1.000
Disposition	≤ 30	31 - 40	.090	1.000
		41 - 50	.017	1.000
		> 50	-.018	1.000

Table 4.45 Difference among age groups for influencing factors of organizational commitment (Cont.)

Influencing Factors of Organizational Commitment	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.	
The job design	31 - 40	≤ 30	-.090	1.000	
		41 - 50	-.072	1.000	
		> 50	-.107	1.000	
	41 - 50	≤ 30	-.017	1.000	
		31 - 40	.072	1.000	
		> 50	-.035	1.000	
	> 50	≤ 30	.018	1.000	
		31 - 40	.107	1.000	
		41 - 50	.035	1.000	
	≤ 30	31 - 40	-.326	.255	
		41 - 50	-.085	1.000	
		> 50	-.230	1.000	
	Values	31 - 40	≤ 30	.326	.255
			41 - 50	.241	.804
			> 50	.096	1.000
41 - 50		≤ 30	.085	1.000	
		31 - 40	-.241	.804	
		> 50	-.145	1.000	
> 50		≤ 30	.230	1.000	
		31 - 40	-.096	1.000	
		41 - 50	.145	1.000	
Support	≤ 30	31 - 40	.095	1.000	
		41 - 50	.251	1.000	
		> 50	-.111	1.000	
	31 - 40	≤ 30	-.095	1.000	
		41 - 50	.156	1.000	
		> 50	-.206	1.000	
	41 - 50	≤ 30	-.251	1.000	
		31 - 40	-.156	1.000	
		> 50	-.362	1.000	
> 50	≤ 30	.111	1.000		
	31 - 40	.206	1.000		
	41 - 50	.362	1.000		
Support	≤ 30	31 - 40	-.024	1.000	
		41 - 50	.097	1.000	
		> 50	.427	1.000	
	31 - 40	≤ 30	.024	1.000	
		41 - 50	.121	1.000	
		> 50	.451	.864	

Table 4.45 Difference among age groups for influencing factors of organizational commitment (Cont.)

Influencing Factors of Organizational Commitment	(I) Age Group	(J) Age Group	Mean Difference (I-J)	Sig.	
Procedural Fairness	41 - 50	≤ 30	-.097	1.000	
		31 - 40	-.121	1.000	
		> 50	.330	1.000	
	> 50	≤ 30	-.427	1.000	
		31 - 40	-.451	.864	
		41 - 50	-.330	1.000	
	≤ 30	31 - 40	.183	1.000	
		41 - 50	.184	1.000	
		> 50	-.168	1.000	
		31 - 40	≤ 30	-.183	1.000
		41 - 50	.001	1.000	
		> 50	-.351	1.000	
Leadership Style	41 - 50	≤ 30	-.184	1.000	
		31 - 40	-.001	1.000	
		> 50	-.352	1.000	
	> 50	≤ 30	.168	1.000	
		31 - 40	.351	1.000	
		41 - 50	.352	1.000	
	≤ 30	31 - 40	-.021	1.000	
		41 - 50	.241	1.000	
		> 50	.437	1.000	
		31 - 40	≤ 30	.021	1.000
		41 - 50	.262	1.000	
		> 50	.458	1.000	
41 - 50	≤ 30	-.241	1.000		
	31 - 40	-.262	1.000		
	> 50	.196	1.000		
	> 50	≤ 30	-.437	1.000	
	31 - 40	-.458	1.000		
	41 - 50	-.196	1.000		

4.10.14 Gender and influencing factors of organizational commitment

This section studies differences in gender for each of the influencing factors of organizational commitment by using a t-test. The result shows that there is no significant difference for any factor.

Table 4.46 The means of gender and influencing factors of organizational commitment

Influencing Factors of Organizational Commitment	Male		Female	
	Mean	SD	Mean	SD
Career Adaptability	4.92	1.237	5.03	1.195
Disposition	6.37	1.229	6.10	1.441
The job design	5.91	1.250	5.75	1.305
Values	6.26	1.580	6.28	1.524
Support	4.95	1.485	5.16	1.390
Procedural Fairness	6.18	1.640	6.14	1.634
Leadership Style	5.34	1.591	5.37	1.575

Table 4.47 Differences in gender and influencing factors of organizational commitment

Influencing Factors of Organizational Commitment	F	Sig.	t-value	Sig. (2-tailed)	Mean Difference
Career Adaptability	.068	.794	-.903	.367	-.110
Disposition	5.343	.021	1.947	.052	.261
The job design	3.580	.059	1.205	.229	.156
Values	.026	.871	-.150	.881	-.023
Support	.290	.590	-1.451	.148	-.210
Procedural Fairness	.038	.846	.236	.814	.039
Leadership Style	.152	.697	-.224	.823	-.036

4.10.15 Current position and influencing factors of organizational commitment

Differences between current position for each of the influencing factors of organizational commitment were examined by using a one-way ANOVA. The results show that only leadership style had a significant difference as $p\text{-value} < .05$.

Table 4.48 Differences in current position and influencing factors of organizational commitment

Influencing Factors of Organizational Commitment	Mean Square	F	Sig.
Career Adaptability	1.422	.965	.449
Disposition	2.531	1.387	.219
The job design	2.993	1.847	.089
Values	2.448	1.022	.410
Support	1.766	.855	.528
Procedural Fairness	2.387	.892	.501
Leadership Style	8.436	3.506	.002*

Table 4.49 shows the results of the differences between each group. With respect to leadership style factor, only foreign flight attendants had differences with CAE and CAR, which means that their opinions are going in the opposite direction.

Table 4.49 Differences among current positions and influencing factors of organizational commitment

Influencing Factors of Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Career Adaptability	IM	AP	-.265	1.000
		CAF	-.205	1.000
		CAE	-.169	1.000
		CAR	-.347	1.000
		CAY	-.134	1.000
		Foreign F/A	.435	1.000
	AP	IM	.265	1.000
		CAF	.059	1.000
		CAE	.095	1.000
		CAR	-.083	1.000
		CAY	.131	1.000
		Foreign F/A	.699	1.000

Table 4.49 Difference among current positions and influencing factors of organizational commitment (Cont.)

Influencing Factors of Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Disposition	CAF	IM	.205	1.000
		AP	-.059	1.000
		CAE	.036	1.000
		CAR	-.142	1.000
		CAY	.071	1.000
		Foreign F/A	.640	.986
	CAE	IM	.169	1.000
		AP	-.095	1.000
		CAF	-.036	1.000
		CAR	-.178	1.000
		CAY	.036	1.000
		Foreign F/A	.604	1.000
	CAR	IM	.347	1.000
		AP	.083	1.000
		CAF	.142	1.000
		CAE	.178	1.000
		CAY	.213	1.000
		Foreign F/A	.782	.529
	CAY	IM	.134	1.000
		AP	-.131	1.000
		CAF	-.071	1.000
		CAE	-.036	1.000
		CAR	-.213	1.000
		Foreign F/A	.568	1.000
Foreign F/A	IM	-.435	1.000	
	AP	-.699	1.000	
	CAF	-.640	.986	
	CAE	-.604	1.000	
	CAR	-.782	.529	
	CAY	-.568	1.000	
IM	AP	.175	1.000	
	CAF	-.077	1.000	
	CAE	.307	1.000	
	CAR	-.244	1.000	
	CAY	.191	1.000	
	Foreign F/A	.286	1.000	
AP	IM	-.175	1.000	
	CAF	-.252	1.000	
	CAE	.132	1.000	

Table 4.49 Differences among current positions and influencing factors of organizational commitment (Cont.)

Influencing Factors of Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
	CAF	CAR	-.418	1.000
		CAY	.017	1.000
		Foreign F/A	.111	1.000
		IM	.077	1.000
		AP	.252	1.000
	CAE	CAE	.384	.722
		CAR	-.166	1.000
		CAY	.269	1.000
		Foreign F/A	.363	1.000
		IM	-.307	1.000
	CAR	AP	-.132	1.000
		CAF	-.384	.722
		CAR	-.550	.407
		CAY	-.115	1.000
		Foreign F/A	-.021	1.000
	CAY	IM	.244	1.000
		AP	.418	1.000
		CAF	.166	1.000
		CAE	.550	.407
		CAY	.435	1.000
Foreign F/A	Foreign F/A	.529	1.000	
	IM	-.191	1.000	
	AP	-.017	1.000	
	CAF	-.269	1.000	
	CAE	.115	1.000	
IM	CAR	-.435	1.000	
	Foreign F/A	.094	1.000	
	IM	-.286	1.000	
	AP	-.111	1.000	
	CAF	-.363	1.000	
The job design	CAE	.021	1.000	
	CAR	-.529	1.000	
	CAY	-.094	1.000	
	AP	.042	1.000	
	CAF	-.498	1.000	
	CAE	-.350	1.000	
	CAR	-.398	1.000	
	CAY	.052	1.000	
		Foreign F/A	-.164	1.000

Table 4.49 Differences among current positions and influencing factors of organizational commitment (Cont.)

Influencing Factors of Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
	AP	IM	-.042	1.000
		CAF	-.541	.937
		CAE	-.392	1.000
		CAR	-.440	1.000
		CAY	.010	1.000
		Foreign F/A	-.206	1.000
	CAF	IM	.498	1.000
		AP	.541	.937
		CAE	.149	1.000
		CAR	.101	1.000
		CAY	.551	.167
		Foreign F/A	.335	1.000
	CAE	IM	.350	1.000
		AP	.392	1.000
		CAF	-.149	1.000
CAR		-.048	1.000	
CAY		.402	1.000	
Foreign F/A		.186	1.000	
CAR	IM	.398	1.000	
	AP	.440	1.000	
	CAF	-.101	1.000	
	CAE	.048	1.000	
	CAY	.450	1.000	
	Foreign F/A	.234	1.000	
CAY	IM	-.052	1.000	
	AP	-.010	1.000	
	CAF	-.551	.167	
	CAE	-.402	1.000	
	CAR	-.450	1.000	
	Foreign F/A	-.216	1.000	
Foreign F/A	IM	.164	1.000	
	AP	.206	1.000	
	CAF	-.335	1.000	
	CAE	-.186	1.000	
	CAR	-.234	1.000	
	CAY	.216	1.000	
Values	IM	AP	.561	1.000
		CAF	.139	1.000
		CAE	.261	1.000

Table 4.49 Differences among current positions and influencing factors of organizational commitment (Cont.)

Influencing Factors of Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
		CAR	.132	1.000
		CAY	.637	1.000
	AP	Foreign F/A	.086	1.000
		IM	-.561	1.000
		CAF	-.422	1.000
		CAE	-.300	1.000
		CAR	-.429	1.000
		CAY	.076	1.000
	CAF	Foreign F/A	-.475	1.000
		IM	-.139	1.000
		AP	.422	1.000
		CAE	.122	1.000
		CAR	-.007	1.000
		CAY	.498	.999
	CAE	Foreign F/A	-.052	1.000
		IM	-.261	1.000
		AP	.300	1.000
		CAF	-.122	1.000
		CAR	-.129	1.000
		CAY	.376	1.000
	CAR	Foreign F/A	-.174	1.000
		IM	-.132	1.000
		AP	.429	1.000
		CAF	.007	1.000
		CAE	.129	1.000
		CAY	.505	1.000
	CAY	Foreign F/A	-.045	1.000
		IM	-.637	1.000
		AP	-.076	1.000
		CAF	-.498	.999
		CAE	-.376	1.000
		CAR	-.505	1.000
	Foreign F/A	Foreign F/A	-.551	1.000
		IM	-.086	1.000
		AP	.475	1.000
		CAF	.052	1.000
		CAE	.174	1.000
		CAR	.045	1.000
		CAY	.551	1.000

Table 4.49 Differences among current positions and influencing factors of organizational commitment (Cont.)

Influencing Factors of Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Support	IM	AP	-.460	1.000
		CAF	-.194	1.000
		CAE	-.428	1.000
		CAR	-.532	1.000
		CAY	-.125	1.000
		Foreign F/A	-.488	1.000
	AP	IM	.460	1.000
		CAF	.267	1.000
		CAE	.033	1.000
		CAR	-.072	1.000
		CAY	.335	1.000
		Foreign F/A	-.028	1.000
	CAF	IM	.194	1.000
		AP	-.267	1.000
		CAE	-.234	1.000
		CAR	-.339	1.000
		CAY	.069	1.000
		Foreign F/A	-.294	1.000
	CAE	IM	.428	1.000
		AP	-.033	1.000
		CAF	.234	1.000
		CAR	-.105	1.000
		CAY	.303	1.000
		Foreign F/A	-.061	1.000
	CAR	IM	.532	1.000
		AP	.072	1.000
		CAF	.339	1.000
		CAE	.105	1.000
		CAY	.407	1.000
		Foreign F/A	.044	1.000
CAY	IM	.125	1.000	
	AP	-.335	1.000	
	CAF	-.069	1.000	
	CAE	-.303	1.000	
	CAR	-.407	1.000	
	Foreign F/A	-.363	1.000	
Foreign F/A	IM	.488	1.000	
	AP	.028	1.000	
	CAF	.294	1.000	

Table 4.49 Differences among current positions and influencing factors of organizational commitment (Cont.)

Influencing Factors of Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.		
Procedural Fairness	IM	CAE	.061	1.000		
		CAR	-.044	1.000		
		CAY	.363	1.000		
		AP	.466	1.000		
		CAF	.162	1.000		
		CAE	.302	1.000		
		CAR	.154	1.000		
		CAY	.674	1.000		
		Foreign F/A	.054	1.000		
		AP	IM	-.466	1.000	
		CAF	IM	-.304	1.000	
		CAE	IM	-.163	1.000	
		CAR	IM	-.312	1.000	
		CAY	IM	.208	1.000	
		Foreign F/A	IM	-.412	1.000	
	CAF	IM	-.162	1.000		
		AP	.304	1.000		
		CAE	.140	1.000		
		CAR	-.008	1.000		
		CAY	.512	1.000		
		Foreign F/A	CAF	-.108	1.000	
		CAE	IM	-.302	1.000	
			AP	.163	1.000	
			CAF	-.140	1.000	
			CAR	-.148	1.000	
			CAY	.372	1.000	
			Foreign F/A	CAE	-.249	1.000
			CAR	IM	-.154	1.000
				AP	.312	1.000
				CAF	.008	1.000
CAE	.148			1.000		
CAY	.520			1.000		
Foreign F/A	CAR			-.100	1.000	
CAY	IM			-.674	1.000	
	AP			-.208	1.000	
	CAF			-.512	1.000	
	CAE	-.372		1.000		
	CAR	-.520		1.000		
	Foreign F/A	CAY		-.620	1.000	

Table 4.49 Differences among current positions and influencing factors of organizational commitment (Cont.)

Influencing Factors of Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
Leadership Style	Foreign F/A	IM	-.054	1.000
		AP	.412	1.000
		CAF	.108	1.000
		CAE	.249	1.000
		CAR	.100	1.000
	IM	CAY	.620	1.000
		AP	-.116	1.000
		CAF	-.539	1.000
		CAE	-.906	.333
		CAR	-.916	.489
	AP	CAY	-.323	1.000
		Foreign F/A	.497	1.000
		IM	.116	1.000
		CAF	-.422	1.000
		CAE	-.790	.421
	CAF	CAR	-.800	.649
		CAY	-.206	1.000
		Foreign F/A	.613	1.000
		IM	.539	1.000
		AP	.422	1.000
	CAE	CAE	-.368	1.000
		CAR	-.377	1.000
		CAY	.216	1.000
		Foreign F/A	1.036	.251
		IM	.906	.333
	CAR	AP	.790	.421
		CAF	.368	1.000
		CAR	-.010	1.000
		CAY	.584	.604
		Foreign F/A	1.403(*)	.019
CAY	IM	.916	.489	
	AP	.800	.649	
	CAF	.377	1.000	
	CAE	.010	1.000	
	CAY	.593	1.000	
CAF	Foreign F/A	1.413(*)	.033	
	IM	.323	1.000	
	AP	.206	1.000	
		CAF	-.216	1.000

Table 4.49 Differences among current positions and influencing factors of organizational commitment (Cont.)

Influencing Factors of Organizational Commitment	(I) Current Position	(J) Current Position	Mean Difference (I-J)	Sig.
		CAE	-.584	.604
		CAR	-.593	1.000
	Foreign F/A	Foreign F/A	.820	1.000
		IM	-.497	1.000
		AP	-.613	1.000
		CAF	-1.036	.251
		CAE	-1.403(*)	.019
		CAR	-1.413(*)	.033
		CAY	-.820	1.000

4.10.16 Tenure and influencing factors of organizational commitment

This section investigates differences between the tenure in the organization and each factor of organizational commitment by using a t-test. The results indicate that there is no significant difference in any factor between junior and senior flight attendants. This means that the opinions of junior and senior flight attendants are going in the same direction, which helps to increase the accuracy of the results in the objective of this study.

Table 4.50 The means of tenure in influencing factors of organizational commitment

Influencing Factors of Organizational Commitment	Junior		Senior	
	Mean	SD	Mean	SD
Career Adaptability	4.97	1.251	5.00	1.169
Disposition	6.20	1.332	6.25	1.385
The job design	5.80	1.274	5.85	1.294
Values	6.29	1.512	6.25	1.594
Support	5.12	1.497	5.00	1.357
Procedural Fairness	6.13	1.665	6.19	1.601
Leadership Style	5.46	1.545	5.22	1.617

Table 4.51 Differences between tenure and influencing factors of organizational commitment

Influencing Factors of Organizational Commitment	F	Sig.	t-value	Sig. (2-tailed)	Mean Difference
Career Adaptability	.254	.615	-.260	.795	-.032
Disposition	.002	.963	-.420	.675	-.057
The job design	.015	.904	-.417	.677	-.054
Values	.502	.479	.215	.830	.034
Support	1.024	.312	.816	.415	.118
Procedural Fairness	.206	.650	-.359	.720	-.059
Leadership Style	.787	.376	1.502	.134	.239

CHAPTER V

DISCUSSION

The purpose of this study is to examine the relationship between job satisfaction and organizational commitment by using a case study of flight attendants employed by Thai Airways International. Specifically, the objectives of this study are to study the relationship between job satisfaction and organizational commitment, to identify the influencing factors on job satisfaction and organizational commitment, to measure job satisfaction and organizational commitment level among flight attendants on Thai Airways, and to identify the form of organizational commitment in flight attendants on Thai Airways. Thus, this chapter presents the discussion of the findings, implications and recommendations, beginning with the summary of the findings on demographic data, discussion of the objectives, hypotheses, and the open-ended question in the study, and theoretical implications are also discussed. The chapter ends with the limitations of the study and recommendations for future study.

5.1 Summary of Demographics

Respondents are almost divided by gender, with females representing a slightly higher proportion, at approximately 55.3%. In terms of age groups, the group comprising 31-40 year olds represents the largest group among respondents (42.2%), followed by those below 30 years old (25.9%) and those 41-50 years old (25.6%), while flight attendants older than 50 years old are in the minority (6.3%). The oldest respondent is 58, while the youngest is 23 years old, and the average age of respondents is 36.79 years old. In terms of current position, Royal First Class Flight Attendant (CAF) is the largest group of respondents (33.9%), Royal Silk Class and intercontinental flight attendant (CAE) is the second (23.9%), and Economy Class Flight Attendant (CAY) and Royal Silk Class and regional Flight Attendant (CAR) are almost evenly distributed, at 13.3% and 12.8%, respectively. Additionally, Air Purser

(AP) and In-flight Manager (IM) represent the smallest groups, 6.8% and 5.3%, correspondingly. For tenure in the organization, the junior level of respondents (below 12 years) represents 55.3% of the respondents, with the most junior participants having worked for Thai Airways International for only 2 years. On the other hand, participants in the senior level (more than 12 years) represents 44.7% of the respondents, with the most senior respondent having been with the company for 35 years.

5.2 Hypothesis 1: There is a positive relationship between job satisfaction and affective, normative, and continuance commitment

First of all, the result shows that there is a relationship between job satisfaction and affective, normative, and continuance commitment. The results from the study also indicates that the strongest correlation is between job satisfaction and continuance commitment. This finding supports the claim that job satisfaction is related to the fear that the cost of leaving the job is too high (continuance). In other words, employees stay with the company because they do not want to lose all their benefits and friendships with colleagues. This can be confirmed as the result from the question “The way my co-workers get along with each other” is slightly high. Additionally, the high financial benefits are also a main issue for flight attendants, particular senior flight attendants. The longer flight attendants work for the company, the higher benefits they will get, for example, their pensions, higher annual bonuses and flight pay (based on basic salary). Moreover, senior flight attendants have been working for a long period of time, so it is somewhat difficult for them to start a new job, and they also do not want take any risks on starting a new job so they decide to stay with the company. This is probably the reason why the relationship between job satisfaction and continuance commitment is the strongest one.

Although the strongest link is between job satisfaction and continuance commitment, job satisfaction is also moderately related to normative commitment, as a satisfied employee would prefer to stay with company because they think it is the moral and right thing to do. Although the relationship between job satisfaction and affective commitment is the weakest one, it is still in the moderate level (correlation =

0.426). This reflects that some employees still feel emotionally attached with the organization because they want to be a part of it. On the contrary, the study by Lipinski (2008) stated that the strongest correlation between job satisfaction and normative commitment, followed by affective and continuance commitment. However, the results could be different due to several reasons including different context and circumstances, environment, job characteristics, and attitude of the employees.

5.3 Hypothesis 2: There is a difference in job satisfaction level between different demographic groups of flight attendants at Thai Airways International

The first hypothesis concerning demographics is “there is a difference in job satisfaction level between different age groups of flight attendants at Thai Airways International.”. The results show that there is a difference between job satisfaction and age of the flight attendant, as shown in Figure 5.2

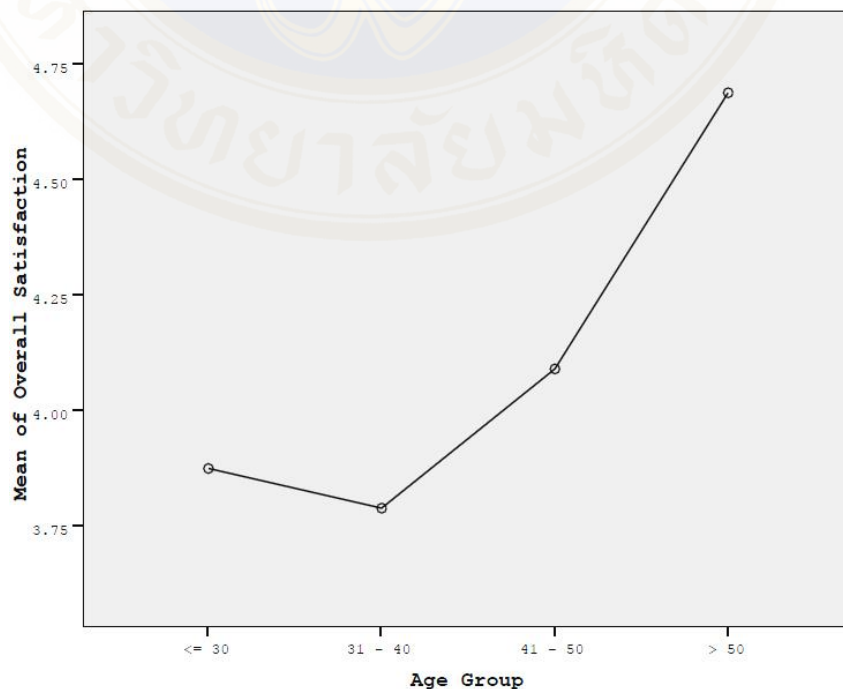


Figure 5.1 The means of job satisfaction in different age group

The age group older than 50 years old had the highest job satisfaction level, followed by the group 41-50 years old. However, the lowest level of job satisfaction would be in the group 31-40, which is the largest group of respondents. The results also shows that the younger group has higher job satisfaction than the 31-40 year olds. This phenomenon can be explained that the youngest group, they just starts the career as a flight attendant. They are still fresh off the farm. The income, as a flight attendant, is very high compared to others in their generation. The policies of the company do not really affect them so that their level of job satisfaction is somewhat high.

The group with the lowest satisfaction, ages 31-40, comprises a mixture of junior and senior flight attendants. The flight attendants in this group are strongly affected by the policies of the company, especially the policy concerning working position. In the past senior flight attendants always worked in the first class section, if first class was available; otherwise, they would be assigned to work in the highest class of service. However, this policy was changed to allow junior flight attendants to work in first class or the highest class of service, meaning senior flight attendants might have to work in the lower class of service. This results in senior flight attendants becoming dissatisfied with the job. In contrast, junior flight attendants are not always assigned to work in first class or the highest class of service so that they are lacking of expertise and skill, particular in first class service. This causes them poor performance and consequently poor appraisal results, which causes them to be stressed. In terms of income and career advancement, they feel lower than others in the same generation because, in general, this age group is the period of promotion and time of having better job opportunities, but the flight attendants in this group feel that everything remains unchanged. That is why this age group has the lowest level of job satisfaction.

On the other hand, the older and oldest age group had the higher and highest level of job satisfaction. The flight attendants in these group are mainly In-flight Managers, Air Purser and senior First Class Flight Attendants and have been working for the company for a long period of time. They worked through the peak period of the airline industry, a time of low competition and high profit. The basic salary of this group is very high, with most of the group members having already hit the ceiling, and this means other income that is based on the basic salary will be high

too. In terms of career advancement, they are already, or nearly, in the highest position on their career path. All of these factors would make them unquestionably more satisfied, and thus they have a high level of job satisfaction.

The results from this study are in line with the study of Lee and Wilbur (1985), which contends that age can influence job satisfaction of an employee. On the other hand, Wiedmer (2006) found that age was not important dependent of job satisfaction. However, this study does not support that finding.

The second sub-hypothesis concerning demographics is the difference in the job satisfaction level of different genders of flight attendants at Thai Airways International. The result shows that there is no difference between male and female flight attendants. This is probably because both male and female flight attendants are in the same circumstances and working environment, and subject to the same policies as each other. Even though the work itself (working routine) of male and female flight attendants is different, this has been the case from the first day they joined the company, so that this difference seemingly has no effect on job satisfaction between male and female flight attendants. This result contradicts the study of Vaydonoff (1980) concerning perceptions of job characteristics and job satisfaction among men and women, which found that gender did make a difference in job satisfaction.

Another sub-hypothesis concerning demographics is that there would be a difference in job satisfaction level for different current positions. The position of flight attendants in Thai Airways International can be categorized into seven categories, as mentioned earlier: In-flight Manager, Air Purser, Royal First Class, Intercontinental, Regional, Economy, and foreign flight attendant. As a matter of fact, a hypothesis that there is a difference of job satisfaction and different current position can apparently be presumed because the higher the current position, the higher level of job satisfaction should be. The results confirmed this as demonstrated in Figure 5.2:

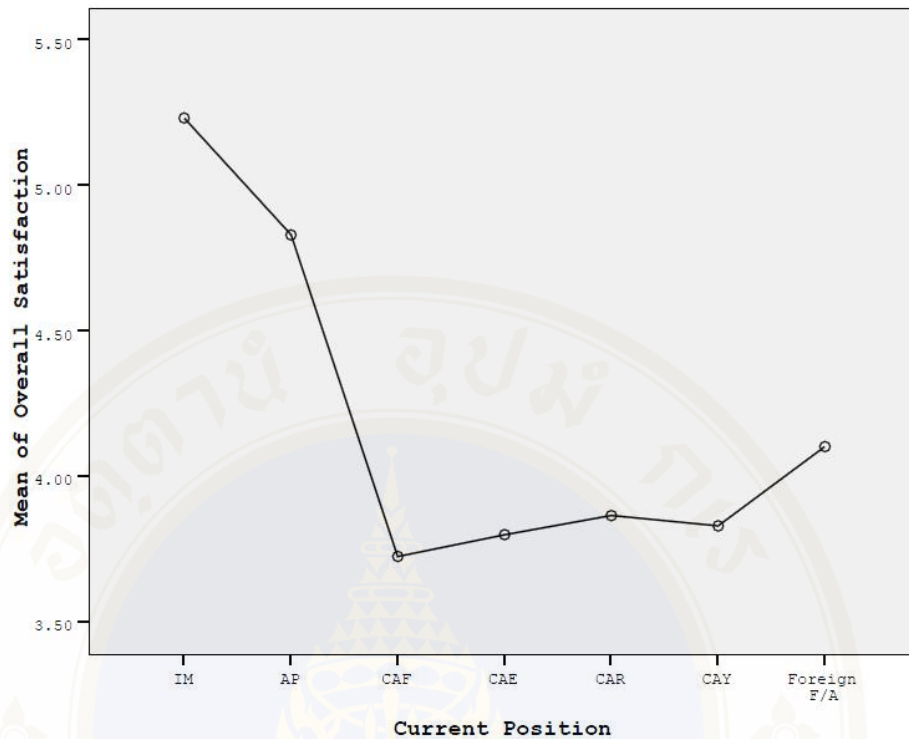


Figure 5.2 Job satisfaction levels of different working position

The highest position is the In-flight Manager, which had the highest level of job satisfaction. The second highest position is the Air Purser, which also had the second highest level of job satisfaction. In addition, the Regional and Economy class flight attendants, which are the youngest flight attendants, had a moderate level of job satisfaction. Moreover, the lowest levels of job satisfaction groups are First Class and Intercontinental flight attendants. The results for this hypothesis are perfectly well-matched with the result from the previous hypothesis about the difference in job satisfaction between different age groups, with the older flight attendants having the highest level of job satisfaction, while the middle age group, 31-40 years old, which comprises the First and Intercontinental flight attendants, had the lowest. Therefore, this result can be explained as similar to the previous hypothesis in which the higher position receives higher benefits but has a lower workload, whereas the middle position earns less but has a greater workload. Even though the lower position has a similar workload to the middle position, their earning is high when compared to the same generation, as mentioned earlier, resulting in overall satisfaction with the job.

The last sub-hypothesis is the difference in job satisfaction level between flight attendants of different tenure in Thai Airways International. The results shows that there is a difference in job satisfaction depending on the amount of tenure in the organization. This study used the mean of tenure in organization (12 years) as the cutoff point between junior and senior flight flight attendants, meaning that the flight attendants who worked for more than 12 years are considered senior flight attendants and those who worked less are considered junior flight attendants. The results indicate that senior flight attendants have a higher level of job satisfaction. The reasons for this would be similar to the previous one, which is that the IM, who definitely works longer and is considered as the senior flight attendant, has the highest level of job satisfaction. This finding is in line with the study of Chen (2006), which stated that several factors lead to job satisfaction, including tenure in the organization.

5.4 Hypothesis 3: There is a difference in the forms of organizational commitment between senior flight attendants and junior flight attendants in Thai Airways International

The result of this hypothesis shows that there is a difference in the form of organizational commitment between senior and junior flight attendants. As shown in Figure 5.3, the levels of organizational commitment for both juniors and seniors are going in the same direction, which is similar to the result from objective 4 concerning the identification of the form of organizational commitment for flight attendants, as the highest form is normative followed by affective and continuance.

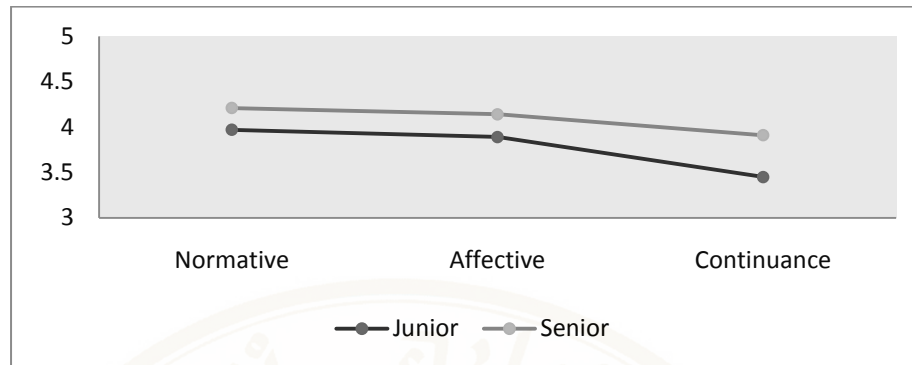


Figure 5.3 The organizational commitment of junior and senior flight attendants

Even though the levels of organizational commitment are going in the same direction, the graph represents senior flight attendants as having a higher level of organizational commitment in all forms. This can be explained as the senior flight attendants wanting to be a part of the organization for several reasons, including loving the organization, feeling guilty for wanting to leave the organization, or being fearful of losing the benefits and friendships with colleagues that the company offers. In addition, the results also reflect that senior flight attendants have an individual commitment to the goals and values of an organization, they are eager to be with the organization, and they are pleased to put a great effort forth for the organization as well (Mowday, Steers, & Porter, 1979). Moreover, Santos and Not-Land found an important correlation between the tenure in organization and organizational commitment (2006). The lower level of organizational commitment of the junior flight attendants is actually not good for both the company and the staff, while the higher will have positive effects, such as better performance and lower turnover rate (Mathieu & Zajac, 1990).

5.5 Hypothesis 4: There is a positive relationship between age and affective, normative, and continuance commitments

The result reveals that age has a positive relationship with different forms of organizational commitment, and also with the overall level of organizational commitment. The strongest relationship is between age and normative commitment,

followed by affective and continuance commitments. The results go along with the study of Hitt, Miller, and Coella (2009), which proposed that there is a significance effect of age on the organization commitment level. In addition, Chen (2006) also stated that organizational commitment has several factors including age. Not only that, Mathieu and Zajac (1990) also argued that demographic characteristics, which include age has shown to have an important relationship with commitment. Moreover, the study of Sonthaya (2005) also proposed that age also has an effect on organizational commitment. However, Wiedmer (2006) argued that age was not an important factor in determining organizational commitment.

5.6 Summary of opened question

This section will summarize the answers from section 4 of the questionnaire, which consists of the open-ended question. The answers from the respondents can be summarized as follows. With respect to negative comments and issues, having an unclear career path is one major issue mentioned by flight attendants. For instance, promotion criteria change everytime that a new management team arrives. This also links to job security because of the terms of employment, as some of the flight attendants have been hired under a 5-year contract. This situation gives this group of flight attendants an uneasy feeling for their future and career advancement. The respondents also commented that these practices really damage the job satisfaction, organizational commitment, and loyalty.

The second issue is the idea that the management does not value the employee. The respondent stated that he wanted the management to consider human resources as capital, not as expenses. The employee feels this because of many policies affecting employment and working conditions, for instances, cost cutting without caring for the well-being of an employee, reducing rest periods and days off, reducing man power per flight, downgrading the flight attendants' hotel accommodations, and so on.

One recommendation from a respondent is that the top management should sincerely listen and pay more attention to the root of the problems so that problems can be solved properly. The participation from the employees can help to solve the

problems and satisfy all concerned parties. The participation from the employee includes doing the questionnaire, asking for comments, and brainstorming. Additionally, the management style should not only be top-down but bottom-up. It should be a two-way communication by providing a communication channel between the management and employees because the employee feels the company lacks communication and explanation. New procedures, rules and regulations have been implemented without an explanation, even though sometimes the employees would like to know why this seemingly unfair policy or procedure has been implemented.

In addition, procedural fairness in all circumstances is another aspect that an employee wants to see, which includes rewarding, punishment, benefits, promotion, and career advancement. The employees want the management to eliminate the corruption and make everything transparent. Uncertainty, double-standard in the company policies for promotion, working routine, service procedure, and the job design should be eliminated. Career advancement and promotions should be based on the actual skills, knowledge, performance, and ability of the employees, and this issue also relates to career adaptability so that the proper training and development sessions can be provided. Moreover, income is another big issue. The employee wants the management to increase basic salary and flight allowances as the costs of living and inflation rate raise every year while benefits have not been adjusted for more than 20 years. One more comment from the respondent mentioned that the working environment is not appropriate and safe, the in-flight equipment is very old and not functioning properly but the company still loads them, and this sometimes causes injuries to the employees. Not only that, the in-flight products are insufficient, of low quality, and outdated. The last issue concerns the evaluation system. The employees want a reliable, fair and proper evaluation system.

Nevertheless, there are many positive comments from respondents. One female flight attendant stated that Thai Airways International is a very good company to work for. The company provided everything she need in her life and also for that of her family. As such, she intended to work for the company until retirement. Another female flight attendant commented that she loved Thai Airways International very much and felt disappointed everytime she heard people complaining about the company. Also a male flight attendant remarked that even though he despised the

management, he still loved the company and was committed to putting forth a great effort for the company.



CHAPTER VI

CONCLUSION AND RECOMMENDATIONS

The purpose of this study was to examine the relationship between job satisfaction and organizational commitment by using a case study of flight attendants employed by Thai Airways International. Specifically, the objectives of this study were to study the relationship between job satisfaction and organizational commitment, to identify influencing factors on job satisfaction and organizational commitment, to measure job satisfaction and organizational commitment level among flight attendants on Thai Airways, and to identify the form of organizational commitment in flight attendants on Thai Airways. Thus, this chapter begins with the conclusion of the study and ends with the study's limitations and recommendations for future study.

6.1 Conclusion

The results from the study indicate that there is a weak positive relationship between job satisfaction and organizational commitment, which means if the flight attendants of Thai Airways International are satisfied with their job, they tend to be committed to the company. This result complements Hypothesis 1, which states that there is a relationship between job satisfaction and affective, normative, and continuance commitments. These results are also in line with results from other studies. The study of Feng-Hua and Chen-Chieh (2008) on the subject of clinical nurses reveals that job satisfaction positively impact organizational commitment, while Mowday, Porter, and Steers (1982) also argued that job satisfaction could be precursor factors for organizational commitment. Another interesting research finding from Feinstein (2000), which has a context similar to this study, concerns the relationship between job satisfaction and organizational commitment among restaurant employees and suggested that an employer may enhance the level of organizational

commitment in the organization by raising employee satisfaction through compensation, policies, and working environment. However, the factors of job satisfaction in the airlines industry are slightly different from those in the restaurant industry, which will be discussed later in the following section.

In terms of the level of job satisfaction and organizational commitment level of flight attendants in Thai Airways International, the results show that the levels of job satisfaction and organizational commitment for flight attendants of Thai Airways International are moderate. Even though the job satisfaction level of flight attendants in Thai Airways International is moderate, the results also indicate that the flight attendants tend to be dissatisfied with three aspects: “The way company policies are put into practice”, “The chances for advancement on this job”, and “My pay and the amount of work I do”. There are several reasons that help these explain these results. At the time that the study was conducted, Thai Airways had recently put new policies and working procedures into effect, for instance, adjusting the service procedure, which caused more workload, cutting off the stayover night at destination, which decreased income and rest time, requiring employees to report to management if they called in sick more than three flights in one month, and returning to the roster the next month. From the company perspective, these policies and procedures were put into practice because of the benefits for the company. Moreover, some policies had been initiated due to the behavior of the flight attendants themselves. Nevertheless, many employees felt that the company failed to create policies and procedures based on fairness and appropriateness and also suggested that participation and communication could foster cooperation and understanding among employees. This result corresponded to the study of Feinstein (Feinstein), which stated that employee satisfaction could be increased by compensation, policies, and advancement.

With respect to organizational commitment, according to the definition of Mowday, Steer, and Porter (1979), organizational commitment is a general term that refers to individuals and their belief in the goals and values of the company, their enthusiasm to be with the organization, and their desire to put forth a great effort for the organization as well (Mowday, Steers, & Porter, 1979). As such, organizational commitment performs as a “psychological bond” towards the organization that motivates each employee to perform his/her work along with the goals of the

organization (Porter, Steers, Mowday, & Boulian, 1974). Thus, it is safe to say that flight attendants in Thai Airways are somewhat happy to be with Thai Airways International and willing to put forth a great effort for the company. However, there are three different form of commitments, and the forms that flight attendants on Thai Airways conform to will be discussed in the following section.

In conclusion, pay, perception of fair treatment, and promotion are the influencing factors that could increase job satisfaction, which are in line with the questions pertaining to job satisfaction discussed earlier. Among these, however, pay could have the highest impact on job satisfaction, and one of the main issues in this regard is that the flight per-diem of the flight attendant has remained unchanged for more than 20 years. However, the work itself and supervision are also important to employees. The work itself pertains to the working routine and service procedure that employees have to perform for every flight. The supervision during each flight are also essential as the situation changes each time, so that flight attendants require supervision in the form of decision making from the in-flight manager or air purser. On the other hand, stress is not a big issue for flight attendants in terms of job satisfaction. As the responsibilities of the flight attendant are done once the flight is over, stress can be eliminated after each flight.

In terms of organizational commitment, the majority of the flight attendants had the same opinion that values, disposition, and procedural fairness are the top priority factors that could have an impact on organizational commitment. This result reflects the current situation of Thai Airways International. At the time the study was conducted, there was a new policy from the company concerning overweight flight attendants, who would be assigned to fly only turn around flights or would otherwise be transferred to ground duty, if they could not conform to weight restrictions. This new policy made the flight attendants feel that the company did not see the value of employees, and they also felt that this was an unfair policy and a case of discrimination. According to Hitt, Miller, and Colella (2009, pp. 147-148), values and procedural fairness are attitudes that can determine the organizational commitment level.

Even though the organizational commitment of flight attendants in Thai Airways International is moderate, it can also be analyzed by the form of the

commitment, according to the three-component model of organizational commitment proposed by Myer and Allen (1991), which includes affective, normative, and continuance. The results, as shown in Figure 6.1, depicts that most respondents are committed to the company because they ought to stay (normative), that is, they feel that it is the right thing to do because the company has invested a great amount of money in them, for their initial training, recurrent training, transition training, facilities, uniforms, and extra benefits, for example, tax-exempt shopping, limousine service, free air tickets, and so on. These things can make the employees feel that they owe the company so that they stay with the company rather than being emotionally committed to the organization (affective). In addition, this means an employee would like to be a part of the organization to achieve the goals of the organization (1991). This also presumes that an employee wants to stay with the company. Nevertheless, some of the respondents also felt that they had to stay with the company (continuance) as they foresaw the costs that could occur in terms of either financial cost (e.g. accruals of pension, social security) or social cost (e.g. friendship with colleagues) if they left the organization.

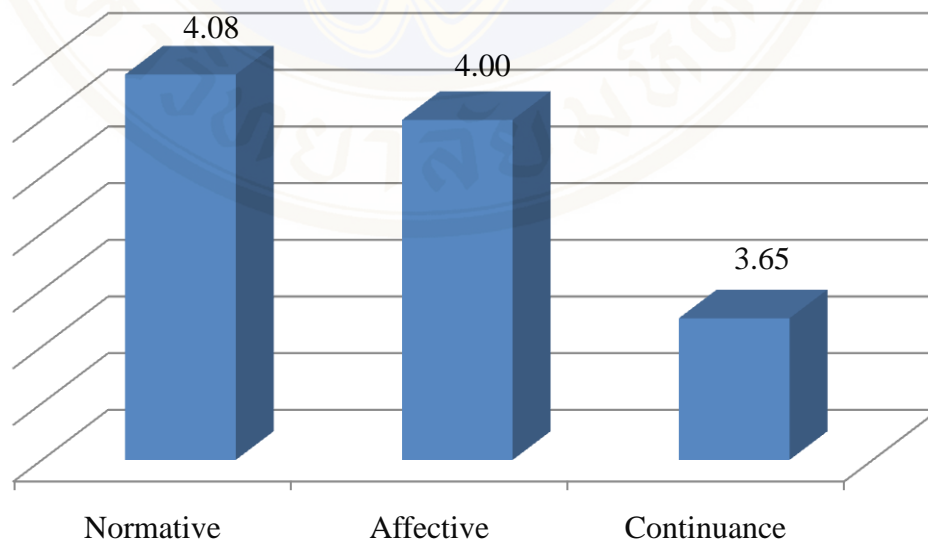


Figure 6.1 The means of each form of commitment

However, Dereli (2006) also stated that employees can, at the same time, be committed to the organization in either an affective, normative and continuance sense, to different degrees.

6.2 Limitations

This study has been conducted in the airline industry environment so that the results of this study may apply more readily to the airline industry than other industries. In addition, this study has been conducted as a cross-sectional study, which means it was studied at one moment in time so that the results might accurately reflect that moment in time better than other times.

6.3 Recommendations

6.3.1 General recommendations

Generally, if the management of Thai Airways International would like to increase the job satisfaction level of flight attendants, the management should focus on the following issues: pay, perception of fair treatment and promotion, while organizational commitment level can be improved through values, disposition, and procedural fairness. In addition, initiating the clear standard and proper career path of flight attendants and the implementation and communication of promotion criteria should be constant and consider both the seniority and abilities of individual employees. Moreover, reconsidering the employment condition, if the company hires flight attendants under a 5-year contract, it should be made more clear what will happen to them after that term, for example, would the contract be extended if that employee gets promoted? This condition should be clear and informed before the employee signs the contract.

Additionally, management should communicate more with the employees concerning the reasons that some policies and procedures have been implemented to avoid misunderstanding. Asking for more participation from employees to solve problems together is also desirable in that participation from employees can help solve

the problems and satisfy all concerned parties. Furthermore, providing a better communication channel between management and employees in a way that would suggest to employees that management is sincere, ready and willing to listen to them is also recommended. This bottom-up management style makes employees feel more invested in the process. Also, management should make serious efforts to eliminate corruption and make everything transparent.

Uncertainty, double-standards in the company policies for promotion, working routines, service procedures, and job designs should be eliminated and providing the proper training and development sessions to increase the competency of the employees should take their place. Another important step would be to consider raising the basic salary and flight allowances as the costs of living and inflation rate raise every year but those benefits have not been adjusted for more than 20 years. In addition, providing appropriate and sufficient in-flight products and equipments should also be a priority as providing a safe working environment should be the concern of all departments to reduce the risk of injury to flight attendants. Finally, implementing a reliable and proper evaluation system based on fairness and actual performance should replace the current system.

6.3.2 Recommendations for future study

There are several directions that future study of this problem should take. First, some research would benefit by being conducted longitudinally, and the results from different studies done in this way should then be compared to map research progress. In this way, procedures and policies from the management can be evaluated and then adjusted accordingly in order to maintain job satisfaction and organizational commitment levels. If the methods of this study were used for other industries, some of the questions and influencing factors should be adjusted, removed, or combined in order to make the result more accurate and appropriate to that particular industry.

Moreover, future research should involve face-to-face interviews of management to provide another perspective to these issues. Even though this study incorporated a qualitative dimension by adding the open-ended question in the questionnaire, face-to-face interviewing should also be conducted with flight attendants to get a clearer and more nuanced picture of their satisfaction with the job

and commitment to the company. Also, future research can also develop the written questionnaire for the quantitative method from the preliminary qualitative method by using the ideas, comments, and suggestions of the management and the flight attendants to improve the questionnaire in terms of validity and reliability and align with the objectives of those studies.

Additionally, research should be conducted using other airlines and comparing the results to reveal differences and clarify the results. Moreover, such things as management styles, working conditions, corporate culture, and employment conditions may vary from airline to airline, so these should be observed before conducting the research. Finally, this study sought to explain differences by investigating such factors as age, gender, current position, and tenure in the organization. Future research might need to examine other demographic characteristics, such as marital status, total income and benefits, and education level, which may also have an impact on job satisfaction and organizational commitment levels.

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APPENDIX A

PARTICIPATION INFORMATION SHEET AND SURVEY QUESTIONNAIRE

เอกสารชี้แจงผู้เข้าร่วมโครงการวิจัยโดยการตอบแบบสอบถาม
และการที่กัมพลนิธิผู้เข้าร่วมการวิจัย

เรียน ผู้ตอบแบบสอบถามทุกท่าน

ด้วยกระผม นายถกฤษ ชีวรักษ์ นักศึกษาปริญญาโท สาขาวิชาการจัดการการท่องเที่ยวและการบริการ วิทยาลัยนานาชาติ มหาวิทยาลัยมหิดล มีความประสงค์จะทำวิทยานิพนธ์เรื่อง “การศึกษาความสัมพันธ์ระหว่างความพึงพอใจในงานและความผูกพันต่อองค์กร: กรณีศึกษาของพนักงานต้อนรับบนเครื่องบิน บริษัท การบินไทย จำกัด (มหาชน)” ซึ่งประโยชน์ที่คาดว่าจะได้รับคือ ทำให้ทราบถึงระดับความพึงพอใจต่องานและความผูกพันต่อองค์กรของพนักงานต้อนรับบนเครื่องบินของบริษัทการบินไทย จำกัด (มหาชน) และปัจจัยที่ส่งผลกระทบต่อระดับความพึงพอใจต่องานและความผูกพันต่อองค์กร

ท่านได้รับเชิญให้เข้าร่วมการวิจัยนี้เพราะ ท่านเป็นพนักงานต้อนรับบนเครื่องบินของบริษัทการบินไทย จำกัด (มหาชน) ในการนี้ผู้วิจัยมีความจำเป็นต้องเก็บรวบรวมข้อมูลโดยใช้แบบสอบถามเรื่อง “ความพึงพอใจต่องานและความผูกพันของพนักงานต้อนรับบนเครื่องบินของบริษัท การบินไทย จำกัด (มหาชน)” ซึ่งประกอบด้วยคำถามจำนวน 4 ส่วน จำนวนทั้งหมด 58 ข้อ ดังนี้

ส่วนที่ 1 ข้อมูลส่วนตัวของผู้ตอบแบบสอบถาม	จำนวน 4 ข้อ
ส่วนที่ 2 การวัดระดับความพึงพอใจต่องาน	
2.1 การวัดระดับโดยรวม	จำนวน 19 ข้อ
2.2 ปัจจัยที่ส่งผลกระทบต่อความพึงพอใจต่องาน	จำนวน 9 ข้อ
ส่วนที่ 3 การวัดระดับความผูกพันต่อองค์กร	
3.1 การวัดระดับโดยรวม	จำนวน 18 ข้อ
3.2 ปัจจัยที่ส่งผลกระทบต่อความผูกพันต่อองค์กร	จำนวน 7 ข้อ
ส่วนที่ 4 ความคิดเห็นและคำแนะนำเพิ่มเติม	จำนวน 1 ข้อ

เมื่อท่านตอบแบบสอบถามเสร็จแล้ว ขอให้ท่านนำส่งแบบสอบถามคืนได้ที่ Box ของ AS Kris T.#37309

เนื่องจากแบบสอบถามประกอบด้วยคำถามหลายส่วน จึงขอความกรุณาให้ท่านพิจารณาตอบตามความรู้สึกรวมทั้งความซื่อสัตย์ของท่านให้มากที่สุด ไม่ต้องระบุชื่อหรือหน่วยงานของท่าน โดยข้อมูลและคำตอบทั้งหมดจะถูกปกปิดเป็นความลับ และจะนำมาใช้ในการวิเคราะห์ผล การศึกษาครั้งนี้โดยออกมามีเป็นภาพรวมของการวิจัยเท่านั้น จึงไม่มีผลกระทบต่อ ต่อหน้าที่การงานและการปฏิบัติงานของท่าน เนื่องจากไม่สามารถนำมาสืบค้นเจาะจงหาผู้ตอบได้ ท่านมีสิทธิ์ที่จะไม่ตอบคำถามข้อใดข้อหนึ่ง หากท่านไม่สบายใจหรืออีกข้อที่จะตอบคำถามนั้นหรือไม่ตอบแบบสอบถามทั้งหมดเลยก็ได้ โดยไม่มีผลกระทบต่อ ต่อหน้าที่การงานและการปฏิบัติงานของท่าน ท่านมีสิทธิ์จะไม่เข้าร่วมการวิจัยก็ได้โดยไม่ต้องแจ้งเหตุผล

หากท่านมีข้อสงสัยเกี่ยวกับการวิจัยหรือแบบสอบถาม สามารถติดต่อสอบถามได้ที่ นายถกฤษ ชีวรักษ์ เบอร์โทรศัพท์ 08 9029 3000 ได้ตลอดเวลา

โครงการวิจัยนี้ได้รับการพิจารณารับรองจากคณะกรรมการจริยธรรมการวิจัยในคน สาขาสังคมศาสตร์ มหาวิทยาลัยมหิดล ซึ่งมีสำนักงานอยู่ที่ คณะสังคมศาสตร์และมนุษยศาสตร์ มหาวิทยาลัยมหิดล ถนนพุทธมณฑลสาย 4 ตำบลศาลายา อำเภอพุทธมณฑล จังหวัดนครปฐม 73170 หมายเลขโทรศัพท์ 0 2441 9180 โทรสาร 0 2441 9181 หากท่านได้รับการปฏิบัติไม่ตรงตามที่ระบุไว้ ท่านสามารถติดต่อประธานคณะกรรมการฯ หรือผู้แทนได้ตามสถานที่และหมายเลขโทรศัพท์ข้างต้นขอขอบพระคุณทุกท่านที่กรุณาใช้เวลาในการตอบแบบสอบถาม

ขอขอบพระคุณที่กรุณาใช้เวลาในการตอบแบบสอบถาม

ขอแสดงความนับถือ

นายถกฤษ ชีวรักษ์

Participant Information Sheet version 17 December 2010



Figure 1 Participation Information Sheet

แบบสอบถามเพื่อวัดระดับความพึงพอใจต่องานและความผูกพันต่อองค์กรของ พนักงานต้อนรับบนเครื่องบินของ

บริษัท การบินไทย จำกัด(มหาชน)

**Questionnaire for Job Satisfaction and Organization Commitment Level Measurement of Flight Attendant
in Thai Airways International**

กรุณาตอบคำถามดังต่อไปนี้ Please provide a response for these statements and the questions.

ส่วนที่ 1: ข้อมูลส่วนตัวของผู้ตอบแบบสอบถาม กรุณาเติมคำตอบลงในช่องว่างหรือทำเครื่องหมาย X ลงใน

Section 1: Personal Information. Please fill in the blank and put X in the .

- 1.) อายุ Age _____ ปี years old
- 2.) เพศ Gender ชาย Male หญิง Female
- 3.) ตำแหน่งงานปัจจุบัน Current Position
 IM AP CAF CAE CAR CAY Foreign F/A
- 4.) ท่านปฏิบัติหน้าที่ในตำแหน่งพนักงานต้อนรับบนเครื่องบินของบริษัทการบินไทยเป็นระยะเวลา _____ ปี
How long have you been working for Thai Airways International as a flight attendant? _____ year(s)

ส่วนที่ 2: วัดระดับความพึงพอใจต่องาน Section 2: Job Satisfaction Measurement

2.1 การวัดระดับโดยรวม: กรุณาทำเครื่องหมาย X ลงบนตัวเลขที่แสดงถึงระดับความพึงพอใจของท่านในแต่ละข้อความ

Overall Level Measurement: Please put X on the number that best represent the degree of your satisfaction in each statement below.

	ไม่พึงพอใจอย่างยิ่ง							พึงพอใจอย่างยิ่ง						
	Strongly Dissatisfied							Strongly Satisfied						
1.	การที่ท่านมีงานให้ทำอยู่ตลอดเวลา Being able to keep busy all the time.													
	1	2	3	4	5	6	7	1	2	3	4	5	6	7
2.	ท่านมีโอกาสที่จะได้ทำงานที่มีความหลากหลายเป็นระยะๆ The chance to do different things from time to time.													
	1	2	3	4	5	6	7	1	2	3	4	5	6	7
3.	ท่านมีโอกาสที่จะได้เป็นที่ยอมรับในกลุ่มเพื่อนร่วมงาน The chance to be "somebody" in the community.													
	1	2	3	4	5	6	7	1	2	3	4	5	6	7
4.	วิธีการทำงานที่ผู้บังคับบัญชาของท่านใช้กับผู้บังคับบัญชา The way my boss handles his/her workers.													
	1	2	3	4	5	6	7	1	2	3	4	5	6	7
5.	ความสามารถในการตัดสินใจของผู้บังคับบัญชาของท่าน The competence of my supervisor in making decision.													
	1	2	3	4	5	6	7	1	2	3	4	5	6	7
6.	ท่านสามารถที่จะตัดสินใจทำในสิ่งที่ถูกต้องได้ด้วยตัวเอง Being able to do things that don't go against my conscience.													
	1	2	3	4	5	6	7	1	2	3	4	5	6	7
7.	ท่านมีความรู้สึกมั่นคงในงานที่ท่านทำอยู่ The way my job provides for steady employment.													
	1	2	3	4	5	6	7	1	2	3	4	5	6	7

Figure 2 Survey Questionnaire Page Number 1

8.	ท่านมีโอกาสที่จะได้ช่วยงานเพื่อนร่วมงานในชั้นบริการอื่นๆหากงานที่รับผิดชอบอยู่เสร็จแล้ว The chance to do things for other people.	1	2	3	4	5	6	7
9.	ท่านมีโอกาสที่จะได้ช่วยสอนงานให้แก่ผู้อื่น The chance to tell people what to do.	1	2	3	4	5	6	7
10.	ท่านมีโอกาสที่จะได้ทำงานที่ต้องใช้ความสามารถของท่าน The chance to do something that makes use of my abilities.	1	2	3	4	5	6	7
11.	นโยบายที่บริษัทนำมาใช้กับงานของท่าน The way company policies are put into practice.	1	2	3	4	5	6	7
12.	รายได้ที่ท่านได้รับเทียบกับปริมาณงานที่ท่านต้องรับผิดชอบและปฏิบัติ My pay and the amount of work I do.	1	2	3	4	5	6	7
13.	ท่านมีโอกาสที่จะเจริญก้าวหน้าในงานนี้ The chances for advancement on this job.	1	2	3	4	5	6	7
14.	ท่านมีอิสระในการใช้วิจารณญาณของท่านในการทำงาน The freedom to use my own judgment.	1	2	3	4	5	6	7
15.	ท่านมีโอกาสที่จะสามารถใช้วิธีการของท่านเองในการทำงาน The chance to try my own methods of doing the job.	1	2	3	4	5	6	7
16.	สภาพแวดล้อมในการทำงาน The working conditions.	1	2	3	4	5	6	7
17.	วิธีการที่เพื่อนร่วมงานทำงานร่วมกัน The way my co-workers get along with each other.	1	2	3	4	5	6	7
18.	การที่ท่านได้รับคำชมเชยจากผู้บังคับบัญชาเมื่อท่านปฏิบัติงานได้ดี The praise I get for doing a good job.	1	2	3	4	5	6	7
19.	ท่านมีความรู้สึกว่าคุณประสบความสำเร็จในชีวิตจากหน้าที่การงานที่ท่านทำอยู่ The feeling of accomplishment I get from the job.	1	2	3	4	5	6	7

2.2 ปัจจัยที่ส่งผลกระทบต่อ ความพึงพอใจต่องาน: กรุณาทำเครื่องหมาย **X** ลงบนตัวเลขที่แสดงถึงระดับของปัจจัยที่ท่าน

คิดว่ามีผลกระทบต่อความพึงพอใจ

Influencing Factors of Job Satisfaction: Please put **X on the number that best represent the degree of each factor below that could have an influence toward your job satisfaction.**

		มีผลกระทบน้อยที่สุด							มีผลกระทบมากที่สุด						
		Lowest Influence							Highest Influence						
1.	เนื้องาน (เช่น service procedure, working routine) The work itself (e.g. service procedure, working routine)	1	2	3	4	5	6	7	1	2	3	4	5	6	7
2.	รายได้ (เช่น per-diem, special compensation, เงินเดือน, flight pay) Pay (e.g. per-diem, special compensation, salary, flight pay)	1	2	3	4	5	6	7	1	2	3	4	5	6	7
3.	โอกาสที่ได้รับในการเลื่อนตำแหน่ง (เช่น เส้นทางอาชีพ, ความโปร่งใส) Promotion Opportunities (e.g. career path, transparency)	1	2	3	4	5	6	7	1	2	3	4	5	6	7

Figure 3 Survey Questionnaire Page Number 2

4.	การดูแล (เช่น โดยผู้บริหาร, โดยผู้บังคับบัญชา) Supervision (e.g. management, supervisor, your superior)	1	2	3	4	5	6	7
5.	เพื่อนร่วมงาน (เช่น ลูกเรือ, พนักงานภาคพื้น, ช่าง, พนักงานทำความสะอาด) Co-workers (e.g. F/A, ground staff, catering, engineer, cleaner)	1	2	3	4	5	6	7
6.	ความชัดเจนของบทบาทและหน้าที่ที่รับผิดชอบ (เช่น duty assign) Role of Ambiguity (e.g. duty assign, your responsibility)	1	2	3	4	5	6	7
7.	ลักษณะหรือบรรยากาศขององค์กร (เช่น วัฒนธรรมการทำงานบนเที่ยวบิน) Organization Climate (e.g. corporate culture, seniority)	1	2	3	4	5	6	7
8.	ความเครียดของงาน (เช่น การแก้ปัญหาต่างๆในเที่ยวบิน) Stress (e.g. dealing with passengers)	1	2	3	4	5	6	7
9.	การได้รับการปฏิบัติอย่างยุติธรรมในเรื่องต่างๆ (เช่น การลงโทษ, การให้รางวัล, การขึ้นเงินเดือน) Perception of fair treatment (e.g. penalty, reward, salary increment)	1	2	3	4	5	6	7

ส่วนที่ 3: การวัดระดับความผูกพันต่อองค์กร Section 3: Organizational Commitment Measurement

3.1 การวัดระดับโดยรวม: กรุณาทำเครื่องหมาย **X** ลงบนตัวเลขที่แสดงถึงระดับความเห็นด้วยของท่านในแต่ละข้อความ

Overall Level Measurement: Please put **X** on the number that best represent the degree of your agreement in each statement below.

	ไม่เห็นด้วยอย่างยิ่ง							เห็นด้วยอย่างยิ่ง						
	Strongly Disagree							Strongly Agree						
1.	ท่านมีความสุขอย่างมากที่ได้ใช้ชีวิตการทำงานที่เหลือกับองค์กรนี้ Being very happy to spend the rest of my career with this organization.													
2.	ท่านรู้สึกว่าเป็นปัญหาขององค์กรก็คือปัญหาของท่านเช่นเดียวกัน Feeling as if this organization's problems are my own.													
3.	ท่านรู้สึกอย่างลึกซึ้งว่าท่านเป็นส่วนหนึ่งขององค์กรนี้ Feeling a strong sense of "belonging" to my organization.													
4.	ท่านไม่มีความรู้สึกผูกพันกับองค์กรนี้ No feeling "emotionally attached" to this organization.													
5.	ท่านไม่มีความรู้สึกเป็นส่วนหนึ่งของครอบครัวในองค์กรนี้ No feeling like "part of the family" at my organization.													
6.	ท่านคิดว่าองค์กรนี้มี ความหมายกับท่านอย่างลึกซึ้ง This organization has a great deal of personal meaning for me.													
7.	ท่านคิดว่า ณ ขณะนี้ท่านต้องการอยู่ในองค์กรนี้เพราะมีความจำเป็นต้องอยู่ Right now, staying with my organization is a matter of necessity as much as desire.													
8.	ท่านคิดว่าเป็นเรื่องยากที่จะลาออกจากองค์กรนี้ในขณะนี้ ไม่ว่าท่านอยากจะทำอย่างไรก็ตาม It would be very hard for me to leave my organization right now, even if I wanted to.													

Figure 4 Survey Questionnaire Page Number 3

9.	ท่านคิดว่าชีวิตคงมีความยุ่งยากหากท่านตัดสินใจลาออกจากองค์กรนี้ในขณะนี้ Too much of my life would be disrupted if I decided I wanted to leave my organization now.	1	2	3	4	5	6	7
10.	ท่านรู้สึกว่ามีทางเลือกอื่น ๆ น้อยหากท่านคิดจะลาออกจากองค์กรนี้ Feeling that I have too few options to consider leaving this organization.	1	2	3	4	5	6	7
11.	ท่านคิดว่าถ้าท่านไม่ทุ่มเทไปเพื่อองค์กรมากขนาดนี้ ท่านคงลาออกจากองค์กรนี้ไปนานแล้ว If not already put so much of myself into this organization, I might consider leaving this organization.	1	2	3	4	5	6	7
12.	ท่านคิดว่าคงมีข้อเสียไม่กี่ข้อหากท่านต้องลาออกจากองค์กรนี้ไป One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	1	2	3	4	5	6	7
13.	ท่านไม่รู้สึกเป็นภาระผูกพันที่ต้องอยู่กับองค์กรนี้ต่อไป Not feeling any obligation to remain with my current employer.	1	2	3	4	5	6	7
14.	ถึงแม้ท่านจะมีโอกาสที่ดีกว่าแต่ท่านก็ไม่รู้สึกว่าเป็นสิ่งที่ถูกต้องหากจะต้องลาออกจากองค์กรนี้ Even if it were to my advantage, I do not feel it would be right to leave my organization now.	1	2	3	4	5	6	7
15.	ท่านจะรู้สึกผิดหากจะลาออกจากองค์กรแห่งนี้ในตอนนี้อยู่ Feeling guilty if I left my organization now.	1	2	3	4	5	6	7
16.	ท่านคิดว่าองค์กรนี้สมควรที่จะได้รับความจงรักภักดีจากท่าน This organization deserves my loyalty.	1	2	3	4	5	6	7
17.	ท่านไม่ลาออกจากองค์กรนี้เพราะท่านรู้สึกผูกพันกับคนในองค์กรนี้ Not leaving my organization right now because I have a sense of obligation to the people in it.	1	2	3	4	5	6	7
18.	ท่านรู้สึกเป็นหนี้บุญคุณขององค์กรของท่าน Feeling owe a great deal to my organization.	1	2	3	4	5	6	7

3.2 ปัจจัยที่ส่งผลกระทบต่อความผูกพันต่อองค์กร : กรุณาทำเครื่องหมาย X ลงบนตัวเลขที่แสดงถึงระดับของปัจจัยที่ท่าน

คิดว่ามีผลกระทบต่อความผูกพันต่อองค์กร

Influencing Factors of Organization Commitment: Please put X on the number that best represent the degree

of each factor below that could have an influence toward your organizational commitment.

		มีผลกระทบน้อยที่สุด Lowest Influence			มีผลกระทบมากที่สุด Highest Influence			
1.	การเตรียมความพร้อมให้แก่พนักงานในการปฏิบัติหน้าที่ (เช่น การจัดฝึกอบรม) Career adaptability (e.g. providing training for new job, career development)	1	2	3	4	5	6	7
2.	การกำหนดนโยบายจากผู้บริหาร Disposition (e.g. policy from the management)	1	2	3	4	5	6	7
3.	การออกแบบเนื้องาน (เช่น การกำหนดหน้าที่ความรับผิดชอบในงาน) The job design (e.g. how the management defines the job's responsibility)	1	2	3	4	5	6	7

Figure 5 Survey Questionnaire Page Number 4

4.	บริษัทเห็นคุณค่าของพนักงาน Values (e.g. how company values an employee)	1	2	3	4	5	6	7
5.	การให้ความสนับสนุนในเรื่องต่างๆจากบริษัท Support (e.g. support from the organization when needed)	1	2	3	4	5	6	7
6.	การที่องค์กรปฏิบัติต่อพนักงานอย่างเท่าเทียมและยุติธรรม Procedural fairness	1	2	3	4	5	6	7
7.	รูปแบบความเป็นผู้นำขององค์กร Leadership style (e.g. management style of the organization)	1	2	3	4	5	6	7

ส่วนที่ 4: ความคิดเห็นและคำแนะนำเพิ่มเติม Section 4: Comments and suggestions

กรุณาเขียนความคิดเห็นและคำแนะนำที่ท่านคิดว่าสามารถเพิ่มความพึงพอใจต่องานและความผูกพันต่อองค์กรของพนักงานต้อนรับบนเครื่องบินของบริษัท การบินไทย จำกัด(มหาชน)

Please write your comments and suggestions that you think it can improve the job satisfaction and organization commitment of flight attendant of Thai Airways International in the space provided below.

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-ขอบพระคุณสำหรับเวลาอันมีค่าของท่านในการตอบแบบสอบถาม-

- Thank you for your kind contribution-

Figure 6 Survey Questionnaire Page Number 5

APPENDIX B
DOCUMENTARY PROOF OF THE COMMITTEE FOR
RESEARCH ETHICS

	
COA.No.2011/004.0401	
Documentary Proof of The Committee for Research Ethics (Social Sciences)	
Title of Project:	The Relationship between job Satisfaction and Organizational Commitment: A Case Study of Thai Airways International (Thesis for Master Degree)
Principal Investigator:	Mr.Kris Theerarak
Name of Institution:	International College, Mahidol University
Approval includes:	1) MU-SSIRB Submission form version received date 17 December 2010 2) Participant Information sheet version date 17 December 2010 3) Informed Consent form version date 17 December 2010 4) Questionnaire version received date 17 December 2010
<p>The Committee for Research Ethics (Social Sciences) is in full compliance with International Guidelines of Human Research Protection such as Declaration of Helsinki, The Belmont Report, CIOMS Guidelines and the International Conference on Harmonization in Good Clinical Practice (ICH-GCP)</p>	
Date of Approval:	04 January 2011
Date of Expiration:	03 January 2012
Signature of Chairman:	 (Emeritus Professor Santhat Serm Sri)
Signature of Head of the Institute:	 (Assoc. Prof. Dr.Wariya Chinwanno) Dean of Faculty of Social Sciences and Humanities
<small>Office of The Committee for Research Ethics (Social Sciences), Faculty of Social Sciences and Humanities, Mahidol University, Phuttamonthon 4 Rd., Salaya, Phuttamonthon District, Nakhon Pathom 73170. Tel.(662) 441 9080 Fax.(662) 441 9081</small>	

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PRESENTATION	<p>Thai University’s Paradigm on Asia Pacific Challenges, Bangkok University, March 25, 2011</p>