

A Study on Supervisor Satisfaction and Work-related Attitudes of Workers: Northern Thailand after the 2008 Global Financial Crisis *

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1. INTRODUCTION

At the outset of the 2008 Global Financial Crisis (here after will be referred to as 2008GFC) and subsequent world-wide economic recession which hit most industrialized nations, many industrial organizations adopted restructuring to counter the economic and financial squeeze. Due to high inter-dependency among countries and industries of present age, one could say that virtually every organisation, regardless of the industry or country, were all ill-affected by the recession. One industry and nation which particularly suffered heavily from the Crisis was tourism industry of Thailand. Tourism, which has the distinct characteristics of being a luxury good, has disadvantage as far as priority is concerned particularly to those whose very existence suddenly became quite uncertain. Especially when paired with highly volatile national instability as

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Thailand was going through at the time, tourism industry was in a state of double jeopardy. Consequently, in organisations related to tourism, such as hotels, this state of sudden economic downturn necessitated a quick measure. One of the early measures commonly undertaken by many hotels was retrenchment of their workers as a part of their organisation-wide restructuring policy. This downsizing of labor force, caused vicious cascade of chaotic imbalance in the tourism labor market raising many complex socio-psychological as well as economically distressful issues to those who got laid off as well as to those precious few who survived the layoff (here after will be referred to as survivors). Considering the fact that it's an issue with direct implications to one's very existence, to survivors it became perhaps the most urgent issue, particularly to those low level hotel employees whose employment alternative is at high scarcity and their status highly dispensable.

Thus, during this period the issue pertaining to the survivor's job insecurity became particularly pertinent, from stand point of the wary survivors who are wary as well as from that of the organisations because this wariness could potentially manifest into a factor detrimental to their on-the-job performance thus the organisation's overall competency (Rousseau, 1995). Subsequently, the issue regarding the well-being of survivors is worthy of close scrutiny especially in light of the belief that an organisation's competency to withstand the hard times in short run and ability to capitalize on opportunities when economy do take reverse turn for the better in the future, may greatly depend on them. Consequently, an organisation's ability to retain, and effectively utilize, the survivors, is an issue of great importance, if it is to overcome threatening economic adversary, such as the 2008GFC.

The 2008GFC and subsequent world-wide 'draught' in tourism industry had devastating effect to those countries with a high national revenue dependency on this industry. Such was indeed the case in Thailand where tourism contributes 6% of her GDP and employing 20% of her total labor force. Particularly, in areas around the city of Chiangmai in North or Puket Island in South where residents traditionally depend heavily on revenues from tourism for their livelihood, this crisis meant a severe blow to their very existence. In Chiangmai, where most of the low-skilled laborers are Isans, the people from North-Eastern part of Thailand who are known to possess a strong sense of attachment to their region, the situation at hand was most probably met with unusually high precariousness.

Addition to these, the fact that overall national economy of Thailand was in downward spiral accompanied by high unemployment and scarcity of alternative employment options, workers in tourism industry in these areas must have felt totally vulnerable. To the survivors, although they survived the initial retrenchment, this precarious situation must have been received with an equal sense of threat to their very existence accompanied by a sense of wariness toward the organisation which they served and trust, as those who got laid off.

These most unpleasant conditions were easily observed among the workers in tourist hotels around the city of Chiangmai. In one such hotel, it was observed that as much as twenty percent of the workers were laid off with additional ten percent more seen as being redundant. Similar sentiment was widely shared by other hotel owners and managers interviewed. This sort of practice and rumor usually gets shared quickly among the industry workers triggering a sense of void, powerlessness,

anxiety, and heightened wariness. For example, in one related series of interviews performed on surviving hotel workers around this area, it was easily learned that such precarious circumstances have resulted in an enormous sense of insecurity, despair, and mistrust; a totally pessimistic outlook regarding their relationship with the organisation, economic future, and their general social well-being. This heightened sense of uncertainty was further strengthened by one's perceived absence of job alternative. Such was the case in areas like Chiagmai.

Therefore, in conjunction with other related studies which suggests a need to look into this issue more closely (Walsh, 1988; Jacobsen, 1988; Brockner et al., 1988), there exists a definite need to examine the state of survivors in restructured organisations to derive at a solution with which both survivors and organisations can find solace. After all, for the organisations to overcome any and all obstacles to their existence in short run and succeed in long run, retention of healthy and productive survivors is a must.

Consequently, in this study the objective is to explore the state of hotel employees in Thailand who survived the layoff after 2008GFC and examine the role mid-management personnel such as supervisors play in altering worker's on-the-job attitudes which ultimately affect the overall organisational performance. In particular, understanding the relationship between the supervisor and subordinate's withdrawal propensity is one of this study's major concerns. It is hoped that through these observations one can obtain useful information for evaluating the effectiveness of restructuring and come up with a viable solution which could provide a base with which organisations can design a self-sustaining and competent structure. As the primary variables to be observed for this endeavor,

work-related attitudinal variables such as job satisfaction, organisational commitment, and turnover intention were chosen in addition to worker's perceived satisfaction with their supervisors as the antecedent variable.

Furthermore, this study is expected to produce information useful in formation of a short and long term human resource management strategy which could assist those ill affected organisations to overcome the present adversities and meet the future with a greater competency. In particular, the results of this study could provide some guidance to those who are contemplating, including those who consider layoff as their strategy of choice

In essence, the purpose of this study is to examine and understand the survivor's state of association with their organisation and the role of supervisors in that relationship. Specifically, the main focus will be on the issue of supervisor's role in survivor's inner-organisational attitude formation including work-related attitudes. Among the work-related attitudinal variables, organisational commitment will be most closely observed in relation to retention of the survivors on whose shoulders the organisation's future may lie. This attitudinal variable, which attracted continuing interest to academics since 1960s, became a variable of particular interest after several studies produced results that suggest its high reliability as a predictor of turnovers in comparison to other variables such as job satisfaction (Porter, Steers, Mowdy & Boulian, 1974; Meyer, Allen, & Smith, 1993). Needless to mention, it deserves added attention whenever the world economic condition take dives like the one triggered by 2008GFC where job insecurity suddenly become an issue of major concern to millions all around the world.

2. LITERATURE REVIEW

Most studies on the issue regarding the survivors found that they often experience severe side-effects such as stress, anxiety, and powerlessness. These series of adverse psychological states could be viewed as potential cause for reduction to the worker's performance and subsequently their organisation's overall performance and competitiveness (Brockner et al., 1982; Schweger & Ivancevich, 1985; Cascio, 1993). Depending on the severity, they could in turn trigger certain secondary reactions like organisational withdrawal. Especially with today's high world-wide unemployment coupled with over supply of labor, particularly in less-skilled sector, such conditions could manifest into a state of double jeopardy for the workers. Furthermore, increases in non-labor friendly contemporary employment practices by industrial organisations such as internship and non-tenure employment made job market that much hostile for workers casting even greater sense of doubt regarding employers' intentions and one's organisational identity (Horton and Reid, 1991). In their study, Horton and Reid also noted that these series of psychologically unhealthy consequences could undoubtedly instill greater sense of powerlessness, alienation, and wariness, together with reduction to their self esteem and organisational commitment, casting grimmer light to their on-job performance.

In the eyes of an outsider, these circumstances may seem irrelevant to the survivors for they are the 'chosen few' thus invulnerable. However, in reality they most likely feel equally vulnerable because most of the survivors who report to supervisors are low-skilled and dispensable making them subject of easy replacement. Thus, it would not be too

over-stating to say that they feel equally precarious as those who got laid-off, especially after witnessing the fate of their once colleagues. Needless to say, the survivor's most unfavorable existence within their organisation could mostly likely have an adverse effect on one's work-related attitude and cause poor performance. Consequently, being inconsiderate to the well-being of the survivors could be very costly to the organisation unless certain prompt precautionary measures are undertaken. Furthermore, one could even speculate that the retrenchment, widely utilized to combat the adverse economic conditions, through escalation of survivor's negative attitudes toward their organisation and their job (Choi & Park, 2005) could unexpectedly take a reverse turn and prove to be harmful to the very organisation it was designed to help. Therefore, there exists a definite need to address the matter of survivor's perceived job-insecurity and multiple of variables associated with it if the organisation truly wants to remain competent and survive in the short run, let alone future (Lee, 2001; Park & Yang, 2002). Park and Yang, in their study, found that worker's perceived denunciation of psychological contract, increased psychological distance one feel between themselves and their organisation, the sense of alienation and injustice served as a result of retrenchment, all proved to be highly significant negating variables to the organisational performance.

Therefore, in line with the study objectives, the role management play in this seemingly malicious series of events is deemed worthy of a close observation. This social relationship, highly observant particularly in service industries, could provide an answer for alleviating the problems associated with survivors in the mist of job insecurity. This expectation has some encouraging grounds from several past studies done on the

matter where it was found that social support within an organisation can be an effective factor in formation of workers' attitudes regarding their job and organisation (House, 1981; Cohen & Willis, 1985). Furthermore, number of them also recognized the role importance inner-organisational social support play in reducing stress and enhancing performance related behavioral attitudes of workers. In one related study, Lim (1996) found that support derived from others at the workplace do contribute significantly in buffering individuals against adverse effects derived from ensuing job insecurity-related behaviors such as job dissatisfaction, proactive job search, and noncompliant on-the-job behaviors. Based on these findings, one could postulate that worker's satisfaction with the supportive behaviors of superiors should decrease the level of anxiety associated with the uncertainty that arises from job insecurity subsequently reducing negative effects to their work-related attitudes such as withdrawal tendencies. Therefore, it would not be too presumptuous to speculate that inner-organisation supportive behavior, as reflected in conceptual satisfaction level of supervisor's behavior, should play a significant role in curtailing job dissatisfaction, noncompliant on-the-job behavior which could reflect one's commitment level to their organisation, and proactive job search as can be examined based on their turnover intentions. These series of conceptualization has, as its base, several existing studies (Bittel & Ramsey, 1983; Walker & Gutteridge, 1979; Glaser, 1980). In essence, as Greenhalgh and Jick's (1989) study suggest, one could easily rationalize that individuals will display more proactive job search behaviors when experiencing job insecurity than not.

Lastly, from industrial relations perspective, several studies suggested

the existence of a significant and positive relationship between the level of supervisor dissatisfaction and one's propensity to form or join labor unions as safety measure to combat the insecurity one feel when retrenchment looms (Getman, Golberg, & Herman, 1976; LeLouarn, 1980; Hamner & Smith, 1978). These findings allow one to deduce that, during the time of high job insecurity, low level of supervisor satisfaction could significantly affect worker's attitude towards their job and organisation to the point where fulfillment of one's two basic lower needs become the new order of the day (Alderfer, 1969). Subsequently, postulating along the similar line of logic, it would not be too assuming to speculate that supervisor satisfaction level could affect one's organisational and job related attitudes: job satisfaction, organisational commitment, and turnover intentions. Also, perhaps one could add that, during the time of high economic uncertainty and hostile job market, the primary denominator in decision making process is money rather than emotions.

3. RESEARCH VARIABLES

In this study, four variables will be incorporated to formulate a research model for analysis and derivation of answers to the research questions. The antecedent variable chosen, in line with the research purpose, is the satisfaction workers perceive regarding their supervisor. This social evaluation will be based on worker's perception of their supervisor's behavior, mostly on the job. The three variables chosen as consequential are attitudinal variables regarding their job and organisation:

organisational commitment, job satisfaction and turnover intentions. Workers' turnover intention was particularly chosen not only as a symbolic reflector of organisational performance but as a parameter to one's propensity to remain with the organisation (Mathieu & Zajack, 1990). This distinction is particularly significant in a sense that to those restructured and lean organisations, retention of the survivors, as reflected in their turnover intentions, is deemed vital in their reconstruction and development efforts.

Job satisfaction, one of the three primary work-related attitudinal variables, is a variable which reflects one's perception about their job, based on subjective intrinsic as well as extrinsic evaluation of its characteristics. This value oriented attitude is a feeling about one's job as a related constellation of attitudes about various aspects or facets of the job. Commonly it is known to be significantly correlated to one's organisational performance and turnover intentions (Spector, 1997). Although there can be many job-related facets to job satisfaction such as work itself, pay, advancement opportunities, supervision, and co-workers, the actual work-related facet is almost always most strongly correlated with one's overall job satisfaction (Barling, Kelloway, & Iverson, 2003; Bond & Bunce, 2003). The degree of the relationship among the facets may vary and not always clear but they are often recognized to be positive to organisational performance and negative to turnover intentions (Judge, Thoresen, Bono, & Patton, 2001; Ostroff, 1992). In regards to characteristics, there can be number of variables which work as antecedent or consequential factors to job satisfaction. For instance, inner-organisational social relationship such as the one with their superior is often cited as an antecedent variable of some significance

(Kim, 2008). Characteristically though, turnover intentions and organisational performance are considered the most common consequential variables to job satisfaction.

In job satisfaction-turnover intention relationship, one could assume that there are many factors which may play vital role in determining the outcome of the relationship. For example, scarcity of alternative job opportunities, presence of tenure, and the amount of value one puts on the need for continued relationship with their organisation could be some notable factors (Hom& Griffeth, 1995; Spector& Speers, 1981). However, it needs to be mentioned that the value one might put on those factors could very well differ depending on one's emotional and economic state.

Supervisor satisfaction, the degree of satisfaction one feels toward their supervisor's management style, is another variable considered in this research. Satisfaction with one's superior, the lone antecedent variable in this study, is itself a facet of job-satisfaction (Spector, 1997) and is considered to be a significant factor for understanding management effectiveness. Particularly, the role supervisors play is deemed to be a key factor in affecting subordinate's state of employment and in the effectiveness of organisational career planning and development programs (Walker & Gutteridge, 1979). Therefore, although conceptually it should not be treated separately from job-satisfaction, for the research purpose the two will be treated independently. Furthermore, in attempt to understand the relationship which might exist between the inner-organisational social support and worker's work-related attitudes, in this study supervisor satisfaction will be utilized as a form of work-place based social support concept that bears certain significance in

worker's decision regarding their state of employment. This alteration in construct can be justified in part due to the factor characteristics of the questionnaire for measuring this construct (Scarpello & Vandenberg, 1987).

Organisational commitment is another research variable of great significance in this study. For this study, commitment as conceptualized by Allen and Meyer (1990) will be utilized. In their study, Allen and Meyer treated it as a multi-level construct consisting of emotional and rational concept consisting of three separate concepts: Affective Commitment, Continuance Commitment, and Normative Commitment. Affective organisational commitment is defined to be a positive emotion based attitude one feel toward one's organisation: Identification and desire to participate and contribute to the wellbeing of the organisation are important issues associated with this value oriented commitment. Thus, those with high level of affective commitment are more likely to possess higher propensity to remain and continue their relationship with their organisation because they 'want to.' On the other hand, continuance organisational commitment is more economic oriented attitudinal concept where formation of it depends more on the economic rationality associated with withdrawal and the possible cost associated with it. Therefore, if one's continued affiliation with the organisation is due to high continuance commitment level, it would be safe to assume that the primary reason behind it could be one's unfavorable economic evaluation of the factors associated with possible termination of any and all relation with the present organisation. Finally, normative organisational commitment is an attitude associated with one's moral obligation toward retention of association with their organisation. In another words,

employees with high level of normative commitment to their organisation stay because they feel they 'have to.' However, as observed in numerous studies, normative commitment seem to lack clear conceptual independence in relation to and in association with the other two commitments (Lee, Ashford, Walsh, & Mowday, 1992; Meyer, Bobocel & Allen, 1991; Vandenberg, Self & Seo, 1994). Consequently, in this study only affective and continuance organisational commitment are considered.

Furthermore, number of studies recognized organisational commitment as being an important attitudinal concept in studying organisational performance and employee retention. For instance, in their study, Mathieu & Zajac (1990) found it to be significantly affecting worker's job performance and withdrawal behaviors such as turnovers, absenteeism and tardiness. In other studies, results, all indicate that the relationship between worker's affective organisational commitment level and their other attitudes, such as turnover intentions, tardiness, and other withdrawal behaviors, are all significantly and negatively correlated (Angel & Perry, 1986; Meyer & Paunonen, 1989; O'Reilly & Chatman, 1986). However, when continuance commitment was examined, results revealed pronouncedly opposite relationship. In comparing the two, although some studies do display rather mixed results, in most studies it was observed that affective organisational commitment has stronger causal effect on individual's performance than the continuance organisational commitment, with opposite correlations (Meyer, Paunonen, Gellatly, Goffin & Jackson, 1989).

Lastly in this study and in line with the research objective, the concept of turnover intention will be observed and utilized as the primary

consequential variable to the three variables already discussed. This concept was chosen in place of actual turnover rather comfortably due to its proven record as a good predictor and proxy to it (O'Reilly & Chatman, 1986; Vandenberg, Self, & Seo, 1994; Fishbein & Ajzen, 1977). In Steel and Ovalle's (1984) study, for example, it was found that the correlation between the turnover intention and actual turnover was high. Furthermore, it was found that, in relation to organisational commitment, those who actually left their respective organisations showed significantly lower level of organisational commitment than those with almost no turnover intentions or had some intentions but did not leave. Yet in another related study it was found that those employees with almost no turnover intentions showed increment in their commitment level as time progressed. On the other hand it was completely opposite among those with significant level of turnover intentions (Mowday, Porter, & Steers, 1982).

4. RESEARCH METHODOLOGY

There are two phases to this research. One phase deals with analyzing and understanding the relationship that might exist between survivor's work-related attitudes and their satisfaction with his or her supervisor. The work-related attitudes are job satisfaction, organisational commitment, and turnover intention. Job satisfaction and turnover intention are treated as single faceted constructs where as organisational commitment is not. Organisational commitment will be treated as a multifaceted construct with one being affective and other being

continuance. The other phase deals with formation of a competitive strategy, using the information derived from phase one, with which organisations can effectively counter the problems imposed upon them by economic hard times like the one triggered by the 2008GFC.

This research took the form of an exploratory empirical study utilizing field survey and questionnaire survey technique. The field survey consisted mostly of interviews and the questionnaire survey took the traditional form of collecting data utilizing existing and tested research questionnaires from the related literature. The variables of the research are satisfaction with my supervisor (SS), job satisfaction (JS), affective organisational commitment (AC), continuance organisational commitment (CC), and turnover intentions (TN). The measures used for each variable are as follows: 1) V. Scarpello and R. Vandenberg 's (1987) Satisfaction With My Supervisor scale was used for measuring worker's perceived satisfaction with their respective immediate superior in charge of supervising one's daily job. Coefficient alpha values representing its reliability ranged from .95 to .96 (Jones et al., 1999; Scarpello & Vandenberg, 1987). 2) Cammann, Fichman, Jenkins, and Klesh's (1983) Overall Job Satisfaction scale was used for measuring worker's perceived job satisfaction. This measure, which describes an employee's subjective response to working in his or her job, has reliability coefficient alpha value ranging from .67 to .95 (Hochwarter, Perrewe, Igalens, & Roussel, 1999; McFarlin & Rice, 1992; Pearson, 1991; Sanchez & Brock, 1996; Siegall & McDonald, 1995). 3) Meyer and Allen's (1997) multifaceted Organisational Commitment scale was used to measure subjective perceived commitment to one's organisation. The reliability coefficient alpha values ranged from .77 to .88 for affective commitment and .69 to

.84 for continuance commitment (Allen & Meyer, 1991; Meyer, Irving, & Allen, 1998). 4) For the employee turnover intention, a measure scale consisting of four items developed based on Mathieu and Zajac's (1990) work was used.

The data, upon collection, will be processed and analyzed using SPSS 17 and LISREL 8.54 (Joreskog & Sorbom, 2003). In line with the common methodology used in such research, collected data were analyzed and tested for internal consistency using factor analysis and reliability test. The result of factor analysis is as depicted in Table 1. The reliability assessment test using Cronbach's alpha as a measure of internal consistency found the model to show satisfactory results: 0.960 for

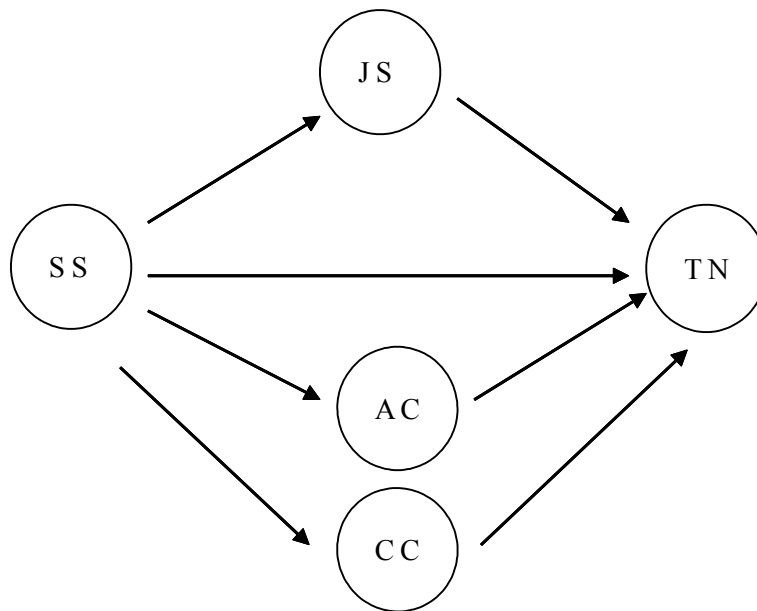
<Table 1> Factor Analysis

	SS	AC	CC	JS	TN
Item1	.829	.757	.818	.916	.465
Item2	.774	.861	.716	.916	.585
Item3	.811	.849	.797		.858
Item4	.810	.522	.884		.875
Item5	.830		.818		
Item6	.744				
Item7	.780				
Item8	.794				
Item9	.812				
Item10	.814				
Item11	.722				
Item12	.747				
Item13	.802				
Item14	.769				
Item15	.758				
Item16	.678				
Item17	.780				

Satisfaction with the Supervisor, 0.804 for Job Satisfaction, 0.743 for Affective Organisational Commitment, 0.865 for Continuance Organisational Commitment, and 0.665 for Turnover Intentions. Upon finding the model to be useful, path analysis was performed to test the study hypotheses as set in line with the study purpose, using LISREL.

The research model for this study is as depicted in Figure 1.

<Figure 1> Research Model



Sample

For this study, the original sample consisted of 410 lower level hotel workers who report to a supervisor on daily bases. They all worked at various medium to small sized tourist hotels around the city of Chiangmai

at jobs which require low level skill. However, after careful scrutiny regarding the validity of the responses, only 255 of them were actually used in this research: The 155 responses that were discarded, thus not used in this study, all displayed irresponsible ‘markings’ which hinting either their lack of conscience as responder or their fear of identity exposure, although the survey questionnaires were carefully designed so as not to expose one’s identity.

The respondents were all members of the group of workers whose job consisted of getting job assignments, some without a set job, from and reporting directly to their respective superiors, the supervisors. Most of the respondents were Isans, the ethnic group mentioned earlier, and the jobs they performed were mostly simple in nature, requiring low level skill and knowhow thus subject to easy replacement.

Consequently, it would not be too presumptuous to say that workers who participated in the survey were all members of an expendable group, in the eyes of the management. The demographic characteristic of the sample are as in Table 2.

<Table 2> Demographic Characteristics

N=255

Characteristic		Percent
Gender	Male	42.7
	Female	57.3
Age(years)	Less than 20	3.9
	Between 20~30	38.4
	Between 31~40	39.2
	Between 41~50	16.1
	More than 50	2.4

As was in most hotels observed, majority of the female workers were in twenty to thirty year age bracket whereas male workers were scattered with majority being in thirty to forty year bracket. The average tenure of the sample was about four (3.87) years suggesting sufficient period for solid perceptual formation on the part of workers regarding their supervisor, job, and organisation. Except for the demographic items, all other items in the questionnaire were measured using 5-point Likert scale.

Hypotheses

Due to exploratory nature of this study, all possible relationships among the five research variables are left open. Although most relationships among the variables can be assumed to retain the results found in past studies, it stands to reason that some variables might behave unexpectedly this time around because the time and the setting of this research was not 'normal.' For instance, due to the distinct abnormality of the time when this study took place and the sample being rather expendable, one could assume that economic factor weighed more heavily than emotional factor in one's decision making process. Consequently, one could assume that continuance commitment have stronger implications than affective commitment or job satisfaction when it comes to one's withdrawal decision. However, based on the existing literatures (Meyer & Allen, 1991; Mathieu & Zajac, 1990, Kim, 2006) and similar studies done on the research issue at hand (Choi & Park, 2005; Choi & Kim, 2007; Park & Yang, 2002), one could set the following hypotheses in line with the study objectives. Through the testing of these hypotheses, one could expect to derive certain information which can shed light for better understanding of the survivor's state of existence within the organisation and provide

scientific foundation for formation of human resource policy which could work as leverage necessary for the organisation to overcome the economic hard times.

- H1 There is a statistically significant and positive relationship between Satisfaction with Supervisor and Job Satisfaction.
- H2 There is a statistically significant and positive relationship between Satisfaction with Supervisor and Affective Commitment.
- H3 There is a statistically significant and positive relationship between Satisfaction with Supervisor and Continuance Commitment.
- H4 There is a statistically significant and negative relationship between Satisfaction with Supervisor and Turnover Intentions.
- H5 There is a statistically significant and negative relationship between Job Satisfaction and Turnover Intentions.
- H6 There is a statistically significant and negative relationship between Affective Commitment and Turnover Intentions.
- H7 There is a statistically significant and negative relationship between Continuance Commitment and Turnover Intentions.

5. RESULTS

Study Model

Data collected using existing and pre-tested survey questionnaire were processed and analyzed using SPSS 17 and LISREL 8.54 (Joreskog & Sorbom, 2003) for factor analysis, internal consistency, and path analysis to test the measurement model and the seven research hypotheses. Using

Cronbach's alpha as a measure of internal consistency, the reliability assessment findings on the model showed satisfactory results: 1) 0.960 for Satisfaction with the Supervisor, 2) 0.804 for Job Satisfaction, 3) 0.743 for Affective Organisational Commitment, 4) 0.865 for Continuance Organisational Commitment, and 5) 0.665 for Turnover Intentions.

In assessing the adequacy of the present LISREL model, the structural model and measurement model were first analyzed to decide its applicability for further statistical analysis. As displayed in the Tables 3 and 4, LISREL model assessment test results demonstrates less than satisfactory results: Goodness-of-Fit Index (GFI), Comparative Fit Index (CFI),and Normed Fit Index (NFI) all demonstrating less than 0.9; Root Mean Square Residual (RMSR) more than .05. Attempts were made to raise the model fitness utilizing modification index to modify the items but due to limitations in number, it led to results not in line with the study intentions thus coercing one to utilize the results derived earlier. In another words, all possible approaches like massive increase in 'usable' sample size, elimination of already scarce items which could 'dilute' the major characteristics of the variables, were all discarded to secure the true intended nature of the research, although it is fully understood that statistically those processes are deemed to be necessary. Thus in this study, the model with its short-comings, was used as it is for hypothesis testing.

<Table 3> LISREL Structural Model Assessment Test

$\chi^2(df) = 1585.55(457)$	
RMSR=0.11	GFI=0.72
CFI=0.80	NFI=0.74

<Table 4> LISREL Measurement Model Assessment Test

$\chi^2(df) = 1318.07(454)$
RMSR=0.79 GFI=0.75
CFI=0.85 NFI=0.79

Hypothesis Testing

The results of the hypotheses testing are as depicted in Table 5.

<Table 5> LISREL Analysis Result
GAMMA

Relationship	Hypothesis	Estimated Coefficient	t-value
SS→J S	H1	0.64	8.59
SS→AC	H2	0.57	7.20
SS→CC	H3	0.52	7.55
SS→TN	H4	-0.04	-0.37

BETA

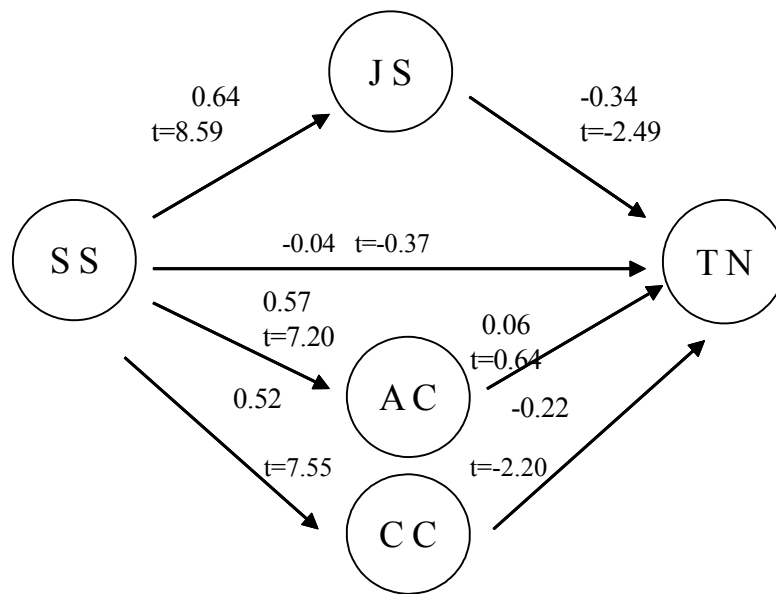
Relationship	Hypothesis	Estimated Coefficient	t-value
J S→TN	H5	-0.34	-2.49
AC→TN	H6	0.06	0.64
CC→TN	H7	-0.22	-2.20

As can be seen from the Table 5, five out of seven hypotheses set to explain the research objectives were accepted as projected. Specifically, all pre-set hypotheses were tested and found to be acceptable. However, contrary to the common expectation, H4 and H6 were rejected due to lack of statistical significance. The statistical significance level t was set at value where |t| is greater than or equal to 1.96.

In summary, the results of the path analysis using LISREL for

hypothesis testing are as follows, as depicted in Figure 2:

<Figure 2>



H1: the relationship between the worker's satisfaction with their supervisor and job satisfaction is positive (0.64) as projected and is statistically significant (t=8.59). Thus, H1 is accepted.

H2: the relationship between the worker's satisfaction with their supervisor and his or her affective organisational commitment is positive (0.57) as projected and is statistically significant (t=7.20). Thus H2 is accepted.

H3: the relationship between the worker's satisfaction with their

supervisor and his or her continuance organisational commitment is positive (0.52) as projected and is statistically significant ($t=7.55$). Thus H3 is accepted.

H4: the relationship between the worker's satisfaction with their supervisor and his or her intention to leave the organisation is negative (-0.04) as projected, but due to lack of statistical significance ($t=-0.37$), H4 is rejected.

H5: the relationship between the worker's job satisfaction and his or her intention to leave the organisation is negative (-0.34) as projected and is statistically significant ($t=-2.49$). Thus H5 is accepted

H6: the relationship between the worker's affective organisational commitment and his or her intention to leave the organisation is positive (0.06), contrary to earlier projection, and is statistically not significant ($t=0.64$). Thus H6 is rejected.

H7: the relationship between the worker's continuance organisational commitment and his or her intention to leave the organisation is negative (-0.22) as projected and is statistically significant ($t=-2.20$). Thus H7 is accepted.

Therefore, the findings of this research, in general, are in line with the findings of previous studies. However, perhaps due to the unique nature of the circumstances surrounding the time and sample of this research, the implications of the study results demand somewhat different explanation.

6. DISCUSSION and CONCLUSION

The main purpose of this study was to assess the in-organisation work-related attitude of workers who survived the initial layoff during the period right after the 2008GFC. The subjects selected for the study were those survivors in tourist hotels around the city of Chiangmai in the Northern part of Thailand. The research took the form of extensive interviews followed by analysis of data collected using tested set of survey questionnaires to evaluate pre-set hypotheses. The hypotheses of the study were set according to the research need and in line with the existing literature on the matter. To serve the purpose of this study, job satisfaction, organisational commitment, and turnover intentions were chosen as the major attitudinal variables of the study. Organisational commitment was treated as a multidimensional construct consisting of two different concepts: Affective Commitment, an emotion-based concept, and Continuance Commitment, an economic-cost based concept.

Satisfaction with supervisor was also incorporated in this study as the antecedent variable to the work-related attitudinal variables and observe inner-organisational social factor which are known to influence worker's mental state regarding their association with the organisations. This later association is deemed to be important in the light of the belief that the survivors, who survived the organisational retrenchment and judged to be competent and necessary members to the organisation, could be overtaken by layoff induced wariness and could make untimely decision to leave. Such attitude induced behavior, if realized, could be devastating to the organisation's overall competency and their chance to survive and overcome the hard times. Consequently, it is deem vital that each

organisation employ every possible means to retain them and instill positive attitudes to their job and organisation. Perhaps it is to this end that management level personnel, such as supervisors who often play a key role in the socio-psychological formation of the workers, could be a highly influencing factor in retention and incorporation of the survivors in organisations. Considering the commonly accepted notion that low turnover intention often translates into heightened organisational performance (Fishbein & Ajzen, 1977; Steel & Ovalle, 1984), information derived from observation of its relationship to satisfaction with the supervisor that much more important to the organisations in their effort to retain the survivors.

For more insightful understanding of the results of this study and for formulation of human resource policy to counter the negative effects brought by layoff, which organisations often resort to as their initial measure when economy tightens, there is a certain need to assess the situation at hand. During the time when this study was undertaken (2008-09~11), most industrialized nations were severely hit by the global financial crisis which resulted in massive layoffs among many organisations, including hotels. Thailand and her 'golden goose' the tourism industry was no exception. In addition to the adverse global situation, Thailand, with her on-going internal political strife and regional conflict, which seem to permeate beyond Southern region, was going through particularly rough times. Consequently, the tourism industry in Thailand and those workers in tourism-related businesses were all left in a state of total uncertainty. Chiangmai, the city in the Northern part of Thailand and where this study took place following the 2008GFC, could be a fine example of such economic circumstances.

The findings from the hypothesis testing, as illustrated in Table 5 and Figure 2, produced certain basic information with which one could understand and explain the circumstances surrounding the survivors and the organisations they serve. Contrary to the theoretical belief, worker's intention to continue their association with the organisation was not affected by their perceived satisfaction with their supervisors. Also, in contrary to most theoretical studies, worker's emotional attachment to the organisation, introduced in the form of affective organisational commitment, fail to show any significance in influencing their turnover intentions. Consequently, it could be concluded that, to the survivors, emotional bearing has very little influence on one's mental state regarding their propensity to continue present association with the organisation. These findings also allow one to speculate an absence of influence the inner-organisational social factor, reflected partially by one's relationship with their supervisor, in formation of a need to continue their association with the organisation. Perhaps, these series of conclusions back the early need theory of motivation which suggests the strength of existence need in motivating one's behavior when the basic physiological need is under threat (Maslow, 1943; Alderfer, 1969). In another words, one could carefully conclude that the survivors are primarily economically oriented when it comes to making decisions regarding their association with the organisation, as shown in the relationship regarding continuance organisational commitment, and that there exist an absence of emotional human factor in formation of employee-organisation bondage, during hard economic times.

On the other hand, the results of this study do imply that the satisfaction-with-the-supervisors significantly influence other work-related

attitudes of the survivors, as findings of previous studies suggest. All three attitudes; job satisfaction, affective organisation commitment, and continuance organisational commitment, were found to be significantly related to their perceived satisfaction with the respective supervisors, statistically. This finding has a great ramification to the organisation's wellbeing and its future. The organisations, which resolved to retrenchment as means to down-sizing and restructuring, are often left with 'survivors' who are wary and uncertain about their existence within their organisation, causing one to suspect them to be less motivated and demoralized. However, with the research finding suggesting the effective influential role supervisors play on worker's work-related attitudes, one could say that supervisors, with a proper training, could play the vital key role in regrouping and formation of a healthy, competitive, and productive organisation with survivors living up to their expectations, void of any sense of insecurity. Therefore, it could be concluded that the supervisors may not play an influential role in retention of the survivors initially but they certainly could affect them to perform and lead the organisation to next phase.

In essence, this study has found that those who survived the layoff found little solace from their supervisors in withstanding the adversities brought about by the 2008GFC. During this period, the survivors were perhaps experiencing a higher state of uncertainty with their basic physiological needs demanding more immediate attention than ever before. This precarious state compounded with the fact that job opportunities were extremely scarce, within or outside of tourism during this time of world-wide recession, must have made their present job that much more dear. Therefore, it would not be too presumptuous to assume that one's base

for organisational commitment must have shifted to values associated with economics rather than emotions. This was evidenced by the fact continuance organisational commitment demonstrated meaningful relationship with worker's turnover intentions, where as affective commitment failed. On the other hand, as supervisors are known to be influential in formation of positive work-related-attitude changes in subordinates, perhaps it would be strategically sensible to promote their roles to help raise organisational competency to the level of self sustainability. This was encouraged by the finding that one's perceived satisfaction with the supervisor does show significant influencing characteristics toward job satisfaction and organisational commitment, in addition to the finding that job satisfaction do affect turnover intentions.

Strategically, given the results of the study, it would be advisable for the organisations to promote supervisors' role toward maximum realization of its competency and withstand the hard times and at the same time build-up bases to develop an organisation with highly motivated and emotionally committed human resource that can capitalize on new opportunities as they rise. Perhaps, this can be achieved through effective utilization of an organisation-wide leadership training which incorporates every member of the organisation and build in it a corporate culture with shared sense of ownership, willingness to perform beyond one's expectations, and total appreciation of each individual's value.

There are several research limitations and study implications for future which need to be addressed, in addition to those commonly shared limitations of most empirical studies such as this, regarding this study. For one, there is a need to address the fact that there is a need to 'localize' the survey questionnaires utilized in this study. The survey questionnaires

were all developed in America and were translated into official Thai, which is the Language used in Southern Thailand, before actual implementation in Chiangmai to mostly Isans who speak a slightly different language. Therefore, one could suspect substantial loss of true meaning in translation. Another is the limited sample size and small item size for each research variable which prove to be a burden to the study, statistically, as the discussion on the limitations of the LISREL model assessment test revealed. This also provides the grounds for a serious doubt regarding the issue of its representativeness. In another words, it is difficult to accept this limited sample as representing the whole community. Thirdly, this study looked at the whole sample as being homogeneous. This limitation invites numerous possible future studies which could add important light in defining the study issue at hand. Last, but not least, is the issue regarding incorporation of other the factors which could bear more light to better understand the study objective. Such factors as Organisational Citizenship Behavior, Loyalty, Perceived Organisational Support, and Leadership Style, to name a few, could have significant impact on survivor's in-organisation attitude and behavior.

These limitations are some research obstacles to overcome and improve upon in future research with this study possibly serving as a stepping stone. One such study, which could serve to better understand the state of survivors, should involve observing the research sample in terms of employment, job, gender, and ethnic group

Key Words: Global Financial Crisis, Thailand, Tourism, Work-Related-Attitudes, Supervisor Satisfaction, Restructuring, Survivors, Turnover

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<한글초록>

관리자 만족이 근로자의 직무관련 태도에
미치는 영향에 관한 연구 :
2008 국제금융위기 후 태국 북부의 근로자를 중심으로

김 병 식 (경기대)

본 연구의 목적은 2008년 후반에 발생한 국제금융위기에 대응하여 조직 개편을 선택한 기업과 그기업 내의 근로자들 실태 파악을 하는데 있다. 특히 기업구조조정 명목으로 단행된 해고를 모면한 근로자들(생존자)의 상태를 그들이 지각하는 각 개인의 관리자에 대한 만족도와 그들의 직무관련태도인 직무만족, 조직적 몰입 그리고 이직 의도 간의 관계 관점에서 살펴보고자 한다.

관리자에 대한 만족도는 근로자들의 직무 관련 태도 변수와 관련되어 사회적 선행변수로 선택되었으며 직무관련태도는 결과변수로 선택하였다.

본 연구를 통해 생존자들의 조직 내 직무관련태도에 관한 이해를 높이는데 필요한 정보를 표출해내어 그들의 실태를 파악하는데 하나의 목적을 두었으며 그들의 관리자와의 사회적 관계가 그들에게 미치는 영향을 파악하는 것이 또 하나의 목적이라 하겠다. 이상과 같은 관계 파악을 통해 얻은 정보로 관련기업이 단기적으로 성공적인 자립을 하여 장기적으로 경쟁력 있는 조직으로 성장할 수 있는 인적자원전략을 제공하는데 2차적인 목적을 두고 있다.

본 연구는 이상과 같은 목적을 달성하고자 그 유의성이 증명된 현존

하는 설문을 활용한 조사기법을 채택하여 실증연구를 하였다. 수집한 자료는 SPSS 17.0과 LISREL 8.5을 사용하여 연구모형과 연구의 가설들을 검증하였다. 연구목적을 달성하고자 채택된 가설들은 기존의 문헌연구를 토대로 세워졌다. 연구대상은 태국 북부지역의 대표도시인 치앙마이 내 관광호텔 종사자들로서 외부적으로는 2008년 국제금융 위기와 그에 따른 경제침체, 내부적으로는 극심한 정치적·사회적 불안에 의한 관광객의 급감소와 조직의 자구책으로 행해진 조직재구조 차원에서의 해고를 이겨낸 근로자들, 즉 생존자들이었다.

가설검증을 통해 입증된 연구결과에 의하면

- 1) 근로자들의 관리자에 대한 만족은 그들의 직무만족, 정서적 조직몰입과 지속적 조직몰입에 영향을 미치는 것으로 검증됐다.
- 2) 근로자들의 관리자에 대한 만족은 그들의 이직의도에는 영향을 미치지 못하는 것으로 검증됐다.
- 3) 근로자들의 직무만족은 그들의 이직의도에 영향을 미치는 것으로 검증되었다.
- 4) 근로자들의 조직적 몰입과 이직의도 간의 관계에 있어서는 조직 경제적 성격의 지속적 조직몰입만 영향을 미치는 것으로 검증되었다.

이러한 연구 결과는 기존의 타 연구 결과와 기본적인 맥락은 같게 나왔으나 근로자들의 정서적인 면의 부재는 2008년 후반 당시의 독특한 태국의 사회적, 경제적 그리고 문화적 실태를 보여주는 것이 아닌 가 사료된다. 특히 근로자들이 그들의 직장과의 관계와 관련된 의사결정을 가치가 아닌 경제적인 요소에 의존한다는 결과 그리고 상관인 관리자가 이러한 태도에 전혀 영향력을 미치지 못한다는 결과는 전통적으

로 감성적이며 집단주의적인 동양적 문화가 지배하리라고 예상했던 태국에서는 이례적인 결과였다.

그러나 관리자들이 그들의 직무만족 그리고 조직적 몰입에 영향을 주며 직무만족이 이직 의도에 영향을 미친다는 결과와 지속적 조직몰입이 이직의도에 영향을 미친다는 결과는 장기적으로 적극적인 관리자 교육을 통해 근로자들을 조직에 정서적으로도 올바르게 안착시키고 긍정적인 구성원으로 존재하면서 조직에 기여할 수 있는 그들의 역할을 기대할 수 있다고 볼 수도 있다. 이 점은 매우 중요한데 그 이유는 해고를 이겨낸 근로자들은 그 조직이 미래를 잃어지는 마지막 기대변수이기 때문이다.

주제어: 국제금융위기, ASEAN, 태국, 관광, 직무관련태도, 관리자 만족, 이직의도, 재구조, 생존자