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## THE RELATIONSHIP BETWEEN COMMUNICATION AND JOB SATISFACTION OF THAI WORKERS IN KOREAN COMPANIES

Miss Narunan Wonwittayakamjon \*; Major Thesis advisor: Dr. Sineenat Sermcheep \*\*

### Abstract

The purpose of this research are: to examine the organizational communication pattern and channel of communication between Korean supervisors and Thai subordinates in Korean transnational companie; and to examine the relationship between organizational satisfaction and job satisfaction of Thai subordinates in Korean transnational companies. The sample composes of 400 Thai subordinates who have been working with Korean supervisors in Korean companies for more than three months. This research uses questionnaire to collect the data. Descriptive statistic is employed to explore the general information of respondents, sort and evaluate the frequency of using media in the organization and the relationship between communication satisfaction and job satisfaction.

The result shows that: the preferred communication, between the supervisor and the subordinates in Korean transnational companies is a direct communication; there is a significant positive relationship between communication satisfaction and job satisfaction in these Korean companies.

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**Keywords:** Communication pattern, Communication satisfaction, Job satisfaction

\* Master degree in Korean Studies., Chulalongkorn University. e-mail address: narunan.w@gmail.com

\*\* Lecturer at the Faculty of Economics, Chulalongkorn University. e-mail address: Sineenat.S@Chula.ac.th

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## Introduction

Why study communications? The simple answer is because you have been communicating all of your life (Wood, 2006). A large body of organizational communication research has demonstrated strong positive relationships between the effectiveness of human communication and the effectiveness of organizational outputs and processes. When communication is effective, it tends to encourage better performance, communication satisfaction and job satisfaction.

For most of organizations around the world, they are entering a period in which cultural diversity is a fact of everyday life. Whether you are working abroad or working with foreign nationals, understanding cultural differences is an important key to effective communication (Adler and Elmhorst, 1999).

As mentioned above, globalization makes our world smaller than before and of course business world also gets the same benefit. Nowadays, there are plenty of business branches appear almost everywhere. One of the powerful ones is a multi-national corporation (MNC) which is a business organization which has its headquarters in one country but has operations in a range of different countries.

One of the countries that the government supports its business through MNC is the Republic of Korea. Thailand is one of the main countries in South East Asia that South Korea has been investing since the previous time. And one of the most famous joint-venture organizations between Thailand and South Korea is the Thai-Korean Chamber of Commerce (KTCC).

Many Thai workers that work in the Korean firms have to be in different environment than the Thai culture that they are familiar with. Difference cultures may lead to the difficulty in communication, and then may have the negative effect on the job satisfaction of the Thai workers in Korean firms. Thus, this study would like to examine the communication pattern of Korean companies and analyze whether there is a relationship between communication satisfaction and job satisfaction of Thai workers in these companies.

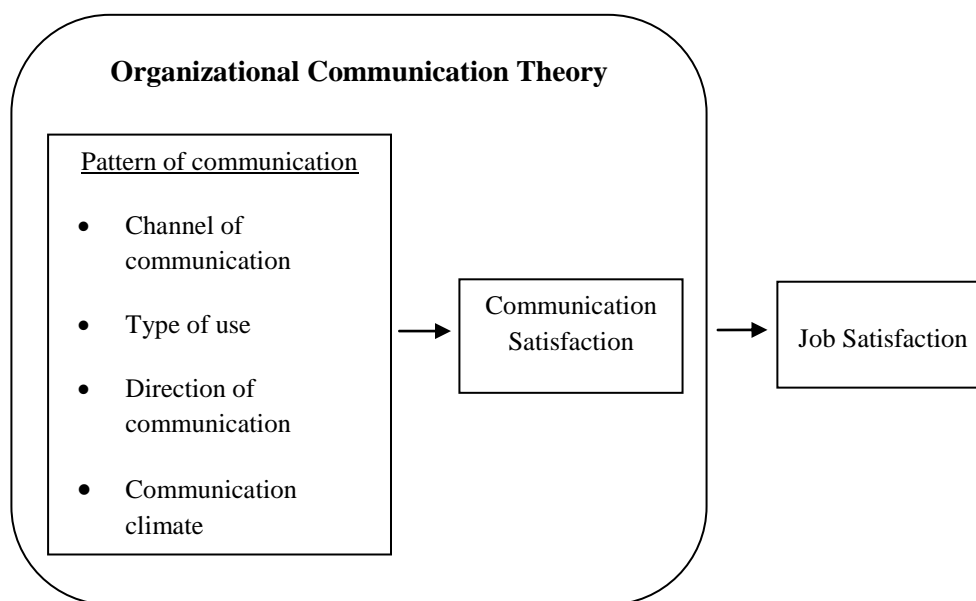
## Objectives of the Research

1. To examine the organizational communication pattern between Korean supervisors and Thai subordinates in Korean companies in Bangkok.
2. To examine the effective organizational communication pattern between Korean supervisors and Thai subordinates for establishing communication satisfaction and job satisfaction at work.

## Research Methodology

This research uses the organizational communication theory as the conceptual framework to analyze the pattern of the communication of Thai worker in Korean companies. The relationship between communication and job satisfaction will also be analyzed.

Figure 1: Conceptual framework of this research



## Variables

**Hypothesis 1:** The organizational communication pattern between the supervisor and the subordinate in Korean transnational companies is a direct communication.

**Hypothesis 2:** Communication pattern and method between the supervisor and the subordinates related to communication satisfaction of workers.

Independent variable      Communication pattern and method

Dependent variable      Communication satisfaction

**Hypothesis 3:** Communication satisfaction related to job satisfaction of workers.

Independent variable      Communication satisfaction

Dependent variable      Job satisfaction

## Sample Group

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The sample comes from the companies that are the current member of Thai-Korean Chamber of Commerce (KTCC). The group sample composes of 400 Thai workers who have been working in Korean companies for more than three months because the length of time can provide them to learn and adapt in their work place.

### **Research Tool**

In this research, questionnaire has been used to collect data from the Thai workers in Korean companies. The researcher does the pilot-test and then calculates the reliability with the receiving result. Credibility and result will be used to improve the more complete questionnaire and later will use the developed questionnaire in the research.

### **Data Collection**

This research uses both the secondary data and primary data. The secondary data are the lists of the Korean companies in Thailand from KTCC. And then the primary data from the Thai workers in the Korean companies have been collected by using questionnaires. 500 questionnaires have been distributed to the respondents through the human resource's section of each company and the researcher receives 400 questionnaires (or 80 percent) back.

### **Data Analysis**

Data analysis from the questionnaire the researcher will use SPSS (Statistical Package for the Social Science).

1. Demographic data from the answered questionnaire, communication pattern and methods in the organization will use descriptive statistics by calculating percentage, including statistical average ( $\bar{x}$ ) and standard deviation (S.D.) and present into table with narrative translation.
2. Evaluation the average level about communication pattern and methods between the supervisor and the subordinates, communication satisfaction and job satisfaction in the organization will use statistical average ( $\bar{x}$ ) and standard deviation (S.D.) while hypothesis analysis will use correlation coefficient for finding relation between dependent and independent variables.

### **Research Results**

The data of 400 Thai workers in Korean companies are as follow: the data shows that 47.5 percent of the respondents are male. In term of position, two-third of the respondents is in the subordinate or operating level. Majority of the respondents is the age of 25 – 35 year old. 80 percent of them achieve the bachelor degree and most of them work for the companies for 1-4 years.

**Table 1: Demographic information of Thai workers in Korean companies.**

Demographic information	Frequency	Percentage
<b>Gender</b>		
Male	190	47.5
Female	210	52.5
<b>Position</b>		
Supervisor/ Administrative level	136	34
Subordinate/ Operating level	264	66
<b>Age</b>		
Less than 25	78	19.5
$25 \leq \text{age} < 35$	252	63
$35 \leq \text{age} < 45$	52	13
$45 \leq \text{age} < 55$	18	4.5
55 or more	0	0
<b>Education level</b>		
Below bachelor degree	36	9
Bachelor's Degree	320	80
Master Degree or higher	44	11
<b>Years of service</b>		
Less than 1	52	13
$1 \leq \text{age} < 4$	280	70
$4 \leq \text{age} < 7$	58	14.5
$7 \leq \text{age} < 10$	6	1.5
10 or more	4	1

## The Communication Pattern and Channel

**Table 2: Communication channel of information receiving, command or communication**

Communication Channels	Average ( $\bar{x}$ )	Standard Deviation (S.D.)
<b>Information receiving</b>		
1. Colleague	1.22	1.11
2. Supervisor	1.13	1.07
3. Meeting	1.10	1.17
4. Circular notice	1.06	1.13
5. Bulletin board	1.04	1.26
6. Monthly magazine	0.25	0.79
7. Voice lines	0.48	0.66
8. Others	0.01	0.19
<b>Command or communication from the supervisor</b>		
1. Call a meeting	1.57	1.25
2. Walk to command by him/herself	1.34	0.88
3. Call for a personal talk	1.17	1.02
4. Using letter or notice	0.77	1.20
5. Using telephone	0.62	1.07
6. Order through colleague	0.53	1.08

Accurate information sources about the company and communication methods with the supervisor, ordered from the most preferred:

Communication channels	Amount	Percentage
<b>Accurate information sources</b>		
1. Circular notice	112	28.0
2. Meeting	93	23.3
3. Supervisor	84	21.0

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4. Bulletin board	83	20.8
5. Colleague	16	4.0
6. Monthly magazine	9	2.3
7. Others	2	0.5
8. Voice lines	1	0.3
Total	400	100.0
<b>Preferred communication methods</b>		
1. Call for a personal talk	141	35.3
2. Walk to command by him/herself	131	32.8
3. Call a meeting	82	20.5
4. Using letter or notice	36	9.0
5. Using telephone	6	1.5
6. Transmit through colleague	1	0.3
7. Others	3	0.8
Total	400	100.0

**Table 3: The statistical average and standard deviation of communication with the supervisor**

Subject	Average ( $\bar{x}$ )	Standard deviation (S.D.)	Level
1. The supervisor does not talk or command ambiguously.	3.50	0.96	High
2. The subordinate can talk to the supervisor both about their job and personal matter.	3.68	1.10	High
3. When the supervisor commands, he/she will listen to the subordinates' opinion and suggestion.	3.57	0.94	High
4. The supervisor answers the question clearly and straight to the point.	3.83	0.85	High
5. The subordinates feel free to talk to the supervisor.	3.50	1.05	High
6. When the supervisor makes a mistake about the command or the policy, he/she will accept that action.	3.43	0.95	Medium
7. The supervisor does not command something that the subordinate cannot possibly operate.	3.49	0.93	High
8. The supervisor does not talk or express controversially.	3.73	0.97	High
9. The subordinates can report about any issues apart from work.	3.19	1.08	Medium
10. The supervisor can fix the problem or misunderstanding situation.	3.55	0.97	High



**Table 4: Percentage, statistical average and standard deviation of communication satisfaction**

Subject	Strongly agree	Agree	Not sure	Not agree	Strongly not agree	$\bar{x}$	S.D.	Level
<b>An overview of the organization in general</b>								
1. Satisfy with policy, goal and activities	56	230	67	35	12	3.71	0.92	High
2. Satisfy with compensation and benefit	45	206	82	49	18	3.53	1.00	High
					Total	3.62	0.83	High
<b>Information in the organization</b>								
1. Satisfy with information about advancement	19	101	145	103	32	2.93	1.01	Medium
2. Satisfy with information that makes you love and proud of the company	33	197	105	52	13	3.46	0.93	Medium
3. Satisfy with update news	22	127	142	88	21	3.10	0.98	Medium
4. Satisfy with enough necessary and useful information	6	90	133	143	28	2.76	0.93	Medium
					Total	3.06	0.75	Medium
<b>Communication condition in the organization</b>								
1. Satisfy with communication process and effective co-	11	94	122	134	39	2.76	1.01	Medium

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ordination								
2. Satisfy with exchanging and consulting with co-worker	55	246	70	23	6	3.80	0.80	High
3. Satisfy with stimulating communication for creative thinking	19	172	126	70	13	3.28	0.92	Medium
4. Satisfy with meeting for solving internal problems	34	217	86	50	13	3.52	0.93	Medium
5. Satisfy with formal communication	25	180	91	84	20	3.27	1.-2	Medium
6. Satisfy with information communication	27	202	94	64	13	3.41	0.95	Medium
7. Every level of problems were considered by the supervisor and related people	24	120	147	76	33	3.07	1.03	Medium
					Total	3.30	0.65	Medium

**Table 5: Percentage, statistical average and standard deviation of job satisfaction**

Subject	Strongly agree	Agree	Not sure	Not agree	Strongly not agree	$\bar{x}$	S.D.	Level
<b>Advancement and security</b>								
1. Satisfy with security in the company	33	137	130	75	25	3.20	1.04	High
2. Satisfy with further study and training	73	217	81	15	14	3.80	0.90	High
3. Satisfy with promotion and advancement	56	207	75	51	11	3.62	0.97	High
					Total	3.54	0.78	High
<b>Policy and management</b>								
1. Satisfy with fairness in company policy	35	175	142	35	13	3.46	0.89	Medium
2. Satisfy with working system	17	170	117	83	13	3.24	0.94	Medium
3. Satisfy with flexibility in the system	20	160	127	71	22	3.21	0.98	Medium
					Total	3.29	0.76	Medium
<b>Operating and responsibility</b>								
1. Satisfy with using your own ability and knowledge	31	216	119	29	5	3.60	0.79	High

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2. Satisfy with challenging and freedom	37	186	110	51	16	3.44	0.96	Medium
3. Satisfy with appropriate working hours and position	23	200	95	70	12	3.38	0.94	Medium
4. Satisfy with support from the supervisor	39	215	85	46	15	3.54	0.95	High
					Total	3.49	0.70	Medium
<b>Salary and compensation</b>								
1.Satisfy with appropriate salary level	16	139	139	27	19	3.11	0.95	Medium
2.Satisfy with adequate salary and profit	45	253	61	36	5	3.74	0.82	High
3.Satisfy with fringe benefits	24	149	125	80	22	3.18	1.00	Medium
					Total	3.35	0.75	Medium
<b>Operating and working condition</b>								
1. Satisfy with working in your specialized field.	36	152	133	56	23	3.30	1.01	Medium
2. Satisfy with receiving trust in seminar or	22	182	159	28	9	3.45	0.80	Medium

meeting								
3. Satisfy with assigning to an important work	29	190	116	53	12	3.432	0.91	Medium
4. Satisfy with coordination	43	205	88	49	15	3.53	0.94	High
					Total	3.43	0.70	Medium

### Hypothesis testing

**Hypothesis 1:** Table 2 shows a direct communication between the supervisor and the subordinates. The supervisor uses call a meeting, walk to command by him/herself and call for a personal talk respectively. Those three ways are all a Two-ways communication; they can exchange their opinion with each other when they meet face-to-face.

**Hypothesis 2:** Table 3 and 4 show the correlation coefficient between communication pattern and method between the supervisor and the subordinate with communication satisfaction

**Table 6: The correlation coefficient between communication pattern and method**

Variables	Communication satisfaction
Communication pattern and method between the supervisor and the subordinate	.3732

( $P < 0.05$ )

Table 6 shows that communication with the supervisor has a correlation with communication satisfaction at the significant level of 0.05 which means when the subordinates communicate more with the supervisor, they will have more communication satisfaction. (Hypothesis accepted)

**Hypothesis 3:** Table 5 shows the correlation coefficient between communication satisfaction and job satisfaction.

**Table 7: The correlation coefficient between communication satisfaction and job satisfaction**

Variable	Job satisfaction
Communication satisfaction	.7145

(P &lt; 0.5)

Table 7 shows that communication satisfaction related to job satisfaction at the significant level of 0.5 which means when the workers have more satisfaction in communication, they will have more job satisfaction. (Hypothesis accepted)

### Conclusions

The result showed that the workers receive a direct communication from the supervisor, the received information is quick and dependable. The preferred communication between the supervisor and the subordinate is a Two-way communication; the subordinate feel free to express their opinion to the supervisor and the supervisor usually helps when it comes to problems solving or bad situation. In conclusion, communication satisfaction with the supervisor is in the very satisfied level. And when the workers have more satisfaction in communication, they will have more satisfaction in their job also.

### Recommendation

1. From the research result, Thai workers in Korean companies interested to communicate and trust in circulation notice, meeting and supervisor. These three sources give the accurate and formal information. Therefore, in Korean transnational company we should set priority in information and communication methods including develop all of the sources for more effective communication.

2. Effective communication is important. One of the effective ways of communication is a direct communication, this way the supervisor can transmit his/her thought and intention to the subordinate by face-to-face and this kind of communication creates emotionally involve. Effective communication leads to the incentive of communication satisfaction and according to hypothesis 3, when the workers have more communication satisfaction, they also have more job satisfaction

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