

**THE ORGANIZATIONAL COMMUNICATION AND JOB SATISFACTION
OF THAI EMPLOYEES IN KOREAN TRANSNATIONAL COMPANIES
IN BANGKOK**

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งานวิจัยนี้มีวัตถุประสงค์เพื่อศึกษา รูปแบบการสื่อสารภายในองค์กรและความสัมพันธ์
ระหว่างความพึงพอใจในการสื่อสารและความพึงพอใจในการทำงานภายใต้การสื่อสารข้าม
วัฒนธรรมของพนักงานไทยในบริษัทข้ามชาติเกาหลีในเขตกรุงเทพมหานคร โดยใช้แนวคิดที่เน้น
ด้านความสัมพันธ์ระหว่างมนุษย์และทรัพยากรมนุษย์เนื่องจากกลยุทธ์ที่สำคัญของบริษัทเกาหลีใน
การเข้าสู่โลกาภิวัตน์คือการแสวงหาวิธีพัฒนาและจัดการกับทรัพยากรมนุษย์ของตนให้ตรงกับ
ความต้องการของตลาดและเป็นจริงทางเศรษฐกิจ การศึกษาครั้งนี้ใช้แบบสอบถามในการเก็บ
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ผลการศึกษาพบว่ารูปแบบการสื่อสารระหว่างผู้บังคับบัญชาชาวเกาหลีและพนักงานไทย
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เพราะเมื่อการสื่อสารมีประสิทธิภาพ พนักงานมีแนวโน้มที่จะเข้าทำงานได้ดีขึ้น ฉะนั้น พวกเขาจะ
ทุ่มเทการทำงานเพื่อให้บรรลุเป้าหมายขององค์กร หรืออีกนัยหนึ่งคือ ความพึงพอใจในการทำงาน
นำไปสู่ความสนใจและความกระตือรือร้นที่มากขึ้นในการทำงานดังนั้นประสิทธิภาพของงานจะ
เพิ่มขึ้นหากพนักงานเกิดความพึงพอใจกับงานของตน

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NARUNAN WONWITTAYAKAMJON: THE ORGANIZATIONAL
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The purpose of this study is to examine the organizational communication pattern and the relationship between communication satisfaction and job satisfaction of Thai employees in Korean transnational companies in Bangkok under cross-cultural communication. This study follows the concept of human relationships and human resources since an important key strategy for Korean firms to enter globalization is how to develop and manage their human resources to meet the economic and market realities. The questionnaire has been used to collect data from 400 Thai employees during July-August, 2011 and analyze in term of frequency, percentage, mean, and Pearson's correlation coefficient through SPSS for Windows computer program.

The results show that communication pattern between the Korean supervisor and Thai employees in Korean transnational companies in Bangkok is a "two-way communication." The received information from the Korean supervisors to Thai employees is not only clear and dependable but also effective and satisfied. Since in two-way communication the employees can give a response or feedback to the supervisors, they can express their opinions and suggestions freely. Therefore when the supervisor opens this opportunity for the employees to communicate more, they will have more communication satisfaction (Charin Nana, 1996). And when the communication is effective, the employees tend to understand their job better thus, they will dedicate to work for achieving the organizational goals. In the other word, job satisfaction leads to more interesting and enthusiastic at work thereby the job performance will be increased if the employees feel satisfy with their job (Chamnong Sompasong, 1975).

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CHAPTER I

INTRODUCTION

1.1 Significance of the problem

In general globalization refers to the deepening linkages and interconnections of economic activities on a worldwide basis. For many Korean firms, globalization means responding to emerging trends, including the increasing tendency toward open market, changing in the Korean domestic markets, and the necessity of acquiring newer technologies. Originally, the operations of globalization are in four steps; starting from the first which is having a domestic-market orientation to then having an international-market orientation to, after that becoming a foreign local company to and finally becoming a global company. When the world has become increasingly interdependent and borderless, globalization will present Korea firms with a new challenging as they need to develop their roles as competitors in the future. Korea's globalization initiatives also have to be interpreted in light of its geographical region—that is, where newly industrializing economies and countries are aspiring to improve their economic positions (Ungson, Steers and Park, 1997: 133).

Because of globalization, transportation and telecommunication systems improve and our world becomes ever more connected, both on personal and an organizational level (Miller, 2009: 2)". Therefore cultural diversity is becoming a fact of everyday life in the organizations and many great opportunities are opening for any individuals or companies who can take advantage of this trend. Culture can be defined as a set of values, beliefs, norms, customs, rules, and code which guide people to define themselves as a distinct group or giving them a sense of similarity. Some norms or values we learn from our culture have shaped our way of thinking or viewing the world and also the method we interact with the others. The chances of interacting with people from different national backgrounds are becoming bigger and bigger since international trade and multinational corporations have been increasing in the recent years. However, when people from different national have to work together

in the same environment most of them have to encounter the issue about culture difference, we misunderstand each other easily or even interpret the various meanings in one word (Adler and Elmhorst, 1999).

Avruch and Black (1993) stated that there are six fundamental patterns of cultural differences. One of them is “different communication style”. It is the way people communicate varies widely between, and even within, cultures. One aspect of communication style is language usage, some words or phrases are meant in different ways across cultures. Those two anthropologists also have noted that we can learn to collaborate across cultural lines as individuals and as a society. In fact, becoming more aware of our cultural differences, as well as exploring our similarities, can help us communicate with each other more effectively.

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); 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. The origins of South Korean MNCs can be traced to the late 1950s and early 1960s. The emergence of South Korean MNCs has to be understood in the context of the industrialization of its domestic economy. With foreign trade as an important agent of economic growth in post war South Korea, the pattern of domestic production and exports developed rapidly from traditional agricultural -or land- based products towards more non- traditional labor-based industrial product. South Korea has been investing in many countries around the world, within the developing countries; the most important regions were South East Asia (Paz Estrella, 1999).

Thailand is one of the main countries in South East Asia that South Korea has been investing since the previous time. Thailand and the Republic of Korea have concluded a Trade Agreement since 1961. And in 2008, the Republic of Korea is among the major trading partner of Thailand.

From these reasons, many Thai employees 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 employees in Korean firms. Many companies nowadays focus on human relations and human resources

approaches, they concern on how employees could contribute to the organizational goals through knowledge, ideas, and discussion (Miller, 2009) therefore if the employees have problem in communication, it will lead to a low level of job satisfaction and low job performance respectively since communication satisfaction has a positive relation with job satisfaction (Charin Nana, 1996) and job satisfaction has a direct influence on job performance (Pimpaporn Somkiatweera, 1998).

Thus, this study would like to examine the pattern of communication of Korean companies which locate in Bangkok and to analyze whether there is a relation between communication pattern and communication satisfaction of Thai employees in these companies and to test whether there is any positive relation between communication satisfaction and job satisfaction also in the Thai employees who work in Korean transnational firms.

1.2 Objective of the study

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

1.3 Hypothesis

- The organizational communication pattern between the supervisor and the employee is a “Two-way communication”.
- The organizational communication pattern has a positive relation with communication satisfaction of the employee.

- Communication satisfaction has a positive relation with job satisfaction of the employee.

1.4 Scope of the study

This research will use questionnaire to survey the organizational communication pattern between the Korean supervisors and Thai subordinates in Korean transnational companies in Bangkok.

1.4 Expected benefits

- To understand the organizational communication pattern between the Korean supervisor and Thai employees in order to develop more effective organizational communication.
- To understand the relationship between communication satisfaction and job satisfaction of employees for more understanding in the different style of communicating between Thai and Korean culture therefore Thai employees can use this research for creating more effective communication which is one of the factors that related to communication satisfaction and job satisfaction respectively.
- The result can be used as the formation in developing organizational communication in Korean transnational companies for diminishing the space in communication between the supervisor and subordinate and also creating the most effective work.

1.5 Definitions

- **One-way communication:** communication that the sender transmits the information or order to the receiver as a straight line, there is no feedback or response back from the receiver. This communication style is used to transmit the order from the supervisor to the subordinates through a media such as a

circular notice, a bulletin board or a monthly magazine (Charin Nana, 1996: 21 and Pimpan Sripipit, 1997: 19).

- **Two-way communication:** communication that the receiver can send response or feedback back to the sender or in the other words, it is a communication system that has an interaction between both the supervisor and the subordinate such as walking to command by person (Charin Nana, 1996: 21 and Pimpan Sripipit, 1997: 20).

CHAPTER II

LITERATURE REVIEW

This chapter summarizes the theoretical frameworks and the empirical studies that related to Korea in globalization, cross-cultural communication, organizational communication, communication satisfaction and job satisfaction respectively.

2.1 Theoretical Framework

There are eight groups of concepts and theories that related to Korea in globalization, cross-cultural communication, organizational communication theories, communication satisfaction theories, job satisfaction theories, and their relations.

2.1.1 Korea in globalization

Most of the Korean firms see globalization as their corporate strategy of business activities. Globalization is an important part of every annual report and new government program. Running the business overseas takes Korean firms into an international competition with other countries especially in Asian and Eastern market area (Ungson, Steers and Park, 1997).

2.1.1.1 The important of globalization for Korea

In general globalization refers to the deepening linkages and interconnections of economic activities on a worldwide basis. For many Korean firms, globalization means responding to emerging trends including:

- (1) Globalization and the opening of trading blocs: since the twenty century, the world markets are tried to liberalize since the world trade is continue increasing a lot. One of the main reasons is there will be investment in various countries around the world specifically from Asian nations. Our world is becoming a borderless competition age.

- (2) Changes in domestic market: globalization brings Korean firms into a competition with neighbors and it forces Korea to open its market at the same time since a key to market liberalization is to sell and to buy.
- (3) Acquiring new technologies: joint venture is becoming a new promising arrangement for Korean firms to sharing and acquiring new technologies from other countries. Thus, there will be more strategic alliance, mergers, and acquisitions among Korean firms and technologically advanced companies (Ungson et al., 1997).

2.1.1.2 The process of globalization in Korea

Originally, the operations of globalization are in four steps; starting from (1) having a domestic-market orientation to (2) having an international-market orientation to (3) becoming a foreign local company to (4) becoming a global company. Normally, a company oriented to the domestic market continues to become an international orientation by expanding its production ability and supporting export offices overseas. Many of major Korean companies touched this stage in the late 1970s and early 1980s. Then simply the successful companies keep going on with the third phase of globalization to be a foreign local-market-oriented company. Here, they concentrate on acquiring more freedom by depending on local suppliers and localized productions in foreign nations. There are a lot of companies reached this stage in the mid 1980s to the early 1990s. Local employees are selected to assist the company for more understanding and becoming integrated with local culture. Only companies that reach the final stage of globalization develop global organizational configuration and management systems truly (Ungson et al., 1997: 114).

When the world has become increasingly interdependent and borderless, globalization will present Korea firms with a new challenging as they need to develop their roles as competitors in the future. Korea's globalization initiatives also have to be interpreted in light of its geographical region—that is, where newly industrializing economies and countries, such as China and the ASEAN nations, are aspiring to improve their economic positions (Ungson et al., 1997: 133).

2.1.1.3 Korean capital and its investment in Thailand

After supporting South Korea in war, the United States poured a large financial aid into the economic development. For instance, between 1953 and 1970, most U.S. economic assistance was grants; after 1970 was concessional loans and by 1975 turned to be loans from the Export-Import Bank. Moreover, there are other donors as well; the World Bank—a major multilateral donor—first sent aid in 1962, Japan began in 1965, and the Asian Development Bank started lending to Korea in 1968 (Steinberg, 1985: 31-33).

Because of the U.S. aid, the status of the republic of Korea after 1970s had been increasingly shift from a damaged country (because of the two wars; the Second World War and the Korea War), to a Newly Industrialized Country (NIC). Simultaneously, some Southeast Asian countries established an “Association of Southeast Asian Nations or called ASEAN”. Because of these factors the relationship between these two countries changed into a new face. The Republic of Korea laid its eyes on ASEAN both about their natural resources and markets (Surangsri Tonsiengsom, 2007: 398).

In the 1980's, the Republic of Korea started to show strong interest in expanding its economic relationship with ASEAN, of which Thailand is a member. The Republic of Korea exported industrial goods to Thailand which mostly are electric appliance such as televisions and computers. While Thailand exported agricultural products such as rich and frozen sea foods. Then in 1980's onward, the Republic of Korea had become one of the important trade partners of Thailand (Surangsri Tonsiengsom, 2007: 403).

2.1.2 Cross- cultural communication

The root of communication challenging is culture. Culture influences how we approach problems and taking part in groups. When we become part of the group we usually stunned at how vary people deal with their work together. There are many definitions about culture since it is a complicated concept. Still, simply put, "culture" refers to a group or community with which we share common experiences that shape the way we understand the world. It includes groups that we are born into, such as gender, race, or national origin. It also includes groups we join or become part of. For

example, we can acquire a new culture by moving to a new region, by a change in our economic status, or by becoming disabled. When we think of culture this broadly, we realize we all belong to many cultures at once (Kevin and Black, 1993: 131-145).

An essential piece of our cultures is our histories since historical experiences shape who we are while history makes us understand ourselves better and deeper therefore exploring the ways different groups in our communities have related to each other is an important core to opening channels for cross-cultural communication.

When people from different cultural background come to work together in one organization, conflicts can easily happen at any time. The misunderstanding between one another is becoming an essential issue to concern and one of the main problems from the six fundamental patterns of cultural differences is different communication style. One aspect of communication style is language usage since across cultures many words or sentences are meant to be a different ways (Kevin and Black, 1993).

2.1.3 Organizational communication theories

There are many scholars defined the meaning of organizational communication. For instance, Barnard (1938) identified communication as an important management activity. According to them, communication is the major shaping force in the organization. Communication both makes the organization cooperative system and links the organization purpose to the human participants. While Conrad and Poole (1988) defined organization communication as a process through which people, acting together, create, sustain, and manage meanings through the use of verbal and nonverbal signs and symbols within a particular context. Then Ivancevich and Matteson (1993) stated that communication among people does not depend on technology but rather on forces in people and their surroundings. It is a process that occurs within people.

In Thailand, there are many scholars who interested in this field also. For example, Sanor Tiyou (1994) stated that organizational communication is communication that links all of the activities between each unit in the organization. As it is a tool in working, communication helps the employee understand more about their own role and make all of the activities unite together. Similarly to Krit Serbson (1983), who mentioned that organizational communication is a process in exchanging

information between units and every levels of employee in the organization that related under the environment which can be variance under the circumstances.

2.1.3.1 Functions of communication in an organization

If we are to observe different organizations—a manufacturing company, school, hotel, or hospital—we would notice that communication serves four major functions (Koehler, 1981):

1. The informative function

A large amount of information is needed for employees in an organization to perform effectively and efficiently similarly to correct, timely, and well-organized information that are needed for managers to reach their goals or to resolve controversies. Therefore organizations can be seen as information-processing systems; all members of the organization are active to attain more, better, and timely information because information enabling each every member to perform his or her job more successfully.

2. The regulative function

The managers' capability to control and coordinate the functions of the organization is designated for the performance of an organization. A group of guidelines such as manuals, policies, memos, and instructions are all gathered for the regulative function. First, the information transmission is controlled by management; the manager sends commands or orders to employees, these all place the communicator in a position of authority with an expectation of compliance. Second, regulative messages are basically work-oriented, focusing on tasks that are necessary to achieve a specific job. Employees need to know what is anticipated of them and what limitations are put on their performance.

3. The persuasive function

Only power and authority will not always work in the desired control for determining in the organization. Managers need to formulate through persuasion, which is used at all levels in the organization—for instance; the employee's demanding a raise from the manager in case of an employee have to do tasks that beyond his or her job description. Many superiors should be more likely to persuade a subordinate rather than issue orders because comparing between voluntary compliance by employees and commands or appeals to the authority, the successful managers learn than the first one has greater commitment.

4. The integrative function

Integrative communication functions are the performance for the organization uniformity. Integrative processes serve to underline the organization's boundaries, taking in those persons and activities that contribute to its goals and excluding those that do not. The plan of organizational structure—the procuring for channeling information and authority, power allocation, and the authority of responsibility—represent an integrative function. The personnel function, at least in its recruitment and training perspectives, achieves an integrative purpose. The principal impulsion of integrative communication is in the direction of identity and unity.

2.1.3.2 Pattern of organization communication

Pattern or type of communication can be divided into many ways it depends on which aspect of consideration. Mostly in the field of organizational communication studies we divided the pattern of communication based on 4 types:

Table 2.1 Pattern of organization communication

Based on Channel	Based on Types of use	Based on Communication signs	Based on Directions of communication
1. One-way communication 2. Two-way communication	1. Formal communication 2. Informal communication	1. Verbal and written communication 2. Non verbal communication	1. Vertical dimension or Hierarchic effects - Downward communication - Upward communication 2. Horizontal Communication or Lateral Communication

Source: Miller, (2009)

1. Based on communication channels

1.1 One-way communication: a communication which the sender transmit the information or order to the receiver. It looks like a straight line; there is no feedback or reaction from the receiver. In general, this kind of communication

was used to transmit the policies from the supervisor to the subordinate and this might pass through the mass media or report of the organization such as radio, television or newspaper (Charin Nana, 1996).

1.2 Two-way communication: a communication which the receiver has response and feedback to the sender. In the other hand, it is the process of communication that considers feedback which is information that both the sender and the receiver communicate to each other instead of being only the receiver.

Leavitt (1958) has suggested a simple experiment comparing the advantages and disadvantages between one-way and two-way communication as follow:

- One-way communication is faster than two-way communication.
- Receivers feel more certain and make more correct judgments of how right or wrong they are in the two-way system.
- Two-way communication is more accurate than one way communication.
- The two-way method is relatively noisier and looks more disorderly. The one-way method, on the other hand, appears neat and efficient to an outside observer.

In conclusion, “if an organization needs easy and speed communication, one-way communication is preferred but for the more accuracy and efficient communication a two-way is better” (Leavitt, 1958: 118).

2. Based on types of use

2.1 Formal communication: it happens when a message was sent respectively or follows the mission duties. The message will transmit through the formal line and will send upward or downward according to assignment and decision. The message will be sent across the organization when it was determined by its own duties. Formal relationship in the organization will specify the direction of communication flow. Besides, formal communication always emphasizes written message rather than words (Charin Nana, 1996).

2.2 Informal communication: it happens when the employee communicate with another person without considering his/her position in the organization. It is the communication from upward to downward, downward to upward, horizontal and cross-channel communication which hardly concentrates on the positioning relation and since the message is informal and personal one, a direction of message is unpredictable.

In informal communication, personal communication between each employee happens outside a determined communication channels. Mostly it is a verbal communication and its important function is keeping the social relationship which sometimes relates to the job. And one of the good features of informal communication is the message was sent through the informal channel a lot faster than the formal one (Somyot Naveekarn , 1984).

Davis and O'Connor (1977) pointed out the informal features as follow:

- Mostly send through the relation in each other by verbal.
- It is free from the limitation of an organization or position.
- The message can be sent quickly.
- It has a relation chain in communication which is a transmit news to more than one person.
- Chance in message accuracy is rare.
- It has influence to the organization both in positive and negative ways (Charin Nana, 1996).

In conclusion, informal communication is a communication pattern that focuses on the network of communication in an organization. Since it occurs without organization regulations it is indeed a communication pattern that is created from an intimacy or we can called this "gossiping" which is one of the effective channels in spreading the information. It can also be a great tool for measuring an encouragement of the subordinate and since gossiping makes rumors therefore the supervisor must pay attention and try to find the solution by giving the clear accurate information and explain the fact to the subordinate (Charin Nana, 1996).

3. Based on communication signs

3.1 Verbal and written communication: verbal communication includes sounds, words, language and speaking. Written communication is writing the words which you want to communicate.

The executive or the leader is the one who communicates with the other employees and effective communication is one of the factors that lead to a successful organization therefore he/she should build the capacity in this field (Sermsak Wisanporn, 1978):

- Skill in using the right words to follow the rules and the logics.

- Skill in using the right meaning of the words, communication will be effective if we truly understand what we are trying to speak or write.
- Skills in using the words in a reasonable opportunity and time. Communication barriers could occur if we do not use it in a reasonable opportunity and time.
- Meaning of words convey ideas, leaders need to develop in this skill because if he/she cannot communicate the idea to the other persons, it is just worthless.

3.2 Non-verbal communication: it involves physical ways of communication, like, tone of the voice, touch, smell and body motion. Symbols and sign language are also included. This type of communication can be beneficial in many ways:

- Most of emotions and feelings can be expressed without correct words and they are clearer than words.
- Some body language can use for suggestion and giving a good advice.
- Verbal can be distorted easier than non-verbal (Sermsak Wisanporn, 1978).

4. Based on directions of communication

4.1 Vertical dimension or Hierarchic effects

4.1.1 Downward communication: it is used to transmit policies, rules, warning and memorandums from supervisor to subordinate in order to (Wutthichai, 1977):

- Giving the specific guideline for working orders
- Giving the information about the practice and process of the organization
- Giving the information about rationale of work
- Giving the information about his/her performance at work
- Giving the ideal information for more understanding goals

The downward communication is a formal communication that normally uses in the organization because it is quite effective but still there are some disadvantages (Wutthichai Chamnong, 1976):

- An organization that uses too much writing might lose an acquaintance with an employee that could later lead to a gap and distant in communication.
- The subordinate receive too many information and face a problem in memorizing. Besides, reading too much information can make them sick of the supervisor and crate a feeling that all of the information is really not important.
- The time duration in sending information is inappropriate therefore some of the information might have lost or could not be sent to all over.
- Mistaken information happens when too many levels of employee try to scrutinize the information.

4.1.2 Upward communication: it is used to transmit the information from the lower level to the higher one which means the subordinates are a sender and the supervisors are the receiver. This type of communication usually presents in the form of report, suggestion, consultation or complaint etc. The channels of communication are (Smit Sunchukorn, 1984):

- Group meeting
- Complaint
- Request
- Consultation
- Interview the resigned employees
- Labor union

However, upward communication has a variable that determine the characteristic between the sender and the receiver which are position and power. Position is the relation which created by working position including awarding or punishment. Power is the relationships which created by ability, personal character in controlling or influencing to others people and in that situation in some organization or some case that does not possess a higher position as the supervisor may have build a powerful character for convincing the other to follow or achieving an informal acceptance from the others as a supervisor and he/she can be able to persuade the receiver or the subordinate to follow the orders rather than in formal position which might have the power to order but lack of potential motivation (Kunyima Tokakuna, 1998).

4.2 Horizontal Communication or Lateral Communication

Horizontal communication is the communication that happens between the people who have the same position in the organization. It is the information exchanging between the employees who work at the same unit, have the same supervisor and working in the same way. This communication is used for asking about information and suggestion in the informal coordinating and this does not depend on the chain of command. However, the purpose is for exchanging the information/opinion, solving the problem and creating the comprehension when it comes to changing plans. Moreover, it can reduce conflicts from the different opinions and develop the relationship between each person.

There are many methods of Horizontal communication in an organization (Sanor Tiyow, 1994):

- Committee meeting
- Exchanging opinion at break time
- Talking on telephone
- Notes
- Social activities
- Circular notice and save dialog
- Collaboration and coordination

2.1.4 Communication Satisfaction

Many famous scholars give the different definitions of “Communication Satisfaction”.

First, Redding (1972) defined that the term of communication satisfaction has been used to refer to “the over-all degree of satisfaction an employee perceives in his total communication environment”. While for Evans (1960), communication satisfaction is information satisfaction because all of those received information can be useful in making a decision or implementation plan for employee to be successful. And recently Thayer (2003) said information in an organization have to be distributed and circulated in an environment of the organization whether in form of informing, ordering, and suggestion. By communication satisfaction, it can be news related to working, changing in work, and rules. All of the employee must receive the information that related to the requirement in performing, planning, decision making, and creating their own objectives.

In Thailand, Kunyima (1998) mentioned that communication satisfaction refers to how well the available information fulfills the organization member's requirements or demands for information, from whom it comes, the ways in which it is disseminated, how it is received and processed, and what kind of responses one receives. Similarly to Somyot Naveekarn (1984), who said communication satisfaction depends on the things people get compared to the things that they want. Satisfaction should not tie with effectiveness of any information (expression or interpretation), if communication is based on our need then satisfaction will happen. We might need some information or present some in our ways, when the information was communicated in the way that gets along with our feeling we will have satisfaction in communication.

Down and Hazen (1977) created the measure for communication satisfaction survey called "CSS". It is used to measure the employee's perception about communication system in an organization. The eight factors that deal with satisfaction with communication are:

1. Communication Climate: this dimension measures communication in both individual and organization level. To see the potential of communication in stimulating and motivating the employee for more effective work and also consider which information flow can be most efficient for working process.

2. Relationship to Superiors: this dimension measures the communication openness from the supervisor to their subordinates and also concern about the supervisor's capability in listening and taking suggestion from the subordinates in both downward and upward communication.

3. Organizational Integration: this dimension measures information receiving of the employees about their job and other related topics such as policies, goals, benefits or current situation and news. All of the mentioned information can make the employees feel that he or she takes part in that company.

4. Media Quality: measures communication channel in the company such as publications, memos or meetings. This is to see which channel can be the most effective way for the employee to receive the adequate and useful information.

5. Horizontal and Informal Communication: measures the amount of activity, information networks, and the accuracy of the receiving information for the employee.

6. Organizational Perspective: measure the information transmitted out about corporation, goals and performance for the employee. It can be the knowledge about

external and internal events such as the new government policies that could impact the organization.

7. Relationship with Subordinates: measure the relationship between the supervisor and the subordinates about managerial positions or communication channel including the subordinate's willingness and ability to transmit the information or suggestion upward to the supervisor.

8. Personal Feedback dimension: measure the justice of the supervisor to the employee when it comes to problems or obstacles in the job whether it is fair and clear or not.

In conclusion from the meaning above, communication satisfaction is a satisfaction in receiving the information. If the information received get along with the employee's need, it will create communication satisfaction. Therefore information in an organization is very important because it can build the employee's satisfaction. If the employee misses some of the information, he/she will miss the whole concepts in performing the work and planning (Charin Nana, 1996).

2.1.5 Job Satisfaction

Many famous scholars give the different definitions of "Job Satisfaction". Blum and Naylor (1968) described job satisfaction as "attitudes which are the result from work and organizational environment such as wage, status, advancement opportunity, justice from the supervisor and a suitable working quantity". While Locke (1976) believed that job satisfaction is "a pleasure feeling or happiness that happens when someone gets an appreciation and praise from his/her working or experience". And Ferratt (1981) said "job satisfaction is an individual's reaction toward his/her work which is a total separation value of elements in the job". This is one of the factors that affect "an increase of job satisfaction which can lead to the more effective in production, depending on working stability, advancement opportunity, administrative management of an organization, wage, characteristic of government, command, relationship between working group, good communication, working condition and welfare".

However for Pimpan Sripipit (1997), job satisfaction is a matter involving the feelings or behaviors of individuals in response to various job environments, and the measure for studying job satisfaction are different, dependent on academics and can be enumerated as follow:

1. Job : it concludes mental satisfaction, kind of job, opportunity to learn about it, difficulty associated with it, quality of it, chance for success when doing it, control and fixing the hours of doing it.
 2. Wages : amounts of wages received, fairness or equality in employment, method of paying wages.
 3. Promotion : chance for obtaining promotion, fairness in promotion, basis for promotion
 4. Praise and respect : to give praise when a job is successfully completed, to show respect and faith in the job completed, and to criticize in constructive manner.
 5. Benefits : pensions, medical care, annual vacation, payment to cover vacation cost.
 6. Condition of job : number of working hours, time for a break during doing the job, device for measuring temperature, ventilation, moisture, location of the job and the structure and layout of the workplace.
 7. Job guidance : format or approach of job guidance and the influence of job guidance, technique of job guidance, human relations, skill in respect of administration.
 8. Colleagues : competence, help for one another, friendship.
 9. Corporation and management : attention and care for employee, wages and policies
- Benefit of job satisfaction

Milton (1981) described some benefits of examination in job satisfaction as follow:

 1. To understand an origin of satisfaction and dissatisfaction at work.
 2. To understand a relation between satisfaction and performance.
 3. To examine which part of work could satisfy the employee and which part could not.
 4. To examine a relation between satisfaction toward training, an origin of the resignation and an absence from work.

2.1.6 The relationship between the concepts of communication behavior of the supervisor and job satisfaction of the subordinate

There are three groups of scholars who studied the relationship between communication behaviors of the supervisor and job satisfaction of the subordinate. The first group emphasized on methods to increase performance and productivity through the structure, power, compensation and attitude systems. On the other hand, the second and the third group focused on the needs of employees and their contribution to achieve organizational goals (Miller, 2009).

Table 2.2 Organizational Communication in Classical and Human relations Approaches

Organizational Communication in Classical Approaches	Organizational Communication in Human Relations Approaches	Organizational Communication in Human Resources Approaches
<ul style="list-style-type: none"> • Henri Fayol's Theory of Classical Management (Fayol, 1949) • Max Weber's Theory of Bureaucracy (Weber, 1947) 	<ul style="list-style-type: none"> • Maslow's Hierarchy of Needs Theory (Maslow, 1954) • McGregor's Theory X,Y (McGregor, 1960) 	<ul style="list-style-type: none"> • Blake and Mouton's Managerial Grid (Blake & Mouton, 1964) • Likert's System IV (Likert, 1967)

Source : Miller, (2009)

2.1.6.1 Organizational Communication in Classical Approaches

- Henri Fayol's Theory of Classical Management

Fayol's theory concentrated on the aspect of elements of management and principles of management. The first aspect concern on what managers should do and the second one deal with how managers should enact these elements.

1. Elements of management

Fayol proposed five fundamental elements of management—the “what” of managerial work.

- 1.1 Planning: finding the best method to achieve organizational goals in the future.
- 1.2 Organizing: the evaluation and arrangement of human resources (employees)
- 1.3 Command: the tasks or orders that the managers form for employee in order to achieve organizational goals.
- 1.4 Coordination: the integrity of separate activities in an organization.
- 1.5 Control: the comparison between goals and activities to ensure that the organization is functioning in the manner planned (Miller, 2009: 18)

2. Principles of management

Fayol provided prescriptions regarding “how” management can be function, each of the four sets deals with a different aspect of how an organization should be managed.

- 2.1 Principles of organizational structure: presents an organization that is highly structured and hierarchical of how the parts of an organization should be put together. Functional divisions are divided in the organization. Within these divisions, managers order a particular number of employees and each employee has solely one boss. Communication flows through vertical and highly well-structured channels from overall organization.
- 2.2 Principles of organizational power: the employees within this power structure should follow the rules and orders from the managers since he or she is the centralized power who possessed both authority and responsibility to the entirely employees in an organization.
- 2.3 Principles of organizational reward: the suitable rewards in organizations. Employees are received the reward within the organization by the knowledge that their job are pretty secure and by the fair application.
- 2.4 Principles of organizational attitude: the decent sensations and perspectives of organizational employees. Each employee should always concern about the organizational goals first

because when the interests of the entire take precedence over the interests of personals, an organization can be very effective.

According to Fayol, the equitable distribution of monetary is rewarded to the employee and the goals of the organization are encouraged to labor strictly rather than for the individual's interest only (Miller, 2009)

- Max Weber's Theory of Bureaucracy

Weber and Fayol were born in the same period however, Weber proposed a very different idea from Fayol. He emphasized on the characteristics in a specific form of organization, the bureaucracy. In his eyes, bureaucracy is a working system through authority, power and discipline. That authority is depended one of these three below (Miller, 2009):

1. Traditional authority (sometimes called legitimate authority) is a long-lasting belief that the superior or the boss may have power according to the custom of authority without considering his/ her actual capabilities, performances, or behaviors. It is a specific hierarchical position within an organization.
2. Charismatic authority is an individual's characteristic and capability power to attract and interact with the subordinate. It is an unstable authority since some of the subordinate may have a chance to become disenchanted with the supervisor' charismatic qualities.
3. Rational –legal authority is a rational application of rules that were developed by a reliance on information and profession. In this authority, power lies not in the personal, but in the profession and rationality that have created a system of rules and norms.

In summary, Weber's theory concerns the "ideal type" features of the organizational form known as bureaucracy. He proposed that a bureaucracy is a closed system. Within this system, there is a strict reliance on rules, division of labor, and a clearly established hierarchy in which power is centralized (Miller, 2009: 24).

2.1.6.2 Organizational Communication in Human Relations Approaches

In Fayol and Weber's theories, certain aspects of organizational communication are conspicuously absent from classical theories. For example, these theories pay little attention to the individual needs of employees, they are uninterested in how employees could contribute to meeting organizational goals through knowledge, ideas, and discussion—the only valued contribution was that of physical labor. Issues such as these drove the thinking of the theorists below who considered the human relations approach that emphasized the importance of human needs in the workplace (Miller, 2009: 35).

- **Maslow's Hierarchy of Needs Theory**

Maslow (1954) proposed that humans are motivated by a number of basic needs. The five types of needs that are consistently presented in the context of an organization are:

- 1.1 **Physiological needs:** the desire to possess the needs of human body, including food, water, sleep and sensory gratification. In the organizational context, these needs can be satisfied by the provision of a living income that makes individuals be able to purchase enough physical needs such as food, and clothing and through physical working conditions that do not disrupt the physical requisitions of the human body.
- 1.2 **Safety needs:** the desire to be secure from harm and threats. In the organizational context, these needs can be satisfied by incomes that make employees be able to provide their own shelter and by working conditions that are protective and secure.
- 1.3 **Affiliation needs:** the belonging needs or love needs, refers to the neediness of giving and receiving human affection and bonding. In the organizational context, these needs can be satisfied through the achievement of social interaction with the supervisors or coworkers.
- 1.4 **Esteem needs:** the desire to succeed. Esteem needs can be divided into external esteem; succeeded through public recognition and attention, and internal esteem; succeeded through a sense of accomplishment and confidence. In the organization context, external esteem needs can be fulfilled by compensation and reward structures. Internal esteem needs

can be fulfilled by the stipulation of challenging and interesting jobs that procure employees with the chance to achieve and surpass.

1.5 Needs for self-actualization: the desire to become more and more what one is, to become everything that one is capable of becoming. (Maslow, 1943: 382). An organization can provide the satisfaction of this need through the stipulation of jobs that allow an individual to exercise responsibility and creativity in the workplace (Miller, 2009).

Table 2.3 Maslow's Hierarchy of Needs Theory

Need level	Example of need satisfaction in organization
Level 5: Needs for self-actualization	Work allowing the exercise of creativity
Level 4: Esteem needs	Internal: Rewarding work External: Bonus pay
Level 3: Affiliation needs	Social relationships with coworkers
Level 2: Safety needs	Physically safe working conditions
Level 1: Physical needs	"Living wage" to allow purchase of food, clothing

Source : Miller, (2009)

Maslow proposed that these five types of needs are arranged in a hierarchy of prepotency. The notion of prepotency suggested that lower-level needs must be satisfied before an individual can move on to higher-level needs. Thus, in the organizational context, social relationships on the job will not be satisfying if the organization has not provided adequate wages and working conditions (Miller, 2009: 40).

- **McGregor's Theory X and Theory Y**

The second exemplar of the human relations movements is Douglas McGregor's theory X and Y. These two theories represented the divergent assumptions that managers can hold about organizational functioning. Theory X is representative of a manager influenced by the most negative

aspects of classical management theories. In contrast, a theory Y manager is one who adhered to the precepts of the human relations movement (Miller, 2009: 47).

McGregor spells out three propositions of the typical Theory X manager. These propositions argue that management is responsible for organizing money, material, and people for economic ends; that people must be controlled and motivated to fit organizational needs; and that without intervention and direction, people would be passive or resistant to the achievement of organizational needs. McGregor' Theory X postulates about human nature is even more straightforward (McGregor, 1957):

1. The average man is by nature indolent—he works as little as possible.
2. He lacks ambition, dislikes responsibility and indifferent to organizational needs.
3. He is inherently self-centered and indifferent to organizational needs.
4. He is by nature resistant to changes.
5. He is gullible, not very bright, and the ready dupe of the charlatan and the demagogue.

McGregor asserted that these beliefs are widely held by managers but are incorrect. He believed that managers should conceptualize workers as motivated by the higher-order needs in Maslow's hierarchy and as capable of independent achievement in the workplace. These managerial assumptions are represented in McGregor's presentation of Theory Y (McGregor, 1960, pp. 47-48):

1. The expenditure of physical and mental effort in work is as natural as play or rest.
2. External control and the threat of punishment are not the only means for bringing about effort toward organizational objectives. Man will exercise self-direction and self-control in the service of objectives to which he is committed.

3. Commitment to objectives is a function of the rewards associated with their achievement. The most significant of such rewards, such as the satisfaction of ego and self-actualization needs, can be direct products of efforts directed toward organizational objectives.
4. The average human being learns under proper conditions not only to accept but also to seek responsibility.
5. The capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problems is widely, not narrowly, distributed in the population.
6. Under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.

Thus, a Theory X manager assumes that a strong and forceful hand is essential for harnessing the efforts of basically unmotivated workers. In contrast, a Theory Y manager assumes that workers are highly motivated to satisfy achievement and self-actualization needs and that the job of the manager is to bring out the natural tendencies of these intelligent and motivated workers.

Like McGregor's Theory, Maslow's Hierarchy of needs emphasizes a conceptualization of employees as individuals characterized by needs for attention, social interaction, and individual achievement. Employees in human relations theories are not only motivated by financial gain but by the desire to satisfy these higher-order needs.

Therefore, human relations theorists share an allegiance to principle that highlight human needs and the satisfaction of those needs through interaction with others in the workplace and through the choices managers make about motivating and rewarding employee. We shift from a belief of "workers work" to a belief of "workers feel" (Miller, 2009: 41).

2.1.6.3 Organizational Communication in Human Resources Approaches

There was yet another movement afoot following the human relations movement. This was a consideration of how workers can contribute to the workplace through more than just "working" or "feeling" but through "thinking" and "participating" in many aspects of organizational functioning. This approach—the human resources approach—is considered.

This approach was built on the contribution of classical and human relationships theorists and adds an important twist. Human resources theorists recognized that individual labor is an important ingredient for meeting organizational goals. What human resources theorists add to the mix is an emphasis on the cognitive contributions employees make with their thoughts and ideas (Miller, 2009: 43).

- Blake and Mouton's Managerial Grid

Blake and Mouton developed their Managerial grid as a tool for training managers in leadership styles that would enhance organizational efficiency and effectiveness and stimulate the satisfaction and creativity of individual workers (Blake & Mouton, 1964).

Blake and Mouton formed a grid in which concern for people and concern for production were gauged from low to high. Both of these dimensions were numbered from 1 to 9. Any manager could then be "placed" on this grid, depending on his or her levels of concern. Although a manager could be placed on any portion of this grid, Blake and Mouton distinguished five prototypical management styles.

1. Impoverished management: a low concern for people and a production. A manager in this type concerns little for either the goals of the organization or the people therefore he or she would perform the minimum effort to get by.
2. Country club management: a high concern for people and low concern for production. A manager in this type would focus efforts on the achievement of a pleasant workplace with friendly and comfortable human relations.
3. Authority-compliance: a high concern for production and low concern for people. The scientific and classical like manager would make an effort to organize all components of the workplace, including people, in order to maximize efficiency and obtain goals. There would not be much concern for human needs.
4. Team management: a high concern for both production and people. This type of manager depends on the independent action of committed, talented, and satisfied individuals to achieve organizational goals.

Thereby, this manager would make an effort to maximize both productivity goals and employee needs.

5. Middle-of-the-road management: a manager who makes an effort to balance care for people and production without going too far for one of the goal. Such manager would most likely to “compromise”.

In conclusion, Blake and Mouton believe that managers within an organization should adopt a team management approach, because such an approach would maximize concern for both production and people (Miller, 2009: 47).

- Likert’s System IV

Blake and Mouton’s Managerial Grid focused on how a manager can combine the values of the human relations and the classical one into a leadership style that will maximize the potential of human resources within the organization. For Likert’s, he worked to specify the details of the organizational form that will incorporate the ideals of the human resources movement.

Likert theorizes that there are a number of forms an organization can take and that these various forms are more or less effective in satisfying organizational and individual goals. He concentrated attention on the explication of four organizational forms, labeled System I though System IV. Likert believes that these four system types can be clearly differentiated in terms of motivational factors, communication, decision making, goal setting, control, influence structure, and performance (Likert, 1967):

1. Exploitive authoritative: in this type of management system the job of employee is to respect decision making by the supervisors or the higher positions in the organization without the ability to arguing or making any suggestion. The priority in the organization is to make the work complete therefore the superiors will push pressure to their subordinates by threats or fear just so they can make the work done.
2. Benevolent authoritative organization: similarly to an exploitive authoritative system, the superior is the one who makes all the decisions in the organization. But in this type of management the employee who makes the work done is motivated by rewards

instead of threats or fear therefore even the information is transmitted to the subordinates it is in the restriction of what the superior wants to hear.

3. Consultative organization: in this type of management system, the subordinates are not only motivated by rewards but also obtain some feeling of involvement when it comes to decision making process. The superior will open the opportunity for the subordinates to express their opinion and suggestion. Still, the involvement is not totally complete since the major decision still depends on the superior to decide.
4. Participative organization: in this type of management system, management have complete dependent in their subordinates. The employees can get involved in any decision making process completely, they can express their opinion and suggestion as a teamwork. Everyone in the team feels responsible and yearns for achievement together.

These four system types, then, represent the move from the worst that scientific and classical management has to offer to an organizational type that values and encourages the contributions of all organizational members.

In conclusion, these two theorists provide a good initial look at human resources principles as they were developed in the mid-twentieth century. In some ways, these principles hark back to classical approaches because organizational effectiveness and productivity are again benchmarks of success. In other ways, the human resources approach is merely an extension of the human relations framework, as higher-order human needs for challenge and self-actualization are fulfilled through organizational activities. However, the human resources approach is distinct from both of the other approaches in two ways. First, it aspires to maximize both organizational productivity and individual need satisfaction. Second, in order to optimize both goals, the human resources approach emphasizes the contributions that employee ideas can make to organizational functioning (Miller, 2009: 49).

2.1.7 Organizational Culture

Deal and Kennedy (1982) presented a wide range of convincing organizational culture led to high profits and effectiveness for several large business and industrial corporations. It simplified the nature of organizational culture and the ways to influence culture, it also bring popular attention to the organizational culture construct and identify four important aspects of the organizational culture.

2.1.7.1 Four key attributes of organization cultures

1. Values are the shared beliefs and philosophies of organizational activities that help organization members to interpret organizational life.

2. Heroes are the organization members who best personify and illustrate the strong values of an organization's culture. They are successful visionaries whom other organization members look up to and emulate.

3. Rites and rituals are symbolic ceremonies that organization members perform to celebrate and reinforce interpretations about the values and heroes of organizational life. Ceremonies are expressive events that help add drama, excitement, and pageantry to organizational activities.

4. Cultural communication networks are the informal channels of interaction that are used for indoctrinating members into organizational cultures, recounting stories and legends that illustrate cultural values, and informing members of recent experiences and developments of organizational life.

Dean and Kennedy asserted that by developing these four key cultural attributes, organizations can create strong cultures, which inevitable lead to business success (Deal and Kennedy, 1982).

2.1.7.2 Behavior of multicultural leaders

There are five dimensions of group leader behavior that subjects with a greater degree of multicultural experience used more frequently than subjects with knowledge or experience of only one culture. Those behaviors include the following:

1. Taking charge with the group. Multicultural individuals were quicker to assume the leadership role; were assertive and active; and assessed group process.
2. Communication effectively. Multicultural leader asked for opinions, evaluations, and feelings; they clarified statements of members, as well as the issue being discussed.
3. Attempting to reduce interpersonal conflict. These individuals sought compromise solutions and were interested in mediation.
4. Being socially sensitive and personable. Multicultural acknowledged contributions made by members and addressed members by name.
5. Coping with stress. Multicultural leaders exhibited fewer visible indicators of tension.

Because of their experiences with and sensitivity to more than one culture, Ramirez concluded that in general, high multicultural leaders appeared to have more behavior and perspective repertoires or resources available to them. They made sure that all members in their group expressed their opinions and that they all understood each others' points of view (Ramirez III, 1976).

2.1.8 Communication culture and working style of Koreans

Classical Confucianism derives from Confucius's teachings around 500 B.C. After taking hold in Imperial China, Confucianism underwent various modifications, and later came to have some influence in Korea and Japan. It is claimed that Confucian ethical codes of conduct within relationships are rigidly adhered to in day-to-day behavior among the majority of Japanese, Koreans and Chinese. However, business in Korea is unlike business in China or Japan. There are 9 aspects of Korean business culture that have shaped modern Korean society and formed a wholly indigenous value system (Wilkinson, 2010).

- Aspects of Korean business culture

Table 2.4 Korean Business Culture

Aspects of Korean business culture	Details
1. Building relationships important	The Korean system of business is intensely personal. Human relationships are more important than logic.
2. Diplomatic	Peace and harmony are very important to Koreans. They dislike people who are too blunt and candid.
3. Patient	Negotiations are likely to be repetitive and slow. Korean may ask the same question over and over.
4. Passing the buck	Consensus is achieved by receiving approval from everyone involved in that work.
5. Socializing important	No agreement will be reached until trust is established. Koreans don not like to bring up business right away, entertaining and exchanging gifts comes first.
6. Creating a network	A mutual friend is an important key for business association.
7. Clans	Trust was reserved for family member and extremely close friend.
8. Face saving very important	Accuracy is important to Koreans and errors are not readily tolerated. A Korean does not like being put in the position of having to admit a mistake or failure.
9. Status	Koreans have great respect for age, Koreans measure success in terms of status and social prestige.
10. Alcohol is the great synthesizer	Drinking to Korean is not just for relaxing but also an essential key for bonding and friendship ties.

Source: Kenna and Lacy, (1995)

1. Building relationships important

A strict hierarchical working environment of Korean business in which employees are sacrificed and assiduous has been developed by the concept of

Confucianism. In Korean business group there is a strong bond that people created through mutual trust and respect for one another in order to be success by working hard. Exchanging favors and gifts between each other must steadily remunerate. Thus, the important key of doing business in Korea is through personal connections. For the achievement in business people need to create personal bonds with business associates to gain their respect and trust.

2. Diplomatic

Harmony and the maintenance of good feelings in Korea were called “Kibun”. Kibun is a kind of instinct feeling for accurate action and social balance. In a harmonious environment a person’s kibun can lie balanced therefore in business connections Koreans are very formal; they will become either good-natured or very friendly and also trying hard not to upset or say any negative words. However, Koreans have a naturally hot-blooded mind and this contrast with a demand for the harmonious social environment. Thus, many foreigners have a curious feeling about their sincere friendliness from time to time while doing business together.

3. Patient

Doing business in Korean will need patience. For instance, although several months pass by business relationship could not be tied easily. Moreover, failure could also happen if foreigners rush into business before have created a strong personal connection. Thus, foreigners need to spend a lot of time to form a strong bond such as visiting regularly, giving gifts in a special occasion or having meal together for several times. Even these methods are considered costly and time-consuming Koreans mostly notice the sincerity and finally pay back for all of the effort receiving.

4. Passing the buck

From the influence of Confucianism, consensus among all departments in the company is another important key. Therefore before a certain performance is implemented, a consensus has to be improved by transmitting opinion or suggestion through the entire company in order to receive an approval from everyone because most of the employee fears that they might be blamed for making a mistake or an ineffective plan. Thus, if foreign managers want to implement new policies or management techniques, they should never ignore the function of consensus. This function can easily begin with circulate

a new ideas and see what other people's suggestion, then follow the hierarchy level from the top to bottom respectively. This method is not only establishes a unity in decision making from the whole unit but also takes all of the employees' responsibility at the same time (Hinkelman, 1994).

5. Socializing important

Korean will call someone friend when they receive trust, respect and honor from that person first. Personal connection is one of the value relations in Korea's attitude. Thus, when it comes to writing a contract, verbal agreements from a close friend who always respects one another is more important than written paper. In the other word, personal relationship is more trustworthy than the signed contract.

6. Creating a network

One of the good ways to make contact with potential Korean business associates is having a mutual friend who is seen as an introducer or intermediary. Anyone who had worked in Korea or worked with Korean before could be a link between the third parties and both sides in order to conduct business. After finding the introducer, the foreigners need to meet with another people on the suitable levels who can be able to make important decision or responsible for the work of the company such as a boss or manager.

One of the Korean supervisors' goals is to maintain and expand their connections through family associations, schoolmates or other companies and individuals for cultivating friendships in business circles. This method is an art that can possibly practice through learning and experience.

7. Clans

From Confucianism aspects, personal connections have its roots in the traditional Korean concept of family. In Korean society, each part of the collective family whole is an individual combine together. Thus, when it comes to a difficult time like war, family is the only protection and strength against the outside enemy whom can never be trusted. Consequently, family member and close friend is the only source to rely on. In the past, family leader could establish bonds with other people in the community by arranging marriage to gain the strengthening support system in order to receive new connections into a family and by gaining new member it means obtaining more loyalty.

Even nowadays Koreans feel more secure from the outside world than their ancestor, the traditional attitude of personal connections is still strong. In the business association, a company can be compare to a clan; only the one who was considered an inside family member gain loyalty from the superior. In contrast, outsiders are a stranger who can never be trusted and there is no place in the company system for them.

8. Face saving very important

The concept of face is a close relation with “Kibun” since face is considered a mark of individual status and pride. For Koreans, it is important to maintain face in every single aspects of business association because under the variety of circumstances, face can be likened, earned, given or even taken away. Foreigners should always keep in mind that Koreans are sensitive about face therefore working or dealing business with them should never cause anyone to lose face. On the other hand, giving someone face by sincerely praising them for good job in front of the others or thanking them for helping will be a good beginning for establishing a strong connection later.

9. Status

Koreans are considered an extremely class-conscious society, and the business world also gets the same influence. The power elite nowadays mostly descent directly from Korean nobles in the past thereby foreigner should try to understand about social status when they search for a partner or worker.

From the Confucian influence in business world, the supervisor of the company is like a ruler or a father to the subordinate thus, employees need to obey and follow the leader’ commands and work hard to make the company reach their goals. The supervisor’ duty is to observe about their subordinate’ needs to be fulfilled and the subordinates in return need to scarify for the company by working overtime without any additional pay or leaving the company after their supervisor without complaining (Hinkelman, 1994).

10. Alcohol: the great synthesizer

Alcoholic drinks are the great facilitator, the oil of life in Korea where drinking is such an essential part of making and nurturing personal relationship in business. As in all Confucian-conditioned countries with highly sophisticated etiquettes systems based on hierarchy, drinking makes Koreans forgetting etiquette and acting naturally. For them, drinking is not only for

relaxing but also an essential key role in bonding and friendship ties. Any foreigners who deny drinking without a proper reason is considering rude and insult in business associations.

2.2 Empirical Evidence

There are many researches that related to organizational communication and job satisfaction, both in the case of one-culture, cross-culture or comparative studies. This study classifies the researches into 3 groups which are foreign company research, Thai company research and Thai and foreign company research. The details are as follow:

2.2.1 Foreign company research

The first foreign company research is the work of Robert and O'Reilly (1974) who studied three aspects of organizational communication and found out that communication satisfaction related to job satisfaction. Margaret (1974) who conducted an experiment to measure an intrarole conflict which was reflected in job satisfaction also found the similarly result which was communication satisfaction is usually the phenomenon of job satisfaction.

Table 2.5 Foreign company research

Paper	Research Objective	Research Methodology	Important Result
Robert and O'Reilly (1974)	To investigate three specific aspects of organizational communication 1. Accuracy of information 2. Communication under load and communication overload. 3. Their moderating effects on the individual-job congruence association with job performance and job satisfaction.	Provide a questionnaire to measure an organizational communication. The questionnaire was administered to 2 samples of employees, both in the home office (270 people) and branch offices (404 people) of a large public utility.	1. In general communication satisfaction in an organization related to communication quantity, communication adequacy and job satisfaction. 2. Communication satisfaction also related to communication directions; people will be satisfied when he/she can become the sender to the others.
Margaret (1974)	1. To determine if intra-role conflict existed among role reciprocals who worked on 2 psychiatric inpatient units of a university hospital. 2. To measure how intrarole conflict was reflected in job satisfaction.	A questionnaire regarding expectations about a nurse's involvement in decision making on a psychiatric unit was given to 17 registered nurses, 16 other staff members, 12 patients, and 8 physicians who worked on the units.	1. Communication satisfaction is satisfaction in receiving information 2. That information can be used to make decision, plan for work, and lead to job satisfaction 3. Communication satisfaction is usually the phenomenon of job satisfaction.

2.2.2 Thai company research

The first research was conducted to study Thai employee in MINEBEA companies in Thailand by Darika (1996) and in the same year Chutithorn studied the relationship among communication behavior and job satisfaction of Air Pursers and Cabin Crew of Thai Airways International. Later in 1998, Pimpaporn examined the amount of information, communication satisfaction and job satisfaction among employees of telecommunication companies. These three researches had a similarly result which was communication satisfaction has a positive correlation with job satisfaction.

Table 2.6 Thai company research

Paper	Research Objective	Research Methodology	Important Result
Darika (1996)	To study the organizational communication pattern and job satisfaction of the employee in MINEBEA Group of Companies (Thailand).	Questionnaire was used to collect data from 400 Thai MINEBEA workers and analyzed in term of frequency, percentage, t-test, one-way analysis of variance, correlation coefficient analysis through the use of SPSS program. Measuring only the channel of communication and following Down and Hazen (1977) for communication satisfaction measurement. And Maslow's Hierarchy of Needs Theory (1954), Herzberg's Two Factor Theory (1966) and McGregor's Theory X, Y (1960) for measuring job satisfaction.	1. The main pattern of communication in organization is a two-way communication. 2. Communicative behavior of management of all levels positively correlates with employee job satisfaction.
Chutithorn (1996)	To study the relationship among communication behavior and job satisfaction of Air Pursers and Cabin Crew of Thai Airways International.	Questionnaire was used to collect data from 130 Air Pursers and 400 cabin crews. Percentage, mean, t-test and Pearson's Product Moment Correlation Coefficient were used through the SPSS program for analysis. Following Down and Hazen (1977) for communication satisfaction measurement and Maslow's Maslow's Hierarchy of Needs Theory (1954), Herzberg's Two Factor Theory (1966) and Alderfer's Existence Relatedness Growth Theory (1972) to measure job satisfaction.	There is a relationship between communication behavior and job satisfaction among employee with all levels.

2.2.3 Thai and foreign company research

In the year 1996, Charin discovered a significant positive relation between communication satisfaction and job satisfaction of Thai employees in Japanese and American companies in Bangkok. Similarly to Pimpan (1997) and Suwannee (1998) who stated that communication management has an effect to job satisfaction among Thai employees in Japanese transnational companies in Bangkok. Finally, Kunyima (1998) discovered a positive correlation between communication behavior and job satisfaction of Thai employees in the English, German and French companies in Thailand.

Table 2.7 Thai and foreign company research

Paper	Research Objective	Research Methodology	Important Result
Charin (1996)	To study the relationships between communication patterns, communication satisfaction, and job satisfaction of Thai employees in multinational companies, comparing between Japanese and American companies in Bangkok.	Questionnaire was used to collect data from 400 Thai. Frequency, percentage, mean, t-test and Pearson's Product Moment Correlation Coefficient were used through the SPSS program for analysis. Concentrating on all four patterns of communication and following McGregor's Theory X,Y (1960) mixed with Rosenfeld and Smith's Theory Z (1965) and Down and Hazen's measurement (1977) to measure communication satisfaction while Maslow's Maslow's Hierarchy of Needs Theory (1954), Herzberg's Two Factor Theory (1966) and Barnard's Motivation for Job Satisfaction (1968) are used for measuring job satisfaction.	There are significant positive relationships between communication satisfaction and job satisfaction.
Pimpan (1997)	To study the correlation between the organizational communication means, pattern and job satisfaction of Thai employees in Japanese transnational companies in Bangkok.	Questionnaire was used to collect data from 400 Thai employees. Frequency, percentage, mean, and Pearson's Product Moment Correlation Coefficient were statistical techniques used to analyze data through SPSS program. Focusing on communication pattern through channel of communication only and following theory X (Mcgregor, 1960), mixed with Max Weber's Theory of Bureaucracy (Weber, 1947) and theory Y (Mcgregor, 1960) mixed with Likert's System IV (Likert, 1967) to measure the variables.	The communication management has an effect to job satisfaction among Thai employees in Japanese transnational companies.

CHAPTER III

RESEARCH EVIDENCE

This chapter presents the methodology that this study follows. There are three parts to consider; first, the conceptual framework of the relationship between communication pattern, communication satisfaction, and job satisfaction in the organizations under cross-cultural environment. Second, this study uses questionnaire to collect data from 400 Thai employee in Korean transnational companies in Bangkok and third, the method that this study uses to analyze data.

3.1 Conceptual Framework

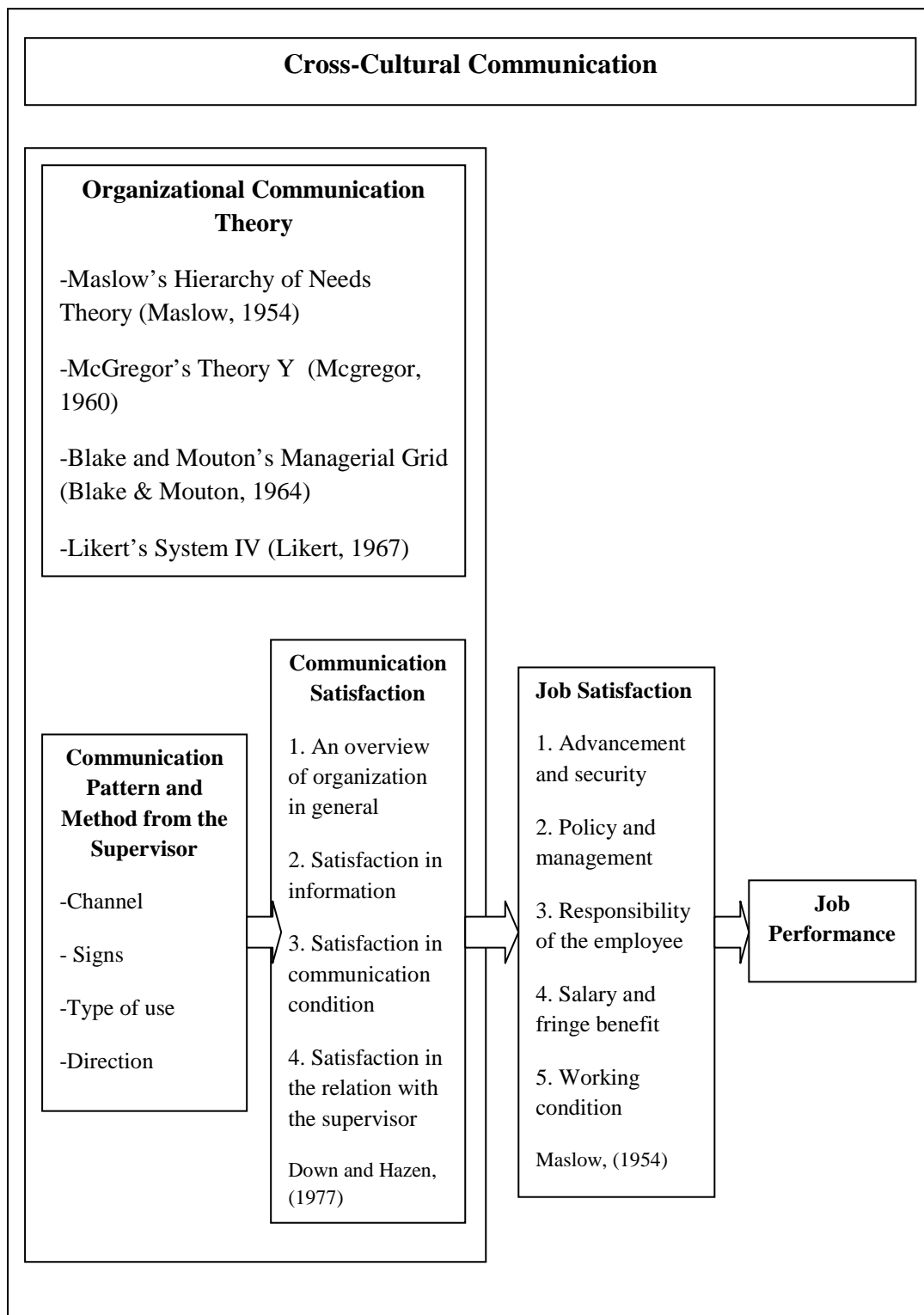
There are six main aspects to consider in this conceptual framework; the first is cross-cultural communication. The second is organizational approaches, the third is pattern of organizational communication, the fourth is communication satisfaction, and the fifth is job satisfaction and the last is the relationship between communication pattern communication satisfaction, job satisfaction, and job performance.

3.1.1 Cross-cultural Communication

Avruch and Black (1993) mentioned that “culture is central to what we see, how we make sense of what we see, and how we express ourselves”. The real challenging begins when people from different culture gather together since conflict can possibly happen at any time because of the cultural value, we are not only misunderstanding each other easily but also unconsciously insulting on someone. DuPraw and Warfield (1991) suggested the six fundamental patterns of cultural differences (it is a way in which cultures trend to diverse from another) and one of the patterns is “Different Communication Styles”. In that pattern, one aspect of communication style that varies widely around the world is language usages since across cultures there are some words or phrases that can be translated into a different means. Therefore Thai employees who work with foreign managers or coworkers such as in Korean or Japanese transnational companies have to face a different

environment in the work place and to achieve the organizational goals, an effective communication is one of the important keys (Suwane Taechawiratchon, 1998).

Figure 3.1 Conceptual Framework



3.1.2 Organizational communication approaches

This study focused on the concept of human relationships and human resources approaches rather than the classical approaches in the past since nowadays an important key strategy for Korean firms to enter globalization. And they need to how to develop and manage their human resources to meet the economic and market realities. Technologies innovation, quality control, manufacturing, and global marketing all depend on the quality and commitment of the managers and employees who are responsible for making the system work. In the last analysis, it will be Korea's human resources that determine the long-term viability and success of the strategic initiatives (Ungson, Steers and Park, 1997: 190).

One of the most profound changes in Korean management in recent years has been the development of human resource management as an area of specialization within the firm. For Korean managers, they feel that their primary responsibility is to the employees. According to Confucian tradition, good managers are expected to be a part of the entire group, to be role models for their subordinates, and to stand up for moral principles. Therefore most of the Korean managers are not only pay attention to their employees about their job but also focus on personal matter also.

A new style of Korean management is emerging that is consistent with Korea's drive for globalization.

- Partnership-driven entrepreneurship. There is a distinguish change in the market orientation of many Korean firms to become a partnership-driven entrepreneurship. Entrepreneurial behavior involved in by strategic partners from two or more countries, Korean firms are seeking for new markets by themselves. Such a shift needs Korean managers who are skilled to handling with foreigners.
- Change in the nature of management. Since Korean firms are entering a large revolution about how to manage their organizations. Starting from creating a more decentralized, team-oriented approach to managing people, and to bring about closer relations between corporate strategy and management practice. Thus, most of the Korean firms are trying to shift their corporate cultures systematically by not losing their

traditional values but instead blend the old and the new emerging together.

- Change in human resource management policies. Most of the policies concentrate on merit in employee selection and reward decision. The key for development is globalization—how to survive and success in the international business environment.

In conclusion, current evidence suggests that the HR function in Korean firms will continue to rise in importance owing to the limited availability of highly skilled human capital. As Korean continues to enter the globalization, HR practices represent one avenue for Korean companies to pursue in their ongoing to develop their employees' capacity to contribute to the organization (Ungson, Steers and Park, 1997).

3.1.3 Pattern of organizational communication

Normally communication pattern in an organization can be divided into four types:

- Based on Channel
- Based on type of use
- Based on sign
- Based on direction

In this study, only a “channel of communication” is used to measure because this type can cover all the other three aspects of communication pattern (Pimpan Sripipit, 1997).

In channel of communication, it can be divided into one-way and two-way communication. In one-way communication, the supervisor transmits the information or order to the subordinate as a straight line; there is no feedback or reaction from the subordinate therefore the communication signs is a non-verbal communication. And the type of use in communication is usually a formal communication while the direction of communication is a downward communication since the information was passed through from the supervisor to the subordinate through the mass media or report of the organization such as monthly magazine, bulletin board, or circular notice.

On the other hand, in two-way communication, both the supervisor and the subordinate communicate to each other which mean there is a feedback or response from the subordinate therefore the communication signs is a verbal communication.

While the type of use is usually an informal communication and the direction of communication can be an upward to downward, downward to upward or even horizontal communication.

For measuring a channel of communication, there are two aspects to consider which are information accuracy and opportunity openness for communication from the supervisor (Pimpan Sripipit, 1997).

3.1.4 Communication satisfaction

To measure communication satisfaction, the questions follow Down and Hazen's communication satisfaction survey or CSS (Down and Hazen, 1977). It is used to measure the employee's perception about communication system in an organization. Following the original CSS, the questions are divided into 4 groups as follow (Pimpan Sripipit, 1997):

Table 3.1 Communication Satisfaction Survey

Aspect	Factors according to CSS
1. An overview of the organization in general	Down and Hazen's system 1: this dimension measures communication in both individual and organization level. To see the potential of communication in stimulating and motivating the employee for more effective work and also consider which information flow can be most efficient for working process.
2. Satisfaction in information	<p>Down and Hazen's system 3: this dimension measures information receiving of the employees about their job and other related topics such as policies, goals, benefits or current situation and news. All of the mentioned information can make the employees feel that he or she takes part in that company.</p> <p>Down and Hazen's system 5: measures the amount of activity, information networks, and the accuracy of the receiving information for the employee.</p> <p>Down and Hazen's system 6: measure the information transmitted out about corporation, goals and performance for the employee. It can be the knowledge about external and internal events such as the new government policies that could impact the organization.</p>
3. Satisfaction in communication condition in the organization	<p>Down and Hazen's system 4: measures communication channel in the company such as publications, memos or meetings. To see which channel can be the most effective way for the employee to receive the adequate and useful information.</p> <p>Down and Hazen's system 8: measure the justice of the supervisor to the employee when it comes to problems or obstacles in the job whether it is fair and clear or not.</p>
4. Satisfaction in the relation with the supervisor	<p>Down and Hazen's system 2: this dimension measures the communication openness from the supervisor to their subordinates and also concern about the supervisor's capability in listening and taking suggestion from the subordinates in both downward and upward communication.</p> <p>Down and Hazen's system 7: Measure the relationship between the supervisor and the subordinates about managerial positions or communication channel including the subordinate's willingness and ability to transmit the information or suggestion upward to the supervisor.</p>

Source: Pimpan Sripipit, (1997)

3.1.5 Job satisfaction

To measure job satisfaction, the questions are adapted from Maslow's hierarchy of needs Theory (Maslow, 1954). It is divided into 5 aspects to measure (Pimpan Sripipit, 1997):

Table 3.2 Job Satisfaction Survey

Aspect	Factor according to Maslow
1. Advancement and security	Maslow level 2: the desire to be secure from harm and threats. In the organizational context, these needs can be satisfied by incomes that make employees be able to provide their own shelter and by working conditions that are protective and secure.
2. Policy and management	Maslow level 4: these needs can be fulfilled by the stipulation of challenging and interesting jobs that procure employees with the chance to achieve and surpass.
3. Responsibility of the employee	Maslow level 5: these needs can be satisfied through the stipulation of jobs that allow an individual to exercise responsibility and creativity in the workplace.
4. Salary and fringe benefit	Maslow level 1: these needs can be satisfied by the provision of a living income that makes individuals be able to purchase enough physicals needs such as food, and clothing.
5. Working condition	Maslow level 3: these needs can be satisfied through the achievement of social interaction with the supervisors or coworkers.

Source : Pimpan Sripipit, (1997)

3.1.6 Relationship between communication pattern communication satisfaction, job satisfaction, and job productivity

In communication pattern, the employees prefer a "two-way communication" rather than one-way since they feel free to give a feedback or response back to the supervisor by face-to-face. Moreover, the receiving information is more dependable

and clear consequently when the supervisor communicate more with the employees, they tend to have more communication satisfaction (Darika Charruwatanakit, 1996). In addition, a two-way communication is not only makes the supervisor and the subordinate feel more understanding but also gets rid of all the misunderstanding feeling thereby it leads to communication satisfaction in the both sides (Wijit Awakun, 1982).

According to McGregor's Theory Y (1960), managers assumes that workers are highly motivated to satisfy achievement and self-actualization needs and that the job of the manager is to bring out the natural tendencies of these intelligent and motivated workers. Thus, communication satisfaction is one the key elements that can motivate workers since the relation and communication between the supervisor and the subordinate has a direct positive effect to job satisfaction (Anunchai Kongjan, 1986). Moreover, when the employees have more communication satisfaction with the superior, they will have more job satisfaction also (Georgopoulos and Seashore, 1961).

When the employees feel satisfy with their job, they will sacrifice more to the work naturally. Guilford and Gray (1970) stated that wage, benefit, security, management, relation within the group, advancement, and effective communication are the basic factors for job satisfaction. And when the employees have more job satisfaction, there will establish more job performance to the organization also. Furthermore, Chamnong Somprason (1975) concluded job satisfaction will lead to more interesting and enthusiastic in work therefore the job performance will be increased if the employee feel satisfy with their job.

3.2 Data collection

This section presents population, sample, and how to collect data from employees in Korean transnational companies in Bangkok during July – August 2011.

3.2.1 Population

Populations in this study are Thai employees who have been working with Korean supervisors in Korean transnational companies in Bangkok for more than three months.

3.2.2 Sample group

Since the populations are infinity this study used the Taro Yamane table which indicates the infinity population as 400 people. Therefore the sample group will be 400 Thai employees in Korean transnational companies in Bangkok.

3.2.3 Sampling method

The simple random sampling is used to collect data from Thai employees in Korean transnational companies in Bangkok from July-August, 2011. There are 500 questionnaires that have been distributed to the respondents at the human resource's section of each company and only received 400 questionnaires (or 80 percent) back.

3.2.4 Questionnaire

This study uses questionnaire as a tool by examining the information from the documents, theories, concepts and related researches. This questionnaire covers all the research objectives. And before giving out the questionnaire, the pre-test sampling is used by experimenting with some of the group target first, then calculating the reliability with the receiving result. Credibility and result are used to improve and develop for the more complete questionnaire.

3.2.4.1 The content validity and reliability

- Content Validity: this study brought questionnaire to consult with the advisor for examining the accuracy of the text and the language using then fixed all the mistakes before using it to collect data.
- Reliability: this study did the pre-test testing by selecting the group target of 40 people who were not the real group sample but have the similar qualification and status to do the questionnaire then brought the result to test the reliability.

3.2.4.2 Questionnaire distribution

- The questionnaire is attached with letter asking for cooperation from the human resource section of Korean transnational companies that located in Bangkok.
- The 500 questionnaire is left at the human resource section of Korean transnational companies and then received only 400 back after three weeks.

3.2.4.3 The questionnaire is divided into 5 parts

Part 1 is the question about demographic data of the respondents: sex, age, education, level of salary, position and working length. (Item 1-6)

Part 2 is the question about communication pattern and channel in the organization. (Item 7-10)

Part 3 is the question about communication pattern between the supervisor and the subordinate. It is an evaluating questionnaire which is divided into 5 levels of choice: agree the most, agree, not sure, disagree and strongly disagree. (Item 11-20)

There are two aspects to measure communication pattern in the organization:

- Data accuracy
 1. The supervisor does not talk or command ambiguously.
 2. The supervisor answers the question clearly and straight to the point.
 3. The supervisor does not command something that the subordinate cannot possibly operate.
 4. The supervisor does not talk or express controversially.
 5. The supervisor can fix the problem or misunderstanding situation.
- Opportunity openness for communication
 1. The subordinate can talk to the supervisor both about their job and personal matter.
 2. When the supervisor commands, he/she usually listen to the subordinates' opinion and suggestion.
 3. The subordinates feel free to talk to the supervisor.
 4. When the supervisor makes a mistake about the command or the policy, he/she will responsible for that action.
 5. The subordinates can report about any issues apart from work.

Part 4 is the question about communication satisfaction level in the organization. It is divided into 5 levels of choice: agree the most, agree, not sure, disagree and strongly disagree. (Item 21-40)

- An overview of the organization in general
- Satisfaction in information in the organization
- Satisfaction in communication condition in the organization
- Satisfaction in the relationship with the supervisor

Part 5 is the question about job satisfaction level in the organization which is divided into 5 levels of choice: satisfy the most, satisfy, not sure, dissatisfy and strongly dissatisfy. (Item 41-57)

- Satisfaction in advancement and security in the organization
- Satisfaction in policy and management of the organization
- Satisfaction in responsibility of the employee
- Satisfaction in salary and fringe benefit
- Satisfaction in working condition

3.2.4.4 The rating criteria

For the rating criteria in part 3, 4 and 5 which is an evaluating part, the study determines each score in the questionnaire as follow:

Part 3 and 4

Opinion level		Score	
		Positive	Negative
Agree the most	mark as	5	1
Agree	mark as	4	2
Not sure	mark as	3	3
Disagree	mark as	2	4
Strongly disagree	mark as	1	5

Part 5

Opinion level	Score
Satisfy the most	5
Satisfy	4
Not sure	3
Dissatisfy	2
Strongly dissatisfy	1

3.2.4.5 The average level of score

The score between	1.00-1.50	very low level or very low satisfied level
The score between	1.51-2.50	low level or very low satisfied level
The score between	2.51-3.50	medium level or medium satisfied level
The score between	3.51-4.50	high level or high satisfied level
The score between	4.51-5.00	very high satisfied level

3.3 Data analysis

This study classifies communication pattern and measures communication satisfaction and job satisfaction to see which channel of communication is using and finding the effective communication pattern for establishing communication satisfaction and job satisfaction respectively.

3.3.1 Hypothesis

Hypothesis 1 The organizational communication pattern between the supervisor and the employee is a “Two-way communication”.

(Two-way communication happens when the supervisor and the employee communicate face-to-face at the most. In this pattern of communication, the supervisor and the employee can exchange the opinion and suggestion between each other.)

Hypothesis 2 The organizational communication pattern has a positive relation with communication satisfaction of the employee.

Hypothesis 3 Communication satisfaction has a positive relation with job satisfaction of the employee.

3.3.2 SPSS for Windows program

1. Using Descriptive Statistics for finding the respondent’s demographic information, communication pattern and method in the organization by calculating into percentage, average (\bar{x}) and standard deviation (S.D.) then presents all the information in the table.
2. Evaluating the average level about communication pattern and method between the supervisor and the employee, communication satisfaction and job satisfaction in the organization by using the average (\bar{x}) and standard deviation (S.D.) and for hypothesis analysis will be using Correlation Coefficient for finding the relation between dependent and independent variables.
3. Suggestion and other opinion will be present as a descriptive composition.

CHAPTER IV

RESULTS

This study is divided into 6 parts; first is the general information about Thai employees, the second part classifies pattern of communication into two aspects which are information accuracy and opportunity openness through communication channels and methods for the employee, fourth and fifth is the measurement of communication satisfaction and job satisfaction between the Korean supervisor and Thai employees. Lastly is the part about Korean culture in the company.

4.1 General information about Thai employees

This topic is presenting about the general information of the sample group which is the Thai employees in Korean transnational companies in Bangkok. Data collecting was conducted by using 400 questionnaires during July-August, 2011.

4.1.1 Gender

From the data collection, women respondents are more than men. There are 210 women or calculated into 52 % and only 190 men or calculated into 47.5%.

Table 4.1 Gender

Gender	Amount	Percentage
Male	190	47.5
Female	210	52.0
Total	400	100.0

4.1.2 Age

Most of the Thai employees are at the age between 25-35 years old or calculated into 63%. The second rank is in the group of less than 25 years or 19.5 % then they are at the age between 35to 45 years or 13% respectively. The age between 45-55 years is only 4.5 % or it is the least group in the companies.

Table 4.2 Age

Age	Amount	Percentage
Less than 25	78	19.5
$25 \leq \text{age} < 35$	252	63.0
$35 \leq \text{age} < 45$	52	13.0
45 or more	18	4.5
Total	400	100.0

4.1.3 Education level

Most of Thai employees earned Bachelor's degree or calculated into 80 %. Secondly, they earned master degree or higher as 11% and the least group earned undergraduate which is only 9%.

Table 4.3 Educational Level

Education level	Amount	Percentage
Undergraduate	36	9.0
Bachelor's Degree	320	80.0
Master Degree or higher	44	11.0
Total	400	100.0

4.1.4 Current salary level

Most of the respondents have the current salary between 10,001-20,000 baht or calculated as 53% which is the average salary in Thai society. The second rank is between 20,001-30,000 baht or 17.5 % and the third rank is less than 10,000 baht.

Table 4.4 Current salary level

Current salary level	Amount	Percentage
Less than 10,000	52	13.0
$10,001 \leq \text{baht} < 20,000$	212	53.0
$20,001 \leq \text{baht} < 30,000$	70	17.5
$30,001 \leq \text{baht} < 40,000$	32	8.0
40,001 or more	34	8.5
Total	400	100.0

4.1.5 Years of service

This study considers the employees who have been working in Koreans transnational companies for more than three months and most of the respondents have been working in Korean transnational companies between 1-4 years or 70 %.

Table 4.5 Years of service

Years of service	Amount	Percentage
Less than 1	52	13.0
$1 \leq \text{year} < 4$	280	70.0
$4 \leq \text{year} < 7$	58	14.5
$7 \leq \text{year} < 10$	6	1.5
10 or more	4	1.0
Total	400	100.0

4.2 Communication pattern and method in the organization

To measure communication pattern and method of Thai employees in Korean transnational companies in Bangkok, there are two aspects to consider which are information accuracy and opportunity openness for communication between the Korean supervisor and Thai employees (Pimpan Sripipit, 1997).

4.2.1 Information accuracy

In information accuracy, the two aspects to measure are communication channel and method between the Korean supervisor and Thai employees. In communication channel, there are two aspects to concern, the first is information receiving about the company (table 4.6) and the second is accurate information sources about the company (table 4.7) as below:

4.2.1.1 Information receiving about the company

There are eight sources for information receiving about the company for Thai employees in Korean transnational companies. In that eight sources can be divided into a one-way and two-way communication channel.

Table 4.6 Information receiving about the company

Channel of communication	Sources	Frequency	Overall average
Two-way communication	1. Colleague	2.32	2.14
	2. Supervisor	2.07	
	3. Meeting	2.04	
One-way communication	4. Bulletin board	1.93	1.75
	5. Circular notice	1.90	
	6. Monthly magazine	1.79	
	7. Voice lines	1.68	
	8. Others	1.46	

From table 4.6: The average level of communication channel is at 3, 2 and 1; two-way communication gets more than half of the average which is 2.14 while the one-way communication gets only 1.75 which is lower than half of the average. Moreover, the top three level score is in two-way communication also; the highest score is receiving the information about the company from the colleague, the second rank is from the supervisor and the third rank is from the meeting. In conclusion, the communication channel using between the Korean supervisors and Thai employees in Korean transnational companies is a “two-way communication”.

4.2.1.2 Accurate information sources about the company

For measuring the accurate information receiving of Thai employees in Korean transnational companies, there are eight sources. In that sources can be divided into a one-way and two-way communication channel.

Table 4.7 Accurate information sources about the company

Channel of communication	Information sources	Number of employee	Percentage	Total
Two- way communication	1. Supervisor	110	27.5	72.5%
	2. Meeting	94	23.5	
	3. Colleague	86	21.5	
One- way communication	4. Monthly magazine	82	20.5	27.5%
	5. Circular notice	14	3.5	
	6. Bulletin board	8	2.0	
	7. Others	4	1.0	
	8. Voice lines	2	0.5	
	Total	400	100.0	100%

From table 4.7: Communication channel between the Korean supervisor and Thai employees is a two-way communication, when calculating into percentage it shows that 72.5% uses a two-way communication while only 27.5% is a one-way communication. Most of the accurate information sources about the company are from the supervisor, the meeting and the colleague respectively and all of them are a two-way communication. Thus, if the company would like to have accurate information sources, they should use a two-way communication.

For measuring communication method, there are two aspects to consider which are command or communication method from the supervisors (table 4.8) and the preferred command or communication method with the supervisor (table 4.9) as follow:

4.2.1.3 Command or communication methods from the supervisor

There are six command or communication methods from the supervisor to the employees. From the communication channel aspect, those methods can be divided into a one-way and two-way communication.

Table 4.8 Command or communication methods from the supervisor

Channel of communication	Command or communication method	Frequency	Overall average
Two-way communication	1. Walk to command in person	2.09	2.09
	2. Call for meeting	2.12	
	3. Call for a personal talk	2.06	
One-way communication	4. Using telephone	1.85	1.87
	5. Using letter or notice	1.85	
	6. Order through colleague	1.90	

From table 4.8: The average score of method between the Korean supervisor and Thai employees are 3, 2 and 1. From the result, in a two-way communication gains 2.09 which is more than half of the average while in a one-way communication gains only 1.87 which is less than half of the average. And the top three level of method are all a two-way communication. This result confirms that these companies use a two-way communication method between the supervisor and the employees. Most of the command or communication method that the supervisor uses is Walk to command in person, the second is calling a meeting, and the third is calling for a personal talk.

4.2.1.4 The preferred command or communication method with the supervisor

In measuring the preferred command or communication method between the supervisor and employees, there are six command or communication methods. From the communication channel aspect, those methods can be divided into a one-way and two-way communication.

Table 4.9 The preferred command or communication method with the supervisor

Channel of communication	The preferred command or communication method	Number of employee	Percentage	Total
Two-way communication	1. Call for meeting	140	35.0	88 %
	2. Walk to command in person	132	33.0	
	3. Call for a personal talk	80	20	
One-way communication	4. Using telephone	34	8.5	12 %
	5. Using letter or notice	8	2.0	
	6. Transmit through colleague	4	1.0	
	7. Others	2	0.5	
	Total	400	100.0	100 %

From table 4.9: The preferred command or communication method of Thai employees with Korean supervisor is a two-way communication. When calculating into percentage 88% of the employees preferred two-way while only 12% preferred one-way communication. And the top three preferred methods are call for meeting, Walk to command in person and call for a personal talk respectively.

4.2.2 Opportunity openness for communication

According to the study of the information accuracy above, the result shows that communication channel and method between the Korean supervisor and Thai employees is a two-way communication and the preferred communication is also a two-way communication. After that the second aspect to consider is which characteristic of two-way communication that the employee preferred in the aspect of opportunity openness for communication (Pimpan Sripipit, 1997).

Table 4.10 Characteristics of two-way communication

Characteristic of two-way communication that the employees preferred	Level of agreement Average (\bar{x})	Overall average
1. The supervisor does not command something that the employee cannot possibly operate.	3.56	High
2. The supervisor can fix the problem or misunderstanding situation.	3.53	High
3. The supervisor does not talk or command ambiguously.	3.48	Medium
4. When the supervisor makes a mistake about the command or the policy, he/she will accept that action.	3.43	Medium
5. The employee can talk to the supervisor both about their job and personal matter.	3.82	High
6. The employees can report about any issues apart from work.	3.54	High
7. When the supervisor commands, he/she will listen to the employees' opinion and suggestion.	3.79	High
8. The supervisor answers the question clearly and straight to the point.	3.52	High
9. The supervisor does not talk or express contradicting messages.	3.50	High
10. The employees feel free to talk to the supervisor.	3.60	High
	3.57	High

From table 4.10: The results show that on average the employees preferred all of the characteristics of two-way communication at the level of 3.57 or it is in a high level of satisfaction. Considering in each characteristic, the distinguish characteristic is in item 5, 7 and 10 since those items gain more than 3.57 or more than the average level which is 3.82, 3.79 and 3.60 respectively. These top three main characteristics that Thai employees prefer is the

employee can talk to the supervisor both about their job and personal matter, when the supervisor commands, he/she will listen to the employees' opinion and suggestion and the employees feel free to talk to the supervisor. The second group of characteristics that the employees prefer are in item 1; the supervisor does not command something that the employee cannot possibly operate and in item 6; the employees can report about any issues apart from work also get the close score compare to the average.

4.3 Communication satisfaction

To measure communication satisfaction, the questions follow Down and Hazen's communication satisfaction survey or CSS (Down and Hazen, 1977). According to the original CSS, the questions are divided into 4 aspects; the first aspect to consider is an overview of the organization in general. To see which level of satisfaction that Thai employees in Korean transnational companies feel satisfy. The second aspect is satisfaction with information in the organization, for measuring how much the Thai employees feel satisfy with information receiving in the companies. And in a closer look is the third aspect which is satisfaction with communication condition around Thai employees in the Korean companies. Finally, the fourth aspect is a consideration on satisfaction in the relationship with the Korean supervisor (Pimpan Sripipit, 1997) as follow:

Table 4.11 Communication satisfaction

Aspect	Question	Level of satisfaction (\bar{x})	Overall average
1. An overview in general	1.1 Satisfy with receiving information about policy, goal and activities in the company.	3.34	3.40
	1.2 Satisfy with information about compensation and benefit from the company.	3.47	
2. Satisfaction with information in the organization	2.1 Satisfy with receiving information about advancement.	3.53	3.60
	2.2 Satisfy with information that makes the employee love and proud of the company.	3.59	
	2.3 Satisfy with quick and updated news or information in the company.	3.65	
	2.4 Satisfy with enough necessary and useful information receiving.	3.63	
3. Satisfaction with communication condition in the organization	3.1 Satisfy with effective communication and well process of co-ordination.	3.55	3.51
	3.2 Satisfy with exchanging opinion and consulting with coworkers.	3.78	
	3.3 Satisfy with stimulating communication for creative thinking.	3.02	
	3.4 Satisfy with meeting for solving internal problems of the company.	3.59	
	3.5 You use formal communication for meeting or communicate with your colleagues.	3.42	
	3.6 You use informal communication with your colleagues in party or other activities	3.68	
	3.7 Every level of problems were considered by the supervisor and related people.	3.51	
4. Satisfaction in the relationship with the supervisor	4.1 The supervisor gives the employee freedom in making a decision.	3.84	3.67
	4.2 The supervisor always accepts the employee's opinion or suggestion.	3.82	
	4.3 The command in an organization is effective, clear and concise.	3.27	
	4.4 The supervisor supports you to communicate in every types of communication.	3.86	
	4.5 The supervisor always gives employees a good advice.	3.59	
	4.6 The supervisor usually fixes the mistake or obstacle.	3.63	
	4.7 The supervisor always shows his/her responsibility when it comes to mistake.	3.69	
	Overall	3.57	

From table 4.11: The overall average of 400 Thai employees feel satisfy in communication at the level of 3.57 or it is in a high level of satisfaction. And when consider in each aspect of satisfaction; an overview of the organization in general is at the level of 3.40 or it is in a medium level while satisfaction with communication condition in the organization is at the level of 3.60 or it is in a high level and satisfaction with communication condition in the organization is at the level of 3.51 or it is in a high level also. Finally for the last aspect, satisfaction in the relationship with the supervisor is in the highest level of 3.67. However, there are three points that gain only the medium level of satisfaction for Thai employees. The first one is stimulating communication for creative thinking which gain only 3.02, the second is the command in an organization is effective, clear and concise which is equal to 3.27 and the last one is receiving information about policy, goal and activities in the company which received only 3.34. In conclusion, all of the surveyed results show that Thai employees in Korean transnational companies in Bangkok have a high level of communication satisfaction.

4.4 Job satisfaction

To measure job satisfaction, the questions are adapted from Maslow's hierarchy of needs Theory (Maslow, 1954). It is divided into 5 aspects which are satisfaction in advancement and security, to see which level of satisfaction that Thai employees in Korean transnational companies feel satisfy. The second aspect is satisfaction in policy and management, for measuring how much the Thai employees feel satisfy with the company' policies and management. The third aspect considers satisfaction in operating and responsibility, to see which level of satisfaction that the employees feel satisfy and the fourth aspect is consideration on satisfaction in salary and compensation while the last aspect is consider satisfaction in operating and working condition (Pimpan Sripipit, 1997).

Table 4.12 Job satisfaction

Aspect	Question	Level of satisfaction (\bar{x})	Overall average
1. satisfaction in advancement and security	1.1 Satisfy with security in the company.	3.39	3.48
	1.2 Satisfy with further study and training from the company.	3.38	
	1.3 Satisfy with salary promotion and advancement at work.	3.68	
2. Satisfaction in policy and management	2.1 Satisfy with fairness in company policy.	3.62	3.58
	2.2 Satisfy with working system and operating method.	3.49	
	2.3 Satisfy with flexibility in the system of your company.	3.65	
3. Satisfaction in operating and responsibility	3.1 Satisfy with using your full potential of knowledge and ability for working.	3.58	3.73
	3.2 Satisfy with challenging, interesting and freedom in your work.	3.68	
	3.3 Satisfy with proper work quantity that suits with your time and position.	3.96	
	3.4 Satisfy with receiving a support from your supervisor in the assigned work.	3.71	
4. Satisfaction in salary and compensation	4.1 Satisfy with appropriate salary level.	3.61	3.53
	4.2 Satisfy with adequate salary and profit.	3.24	
	4.3 Satisfy with fringe benefits from the company.	3.76	
5. Satisfaction in operating and working condition	5.1 Satisfy with working in your specialized field and character.	3.51	3.53
	5.2 Satisfy with receiving trust for attending in the seminar or meeting.	3.84	
	5.3 Satisfy with receiving trust by assigning to an important work.	3.54	
	5.4 Satisfy with cooperation unity in your company.	3.25	
	Overall	3.58	

From table 4.12: The overall average of 400 Thai employees feel satisfy at the level of 3.58 or it is in a high level of satisfaction. And when consider in each aspect of satisfaction; the first aspect, satisfaction in advancement and security is at the level of 3.48 or it is in a medium level while for the second aspect, satisfaction in policy and management is at the level of 3.58 or it is in a high level. For the third aspect, satisfaction in policy operating and responsibility is at the level of 3.73 or it is in a high level, the fourth aspect, satisfaction in salary and compensation is at the level of 3.61 or it is in the high level and for the last aspect, satisfaction in operating and working condition is at the level of 3.53 or it is in a high level. In conclusion, all of the surveyed results show that Thai employees in Korean transnational companies in Bangkok have a high level of satisfaction.

4.5 The relationship between communication pattern, communication satisfaction and job satisfaction

After calculating and examining communication pattern, communication satisfaction and job satisfaction, this study examine the relationship between those variables for the case study of Thai employees in Korean transnational companies in Bangkok and the results are as follow:

4.5.1 Communication pattern

From the study of 400 Thai employees in Korean transnational companies in Bangkok during July-August, 2011 the results show that the main sources of information for employees are from colleague, supervisor and meeting respectively and all of these sources are a two-way communication. Moreover, 72.5% of employees agree that all of these sources mentioned above provide the accurate information to them.

For communication method, they also use two-way communication which is walking to command by him/herself, calling a meeting, and calling for a personal talk. In conclusion, most of the Thai employees in Korean transnational companies (88%) preferred a two-way communication.

4.5.2 Communication pattern and communication satisfaction

From the data, most of the Thai employees use a two-way communication and they feel satisfy in all four aspects of communication satisfaction at the average level of 3.57. The most preferred characteristic is when the supervisor supports and encourages the employees to communicate in every types of communication (with satisfaction level of 3.86).

In conclusion, the Thai employees feel satisfy with a two-way communication and this channel of communication leads to high communication satisfaction.

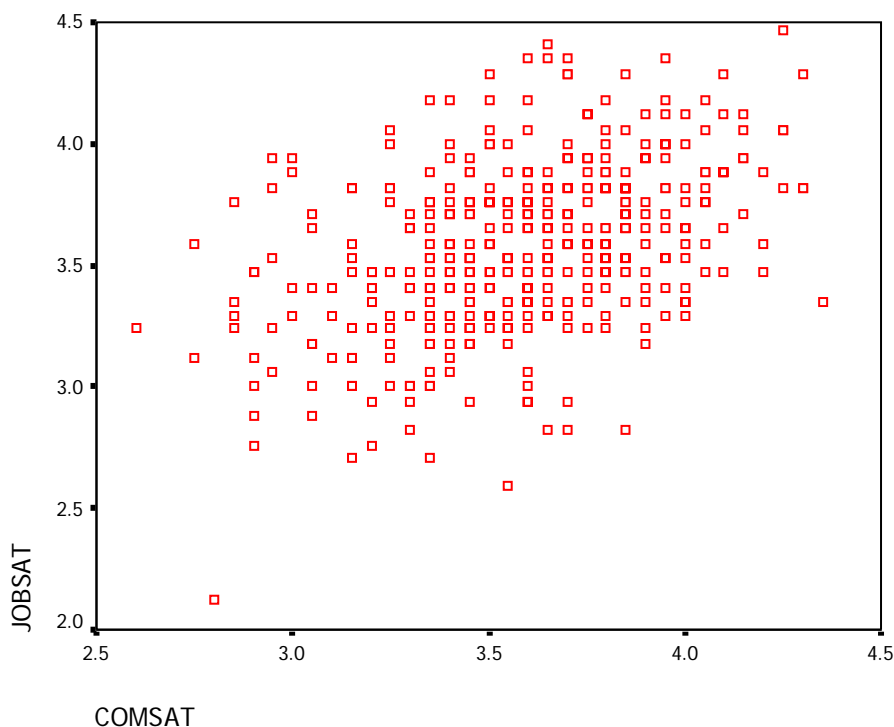
4.5.3 Communication satisfaction and job satisfaction

The survey result from 400 Thai employees in Korean transnational companies shows that communication satisfaction is in the range of 2.60 up to 4.35 and on the average their satisfy with communication satisfaction equal to 3.58 which is in the high level. While the job satisfaction of Thai employees is in the range between 2.12 up to 4.47 and the average level of job satisfaction is 3.57 from the scale of 5, it is in a high level also.

Table 4.13 Descriptive Statistics of communication satisfaction and job satisfaction

	Number of respondent	Level of Satisfaction			
		Mean	Max	Min	Standard deviation
Communication Satisfaction	400	3.58	4.35	2.60	0.32438
Job Satisfaction	400	3.57	4.47	2.12	0.34778

To examine the relationship between communication satisfaction and job satisfaction, this study uses the scatter plot to show the overview of the relationship. Figure 4.1 shows the level of communication satisfaction on the horizontal axis and level of job satisfaction on the vertical axis and both level range from 1 to 5 which means when the Thai employees have higher communication satisfaction, they tend to have higher job satisfaction also as we can see from the figure which has a positive relationship.

Figure 4.1 Relationship between communication satisfaction and job satisfaction**Table 4.14 Correlation between communication satisfaction and job satisfaction**

		COMSAT	JOBSAT
COMSAT	Pearson Correlation	1	.439(**)
	Sig. (1-tailed)	.	.000
	N	400	400
JOBSAT	Pearson Correlation	.439(**)	1
	Sig. (1-tailed)	.000	.
	N	400	400

** Correlation is significant at the 0.01 level (1-tailed).

Correlation coefficient between communication satisfaction and job satisfaction is calculated in order to show the relationship between these two variables. The hypothesis of this study is that there is positive relationship between communication satisfaction and job satisfaction. By using Pearson correlation test, the result (in Table 4.14) shows that the correlation coefficient is 0.439 with 99% confidence level. This result shows that there is a positive relationship between

communication satisfaction and job satisfaction of Thai employees in Korean transnational companies.

4.6 Korean culture in the company

- From the result, the information receiving about the companies is from the colleague, supervisor and meeting respectively while the accurate information sources are from the supervisor, meeting and colleague. This communication channel shows that **socializing is important** in Korean culture since personal connection is one of the value relations in Koreans' attitude. In the other words, personal relationship is more trustworthy than signed contract for Korean people.
- As the results shown, the most frequently using command or communication methods from the supervisor is walking to command in personal and calling for a personal talk. These methods show that the Korean supervisor concern about **the important of face saving** since in Korean culture face is considered as a mask of individual status and pride. For them, it is very important to maintain face in every single aspects of working because under the variety of circumstances, face can be liked, earned, given or even taken away. And for the Korean supervisors this issue is sensitive and they usually avoid causing any employees to lose face in front of the others.
- The most frequently using method from the result is calling a meeting. This method shows that in Korean culture **consensus among all colleagues** in the company is an important key. Therefore before a certain performance is implemented, a meeting has to be held in order to receive an approval from every involved employee. And mostly Korean people begin this function by circulating a new idea and see what other employees' suggestion, then follow the hierarchy level from the top to bottom respectively. This method is for establishing a unity in decision making from the whole unit (Kenna and Lacy, 1995).
- From the study, the highest level of preferred characteristic is when the employees can talk to the supervisor in both about their job and personal matter. This character is a typical Korean style of management according to the Confucian influence, **the supervisors of the company is like a ruler or a**

father to the employees. Thus, his/her duty is to observe about their employees' needs to be fulfilled both about the job and personal life (Hinkelman, 1994).

4.7 Discussion

This study finds that most of Thai employees in Korean transnational companies in Bangkok are using a two-way communication and this result is the same as the previous researches of Darika Charruwatanakit (1996) and Chutithorn Sutanonda (1996) who agreed that a one-way communication is not enough to make the effective communication in an organization nowadays.

For the second point, Thai employees agree that a two-way communication can lead to high communication satisfaction especially in the aspect of opportunity openness for communication such as the employee can talk to the supervisor both about their job and personal matter, when the supervisor commands, he/she will listen to the employees' opinion and suggestion or the employees feel free to talk to the supervisor. In addition, the research of Charin Nana (1996) also confirm the similarly results which is a two-way communication has an influence on communication satisfaction but this study emphasizes on the aspect of cooperation in problem solving between the supervisor and the employees in the companies.

Furthermore, the results show that communication satisfaction has a positive relationship with job satisfaction at the high level for the case of Thai employees in Korean transnational companies. Comparing to the previous researches on both Thai and foreign companies, the results also show that there is a positive relation between communication and job satisfaction. For instance, the work of Robert and O'Reilly (1974) and Margaret (1974) agree that communication satisfaction has a positive relationship with job satisfaction. And Pimpaporn Somkiatweera (1998) also found the same result.

CHAPTER V

CONCLUSION AND RECOMMENDATION

From the study communication pattern, communication satisfaction and job satisfaction of 400 Thai employees who have been working in Korean transnational companies in Bangkok. This study can conclude and provide recommendation to the firm as follow:

5.1 Conclusion

There are two objectives for this study; the first is to examine the organizational communication pattern of Thai employees in Korean transnational companies in Bangkok and the second is to examine the relationship between communication satisfaction and job satisfaction at work. From the conceptual framework, under a cross-cultural communication there are organizations in classical, human relations and human resources approaches. This study focused on the concept of human relationships and human resources approaches rather than the classical approaches in the past since nowadays an important key strategy for Korean firms to enter globalization is how to develop and manage their human resources to meet the economic and market realities. In the last analysis, it will be Korea's human resources that determine the long-term viability and success of the strategic initiatives. Moreover, one of the most profound changes in Korean management in recent years has been the development of human resource management as an area of specialization within the firm (Ungson, Steers and Park, 1997: 190). Therefore many companies around the world including Korean transnational companies concentrated on how employees could contribute to the organizational goals through knowledge, ideas, and discussion more than through physical strength only (Miller, 2009).

The study collects data from 400 Thai employees during June-July, 2011. There were 500 questionnaires that have been distributed to the respondents at the human resource's section of each company and only received 400 questionnaires (or 80 percent) back. Descriptive Statistics for finding the respondent's demographic

information, communication pattern, communication satisfaction and job satisfaction by calculating into percentage, average (\bar{x}) and standard deviation (S.D.) were using as a data analysis. And Correlation Coefficient for finding the relationship between dependent and independent variables was using for hypothesis testing.

The statistical results showed that 2.14 out of the average 3 agreed that the communication channel in Korean companies is a two-way communication and 2.09 out of 3 agreed that the communication method from the supervisor is a two-way communication also. Specifically, the information receiving about the companies is from the colleague, supervisor and meeting respectively while the accurate information sources are from the supervisor, meeting and colleague. This communication channel shows that socializing is important in Korean culture since personal connection is one of the value relations in Koreans' attitude.

Moreover, the most frequently using command or communication methods from the supervisor is walking to command in personal and calling for a personal talk. These methods show that the Korean supervisor concern about the important of face saving since in Korean culture face is considered as a mask of individual status and pride. And the most frequently using method from the result is calling a meeting. This method shows that in Korean culture consensus among all colleagues in the company is an important key. Therefore before a certain performance is implemented, a meeting has to be held in order to receive an approval from every involved employee.

In addition, 88% of Thai employees preferred a two-way communication. And they preferred all of the characteristics of two-way communication which can be calculated as 3.57 out of 5 or it was in a high level of satisfaction. And the highest level of preferred characteristic is when the employees can talk to the supervisor in both about their job and personal matter. This character is a typical Korean style of management according to the Confucian influence, the supervisors of the company is like a ruler or a father to the employees.

When the employees satisfied with communication pattern, they would also satisfy with communication satisfaction since communication pattern has a positive relationship with communication satisfaction therefore when the employees communicate more with the supervisor, they will have more communication satisfaction (Darika Charruwatanakit, 1996). The overall average of 400 Thai employees felt satisfy at the level of 3.57 out of 5 or it is in a high level of satisfaction. This shows that communication satisfaction has a direct positive effect to job

satisfaction (Anunchai Kongjan, 1986). If the employees have more communication satisfaction with the superior, they will have more job satisfaction also (Georgopoulos and Seashore, 1961). For Thai employees they feel satisfy at the level of 3.58 out of 5 or it is in a high level of satisfaction. Thus, job satisfaction will lead to more interesting and enthusiastic in work and then the job performance will be increased as the result Chamnong Somprason (1975).

5.2 Recommendation

From the study of 400 Thai employees who have been working in Korean transnational companies in Bangkok, the recommendations are as follow:

- From the result, the information receiving about the companies is from the colleague, supervisor and meeting respectively while the accurate information sources are from the supervisor, meeting and colleague respectively. These previous mentioned channels are all a two-way communication, when the supervisor command or communicate with the employees they can give the feedback or response back to the supervisor. Moreover, if the employees have some question or any doubt they can ask the colleague or the supervisor right away by face-to-face therefore the companies should develop communication sources for more effective communication by providing a seminar for the employees to attend or encouraging the employees to a communication training.
- The result shows that a two-way communication in Korean companies has an influence on communication satisfaction of Thai employees. The companies should concern about the preferred characteristic of Korean supervisor in order to develop a more communication satisfaction in the workplace. From the study, the highest level of preferred characteristic is when the employees can talk to the supervisor in both about their job and personal matter therefore the Korean supervisor should keep in mind that opening the opportunity for the employees to talk is an important key for communication.
- From the result in communication satisfaction survey, there are three items which gain only the medium level of satisfaction. The first is satisfaction with receiving information about policy, goal and activities in the company therefore the company should try to promote more about the

company's policies, goals or activities such as using colleague to inform each other when it comes to important new policies, goals or activities, the second is satisfaction with stimulating communication for creative thinking thus, the company should inviting some experienced people who have distinctive idea or innovation to share his/her idea or perspective to the employees. And the last is satisfaction in command in an organization is effective, clear and concise. The company should provide or support the employees to learn basic Korean language as a third language so they can understand the command or culture more easily.

- There is a positive relationship between communication satisfaction and job satisfaction thus, the Korean supervisor should sacrifice his or her time for their employees to communicate or consult with because if the employees feel free to talk to their supervisor, they will understand about their job better and be able contribute their knowledge and ability to the companies more.

5.3 Suggestion for further study

- This study chose to measure only one aspect of communication pattern which is the communication channel since it can imply to the other three types of communication pattern. Still if there are more deeply details, the further study can try considering the other aspects such as communication sign, type of use or direction of communication.
- The variables to consider in this study are only communication pattern, communication satisfaction and job satisfaction. Thus, the further study can try to focus on the other variable such as the general information of the employees namely gender, age, education level, current salary level or year of service
- The further study should compare the communication pattern, communication satisfaction and job satisfaction of Thai employees in foreign transnational companies with Thai employees in Thai companies to see if cross-cultural environment is an important key in communication conflict or not.
- The further study should measure the communication satisfaction and job satisfaction of the Korean supervisor who is working in Korean transnational

companies in Thailand to see if he/she has any problem or satisfaction about Thai culture.

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