

RELATIONSHIP BETWEEN JOB SATISFACTION AND CO-WORKER
SUPPORT OF KOREAN EMPLOYEES IN THAILAND

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ของคนเกาหลีที่ทำงานในประเทศไทย

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การศึกษานี้มีวัตถุประสงค์เพื่อ ศึกษาความสัมพันธ์ระหว่างแรงสนับสนุนกับเพื่อน
 ร่วมงานและความพึงพอใจในงานในพนักงานบริษัทชาวเกาหลีที่ทำงานในประเทศไทย การศึกษานี้ได้
 รวบรวมข้อมูลโดยใช้แบบสอบถาม โดยกลุ่มตัวอย่างเป็นพนักงานบริษัทชาวเกาหลีที่ทำงานอยู่ใน
 ประเทศไทยและมีเพื่อนร่วมงานหรือต้องติดต่อทำงานร่วมกับคนไทยจำนวน 100 คน เครื่องมือที่ใช้
 ในการวิจัยได้แก่ 1) มาตรวัดความพึงพอใจในงาน 2) มาตรวัดแรงสนับสนุนจากเพื่อนร่วมงานโดยใช้
 การวิเคราะห์ค่าสถิติเชิงพรรณนาของตัวแปรและการวิเคราะห์ค่าสัมประสิทธิ์สหสัมพันธ์ของตัวแปร

ผลลัพธ์จากการวิจัยพบว่าแรงสนับสนุนจากเพื่อนร่วมงานชาวไทยมีสหสัมพันธ์ทางบวก
 กับความพึงพอใจในงานของพนักงานบริษัทชาวเกาหลีอย่างมีนัยสำคัญที่ระดับ $r = .59, p < .05$, หนึ่งทาง
 ซึ่งหมายความว่าพนักงานบริษัทชาวเกาหลีที่รับรู้การสนับสนุนจากเพื่อนร่วมงานสูงมีแนวโน้มที่ความ
 พึงพอใจในงานสูงและในขณะเดียวกันพนักงานชาวเกาหลีที่มีความพึงพอใจในงานก็จะมีแนวโน้มที่
 รับรู้ถึงการสนับสนุนจากเพื่อนร่วมงานเช่นกัน

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The purpose of this research was to study the relationship between co-worker support and job satisfaction and job satisfaction of Korean employees who work in Thailand with Thai colleagues. Participants were 100 Korean employees who work in Thailand and lived in Thailand more than 3 months. The instruments were 1) Job Satisfaction Scale 2) Co-worker support Scale. Data were analyzed by descriptive statistics and Pearson product moment correlation coefficient

The results indicated that co-worker support is significantly positively correlated with job satisfaction $r=.59$, $p<.05$, 1-tailed. This means that Korean employees who perceived co-worker support tends to have more satisfaction in their job.

Field of Study: Korean Studies..... Student's Signature.....

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CHAPTER I

RESEARCH BACKGROUND

The rapid increase of global activity leads firms around the world to start seeking new market for their products, new sources of raw material, spare parts and the components and new more cost-effective locations for manufacturing and assembly operations (Johnson, Lenartowicz and Apud, 2006). Internationally, it is an interesting challenge for multinational corporation (MNC), a firm having operations in more than one country, international sales, and a nationality mix of managers and owners (Hodgetts and Luthans, 2000) to adjust its international business management effectively to different cultures. The adjustment of business is required to understand cultural diversity, perception, stereotypes, and values in each country. The company or organization should then emphasize the cross-culture management in order to understand and improve the interactions of people in multinational organization. They should focus on anticipation and overcome the differences between expatriate and local staff or multicultural team project (Barnes, 2007). As a result of high number of large, medium, and small firms being international and the international management, the process of applying management concepts and techniques in a multinational environment, appears seemingly important (Hodgetts and Luthans, 2000).

The job satisfaction issue has been studied by many researchers for a long time. This is due to the fact that job satisfaction affects so much in work environment and employees' capacity that the issue has often been brought up to be discussed. Therefore, the researcher considered the importance of Korean employees' job satisfaction in Thailand because it is the collaboration of employees who have different cultures, thoughts and values. Moreover, these employees have to communicate and work together, so the co-worker may have an influence on each employee's job satisfaction. Obviously, job satisfaction reflects several facets of many scales, for example, Job Descriptive Index (JDI), Job Satisfaction Survey (JSS) and Minnesota Satisfaction Questionnaire (MSQ), etc. These have co-worker facet as one

of measurement which can evaluate the job satisfaction level. Thus the researcher will find out how the differences of co-worker's culture can affect the job satisfaction in the multicultural company.

Particularly in Thailand, there are many firms from different nations that come to invest. One reason of an increase of Korean companies is the development of economic relationship between Thai and Korea. After the establishment of a diplomatic relationship between these two countries in 1958, they began to promote their economic relationship by signing a bilateral trade agreement in 1961, which supports the expanding trade for two countries (Surangsri Tonseingsom, 2007). Since 2006 Korea investment in Thailand has been continuing increasingly. In 2008 total of investment value of Korea is 4,307.6 million bahts (The Board of Investment of Thailand [BOI], 2008). In late 2010 the total of investment value of Korea is 5,107.8 million bahts (BOI, 2010) which is 10% increase from 2008 of Korean companies in Thailand. Another reason supporting the investment of Korea in Thailand is committees and institutions facilitating trade between Thailand and Korea such as the Thai-Korea Economic Co-operation Committee (Thai-Korean Chamber of Commerce [KTCC], 2010) Korean Thai Chamber of Commerce (KTCC, 2010). The support has attracted many Korean companies to come to invest in Thailand.

According to KTCC (2010), most employees of Korean companies in Thailand are Thais and about 2.7% are Koreans. Though the number of Koreans in Thai companies is not high, it is important to understand and give them importance. In order to help Koreans to prepare themselves properly and Thai employees can help Korean employee appropriately, it is necessary to know Korean culture and ethics.

It is important to develop and understand towards Koreans who working in Thailand. Nowadays, there are a limited number of researches that can help further the understanding towards Korean employees in Thailand.

Confucianism culture, originally from China, has an influence over Korea for many centuries. Confucianism has the five moral imperatives or the five basic relationships, loyalty and filial piety which are important principles for Korean culture and society (Kim, Kyong Dong and The Korea Herald, 2008). The five moral imperatives consist of the relationship between ruler-subject, father-son, husband-wife, brothers, and friends. These relationships have been together with loyalty and filial

piety as the basic principles for Korean society and human relationships. The moral principles work as the rules of Korean politics, society, and family relationship. These have been rooted deeply in Korean society. It brought Korean culture to be strict hierarchical order of human relationships, based on age and gender (Park, Rehg and Lee, 2005).

Korea is also known as a collectivistic society (Kim and The Korea Herald, 2008). They believe in collective responsibility for decisions and results. They emphasize more in group than in individuals, and open to their group while reluctant to opening up to outsiders. Koreans prefer working with people who belong to their group via kinship, regional or educational background to doing with people from the outsiders. They trust people ingroup and have low trust for people from another group, so they choose to close their communication up within the group. This behavior leads in-group favoritism predominating in Korea.

Pinwadee Niyomwan (2005) reported that Korean managers, for strong points, have high patience, high concentration to work, pay respect to elders, be punctual, and have high discipline to work. Weak points are having a high temper, strong self-confidence, not adapt to people and nationalism, and discrimination at work. While Thai employees believe in karma, kindness, respect to the elder, a good follower, paying attention to work, creative and weak points, lack of discipline in work, lack of efficiency for team working, lack of time management. They also prefer comfortable job, are not active and have no plan for work. The differences of characters and beliefs between Koreans and Thais require the understanding of each other's culture in order to work in harmony and achieve company's goal.

The differences can cause work problems. Moreover, Korean employees who work in Thailand increase every year. Therefore, the interaction and communication between them should continue. Co-workers who work together every day can influence on job satisfaction of each other. Job satisfaction can imply the ability of cross-cultural adjustment of expatriates and the development of relationship between host countries and expatriates (Froese and Peltokorpi, 2011).

It is significant to be concerned about the expatriate, for this research is about Koreans working in Thailand. In organizational research, job satisfaction is one

factor in which researchers are interested. However, in Thailand, not many researchers study about job satisfaction of expatriate, especially on Koreans.

There is a plenty of cross culture adjustment research being studied because when an expatriate has to work in a different country with a different culture, language and environment he or she have to adjust himself or herself to the new environment. If everything has gone well, it will show in the successfulness of the company. However if less successful or if the expatriates cannot adjust themselves, this can cause the company's failure (Harzing and Christensen, 2004). This may result in lower turnover and transfer, premature return or low performance. Moreover, it also affects on strain performance, productivity, and job satisfaction.

It is not only the culture adjustment of the employee but also the culture of the expatriates that can affect the level of job satisfaction. Hui, Yee and Easteman (2008) found that collectivism has more positive influence to job satisfaction, pay, promotion, supervision and co-worker than that of the individualist; as we seing before that Korea is a high collectivist society (Kim, Kyung Dong and The Korea herald, 2008). Consequently, the study of each culture can help us to better understand and be able to predict the trend of satisfaction of the expatriate employee.

According to the results of research by Froese and Peltokorpi (2010), it illustrated that the context of expatriate job satisfaction, national culture distance, together with the homogeneity in terms of supervisor nationality and expatriate types and behaviors, has a cultural distance and positively in work-related values reduced. These, therefore, are more likely to increase anxiety and stress among expatriates; while to decrease their job satisfaction.

Co-worker support is the support that an employee receives from another co-worker. Co-workers can support each other; for example, by supplying them with information about work, encouragement, and providing tangible aid or goods, trust, etc. Co-worker support can make a working environment a pleasant or an unpleasant place to spend working time (Bateman, 2009). In different cultures, employees may also expect to receive different supports from co-workers, as shown in research of Kim, Sherman and Taylor (2008), which dealt with studies on culture and social support.

They summarized the cultural differences in social support in regard to Asians, Asian Americans, and European Americans. They all differ in the way they seek social support in coping with their stressors, and they differ in the way they justify and evaluate the act of support seeking. Research of Bateman (2009) reported that co-worker support has significantly positive relationship with job satisfaction. It explains that the more an employee receives co-worker's support, the more he or she perceives higher job satisfaction. Ducharme and Martin (2000) found that social support from co-workers significantly contributes to the overall job satisfaction of co-workers (Bateman, 2009)

From these importance's, job satisfaction and co-worker support of Koreans who work in Thailand, may be useful for assisting Koreans to prepare themselves to work in Thailand, and Thai employees can equally support Korean employee properly. Although Koreans significant increasingly come to invest in Thailand, less that decide, but there is however a little of research about job satisfaction and co-worker support of Korean expatriates. Thus, this topic research would focus its points on in-depth knowledge involved in such concerned relationships. Additionally beneficial after completing the study, the Korean companies can apply this research information to develop harmonious relationship between Thai and Korean employees, in regards to reducing the feelings of Korean returning country early.

Definition and Theory

1. Job satisfaction

Employees spend most of their time in the workplace and working is one of most important activities of people's life. Satisfaction within the job has an influence on quality of life. Job satisfaction has a strong influence on work motivation, job performance, mental health, life satisfaction, organization commitment, organizational citizenship behavior, and include employees' stress, burnout, turn over and absence (Judge et al., 2001; Spector, 1997 cited in Kim, 2005)

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Job satisfaction can help the organization to understand the cause or reason of dissatisfaction of employees. So they can enhance and solve the problems that cause the dissatisfaction of employees. Job satisfaction can help predict the intention working in the company of employees.

1.1 Definition of Job Satisfaction

Researchers defined job satisfaction in many ways as followings:

Spector (1997) defined that “Job satisfaction is simply how people feel about their jobs and different aspects of their jobs”. While Locke, 1969 (cited in Connolly and Viswesvaran, 1999) indicated “Job satisfaction is defined as a pleasurable or positive emotional state resulting from an appraisal of one’s job”. Colquitt, Lepine, and Wesson (2009) suggested “Job satisfaction is defined as a pleasurable emotional state resulting from the appraisal of one’s job or job experiences. In the other words, it represents how you feel about your job and what do you think about your job” and Muchinsky (2006 cited in Bateman, 2009) indicated “Job satisfaction is the degree of pleasure employee derives from their job”. Kalleberg and Berg, 1987 (cited in Wharton, Rotolo, and Bird, 2000) stated that “Job satisfaction represents a person’s overall evaluation of his or her present work role”

In this research, job satisfaction means the feeling both positive and negative towards employee’s job which has an influence from various aspects such as environment, individual’s job experiences.

1.2 Theories related to Job Satisfaction

The Maslow’s hierarchy of needs theory supported by showing when people would be satisfied in order of need level. Begin from physical needs to self-actualization needs, when each level need was satisfied it would move to the

upper need level. Two-factor theory has two sets of factors influence on job satisfaction and closely linked to the need hierarchy. Interpersonal Comparison Processes and Equity Theory describe job satisfaction or dissatisfaction occurs after comparing with other.

1.2.1 The Maslow's hierarchy of needs theory

Maslow (1970) described that everyone has five basic needs, which constitute a need hierarchy. The order of the need began with physiological, safety, social, esteem, and self-actualization needs. The sources of motivation were from needs. According to Maslow, people behaved to satisfy their need. Once a need was satisfied, it would no longer motivate behavior, and another need rose to take its place. If the need is not satisfied, people would continue behave until the need is fulfilled. If the low level was satisfied, people would move to the higher need level in order.

The physiological needs: The physical need is the starting point for motivation theory which so-called physiological drives. It consists of food, clothing, shelter, and other basic physical needs. Maslow (1970) mentioned that "If all need are unsatisfied, and the organism is then dominated by the physiological needs, all other needs may be pushed into the background." For work motivation the physiological needs will be satisfied by the wages and salaries paid by the organization.

The safety needs: This need includes the desire for security, stability, and absence of pain. The sense of safety need is not active motivators. In organization the safety programs and equipment, and by providing security through medical insurance, unemployment, retirement plans, and other similar benefit can help to satisfy personnel need.

The belongingness and love needs or social needs: This need includes the need to socialize, associate, affiliate with others and the need to feel wanted by others. This need will be satisfied when people have social interaction within the work group and they give and receive friendship.

The esteem needs: The esteem need, the need for power and status, lead to feelings of self- confidence, worth, strength, capability, and adequacy,

of being useful and necessary in the world. They need to feel important and receive recognition from others. In work, promotions, awards, and feedback from boss lead the co-workers are satisfied.

The need for self-actualization :It is a desire to reach one's full potential by becoming everything that one is capable of becoming. It is the highest level need. In organization, this is not promotion but it may involve mastering one's environment as well as setting and achieving attainable goal.

1.2.2 Two factor theory

The two- factor theory is developed by Herzberg, Mausner and Snyderman, (1959) which states two causes of job satisfaction. One is Motivational Factors and another is Maintenance or Hygiene Factors.

Motivational Factors is the job content factors which include achievement, recognition, responsibility, advancement, and the work itself.

Recognition: The major criterion for this category was some act recognition to the person speaking to us. The source could be almost anyone. Some act of notice, praise, or blame was involved. In the subcategories it differentiated between situations in which rewards were given along with the acts of recognition and those in which there were no concrete rewards. Note that we had many sequences in which the central event was some act, such as a promotion or a wage increase, which was not itself accompanied by verbal recognition but which was perceived by the respondent as a source of feelings of recognition.

Achievement: The definition of achievement also included its opposite, failure, and the absence of achievement. Stories involving some specifically mentioned success were put into this category and these included the following: successful completion of a job, solutions to problems, vindication, and seeing the results of one's work.

Responsibility: When person speaking reported that he derived satisfaction from being given responsibility for his own work or for the work of others or being given new responsibility. It also includes stories in which there was a loss of

satisfaction or a negative attitude towards the job stemming from a lack of responsibility.

Advancement: This category was used only when there was an actual change in the status or position of person in the company. In situations in which an individual transferred from one part of the company to another without any change in status but with increased opportunities for responsible work, the change was considered an increased responsibility but not formally advancement.

Work itself: Work itself was used when the respondent mentioned the actual doing of the job or the tasks of the job as a source of good or bad feelings about it. Thus jobs can be routine or varied, creative or stultifying, overly easy or overly difficult. The duties of a position can include an opportunity to carry through an entire operation or they can be restricted to one minute aspect of it.

Hygiene Factors is job context variables that include salary, interpersonal relations, possibility to growth, supervision-technical, status, job security, working conditions, and company policies and administration.

Salary: This category included all sequences of events in which compensation plays a role. Surprisingly enough, virtually all of these involve wage or salary increases, or unfulfilled expectation of salary increases.

Possibility to growth: The inclusion of a possibility as an objective factor in the situation may sound paradoxical, but there were some sequences in which the respondent told us of changes in his situation involving objective evidences that the possibilities for his growth were now increased or decreased. Possibility for growth includes not only the likelihood that the individual would be able to move onward and upward within his own skills and in his profession. Thus included in this category were stories in which a new element in the situation made it possible for the respondent to learn new skills or to acquire a new professional outlook.

Interpersonal Relations: The interpersonal relations play a role, necessarily, in situations involving recognition or changes in status within the company or company and management policies: however, the coding of interpersonal relations to those stories in which there was some actual verbalization about the characteristics of the interaction between the person speaking and some other

individual. There are three major categories: Interpersonal relations-superior, Interpersonal relations-subordinate, Interpersonal relations-peers. Within each of these categories we used a series of subcategories to describe various kinds of situations involving interaction between person speaking and others.

Working conditions: This category is about the physical condition of work, the amount of work, or the facilities available for doing the work were mentioned in the sequence of events. Adequacy or inadequacy of ventilation, lighting, tools, space, and other such environment characteristics would be included here.

Supervision-technical: The identifying those sequences of events that revolved around the characteristics of interpersonal relationships and those, classified under the category supervision-technical, in which the competence or incompetence, fairness or unfairness of the supervisor were the critical characteristics. Statements about the supervisor's willingness or unwillingness to delegate responsibility or his willingness or unwillingness to teach would be classified under this category. A supervisor who is perpetually nagging or critical and a supervisor who kept things humming smoothly and efficiently might both be reported as factors in a sequence of events that led to exceptional feelings about the job.

Company policies and administration: This category describes those components of a sequence of events in which some over-all aspect of the company as a factor. There are two kinds of over-all company policy and administration characteristics. One involved the adequacy of company organization and management. The second kind of over-all characteristic of the company involved not inadequacy but the harmfulness or beneficial effects of the company's policies.

Status: This was coded only when the respondent actually mentioned feelings about some sign or appurtenance of status as being a factor in his feelings about the job. The coded under the story of this category is a person who spoke of having a secretary in his new position, or of being allowed to drive a company car, or of being unable to use a company eating facility.

Job security: This category included such considerations as tenure and company stability or instability, which reflected in some objective way on a person's job security.

According to the two –factor theory, if hygiene factors are not taken care of or are deficient, there will be dissatisfaction. However, if hygiene factors are taken care of, there may be no dissatisfaction, but there also may not be satisfaction. Only by providing the motivators will there be satisfaction. Hygiene factors help to prevent dissatisfaction, but only motivators lead to satisfaction. Therefore, according to this theory, motivation human resources must include recognition, a chance to achieve and grow, advancement, and interesting work.

Muchinsky, (1993) suggested two more theories of job satisfaction to give some insight into the ways in which job satisfaction has been examined. These two theories are Interpersonal-comparison processes and Equity Theory.

1.2.3 Interpersonal-Comparison Processes

Interpersonal-Comparison Processes is the belief that people compare themselves to others in assessing their own feelings of job satisfaction. This theory compared people with social system that was interpersonally. Person observed others in similar jobs and inferred how satisfied they were. They derived feelings of satisfaction based on how they feel about their job (Munichsky, 1993). Weiss and Shaw (1979) conducted the study illustrating the influence of individuals' perceptions of others' satisfaction. The result showed that feeling of the samples was influenced by the reactions of the people performing the same task. They indicated that a sense of satisfaction was derived by observing others. Many researches indicated that we assess ourselves by our perceptions of others. It could assume that the social comparisons operate in job satisfaction.

Gilmer and Deci (1977) proposed another theory that concern about equitable. The employee would be satisfied with their jobs when there was no discrepancy between their outcomes and their belief about what was an equitable outcome.

1.2.4 Equity Theory

Adams, 1965 (cited in Gilmer and Deci, 1977) proposed the theory, “people will perceive an inequity and experience discomfort if they perceive that their own ratio of outcomes to inputs is not equal to the ratio of a comparison other”. Inputs were ability, training, intelligence skill, effort level, experience and so on. Outcomes were pay, benefits, working conditions, freedom, status symbols, et al. People would be satisfied when they thought that their own ratio of outcomes to inputs was the same as the employer’s ratio and also the same as their fellow employees’ ratio.

Equity: If people perceived, others derived outcomes same as they contributed inputs, it would represent equity to that person.

Inequity: If people and other contributed the same inputs but other was deriving more outputs, this would represent inequity.

Adams proposed two types of inequity. *Underpayment* referred to people’s perception of herself deriving fewer outcomes from a job than other, when both contributing comparable inputs. *Overpayment* referred to people’s perception of herself as deriving more outcomes from a job than other, when both were contributing comparable inputs.

Adams had suggested that when people experience inequity, they would not only be dissatisfied but would also be motivated to restore equity in one of following ways:

1. Changed the amounts of their own inputs to the situation.
2. Influenced the amount of outcomes they got from the situation, if they have a means of doing that.
3. Cognitively distorted their own inputs or outcomes, that was, convince themselves that equity exist by distort their perceptions of what they were putting into and getting out of the situation.
4. Picked a different comparison other who had a more comparable ratio of outcomes to inputs.
5. Influenced the other person to change the amount which he or she was giving to or getting from the situation.

6. If people were unable to achieve an equitable relationship in their work situation,

7. Adams contended that they would leave the situation.

1.2.5 Job Satisfaction Assessment

Spector (1997) assessed nine facets of job satisfaction as :

Pay: Satisfaction of payment and increase payment opportunity

Promotion: Satisfaction of promotion opportunities

Supervisor: Satisfaction toward supervisor

Fringe benefit: Other benefits aside from payment, for example, welfare.

Contingent rewards: Satisfaction about Monetary and nonmonetary fringe benefits.

Operating procedures: Satisfaction of operating policies and procedures

Co-workers: Satisfaction toward co-workers

Nature of work: Satisfaction of job tasks themselves

Communication: Satisfaction about communication within the organization

1.3 Implication of theory

The implication of Maslow's hierarchy of needs theory for work behavior was, for example, when pay and security were poor, employee would focus on those aspects of work necessary to fulfilling their basic needs. The theory also predicts that as people move up in the management hierarchy, they would be motivated by increasingly higher-level needs.

The two factor theory had many factors that similar to JSS. When all factors of two factor theory were satisfied, it could complete the facets of JSS either. When employees satisfied with their salary meant that they also satisfied with pay.

While Interpersonal comparison process could imply the satisfaction when they found that what they got from job was fair when compare to their co-workers or supervisor. For equity theory, employees would be satisfied when what they got and what they did were equal.

From all above theory, it could conclude the support of 9 facets of JSS as below:

The Maslow's hierarchy of needs theory	Two factor theory			Job Satisfaction Survey
The physiological needs	- Salary - Working conditions			- Pay - Contingent rewards - Operating procedures
The safety needs	- Job security - Company policies and administration			- Fringe benefit for example welfare
The belongingness and love needs or social needs	- Supervision-technical - Interpersonal Relations	Interpersonal-Comparison Processes		- Supervisor - Co-workers - Communication
The esteem needs	- Responsibility - Status - Recognition - Achievement - Possibility to growth		Equity Theory	- Promotion
The need for self – actualization	- Work itself - Advancement			- Nature of work

When each facet of JSS was satisfied, it also fulfilled the need level, according to The Maslow's hierarchy of needs theory, included the Two factor theory. For Interpersonal-Comparison Processes and Equity Theory would support social and colleague because these theories emphasized comparing other and employee themselves.

Job satisfaction can measure by various ways, however, questionnaires is one popular method to find job satisfaction. There are many job satisfaction scales have been developed, for example, Job satisfaction Survey (JSS; Spector, 1997), the Job Descriptive Index (JDI; Smith, Kendall, and Hulin, 1969), the Minnesota Satisfaction Questionnaire (MSQ; Weiss, Dawis, England and Lofquist, 1967), etc. This study is going to use Job Satisfaction Survey (JSS) that can be supported by The Maslow's hierarchy of needs theory, Two-factor theory, Interpersonal-Comparison Processes and Equity Theory.

2. Co-worker support

Co-worker support is one kind of social support and can be explained through concept of social support.

2.1 Social support

Social support had influence on various work outcomes. In work setting, social support plays an important factor to help employee to relief stress and strain. According to Haines, Hurlbert and Zimmer (1991) hypothesized that social support played an important role the stress-strain model. It effectively reduced depression, anxiety, the likelihood of illness, speed recovery from illness when it did occur and reduced the risk of mortality from serious disease (House, Landis, and Umberson, 1988; e.g., Fleming, Baum, Gisriel, and Gatchel, 1982 cited in Kim, Hee Jung S. et al, 2008).

In work setting, an employee needed social support from co-workers or supervisor or organization. Social support in multicultural company should be concerned also. Different culture might give different support or ask for different support, for example, the study by Kim, Hee Jung S. et al, (2008), reported that Asians and Asian Americans were more reluctant to explicitly ask for support from

close others than European Americans because they were more concern with the potentially negative relational consequences of such behaviors.

The support from supervisor and co-worker can help reduce stress and strain in employees' workplace and this can leads to job satisfaction. Receiving support is important for employees.

2.1.1. Definition of Social Support

Definition of social support has different way to definite depends on the field of the study. Hirsh, 1981 (cited in Cooke, Rossmann, Hamilton and Patterson (1988)) explained that "Social support is a support which is provided by other people and arises within the context of interpersonal relationships"

"Social support is support accessible to an individual through social ties to other individuals, groups, and the larger community" (Lin, Simeone, Ensel and Kuo, 1979)

"Social support is defined as information leading the subject to believe that he is cared for and loved, esteemed, and a member of a network of mutual obligations" (Committee of the American Psychosomatic Society, 1995)

Cobb (1976) defined social support as "the provision of information that leads people to believe they are care for, love, esteemed, valued and a member of a network of communication and mutual obligation."

2.1.2 Types of Social support

According to House (1981), social support suggested four types of support;

Emotional support is related to personal value, worth, experience, and be accepted. This results in the enhancement of self-esteem and functions as esteem support, expressive support, ventilation, and close support. The behaviors that perform this support are esteem, affect, trust, concern and listening.

Appraisal support refers to provision of information that is useful for self-evaluation purposes, for example, constructive feedback, affirmation and social comparison.

Information support is support for information such advice, suggestion, and information.

Instrument support refers to provision of tangible aid, material resource and service.

Kahn and Antonucci, (1980) divided three key elements of social support as

Aid is an instrumental support or tangible assistance such as lending money, providing seeks care, information or advice and so on.

Affection is an emotional support includes expression of liking, love, caring that one share with family, spouse, parents or children.

Affirmation is communication support refers to agreement or acknowledgement of similarities or appropriateness of one's value, goal, point of view, or inspiration.

For expatriates, they could receive support, from various sources in workplace. However, employees basically meet contact and interact with co-workers everyday. In U.S., employees spend their time with co-workers about 90% of the day. (Cascio, 1998; Goedon, 1992 cited in Chiaburu and Harrison, 2008) Sometimes employees shares private's information with co-workers, help solving both about work and individual's problems. Leonardelli and Toh, (2011) found that when local co-workers feel that the expatriate was a foreigner and realized that they needed to learn culture, local co-workers could be the most person who could share about work and culture information. Co-worker support was the one factor that should consider having influence on job satisfaction of expatriates.

2.2 Co-worker support

In work setting, people contact with co-worker and supervisor quite frequency. They spend time with co-worker and supervisor together so they can give support to each other. Support at work refers to individuals' perceptions of available social support on the job from supervisors or co-workers and can influence their levels of perceived work stress and job satisfaction (Karasek cited in McCalister, Dolbier, Webster, Mallon and Steinhardt 2006). Wright (2009) defined co-worker support as social support that given by co-workers in work setting. Co-workers can give social support by make the atmosphere in workplace be comfortable and relax, give an advice about stressful work situation, provided information about work.

Co-worker support has strong effect to work stress and strain. Albar-Martinand and Garcia-Ramirez, 2005 (cited in Bateman, 2009) found the effective source of support can consequently affect work stress and co-worker support has been considered as the buffer against stress (Stephen and Summer, 1993; Bekker, Schaufeli, et al., 2006 cited in Bateman and Wright, 2009)

Co-worker support is one important support in workplace, not only help employee to reduce stress and strain but also help employee in the other working process and have an influence on work outcomes. McQuarrie (1999) reported co-worker support correlated positively and significantly with career commitment. High co-worker support help employees are able to discuss more openly and honestly (Fsaai, Bishop and Glissmeyer, 2007 cited in Bateman, 2009). Research by Joiner, 2007 (cited in Bateman, 2009), shows the high co-worker support help to enhance organization performance.

Receiving support in workplace can leads to co-worker satisfaction (Colquitt et al., 2009), which is one facet of job satisfaction. Seers, McGee, Serey, and Graen (1983) (cited in Wright, J. 2009) found that support from co-workers was positively related to both work satisfaction and supervisor satisfaction.

Co-workers has many positively effect to expatriate's work. A high co-worker support can help to increase job satisfaction while decrease work stress. It also has an influence on job performance and organization performance.

Co-workers is the important factor that related to various expatriate's works. Also knowing about expatriate's culture can be helpful to understand their behavior and their reaction. Therefore, knowledge of expatriate is also useful for host co-workers to help them.

3. Knowledge about Korean

Korean has strong Confucianism and known as a collectivistic society (Kim, Kyung Dong and The Korea Herald, 2008). The Confucian concepts have rooted firmly in Korean society. They have five moral imperatives and loyalty and filial piety as the important principle including righteousness between sovereign and subject, proper rapport between father and son, separation of functions between husband and wife, proper recognition of the sequence of birth between elder and younger brothers, and faithfulness between friends. Due to Confucian heritage, Koreans value education highly and have a strong sense of family loyalty. Korean family is the foundation of Korean life and includes a powerful sense of duty and obligation.

Not only Confucianism that significant in Korean society, Korea also known as a collectivistic society (Kim and The Korea Herald, 2008, p118). Collectivists are concerned with the goals of collectives and individuals (Triandis, 1995). Korean culture usually gives the emphasis on the interests of the group than on those of themselves as individuals. Koreans prefer work with people who belong to their group via kinship, or regional or educational background. They trust people in group and have low trust for people from another group. Therefore, they choose to close up communication within the group. This behavior leads in-group favoritism predominate in Korea. Kibun, translated as "face" or "reputation" is important to Korean. They are quite sensitive about feelings of shame and loss of face. Social disapproval is very painful (Peggy, 1995). They are taught to be dependent on family and society for their identity.

Though Korean is known as collectivistic society, now a day, Western cultures have an influence on society. The collectivist values have changed from the past. Yang Jonghoe, 2008 (cited in Kim and The Korea Herald, 2008) argued that

modern values as individualism, materialism, egalitarianism seem to be in conflict with the traditional collectivism, humanitarianism and hierarchical authoritarianism. The capitalist industrialization, such modern economic values as rationality, individualism, efficiency, instrumentalism, materialism and secular success began to replace the traditional Confucian values. Peggy (1995) said that “Koreans are quite independent and individualistic compared with other Asians. They have a business style that can seem very aggressive at times. They value self reliance and are proud of the progress they have made in the last thirty years.”

According to research of Pinwadee Niyomwan (2005) studied the weak point and strong point of working culture between Thai co-workers and Korean manager and compares the perception of Thai co-workers and Korean manager for those weak point and strong point. The result of Korean manager for the strong points were to have high patient, be concentrated to work, to pay respect to elders, be punctual, and to have high discipline in work. For weak points are have a high temper, strong self confident, not adapt to people and nationalism, and discriminate in work.

Koreans tended to avoid confrontation, abruptness or open disagreement. They desired to maintain harmony which could lead the dishonesty. Group harmony was more important to them than the Western concept of sincerity. Furthermore, they liked to build relationship of trust because relationship was deeply emotional and friendships involved many obligations. The Confucian belief made Korean society be a vertical society, society that had sense of serving the ingroup and sacrificing for the benefit of the ingroup and doing one's duty (Triandis, 1995), the employers were seen as parents while employees as children. Loyalty to a superior and to the company was considered a paramount virtue. In Korean company stricted the rank and seniority and employees were not seen as equal. So, many decisions in company always came from the top. To work with this situation is not difficult but also not very easy. If employees learnt each other's believe and value, they could work together with less culture difference problems.

3.1 Korean ethics in business area

De Mente, Boye (1994) explained about Korean ethics in Business area as follow:

3.1.1 Communication style Koreans tend to give very little explanation and their answers are often very vague. They prefer to communicate indirectly, they dislike to say “no” or telling that they did not understand. Sometimes when they disagree or feel that they cannot do something, they will tip their head back and inhale through their teeth. Koreans prefer to rely on sensual data rather than facts or numbers. Relationships are also deeply emotional. They like to gather ideas and use subjective experience. They always consulted the group before doing something.

3.1.2 Leadership and Status Confucianism lead Koreans to have great respect for age and person. It is hard for young Koreans to achieve any kind of power until they reach certain age. If a company sends an executive to Koreans who appear too young, he might have difficulty doing business with the Koreans.

Education was a status symbol to Koreans, especially if obtained from a well-known institution. Koreans measure success in terms of status and social prestige. They feel that to put oneself forward by boasting of accomplishments is arrogant and worthy of scorn.

For decision making, all decisions are come from the top in Korean companies. The lower executives do not have full information or authority and usually cannot make decisions.

3.1.3 Meetings Koreans need time to establish trust; they do not like to get down to business immediately. Koreans also commonly socialize and conduct business both before and after business hours. During the presentations, asking questions is considered rude. They will give chance to ask after finish the presentations. Meetings with Koreans it does not end with an action plan or even a firm decision. Koreans needs time to arrive at their decision or their plan.

3.1.4 Negotiating Koreans are considered as tough negotiators. They are not worried about the concept of fair play or not taking advantage of a weaker adversary. Koreans did not offer much information, it was depend on the other side to ask the “right questions” and read between the lines. Presentations should contain detailed information and convey a sense of long-term commitment. Koreans like to haggle. They will begin with small compromises and make larger ones as negotiations continue if they really want the contract. However, if Korean gives trust to other side, the negotiations will go well. This is because, for Korean, trust is important than the details of a contract. Not only trust but peace and harmony are very important to Koreans. They dislike people who are too blunt and candid.

3.1.5 Manner and Taboos Give respect to Korean is important. If person forget to give the proper respect in Korea, they can become “unperson” and keep out of the group. They can be violent to unperson. Koreans build imaginary walls round themselves when they are in the office. Coughing can help breaking their wall. Calling Korean family name and name together is considered rude. Do not make Korean loss face because it is more serious than anything else. When talking with Korean elders, do not emphasize about Japanese because of the history leading some Korean dislike Japanese.

It is important for employees who work with Korean to remember Korean ethic and learn about Korean history. It can help to reduce conflict in multinational environment.

Related Literature

The research of Pinwadee Niyomwan (2005) studied the weak point and strong point of working culture between Thai employees and Korean manager and compared the perception of Thai co-workers and Korean manager for those weak point and strong point. The results showed the strong point of Thai employees; believe in karma, kind, pay respect to the elder, be a good follower, pay attention to work and creative. While the weak points were: lack of discipline in work, lack of efficiency for team working, lack of time managing, prefer comfortable job, not active and no plan for work. The strong points of Korean managers are: have high patient,

concentrated to work, pay respect to elders, be punctual, and have high discipline in work. The weak points of them are: have a high temper, be strong self confident, not adapt to people and nationalism, and discriminate in work.

Chen, Tjosvold and Pan (2010), reported collectivist values promote quality employee relationships and that quality relationships facilitate employee job performance and confidence in future collaboration. The result showed that collectivist values can be important basis for Korean and Chinese employees to develop a common platform where they helped each other work productively across cultural boundaries. The result suggested that to extent Korean employees develop quality employee relationships with their Chinese colleagues; they were more productive on the job and more confident in future collaborative work. Also the study had investigating employee relationships in cross-cultural settings. The result suggested that Chinese and Korean employees working with collectivist teams could develop quality employee relationships. They found that collectivist team values could be a basis for Korean and Chinese partners to develop a common platform for working together.

The research of Miyahara, Kim, Shin, and Kak (1998) studied about how Japanese and Koreas may differ in their preferences for different conflict management styles, focusing on the importance attached to conversational constraints in conflict situations. The article focused on the following four conversational constraints: (1) concern for clarity; (2) concern for minimizing imposition; (3) concern for avoiding hurting the hearer's feelings; and (4) concern for avoiding negative evaluation by the hearer. The results of this study suggest different processes of conflict management in the two cultures: Japanese as focusing on clarity constraint and more than Koreans and Koreans focusing on social-relation constraints more than Japanese.

Kwak, Chung, Xu and Cho (2010) examine associations between job satisfaction and burnout, organizational support and quality of care reported by South Korean nurses and also identify the best predictors of job satisfaction among South Korean nurse through multivariate modeling and compare findings of this study with those from the International Hospital Outcomes Study. The method of the study used a cross-sectional survey design. A statistic model of job satisfaction was developed using logistic regression. Result; job satisfaction was positively correlated to total

burnout scores and lack of organizational support. The high patient-to-nurse ratio allowed South Korean nurse to focus on more technical tasks that gave less stress and had higher job satisfaction because of it.

Richard and Bruce (2005) aimed to determine the role of an employee and direct supervisor relationships had in predicting their level of job satisfaction. Sixty-nine individuals participated in the study, 35 males and 34 females. Work and job satisfaction was measured using the Job Descriptive Index (JDI) and Job in General (JIG) scales. Results indicated that 52.1% of an employee's job satisfaction could be predicted by the quality of their workplace relationships, with an individual's relationship with their employees the strongest predictor. Results indicated that the quality of an employee's employee and immediate supervisor relationships did not significantly predict their level of well-being.

Park and Deitz (2006) studied about the adaptive selling behavior (ASB) using a sample of Korean automobile representatives. Sales person working relationship quality was suggested as mediating the ASB-performance relationship and a new outcome, job satisfaction, was identified. The research used questionnaire to collect data and for job satisfaction using items adapted from Churchill et al. by selected seven items from their battery of 26, assessing satisfaction with specific aspects of job: pay, opportunities for advancement, job security, company policies, supervisor, fellow workers, and overall job satisfaction. For working relationship quality was measured using six items created specifically for this study. These items represented three distinct indicator item represents the employees' relationship with colleagues. Three items quantified the second indicator, employee-manager(s) relationship. The final two items measured relationship quality with other supporting departments, in this case, service and human resource management. The result of the research; the direct paths ASB-performance and ASB-job satisfaction remained significant in the presence of working relationship quality, indicating that working relationship quality partially mediates the hypothesized relationships.

Stewart (1989) analyzed the predictions and interpretations of social support which could be derived from attribution, coping, equity, loneliness and social comparison theories. Attribution theory could enable explanation of motives of donors, the phenomena of help-seeking and helping, and negative effects of support

efforts. Coping theory demonstrated how social support; and considers costs of support. Equity theory explained reactions to support from donor and recipient viewpoints and the reciprocal nature of social support. Loneliness theory attested to the theory attest to the significance of social relationships and emphasized the affective dimension of support. Social comparison theory was helpful in interpreting positive and debilitating effects of support when the donor was a peer. Further, these five theories enhanced theoretical interpretation of social support through their distinctive explanations of the concepts of appraisal and helping.

Research of Babin and Boles (1996) addressed key aspects of a retail employee's work environment, or climate and how these perceptions influenced work-related outcomes. The result showed that employee perceptions of employee involvement and supervisory support could reduce stress and increased job satisfaction. Other results indicated a positive relationship between role conflict and job performance, a positive relationship between job performance and job satisfaction, and that job performance mediates and job satisfaction, and that job performance mediates effects of role stress on satisfaction.

Beehr, Jex, Stacy and Murray (2000) examined job stressors and co-workers social support in relation to both psychological strain performances. The results indicated that stressors predicted both psychological strains and one of the two measures of performance. The strongest predictor was a job-specific measure of chronic stressors. Social support predicted psychological strains, although it was only weakly related to performance. There was no evidence that social support moderated the effects of any of the stressors.

Larocco, House, and French (1980) compared direct effect with interactive or moderator models for relationships between measures of job stress (role ambiguity and role conflict) and support from leaders and employees. Measures were derived from questionnaire responses of 3,725 Navy enlisted personnel. Potential moderating or buffering effects of social support were assessed by both moderated regression and subgrouping analyses techniques. Result supported the direct effects hypothesis but generally failed to provide evidence for the buffering hypothesis.

Matthews, Bulgerand and Barnes- Farrell, (2010) examined the important of aged ignoring when modeling relationships among constructs associated with the

work-family interface. An initial omnibus model of social support, work role stressors, and work –family conflict was tested. Multiple groups’ analyses were then conducted to investigate possible age differences in the patterns of relationships among these constructs for three age groups (28 and under, 29-45, and 46 and older). Several constructs in the model, including role stressors, social support, and work-family conflict, demonstrated mean level differences across the three groups. Of greater significance, the relationships of some sources of social support and work-family conflict with other constructs in the model differed as a function of age group. The results suggest that conclusions drawn from the omnibus model take on a slightly different and more complicated meaning in the multiple group analysis.

Kim, H.J., Sherman, and Taylor (2008), studied by review of studies on culture and social support. The study examined whether there were cultural differences in how people utilize their social networks. The result of study showed that Asians and Asian Americans were more reluctant to explicitly ask for support from close others than are European Americans because they were more concerned about the potentially negative relational consequences of such behaviors. Asians and Asian Americans were more likely to use and benefit from forms of support that do not involve explicit disclosure of personal stressful events and feelings of distress.

Rousseau, Salek, Aube and Morin (2009) examined the moderating effect of co-worker support and work autonomy on the relationships between both distributive and procedural justice and psychological distress and the result showed that co-worker support moderates the relationship between both distributive and procedural justice and psychological distress.

Bateman (2009) investigated employee perceptions of perceived employee support and its effects on job satisfaction, work stress and intention to quit. In a sample of ninety-eight retail employee support was found to have a significant relationship with job satisfaction and intention to quit, however no direction relationship was found between employee support and intention to quit.

Huebner (1994) studied the relationships among demographic variables, social support levels, global satisfaction and burnout dimensions in a sample of school psychologists employed as practitioners in school settings. Specifically, support from

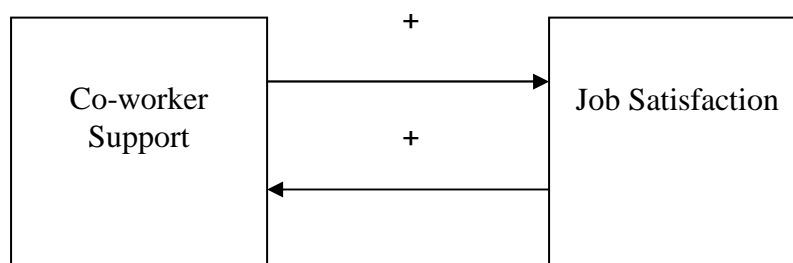
supervisors (namely, friends, spouse or co-workers) are the most influential contributor to school psychologists' well-being.

Ducharme and Martin (2000) assessed the effects of co-workers on job satisfaction, paying particular attention to the nature and influence of instrumental co-worker support both relative to and in conjunction with affective co-worker support. The hypothesis was both affective and instrumental social support would exert significant and independent effects on these outcomes and that instrument support would buffer the effects of non rewarding work on job satisfaction.

The study by McCalister, Dolbier, Webster, Mallon, and Strinhardt (2006) studied a theoretically and empirically based model linking potential protective resources (hardiness, co-worker and supervisor support) to the outcomes of work stress and job satisfaction and replicating the relationship of work stress to job satisfaction while accounting for the potential influence of negative affectivity. The results of the study were a multiple-group path analysis examined the proposed model. Similar patterns of association were found for both samples and suggested a more parsimonious model without the path from negative affectivity to job satisfaction. The model supported the protective nature of hardiness and support at work with regard to work stress and job satisfaction.

Baruch-Feldman, Brondolo, Ben-Dayana and Schwartz (2002) examined the work related correlates of different sources of social support. These effects were examined in New York City Traffic Agents who perform a structured and repetitive task and experience frequent interpersonal conflict, making them a reasonable sample in which to investigate the correlates of support. The data revealed negative relationships of support to burnout and positive relationships of support to job satisfaction and productivity, with variations in the strength of the relationships depending on the source of support. Family support was more closely associated with burnout than with satisfaction or productivity, whereas immediate supervisor support was related to satisfaction and productivity but not burnout.

Conceptual Frame



Objective

1. To study the relationship between job satisfaction and co-worker support of Korean employees in Thailand.
2. To study job satisfaction and co-worker support of Korean employees in Thailand.

Research hypothesis

1. Korean employees who have high co-worker support will have high job satisfaction.

Expected outcome

1. To understand job satisfaction of Korean employees in Thailand
2. To understand the support form Thai employees to Korean co-workers.
3. To understand relationship between job satisfaction and co-worker support.

Benefits

1. The result from this study can be the guideline Korean companies in Thailand to provide the management of human resource department of cross-culture problem in workplace, also help Korean employees to prepare themselves for working in

Thailand. Moreover, Thai employees can give support or help to Korean employees properly.

2. The study help Korean companies understand the satisfaction of Korean employees in their workplace.

Definition of terms used

1. Job satisfaction: The pleasurable emotional of employee toward their job and other factors or the feeling of employee towards their job either negative or positive. Job Satisfaction Survey by Spector (1997) has 9 components as factors as pay, promotion, supervisor, fringe benefit, contingent rewards, operating procedures, co-workers, nature of work, and communication. In this research means the satisfaction that Koreans have with their job while working in Thailand which measure from 9 facets of Job Satisfaction Survey.

2. Co-worker Support: The support that employee give to their co-workers in work setting such as caring, information, assisting in problem solving, etc. In this research means the support that Thai co-workers give to Korean by measure perception of caring and support and the absence of hostility and has influence on job satisfaction.

3. Korean employee in Thailand: Koreans who work with Thai employees at Korean companies in Thailand more than 3 months.

CHAPTER II

METHODOLOGY

This research studied about job satisfaction and co-worker support of Korean employees who live in Thailand. The purpose is to study the relationship between job satisfaction of Korean employees while they work in Thailand and the support from Thai colleagues. Process of this research is

1. Sample
2. Measurement
3. Data collection

Sample

The sample for this research is Korean employees who live in Thailand which is the different group from the group of trying out. The sample is analyzed from number of variable, 20 persons per variable (Hair, Black, Babin, and Anderson, 2010). This study has 2 variables so the sample should not under 40 people and use convenience sampling. There were 104 questionnaires were returned and there are only 100 questionnaires that were completed. This number is 96 percent of all questionnaires.

However, in order to increase the reliability, the research also uses the formula to estimate the number of sample used in this research as follow:

Statistics of the number of sampling to study correlation for two variables

$$n = \frac{(Z_{\alpha} + Z_{\beta}\sqrt{1 - r^2})^2}{r} + 2$$

r = The estimate of coefficient relation to of two variables

Z_{α} = value of Z from the standard distribution table when designating α

Z_{β} = value of Z from the standard distribution table when designating β

According to table II in appendix B, when $r = 0.3$ (according to period study), one-tailed $\alpha = 0.05$ and $\beta = 0.1$. Then the estimate of n is 92.

Sample of this research were 100 Korean employees who work in Thailand more than 3 months. The participants are working in Korean company and they have different positions and duties.

Measurement

The researcher employed 3 questionnaires in this research. The details of each questionnaire and the scale development process presented as below.

1. Scale development

The questionnaire consist of 3 parts

1. Personal information which has question about demographic data of the participants gender, age and the period of living in Thailand
2. Job Satisfaction Scale
3. Co-worker Support Scale

1.1 Job Satisfaction Scale

The researcher use Job Satisfaction Survey which developed by Spector (1997) and the items were rated in a 6-point Likert-type scale ranging from 1 to 6 thus Disagree very much, Disagree moderately, Disagree slightly, Agree slightly, Agree moderately, and Agree very much. It was scored as table:

Table 1 Job Satisfaction Scale score rating

Score		Response
Positive items	Negative items	
1	6	Disagree very much
2	5	Disagree moderately
3	4	Disagree slightly
4	3	Agree slightly
5	2	Agree moderately
6	1	Agree very much

Job Satisfaction Scale Development

The researcher used scale which developed by Spector (1997). The scale has 36 items which measure job satisfaction from 9 factors thus pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of work and communication. First, this scale was translated into Korean language by Korean who uses English as a second language. After that the scale was translated back into English by another Korean who uses English as a second language. However, the items number 10, 15 and 34 were not conform to the original so it was translated into English again by Korean teacher in Cheonju University. Then translate into English again. After translated into English, this time it was agreed by advisor to use for try out. Then the research use this translated scale to try out with Korean 53 people to analyzed the internal consistency reliability to find that each items are related to each other.

Correlated item-total correlation for job satisfaction is between .742 to .341. Items of 3 facets were deleted, which is supervision (items number 3), operating conditions (items number 15), and co-workers (items number 4 and 5). (detail in appendix) For internal consistency reliability can analyze from Cronbach's coefficient alpha job satisfaction scale has Cronbach's coefficient alphaat0.948. After the scale was analyzed the reliability and validity, it was used to collect from the participants later.

Table 2 Interpretation outcome table of job satisfaction

Score	Level of job satisfaction
0.50 – 1.49	Very Dissatisfied
1.50 – 2.49	Dissatisfied
2.50 – 3.49	Ambivalent
3.50 – 4.49	Satisfied
4.50 – 5.59	Very Satisfied

1.2 Co-worker support Scale Development

The research use co-worker support scale which developed by Baruch-Feldman et, al. (2002) which modified from Karasek's Job Content Survey (Karasek et al., 1985) the items were rated in a 4-point Likert-type scale ranging from 1 to 4 thus Not at all, very little, somewhat and very much. It was scored as table:

Table 3 Co-worker support Scale score rating

Score		Response
Positive items	Negative items	
1	4	Not at all
2	3	Very little
3	2	Somewhat
4	1	Very much

Co-worker Support Scale Development

The researcher used scale which developed Baruch-Feldman, et al., (2002)The scale has 7 items First this scale was translated into Korean by Korean who use English as a second language. After that the scale was translated back into English by another Korean who uses English as a second language. After translate into English, this time is the meaning is conforming to the original questionnaires and it was agreed by Professor to use for try out. Then the research use this translated scale to try out with Korean 53 people to analyzed the internal consistency reliability.

Correlated item-total correlation for co-worker support is between .577 to .381. There were 2 items deleted. For internal consistency reliability can analyze from Cronbach's coefficient alpha co-worker support scale has Cronbach's coefficient alpha at 0.729 (detail in appendix) after the scale was analyzed the reliability and validity, it was used to collect from the participants later.

Table 4 Interpretation outcome table of co-worker support

Score	Level of co-worker support
0.50 – 1.49	Bad support
2.50 – 3.49	Ambivalent
3.50 – 4.59	Good support

Data collection

Researcher collected data for 2 times. First, the questionnaires were answered by 53 Korean employees with unknown their exact company. Because this time the questionnaires were collected in Korean temple.

After the questionnaire was tried out, corrected and confirmed, the researcher asked Thai friends, who work in Korean company, give questionnaire to Korean employees who work at the same company. There were Siam Samsung Insurance, LG, Samsung Electronics, and Samsung Electro-Mechanics. There were 104 questionnaires returned and 100 were completed. So the research use 100 questionnaires to analyze and prove the hypothesis

CHAPTER III

RESULTS

This research studied correlation between co-worker support and job satisfaction of Korean employees in Thailand. This study used questionnaires to conduct survey from Korean employees in Thailand with 2 scales: job satisfaction and co-worker support survey.

The results were presented in 2 parts; demographic data analysis and correlation analysis.

1. Demographic data analysis

The personal information in the questionnaire was analyzed by descriptive statistic so as to find the frequency and percentage of age, gender and period of living in Thailand which are presented in table 5 and 6

Table 5 Age and Gender of participants

Age \ Gender	Male	Female
21-30	12	10
31-40	34	14
41-50	21	2
51-60	7	0
Total	74	26

Table 6 Period of living in Thailand of participants

Period of living in Thailand	Number	Percent
More than 1 year	61	61
More than 6 months	15	15
More than 3 months	24	24
Total	100	100

According to table 5 the average age of the participants is 37. It also indicated that most Korean employees' working in Thailand have age is in range between 31 to 40 years old (48 percents) while age between 51 and 60 years old has the least number. The majority of participants are male (74 percents) while female are only 26 percent. Number of male is higher than female. The portion of male and females of Koreans who work in Thailand is about 3:1. Female age between 31 to 40 years old has the highest number than age between 21 to 30 years old which has 10 females and age between 41 to 50 years old which has only 2 female. It is noticeable that age between 51 to 60 years old doesn't have any female. For male, age between 31 to 40 years old has highest number. Follow by age between 41 to 50 years old and 21 to 30 and 51 to 60 years old. The age between 51-60 years old both male and female has lowest number while people between age 31-40 years old has the highest number.

For the period of living in Thailand, it was found that most Korean employees have live in Thailand more than 1 year (61 percents) which higher than period more than 3 months (24 percent) and 6 months (15 percent).

Mean score, Standard Deviation and range of scores for job satisfaction survey and co-worker support scales.

The job satisfaction survey scale consists of 36 items which can be grouped into 9 components: pay, promotion, and nature of work, co-workers, contingent reward, communication, fringe benefit and operating conditions. Each component can be separated to 4 items.

Table 7 Mean score, Standard Deviation and range of scores for job satisfaction survey and co-worker support scales. (N=100)

Variables	<i>Min</i>	<i>Max</i>	<i>M</i>	<i>SD</i>
Co-worker support	1	6	3.21	.50
Job satisfaction	1	6	4.16	.69
Pay	1	6	4.12	.93
Promotion	1	6	4.18	.81
Supervision	1	6	4.49	.83
Fringe benefit	1	6	3.96	.87
Contingent reward	1	6	4.14	.80
Operating condition	1	6	3.78	.90
Co-worker	1	6	4.05	.92
Nature of work	1	6	4.44	.82
Communication	1	6	4.13	.90

Table 7 presents the mean score, standard deviation, and minimum and maximum scores for co-worker support and job satisfaction and its factors. From the table 7 supervision has the highest score follow by nature of work and operating condition has the lowest score.

Comparing the means score with table 4: Interpretation outcome table of co-worker support, the level of Thai co-worker support could be interpreted as an ambivalent. This could mean that support from Thai coworker is not bad and not good. For job satisfaction, the total mean score of job satisfaction of Korean could be interpreted as satisfied level when compare with table 2. Korean employees are satisfied with their job that they are doing while living in Thailand. Besides, among all facets of job satisfaction, Korean most satisfied with supervision ($M = 4.49$), follow by nature of work ($M = 4.44$) and promotion ($M = 4.18$). While contingent reward ($M = 4.14$), communication ($M = 4.13$) and pay ($M = 4.12$) are not significantly different. Even though co-worker ($M = 4.05$) is in satisfied level, but the score is not high. Fringe benefit ($M = 3.96$), and operating condition ($M = 3.78$) are in satisfied level also but the scores are quite low. Every facet of job satisfaction are all in satisfied level, this means that Korean satisfied with their job and also satisfied with other facets either.

Table 8 Correlations between co-worker support and job satisfaction

Variables	1	2	3	4	5	6	7	8	9	10	11
Co-worker support											
Job satisfaction	.59**										
Pay	.49**	.86**									
Promotion	.49**	.91**	.77**								
Supervision	.36**	.68**	.54**	.55**							
Fringe benefit	.49**	.84**	.70**	.81**	.38**						
Contingent reward	.43**	.87**	.75**	.78**	.54**	.79**					
Operating condition	.38**	.66**	.42**	.55**	.45**	.47**	.54**				
Co-worker	.54**	.78**	.56*	.63**	.54**	.60**	.60**	.67**			
Nature of work	.52**	.84**	.69**	.73**	.60**	.70**	.65**	.50**	.67**		
Communication	.52**	.78**	.62*	.69**	.50**	.60**	.68**	.53**	.59**	.55**	

* $p < .05$, one tailed** $p < .01$, one tailed

Correlations between co-worker support and job satisfaction

The correlations of co-worker support and job satisfaction, from table 8, indicated that co-worker support was positive related to job satisfaction. There seemed likely to have a significant positive relationship between co-worker support and job satisfaction $r = .59$, $p < 0.05$.

Regarding of each facet of job satisfaction, it is noticeable that Promotion outnumbered any other facets considered, displaying the highest correlation ($r = 0.91$, $p < 0.05$). This could be interpreted that mostly 90 percent from which statistic correlation shown could be reasonably drawn. The contingent reward, together with nature of work and fringe benefit, also revealed no statistically significant difference among themselves, with the approximation more than 80 percent. Furthermore, Co-worker, as well as the communication, shared the equivalence to each other, with ($r = 0.78$, $p < 0.05$). However, the supervision and the operation condition, which both showed 70 percent less than the others, were in average, with $r = 0.68$ and $r = 0.66$, relatively.

From the result, promotion, contingent reward and pay were highly positive related to Korean job satisfaction. This meant that if promotion, contingent reward and pay are high, Korean's job satisfaction would be high. While supervision and operation condition did not have affect to job satisfaction much as promotion, contingent reward and pay. The co-worker factor, which related to Korean employees' job satisfaction, was less than the promotion, contingent reward and pay.

CHAPTER IV

DISCUSSION

The purpose of this research was to study job satisfaction of Korean employees who work in Thailand and the correlations between co-worker support and job satisfaction. Pearson's product moment correlation coefficient and descriptive statistic were then used in the study.

From descriptive statistic, there are many interesting issues should be discussed. First, age of participant, the highest number of age covers the range of 31 – 40 years old. This group of people was born between the middle of 1970s - 1980s. During 1970s -1980s, this period of time, under supervised by Park-Chung Hee, gradually leads the transition of political system to democracy, according to conforming to the 3rd – 4th five-year economic development plans that emphasizing on export-based industrialization policy. This could be supposed to the implied reason of why there are a plethora of Korean expatriates working abroad. Additionally, during the 1980s, Korea had opened the country; however, the widened gap between the caste of poor and rich people in the society was more and more increased. Owing to this, it may be likely implied to being the driven force depressing people to be more in the lower caste and, consequently, pushing them to go abroad for seeking the better life there. Another presumption is of the interval of ages of people who were abroad being between 31 to 40 years old, which are the period of age of experienced personnel and active workers, including that they would like to develop themselves. According to this, they are the appropriate workers to oversee and train the new stations launched abroad.

For gender issue, as mentioned in first chapter, Confucianism has an influence on Korean behavior (Hofstede, 1996) Even though, in the past Korean women were expected to do house work and take care of children, however, status of Korean women has been changed since the past two decades because of the economic growth has an impact in private sector of people. In Korea the percent of employed women in 2012 is about 48.3, while male is about 70.66 or 3:2 (Korea Statistical

Information Service, 2012). Korean women increased to enter to work market. In 1980 there was 41.3 percents of women who worked in women labor force participation but in 2007 the ratio was increased to 48.9 percents (Korea National Statistical Office, 2008). From the statistic in this research showed the ratio between Korean men and women is 3:1. This means that many men come to work in Thailand more than women. From Korea National Statistical Office's report and in this research shows that, even though, Korean women have more entered to work market, but women still enter to work market less than male. From report of Organization for Economic cooperation and Development [OECD] in 2011, employment rate of Korean women is in the 25th (53.1 percent) among 34 countries. This could be implied that for Korea women both inside and outside country, which entered to work market, is not high.

Another issue that should be discussed, that concern with gender, is the relationships between gender and job satisfaction. In this study the number of male is higher than female, if gender has an effect on job satisfaction the result of this research may be accordingly implied from male's satisfaction instead of the overall's one. Kim (2005) found the difference of gender could possibly affect job satisfaction. Korean men emphasized extrinsic reward (Promotion) while Korean women emphasized intrinsic reward (working condition, work itself, supervision, co-workers, personal growth, job security and worth of providing public service). While Lee found that women are satisfied with their job than men, even though their job conditions could be lower. However, some facets are not significantly different, such as possibility of individual development together with communication and human relationship facet that represented the same score. Jung, Moon and Hahm (2007) suggested that women employees appear slightly satisfied with their job than men employees in some facets which are wages and work environment, but gender difference had no effect on other facets such as job security, job content, personal development and human relations. However, from the study of Greenhaus, Parasuraman and Wormley (1990) found that gender difference has no significance on job satisfaction.

For age issue, the result also can separate group of age of women to be 21 to 40 years old and 41 to 60 years old. Most of women who work in Thailand are 21 to

40 years old while women age 41 to 60 years old has only 2 people. This is significantly shown that women who older than 40 years old do not come to work market much, especially in foreign country. This may be because of their family and their children that they have to take care. So working outside country could be the difficult choice for Korean women, especially when they getting old and would like to settle their stability somewhere else not far beyond their familiar circumstances, which could support their family for long together with not having to extent to change their behaviors in adaption to the strange environs so much that this might hinder their normal life and made them more depressed to some extent.

For period of living in Thailand, the research found that most of Korean lives in Thailand more than 1 year. It may be likely that their work need time and have to do continuously. Many Korean continue live in Thailand more than 1 year. This can be implied that most of Korean has no problem about premature return from the host country much. The reason of premature return of expatriates is, such as, expatriates' adjustment, family adoption and failed assignment (Hyun, 2008; Chew, 2004 and Lee, 2007). From research of Hyun (2008) showed that Korean expatriate manager rated their own performance and level of adaptation higher than Australian expatriate manager. Korean might have a good adjustment and may not have a serious about the adaptation so the number of Korean employees who have lived in Thailand more than 1 year is high.

The result of job satisfaction of Korean employees who work in Thailand (N=100) was in the middle rather high level. If it could be translated to Spector's (1985) translation, Korean employees who work in Thailand should then be satisfied with their job. The correlation between job satisfaction and their component designated that promotion, contingent reward and pay demonstrated high relationship. This result meant that when promotion, contingent reward and pay are high Korean's job satisfaction will also be high. This result conforms to the research of Bae and Chung (1997) which found that between good pay, good chance for the promotion, job stability, and getting along with fellow workers, promotion is the highest value for Korean workers and followed by good pay when they were compared to Japanese and American. Bang (2000) found that Korean's job satisfaction is depends on wage and assumed that the main facets that can increase Korea's job satisfaction are socio-

economic status and economic compensation. Also many researches found that wage and reward or compensation is one major factor affecting job satisfaction (Bang and Lee, 2006;Koh, 2004). From these evidences can imply that Korean's job satisfaction can increase if they satisfy with payment.

For the result of the study found that there was a positive relationship between co-worker support and job satisfaction with significant level at 0.05 ($r = .59$). It meant that the support from Thai co-workers to the Korean employee would moderately increase as well. When the co-workers contributed his or her support to their Korean counterparts, the Korean co-workers would have a higher satisfaction with their job. This result was supported by many studies such as the research of Bateman, 2009 and Duncharme and Martin, 2000 which found that co-worker support had a significant positive relationship with job satisfaction. Moreover, co-worker support could also increase or decrease job satisfaction. These results conformed to the research of Richard and Bruce (2005) which found that the job satisfaction was impacted by quality of co-worker significantly and positively. Ducharme and Martin (2000)'s study found that the factors of work group interactions and co-workers' support had significant positive correlation to job satisfaction. The research of She-Cheng Lin and Jennifer Shu-Jen Lin (2011) also found that co-worker relationship had a positive effect on job satisfaction.

This research's results could support the relationship between co-worker support and job satisfaction that they have positive and signification relationship. It could imply to this study that the support from Thai workers to Korean employees could enhance Korean's job satisfaction. According to research of Pinwadee Niyomwan (2005) she had explained the good point of Thai employees from Korean management's point of view that Thais are generous, friendly and sincere. Furthermore, Thais and Koreans also respect to the elder. Therefore these similar points made them understand each other well. Thai employees were good supporters and gave respect to the elder. These characters could more likely be a good co-worker support and increase Korean's job satisfaction.

In conclusion, we could then suppose that the likely most facets, influencing to Job Satisfaction, were that which involved with rewards: Promotion. Likewise, the other co-facets, which appeared to influence to job satisfaction, should

also be revised and considered comparably as well, for instance, contingent reward, nature of work, and fringe benefit. These factors showed up their influence more than 80 percent correlation. The other factors considered might be discarded in some case; or included in the other proper case, even though they appeared to show the intermediate correlation, roughly 70 percent.

Future research direction

From the demographic information, the study found the number of Korean men is higher than women for three times. Most Koreans who work in Thailand are men as shown in table 6. The study of Kim and Slocum (2008) also found that 98% of their Korean expatriates' participants were men. This number shows the male-dominant, which is similar to Korean demography which the number of men is higher than women of age between 20-59 years old (Korean Statistical Information Service, 2010). Sample of Lee's research also found the ratio of pay worker men and women is 3:2.

The reason that male is higher than women is due to the fact that Korean has adopted high Confucian tradition that gives more important to men than women, and also the individual roles in a couple life. Women goes to job market less than male because women is supposed to take care of children and do housework. Also they are expected to quit job when they got married or pregnant. From these reasons, women who work outside country are consequently less than men. (Kim, 2005)

The suggestion for the future research, measuring job satisfaction between men and women should be included. In this research, if gender has effect on job satisfaction, the result of this research would better suggest the satisfaction's outcome due to genders rather than that due to overall Korean's satisfaction whose their works are in Thailand. Also should compare between job satisfaction of Korean women and Korean men, which gender has more satisfaction while working in Thailand. So we can predict the facets that have impact on Korean men and women's job satisfaction and support each facet to be proper for each gender.

Besides considering gender, age of expatriate should; therefore, be reviewed. Jung, Moon and Hahm (2007) found that the elder private employees were satisfied with their job less than young private employees by indicating that when employees

got elder, their excitement and satisfaction would drop because of the insecurity of their positions, some, even worse, have been forced to retire. While for public employees and non profit employees had no different job satisfaction between elder and young employees. The elder employees tend to lose excitement with their job and also tend to be burned out because they are used to their work (Clark, Oswald, and Warr 1996). Furthermore, Hunt and Saul (1975) also found that job satisfaction has strongly associated with age and company tenure, especially in men.

The result of this research, age of employees between 31- 40 has the highest number. If age has effects on job satisfaction, the result of job satisfaction in this research may feasibly be a result of this group more than the overall results. This suggests that it is interesting in case of conduction further research in additional regards of age intervals of Korean expatriates.

More issue that should be considered for future research is about MBTI and KTS-II instrument s, these two instruments use for measure personality of person and there were some research of Chadet Sukjai (2009) that studied relationship between MBTI personality types and Thai researcher's job satisfaction. To measure job satisfaction from personality is to measure from internal factors which are different from this research that measuring from external factors. Measuring job satisfaction from internal factor may help to determine personality type more clearly. In the future research can measure job satisfaction of Korean expatriates by using MBTI and KTS-II; it could help to predict Korean personality and working style in multinational environment. MBTI has 16 possible psychological types and the 16 types are typically referred to by an abbreviation of four letters: ESTJ: extraversion (E), sensing (S), thinking (T), judgment (J) and INFP: introversion (I), intuition (N), feeling (F), perception (P). While KTSII is developed from MBTI, but KTSII has some items which are shorter than MBTI, so it is easier to translate into foreign language; in addition, KTSII focused on behaviors than attitudes. Furthermore, Neil R. Abramson indicated that KTSII is useful for comparative cross-cultural sample. However, MBTI already has 20 translations include Korean language, while KTSII has only in English, Francais, Deutsch, Espanol, and Spanish.

Suggestion to Organization

In the organizations that employed Korean employees or other nationalities, the understanding of each other's culture is helpful to support job satisfaction of everyone. To acknowledge a different culture to the local employee is needed, because it can help consolidate the relationship of different culture employees. For example, in the orientation day, the organization should inform some information of Korean's culture to Thai employees such as Korean basic manner, taboo, and some important Korean characteristic. Furthermore, it would be better if the information is given by Korean so the workers all could understand each other more.

Koreans who have a high job satisfaction they can receive a good support from co-worker. Co-worker also should care, encourage and take an interest in Korean colleague. They should help them to finish the job. Provided that co-worker support is enhanced, job satisfaction may seem gradually increased somehow. It is partially important to address that some factors, difference of genders and ages, appear to influence instead of only co-worker support, including promotion, contingent rewards and pay (as indicated in table 7).

Limitations

Even though this work has cracked the important facets of mystery of which factors influence on job satisfaction; however, it still shows up some defects; research has some limitation while collecting sample, sample in this research most are from Bangkok and Chonburi which many Korean companies established. Even though most of Korean company is in Bangkok, however, there are some companies or factory establish in other area, for example, Rayoeng, Chiangmai, Phuket. The result of this research could be more complete and cover if the data were collected from Rayoeng, Chiangmai, Phuket. Also in the research did not separate position between head and subordinate, which their role and relationship with colleague may be different.

In order to complete this research, the data collection should be collect from every area that has Korean company had been established. For position of head and subordinate should be separated due to understand that differentiates attitudes of these groups of position.

CHAPTER V

SUMMARY

From the rapid growth and the expanding of Korean economic, it showed the influences on the cross countries investment from Korea especially, in South East Asia and Thailand as the agreement on trade between Korea and Thailand or in the private sector, Thai-Korea Economic Cooperation Committee, the industries association between Thai and Korean. (Department of Trade Negotiations, 2012). Therefore, Koreans come to work continuously in Thailand every year. (Foreign Works Administration, 2011) To help Korean working in different environment and culture, job satisfaction and co-worker support can be factors that help them while living and working in Thailand.

Objective

- 1 To study the relationship between job satisfaction and co-worker support.
- 2 To study job satisfaction and co-worker support of Korean employee in Thailand.

Research hypothesis

1. Korean employees who have high co-worker support will have high job satisfaction.

Methodology

Sample

Sample of this research were 100Korean employees who work in the Korean Companies in Thailand.

Measurement

Scale Development

This research used questionnaire to collect data. There are 3 parts in the questionnaire.

The first scale was demographic scale which asked about personal information such as gender, age and period of work in Thailand

The second part was job satisfaction which was translated into Korean from “The Job Satisfaction Survey” by Spector (1997). There were 34 close questions using summated rating scale format. The rating has 6 levels from 1 (Disagree very much) to 6 (Agree very much).

The third scale was about co-worker support. This scale translated from social support scale; however, it used only co-worker support which can be analyzed as one facet. Each item is rated in a 4-point Likert type scale from not at all (1) to very much (4).

The questionnaire was originally in English and then translated into Korean by Korean who uses English as a second language. After that the scale was translated back into English by another Korean who uses English as a second language. Finally, when the questionnaires were translated, they were completed by sending the questionnaires to 53 Koreans to do the pretest.

Data collection

Data was collected from Korean employees from various Korean companies in Thailand such as Samsung electronics, LG, Siam Samsung Life Insurance and Samsung Electro-Mechanics. 104 questionnaires were answered but there were only 100 completed questionnaires.

Statistic Analysis

In this research used Descriptive Statistics and Pearson product moment correlation coefficient to analyze data.

1. Descriptive Statistics consists of mean, standard deviation, maximum and minimum which can be reported the basic data of participants and independent and dependent variables.

2. Pearson product moment correlation coefficient can analyze correlation between job satisfaction and co-worker support.

Results

After the analysis, it was found that:

The relationship between job satisfaction and co-worker support was positive with significant 0.05 ($r=.59$) one-tailed. This result support the hypothesis that co-worker support and job satisfaction are positive related.

For job satisfaction of Korean employees who work in Thailand (N=100), the result showed that Korean employees satisfied with their job. The facets that most related to job satisfaction of Korean is promotion, contingent reward and pay. While supervision and operation condition were less related to job satisfaction of Korean.

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APPENDICES

APPENDIX A
Questionnaire Example



안녕하세요. 저는 태국에 있는 추라롱건대학교에서 한국학을 전공하고 있는 학생입니다.

본 설문은 여러분의 직무 만족 및 태국 동료 지지의 관한 만족도를 조사하여 석사학위의 목적으로 사용되는 것이니 여러분의 성실한 응답 부탁드립니다. 본 설문 조사는 수업자료 외에 절대로 사용되지 않을 것입니다. 성실한 응답 부탁드립니다.

제목: “한국 사람의 직무 만족 및 태국 동료 지지의 관계”

추라롱건대학교 한국학 대학원생

타닛푸시

도와주셔서 진심으로 감사드립니다.

Part 2. 직무만족 Job satisfaction

당신의 생각과 가장 유사한 것에 ○ 표시해주십시오.

(Please circle the one number for each question that comes closest to reflecting your opinion about it.)

			매우 아니다	아니다	약간 아니다	약간 다름	다름	매우 다름
1	나는 내가 일하는 것에 대해서 적당한 보수를 받고 있고 느낀다 I feel I am being paid a fair amount for the work I do.	+	1	2	3	4	5	6
2	나는 승진기회가 매우 희박하다. There is really too little chance for promotion on my job.	-	1	2	3	4	5	6
3	내가 받는 복지혜택에 만족하지 못 한다. I am not satisfied with the benefits I receive.	-	1	2	3	4	5	6
4	업무 처리를 잘했을 때 충분한 인정을 받는다. When I do a good job, I receive the recognition for it that I should receive.	+	1	2	3	4	5	6
5	불필요하게 많은 규정과 절차가 일을 어렵게 만든다. Many of our rules and procedures make doing a good job difficult.	-	1	2	3	4	5	6
6	나는 함께 일하는 태국 동료들을 좋아한다. I like the people I work with.	+	1	2	3	4	5	6
7	나는 가끔 내가하는 일들이 의미없게 느껴진다. I sometimes feel my job is meaningless.	-	1	2	3	4	5	6
8	우리 조직에서 의사소통은 잘 이루어진다고 생각한다. Communications seem good with this organization.	+	1	2	3	4	5	6
9	임금인상의 기회가 희박하고 적은 편이다. Raises are too few and far between.	-	1	2	3	4	5	6
10	업무성과 가우수한 사람들에게 승진의 기회가 공정하게 주어진다. Those who do well on the job stand a fair chance of being promoted.	+	1	2	3	4	5	6
11	상사는 나에게 불공평하게 대한다. My supervisor is unfair to me.	-	1	2	3	4	5	6
12	우리 회사의 복지 혜택은 타회사에 서제공해주는 것이 나다름없다 The benefits we receive are as good as most other organizations offer.	+	1	2	3	4	5	6
13	업무성과에 대해서 감사를 받지 못 한다고 생각한다. I do not feel that the work I do is appreciated.	-	1	2	3	4	5	6
14	태국 동료들의 완벽하지 못 한 일처리 때문에 더 열심히 일해야 한다. I find I have to work harder at my job because of the incompetence of people I work with.	-	1	2	3	4	5	6
15	나는 일하는 것을 즐긴다. I like doing the things I do at work.	+	1	2	3	4	5	6

		매우 낮음	낮음	중간	다움 중간	다움 중간	매우 다움	
16	조직의 목표가 나에게서 명확하지 않다. The goals of this organization are not clear to me.	-	1	2	3	4	5	6
17	대우 조건을 생각할 때 회사에 감사할 마음이 없다. I feel unappreciated by the organization when I think about what they pay me.	-	1	2	3	4	5	6
18	사람들이 회사에서 일하는 곳 보다 이회사에 서일할 때 더 빨리 승진한다. People get ahead as fast here as they do in other places.	+	1	2	3	4	5	6
19	나의 상사는 부하들의 느낌에 별로 관심이 없다. My supervisor shows too little interest in the feelings of the subordinates.	-	1	2	3	4	5	6
20	보상체계가 공평하다. The benefit package we have is equitable.	+	1	2	3	4	5	6
21	보상이 충분하지 못 한다. There are few rewards for those who work here.	-	1	2	3	4	5	6
22	업무량이 과다하다. I have too much to do at work.	-	1	2	3	4	5	6
23	태국 동료와 의관계가 원만하다.I enjoy my co-workers.	+	1	2	3	4	5	6
24	나는 가끔 회사에서 무슨일이 있는지 모르는 경우가 있다.I often feel that I do not know what is going on with the organization.	-	1	2	3	4	5	6
25	나는 내일에 대해서 자부심을 느끼다. I feel a sense of pride in doing my job.	+	1	2	3	4	5	6
26	나는 급여인 상체제에 대해서 만족한다. I feel satisfied with my chances for salary increases.	+	1	2	3	4	5	6
27	마땅히 받아 야할 충분한 복리후생제도가 이루어지지 않는다. There are benefits we do not have which we should have.	-	1	2	3	4	5	6
28	나는 내 상사를 좋아한다. I like my supervisor.	+	1	2	3	4	5	6
29	서류정리 업무가 과다하다. I have too much paper work.	-	1	2	3	4	5	6
30	노력한 만큼 보상을 받지 못 하고 있다. I don't feel my efforts are rewarded the way they should be.	-	1	2	3	4	5	6
31	나는 승진 기회에 만족하다. I am satisfied with my chances for promotion.	+	1	2	3	4	5	6
32	업무 과정에서 많은 갈등이 발생한다. I There is too much bickering and fighting at work.	-	1	2	3	4	5	6
33	나는 내 직업에 만족하다. My job is enjoyable.	+	1	2	3	4	5	6
34	할일을 충분히 설명을 받지 못 하는 편이다. Work assignments are not fully explained.	-	1	2	3	4	5	6

Part 3. 태국 동료 지지 Co-worker Support

당신의 생각과 가장 유사한 것에 ○ 표시해 주십시오.

(Please circle the one number for each question that comes closest to reflecting your opinion about it.)

			정 리	아 름 겨	하 지 않	아 름 겨
1	내 태국 동료는 나를 배려한다. My co-workers care about me.	+	1	2	3	4
2	태국 동료가 자기 업무 처리에 능숙하다. People I work with are competent in doing their jobs.	+	1	2	3	4
3	내 태국 동료는 나의 개인적인 문제에도 관심이 있다. People I work with take a personal interest in me.	+	1	2	3	4
4	태국 동료들 간 서로 격려하여 일한다. The people I work with encourage each other to work together.	+	1	2	3	4
5	태국 동료는 일을 끝내는데 도움이 된다. People I work with are helpful in getting the job done.	+	1	2	3	4

APPENDIX B

Table I: Corrected Item-Total Correlation for Job Satisfaction Scale and Co-worker Support

Job Satisfaction		
No.	items	CITC
1	나는내가일하는것에대해서적당한보수를받고있다고느낀다 I feel I am being paid a fair amount for the work I do.	.613
2	나는 승진기회가 매우 희박하다. There is really too little chance for promotion on my job.	.625
3	내가 받는 복지혜택에 만족하지 못한다. I am not satisfied with the benefits I receive.	.562
4	업무 처리를 잘했을 때 충분한 인정을 받는다. When I do a good job, I receive the recognition for it that I should receive.	.493
5	불필요하게 많은 규정과 절차가 일을 어렵게 만든다. Many of our rules and procedures make doing a good job difficult.	.526
6	나는 함께 일하는 태국 동료들을 좋아한다. I like the people I work with.	.407
7	나는 가끔 내가 하는 일들이 의미 없게 느껴진다. I sometimes feel my job is meaningless.	.643
8	우리 조직에서 의사소통은 잘 이루어진다고 생각한다. Communications seem good with this organization.	.534
9	임금 인상의 기회가 희박하고 적은 편이다. Raises are too few and far between.	.630
10	업무성과가 우수한 사람들에게 승진의 기회가 공정하게 주어진다. Those who do well on the job stand a fair chance of being promoted.	.585
11	상사는 나에게 불공평하게 대한다. My supervisor is unfair to me.	.652
12	우리 회사의 복지혜택은 타회사에서 제공해주는 것이 나다름없다. The benefits we receive are as good as most other organizations offer.	.610
13	업무성과에 대해서 감사 를 받지 못한다고 생각한다. I do not feel that the work I do is appreciated.	.502
14	태국 동료들의 완벽하지 못한 일처리때문에 더 열심히 일해야 한다. I find I have to work harder at my job because of the incompetence of people I work with.	.556
15	나는 일하는 것을 즐긴다. I like doing the things I do at work.	.670
16	조직의 목표가 나에게 명확하지 않다. The goals of this organization are not clear to me.	.548
17	대우조건을 생각할 때 회사에 감사할 마음이 없다. I feel unappreciated by the organization when I think about what they pay me.	.664
18	사람들이 회사에서 일하는 곳보다 이회사에서 일할때 더 빨리 승진한다. People get ahead as fast here as they do in other places.	.430

19	나의 상사는 부하들의 느낌에 별로 관심이 없다. My supervisor shows too little interest in the feelings of the subordinates.	.434
20	보상체계가 공평하다. The benefit package we have is equitable.	.547
21	보상이 충분하지 못하다. There are few rewards for those who work here.	.715
22	업무량이 과다하다. I have too much to do at work.	.558
23	태국 동료와 의관계가 원만하다. I enjoy my co-workers.	.540
24	나는 가끔 회사에서 무슨 일이 있는지 모르는 경우가 있다. I often feel that I do not know what is going on with the organization.	.457
25	나는 내일에 대해서 자부심을 느끼다. I feel a sense of pride in doing my job.	.587
26	나는 급여인 상체제에 대해서 만족한다. I feel satisfied with my chances for salary increases.	.660
27	마땅히 받아야할 충분한 복리 후생제도가 이루어지지 않는다. There are benefits we do not have which we should have.	.500
28	나는 내상사를 좋아한다. I like my supervisor.	.480
29	서류 정리 업무가 과대하다. I have too much paper work.	.341
30	노력 한만큼 보상을 받지 못하고 있다. I don't feel my efforts are rewarded the way they should be.	.630
31	나는 승진 기회에 만족하다. I am satisfied with my chances for promotion.	.742
32	업무과 정에서 많은 갈등이 발생한다. I There is too much bickering and fighting at work.	.663
33	나는 내직업에 만족하다. My job is enjoyable.	.719
34	할 일을 충분히 설명을 받지 못하는 편이다. Work assignments are not fully explained.	.709
Co-worker Support		
No.	items	CITC
1	내태국동료는 나를 배려한다. My co-workers care about me.	.414
2	태국 동료가 자기 업무처리에 능숙하다. People I work with are competent in doing their jobs.	.367
3	내 태국 동료는 나의 개인적인 문제에도 관심이 있다. People I work with take a personal interest in me.	.381
4	태국동료들간서로 격려하여 일한다. The people I work with encourage each other to work together.	.457
5	태국 동료는 일을 끝내는 데 도움이된다. People I work with are helpful in getting the job done.	.428

Table II Sample size estimation from 2 variables

r^a	One-tailed $\alpha =$		0.005		0.025		0.05	
	Two-tailed $\alpha =$		0.01		0.05		0.10	
	0.05	0.10	0.20	0.05	0.10	0.20	0.05	0.10
0.05	7118	5947	4663	5193	4200	3134	4325	3424
0.10	1773	1481	1162	1294	1047	782	1078	854
0.15	783	655	514	572	463	346	477	378
0.20	436	365	287	319	259	194	266	211
0.25	276	231	182	202	164	123	169	134
0.30	189	158	125	139	113	85	116	92
0.35	136	114	90	100	82	62	84	67
0.40	102	86	68	75	62	47	63	51
0.45	79	66	53	58	48	36	49	39
0.50	62	52	42	46	38	29	39	31
0.60	40	34	27	30	25	19	26	21
0.70	27	23	19	20	17	13	17	14
0.80	18	15	13	14	12	9	12	10

^aTo estimate the total sample size, read across from r (the expected correlation coefficient) and down from the specified values of α and β .

BIOGRAPHY

NAME	MISS THANIT POOSRI
DATE OF BIRTH	1 st MAY 1983
PLACE OF BIRTH	SARABURI, THAILAND
RELIGION	BUDDHISM
EDUCATION	BACHELOR OF ARTS (KOREAN MAJOR AND ENGLISH MINOR), SILPAKORN UNIVERSITY (2 nd CLASS HONORS)