

# The effect of organization learning culture, physical work place environment, employee trust, employee satisfaction on employee performance of Thailand pharmaceutical industry

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## ABSTRACT

The aim of the current study is to investigate the impact of physical work place environment (PWPE), organizational learning culture (OLC), employee satisfaction (ES) and employee trust (ET) on the employee performance (EP) of the pharmaceutical industry of Thailand. For this purpose, data was collected from 251 employees of the pharmaceutical industry in Thailand which yield a 41.2% response rate. The Structural Equation Modeling (SEM) results have shown that OLC has positive and significant association with the EP. In the same vein, PWPE also shown the positive and significant association with the EP. Moreover, ET also has a positive and significant association with the EP. In addition, ES also has a positive and significant association with the EP of the pharmaceutical industry of the Thailand. Based on the findings,

the current study contributed a body of literature which could become a new area of research in future. The research limitations and future directions of the study are also discussed at the end of the study.

**Keywords:** employee performance, employee satisfaction, organizational learning culture, employee trust, physical work place environment, pharmaceutical industry, Thailand

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## INTRODUCTION

Term performance is constructed from lexicons actual/job performance which denotes what is accomplished in work or actually what is accomplished by anybody at work. Performance can easily have understood by considering the quality and quantity of work done by employees in comparison to the work they have been assigned with (Mangkunegara, 2011). Accordingly, performance of an employee is work done by him or her which is a result of various factors such as his or her skills, exposures to various work settings; sense of responsibility and most importantly time (Hasibuan et al., 2013). Notably, commitment of an employee can serve as an optimal tool to measure or improve the performance of an employee. It is an important factor because in order to have a professional work settings; commitment with organization/employees and within employees is necessary (Angle & Lawson, 1994; Setiasih, 2016). Being a behavioral perspective organizational commitment can improve the performance of employees. The greater commitment results in greater performance. Previously a study has also supported the argument that individuals who have high levels of commitment will tend to do diligently their job duties (Wright & McMahan, 1992). In words of (Robbins & Judge, 2013), commitment can be regarded as situations where an employee point out certain wishes and goals which help him to go with the organization in long run.

Besides commitment with organization other factors also do influence the performance such as culture of an organization. It can be said as a pattern of faith and norms which are deep routed and shared by the organization's members (Davis, 2002; Davis, 2018). Hence, it strengthens the concerns and regulations while working. In this regard a study has also stated that it also provides a direction to an employee regarding fulfilling his or her duties at work (Cadman & Tjahjadi, 2001). Importantly, if it is not strong in organization then it will not help the members of organization to do work appropriately. Thus, individualism in organization does not help much to employees as they are all working in a culture and pre-defined settings. On contrary, a strongly shared and embedded culture will enable optimal performance. Strong organizational culture should be developed for continuous improvement which will later influence the employee performance and it will be improved (Ojo, 2009). In this regard a study has reported that having a strong organizational culture reduces the turnover rate of organizations (Ramdhani, Ramdhani, & Ainissyifa, 2017).

When the organization's characteristics and employee's goals are aligned then, it will have impact on satisfaction. So, it is necessary to have highly satisfied employees if organizations want to have optimal performance. Notably, satisfaction varies from person to person and is regarded as an individual's matters. Work satisfaction can be described as positive emotional response towards various aspects of

work (Ghazzawi, 2008; Widayani & Sugianingrat, 2015). Considering the definition of work satisfaction, it can be described that it is not a single aspect of work. It is quite possible that one person may be satisfied with one aspect by may be dissatisfied with other one. The collective goals of employee and organization will bind an employee to the organization via enhancing his or her commitment. When an employee is satisfied he or she will be committed with the organization. So, satisfaction comes first when it is talked about the organizational commitment. The discussion above describes that employee satisfaction is potential predictor of employee performance. In addition, if the physical work environment of environment also increase the performance of the employee (Awan & Tahir, 2015). Also, employee trust played an important role on the enhancement of employee performance (Mayer & Gavin, 2005; Sharkie, 2009). In other words, further also explained by that employee trust is considered to be significant predictor to increase the employee performance (Sharkie, 2009).

Previously available literature has postulated that four variables organizational learning culture, physical work environment, employee trust and employee satisfaction do predict the performance of an employee. After seeking the impact of these variables on the employee's performance, this shows that these predictors are considered to be an important to increase employee performance. The previous studies have major concern on the developed economies but there is a little attention on the developing economies especially on the pharmaceutical industry of Thailand. The pharmaceutical industry of Thailand paid an integral role in the social and economic development of the Thailand. After seeking this contribution, this industry could not be ignored. Thus, based on previous gaps, the aim of the current study is to investigate the impact of physical work place environment (PWPE), organizational learning culture (OLC), employee satisfaction (ES) and employee trust (ET) on the employee performance (EP) of the pharmaceutical industry of Thailand.

The current study was divided into the following sections, introduction, literature review, research framework, research methodology, analysis and discussions, conclusion, and at the end research limitations and future directions are discussed.

## LITERATURE REVIEW

### EMPLOYEE PERFORMANCE

Term performance is constructed from lexicons actual/job performance which denotes what is accomplished in work or actually what is accomplished by anybody at work. Therefore, the employee performance can be described as actual amount of work done by an employee and its quality while conforming to the assigned duties to him or her (Ahmad, Iqbal, Javed, & Hamad, 2014). Additional, it has been regarded as a behavior or act which is directly linked

with a company (McCloy, Campbell, & Cudeck, 1994). However, it can't be regarded as an outcome or behavior. Rather, it is an act itself and not a single dimension construct and found to be related with various constructs. Moreover, performance serves as a tool for evaluation of employee or organization (Arifin, 2015). Conclusively, it is the actual work which is performed by an individual.

### The influence of organizational Learning culture towards employee performance

Organizational culture can be described as beliefs and standards which do guide the individuals' behavior within an organization (Stajkovic & Luthans, 1998). It asks for the behavioral conformity with the set standards by all the members of organization to accomplish a better working environment. Previously a study Egan, Yang, and Bartlett (2004) and Naranjo-Valencia, Jiménez-Jiménez, and Sanz-Valle (2016) and Hofstede (2001) has defined organizational culture as combination of standards and beliefs which are developed and serves a guide for behaviors within an organization. In addition, it also guides the dealing with external issues and internal integration as well. In words of Hofstede (2001), it can be regarded as mind combined programming which can clearly differentiate the groups or people. Wherein, mind can be attributed with head, heart and hands which further are used to think, feel and act in return of outcomes for having certain skills and beliefs. Importantly, it is inclusive of belief which serves as a core of the culture. These may be some sort of formalities, heroes and signs. It is worthy to mention that the present study follows the previous study of Hofstede (2001) who argues that having a deep routed culture is reflection of clear employee orientation regarding doing their jobs. On the contrary, employee will lack of clear orientation of doing the jobs and handling the matters. It affirms the following the individualism rationale in organizations do not boost the job performance.

Organizational performance can be increased by having a strong culture. Previously, researchers have argued that culture must assist and flourish the employee's continuous improvement within an organization. It may impact the workforce improvement and additionally will increase the quality awareness (Ojo, 2009). Moreover, it is the set of values and standards which are constructed and shared within an organization which then the reasoning to follow the culture and organizational concerns are adhered (Kawiana, Dewi, Martini, & Suardana, 2018). Previously a study of Rahim (2018) has argued that personal performance is influenced by various factors such as personality, culture and commitment. Similarly, Uddin, Luva, and Hossian (2013) in their study contended that employee productivity and performance is influenced by culture particularly in developing economies. Based on the previous discussions, it is hypothesized that:

**H:1** There is a significant association between the organization learning culture and employee performance in the pharmaceutical industry of Thailand.

#### **The influence of employee satisfaction towards employee performance**

Regarding the relationship between employees' satisfaction and performance it is stated that earlier one lies in cognition and is a reaction to different work aspects (Alegre, Mas-Machuca, & Berbegal-Mirabent, 2016; Ellinger, Ellinger, & Keller, 2003; Rast & Tourani, 2012; Jernsittiparsert, Suan, & Kaliappen, 2019). Therefore, satisfaction with job is not a single dimension construct. Possibly, a person is satisfied with one aspect will be dissatisfied with other one. It is argued that employee's performance is significantly influenced by job satisfaction. Previously a study Kawiana et al. (2018) has also provided empirical evidence regarding the relationship between satisfaction and performance of employees. Similarly, another study has also reported that performance increases if employees are satisfied (Funmilola, Sola, & Olusola, 2013; Indrawati, 2013). Additionally, Funmilola et al. (2013) in their study demonstrated that satisfaction with various aspects of job leads towards superior performance. In addition, Boswell and Boudreau (2000) also elaborated that employee satisfaction played an important role to increase the employee performance. Based on the previous discussions, it is hypothesized that:

**H:2** There is a significant association between the employee satisfaction and employee performance in the pharmaceutical industry of Thailand.

#### **The influence of Employee trusts towards employee performance**

When it is talked about an organization, it should not be ignored that regarding trust there are various referents in form of individual, group or may be the organization itself (Schoorman, Mayer, & Davis, 2007). It is admissible that the levels of trust vary according to the referents as mentioned above which also do have varying nature of predictors and outcomes as well (Searle, Weibel, & Den Hartog, 2011; Verburg et al., 2018). Majority of research work has solely focused on the interpersonal trust which is the trust between the individuals. However, the present study has adopted a different lens of conceptualization and followed the organizational trust which can be claimed as trust on organization. It can be defined as perceptions of an individual that the organizational system is predictable in its actions and considered good by individual (Fragouli, 2019; Searle et al., 2011). Therefore, while considering the organizational trust it is necessary to consider the trust referent. It can be described as system and do denote to the various factors instead of denoting to the individual or a particular group. It establishes that it is conceptually broad term and more set of resources are vulnerable and also inclusive of greater risk as compared to interpersonal trust (Fragouli, 2019). It is the employee's evaluation regarding

an organization that to what extent it was able to fulfill the expectations of employees and points out the favorable attitude towards the well-being of stakeholders. In addition, it is also inclusive that to what extent it has followed the culture and ethics in its association with stakeholders (Verburg et al., 2018). Based on the previous discussions, it is hypothesized that:

**H:3** There is a significant association between the employee trust and employee performance in the pharmaceutical industry of Thailand.

#### **The influence of Physical workplace environment on employee performance**

Work environment plays a vital role in shaping the employees' attitude towards their job. It do influence their perceptions about the organization that they help them in managing between work and personal life (Awan & Tahir, 2015). Previously various factors were identified which do potentially assist in development of a good working environment. These factors are management between work and personal life, motivation, emotional contracts at work, leadership and management alignment and transparent work systems develop good work settings which further adds to the employees' performance (Awan & Tahir, 2015). Previously a study has identified that employee effectiveness and efficiency can be increased by providing him or her appropriate work settings and it will also decrease if they provide the employees with inappropriate work settings (Ali, Ali, & Adan, 2013). At this point it is worthy to mention that work environment can be classified as behavioral and physical. Previously a study Kiruja and Kabare (2018) has reported that the behavioral aspects of the environment (High and positive interaction between employees, knowledge sharing between employees etc.) do play an important role in shaping the employee performance as compared to the physical work environment. Design of an office also plays a significant role in shaping the employee's attitudes. In addition, it was found that 24% variations are due to the work environment. Further, it also helps to increase the employee productivity and performance of a team by 5% and 11% respectively (Sehgal, 2012). Recently, a study has reported that various factors such as how much employees are paid, appraisal (intrinsic and extrinsic), having a secure job and good work environment will ultimately increase the commitment and sense of belongingness towards an organization (Awan & Tahir, 2015). Good working environment assists in helping the organizations to accomplish the goals and also do enhance the satisfaction of employees (Noah & Steve, 2012). Based on the previous discussions, it is hypothesized that:

**H:4** There is a significant association between the physical workplace environment and employee performance in the pharmaceutical industry of Thailand.

### Research Framework

Based on the previous discussion the framework of the study is formulated. In the current framework, physical workplace environment, organization learning culture,

employee trust and employee satisfaction are used as an independent variables and employee performance as a dependent variable. All of these variables are predicted in the following Figure 1.

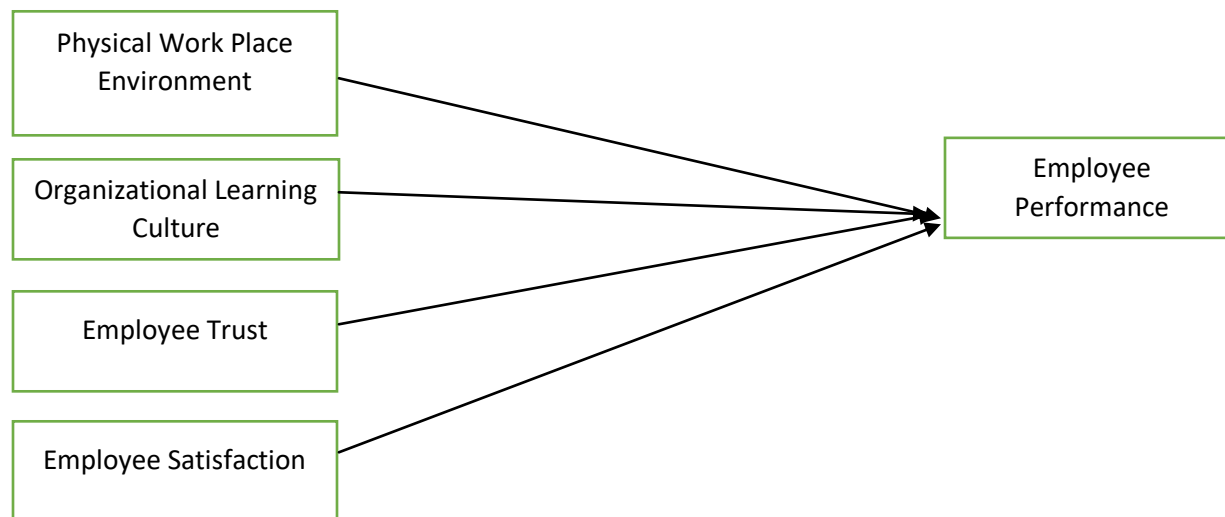


Figure 1: Research Framework of the study

### RESEARCH METHODOLOGY

This study employed quantitative approach, employed self-administered questionnaire, and cross-sectional research design to examine the research framework and proposed hypotheses. This techniques in primary study is considered an important practical approach for providing the data which could be used for the wider generalization of the study (Zikmund, 2003). For this purpose, all the respondents were selected from the pharmaceutical industry and get the responses from the multiple industries that has been listed through works industrial work department and Ministry of Industry of Thailand. For the current study, the researcher asked questions from the 609 employees of the pharmaceutical industry to through the self-administered questionnaire which is consist of the all the study variables. Responses that were received from the respondents were 251 which is consist of 41.2% of the total response. For the questionnaire, five items for employee's performance, four for physical workplace environment, eight for organization learning culture, five for employee satisfaction, and six for employee trust were formulated.

#### Analysis of the study

Several prior studies adopted partial least square – structural equation modelling (PLS-SEM) approach in testing the direct and indirect relationship of variables (Buil, Martínez, & Matute, 2018; Lim & Loosemore, 2017; Singjai, Winata, & Kummer, 2018). Therefore, the research hypotheses of present research were assessed through PLS-SEM. The measurement and structural model of the study were assessed by using Smart PLS 3 software. PLS-SEM approach is appropriate in case of non-normal data or small sample size (Hair, Sarstedt, Hopkins, &

Kuppelwieser, 2014). This study is in line with the study of (Ahmad, Bin Mohammad, & Nordin, 2019) who also used the Smart PLS for analyzing their results. The following measurement and structural model has been explained in the following discussion below.

#### Measurement model

To test the model, we used the structural equation modelling (SEM) technique through using the partial least squares (PLS) with Smart PLS 3.0 (Hair Jr, Hult, Ringle, & Sarstedt, 2016) software. This software is called a second generation software that could be used to test the complex model along with the latent variables. Table 1 is shows the results which were obtain by the measurement model. Based on the table 1, it could be clearly seen that all of the loading are above the 0.70 that is called the threshold value that is suggested by (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). The AVE (average variance extracted) of all the constructs which has exceeding value 0.5 (Bagozzi & Yi, 1988). As it is explained by that minimum value of composite reliability (CR) should be 0.70 (Hair Jr et al., 2016). So, we can conclude that convergent validity has been achieved. Table 2 and 3 further shown the discriminant validity results. Hence, it is explored by Fornell, Johnson, Anderson, Cha, and Bryant (1994) and Fornell and Larcker (1981) that minimum value of AVE in the measurement model should be minimum higher than the cross loading. As it is shown in the table 6.3 all values meet the criteria of discriminant validity.

Each construct AVE should always be higher than the correlation between all of these. It is clearly shown in the tables that all the constructs fulfill the criteria for the

discriminant validity. Accordingly, it is suggested by Hair Jr et al., (2016) that measured variable loading should always be higher than the cross loading through at least 0.1 that is considered sufficient for the discriminant validity. For the discriminant validity, three criteria are established. One is Fornell and Larcker, other is cross loadings (Hair, Hult, Ringle, & Sarstedt, 2014) and third one is heterotrait-

monotrait ratio of correlations (HTMT) (Henseler, Ringle, & Sarstedt, 2015). For the HTMT, the association among the constructs should be less than 0.90 (Henseler et al., 2015). As such we can conclude that discriminant validity is achieved. All of the results are depicted in the following Tables 1, 2, and 3.

**Table 1: Confirmatory Factor Analysis**

Constructs	Items	Loadings	Alpha	CR	AVE
Employee Performance	EP1	0.837	<b>0.851</b>	<b>0.9</b>	<b>0.693</b>
	EP2	0.785			
	EP3	0.879			
	EP4	0.825			
	EP5	0.678			
Physical Work Place Environment	PWPE1	0.758	<b>0.758</b>	<b>0.839</b>	<b>0.512</b>
	PWPE2	0.702			
	PWPE3	0.793			
	PWPE4	0.704			
Organizational Learning Culture	OLC1	0.703	<b>0.774</b>	<b>0.847</b>	<b>0.526</b>
	OLC 2	0.701			
	OLC 3	0.705			
	OLC 4	0.814			
	OLC5	0.618			
	OLC6	0.728			
	OLC7	0.712			
	OLC8	0.638			
Employee Satisfaction	ES1	0.591	<b>0.898</b>	<b>0.917</b>	<b>0.704</b>
	ES2	0.786			
	ES3	0.704			
	ES4	0.757			
Employee Trust	ES5	0.578	<b>0.813</b>	<b>0.88</b>	<b>0.691</b>
	ET1	0.658			
	ET2	0.802			
	ET3	0.778			
	ET4	0.858			
	ET5	0.102			
	ET6	0.478			

**Note:** EP-Employee Performance, PWPE- Physical Work Place Environment, OLC- Organizational Learning Culture, ES-Employee Satisfaction, ET-Employee Trust.

**Table 2: Fornell and Larcker Criterion for Discriminant Validity**

	EP	PWPE	OLC	ES	ET
EP	<b>0.755</b>				
PWPE	0.436	<b>0.722</b>			
OLC	0.522	0.437	<b>0.736</b>		
ES	0.51	0.473	0.463	<b>0.655</b>	
ET	0.56	0.34	0.45	0.378	<b>0.645</b>

**Note:** EP-Employee Performance, PWPE- Physical Work Place Environment, OLC- Organizational Learning Culture, ES- Employee Satisfaction, ET-Employee Trust.

**Table 3: HTMT Analysis for Discriminant Validity**

	EP	PWPE	OLC	ES	ET
EP					
PWPE	0.436				
OLC	0.533	0.437			
ES	0.51	0.473	0.463		
ET	0.56	0.34	0.45	0.378	

**Note:** EP-Employee Performance, PWPE- Physical Work Place Environment, OLC- Organizational Learning Culture, ES- Employee Satisfaction, ET-Employee Trust.

### Structural model

In order to test the hypotheses, PLS-SEM was applied using Smart PLS 3.0. The model contains four exogenous variable physical work place environment (PWPE), organizational learning culture (OLC), employee satisfaction (ES) and employee trust (ET) and endogenous variable employee performance (EP). The value of R<sup>2</sup> is 0.45 which is considered to be substantial (Hair *et al.*, 2016). In addition, the Q<sup>2</sup> or predictive relevance analysis has been done through using the blindfolding procedure (Hair *et al.*, 2016). If the value of Q<sup>2</sup> is larger than 0, we could have concluded that the model has adequate predictive relevance (Fornell & Cha, 1994). The value of Q<sup>2</sup> for the model is 0.32 which is considered to be substantial (Cohen, 2013). Table 4 presents the results of PLS bootstrap algorithms that confirms the significant direct relationship of organization learning culture (OLC) and employee performance (OP) ( $\beta = 0.407$ , t value = 5.905, p value = 0.000). Moreover, the relationship

between the employee satisfaction (ES) and employee performance (EP) also shown the positive and significant association ( $\beta = 0.22$ , t value = 3.117, p value = 0.002). In addition, the direct effect of employee trust (ET) also shown the significant and positive association with the employee performance (EP) ( $\beta = 0.205$ , t value = 2.913, p value = 0.004). In addition, physical work place environment (PWPE) also has the positive and significant association with the employee performance (EP) ( $\beta = 0.291$ , t value = 4.905, p value = 0.000). These findings have shown that both of the OLC, ES, ET and PWPE are considered to be a significant predictor to enhance the EP of the pharmaceutical industry Thailand. Consequently, it enables the organizations to improve their EP (Kannan & Tan, 2005) by improving profits and sales through sustainability activities (Paulraj, Lado, & Chen, 2008). All of these findings supports to all the direct hypothesis of the study.

**Table 4: Direct Effect**

Hypothesis	Beta	S.E	T Value	P Value	Decision
OLC -> EP	0.407	0.069	5.905	0.000	Supported
ES-> EP	0.220	0.071	3.117	0.002	Supported
ET-> OP	0.205	0.070	2.913	0.004	Supported
PWPE -> EP	0.291	0.059	4.905	0.000	Supported

**Note:** EP-Employee Performance, PWPE- Physical Work Place Environment, OLC- Organizational Learning Culture, ES- Employee Satisfaction, ET-Employee Trust

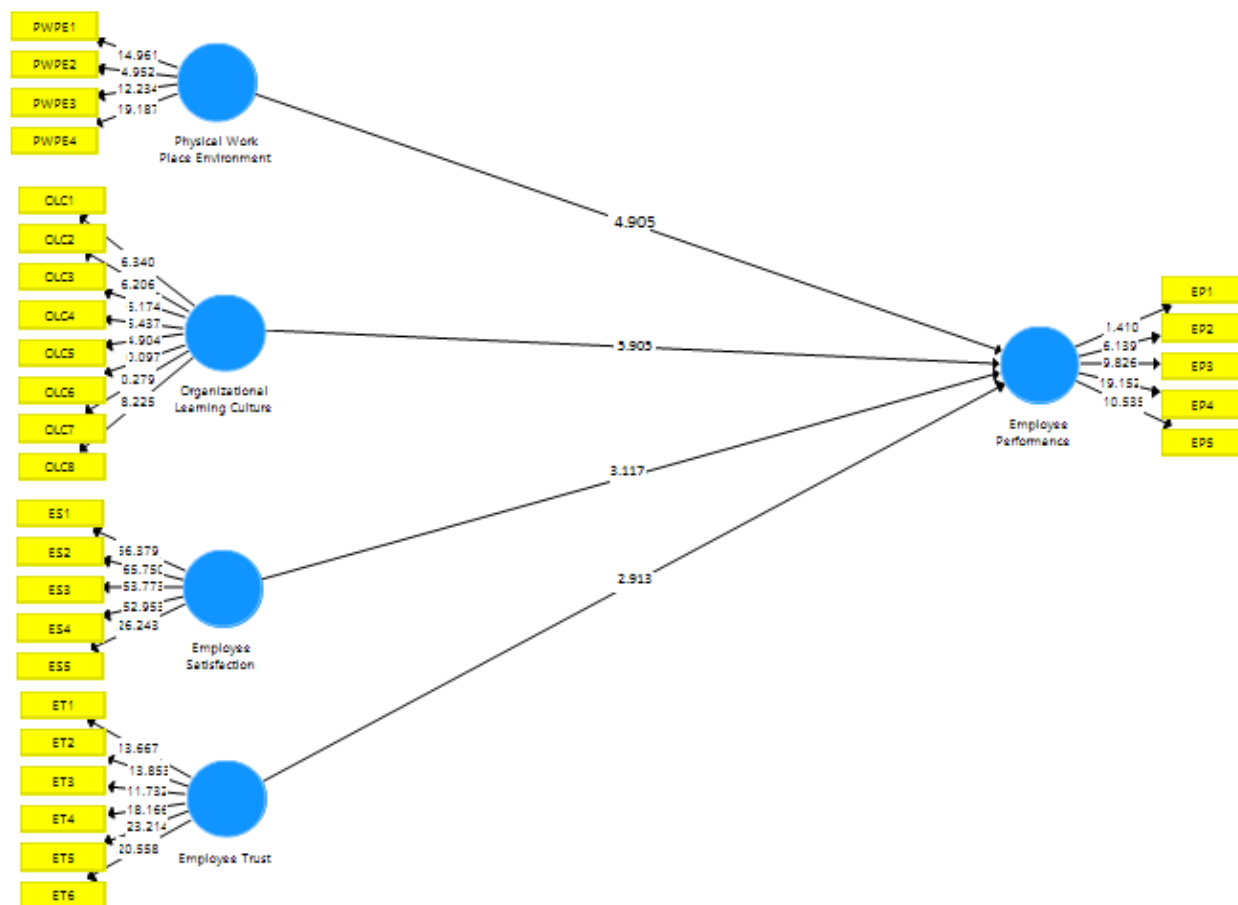


Figure 2: Structural model of the study

## CONCLUSION

The aim of the current study is to investigate the impact of physical work place environment (PWPE), organizational learning culture (OLC), employee satisfaction (ES) and employee trust (ET) on the employee performance (EP) of the pharmaceutical industry of Thailand. To achieve this objective, four hypotheses was formulated. All of the hypothesis of the study was accepted. The key findings of the study have shown that PWPE, OLC, ET, ES have a positive and significant association with the EP of the pharmaceutical industry of Thailand. These findings have shown that PWPE, OLC, ET, ES are considered to be significant predictor to increase the EP. All of these findings are line with the previous studies (Awan & Tahir, 2015; Chatterjee, Pereira, & Bates, 2018; Singhvi, Dhage, & Sharma, 2018; Škerlavaj, Štemberger, & Dimovski, 2007; Verburg et al., 2018). Based on findings, current study contributed a body of literature in the form of empirical findings which could become a new area of research in future. These findings could also help to practitioners and managers to know about the importance of these predictors to know about the importance for the EP. The current study also has some limitations, firstly, current study was

limited on one industry, therefore a future research could be established on more industries like pharmaceutical and oil industry. Secondly, current study was consisting of direct relationship, so a future research could be established with the other moderator or mediator variable. Thirdly, the study was cross sectional in nature in which data was collected at one time, therefore a future research could be established that is longitudinal in nature. Lastly, the current study was quantitative in nature, a future research could be established on the quantitative and qualitative research method.

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