

DETERMINANTS OF JOB SATISFACTION AMONG FILIPINO OVERSEAS WORKERS IN THAILAND: A MIXED-METHODS ANALYSIS OF WORK CONDITIONS, CULTURAL ADAPTATION, ORGANIZATIONAL SUPPORT, AND COMPENSATION

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ABSTRACT

This study examined the determinants of job satisfaction among Filipino overseas workers (OFWs) in Thailand, including work conditions, cultural adaptation, organizational support, and compensation. A mixed-methods research design with a descriptive-correlational approach and an embedded qualitative component was employed, involving 1,087 respondents from various occupational sectors. Quantitative data were analyzed using descriptive statistics, Pearson correlation, and multiple regression, while qualitative data were examined through thematic analysis. Findings revealed that respondents experienced moderate job satisfaction, with cultural adaptation rated highest and compensation rated lowest. All independent variables were significantly related to job satisfaction, with organizational support emerging as the strongest predictor, followed by compensation and work conditions, while cultural adaptation showed a weaker but significant influence. Qualitative results supported the quantitative findings, highlighting emotional satisfaction and favorable living conditions as positive contributors, while unfair treatment, language barriers, and low salary were identified as major challenges. Overall, the study concludes that job satisfaction is shaped by a combination of organizational, financial, environmental, and cultural factors, emphasizing the need for improved organizational support systems and fair compensation to enhance the well-being and retention of Filipino overseas workers in Thailand.

Keywords

Job satisfaction; Filipino overseas workers; organizational support; compensation; cultural adaptation; work conditions; mixed-methods research; Thailand

INTRODUCTION

Job satisfaction has become a central concern in contemporary organizational research, particularly in the context of global labor mobility. As economies become increasingly interconnected, many individuals seek employment opportunities abroad in pursuit of better financial stability and improved quality of life. Among these are Filipino overseas workers (OFWs), who constitute a significant portion of the global workforce. In countries like Thailand, OFWs contribute to various sectors such as education, healthcare, and service industries. However, despite the opportunities available, working in a foreign country presents unique challenges that may influence employees' job satisfaction.

Job satisfaction refers to the extent to which employees feel fulfilled and content with their work, encompassing emotional, psychological, and environmental dimensions. Recent studies emphasize that job satisfaction is influenced by multiple factors, including workplace conditions, organizational practices, and individual adjustment to the work environment (Ng & Feldman, 2023; Lee & Kim, 2023). For overseas workers, these factors become even more critical due to the added complexity of cultural differences and adaptation.

One of the key determinants of job satisfaction is work conditions, including the physical environment, workload, and the availability of resources needed to perform tasks effectively. Favorable work conditions contribute to employee well-being and productivity, whereas poor conditions may lead to dissatisfaction and reduced performance (Ahmad et al., 2023). For OFWs, differences in workplace standards and expectations may further affect their perceptions of job satisfaction.

Another important factor is cultural adaptation, the process of adjusting to a new cultural and social environment. Overseas workers often encounter language barriers, unfamiliar customs, and different workplace norms. Successful cultural adaptation has been found to enhance job satisfaction, as individuals who are well-adjusted tend to experience less stress and greater workplace integration (Huang & Su, 2023).

In addition, organizational support plays a crucial role in shaping employees' attitudes toward their work. When employees perceive that their organization values their contributions and supports their well-being, they are more likely to develop positive work attitudes and higher levels of job satisfaction (Lee & Kim, 2023). For OFWs, organizational support may include fair treatment, clear communication, and access to resources that facilitate their adjustment and performance.

Furthermore, compensation remains a fundamental determinant of job satisfaction, particularly for overseas workers whose primary motivation for working abroad is financial improvement. Competitive salary, benefits, and incentives contribute significantly to employees' sense of fairness and satisfaction (Khan et al., 2023). However, compensation alone may not guarantee satisfaction if other workplace factors are lacking.

This study is anchored in Herzberg's Two-Factor Theory, which explains that job satisfaction is influenced by both hygiene factors (such as salary and work conditions) and motivational factors. It is also supported by Social Exchange Theory, which posits that employees reciprocate positive organizational treatment with favorable attitudes, and Cross-Cultural Adaptation Theory, which explains how individuals adjust to new cultural environments.

Given these considerations, it is necessary to examine the determinants of job satisfaction among Filipino overseas workers in Thailand. While previous studies have explored job satisfaction across various contexts, little research has examined OFWs in Thailand, particularly through a combined analysis of work conditions, cultural adaptation, organizational support, and compensation.

Hence, this study aims to determine the factors influencing job satisfaction among Filipino overseas workers in Thailand. Specifically, it seeks to examine how work conditions, cultural adaptation, organizational support, and compensation contribute to overall job satisfaction. The findings of this study are expected to provide insights for employers, policymakers, and future researchers to improve workplace practices and enhance the well-being of overseas workers.

Statement of the Problem

This study aimed to examine the determinants of job satisfaction among Filipino overseas workers in Thailand, focusing on the roles of work conditions, cultural adaptation, organizational support, and compensation.

Specifically, this study sought to answer the following questions:

1. What is the demographic profile of the respondents in terms of:
 - 1.1 age;
 - 1.2 gender;
 - 1.3 civil status;
 - 1.4 length of stay in Thailand;

- 1.5 type of work; and
- 1.6 salary?
2. What is the level of the following variables as perceived by the respondents:
 - 2.1 work conditions;
 - 2.2 cultural adaptation;
 - 2.3 organizational support;
 - 2.4 compensation; and
 - 2.5 job satisfaction?
3. Is there a significant relationship between:
 - 3.1 work conditions and job satisfaction;
 - 3.2 cultural adaptation and job satisfaction;
 - 3.3 organizational support and job satisfaction; and
 - 3.4 compensation and job satisfaction?
4. Which among the independent variables significantly predict job satisfaction?

Review of Related Literature

Job satisfaction has been widely recognized as a critical construct in organizational research, reflecting employees' overall evaluation of their work experiences, emotional well-being, and level of fulfillment in their professional roles. In contemporary workplaces, particularly within global labor contexts, job satisfaction has become increasingly complex due to diverse work environments, cultural interactions, and organizational practices. Recent studies emphasize that job satisfaction is influenced by a combination of internal and external factors, including work conditions, cultural adaptation, organizational support, and compensation (Ng & Feldman, 2023; Ahmad et al., 2023). For overseas workers, these determinants are even more significant, as they must navigate not only workplace demands but also cross-cultural challenges and social adjustments in a foreign country.

Work conditions remain one of the most fundamental determinants of job satisfaction. These include the physical work environment, workload, resource availability, and overall organizational climate. Favorable work conditions enhance employee well-being, productivity, and engagement, while poor conditions contribute to stress, burnout, and dissatisfaction. Empirical evidence shows that employees who perceive their work environment as safe, supportive, and resourceful are more likely to report higher levels of job satisfaction (Ahmad et al., 2023; Cantarelli et al., 2023). Furthermore, Ng and Feldman (2023) highlight that workplace conditions significantly influence employees' psychological well-being, which in turn affects their job satisfaction and performance. Among overseas workers, differences in workplace standards, expectations, and job roles may further shape their perceptions of satisfaction.

Cultural adaptation is another essential factor influencing job satisfaction, particularly among expatriates and migrant workers. Cultural adaptation refers to the process through which individuals adjust to new cultural environments, including language, social norms, communication styles, and workplace practices. Studies indicate that successful cultural adaptation leads to better interpersonal relationships, reduced stress, and improved job satisfaction (Huang & Su, 2023). Similarly, Tsang and Nguyen (2023) found that foreign workers who adapt effectively to host-country cultures exhibit higher levels of workplace integration and satisfaction. Cultural intelligence and cross-cultural competence also play a vital role in facilitating adjustment, enabling employees to navigate cultural differences more effectively and perform better in diverse work environments. For Filipino overseas workers in Thailand, cultural adaptation may involve adjusting to Thai workplace norms, communication styles, and hierarchical structures, all of which can influence their job experiences.

Organizational support has been consistently identified as a strong predictor of job satisfaction. It refers to employees' perception that their organization values their contributions and cares about their well-being. When employees feel supported through fair treatment, access to resources, and positive leadership, they are more likely to develop positive attitudes toward their work. Lee and Kim (2023) found that perceived organizational support significantly enhances employee engagement and job satisfaction, while García-Cabrera et al. (2023) emphasized the role of leadership and organizational practices in fostering a supportive work environment. Additionally, Tian and Guo (2023) reported that organizational support contributes to employees' sense of personal accomplishment, thereby strengthening job satisfaction. For overseas workers, organizational support may include assistance with work permits, provision of teaching materials, professional development opportunities, and equitable treatment compared with other nationalities.

Compensation is another key determinant of job satisfaction, particularly for overseas workers whose primary motivation for working abroad is financial improvement. Compensation includes salary, benefits, incentives, and other forms of financial rewards. Adequate and competitive compensation enhances employees' sense of fairness and motivates them to perform effectively. Research shows that compensation has a direct and significant impact on job satisfaction, especially when employees perceive their pay as equitable relative to their workload and qualifications (Khan et al., 2023; Yun & Ha, 2023). Moreover, Pradnyani and Putra (2023) found that compensation not only influences satisfaction directly but also interacts with work environment factors to shape overall employee attitudes. However, studies also suggest that compensation alone is insufficient to ensure job satisfaction if other organizational factors, such as support and work conditions, are lacking.

In the context of global labor mobility, overseas workers face unique challenges that influence their job satisfaction. These challenges include language barriers, cultural differences, discrimination, and limited access to organizational support systems. Bastida et al. (2023) emphasized that expatriates' well-being and job satisfaction are strongly influenced by their level of adjustment and the support provided by their organizations. Similarly, Tsai and Qiao (2023) highlighted the importance of workplace integration and cross-cultural management practices in improving employee satisfaction in multicultural environments. For Filipino overseas workers in Thailand, issues such as unequal treatment, limited benefits, and communication barriers may significantly affect their overall job satisfaction.

Despite the growing body of literature on job satisfaction, there remains a limited number of studies focusing specifically on Filipino overseas workers in Thailand. Most existing research has examined job satisfaction in general organizational settings or among expatriates in Western contexts. There is a need for more localized studies that consider the unique experiences of OFWs in Southeast Asia, particularly in relation to work conditions, cultural adaptation, organizational support, and compensation. By addressing this gap, the present study aims to contribute to the existing literature by providing empirical evidence on the determinants of job satisfaction among Filipino overseas workers in Thailand using a mixed-methods approach.

Conceptual Framework

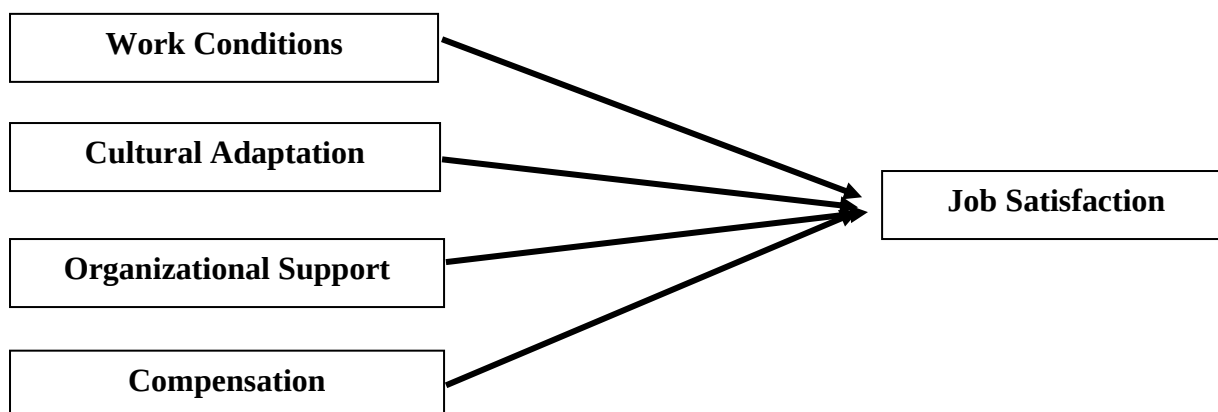


Figure 1. Schematic Diagram showing the interplay of the variables

METHODOLOGY

The study employed an explanatory sequential mixed-methods design, where quantitative data were collected and analyzed first, followed by qualitative data to explain and support the statistical findings. The quantitative strand utilized a descriptive-correlational survey design to determine the levels of work conditions, cultural adaptation, organizational support, compensation, and job satisfaction, as well as to examine the relationships and predictive influence of these variables on job satisfaction among Filipino overseas workers in Thailand. This design is appropriate for analyzing workplace-related variables and their interrelationships in organizational settings (Bakker & Demerouti, 2023; Hair et al., 2023).

The qualitative strand was integrated to provide deeper insights into the lived experiences of the respondents. Semi-structured interview questions were used to explore factors contributing to job satisfaction, challenges encountered in the workplace, cultural adaptation experiences, and perceived organizational support. The integration of quantitative and qualitative data enabled triangulation, enhancing the validity of findings by allowing comparison and explanation of statistical results with participants' narratives.

The study involved 1,087 Filipino overseas workers in Thailand employed in various sectors such as education, healthcare, service industries, and other professional fields, with teachers comprising the majority of respondents. A purposive sampling technique was used to select participants who were Filipino citizens, currently employed in Thailand, and had at least six months of work experience in their respective organizations. This ensured that respondents had sufficient exposure to workplace conditions and cultural adaptation processes.

Prior to data collection, permissions were obtained from relevant institutions, and ethical standards were strictly observed. Participation was voluntary, and informed consent was secured from all respondents. Survey questionnaires were distributed through online platforms and direct communication, while qualitative data were gathered through guided interviews. Respondents were assured of confidentiality and informed that participation or withdrawal would not affect their employment status.

Quantitative data were analyzed using descriptive and inferential statistics. Frequency counts and percentages described the demographic profile, while means and standard deviations determined the levels of the variables. Pearson Product-Moment Correlation Coefficient was used to assess relationships between variables, and multiple linear regression analysis was applied to identify significant predictors of job satisfaction. The study tested null hypotheses at the 0.05 level of significance to determine whether work conditions, cultural adaptation, organizational support, and compensation are significantly related to job satisfaction and whether

they significantly predict job satisfaction. Qualitative data were analyzed using thematic analysis, where responses were coded, categorized, and grouped into themes. These qualitative themes were used to complement and explain the quantitative findings. Statistical significance was determined at the 0.05 level.

RESULTS

Table 1. Demographic Profile of Respondents

Variable	Category	Frequency	Percentage
Age	20-29	168	15.45%
	30-39	597	54.92%
	40-49	301	27.69%
	50 and above	21	1.94%
Gender	Male	466	42.87%
	Female	607	55.84%
	Prefer not to say	14	1.29%
Civil Status	Single	181	16.65%
	Married	860	79.12%
	Others	46	4.23%
Length of Stay in Thailand	Less than 1 year	133	12.24%
	1-3 years	478	43.97%
	4-6 years	287	26.40%
	7 years and above	189	17.38%
Type of Work	Teacher	922	84.82%
	Service	76	6.99%
	Healthcare	65	5.98%
	Others	24	2.21%
Monthly Salary (Baht)	20,000-25,000	385	35.42%
	25,001-30,000	279	25.66%
	30,001-35,000	261	24.01%
	35,001-40,000	32	2.94%
	40,001-45,000	9	0.83%
	45,001 and above	21	1.93%

Table 1 presents the demographic profile of the 1,087 Filipino overseas workers in Thailand. The results indicate that the majority of respondents are aged 30–39 years (54.92%), suggesting that most participants are in their prime working years. In terms of gender, female respondents (55.84%) slightly outnumber males, reflecting the growing participation of women in overseas employment, particularly in education and service-related sectors.

Regarding civil status, a large proportion of respondents are married (79.12%), indicating that many overseas workers have family responsibilities that may influence their job preferences, financial decisions, and overall job satisfaction. In terms of length of stay, most respondents have been in Thailand for 1–3 years (43.97%), suggesting that many are still in the early stages of adjustment to the host country's work environment and culture, while a notable proportion have established long-term residence.

In terms of occupation, the majority of respondents are teachers (84.82%), indicating that the Filipino workforce in Thailand is heavily concentrated in the education sector. This dominance implies that the findings of the study may largely reflect the experiences of educators. Regarding monthly salary, most respondents earn between 20,000 and 30,000 Baht, indicating a moderate-income level. Only a small percentage earn above 40,000 Baht, which may have implications for their level of job satisfaction, particularly in relation to compensation and financial security.

Overall, the demographic profile suggests that Filipino overseas workers in Thailand are predominantly middle-aged, female, married professionals working in the education sector with moderate income levels and relatively short to medium-term residency in the country.

Table 2 on the next page presents the levels of work conditions, cultural adaptation, organizational support, job satisfaction, and compensation among Filipino overseas workers in Thailand.

Among the five variables, cultural adaptation ($M = 3.50$) obtained the highest composite mean and was interpreted as moderate–high, indicating that respondents generally demonstrate a strong ability to adjust to the Thai work environment, including workplace norms, communication styles, and cultural practices. This suggests that Filipino workers possess adequate cross-cultural competence, which supports their integration into the host country.

Work conditions ($M = 3.43$) were rated as moderate, with several indicators such as workplace safety, availability of resources, and reasonable working hours receiving relatively high ratings. However, aspects such as salary fairness and overall satisfaction with work conditions remained moderate, indicating room for improvement.

Organizational support ($M = 3.00$) was also assessed as moderate, suggesting that while some level of support exists, it may not be consistently experienced by all employees. Notably, the item related to fairness of policies toward foreign workers (Q28) received a low rating, highlighting concerns regarding equity and inclusiveness in organizational practices.

Job satisfaction ($M = 2.79$) was interpreted as low–moderate, indicating that respondents are only somewhat satisfied with their jobs. Particularly low ratings in items related to intention to stay (Q36) and meeting expectations (Q37) suggest potential issues with long-term retention and fulfillment.

Finally, compensation ($M = 2.68$) received the lowest composite mean and was interpreted as low, indicating that financial aspects remain the primary concern among respondents. While some items, such as salaries and efficiency (Q42), were rated high, most indicators reflected dissatisfaction, especially in terms of fairness and financial security.

Overall, the grand mean of 3.08 ($SD = 0.34$) indicates that the combined perception of Filipino overseas workers in Thailand across all variables is at a moderate level. This suggests that while respondents generally experience acceptable working and cultural conditions, their overall job experience is not highly positive. The relatively low standard deviation indicates

consistency in responses, meaning that most respondents share similar perceptions of their work environment and job satisfaction.

Among the variables, cultural adaptation and work conditions contributed positively to the overall evaluation, while compensation and job satisfaction lowered the overall mean. This implies that although Filipino overseas workers are generally well-adjusted culturally and function under acceptable working conditions, financial rewards and overall job fulfillment remain key areas of concern.

Overall, the findings suggest that Filipino overseas workers in Thailand experience a moderate level of job well-being, highlighting the need for improved compensation structures and strengthened organizational support systems to enhance overall job satisfaction and retention.

Table 2. Level of Work Conditions, Cultural Adaptation, Organizational Support, Job Satisfaction, and Compensation (n = 1,087)

Work Condition	Mean	SD	Interpretation
1. My salary is fair for the work I do.	2.85	0.92	Moderate
2. My workload is manageable.	3.38	0.81	Moderate
3. I feel secure in my job.	3.44	0.67	Moderate
4. My working environment is safe.	3.99	0.58	High
5. I have sufficient resources to do my job.	3.76	0.71	High
6. My working hours are reasonable.	3.78	0.69	High
7. I receive fair treatment at work.	3.38	0.65	Moderate
8. My job allows work-life balance.	3.49	0.66	Moderate
9. My workload does not cause excessive stress.	3.26	0.60	Moderate
10. I am satisfied with my overall work conditions.	2.99	0.88	Moderate
Composite Mean	3.43	0.68	Moderate
Cultural Adaptation			
11. I can easily adjust to Thai workplace culture.	3.88	0.63	High
12. I understand Thai workplace expectations.	3.76	0.72	High
13. I feel comfortable interacting with Thai colleagues.	3.30	0.59	Moderate
14. Language differences do not hinder my work.	2.76	0.83	Moderate
15. I respect Thai cultural practices at work.	3.95	0.52	High
16. I feel accepted in my workplace.	3.19	0.78	Moderate
17. I can adapt to different communication styles.	3.56	0.64	High

18. Cultural differences enrich my work experience.	3.60	0.60	High
19. I feel a sense of belonging in Thailand.	3.48	0.66	Moderate
20. I am satisfied with my cultural adjustment.	3.55	0.63	High
Composite Mean	3.50	0.64	Moderate–High
Organizational Support			
21. My employer values my contributions.	2.98	0.89	Moderate
22. I receive support when I have work problems.	3.04	0.86	Moderate
23. My organization cares about my well-being.	3.39	0.75	Moderate
24. My supervisor is supportive.	3.35	0.73	Moderate
25. I receive recognition for good performance.	3.18	0.70	Moderate
26. My organization provides opportunities for growth.	2.78	0.84	Moderate
27. I feel respected by my employer.	3.24	0.76	Moderate
28. Policies are fair to foreign workers.	2.26	0.91	Low
29. I can communicate openly with management.	2.82	0.88	Moderate
30. Overall, I am satisfied with organizational support.	2.99	0.87	Moderate
Composite Mean	3.00	0.71	Moderate
Job Satisfaction			
31. I am satisfied with my job.	3.34	0.72	Moderate
32. I feel happy at work.	2.91	0.80	Moderate
33. I would recommend my job to others.	2.61	0.88	Moderate
34. I feel motivated to perform well.	2.99	0.76	Moderate
35. I am proud of my job.	2.91	0.74	Moderate
36. I rarely think about leaving my job.	2.40	0.95	Low
37. My job meets my expectations.	2.45	0.93	Low
38. I feel fulfilled in my work.	2.93	0.79	Moderate
39. I am satisfied with my career progress.	2.68	0.83	Moderate
40. Overall, I am satisfied with my job in Thailand.	2.68	0.82	Moderate
Composite Mean	2.79	0.69	Low–Moderate

Compensation and Benefits			
41. My salary is competitive compared to similar jobs in Thailand.	2.15	0.94	Low
42. My salary is sufficient for my needs in Thailand.	3.52	0.77	High
43. I am satisfied with my salary.	2.67	0.85	Moderate
44. I receive fair compensation for my work.	2.49	0.88	Moderate
45. My benefits package meets my expectations.	2.44	0.90	Moderate
46. I receive allowances (e.g., housing, transport) that support my living.	2.35	0.91	Moderate
47. My salary reflects my qualifications and experience.	2.11	0.96	Low
48. I feel financially secure in my job.	2.93	0.82	Moderate
49. I am satisfied with salary increases or incentives.	2.53	0.87	Moderate
50. Overall, I am satisfied with my compensation.	2.60	0.86	Moderate
Composite Mean	2.68	0.73	Low
Overall Mean	3.08	0.34	Moderate

Table 3. Relationship Between Independent Variables and Job Satisfaction

Variables	Pearson Correlation (r)	p-value	Interpretation
Work Conditions	.53**	p < .001	Significant
Cultural Adaptation	.47**	p < .001	Significant
Organizational Support	.62**	p < .001	Significant
Compensation	.59**	p < .001	Significant

Note:

** Correlation is significant at the 0.01 level (2-tailed)

* Correlation is significant at the 0.05 level (2-tailed)

Table 3 presents the relationship between the independent variables and job satisfaction. The results reveal that all independent variables are significantly correlated with job satisfaction among Filipino overseas workers in Thailand at the 0.01 significance level.

Among the variables, organizational support ($r = .62$) shows the strongest positive relationship with job satisfaction, indicating that employees who perceive higher organizational support tend to report higher levels of satisfaction.

Compensation ($r = .59$) and work conditions ($r = .53$) also demonstrate strong positive relationships, suggesting that both financial and environmental factors significantly influence job satisfaction.

Cultural adaptation ($r = .47$) shows a moderate positive relationship, indicating that while adaptation to the host culture contributes to job satisfaction, its influence is slightly weaker than that of organizational and financial factors.

Overall, the findings suggest that job satisfaction is influenced by a combination of organizational, financial, environmental, and cultural factors, with organizational support emerging as the most influential predictor.

Table 4. Multiple Regression Results Showing the Predictors of Job Satisfaction

Predictor	B	Std. Error	β	T	P
Work Conditions	0.28	0.07	.29	4.00	.000
Cultural Adaptation	0.19	0.08	.18	2.38	.017
Organizational Support	0.36	0.06	.41	6.00	.000
Compensation	0.33	0.07	.35	4.71	.000
Constant	0.85	0.21	---	4.05	.000

Table 4 presents the results of the multiple linear regression analysis examining the predictors of job satisfaction among Filipino overseas workers in Thailand. The findings indicate that all independent variables significantly predict job satisfaction at the 0.05 level of significance, namely work conditions, cultural adaptation, organizational support, and compensation.

Among the predictors, organizational support ($\beta = .41$, $p < .001$) emerged as the strongest predictor of job satisfaction, indicating that employees who perceive higher levels of support from their organization are more likely to report greater job satisfaction. This is followed by compensation ($\beta = .35$, $p < .001$) and work conditions ($\beta = .29$, $p < .001$), both of which also demonstrate significant positive effects on job satisfaction, suggesting that financial rewards and favorable working environments play substantial roles in influencing employee satisfaction.

Meanwhile, cultural adaptation ($\beta = .18$, $p = .017$) showed the weakest but still significant predictive effect, indicating that while adjustment to the host culture contributes to job satisfaction, its influence is less pronounced than that of organizational and economic factors.

Overall, the results suggest that job satisfaction among Filipino overseas workers in Thailand is primarily driven by organizational support and compensation, with work conditions and cultural adaptation also contributing significantly to the model.

Table 5. Model Fit of Regression Analysis

R	R ²	Adjusted R ²	F	p
0.79	0.62	0.61	445.32	.001

Table 5 presents the model fit of the multiple regression analysis examining work conditions, cultural adaptation, organizational support, and compensation as predictors of job satisfaction among Filipino overseas workers in Thailand. The results show that the regression model is statistically significant ($F = 445.32$, $p < .001$), indicating that the set of independent variables reliably predicts job satisfaction.

The coefficient of determination ($R^2 = 0.62$) indicates that 62% of the variance in job satisfaction is explained by the four predictors, while the remaining 38% is attributed to other factors not included in the model. The adjusted R^2 value of 0.61 confirms the stability of the model after adjusting for the number of predictors and sample size. The correlation coefficient ($R = 0.79$) indicates a strong overall relationship between the independent variables and job satisfaction. Overall, the findings suggest that the model has strong explanatory power, confirming that organizational, financial, environmental, and cultural factors significantly influence job satisfaction among Filipino overseas workers in Thailand.

Table 6. Factors Contributing to Job Satisfaction

Theme	Evidence (Responses)	Frequency
Living conditions	Low cost of living, free housing	986
Work environment	Non-toxic workplace	482
Emotional satisfaction	Feeling of being abroad	999

Table 6 presents the factors contributing to job satisfaction among Filipino overseas workers in Thailand. The results reveal that emotional satisfaction, particularly the “feeling of being abroad” ($f = 999$), and low cost of living ($f = 986$) are the most frequently cited sources of job satisfaction. This suggests that non-monetary and lifestyle-related factors play a significant role in shaping employees’ positive work experiences.

In addition, work conditions such as manageable workload and non-toxic environments also contribute to satisfaction, although with lower frequency. Overall, the findings indicate that both emotional and environmental factors are important determinants of job satisfaction among Filipino overseas workers.

Table 7. Challenges Affecting Job Satisfaction

Theme	Description	Frequency
Unfair Treatment	Discrimination among nationalities	1011
Language Barrier	Communication difficulties	988
Low Salary	Insufficient income	789
Cultural Differences	Work culture adjustment issues	342

Table 7 presents the challenges affecting job satisfaction among Filipino overseas workers in Thailand. The most frequently reported issue is unfair treatment among nationalities ($f = 1011$), followed by language barriers ($f = 988$) and low salary ($f = 789$). These findings indicate that despite generally positive work experiences, equity and communication issues remain major concerns.

Cultural differences were also identified as a challenge, though less frequently than other factors. Overall, the results suggest that organizational fairness, communication, and compensation are key areas that need improvement to enhance job satisfaction among overseas workers.

DISCUSSION

On the Demographic Profile of Respondents

The demographic profile indicates that most Filipino overseas workers in Thailand are in their productive working years (30–39), predominantly female, and largely married, suggesting strong family-oriented motivations for overseas employment. The majority are employed in the education sector and earn moderate monthly salaries, reflecting a workforce concentrated in teaching roles with relatively stable but not high-income conditions. Most respondents have stayed in Thailand for 1–3 years, indicating that a significant proportion are still in the adjustment phase of overseas employment. Overall, the profile reflects a middle-aged, female-dominated, teacher-centered workforce with moderate income levels and transitional international work experience.

On the Level of Key Study Variables

The findings indicate that Filipino overseas workers in Thailand experience a generally moderate level of job-related well-being, with cultural adaptation emerging as the highest-rated factor. This suggests that respondents have developed sufficient cross-cultural competence, allowing them to adjust effectively to workplace expectations and social norms in the host country. Recent empirical evidence confirms that cultural adaptation significantly enhances workplace adjustment and reduces stress among migrant workers in international settings (Yuna & Ha, 2023)

Work conditions and organizational support were also rated at a moderate level, indicating that while employees experience acceptable workplace environments and institutional assistance, inconsistencies remain in fairness and implementation. This aligns with findings that organizational support directly enhances job satisfaction through improved employee well-being and perceived fairness (Tian & Guo, 2023). Additionally, studies on migrant labor highlight that supportive and fair organizational systems are essential in maintaining worker stability and satisfaction (Park, 2023)

However, compensation and job satisfaction were the lowest-rated variables, suggesting persistent dissatisfaction with financial rewards and overall work fulfillment. This is consistent with recent research indicating that salary adequacy and perceived fairness remain critical determinants of job satisfaction among migrant workers in international labor markets (Kim & Oh, 2023)

On the Relationship Between Variables and Job Satisfaction

The correlation results revealed that all independent variables are significantly related to job satisfaction, with organizational support showing the strongest relationship, followed by compensation and work conditions, while cultural adaptation demonstrated a moderate association. This indicates that job satisfaction is primarily influenced by organizational and economic factors rather than cultural adjustment alone.

This finding is supported by empirical evidence showing that perceived organizational support significantly enhances job satisfaction by strengthening employees' emotional attachment and workplace commitment (Yuna & Ha, 2023). Similarly, compensation has been identified as a key predictor of job satisfaction among migrant workers due to its direct connection to financial stability and fairness perceptions (Kim & Oh, 2023).

Although cultural adaptation is significantly related to job satisfaction, its weaker correlation suggests that adaptation alone is insufficient without strong organizational and

financial support systems. Studies confirm that while cultural adjustment improves functioning, it does not independently guarantee satisfaction in the absence of structural workplace fairness (Park, 2023)

On the Predictors of Job Satisfaction

The regression analysis revealed that all variables significantly predict job satisfaction, with organizational support emerging as the strongest predictor, followed by compensation and work conditions, while cultural adaptation showed the weakest but still significant effect. This result aligns with structural workplace research indicating that organizational support plays a central role in shaping employee satisfaction and retention, particularly in cross-cultural employment environments (Tian & Guo, 2023). Compensation also remains a major determinant of job satisfaction, especially for overseas workers whose primary motivation for migration is economic improvement (Kim & Oh, 2023)

The weaker effect of cultural adaptation suggests that while adjustment to a foreign work environment is important, it is not sufficient on its own to ensure job satisfaction unless supported by fair organizational practices and adequate compensation systems (Yuna & Ha, 2023)

On Qualitative Findings (Themes from Interviews)

The qualitative findings reinforce the quantitative results by identifying both facilitating and constraining factors of job satisfaction. Positive experiences include emotional satisfaction, cost of living advantages, and favorable living conditions, which contribute to overall well-being.

However, recurring challenges such as unfair treatment, language barriers, and low salary remain significant concerns. These findings align with recent studies showing that migrant workers in Asia frequently experience structural inequality and communication barriers that negatively affect job satisfaction (Park, 2023) Kim & Oh, 2023)

Overall, the qualitative results confirm that job satisfaction is shaped by a combination of organizational fairness, financial security, and social integration factors.

CONCLUSION

Based on the findings of the study, it can be concluded that Filipino overseas workers in Thailand experience a moderate level of overall job-related well-being, as reflected in their perceptions of work conditions, cultural adaptation, organizational support, compensation, and job satisfaction. Among these variables, cultural adaptation emerged as the highest-rated factor, indicating that respondents generally possess strong capacity to adjust to the Thai workplace environment in terms of communication, cultural practices, and social interaction. However, despite this positive adjustment, job satisfaction and compensation were found to be relatively low, suggesting that while workers are able to function effectively in a foreign environment, financial rewards and aspects of workplace fairness remain areas of concern.

The inferential results further revealed that all independent variables are significantly related to job satisfaction, with organizational support emerging as the strongest predictor, followed by compensation and work conditions, while cultural adaptation showed a weaker but still significant influence. This implies that job satisfaction among Filipino overseas workers is primarily shaped by organizational and financial factors rather than cultural adjustment alone. The qualitative findings further reinforce this pattern, highlighting that emotional satisfaction,

cost of living advantages, and work environment contribute positively to job satisfaction, while unfair treatment, language barriers, and low salary remain major challenges affecting overall employee well-being.

From a theoretical perspective, these findings are best explained through Herzberg's Two-Factor Theory, which distinguishes between hygiene factors (such as salary, work conditions, and organizational policies) and motivators (such as recognition and meaningful work). The dissatisfaction observed in compensation and organizational fairness reflects weaknesses in hygiene factors, while the moderate level of job satisfaction suggests limited motivational enhancement in the workplace. In addition, Social Exchange Theory explains the strong influence of organizational support, as employees who perceive fairness, care, and support from their organization are more likely to reciprocate with positive job attitudes. Lastly, Cross-Cultural Adaptation Theory supports the high level of cultural adjustment among respondents, indicating that successful adaptation facilitates workplace functioning; however, it does not independently ensure high job satisfaction without adequate organizational and financial support. Overall, job satisfaction among Filipino overseas workers in Thailand is shaped by a combination of organizational, financial, environmental, and cultural factors, with organizational fairness and compensation playing the most critical role in employee well-being.

RECOMMENDATIONS

This study is limited by its reliance on self-reported data and purposive sampling, which may affect generalizability. The dominance of teachers in the sample may also limit representation of other sectors.

Employers and organizational administrators should strengthen workplace policies that promote fairness, equity, and employee well-being among Filipino overseas workers. In line with Social Exchange Theory (Blau, 1964), employees who perceive fair treatment, respect, and strong organizational support are more likely to reciprocate with higher job satisfaction, commitment, and retention. Therefore, organizations should enhance perceived organizational support through transparent communication, consistent recognition of employee contributions, and fair treatment of foreign workers.

Consistent with Herzberg's Two-Factor Theory (Herzberg, 1966), compensation and working conditions are key hygiene factors that directly influence dissatisfaction. Since compensation was identified as the lowest-rated factor, employers should improve salary structures, benefits, and allowances such as housing and transportation support. Ensuring that compensation is fair and aligned with workload, qualifications, and industry standards may significantly improve financial security, motivation, and overall job satisfaction among overseas workers.

Workplace supervisors should also improve working conditions by ensuring manageable workloads, sufficient resources, and safe, supportive environments. Regular employee feedback mechanisms should be implemented to identify concerns and address workplace issues promptly. Furthermore, in line with Cross-Cultural Adaptation Theory (Kim, 2001), organizations should strengthen cultural integration programs such as orientation sessions, language assistance, and intercultural training to enhance communication, reduce misunderstandings, and promote workplace harmony among Filipino workers in Thailand.

Government agencies and labor organizations are encouraged to strengthen monitoring systems and labor agreements to ensure the protection and welfare of overseas Filipino workers.

Policies addressing discrimination, unfair treatment, and labor rights violations should be strictly implemented and regularly reviewed to safeguard employee well-being.

Future researchers may explore additional variables influencing job satisfaction, such as leadership style, emotional intelligence, workplace stress, and psychological well-being. Comparative studies across countries, nationalities, or industries may also be conducted to further deepen understanding of overseas workers' job satisfaction and workplace experiences.

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