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## **Job Satisfaction among Thai Employees Working for Multinational Corporations (MNCs) in Thailand**

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### ***Abstract:***

*Purpose – The study investigated some facets of job satisfaction among Thai employees working for Multinational Corporations in Thailand.*

*Design/methodology/approach - The study utilized the quantitative analysis system in design, which included the questionnaire approach. The questionnaire was translated from English to Thai, in order for the Thai employees to understand clearly*

*.Findings – The findings of this research study indicate that there is a significant positive relationship between gender, education, age, salary, promotion, supervision, benefits, co-workers, with job satisfaction.*

*Originality/value - The results did not only contribute to the body of research on the topic, but also helped the management, HR department, and MNCs to understand and to compile to the factors affecting job satisfaction.*

*Paper Type: Research Paper*

***Keywords:*** *Multinationals corporations, Thailand, Job Satisfaction*

### **1. Introduction**

Asia is home to what is regarded today as the largest growing economic market in the world. Right at the heart of this bustling market is the Kingdom of Thailand. Thailand is a fast-developing nation, constantly poised to look outward to assert its economic role within Asia and the wider world. The nation of sixty-four million people is strategically located, serving as a gateway to the rest of the region. Along its borders are countries that are considered newly emerging markets. Thailand is a great opportunity for all Multinational Corporations (MNCs). Yet Thailand, as an investment option, offers more than just a convenience of location. The Thai economy is characterized by steady growth, reaching an impressive GDP of 6.5% in 2012. The 2004 survey of the United Nations Commission for Trade and Development named Thailand the fourth most attractive nation in the world for Foreign Direct Investment (FDI). Its well-defined investment policies focus on liberalization and encourage free trade. Thailand's infrastructure, as well as excellent communications and IT networks, ensure optimum business and living conditions. State-of-the-Art industrial estates boast sophisticated facilities and super services. English is the second language and fast-becoming the language of business and commerce. With a rapid economic development, Thailand offers countless opportunities for investors. Abundant natural resources and skillful workers provide a wide variety of investment options. Thais have earned a worldwide reputation for their skills and expertise in many fields, from handicrafts to cutting-edge industries. The country's industrial sectors have also grown rapidly, both in the long-established and newly emerging industries. A growing concern among MNCs operating in Thailand, regarding the labor market with high job mobility, is how to maintain a workforce capable of fulfilling corporate exigencies. This study investigates job satisfaction among Thai workers working for MNCs in Thailand. Thailand has never been colonized, is relatively homogenous, and has pursued a more indigenous development strategy than has Singapore or Malaysia. Nevertheless, Thailand still relies significantly on MNCs for technology and, to a significant degree, on natural resource exports to generate foreign exchange. Even so, the primary resources are rice, rubber, and tin. Social coalitions in Thailand are instead driven more by class cleavages between rural and urban groups.

### **2. Objective of Study**

The purpose of this study was to examine job satisfaction among Thai employees working in MNCs in Thailand, and level of job satisfaction among Thai employees and MNCs only in Thailand.

### 3. Research Questions

This study is undertaken to answer the following questions: First, are Thai employees working for MNCs in Thailand generally satisfied with their jobs? Second, which facets of the Job Satisfaction Survey (JSS) are most related to the general feeling of job satisfaction among Thai employees and MNCs?, and third do study variables such as education, gender, age, salary, benefit, co-workers, promotion, and supervision have a relationship with feelings of general job satisfaction among Thai employees and MNCs?

### 4. Literature Review

In 1935, Hoppock published the first generally accepted definition of job satisfaction as “any combination of psychological, physiological, and environmental circumstances that cause a person to say truthfully, ‘I am satisfied with my job.’” (p.47). since then, there have been several other definitions of job satisfaction. In 1964, Hoppock’s definition of job satisfaction was modified by Vroom, who introduced the internal element of worker attitudes in job satisfaction by defining it as “an affective orientation on the part of individuals toward work roles which they are presently occupying” (p. 99). Herzberg, Mausner and Snyderman (1959) defined job satisfaction as the positive effect derived from those factors which most often contributed to higher needs. Kreitner (1995) defined job satisfaction as an affective feeling that depends on the interaction of employees, their personal characteristics, values, and expectations with the work environment and the organization. A person can be relatively satisfied with one aspect of his or her job and dissatisfied with one or more other aspects. Locke (1976) stated that job satisfaction is an emotional reaction from the perception that one’s job fulfills one’s important job values, providing and to the degree that those values are congruent with one’s needs. Job satisfaction simply indicates whether the employee is satisfied with his or her job (Spector, 1997). It also explains his or her feelings and attitudes about the job relating to working conditions, pay-salary, promotion, recognition, fringe benefits, supervision, co-workers, security, communication, the company’s structure and management (Locke 1976; Spector 1997). Reitz (1987) considered that the workers’ attitudes of job satisfaction are negatively related to important aspects of employee behaviors such as absenteeism, tardiness, turnover, and positively related to productivity. Job satisfaction is an important theoretical and practical concept because it may affect the capacity of the job incumbent to perform effectively and to deal with job demands successfully. At the individual level, job satisfaction has been associated with employee burnout, high levels of stress, and a variety of psychological and physiological problems (Verbrugge, 1982). Most individuals spend a considerable part of their lives working. Indeed, job satisfaction also represents “one of the major quality of life indicators” (Marinoble & Hegenauer 1988). Low job satisfaction, at the organizational level, has been linked to decreased task performance, increased absenteeism, job turnover, and deteriorating organizational morale (Mathieu & Hamel 1989). Employees’ effectiveness is the major key in accomplishing the organizational goals and job satisfaction is one of the most important factors influencing employees’ effectiveness. Motivation, task status, monetary rewards, etc., are essential factors in job satisfaction, and are important dimensions related to work values.

#### 4.1. Study of Job Satisfaction among Employee in Thailand

Panmunin (1993) investigated job satisfaction among hotel employees at eight five star hotels in Thailand. The study found that the employees were satisfied working in the hotel industry more than any business industry, and the employees felt they had more opportunity in the future in the hotel business. Researchers also found that the employee’s feelings would be caused by the optimism that job conditions would improve overtime, which they received encouragement or commendation for their work. This study showed that the worker’s perception of their actual and potential earning was unfavorable, as was their perception of Bangkok as a place to live. Nevertheless, their perception of the future of the hotel industry in Bangkok, and hotel working conditions were absolutely fair. However, the employees felt that the major positive aspect to working in the hotel jobs was that they could educate themselves and improve in the English language, especially when they served guests from Western countries. Most of the employees were proud to work in uniforms and followed serious disciplines as the hotel rules. The main perception of the employee is that they have an opportunity to learn English while working in a higher situation than any industry in Thailand. However, the results showed that in general, hotel employees do not prefer to stay in the hotel business for a long period of time in their career. The most important aspect to working in a hotel in Thailand was the relationship between the workers and managers. The relationships were considered the number one factor driving work commitment in Thailand. The job satisfaction among the workers includes getting along well with supervisors and managers. The managers who worked for the five star hotels which were owned by American companies and Western companies described the relationship as fundamental to the culture. Buathong (2002) conducted a study of job satisfaction between Thai employees who worked for Thai commercial Banks and the workers who worked for American Bank branches in Bangkok. The researchers found the difference of the attributes to job characteristics, organizational characteristics, and personal characteristics. Thai employees who worked with American banks have higher overall job satisfaction levels and higher job satisfaction on job characteristic factors than Thai employees who worked for Thai banks. Most of the reasons for the higher job satisfaction scores in any foreign commercial banks, not only American banks but also with Japanese banks, were found in four job factors: (1) pay; (2) promotion; (3) fringe benefits; and (4) contingent rewards. However, one of the study’s factor areas (nature of work) showed no significant difference between the two different groups of workers.

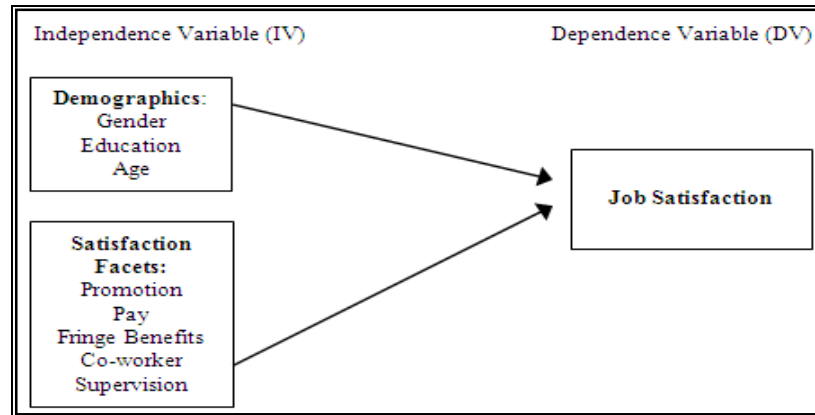


Figure 1: Study Framework

Based on the forgone, the current study will focus and discuss the job satisfaction facets of gender, education, age, fringe benefits, promotion, salary, co-worker, and supervision.

#### 4.2. Gender

Ulmer (1988) studied the literature concerning the impact of gender on job satisfaction. Their study reported no significant difference between the two genders in relation to job satisfaction. Mottaz (1986) and Witt & Nye (1992) found no conclusive evidence with regard to the levels of satisfaction among men and women. However, Manning (2002) confirmed similarities in male and female managers' job satisfaction. Donahue & Heywood (2004) found no gender satisfaction gap between younger U.S. workers. Kremer & Goldstein (1990) found that females had higher positive job satisfaction than males. Similarly, the study of Adelman (1991) found that females had higher positive attitudes than males in terms of working conditions and relationships on the jobs. According to that study, no significant differences were found between males and females in regard to organizational commitment. As an example, in a meta-analysis by Aven, Parker, & McEvoy (1993) it was found that gender and commitment were unrelated; moreover, it has been established that men and women experience similar levels of organizational commitment. Xiong & Francesco (2000) indicated that, except for position, other demographic variables, including gender, had no main affect on organizational commitment. Finally, in the study of 772 business executives in Hong Kong, Ngo & Tsang (1998) found that organizational commitment is not affected by gender.

In line with these arguments the following is hypothesized:

H1: There is a statistically significant relationship between the gender of Thai employees and the level of job satisfaction.

#### 4.3. Education

Hopkins (1983) found more education meant more job satisfaction, unless the education made the person more skilled than the job required. Pames (1966) and Sheppard and Herrick (1972) found that the higher an employee's educational level, the more likely he/she was satisfied with his/her jobs. Chao, (2005) indicated that the Secretary of Labor stated that the fastest growing jobs in the future will need to be filled by 'knowledgeable workers' who have specialized skills and training. These observations lead to the following hypothesis

H2: There is a statistically significant relationship between education of Thai employees and level of job satisfaction.

#### 4.4. Age

Hopkins (1983) stated that workers who feel discriminated against because of age are less satisfied with their jobs. Kovach (1987) found that as employees get older, interesting work becomes more of a motivator, such as job security, personal loyalty to employees, promotions, growth in the organization, and good pay, etc. Smith & Hoy (1992) found that the turnover rate for older workers is less than younger workers. Siegel (1993) found no significant difference between the performance evaluations of older managers and younger managers; however, older managers were less likely to be promoted. Sullivan & Duplaga (1997) found that in some occupations, such as sales and paraprofessionals, productivity actually increased with age; however, no studies were found that investigated the extent to which individual work factors contribute to age-related differences in job satisfaction or productivity, and based on the literature, the following is hypothesized:

H3: There is a statistically significant relationship between age of Thai employees and the level of job satisfaction.

#### 4.5. Fringe Benefits

Economic and labor market conditions influence decisions about benefits because in tight labor markets organizations seeking the best employees compete by offering better benefits and services, which are nontaxable income. In addition, the composition of the labor market has had an increasing impact on the type of benefits and services offered. For example, the increased number of women in the work-force has resulted in increasing pressure for longer maternity leaves, family leave benefits, child care services. The aging of the workforce means that such services and benefits as pre-retirement planning, health insurance, and pensions are increasingly demanded. Compensation for time off is very important, most employers compensate for time that employees have

not worked: break time, lunch break, also employers pay employees when they are not actually at work- holidays, vacation, sick leave, funeral leave. Paid holidays is probably the most offered of these times off with pay. Another voluntary compensation offered for time not worked is paid vacations. This is the most expensive benefits for American employers. Most organizations offer vacations with pay after a certain minimum period of service. From the forgoing, the following is hypothesized:

H4: There is significant relationship between the fringe benefits of Thai employees and the level of job satisfaction.

#### 4.6. Salary

The old adage “you get what you pay for” tends to be true when it comes to staff members. Salary is not a motivator for employees, but they do want to be paid fairly. If individuals believe they are not compensated well, the employees will be unhappy working. Herzberg, Mausner and Snyderman (1959) found that performance-based compensation has an influence on the workers in the organization, which concluded with increased job satisfaction, increased productivity, reduced absenteeism, and decreased voluntary turnover. Smith et al. (1969) studied assessing attitudes toward pay, based on the perceived difference between actual and expected pay, both on the value of perceived inputs and outputs of the job, and the pay of other employees holding similar jobs or possessing similar qualifications. The study of employee satisfaction with pay and benefits is an area of longstanding interest to psychologists. The earliest writings on the topic of job satisfaction emphasized the critical role that compensation played in employees’ affective reactions to their jobs. Hoppock’s (1935) study of job satisfaction revealed that dissatisfaction with wages was the most important reason for advancement of voluntary separation across a broad array of occupations. Thus the following hypothesis is proposed:

H5: Salary of Thai employees correlates positively with job satisfaction.

#### 4.7. Co-worker

Work serves a social purpose for most people; we enjoy socializing and simply spending time with people whom we like and trust. In addition to making time at work more enjoyable, it also impacts people’s commitment to their jobs and colleagues, which positively impacts effort and performance. (Stringer, 2007). Many employers’ backroom buzzword “engagement,” is positively altered when friendships are factored in. When an employee has someone at their workplace considered as a “best friend,” one of the biggest winners is the company. According to the study, it was found that of the 30% of workers who say they have a best friend at work, 56% are engaged, and 11-14% are actively disengaged (Stringer, 2007). More recent research have attempted to look at job satisfaction as an antecedent of less concrete but equally important aspects of job performance. One of the most interesting areas of organizational science research in recent years has been in the area of Organizational Citizenship Behavior (OCB), which Spector (1985), defines as behavior by an employee intended to help co-workers or the organization. OCB-inspired actions are those which are outside the employees’ specific assigned tasks, or above and beyond the call of duty. Organ and Konovsky (1989) categorize OCB into altruistic and compliant behavior; the former involves action which helps others, such as assisting co-workers or making suggestions, while the latter involves doing one’s job without needing constant supervision, such as being punctual and not wasting time. The opposite of OCB is counterproductive behavior, which includes sabotage, aggression, and theft. The costs of unhappy workers to economic productivity are enormous. Policies aimed at producing a happier workforce make sense both because they can enhance well-being in an important realm of life and because they can increase economic productivity and profitability. (Sirota, Mischkind & Meltzer, 2005). An additional finding was that more satisfied employees are more practical, helpful and friendly; satisfied workers have lower turnover and absenteeism, and are more punctual, cooperative and helpful to other workers (Sirota, Mischkind & Meltzer, 2005). It is a good moment to remember the words of management theorist Frederick Herzberg, who in many ways launched this field of enquiry in the late 1950s: If you want someone to do a good job, give them a good job to do (Herzberg, 1966). Based on the literature, we hypothesized:

H6: There is statistically significant relationship between the co-worker of Thai employees and the level of job satisfaction.

#### 4.8. Promotion

Price & Mueller (1981) and Reed, Kratchman & Strawser (1994) found that employees will generally be satisfied with their jobs and commitment to their organization, if they are content with the nature of the work itself, are satisfied with promotions, supervisors and co-workers, and perceive current pay policies and future opportunities within their firms. Spector (1997) found that job satisfaction was simply indicated as promotion, recognition, fringe benefits, pay salary, co-worker security, and the company’s structure and management. Smith et al. (1969) found that the motivators for promotion are the employees’ satisfaction with the company’s promotion policy and the administration of that policy. These lead as to hypothesize the following:

H7: There is statistically significant relationship between the promotion of Thai employees and the level of job satisfaction.

#### 4.9. Supervision

To decrease dissatisfaction in this area, one must begin by making wise decisions when appointing someone to the role of supervisor. Be aware that good employees do not always make good supervisors. The role of supervisor is extremely difficult. It requires leadership skills and the ability to treat all employees fairly. The supervisors should be taught to use positive feedback whenever possible, and to establish a set means of employee evaluation and feedback so that no one feels singled out. In line with the forgoing analysis, the following is hypothesized.

H8: There is no statistically significant relationship between the supervision of Thai employees and the level of job satisfaction.

## 5. Methodology

In conducting this study, the quantitative approach and the survey method for collecting data was used. The questionnaire was administered through a face-to-face method of collecting data. To be able to test the hypotheses and do a meaningful analysis, firms were selected based on their demographics. Data was collected and converted into information for possible analysis. A comprehensive questionnaire regarding personal information was used to obtain information on the participant's gender, education, age, benefits, and pay. A Pearson Correlation Coefficient was used to examine the relationship between job satisfaction and salary, promotion, co-worker, supervision, fringe benefits, and communication.

## 6. Selection of Participants

The target of this study was employees working for MNCs in Thailand. As a result of time and cost, as mentioned before, this study was focused on employees working with MNCs in Bangkok and some provinces around Bangkok. There are more than 200 MNCs doing business in Thailand. The questionnaire was in the English language and translated into Thai after the data collection, the responses which was in Thai was translated back into the English language for analysis.

## 7. Data Processing and Analysis

The Statistical Package for Social Sciences (SPSS version 18) was used in the analysis of the data. The independent variables were measured on a 5-point Likert scale. Cross tabulation was performed to segregate the demographic profile of the firms. Frequency statistics was performed to determine frequency of a particular variable use and cross tabulation was conducted to group the firms into sector groupings. To test the hypotheses of the relationship between the independent variables (gender, age, education, benefits, salary, co-worker, promotion and supervision), and job satisfaction, regression analysis for 5% statistical significance was conducted on each of the independent variables.

## 8. Discussion and Results

Out of the 207 usable responses, 80 or 38.6% were male and 127 or 61.4% were female. 70.5 % of the participants were between the ages of 18-30 years, 21.7% between 31 and 40 years, 7.2% between 41 and 50 years, and 0.5% over 50 years. 19.8% of the respondents had high school education, 27.1% associate degrees, 43.5% had received BA/BS degrees, and 9.7% had master's degrees. The study shows that a majority of the employees working with MNCs in Thailand were female.

Gender	Frequency	Percent
Male	80	38.6%
Female	127	61.4%
Total	207	100%

Table 1: Descriptive Statistics on Gender

The study also shows that the employees working with MNCs in Thailand have very good education. 90 employees had either a BA or BS Degree (43.5 %); 56 employees had an Associate Degree (27.1%); 41 employees had a High School Diploma (19.8%); and 20 employees had a MA/MS Degree (9.7 %); and no employee had PhD. Degree. Most of the employees working with MNCs who held either a BA, BS or Associate Degree worked as regular worker or supervisor; only the employees who had a MA/MS worked as managers or administrators. The majority of employees who were managers, supervisors, and administrators could speak English and other language such as Chinese and Japanese very well.

Education	Frequency	Percent
High School	41	19.8%
Associate	56	27.1%
BA/BS	90	43.5%
MA/MS	20	9.7%
PhD	0	0%
Total	207	100%

Table 2: Descriptive Statistics on Education

			EDUCATION				Total
			HS	AS	BA/BS	MA/MS/ MBA	
GENDER	M	Count	11	21	39	9	80
		% within GENDER	13.8%	26.3%	48.8%	11.3%	100.0%
		% within EDUCATION	26.8%	37.5%	43.3%	45.0%	38.6%
		% of Total	5.3%	10.1%	18.8%	4.3%	38.6%
	F	Count	30	35	51	11	127
		% within GENDER	23.6%	27.6%	40.2%	8.7%	100.0%
		% within EDUCATION	73.2%	62.5%	56.7%	55.0%	61.4%
		% of Total	14.5%	16.9%	24.6%	5.3%	61.4%
Total		Count	41	56	90	20	207
		% within GENDER	19.8%	27.1%	43.5%	9.7%	100.0%
		% within EDUCATION	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	19.8%	27.1%	43.5%	9.7%	100.0%

Table 3: Cross Tabulation of Gender and Educational Background

- Gender: Male, 11 employees finished high school with a diploma (5.3%), 21 employees finished two years of college with an Associate Degree (10.1 %), 39 employees finished with a BA/BS Degree (18.8 %), 9 employees finished with an MA/MS Degree (4.3 %). The subtotal was 80 male employees (38.6 %).
- Gender: Female, 30 employees finished with a high school diploma (14.5 %), 35 employees finished two years of college with an Associate Degree (16.9 %), 51 employees finished with a BA/BS Degree (24.6 %), 11 employees finished with an MA/MS Degree (5.3%), The subtotal was 127 female employees (61.4%). Eight hypotheses were tested each for the independent variable against job satisfaction. Correlation results indicated that they were highly correlated to each other. All the variables were positively correlated with job satisfaction. The table below shows the summary of hypotheses.

Variables	Hypothesis	R	Sig	Accept/Reject
Gender	H1	1	.000	Accept H1
Education	H2	1	.000	Accept H2
Age	H3	1	.000	Accept H3
Benefit	H4	.943	.000	Accept H4
Salary	H5	.896	.000	Accept H5
Co-Worker	H6	.907	.000	Accept H6
Promotion	H7	.870	.000	Accept H7
Supervision	H8	.923	.000	Accept H8

Table 4: Summary of Regression

The findings of this study indicate that there is a significant positive relationship between gender, education, age, salary, promotion, supervision, benefits, co-workers, with job satisfaction. The findings indicate that the MNCs should consider how to improve and maintain the employees' satisfaction. Due to the fact that the culture and language are different, the MNCs and managers need to understand that the systems will work very well in the homeland, but sometimes never well in the host-country. However, the MNCs need to learn to adapt, especially the managers who are supervisors. The Thai managers can communicate well with their local workers.

## 9. Limitations

This study focused on the employees' perceptions of their job satisfaction among MNCs in Thailand. The researchers used the Job Satisfaction Survey (JSS) to measure the degree of job satisfaction. However, there are some limitations to this study's findings as follows:

- The data for this study were gathered towards the end of the year 2007. Data collected from a different time frame might yield different results.
- The results might not be generalizable to populations in other industries in Thailand. It was restricted only to the employees who worked with MNCs in Bangkok and provinces around Bangkok, Thailand. Data were collected from workers in different industries. Different locations in the Eastern, Northern, and Northeastern areas of Thailand might reveal different results.
- The different job satisfaction scale was used to measure the constructs; the results might not be consistent with the findings of this study.
- The researchers focused only on the respondents of Thai nationality, who were born, raised and acculturated, and spoke Thai in Thailand. The workers are important because the culture, language, and background determine different expectations of the job (such as the pay scale) that MNCs expect to pay the Thai workers, which will be different from the US, Japan, Korea, UK, and France.
- The workers who worked with MNCs in Thailand constituted a population of males and females. However, this study showed more female workers than male worker in MNCs in Thailand, since a higher number of responses were received from female than male responders.

## 10. Recommendations

The MNCs in Thailand are very successful because MNCs have very good employees, good locations, and have all the resources that MNCs need in Asia. The major concerns discovered in this study for MNCs are that the companies need to provide better pay and benefits. The HR department needs to concentrate on training and policies. They need to study the Thai culture, language, and traditions, for example, holidays. Thailand is a Buddhist state, and Thai people are very strong in religion. During the Buddhist holiday, Thai people must go to the temples for worship and pray to Buddha. Most of MNCs do not accept or allow the employees to take off from work for these holidays, especially the King's birthday, which is known by the Thai people as the "Father Day". The King of Thailand is the heart of Thai people. Many MNCs do not really understand how important these holidays are for the Thai people. Some small companies do not provide vacation, benefits, and services, such as health care benefits, sick leave, and funeral leave for their employees, etc. MNCs need to identify the best locations to build the factories, because land at the provinces near or around Bangkok is more expensive. There is more land in the up-countries which are much cheaper and not too far from Bangkok and the ports, such as the small towns and provinces in the Northeastern and Southeastern of Bangkok. This will give MNCs better working environments for the workers, better traffic and transports to the markets.

## 11. Implications

The correlation between education and job satisfaction reflected the importance of education, training, and development of the employees, especially with developing nation, such as Thailand. To be successful abroad, managers must learn all they can about the countries in which they will be working. Managers need to have proper attitudes toward other countries and their cultures. A manager with the wrong set of attitudes may try to transfer the North American way of doing things directly to the host countries, without considering the constraints in these four factors. The more significant, the differences, the more likely they are to cause problems for the unperceptive managers. Training and development are very important to the employees. To get new employees off to a good start, organizations generally offer a formal orientation program. Orientation is the formal process of familiarizing new employees with the organization, their job, and work units. The organizations should help employees further their training programs, basic skills training, team training, diversity training, and especially global training. These programs are effective in helping to retain and motivate employees. The organizations will have more benefits, including the following: (1) lower turnovers, (2) increased productivity, (3) improved employee morale, (4) lower recruiting and training costs, (5) facilitation of learning, and (6) reduction of the new employee's anxiety (Bortol, 1976)

## 12. Conclusion

The world business economy has changed at a very fast pace. MNCs expect the workers to become more productive and more qualified; if the employees proceed speedily and become more reliable and stable; this will be an increasingly helpful tool, which means the MNCs will have more benefits. However, the MNCs and the managers can study this knowledge to enrich and run the company smoothly, and especially increase the benefits for the 21<sup>st</sup> century economy, not only for the native society, but anywhere around the world. The MNCs in Thailand are very successful, especially the MNCs from Japan and the USA. Nevertheless, both Japanese and Americans have a Type A personality. According to the survey, Thai workers were satisfied with MNC policies and commitments as long as it was fair to them. Most of the Thai workers got along very well with the manager; which is due to the culture. This survey showed that more of the Thai workers had a BA Degree than Associate Degree and High School Degrees, and most of them worked as regular workers. However, most of the management had an MA or MS Degree and also can speak other languages such as Chinese, Japanese and English. Hopkins (1983) explained, "More education meant more job satisfaction." For this study found the female workers always showed respect, and were polite and sincere to the superior and managers. This was partially due to the fact that their culture had trained them very well since they were young. They were also more concerned about their job than the male participants (Ulmer, 1988). The Thai workers were satisfied with the salary and

benefits they had with MNCs. In Thailand, there have been no strikes against the MNCs in the last five years. In Thailand the government needed to enforce the labor laws. Indirect financial compensation is called benefits and services. It can be defined as all employer-provided rewards and services, other than wages or salaries, arising from the following categories: legally required social insurance payments, retirement plans, and payment for time not worked, unlikely pay for performance, and other incentive plans. Most benefits and services are available to workers as long as they are employed by the organization regardless of seniority and performance. There were some problems that many MNCs do not comply with the laws. Thai workers accepted the promotions as long as they included seniority, experience, and higher education. The Thai workers believed that respectfulness is the priority for their work and their life, especially for their management and elderly people. Miles, Parick and King (1996) found a strong relationship between supervision and job satisfaction.

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