

-RESEARCH ARTICLE-

## CONTRIBUTION OF FOREIGN SUPERVISOR SUPPORT TO JOB SATISFACTION MEDIATED BY THE PERCEIVED FOREIGN CO-WORKER DISCRIMINATION: THE MODERATING ROLE OF JOB TENURE

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### 1. —ABSTRACT—

Frontline staff significantly impact a company's performance because their tasks involve direct contact with customers. This study aims to determine the effect of foreign supervisor support on Thai subordinates' perceptions of foreign colleague prejudice and job happiness. The data was gathered from 358 Thai personnel in the air transport industry who work alongside international co-workers and managers. The data analysis technique employed was partial least square structural equation modelling. The findings corroborated the beneficial association between foreign supervisor support and job satisfaction among Thai subordinates. Furthermore, the negative effect of foreign supervisor support on Thai subordinates' perceived prejudice towards foreign co-workers was more significant for Thai subordinates with a more extended job duration. Additionally, perceived prejudice against foreign co-workers was found to partially moderate the effect of foreign supervisor support on the job satisfaction of Thai subordinates. The findings add to the body of empirical research about supervisor support across ethnic groups. Additionally, this study makes practical recommendations to businesses that hire foreign nationals, particularly as frontline personnel.

**Keywords:** Foreign Supervisor Support, Perceived Foreign Co-worker Discrimination, Job Satisfaction, Frontline Employees

### 2. INTRODUCTION

The air transport industry has fueled the world economy on both personal and business levels, including trading, tourism, investment, and employment (Daley, 2016); it is critical to the global economy. A previous study established a positive correlation

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between the performance of the air transport business and economic growth (Nuri, Ozlem, & Gizem, 2015). The International Air Transport Association (IATA) noted that the aviation industry contributed significantly to global GDP, trade, and jobs. According to data from the International Air Transport Association (2021), the air transport business directly employed about three million people and indirectly used approximately 70 million people in the supply chain over the last five years.

Numerous air transport businesses were founded to meet market demands, intensifying the fierce competition. As a result, each corporation attempted to develop its international network in the hope of increasing business opportunities. Customers from all over the world have varying preferences and expectations due to their diverse cultures, values, lifestyles, and religious beliefs, among other factors. Customers' contentment substantially influences their repurchase intentions (Dharmawan & Sitio, 2020), fostering customer loyalty (Chinomona & Maziriri, 2017). As a result, numerous airlines have recruited frontline personnel from various nations in the belief that they will be more understanding and knowledgeable with local passengers. They understand what those consumers genuinely require and hence should be able to tailor their services to meet those requirements. Diverse workforces also benefit service recovery performance (Oentoro, 2019) and businesses' competitive advantage (Schaffer & Riordan, 2013).

On the other hand, diverse workforces are frequently strangers to one another due to their disparate backgrounds, beliefs, cultures, opinions, personalities, and behaviours. These distinctions stymie connection formation and exacerbate favouritism (Schaffer & Riordan, 2013). Additionally, Thai employees hired by multinational corporations appear to have a worse social position than other employees (Byford & Wong, 2016). According to the social barrier theory, individual factors such as age, gender, and ethnic origin may exacerbate inequities in the labour market. In this study, ethnic disparities between employees may operate as a barrier, fostering feelings of segregation and discrimination (Chou & Choi, 2011), hence lowering job satisfaction (Lemay, Vanderschuren, & Alain, 2020). Businesses should consider this issue since it can impair the effectiveness of frontline staff. As a result, the company must devise a mechanism for lowering this barrier.

This study focuses on the benefits of social support, precisely the assistance of a foreign supervisor. This study is particularly interested in Thai workers who work as frontline staff for international air transport corporations and interact with foreign co-workers and supervisors. Support from foreign supervisors may be a job resource that enables Thai personnel to deal with perceived discrimination against foreign co-workers. While supervisor support has been investigated in various contexts, for example, supervisor support for female employees (Kim, Lee, & Sung, 2013) and supervisor support for senior employees (Chou & Choi, 2011), additional evidence on supervisor support across ethnic groups is needed. This study aims to add to the empirical evidence that

assistance from foreign supervisors can help mitigate perceived prejudice against foreign co-workers while also increasing job satisfaction. This will lend additional credence to the social barrier theory regarding ethnic distinctions. Additionally, the study will add empirical evidence to the Job Demands-Resources debate by concentrating on international supervisor support. Further, the findings will guide the administration of global air transport enterprises that employ foreign nationals.

### 3. LITERATURE REVIEW

#### 3.1 Supervisor Support

Supervisors collaborate closely with their direct reports and liaise between the company and their direct reports. They convey to their subordinates the company's objectives and policies. A positive relationship between managers and subordinates can help foster positive attitudes toward work (Kim et al., 2013). Supervisor support refers to the amount to which assistants see their supervisors as appreciating and attending to their work and personal well-being (Paustian-Underdahl, King, Rogelberg, Kulich, & Gentry, 2017); it is also a form of social support (Boz, Martínez, & Munduate, 2009). Supervisors themselves affect how strongly subordinates perceive their supervisors' approval (Arshadi & Hayavi, 2013). Supervisor support has been shown to increase job autonomy (Mekhum & Jermittiparsert, 2019; Vera, Martínez, Lorente, & Chambel, 2016), work engagement and employee retention (Bibi, Ahmad, & Majid, 2018), while decreasing stress (Jung, Jung, Lee, & Kim, 2020), job burnout (Charoensukmongkol & Phungsoonthorn, 2021) (Charoensukmong).

#### 3.2 Perceived Co-worker Discrimination

Employees perceive discrimination in the workplace when they believe they have been treated differently or improperly based on their membership status or personal characteristics, such as gender (Halley et al., 2018), race (Filut, Alvarez, & Carnes, 2020), or disability (Ensher, Grant-Vallone, & Donaldson, 2001; Schaffer & Riordan, 2013). (Graham, McMahon, Kim, Simpson, & McMahon, 2019). Discrimination on the job frequently plays a significant role in human resource management, from planning through recruiting, performance evaluation, development, and relations (Ensher et al., 2001). Being treated poorly exacerbates feelings of alienation and hostility, which contributes to negative work- and personal-related outcomes such as low performance, low organisational commitment, low career commitment, low work engagement, and low job satisfaction; as well as anxiety, stress, mental disorder, depression, and long-term sickness absence (Assari & Caldwell, 2018; Bader, Stoermer, Bader, & Schuster, 2018; Moya & Moya-Garófano, 2020)

### 3.3 Overall Job Satisfaction

Job satisfaction is a term that refers to how content employees are with their jobs (Brough & Frame, 2004). It measures how employees view their jobs and work settings (Ellickson & Logsdon, 2002). Workplace satisfaction is increased by favourable job conditions and supportive work environments (Blando, 2019), such as goal clarification, career growth chances, and management assistance (Smerek & Peterson, 2007). Employees who are content with their jobs are more committed to the organization (Moonsri, 2018; Sangperm, 2017), perform better, and ultimately enhance the company's performance (Winarto & Chalidyanto, 2020). On the other side, when employees are dissatisfied with their jobs, they are more likely to disregard the firm's aims and objectives; as a result, they tend to perform poorly and express an increased desire to leave the organization (Ensher et al., 2001; Febrianti & SE, 2020; Wazir, 2020).

### 3.4 Contribution of Foreign Supervisor Support to Perceived Co-worker Discrimination and Job Satisfaction

This study proposes that support for foreign supervisors helps Thai subordinates reduce perceived prejudice against foreign co-workers while increasing job satisfaction. Job Demands-Resources (JD-R) theory conceptually justifies foreign supervisor support. JD-R posits two elements affecting employment: job demands and job resources. Job demands reflect the work environments where individuals must exert physical and mental effort to perform their tasks. Numerous researchers have discovered evidence of workplace discrimination based on age (Chou & Choi, 2011; Kerdpitak & Jernsittiparsert, 2020; Snape & Redman, 2003), gender (Ono et al., 2020; Paustian-Underdahl et al., 2017), ethnic origin (Canache, Hayes, Mondak, & Seligson, 2014); Paus (Mattila & Papageorgiou, 2017). Due to the ethnic diversity among employees and the lower status of Thai employees in the workplace (Byford & Wong, 2016), Thai employees are prone to discrimination (Schaffer & Riordan, 2013), which requires them to overcome this social barrier. Job resources represent work environments that assist employees in meeting job expectations (Bakker, Demerouti, & Verbeke, 2004; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Support from foreign supervisors may help Thai employees reduce their sense of being treated unfairly (Paustian-Underdahl et al., 2017), reduce their perception of being intimidated and harassed, and increase their understanding of protection (Chamberlain, 2008). Thus, foreign supervisor assistance may be a resource for Thai employees to overcome perceived discrimination against foreign co-workers when working in multinational corporations. The effect of supervisor support on perceived discrimination is reinforced by Paustian-Underdahl et al. (2017), who discovered that supervisor support could help reduce perceived prejudice based on ethnic diversity.

Additionally, supervisor assistance instils confidence in subordinates that their superior will be there to help them through any difficulties; this increases subordinates' enjoyment of their work (Winarto & Chalidyanto, 2020). Given that foreign supervisor

assistance fosters a favourable work environment, it is likely to boost Thai subordinates' job satisfaction. Several previous studies have discovered that supervisor support affects job satisfaction (Smerek & Peterson, 2007; Winarto & Chalidyanto, 2020). Based on the previous, the following theories are advanced:

*Hypothesis 1: The level of foreign supervisor support is negatively related to the perceived foreign co-worker discrimination of Thai subordinates*

*Hypothesis 2: The level of foreign supervisor support is positively related to Thai subordinates' job satisfaction.*

Along with the direct links, this study explores the mediating role of perceived prejudice against foreign co-workers. Ensher et al. (2001) noted that employees who experience workplace discrimination report lower job satisfaction. The effect of perceived discrimination on job satisfaction is corroborated by Jalain and Grossi (2020) study, which discovered that workers who have encountered workplace discrimination report lower job satisfaction. When employees sense that they are being treated unfairly, they experience loneliness and stress (Williams & Mohammed, 2009); hence, job satisfaction is difficult to establish when workplace discrimination occurs. On the other side, when employees believe they are being treated fairly, they are less likely to file grievances (Ensher et al., 2001), which increases the likelihood of developing job satisfaction. Thus, while our study suggests that support from a foreign supervisor is positively associated with Thai subordinates' job satisfaction, this link may be mediated by perceived prejudice against foreign co-workers. This results in

*Hypothesis 3: The perceived foreign co-worker discrimination positively mediates the relationship between foreign supervisor support and Thai subordinates' job satisfaction.*

### **3.5 Moderating Effect of Job Tenure**

This study hypothesises that Thai employees with a longer tenure will feel a higher level of prejudice towards foreign co-workers. The term "job tenure" refers to the years an employee has worked for a particular De Coster, Estes, and Mueller (1999) that employees with a more extended job term are more likely to suffer unpleasant co-worker behaviour. This study hypothesises that employment duration positively correlates with perceived foreign co-worker discrimination and strengthens the negative link between foreign co-worker discrimination and foreign supervisor support. Uggen and Blackstone (2004) noted that employees with lower social standing but greater authority are more likely to face harassment. Thai employees with longer service years may be promoted to the senior level. Promotion confers increased power on Thai employees. However, their foreign peers frequently refuse to acknowledge the Thai employees' authority. Additionally, their foreign co-workers perceive that their jobs have been seized (Byford & Wong, 2016). As a result, the effect of foreign supervisor support on perceived discrimination against foreign co-workers may be more significant for Thai employees

with a longer tenure. While new Thai employees have lower rank and power than their foreign counterparts and have worked together for a shorter amount of time, the possibility of favouritism may be lower than for longer-serving Thai employees. As a result, the effect of foreign supervisor support on perceived discrimination against foreign co-workers may be less pronounced for Thai employees with shorter job terms. As a result, the following hypotheses are generated:

*Hypothesis 4: Thai employees' job tenure is positively related to their level of perceived foreign co-worker discrimination.*

*Hypothesis 5: Thai employees' Job tenure moderates the negative relationship between the level of foreign supervisor support and the perceived foreign co-worker discrimination of Thai subordinates. Foreign supervisor support for Thai subordinates' perceived foreign co-worker discrimination is more substantial for Thai employees with longer job tenure.*

## 4. METHODOLOGY

### 4.1 Sample and Procedure

The sample for this study is Thai employees who work as frontline staff for international air transport corporations and have foreign co-workers and superiors. The data collection methods employed were convenience sampling and snowball sampling. The participants were asked to recommend individuals they may know who fit the sample. The questionnaires were distributed in person at their downtown and airport locations and via email and social media. Finally, 358 questionnaires were found to be acceptable for analysis. [Table 1](#) summarises the respondents' characteristics.

The data for this study were gathered via a self-administered questionnaire survey. Based on their consent, all reachable samples were requested to participate in the survey data collection according to ethical considerations for justice. Participation is entirely optional. The participant information sheet was provided to all participants initially, following the honest review of respect for the individual. It explains why they were selected to participate in this study by outlining its background, aims, methods, risk, and contributions.

Additionally, it promises that the data collected will be treated confidentially and anonymously. The findings of the overall sample analysis, not the individual result, will be reported. Additionally, no participant's actual identity will be traced. Further, no third party can determine their identities or gain access to their responses. Later, all participants will be shown the informed consent statement. Participants have the choice to opt-out of the data collection process. Although they agreed to complete the questionnaire, they could cease filling out the questionnaires.

**Table 1: Characteristics of Respondents**

Demographic factors	Descriptive statistics
Gender	Female: 315 (87.99%) Male: 43 (12.01%)
Marital Status	Single: 300 (83.80%) Married: 58 (16.20%)
Working experience in the host country	Min: 0 Max: 5 Mean: 0.06 Standard deviation:0.47
Job tenure (years)	Min: 1 Max: 26 Mean: 7.96 Standard deviation: 6.23
Host country language proficiency	Very poor: 99 (27.65%) Poor: 134 (37.43%) Fair: 86 (24.02%) Good: 31 (8.66%) Very good: 8 (2.24%)

They can also skip any questions that they feel uncomfortable answering. If individuals do not agree to participate or stop filling out the questionnaire at any moment, their data will not be included in the study. The data files of this study will be kept in compliance with the ethical concern for beneficence/non-maleficence. They will be preserved for 3 years and then entirely removed. The data collection process and instrument have been authorised by the Research Ethics Committee (REC) with reference number KUREC-SS63/244.

## 4.2 Measures

The questionnaire is divided into two pieces. The first section discusses the demographic and occupational characteristics of the participants. To ensure that participants fit the study's sample, they were asked if they worked as frontline staff in multinational air transport corporations with foreign co-workers and managers. The second component of the survey asks respondents to rate their amount of support from foreign supervisors, their opinion of discrimination against foreign co-workers, and their job happiness. [Patterson et al. \(2005\)](#) used the phrase "Your foreign supervisor is extremely adept at grasping your difficulty" to quantify foreign supervisor support. The scale consists of five items and is scored on a five-point Likert scale ranging from one (strongly disagree) to five (strongly agree) (strongly agree).

Sanchez and Brock (1996) used the following measure of perceived foreign colleague discrimination: “At work, I feel uneasy when my foreign co-workers make jokes or make disparaging comments about persons of my ethnic background.” The scale consists of ten items and is scored on a five-point Likert scale ranging from one (strongly disagree) to five (strongly agree) (strongly agree). The following questions were used to determine overall job satisfaction: “Overall, are you satisfied with your employment?” and “How satisfied are you with your job?” (2002) (Ellickson & Logsdon). The items are rated on a five-point Likert scale ranging from 1 (nothing) to 5 (very) (a lot). Job tenure, the moderating variable, was determined by the number of years spent with the current employer.

### 4.3 Control Variables

Some personal and work traits that may affect perceived foreign co-worker prejudice and job satisfaction were included as control variables. Gender, host country work experience, and host country language competence were also considered variables. Gender was quantified using a dummy variable (male = 1, female = 0). Working experience in the host nation was quantified by the number of years the participant had previously worked in the host country of the current company. The host country’s language competency was determined by the participant’s ability to converse fluently in the formal language used by the current employer, using a five-point Likert scale ranging from 1 (extremely bad) to 5. (very good).

### 4.4 Estimation Method

The proposed hypotheses were analysed using partial least squares structural equation modelling (Warp PLS-SEM). PLS can make predictions on multiple dependent variables based on a collection of one or more independent variables. Additionally, PLS was developed to handle data that is not normally distributed (Garson, 2016). Additionally, PLS has been applied to a variety of research fields, including total quality management (Imran et al., 2018), educational management (Al-Marroof & Al-Emran, 2018), information technology management (Alshurideh, Salloum, Kurdi, & Al-Emran, 2019), and human resource management (Alshurideh et al., 2019). (Dhir, Dutta, & Ghosh, 2020). The analysis in this study was conducted using Warp PLS version 7.0.

## 5. RESULTS

Before estimating the PLS model, we conducted validity and reliability tests on all significant variables: foreign supervisor support, perceived foreign colleague prejudice, and job satisfaction. Convergent validity was determined using factor loadings, which revealed that all variables had a loading larger than 0.5, the standard recommended by Hair, Sarstedt, Ringle, and Mena (2012). The loadings of the factors are reported in Table 2. The discriminant validity of the extracted square root of the average variance (AVE) was determined by comparing its correlation with other variables. The findings indicated

that the square root of each variable's AVE was more significant than its correlation to other factors, consistent with Fornell and Larcker's recommendation (1981). Table 3 summarises the discriminant validity results. Cronbach's alpha and composite reliability coefficients were used to determine reliability, and the results indicated that all significant variables had scored more than .843, meeting Nunnally's minimal threshold of 0.7. (1978). Table 3 also includes the scores.

**Table 2: Factor Loadings**

	Foreign Supervisor Support (SS)	Perceived Co-worker Discrimination (PerDisc)	Job Satisfaction (at)
SS1	(0.858)	0.013	-0.057
SS2	(0.924)	0.017	-0.007
SS3	(0.902)	-0.022	0.000
SS4	(0.919)	-0.013	0.051
SS5	(0.914)	0.005	0.010
PerDisc1	-0.031	(0.635)	0.088
PerDisc2	0.051	(0.658)	0.085
PerDisc3	0.054	(0.706)	0.113
PerDisc4	0.130	(0.747)	-0.024
PerDisc5	-0.031	(0.786)	-0.030
PerDisc6	-0.051	(0.787)	-0.145
PerDisc7	-0.081	(0.854)	-0.017
PerDisc8	0.022	(0.762)	-0.046
PerDisc9	-0.040	(0.847)	-0.026
PerDisc10	0.000	(0.821)	0.043
JSat1	0.034	0.021	(0.930)
JSat2	-0.034	-0.021	(0.930)

A comprehensive collinearity variance inflation factor (VIF) test ruled out a significant multicollinearity problem. As a result, the VIF values for all variables ranged between 1.043 and 1.535. None of them topped 3.3, Kock's advised upper limit (2017). Table 3 has the VIF values. The data distribution was examined, and just one variable was normalised, indicating that PLS is appropriate for this investigation. Additionally, the 10 model-fit indices listed in Table 4 verify that the research model meets a predetermined quality standard. Hypothesis 3 proposed that the perceived foreign co-worker discrimination positively mediates the relationship between foreign supervisor support and Thai subordinates' job satisfaction. The Sobel test was used to determine the mediating effect. The result showed that perceived co-worker discrimination significantly mediates the impact of foreign supervisor support on Thai subordinates' job satisfaction ( $t=3.871$ ,  $p<.001$ ). Therefore, hypothesis 3 was supported.

**Table 3: VIF Values, Correlation Among Variables and The Square Root of Average Variance Extracted**

Variables	VIF value	Cronbach's Alpha coefficient	Composite Reliability coefficient	SS	PerDisc	JSat	Gender	WExp	Tenure	Lang
SS	1.535	.944	.957	(.904)	-.489***	.516***	-.027	.015	-.138**	-.012
PerDisc	1.494	.919	.933		(.764)	-.470***	.065	.012	.184***	.128*
Jsat	1.530	.843	.927			(.930)	-.072	-.031	-.223***	-.078
Gender	1.106	n/a	n/a				(1.000)	-.053	.186***	.021
WExp	1.043	n/a	n/a					(1.000)	-.037	.088
Tenure	1.018	n/a	n/a						(1.000)	-.011
Lang	1.043	n/a	n/a							(1.000)

Notes:

- \*\*\*p<.001, \*\*p < .01, \*p < .05
- Square roots of average variance extracted from latent variables are shown in parentheses.
- SS= Foreign Supervisor Support, PerDisc = Perceived foreign Co-worker Discrimination, JSat = Job Satisfaction, WExp = Host Country Working Experience, Lang = Host Country Language Proficiency

**Table 4: Model Fit Indices**

Model fit indices	Coefficient	Result
Average path coefficient (APC)	0.142***	Significant
Average R-square (ARS)	0.314***	Significant
Average adjusted R-squared (AARS)	0.302***	Significant
Average variance inflation factor (AVIF)	1.088	Ideal
Average entire variance inflation factor (AFVIF)	1.228	Ideal
Tenenhaus GoF index (GoF)	0.534	Large
Sympson's paradox ratio (SPR)	1.000	Ideal
R-squared contribution ratio (RSCR)	1.000	Ideal
Statistical suppression ratio (SSR)	0.917	Acceptable
Nonlinear bivariate causality direction ratio (NLBCDR)	1.000	Acceptable

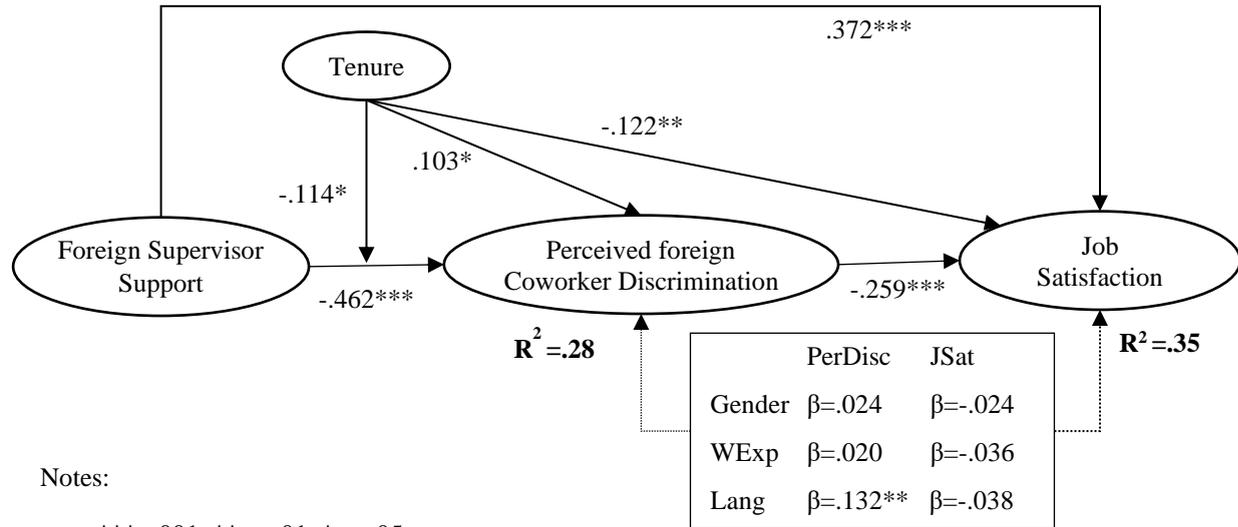
Notes: \*\*\* $p < .001$

Hypothesis 4 proposed that Thai employees' job tenure is positively related to their level of perceived foreign co-worker discrimination. The results supported a significantly positive relationship between these two variables ( $\beta=0.103$ ,  $p < .05$ ). Therefore, hypothesis 4 was supported.

The results from the PLS analysis are shown in [Figure 1](#).

Hypothesis 1 proposed that the level of foreign supervisor support is negatively related to Thai subordinates' perceived foreign co-worker discrimination. The results showed a significantly negative relationship between these two variables ( $\beta=-0.462$ ,  $p < .001$ ). Therefore, hypothesis 1 was supported. Hypothesis 2 proposed that the level of foreign supervisor support is positively related to Thai subordinates' job satisfaction. The results showed a significantly positive relationship between these variables ( $\beta=0.372$ ,  $p < .001$ ). Therefore, hypothesis 2 was supported. Hypothesis 5 proposed that Thai employees' Job tenure moderates the negative relationship between the level of foreign supervisor support and the perceived unfamiliar co-worker discrimination of Thai subordinates. The results supported the negative moderation of the job tenure ( $\beta=-0.114$ ,  $p < .05$ ). Therefore, hypothesis 5 was supported.

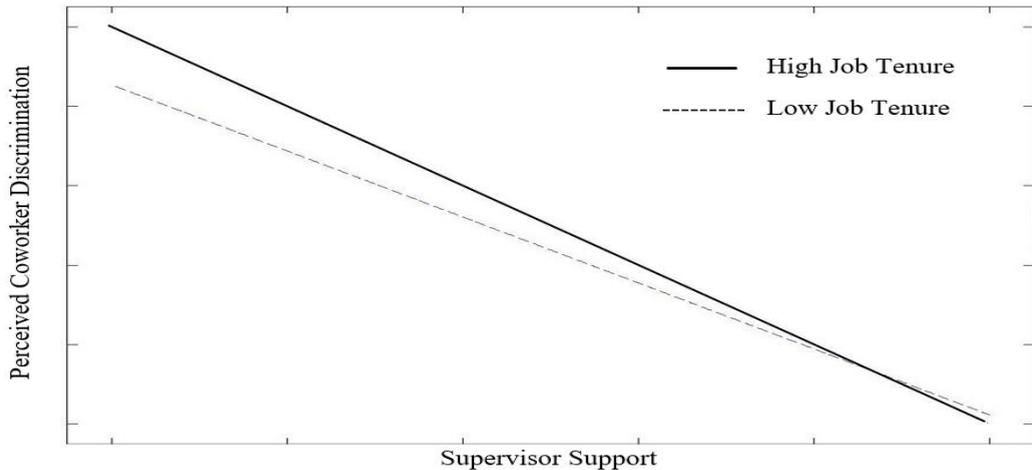
Apart from the relationships of the leading hypotheses proposed, the relationships of the control variables were found as follows. Perceived foreign co-worker discrimination was positively related to gender ( $\beta=0.024$ ,  $p=.334$ ), host country working experience ( $\beta=0.020$ ,  $p=.300$ ), and host country language proficiency ( $\beta=0.132$ ,  $p < .01$ ). However, only host country language proficiency was significantly related to perceived foreign co-worker discrimination. Furthermore, job satisfaction was negatively related to gender ( $\beta=-0.024$ ,  $p=.291$ ), host country working experience ( $\beta=-0.036$ ,  $p=.245$ ), host country language proficiency ( $\beta=-0.038$ ,  $p=.213$ ), and job tenure ( $\beta=-0.122$ ,  $p < .01$ ). However, only job tenure was significantly related to job satisfaction.



Notes:

- $*** < .001$ ,  $** < .01$ ,  $* < .05$
- Standardized coefficients are reported.
- Solid line represents a relationship that is statistically significant.

**Figure 1:** PLS Results



**Figure 2:** Moderating Effect

## 6. DISCUSSION AND CONCLUSION

### 6.1 Discussion of the Findings

This study aimed to determine how foreign supervisor support contributes to Thai subordinates' perceptions of foreign colleague prejudice and job satisfaction when they work for international air transport corporations. In terms of the influence of foreign supervisor support on reported foreign colleague discrimination, this study evaluated whether or not foreign supervisor support may mitigate Thai subordinates' perceptions of discrimination. The data analysis found that Thai employees who receive more assistance from their foreign bosses had a reduced perception of discrimination against foreign co-workers. The finding is similar to prior research conducted by [Chou and Choi \(2011\)](#); [\(De Coster et al., 1999\)](#) discovered that supervisor support could reduce employees' perceptions of discrimination. Additionally, this study hypothesised a favourable association between the level of foreign supervisor support and the job satisfaction of Thai subordinates. The data analysis found that Thai employees who experienced a greater level of support from foreign supervisors reported higher levels of job satisfaction. This finding is consistent with a previous study by [Winarto and Chalidyanto \(2020\)](#), who discovered that hospital personnel are more satisfied with their jobs when their managers encourage them. [Smerek and Peterson \(2007\)](#) have found that when managers encourage non-academic personnel at universities, they report a high level of job satisfaction. Additionally, this study sought to determine the mediating influence of perceived foreign colleague prejudice on the favourable link between foreign supervisor support and job satisfaction among Thai subordinates. The data analysis demonstrated that perceived discrimination against foreign co-workers partially mediated the beneficial effect of foreign supervisor support on Thai subordinates' job

satisfaction. This conclusion is consistent with [Jalain and Grossi \(2020\)](#) finding that lawyers who experience discrimination report low job satisfaction. The outcomes of this investigation are theoretically congruent with the JD-R model. Discrimination, caused by the social barrier between Thai employees and their foreign co-workers, may serve as a job demand that Thai employees must meet. In contrast, support from foreign supervisors demonstrating attentiveness may serve as a job resource that enables Thai employees to meet their foreign co-workers' job demands.

Additionally, the result indicated that Thai employees with a more extended job tenure perceive a higher level of discrimination against foreign co-workers; this finding is consistent with [De Coster et al. \(1999\)](#), who discovered that employees with a more extended job tenure face more negative co-worker behaviours. Thai employees who have worked for the company for a more extended period of time and have spent more time working with foreign co-workers are more likely to face discrimination. Additionally, because Thai employees typically have a more significant standing than some of their international peers, they may face resistance and harassment. Apart from the direct effect of foreign supervisor support on perceived discrimination against foreign workers, the study examined if the strength of this association may be influenced by a moderating variable, namely employment tenure. The data analysis found that the extent to which foreign supervisor support influenced how Thai subordinates evaluated foreign co-workers varied according to Thai employees' job tenure length. For Thai employees with a longer tenure, foreign supervisor support was more effective at mitigating their perceived prejudice by foreign co-workers. Thai employees who have worked for the organisation for a more extended period may have faced more significant prejudice from international co-workers. Foreign supervisors' support demonstrates the vigilance and protection that could be critical in assisting them in lowering their impression of discrimination. On the other hand, Thai employees working for the company for a shorter period may have seen less discrimination from international co-workers. As a result, the friendly foreign supervisor did not significantly reduce their perceived discrimination against foreign co-workers.

This study makes a limited number of scholarly contributions. The findings of this study add to the body of knowledge regarding social support, specifically, supervisor support in the workplace and, more specifically, the value of supervisor support across ethnic groups in multinational corporations. This research demonstrates how critical support from foreign managers is for employees subjected to discrimination by their foreign co-workers. This study adds to earlier research indicating that employees' job longevity is connected to their perceptions of co-worker prejudice. This research suggests that work-related traits may affect perceived foreign co-worker discrimination. Additionally, the moderating effect of employment tenure provides additional evidence that individuals with varying work-related qualities may require different degrees of supervisor support. The finding indicates that support from a foreign supervisor is more likely to be critical

for employees with a more extended job term, as they are more likely to face discrimination from international co-workers. This shows that employees with varying work-related variables require different degrees of foreign supervisor support to mitigate perceived prejudice against foreign co-workers when working in multinational corporations.

## **6.2 Contribution in Practice**

The findings of this study have management implications for multinational corporations that hire staff from various countries. As team members' differences contribute to segregation, employees may feel discriminated against and dissatisfied with their jobs. This study focuses on frontline staff who interact directly with consumers, and the bad work situations they have encountered may have a detrimental effect on customers. As a result, businesses must pay attention to such incidents. This study discovered that support from foreign supervisors is a form of social support that can help reduce perceived discrimination against foreign co-workers while enhancing job satisfaction. This study implies that businesses may need to strengthen their culture of diversity, which enables employees to accept, respect, and learn about their differences. Personnel, particularly supervisors who will work with employees from different nations, should receive additional training on diversity. The courses could begin with reviewing the employees' home nations and progress to practise how to deal with them. A case study could be used to acquire a complete understanding.

Additionally, activities between supervisors and employees of different ethnic backgrounds and between employees from other countries should be encouraged to foster relationship growth. For instance, the corporation could designate them as corporate ambassadors or assign them as representatives to attend a public interest project on behalf of the company. Additionally, the employer may encourage them to join the company's club. Collaboration, generosity, and relationships will benefit from working and spending time together.

Additionally, supervisors may serve on the recruitment panel when foreign nationals are recruited. A positive relationship would develop between them beforehand, which would inspire them to collaborate. Additionally, the supervisor may be involved in the new employee training programme. Supervising and guiding them from the start will help them come to know, understand, and relate to one another.

## **6.3 Limitations and Future Research Suggestions**

Numerous restrictions apply to this investigation. To begin, the samples are Thai airline employees. The sample size and composition may limit the generalizability of the findings. Second, because this study collected data using a self-evaluated questionnaire, the data may be vulnerable to subjective bias. Third, because cross-sectional data were

used to collect the data, the results may be interpreted in the association between variables rather than causation.

Future studies may expand the sample size and context, for example, by including European employees working for non-European firms. Additionally, the effects of foreign supervisor support on other factors, such as job performance and job engagement, could be investigated. Further, additional characteristics that may act as moderators of the effect of perceived foreign co-worker discrimination should be studied.

## 7. ACKNOWLEDGEMENT

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