



ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่

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APPENDIX A

The Cronbach's Alpha Coefficient of Instruments

Scales	α
Work Preference Inventory	.81
Intrinsic motivation	.81
Extrinsic motivation	.83
Affective Commitment Scale	.80
Continuance Commitment Scale	.88
Normative Commitment Scale	.80

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APPENDIX B

Demographic Data Form (English)

Introductions: Please fill in the blanks and check (✓) your appropriate responses by answering the questions depending on your situation.

1. Gender: ☐ Female ☐ Male
2. Age: _____ years old
3. Marital status: ☐ Single ☐ Married ☐ Divorced
☐ Separated ☐ Other
4. Educational level: ☐ Diploma ☐ Associate degree of nursing
☐ Bachelor's degree of nursing ☐ Master's degree of nursing
☐ Doctoral degree of nursing
5. Employment status: ☐ Temporary nurse ☐ Permanent nurse
6. Professional title: ☐ Junior nurse ☐ Senior nurse ☐ Nurse in charge
☐ Assistant chief senior nurse ☐ Chief senior nurse
7. Length of work as a nurse: _____ years
8. Work department: ☐ Medical Department ☐ Surgical Department
☐ Pediatric Department ☐ Obstetrics-Gynecology Department
☐ Intensive Care Unit ☐ Emergency Room
☐ Operation Room ☐ Out-patient Department
9. Work shift: ☐ Day shift work ☐ Three-shift work ☐ other
10. Income (Yuan/month): ☐ < 2,000 ☐ 2,000~4,000 ☐ 4,000~6,000
☐ 6,000~8,000 ☐ > 8,000

APPENDIX C

Work Preference Inventory (English)

Introductions: This instrument is used to assess the work motivation as perceived by the nurse individual. Please rate each item in terms of how true it is of you from 1 to 4 presented below, which is the extent that the following propositions reason for you to get involved in your work. There is no right or wrong answer for each item, please be honest as you can in answering the questions.

1=Never or almost never true of me

2=Sometimes true of me

3=Often true of me

4=Always or always true of me

Items	Response			
1. The more difficult the more problem, the more I enjoy trying to solve it.	1	2	3	4
2. I enjoy relatively simple, straightforward tasks.	1	2	3	4
3. I enjoy tackling problems that are completely new to me.				
.....				
.....	1	2	3	4
.....	1	2	3	4
.....	1	2	3	4
29. I have to feel that I'm earning something for what I do.	1	2	3	4
30. I want other people to find out how good I really can be at my work.	1	2	3	4

APPENDIX D

TCM Employee Commitment Survey (English)

Introductions: This measurement is used to assess the organizational commitment that represent the individuals' feelings that might have about the organization for which they work. With respect to your own feelings about the hospital for which you are now working. Please select your response from 7 presented below and circle the number that best describes your experience. There is no right or wrong answer for each item, please be honest as you can in answering the questions.

1=strongly disagree 2=disagree 3=slightly disagree 4=undecided
5=slightly agree 6=agree 7=strongly agree

Items	Response						
Affective Commitment							
1. I would be very happy to spend the rest of my career	1	2	3	4	5	6	7
.....	1	2	3	4	5	6	7
Continuance Commitment							
2. It would be very hard for me to leave my organization	1	2	3	4	5	6	7
.....	1	2	3	4	5	6	7
Normative Commitment							
3. I would feel guilty if I left my organization now.	1	2	3	4	5	6	7
.....	1	2	3	4	5	6	7

Demographic Data Form (Chinese)

指导语：请在符合您目前情况的描述前打“√”或是在横线处填入相应内容：

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APPENDIX F

Work Preference Inventory (Chinese)

工作偏好量表（中文）

指导语：该量表用于评价护士个人感知的工作动机。下面每个条目代表了您投入到工作中的原因请认真仔细地阅读每一个条目并使用“1 -4 分”去评估它们符合您当前情况的真实程度。这里没有正确或错误的答案，请您如实作答。

1 = 我从来不这样

2 = 我有时这样

3 = 我常常这样

4 = 我总是这样

条目	回答			
1. 问题越困难，我越乐于尝试去解决它。	1	2	3	4
2. 我喜欢相对简单的，明确的任务。	1	2	3	4
3. 我乐于解决对我来说全新的问题。	1	2	3	4
.....	1	2	3	4
.....	1	2	3	4
.....	1	2	3	4
.....	1	2	3	4
29. 我所做的工作必须让我感到我正在获得一些东西。	1	2	3	4
30. 我想要别人发现在工作上我真的可以做得有多好。	1	2	3	4

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APPENDIX G

TCM Employee Commitment Survey (Chinese)

员工组织承诺量表（中文）

指导语：该量表通过检测个人对组织的感受去评价组织承诺。请您仔细阅读下列每一个条目并结合您目前对所工作单位的实际感受，如实地圈出下面相应的数字去代表您个人对该描述的认可程度。本问卷无正确或错误答案。表中的 1-7 分分别代表：

1 =非常不赞同， 2 =很不赞同， 3 =基本不赞同， 4 =不确定，
5 =基本赞同， 6 =很赞同， 7 =非常赞同

条目	答案						
情感承诺							
1. 我将会很乐意我余下的职业生涯在这个单位	1	2	3	4	5	6	7
.....	1	2	3	4	5	6	7
持续承诺							
2. 即使我想，眼下离开我的单位对我来说将是	1	2	3	4	5	6	7
.....	1	2	3	4	5	6	7
规范承诺							
3. 如果我现在离开单位，我将会感觉内疚。	1	2	3	4	5	6	7
.....	1	2	3	4	5	6	7

APPENDIX H

Information Sheet for Study Participants (English)

<p>Information Sheet for Study Participants (English)</p> <p>Work Motivation and Organizational Commitment of Nurses in Affiliated Hospitals of Dali University, the People's Republic of China</p> <p>Research Team: Yang Xiangyun, Professor Dr. Wipada Kunaviktikul, Instructor Dr. Bunpitcha Chitpakdee</p> <p>Institute: Faculty of Nursing, Chiang Mai University, Thailand</p> <p>Research Funding: No any funding to support</p>

You are invited to take part in this study because you are a registered nurse who have worked at least one year in clinical department of the affiliated hospitals of Dali University. The 352 nurses who have appropriate characteristics needed for this study will be selected from the Affiliated Hospital of Dali University (181 nurses) and the Third People's Hospital of Yunnan Province (171 nurses).

Prior to making a decision whether to participate in this study or not, please take time on reading this information sheet to make sure that you understand what you will be asked to do in this study. If you have any questions regarding this study, please ask the investigator or consult with someone who is a close relationship to you. Again, your decision making to participate this study **is voluntary**. **(Frame 1)** If you decide not to be in this study, your performance appraisal will not be affected. You will maintain the status quo, no any affect for your work and life.

Frame 1 Participation of this study is voluntary

- You are **able to refuse** to participate in this study
- You are **able to withdraw** from this study at any time

Frame 2 Alternative courses of treatment if you are unable to participate in this study (if any)

No medical treatment apply in this study.

Information related to this study

The goal of healthcare organizations is to provide cost-effective and high quality healthcare. However, quality healthcare relies on the maintenance of a sufficient and qualified health care workforce, nurses as the biggest group in health system of many countries but is facing serious nursing shortage and high nurse turnover, which compel nurse administrators have to maintain nurses staying in the organization, increase their commitment to the organization. In China, there are some barriers hindering the improvement of nurses' commitment to their organization, especially, in Yunnan Province, some previous evidences implies nurses' organizational commitment are not high. Hence, in order to promote the high quality healthcare and organizational success, it is imperative to examine the level of nurses' organizational commitment in affiliated hospitals of Dali University. Work motivation as an important factor of organizational commitment. Motivation force nurses to exert their efforts to engage in the organizational activities, nurses with high work motivation have been shown with high organizational commitment. However, few study impels the researcher need to examine the level of nurses' work motivation in affiliated hospitals of Dali University. In addition, due to the differences of Chinese and western cultures, the correlation between work motivation and organizational commitment of Chinese nurses need to be explored.

Frame 3 Possible adverse events from this study

- No adverse effect from this study.

The objectives of this study are to examine work motivation and organizational commitment, and to examine the relationship between work motivation and each component of organizational commitment (affective commitment, continuance commitment and normative commitment) of nurses in affiliated hospitals of Dali University, the People's Republic of China.

Frame 4 Study design

This study is a descriptive correlational study.

Duration of this study will be 1 year, including two months for collecting data from nurses in two affiliated hospitals of Dali University. If you agree to take part in this study, you will be asked to do by the investigator as the study plan (see **Frame 5**).

Frame 5 Study plan

Participants will be asked to complete a consent form and questionnaire consisted of Demographic Data Form (10 items), Work Preference Inventory (WPI) (30 items) and Three-Component Model Employee Commitment Survey (18 items). The questionnaires will take 30 minutes of your time to complete, please return the consent form and questionnaires with a sealed envelope within the next two weeks and place them in a locked box that kept in the nursing department.

The investigator summarizes risks and benefits to study participants in **Frame 6**

Frame 6 Anticipated risks and benefits to study participants

Risks and means to minimize or avoid risks	Benefits
<ul style="list-style-type: none">- Risks. There is a minimal risk that answering questionnaires may disturb subjects' time.- Means to minimize or avoid risks. In order to avoid the risk of disturbing subjects' time, the questionnaires will be left to subjects for two weeks.	<ul style="list-style-type: none">- Direct/indirect benefits. There may be no direct benefit to you from this study. However, the knowledge gained from this study may be useful to provide information for nurse administrators to identify effective strategies to enhance the nurses' work motivation, and to improve the nurses' organizational commitment which will result in decreasing the nurses' turnover rate and turnover intention, remitting the nursing shortage and thereby promoting the quality of nursing care. In addition, contribute to body of knowledge, and provide base line data for future researches among nurses in China.

The investigator summarizes the practical guideline or the care of various situations that may happen during the study in **Frame 7**.

Frame 7 Situations may happen during the study	
Situations	Practical guideline
If you want to withdraw consent during the study, it will not effect to your performance appraisal.	Please inform the investigator or do not return the questionnaire.
When have a new and significant information which are possible effects to your decision making.	The researcher will inform you soon and you are able to decide whether to continue or discontinue participating in this study.

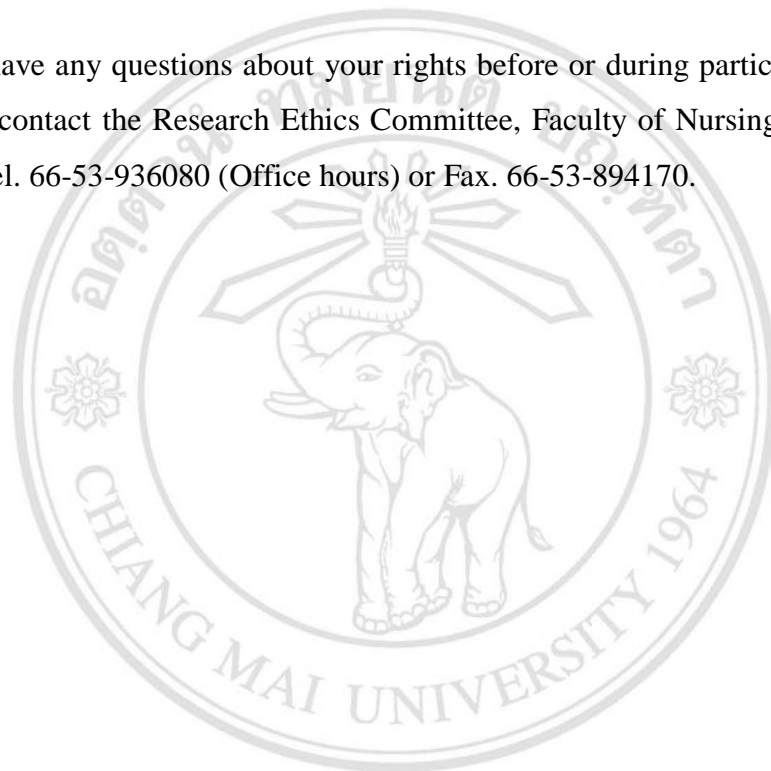
Your information related to this study will be kept confidentially. Any information about you will have a code number on it instead of your name. The presentation of the study findings in any conference or publication will not use your name. However, the Research Ethics Committee, the persons who have the authority to control the study, and the personnel from Thai FDA will be able to access your information to review information and research process. You have the legal right to access your personal information. If you wish to use this right, please let me know and you will be provided the information according to the rules and regulations set by Chiang Mai University. There is no cost to you for taking part in this study and you will not receive payment for taking part in this study. If you have an illness or injury due to your participation of this study, the investigator will compensate for the losses.

If you have any questions or side effects before or during participating in this study, you can contact persons in **Frame 8**.

Frame 8 Research contact person (s) for further information

1. [Yang Xiangyun] [Affiliated Hospital of Dali University, Yunnan, China on 15087276223, email: yxy594582521@gmail.com or 594582521@qq.com]
2. [Professor Dr .Wipada Kunaviktikul] [Faculty of Nursing, Chiang Mai University, Thailand
on +66 – 0970209721, email: wipada.ku@cmu.ac.th]

If you have any questions about your rights before or during participating in this study, please contact the Research Ethics Committee, Faculty of Nursing, Chiang Mai University. Tel. 66-53-936080 (Office hours) or Fax. 66-53-894170.



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Volunteer Research Agreement Form (English)

I have already read the above information thoroughly and have been given an opportunity to have any questions about the research answered to my satisfaction. I agree to participate in this study by signing my signature in this form as an evidence of my decision making (However, this signature does not mean that I waive any right provided by law)

Name of study participant

Signature of study participant

Day/Month/Year

Signature of lawful representative

Day/Month/Year

I certify that the study participant has been given an opportunity to have any questions and has been received answers clearly. The study participant voluntarily agrees to participate in this study.

Name of a person who requests agreement from study participants (or the investigator)

Signature of a person who requests agreement from study participants (or the investigator)

Day/Month/Year

APPENDIX I

Information Sheet for Study Participants (Chinese)

研究参与者的信息表（中文）

中国大理大学附属医院护士的工作动机和组织承诺

研究团队：杨香芸, Wipada Kunaviktikul 教授, Bunpitcha Chitpakdee 讲师

机构：泰国清迈大学护理学院

研究基金：没有支持基金

您被邀请参与这项研究由于您是一名注册护士并在大理大学附属医院的临床科室有至少一年以上的工作经验。这项研究将抽取 352 名有适合特征需求的护士，其中，大理大学附属医院（云南省第四人民医院）将抽取 181 名护士，云南省第三人民医院将抽取 171 名护士。

在您做出是否参与这项研究的决定之前，请花点时间阅读这张信息表，以确保您明白您被询问去参与这项研究。如果您有任何疑问关于这项研究，请问我或者咨询跟您关系比较亲密的人。再一次，您参与这项研究的决策是自愿的。（**框 1**）如果您不参与这项研究，您的绩效考核将不会受影响。您会保持现状，您的工作和生活没有任何影响。

框 1 参与这项研究是自愿的。

- 您能拒绝参与这项研究
- 您能在任何时候退出这项研究

框 2 替代疗程如果您不能参与这项研究的话（如果有的话）

这项研究没有医疗应用

这项研究的相关信息：

卫生保健组织的目标是提供低成本高质量的医疗服务。然而，高质量的医疗依赖于维持足够的和高质量的卫生保健人员，护士作为最大的群体在许多国家的医疗系统中，但正在面临严重的护士短缺和高护士离职率，迫使护理管理者不得不维持护士留着组织中，增加她们对组织的承诺。在中国，有一些障碍制约了护士的组织承诺的提高，特别是在云南，一些之前的证据暗示了护士的组织承诺并不高。因此，为了促进高质量的医疗服务和组织的成功，检验出护士的组织承诺的水平和找到它的影响因素是很重要的。工作动机作为组织承诺的一个重要的影响因素。动机推动护士发挥她们的努力到组织活动中，一个有高的工作动机的护士已经被证实了有高的组织承诺。然而，很少的研

究激励了研究者需要去检验大理大学附属医院护士的工作动机水平。另外，由于中西方文化的差异性，中国护士的工作动机和组织承诺的相关性需要被探索。

框 3 这项研究可能带来的不良事件

- 这项研究没有不良影响

这项研究的目的是为了检验中国大理大学附属医院护士的工作动机和组织承诺，以及工动机和组织承诺的每一个成分（情感承诺，持续承诺和规范承诺）之间的关系。

框 4 研究设计

这项研究是一个相关性的描述性研究。

这项研究将持续一年，包含了两个月的时间在两家大理大学附属医院收集数据。如果您同意参与这项研究，您将按照研究计划被应邀去做一些事情（看框 5）。

框 5 研究计划

参与者将被要求完成一份知情同意书和问卷调查表，该问卷调查表包括 10 个条目的人口学特征问卷，30 个条目的工作偏好量表和 18 个条目的员工承诺的三成分模型的测量。这些问卷将花费您 30 分钟的时间去完成，请在接下来的两个星期之内返回知情同意书和问卷并放在一个封口的信封里，然后放到护理部的一个锁着的箱子里。

研究者在框 6 里总结了这项研究带给参与者参与者的风险和好处。

框 6 研究参与者预测风险和好处	
风险和最小化或避免风险的手段	好处
<ul style="list-style-type: none">- 风险。这项研究可能会打扰到参与者的时间。- 最小化或避免风险的手段。为了避免打扰参与者的时间，这些问卷留给参与者两个星期的时间。	<ul style="list-style-type: none">- 直接/非直接的好处。这项研究可能不能带给你直接的好处。但是，从这项研究中获得的知识对护理管理者可能是有用的，给她们提供信息以确定有效的战略来提高护士的工作动机和组织承诺，减少护士的离职率和离职倾向，缓解护理短缺，推动护理质量。另外，有助于知识体，并为未来的中国护理研究提供基础数据。

研究者在框 7 中总结了在研究期间可能发生的一些状况的实践指南。

框 7 研究期间可能发生的一些情况	
状况	实践指南
在研究期间，如果您想退出，这将不会影响您的绩效考核	请通知研究者或不返回问卷
当有一个新的重要的信息可能影响到您的决策	研究者将尽快地通知您，并且您能够去决定是否继续或不继续参与这项研究。

您在这项研究中的信息将被秘密性地保存。任何关于您的信息将用一个编码来代替您的名字。在任何会议或出版上，这项研究结果的展示将不会使用您的名字。但是，研究伦理委员会有权利管制这项研究，并且泰国食品药品监督管理局能够访问您的信息来检查研究信息和研究程序。您有法定权利去访问您的个人信息。如果您想使用这个权利，请让我知道，并且您将被提供信息根据清迈大学设定的管理条例。您参与这项研究是没有成本的，并且您不会收到支付。如果您因为参与这项研究受伤或生病，研究者将赔偿您的损失。

如果您在参与这项研究之前或期间有任何的疑问或不良反应，您可以联系框 8 中的我或者我的导师。

框 8 深层信息的研究联系人	
1. [杨香芸]	[中国云南大理大学附属医院， 电话：15087276223， 邮箱： yxy594582521@gmail.com 或 594582521@qq.com]
2. [Wipada Kunaviktikul 教授]	[泰国清迈大学护理学院， 电话：+66 – 0970209721， 邮箱： wipada.ku@cmu.ac.th]

如果您在参与研究之前或者研究期间有关您的权利的任何疑问，请您联系清迈大学护理学院研究伦理委员会。电话：66-53-936080（办公时间）或者传真：66-53-894170。

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Volunteer Research Agreement Form (Chinese)

自愿研究同意书 (中文)	
<p>我已经完全阅读了以上的信息，并且有机会问问题并得到了满意的答案。我同意参与这项研究并签字作为我的决策证明（但是，这个签名并不意味着我放弃任何法律权利）。</p> <div style="border-top: 1px solid black; margin-top: 20px; width: 80%; margin-left: 0;"></div> <p style="margin-left: 0;">研究参与者的名字</p> <div style="border-top: 1px solid black; margin-top: 20px; width: 80%; margin-left: 0;"></div> <p style="margin-left: 0;">研究参与者的签名</p> <div style="border-top: 1px solid black; margin-top: 20px; width: 80%; margin-left: 0;"></div> <p style="margin-left: 0; text-align: center;">日/月/年</p> <div style="border-top: 1px solid black; margin-top: 20px; width: 80%; margin-left: 0;"></div> <p style="margin-left: 0;">法定代表人的签名</p> <div style="border-top: 1px solid black; margin-top: 20px; width: 80%; margin-left: 0;"></div> <p style="margin-left: 0; text-align: center;">日/月/年</p>	<p>我保证研究参与者有机会质疑并且已经得到了清晰地回答。研究参与者自愿同意参与这项研究。</p> <div style="border-top: 1px solid black; margin-top: 20px; width: 80%; margin-left: 0;"></div> <p style="margin-left: 0;">研究参与者请求同意人的名字(或研究者)</p> <div style="border-top: 1px solid black; margin-top: 20px; width: 80%; margin-left: 0;"></div> <p style="margin-left: 0;">研究参与者请求同意人的签名(或研究者)</p> <div style="border-top: 1px solid black; margin-top: 20px; width: 80%; margin-left: 0;"></div> <p style="margin-left: 0; text-align: center;">日/月/年</p>

APPENDIX J

Certificate of Ethical Clearance



Research Ethics Office
Faculty of Nursing, Chiang Mai University

AF 04-021



Certificate of Approval

No. 014/2017

Name of Committee : Research Ethics Committee, Faculty of Nursing, Chiang Mai University	
Address of Committee : 110 Intavaroros Rd., Amphoe Muang, Chiang Mai, Thailand 50200	
Principal Investigator : Ms. Yang Xiang Yun Master of Nursing Science Program (International Program) Faculty of Nursing Chiang Mai University	
Protocol title : Work Motivation and Organizational Commitment of Nurses in Affiliated Hospitals of Dali University, the People's Republic of China	
Study Code : EXP-008-2017; Research ID: 009-2017	
Sponsor : -	
Documents filed	Document reference
Research protocol	Version 1 Date January 25, 2017
Informed consent documents	Version 2 Date January 25, 2017
Patient information sheet	Version 1 Date January 9, 2017
Instrument	Version 2 Date January 25, 2017
Principal Investigator Curriculum vitae	Version 1 Date January 9, 2017
Advertisements : (if any)	-

Opinion of the Ethics Committee/Institutional Review Board: Expedited Review on January 2017

The Ethics Committee has reviewed the protocol and documents above and give the favorable opinion


Date of Approval : January 27, 2017 **Expiration Date :** January 26, 2018




Progress report is required to be submitted to the Ethics Committee for continuing review

- ☐ at 3 month interval
☐ at 6 month interval
☒ annually (in this case please submit at least 60 days prior to expiration date)

This Ethics Committee is organized and operates according to GCPs and relevant international ethical guidelines, the applicable laws and regulations.

Signed : 
(Professor Emerita Dr. Wichit Srisuphan)
Chairperson, Faculty of Nursing, Chiang Mai University

Signed : 
(Professor Dr. Wipada Kunaviktikul)
Dean, Faculty of Nursing, Chiang Mai University

GENERAL CONDITION OF APPROVAL:

1. Research Ethics Committee approval is required before implementing any changes in the consent documents or protocol unless those changes are required urgently for the safety of subjects.
2. Any event or new information that may affect the benefit/risk ratio of the study must be reported to the REC promptly.
3. Any protocol deviation/violation must be reported to the REC.
4. Review of close study report is required to be submitted to the REC.
5. Review of progress report to the REC before expiration date at 2 months.

APPENDIX K

Permission for Use Work Preference Inventory

From: Amabile, Teresa <tamabile@hbs.edu>

Sent: Friday, November 04, 2016 2:35 AM

To: Xiangyun Yang <<mailto:yxy594582521@gmail.com>>

Subject: Re: WPI Request

Hi Xiangyun,

I am responding on behalf of Professor Amabile, as her assistant. Thank you for your interest in Professor Amabile's research. I have attached the Work Preference Inventory and its Scoring Guide, along with a corrected copy of the original JPSP article that reported the psychometrics of the WPI.

Professor Amabile grants her permission for you to use the Scale.

Best,

Amelia T. Barros

Harvard Business School

Faculty Support Specialist , Entrepreneurial Management Unit

Rock Center 120C | abarros@hbs.edu | 617.384.7807

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Permission for Use TCM Employee Commitment Survey

From: John Meyer <meyer@uwo.ca>

Sent: August-10-16 11:08 AM

To: Xiangyun Yang [mailto:yxy594582521@gmail.com]

Subject: Request for Questionnaire and Permission for use

Hello,

You can get a copy of the commitment measures and permission to use them for academic research purposes from <http://employeecommitment.com>. I hope all goes well with your research.

Best regards,

John Meyer



Dr. John Meyer

Department of Psychology

Rm 8411, Social Science Centre

Western University

London, Ontario, Canada

N6A 5C2

Phone: (519) 661-3679

Fax: (519) 661-3961

Email: meyer@uwo.ca

Permission for Use Chinese Version of TCM Employee

From: num <1040702311@qq.com>

Sent: Friday, Oct 21, 2016 at 10:33 AM

To: Xiangyun Yang [mailto:xy594582521@gmail.com]

Subject: 回复：请求使用您翻译的组织承诺量表

您好，

附件中是所有的量表以及相关内容，请查收。

祝您一切顺利！



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APPENDIX L

Permission of Data Collection Letters from Two Hospitals

Permission of Data Collection form the Affiliated Hospital of Dali University (English)

Faculty of Nursing
Chiang Mai University



คณะพยาบาลศาสตร์
มหาวิทยาลัยเชียงใหม่

Ref.No. ๖๙๖(๗)/๑๕๘

Dear Mrs. Chen Qixian
Director of Nursing Department, Affiliated Hospital of Dali University, China
February ๘, 2017

Dear Mrs. Chen Qixian

Regarding Miss Yang Xiang yun, Code 581235809, a student in the Master program at the Faculty of Nursing, Chiang Mai University, her thesis on "Work Motivation and Organizational Commitment of Nurses in Affiliated Hospitals of Dali University, the People's Republic of China" has been approved. Professor Dr. Wipada Kunaviktikul and Assistant Professor Dr. Bunpitcha Chitpakdee are her thesis advisors. She would like to collect data from nurses in the Affiliated Hospital of Dali University for 20 cases in February 2017 by using Demographic Data Form, Work Preference Inventory, and Three-Component Model Employee Commitment Survey. The result from this process will be used to test the quality of the instruments.

The Faculty of Nursing, Chiang Mai University would like to request the permission for student to collect data for testing quality of the instruments in order to be beneficial for the student's research. All data will be collected by student.

Please be so kind as to consider this request.

Yours sincerely,

Assistant Professor Dr. Achara Sukonthasarn, Ph.D., R.N.
Associate Dean for Academic Affairs
Deputy Dean,
Faculty of Nursing, Chiang Mai University.



Address

110 Inthavaroros Road, Sriphum, Muang, Chiang Mai, 50200, Thailand
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www.nurse.cmu.ac.th

Permission of Data Collection from the Affiliated Hospital of Dali University (English)

Faculty of Nursing
Chiang Mai University



คณะพยาบาลศาสตร์
มหาวิทยาลัยเชียงใหม่

Ref.No. 6593(7)/961

Mrs. Chen Qixian

Director of Nursing Department, Affiliated Hospital of Dali University, China
February 4, 2017

Dear Mrs. Chen Qixian

Regarding Miss Yang Xiang yun, Code 581235809, a student in the Master program in Nursing Administration at the Faculty of Nursing, Chiang Mai University, her thesis on "Work Motivation and Organizational Commitment of Nurses in Affiliated Hospitals of Dali University, the People's Republic of China" has been approved. Professor Dr. Wipada Kunaviktikul and Assistant Professor Dr. Bunpitcha Chitpakdee are her thesis advisors. She would like to collect data from nurses in the Affiliated Hospital of Dali University for 181 cases during February to March, 2017 by using Demographic Data Form, Work Preference Inventory, and Three-Component Model Employee Commitment Survey as her structural questionnaires. The data will be used for the thesis as aforementioned.

The Faculty of Nursing, Chiang Mai University would like to request the permission for student to inform you regarding the data collection from this place for this thesis and it will be beneficial for the student's research. All data will be collected by student.

Please be so kind as to consider this request.

Yours sincerely,

Assistant Professor Dr. Achara Sukonthasam, Ph.D., R.N.
Associate Dean for Academic Affairs
Deputy Dean,
Faculty of Nursing, Chiang Mai University.



Address

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Permission Letter of Data Collection from the Third People's Hospital of Yunnan Province (English)

Faculty of Nursing
Chiang Mai University



คณะพยาบาลศาสตร์
มหาวิทยาลัยเชียงใหม่

Ref.No. 6593(7)/959

Mrs. Ling Huixian
Director of Nursing Department
The Third People's Hospital of Yunnan Province, China
February 8, 2017

Dear Mrs. Ling Huixian

Regarding Miss Yang Xiang yun, Code 581235809, a student in the Master program in Nursing Administration at the Faculty of Nursing, Chiang Mai University, her thesis on "Work Motivation and Organizational Commitment of Nurses in Affiliated Hospitals of Dali University, the People's Republic of China" has been approved. Professor Dr. Wipada Kunaviktikul and Assistant Professor Dr. Bunpitcha Chitpakdee are her thesis advisors. She would like to collect data from nurses in the Third People's Hospital of Yunnan Province for 171 cases during February to March, 2017 by using Demographic Data Form, Work Preference Inventory, and Three-Component Model Employee Commitment Survey as her structural questionnaires. The data will be used for the thesis as aforementioned.

The Faculty of Nursing, Chiang Mai University would like to request the permission for student to inform you regarding the data collection from this place for this thesis and it will be beneficial for the student's research. All data will be collected by student.

Please be so kind as to consider this request.

Yours sincerely,

Assistant Professor Dr. Achara Sukonthasarn, Ph.D., R.N.
Associate Dean for Academic Affairs
Deputy Dean,
Faculty of Nursing, Chiang Mai University.



Address
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**Permission of Data Collection form the Affiliated Hospital
of Dali University (Chinese)**

**Permission of Data Collection Letter
The Affiliated Hospital of Dali University**

科研资料收集同意书

尊敬的陈其仙主任:

您好!

我叫杨香芸,是工作于云南省大理大学附属医院的一名护士,目前就读于泰国清迈大学护理管理专业(硕士)。我正在进行关于“中国大理大学附属医院护士的工作动机和组织承诺”的课题研究。该研究项目需要从云南省大理大学附属医院护士群体中随机抽样 20 名护士,以发放问卷的形式,由护士自行填写后回收。该研究课题包括三部分问卷表:人口学特征问卷,工作偏好量表和员工承诺的三成份模型的测量。该研究结果将被用于测试问卷表的信度。填写问卷占用护士大概 30 分钟的时间。该项研究课题不会对护士有任何危害。本研究遵循科学研究的伦理原则,以匿名的方式收集资料,研究结果将以整体的形式报告在论文中,并且研究结果仅用于本次研究,绝不作为其他任何用途,不会损害医院及护士的任何利益,也不会侵犯任何人的隐私权。

特此提出申请,恳请得到贵院护理部的许可和协助,如贵院同意,请您签字盖章:

非常感谢您的许可和支持!

同意。

陈其仙

2017年2月16日



研究者: 杨香芸

大理大学附属医院

泰国清迈大学护理学院

2017 年 月 日

**Permission of Data Collection form the Affiliated Hospital
of Dali University (Chinese)**

**Permission of Data Collection Letter
The Affiliated Hospital of Dali University**

科研资料收集同意书

尊敬的陈其仙主任：

您好！

我叫杨香芸，是工作于云南省大理大学附属医院的一名护士，目前就读于泰国清迈大学护理管理专业（硕士）。我正在进行关于“中国大理大学附属医院护士的工作动机和组织承诺”的课题研究。该研究项目需要在两所云南省大理大学附属医院护士群体中抽样，以发放问卷的形式，由护士自行填写后回收。该研究课题包括三部分问卷表：人口学特征问卷，工作偏好量表和员工承诺的三成份模型的测量。需要护士利用其业余时间，在她（他）们自己觉得私人，舒适的环境中完成问卷填写。该问卷占用护士大概 30 分钟的时间。该项研究课题不会对护士有任何危害。本研究遵循科学研究的伦理原则，以匿名的方式收集资料，研究结果将以整体的形式报告在论文中，并且研究结果仅用于本次研究，绝不作为其他任何用途，不会损害医院和护士的任何利益，也不会侵犯任何人的隐私权。通过该研究，期望能够提供护士的工作动机和组织承诺的现状信息给医院及护理管理者，从而促进大理大学附属医院护理事业的发展。

该课题拟在贵院护士中收集资料，按照大理大学附属医院在职护士数在总人群中的比例，本研究需要从大理大学附属医院中随机抽取样本 181 人。特此提出申请，恳请得到贵院护理部的许可和协助。如贵院同意，请您签字盖章：

非常感谢您的许可和支持！

同意。

陈其仙

2017年2月15日



研究者：杨香芸

大理大学附属医院

泰国清迈大学护理学院

2017 年 月 日

**Permission Letter of Data Collection from the Third People's
Hospital of Yunnan Province (Chinese)**

**Permission of Data Collection Letter
The Third People's Hospital of Yunnan Province**

科研资料收集同意书

尊敬的林慧仙主任：

您好！

我叫杨香芸，是工作于云南省大理大学附属医院的一名护士，目前就读于泰国清迈大学护理管理专业（硕士）。我正在进行关于“中国大理大学附属医院护士的工作动机和组织承诺”的课题研究。该研究项目需要在两所云南省大理大学附属医院护士群体中抽样，以发放问卷的形式，由护士自行填写后回收。该研究课题包括三部分问卷表：人口学特征问卷，工作偏好量表和员工承诺的三成份模型的测量。需要护士利用其业余时间，在她（他）们自己觉得私人，舒适的环境中完成问卷填写。该问卷占用护士大概 30 分钟的时间。该项研究课题不会对护士有任何危害。本研究遵循科学研究的伦理原则，以匿名的方式收集资料，研究结果将以整体的形式报告在论文中，并且研究结果仅用于本次研究，绝不作为其他任何用途，不会损害医院和护士的任何利益，也不会侵犯任何人的隐私权。通过该研究，期望能够提供护士的工作动机和组织承诺的现状信息给医院及护理管理者，从而促进大理大学附属医院护理事业的发展。

该课题拟在贵院护士中收集资料，按照云南省第三人民医院在职护士数在总人群中的比例，本研究需要从云南省第三人民医院中随机抽取样本 171 人。特此提出申请，恳请得到贵院护理部的许可和协助。如贵院同意，请您签字盖章：

非常感谢您的许可和支持！



研究者：杨香芸

大理大学附属医院

泰国清迈大学护理学院

2017 年 2 月 27 日

APPENDIX M

List of experts for Back-translation of WPI and Invitation Letters for Back-translation

List of experts for Back-translation of WPI

1. Faculty Member:

Ms. Yuling Cao in school of nursing,
Fudan University,
the People's Republic of China

2. Deputy Director of Nursing Department:

Ms. Yi Dai in the First People's Hospital of Yunnan Province,
the People's Republic of China

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Invitation Letters for Back-translation

Faculty of Nursing
Chiang Mai University



คณะพยาบาลศาสตร์
มหาวิทยาลัยเชียงใหม่

Ref.No. 6593(7)/957

Ms. Dai Yi
Deputy Director of Nursing Department
The First People's Hospital of Yunnan Province, China
February 6, 2017

Dear Ms. Dai Yi

Regarding Miss Yang Xiang yun, Code 581235809, a student in the Master program in Nursing Administration at the Faculty of Nursing, Chiang Mai University, her thesis on "Work Motivation and Organizational Commitment of Nurses in Affiliated Hospitals of Dali University, the People's Republic of China" has been approved. Professor Dr.Wipada Kunaviktikul and Assistant Professor Dr. Bunpitcha Chitpakdee are her thesis advisors. She would like to invite you to be the expert to translate the translated Information Sheet for Study Participants and Volunteer Research Agreement Form (Chinese version) back into English version.

The Faculty of Nursing, Chiang Mai University would like to invite you as translator to translate the translated Information Sheet for Study Participants and Volunteer Research Agreement Form (Chinese version) back into English version in order to be beneficial for the student's research.

Please be so kind as to consider this request.

Yours sincerely,

Dai Yi

Achara Sukonthasarn

Assistant Professor Dr. Achara Sukonthasarn, Ph.D., R.N.
Associate Dean for Academic Affairs
Deputy Dean,
Faculty of Nursing, Chiang Mai University.

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Faculty of Nursing
Chung Hsiang University



คณะพยาบาลศาสตร์
มหาวิทยาลัยเชียงใหม่

Ms. Cao Yuling
Faculty of Nursing, Fudan University, China
February 9, 2017

Dear Ms. Cao Yuling

Regarding Miss Yang Xiang yun, Code 581235809, a student in the Master program in Nursing Administration at the Faculty of Nursing, Chiang Mai University, her thesis on "Work Motivation and Organizational Commitment of Nurses in Affiliated Hospitals of Dali University, the People's Republic of China" has been approved. Professor Dr. Wipada Kunaviktikul and Assistant Professor Dr. Bunpitcha Chitpakdee are her thesis advisors. She would like to invite you to be the expert to translate the translated instrument (Chinese version) back into English version.

The Faculty of Nursing, Chiang Mai University would like to invite you as translator to translate the translated instrument (Chinese version) back into English version in order to be beneficial for the student's research.

Please be so kind as to consider this request.

Yours sincerely,

John Zachary

Assistant Professor Dr. Achira Sukonthasarn, Ph.D., R.N.
Associate Dean for Academic Affairs
Deputy Dean,
Faculty of Nursing, Chiang Mai University.

Address

110 Inthayavorn Road, Sripahm, Muang, Chiang Mai, 50200, Thailand
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APPENDIX N

Mean and Standard Deviation of Each Item of Work Motivation

Table N1

Mean and Standard Deviation of Each Item of Work Motivation (n = 305)

Items	Mean	SD
Intrinsic motivation		
Challenge		
3. The more difficult the more problem, the more I enjoy trying to solve it.	2.47	0.71
9. I enjoy relatively simple, straightforward tasks.	2.15	0.79
13. I enjoy tracking problems that are completely new to me.	2.73	0.67
14. I prefer work I know I can do well over work that stretches my abilities.	2.12	0.72
26. I enjoy try to solve complex problems.	2.60	0.68
Enjoyment		
5. I want my work to provide me with opportunities for increasing my knowledge and skills.	3.06	0.65
7. I prefer to figure out for myself.	2.98	0.75
8. No matter what the outcome of a project, I am satisfied if I feel I gained a new experience.	3.00	0.75
11. Curiosity is the driving force behind much of what I do.	2.57	0.77
17. I'm more comfortable when I can set my own goals.	2.96	0.67
20. It is important for me to be able to do what I most enjoy.	3.02	0.81
23. I enjoy doing work that is so absorbing that I forget about everything else.	2.70	0.87
27. It is important for me to have an outlet for self-expression.	2.77	0.69

Table N1 (continued)

Item	Mean	SD
Intrinsic motivation		
Enjoyment		
28. I want to find out how good I really can be at my work.	2.80	0.67
30. What matters most to me is enjoying what I do.	2.95	0.71
Extrinsic motivation		
Compensation		
4. I am keenly aware of the income goals I have for myself.	2.78	0.72
10. I am keenly aware of the promotion goals I have for myself.	2.71	0.70
16. I seldom think about salary and promotions.	2.90	0.76
19. I am strongly motivated by the money I can earn.	3.13	0.80
22. As long as I can do what I enjoy, I'm not that concerned about exactly what I'm paid.	2.87	0.85
Outward		
1. I am not that concerned about what other people think of my work.	2.70	0.81
2. I prefer having someone set clear goals for me in my work.	2.53	0.79
6. To me, success means doing better than other people.	2.61	0.82
12. I'm less concerned with what work I do than what I get for it.	2.15	0.76
15. I'm concerned about how other people are going to react to my ideas.	2.43	0.72
18. I believe that there is no point in doing a good job if nobody else knows about it.	2.02	0.80
21. I prefer working on projects with clearly specified procedures.	2.90	0.62
24. I am strongly motivated by the recognition I can earn from other people.	3.08	0.70
25. I have to feel that I'm earning something for what I do.	2.66	0.80
29. I want other people to find out how good I really can be at my work.	2.68	0.79

Table N2

Mean and Standard Deviation of Each Item of Organizational Commitment (n = 305)

Items	Mean	SD
Affective commitment		
1. I would be very happy to spend the rest of my career with this organization.	4.90	1.30
2. I really feel as if this organization's problems are my own .	4.40	1.45
3. I do not feel a strong sense of "belonging "to my organization .	4.49	1.53
4. I do not feel "emotionally attached "to this organization .	4.83	1.52
5. I do not feel like "part of the family "at my organization .	4.97	1.60
6. This organization has a great deal of personal meaning for me.	5.27	1.21
Continuance commitment		
1. Right now, staying with my organization is a matter of necessity as much as desire.	5.30	1.26
2. It would be very hard for me to leave my organization right now, even if I wanted to.	4.79	1.51
3. Too much of my life would be disrupted if I decided I wanted to leave my organization now.	4.72	1.39
4. I feel that I have too few options to consider leaving this organization.	4.54	1.43
5. If I had not already put so much of myself into this organization, I might consider working elsewhere.	4.16	1.45
6. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives .	4.24	1.26

Table N2 (continued)

Items	Mean	SD
Normative commitment		
1. I do not feel any obligation to remain with my current employer .	5.50	1.39
2. Even if it were to my advantage, I do not feel it would be right to leave my organization now .	4.55	1.44
3. I would feel guilty if I left my organization now.	4.27	1.63
4. This organization deserves my loyalty.	5.02	1.33
5. I would not leave my organization right now because I have a sense of obligation to the people in it.	5.00	1.42
6. I own a great deal to my organization.	2.63	1.59

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APPENDIX O

Frequency and Percentage of Each Item

Table O1

Frequency and Percentage of Each Item of Work Motivation (n = 305)

Work motivation	1 n(%)	2 n(%)	3 n(%)	4 n(%)
Intrinsic motivation				
Challenge				
3. The more difficult the more problem, the more I enjoy trying to solve it.	13(4.3)	162(53.1)	105(34.4)	25(8.2)
9. I enjoy relatively simple, straightforward tasks.	67(22.0)	134(43.9)	96(31.5)	8(2.6)
13. I enjoy tracking problems that are completely new to me.	4(1.3)	108(35.4)	158(51.8)	35(11.5)
14. I prefer work I know I can do well over work that stretches my abilities.	60(19.7)	153(50.2)	88(28.9)	4(1.3)
26. I enjoy try to solve complex problems.	4(1.3)	144(47.2)	127(41.6)	30(9.8)
Enjoyment				
5. I want my work to provide me with opportunities for increasing my knowledge and skills.	2(0.7)	50(16.4)	180(59.0)	73(23.9)
7. I prefer to figure out for myself.	5(1.6)	72(23.6)	151(49.5)	77(25.2)
8. No matter what the outcome of a project, I am satisfied if I feel I gained a new experience.	3(1.0)	76(24.9)	160(52.5)	66(21.6)
11. Curiosity is the driving force behind much of what I do.	17(5.6)	132(43.3)	121(39.7)	35(11.5)
17. I'm more comfortable when I can set my own goals.	3(1.0)	65(21.3)	178(58.4)	59(19.3)

Table O1 (continued)

Work motivation	1 n(%)	2 n(%)	3 n(%)	4 n(%)
Intrinsic motivation				
Enjoyment				
20. It is important for me to be able to do what I most enjoy.	7(2.3)	76(24.9)	127(41.6)	95(31.1)
23. I enjoy doing work that is so absorbing that I forget about everything else.	23(7.5)	108(35.4)	114(37.4)	60(19.7)
27. It is important for me to have an outlet for self-expression.	2(0.7)	110(36.1)	150(49.2)	43(14.1)
28. I want to find out how good I really can be at my work.	1(0.3)	102(33.4)	158(51.8)	44(14.4)
30. What matters most to me is enjoying what I do.	3(1.0)	76(24.9)	160(52.5)	66(21.6)
Extrinsic motivation				
Compensation				
4. I am keenly aware of the income goals I have for myself.	8(2.6)	97(31.8)	155(50.8)	45(14.8)
10. I am keenly aware of the promotion goals I have for myself.	7(2.3)	111(36.4)	150(49.2)	37(12.1)
16. I seldom think about salary and promotions .	11(3.6)	72(23.6)	159(52.1)	63(20.7)
19. I am strongly motivated by the money I can earn.	8(2.6)	57(18.7)	128(42.0)	112(36.7)
22. As long as I can do what I enjoy, I'm not that concerned about exactly what I'm paid .	21(6.9)	68(22.3)	145(47.5)	71(23.3)

Table O1 (continued)

Work motivation	1 n(%)	2 n(%)	3 n(%)	4 n(%)
Extrinsic motivation				
Outward				
1. I am not that concerned about what other people think of my work .	21(6.9)	96(31.5)	140(45.9)	48(15.7)
2. I prefer having someone set clear goals for me in my work.	25(8.2)	123(40.3)	125(41.0)	32(10.5)
6. To me, success means doing better than other people.	25(8.2)	110(36.1)	128(42.0)	42(13.8)
12. I'm less concerned with what work I do than what I get for it.	59(19.3)	151(49.5)	85(27.9)	10(3.3)
15. I'm concerned about how other people are going to react to my ideas.	21(6.9)	151(49.5)	113(37.0)	20(6.6)
18. I believe that there is no point in doing a good job if nobody else knows about it.	84(27.5)	142(46.6)	68(22.3)	11(3.6)
21. I prefer working on projects with clearly specified procedures.	3(1.0)	67(22.0)	192(63.0)	43(14.1)
24. I am strongly motivated by the recognition I can earn from other people.	1(0.3)	61(20.0)	156(51.1)	87(28.5)
25. I have to feel that I'm earning something for what I do.	21(6.9)	106(34.8)	135(44.3)	43(14.1)
29. I want other people to find out how good I really can be at my work.	21(6.9)	97(31.8)	147(48.2)	40(13.1)

Frequency and Percentage of Each Item of Organizational commitment

Table O2

Frequency and Percentage of Each Item of Organizational commitment (n = 305)

Organizational commitment	1 n(%)	2 n(%)	3 n(%)	4 n(%)	5 n(%)	6 n(%)	7 n(%)
Affective commitment							
1. I would be very happy to spend the rest of my career with this organization.	4(1.3)	14(4.6)	14(4.6)	75(24.6)	102(33.4)	63(20.7)	33(10.8)
2. I really feel as if this organization's problems are my own .	13(4.3)	19(6.2)	44(14.4)	68(22.3)	93(30.5)	50(16.4)	18(5.9)
3. I do not feel a strong sense of “belonging ”to my organization .	6(2.0)	17(5.6)	77(25.2)	50(16.4)	64(21.0)	59(19.3)	32(10.5)
4. I do not feel “emotionally attached ”to this organization .	4(1.3)	18(5.9)	50(16.4)	43(14.1)	71(23.3)	78(25.6)	41(13.4)
5. I do not feel like “part of the family ”at my organization .	7(2.3)	12(3.9)	47(15.4)	49(16.1)	51(16.7)	79(25.9)	60(19.7)
6. This organization has a great deal of personal meaning for me.	1(0.3)	6(2.0)	17(5.6)	47(15.4)	98(32.1)	86(28.2)	50(16.4)

Table O2 (continued)

Organizational commitment	1 n(%)	2 n(%)	3 n(%)	4 n(%)	5 n(%)	6 n(%)	7 n(%)
Continuance commitment							
1. Right now, staying with my organization is a matter of necessity as much as desire.	0(0)	10(3.3)	16(5.2)	44(14.4)	92(30.2)	87(28.5)	56(18.4)
2. It would be very hard for me to leave my organization right now, even if I wanted to.	11(3.6)	14(4.6)	26(8.5)	71(23.3)	79(25.9)	63(20.7)	41(13.4)
3. Too much of my life would be disrupted if I decided I wanted to leave my organization now.	7(2.3)	10(3.3)	40(13.1)	71(23.3)	82(26.9)	67(22.0)	28(9.2)
4. I feel that I have too few options to consider leaving this organization.	10(3.3)	23(7.5)	27(8.9)	74(24.3)	97(31.8)	52(17.0)	22(7.2)
5. If I had not already put so much of myself into this organization, I might consider working elsewhere.	10(3.3)	33(10.8)	46(15.1)	98(32.1)	63(20.7)	36(11.8)	19(6.2)
6. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	10(3.3)	19(6.2)	39(12.8)	106(34.8)	94(30.8)	26(8.5)	11(3.6)

Table O2 (continued)

Organizational commitment	1 n(%)	2 n(%)	3 n(%)	4 n(%)	5 n(%)	6 n(%)	7 n(%)
Normative commitment							
1. I do not feel any obligation to remain with my current employer .	1(0.3)	7(2.3)	26(8.5)	36(11.8)	62(20.3)	82(26.9)	91(29.8)
2. Even if it were to my advantage, I do not feel it would be right to leave my organization now.	8(2.6)	21(6.9)	40(13.1)	69(22.6)	81(26.6)	66(21.6)	20(6.6)
3. I would feel guilty if I left my organization now.	20(6.6)	31(10.2)	42(13.8)	66(21.6)	69(22.6)	55(18.0)	22(7.2)
4. This organization deserves my loyalty.	4(1.3)	7(2.3)	22(7.2)	68(22.3)	99(32.5)	56(18.4)	49(16.1)
5. I would not leave my organization right now because I have a sense of obligation to the people in it.	5(1.6)	16(5.2)	22(7.2)	50(16.4)	97(31.8)	70(23.0)	45(14.8)
6. I own a great deal to my organization.	111(36.4)	44(14.4)	57(18.7)	50(16.4)	29(9.5)	10(3.3)	4(1.3)

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