

The Influence of Workload and Co-Worker Attitude on Job Satisfaction among Employees of Pharmaceutical Industry in Bangkok, Thailand: The Mediating Role of Training

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ABSTRACT

Employees may feel stress about their job due to the increasing level of competition that the organization need to face, which will lead to time pressure and challenges that they need to face in the job. Good colleagues or co-worker is one of those factors and more importantly, co-workers' support may increase employees' productivity and at the same time, will reduce error in work. Due to the market competition, the increasing employee's workload seems to become common issues in the workplace. The study aims to scrutinize the relationship of workload, co-worker attitude on job satisfaction of the employees. A total of 360 participants participated in the survey by using a convenient sampling method. After data collection and screening the questionnaires, 334 useable questionnaires utilized for analysis.

Structural equation modelling was applied for quantitative analysis of the study. Findings from the structural equation modelling revealed that the workload was an elemental predictor of job satisfaction. The perceived co-worker positive attitude related to a higher level of job satisfaction.

Keywords: Workload, Co-worker Attitude, Training, Thailand

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INTRODUCTION

Job satisfaction has also been referred to as positive and favourable attitude or feelings of the individual about their work (Simatwa, 2011; Siriattakul, Jermisittiparsert, & Abdurrahman, 2019; Aeknarajindawat & Jermisittiparsert, 2020). In contrary, dissatisfaction occurs if they sense of negative and unfavourable attitudes about their job (Jermisittiparsert & Urairak, 2019). Therefore, the organization involved need to play an important role to achieve the employee job satisfaction. Due to the facts that good leadership may advance employees' job satisfaction

and also will increase employees' productivity (Charoensukmongkol, Moqbel, and Gutierrez-Wirsching, 2016). There are various models or theories that explain job satisfaction and its contributing factors. One of them is the Maslow hierarchy of need which had been introduced by Abraham Maslow. Maslow hierarchy of need explains that human need differs for every individual in term of physiological, safety, love affection, esteem and including self-actualization. This theory has always been a base and reference to countless study or research about job satisfaction.

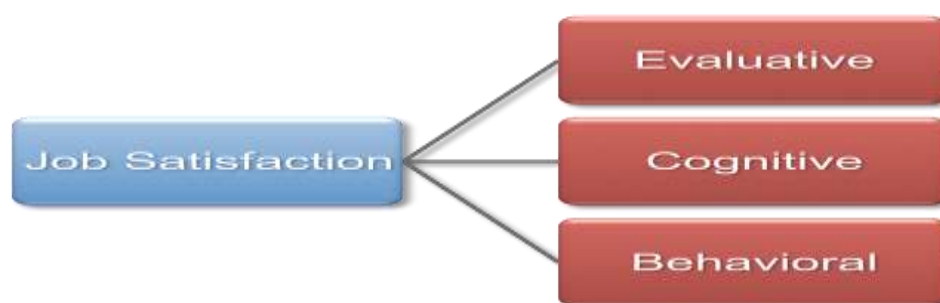


Figure 1: Job Satisfaction Model

Source: (Li, 2017; Song, 2016)

According to figure 1, job satisfaction divided into three portions. The first portion is evaluative, and second portion is cognitive and the last portion is behavioural. These three portions together create job satisfaction for the employees. Aruasa, Chirchir, and Chebon (2019) state that there are several factors that may influence the level of job satisfaction among employees ranging from the level of salary, number of workloads and to the extent of the

relationship between the co-workers. In addition, El Rahman (2017) stated that the workloads that employees face in their job might also affect the level of job satisfaction among the employees themselves. In this day and age, employees may feel stress about their job due to the increasing level of competition that the organization need to face which will lead to time pressure and challenges that they need to face in the job. Other than that, because of

market competition, work overload seems to become common issues in the workplace. More specifically, the workload is a detrimental threat to the organizations that cause poor performance and unable to reach the standards

on their job roles. Consequently, lead to a decrease in performance due to high job demand (Goh, Ilies, & Wilson, 2015).

TABLE 1. Job Satisfaction towards the job in Vietnam, Indonesia and Thailand

Year	Country	Satisfied (%)	Dissatisfied (%)
2014	Vietnam	40.3	22.5
2015	Vietnam	27.7	31.3
2014	Indonesia	52.0	17.0
2015	Indonesia	48.4	23.6
2014	Thailand	45.8	24.8
2015	Thailand	45.8	26.4

Source: Azhar and Noor (2018)

Table 1 shows the job satisfaction among employees of Vietnam, Indonesia and Thailand in the year 2014 and 2015. Employees of Vietnam are satisfied 40.3%, dissatisfied 22.5% in 2014, and 27.7% are satisfied, 31.3% was dissatisfied in 2015. Besides that, in 2014, Indonesian are 52.0% satisfied, 17.0% are dissatisfied, and 48.4% are satisfied, 23.4% was dissatisfied in 2015. Finally, in 2014 and 2015 satisfied employees are the same (45.8%) and dissatisfied 24.8% and 26.4% in Thailand.

More importantly, Festin et al. (2019) mentioned that the process of managing employee is not an easy task for the organization because it is a critical point for every organization and modern human resources management. One of those responsibilities is to manage employees' salary, and Hua et al. (2015) indicated salary is one of the important factors of job satisfaction. In addition, co-worker's rapport also plays a crucial role that affects employees' job satisfaction because good relationship among co-workers will help to create a harmonious working condition in the organization and study on the factor that may drive employees toward happiness in the job. Good colleagues or co-worker is one of those factors and more importantly, co-workers' support may increase employees' productivity and at the same time, will reduce error in work. Different scholars developed a different concept of job satisfaction. One of the popular definition defined by Locke (1969) that job satisfaction as a level of physiological, psychological and environmental circumstances which may influence the level of job satisfaction among employees. Moreover, the most frequently quoted meanings on job satisfaction that has been cited is from Spector (1997). According to him, satisfaction on the job is how individuals' sense about their job from the different viewpoints. There are various studies concerning job satisfaction and its effect on the organization, but this study has not been done in this study's targeted organization. After considering this factor, the researcher decided to take this opportunity to conduct research on the factors that will influence employee job satisfaction in this organization. This empirical study aims to scrutinise the relationship between the workload, co-worker attitude and job satisfaction in the context of Thai pharmaceutical companies.

LITERATURE REVIEW

Workload

Workload we can define as types of work that employee need to perform, and this included job duties, job responsibilities, and job scope, and usually, every employee got their own job responsibilities that they need to complete it and according to BMJ Quality and Safety workload can be divided at least into three types of workload such as task-level workload, unit-level workload, and job level workload. Latip, Tak, Rahaman, and Abdul Kohar (2018) found that work overload will happen when employees receive workload beyond their capabilities because of the increase of productivity and performance demand. Shittu, Hassan, and Nawaz (2018) found in large organization employees always received several tasks, and it needs to be completed within a short period of time and Lin, Wong, and Ho (2015) added the combination of deadline and work overload would make job become more stressful.

Lynch and Wright (2019) state that JDR (job-demand-resources) model contains two elements are job demands and job resources. According to them, job demands refers to the demands includes unfavourable work environments, high work pressure, interpersonal conflicts that lead to employee burnout and dissatisfaction. Further, burnout and dissatisfaction lead to employee wellbeing and professional performance negatively. Moreover, few studies have examined the impact of the workload, and according to Poulsen, Khan, Poulsen, Khan, and Poulsen (2016) workload will lead toward fatigue and error at the work because workload may lead toward emotional exhaustion. This is supported by Yang et al. (2016) which is they indicate that workload will play an important role in emotional exhaustion.

Other than that, as we know in the organization, the employees will consist of different age or generation, and every generation got different in term of opinion or perception, and according to Lin et al. (2015) there are different perception from generation y, x and baby boomers toward workload which is generation y and baby boomers perceive when workload getting heavier their quality of work-life will be lower, but generation x perceive this thing differently which is generation x perceive workload will not affect their quality of work life. Then, Ilies, Huth, Ryan, and Dimotakis (2015) found that work overload will bring family conflict toward employees and usually this problem may occur toward employees who have heavy workload and unable to balance it between

work and family responsibilities and this being supported by Molino, Cortese, Bakker, and Ghislieri (2015) which is they found there is positive relationship between workload and family conflict.

More importantly, because of the market competition, the increasing of employee's workload seems to become common issues in the workplace. Workload already becomes a dangerous threat to any organization that generates poor performances of employees. Due to heavy workload, employee can't perform the standard that needed to perform for the competitive advantages. Bruggen (2015) found employee performance will decrease if the number of workloads was high, but the employee will show the high level of performance if there are moderate levels of workload and Lynch and Wright (2019) indicated workload will bring stress to the employee and this will impact employee performance and in the same time workload is one of the factor that will not affect job satisfaction among employee in positive way which is Alrawahi, Sellgren, Alwahaibi, Altouby, and Brommels (2019) found on their study other than homework interface, role ambiguity and performance pressure the other factor that may affect job satisfaction was workload pressure.

Co-worker Attitude

A co-worker is a person who has a strong influence toward employees in the first place, and we can describe co-workers as people that have strong and close interaction with employees in the organization, and it is crucial to have relied on and helpful co-workers as mentioned by Azhar and Noor (2018). Co-workers support can be defined as the extent of co-worker's helpfulness and their reliability to help another employee. The relationship between employees and their co-workers will create trust and compassion between each other and this will encourage them to understand more about their co-workers' emotional and psychological since trust among co-worker is an important aspect to ensure organizations' success since co-worker's support may increase commitment among employee (Patwary, Roy, Hoque, & Khandakar, 2019). Employees who received co-workers' support tend to feel a high sense of personal accomplishment and this fact is supported by Charoensukmongkol et al. (2016) which found that co-workers support may increase personal accomplishment and at the same time helps avoid emotional exhaustion and depersonalization. Other than that, relationship with a co-worker is one of the aspects that need to be taken care of by the organization because according to Purba (2017), it will improve job quality among the employees hence explicitly influence employees' satisfaction in positive ways.

Job Satisfaction

First of all, without a doubt, the study about job satisfaction is one of the studies that keep been doing, and this is because job satisfaction will provide valuable information about the key factor that will drive toward employee's satisfaction because there are so many factors that may affect employee job satisfaction. Scholars have given their different definition of job satisfaction within the field of educational management and organisational psychology (Joshi, 2016). Researchers have also posited their own meaning of the concept of job satisfaction. For example,

job satisfaction refers to the individuals' pleasant emotional state that comes from their own appraisal about the job they or owns feeling about job achievement. Patwary and Rashid (2016) posited job satisfaction as the extent to which people satisfy or dissatisfy with their jobs. Altay (2009) claims that job satisfaction refers to a degree of satisfaction and dissatisfaction about the job and affective feeling about the job. The affective feeling could cover certain aspects of the job, such as pay, compensation, relationship with colleagues, and working conditions (Turgut, Turunç, & Mert, 2018).

The Job Characteristics Model developed by Hackman, Oldham, Janson, and Purdy (1975) posited that job satisfaction prevails when the condition of work invigorates standard job motivating characteristics. Hackman et al. (1975) claimed that job characteristics include a variety of skills, task identity, autonomy about the job, task significance, and feedback. They further contend that the three psychosocial states lead to a number of potential outcomes in job satisfaction. Hackman et al. (1975) further asserted that the establishment of philosophy which is geared towards the improvement of the five standard job motivating characteristics would subsequently improve the good work environment and increased staff job satisfaction.

Then, job satisfaction is about the individual sense about their job, which is the amount to what individuals happy or not happy in their job. Happiness toward job will increase the level of job satisfaction among employee. Moreover, job satisfaction has also been referring as an attitude or feelings that people will feel about their work which is positive and favourable attitudes towards the job will lead toward job satisfaction and negative and unfavourable attitudes towards the job will lead to job dissatisfaction just like been mentioned by Adriani and Norlena (2016) and this supported by the Kahigin and Samohvalov (2015) which is job satisfaction will create a positive perception of a particular job and more important job satisfaction is crucial for organization performance. Other than that, Aung (2018) found on their study employees who have high level of job satisfaction will hold positive perception of his or her job and on the opposite employees that have low level of job satisfaction tend to perceive their job negatively because if employees satisfied and enjoyable in doing their job it will make employees be more fulfilled with their job and Liu et al. (2013) found in their study that motivation will play an important roles in the job satisfaction which is high motivation will lead toward job satisfaction and low motivation will lead to dissatisfaction because according to Mulyani and Gunawan (2019) employee need to satisfy with their job in order to achieve job satisfaction.

Training

It is found that in the field of management, training facilities ensured a substantive development in the business environment. For example, Ariyabuddhiphongs and Kahn (2017) confirmed that training facilitates the huge impacts on organizational profitability, employee retention, and employee performance. In the rapidly changing business environment across the world with environmental uncertainty, the organization's difficulties in dealing with the new challenges (Ashton, 2018). In such a situation, to make employees competent enough organizations should invest in training programs that they tackle the

uncertainties through the effective decision on time to remain competitive in the market. The proper, efficient training is advantageous for the organization in different ways in building and maintaining competences both for individual and organization which in turn, participates in the process of organizational change (Kasemsap, 2017). Besides, the training program helps in unintentional job rotation due to their sufficient skills of doing the work in certain positions and an increase in employee retention of a talented workforce (Pila-Ngarm & Siengthai, 2017). Moreover, it facilitates the long-term commitment toward the organization and enhances the motivational level that further lead to contribute in achieving competitive advantage by increasing the employee performance and organizational productivity (Li, 2017; Song, 2016). In any case, it further communicates that the organization should invest in training to make their employees adequately prepared to confront dangers and take a conceivable decision in time in order to remain focused on the business.

Successful training and advancement programs planned for improving the workers' performance. Training bridges the gap between the actual current performance and the expected performance set up by organizations (Jarrar et al., 2018).

There are many ways of providing to employees such as coaching and mentoring, peers cooperation. The collaboration between employees and management enables employees with the necessary skills and knowledge to work on the assigned jobs actively and produce higher productivity and organizational performance. Through proper training program facility, organizations not develop the employees' skills and knowledge but gain competitive advantages by the best use of their human resources. Therefore, it is imperative for the organization for such plans to enhance the ability and competencies of employees for further organizational performance (Tongchaiprasit & Ariyabuddhiphongs, 2016).

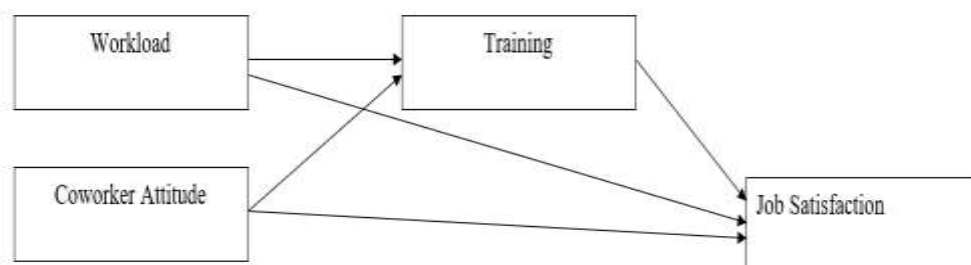


Figure 2: Research Framework

METHODOLOGY

To gather information for this study, a questionnaire-based strategy was utilised in which it included the accumulation of numerical information utilising organised poll that was utilised to gather essential information from the samples. Collecting data using this method would give greater control to the researcher as they were able to know what is needed and to measure the variables (Hair, 2010). Babbie (2004) had also suggested that a survey is the most useful tool for collecting similar information from a large sample of respondents similar to employees working at the pharmacy business in Thailand. A total of 360 participants were requested to fill up the questionnaires by using a convenient sampling method. After data collection and screening the questionnaires, 334 useable questionnaires utilized for analysis.

Measurement

Firstly, an instrument for the independent variable 'workload' with seven items is adopted from Johnston and Naiman (1990). The measurement of training consists of 8 items is adapted from Hansson, Backonja, and Bouhassira (2007). Job satisfaction is an imperative territory for firms. The measurement of job satisfaction adapted from Babin and Boles (1996) which used nine items. Finally, for a co-worker attitude, the researcher adopted ten items from Karasek, Triantis, and Chaudhry (1982).

DATA ANALYSIS AND FINDINGS

Table 2 represents the demographic distribution of the respondents for gender, marital status, age, income, education level and working experience in the industry.

TABLE 2. Demographic Profile of the Respondents

Characteristics	Frequency	Percentage
Gender		
Male	182	54.5
Female	152	45.5
Marital Status		
Single	112	33.5
Married	222	66.5
Age (Years)		
25 years and below	75	22.5
26-35 years old	122	36.5

36-45 years old	67	20.1
46-55 years old	46	13.8
56 years old and above	24	7.2
Income		
Below 10000 Bhat	25	7.5
10000 - 30000 Bhat	63	18.9
30001- 50000 Bhat	154	46.1
Above 50000 Bhat	92	27.5
Education		
Diploma	12	3.6
Degree/Bachelor	140	42.4
Masters	150	44.4
PhD/Doctoral	32	9.6
Experience		
1-3 years	197	59.0
4-6 years	114	34.1
7-9 years	15	4.5
More than 9 years	8	2.4

For gender, 54.5% of the respondents are male, and 45.5% are female. Majority of the respondents are married, which is 66.5% and single are 33.5%. In terms of age group, highest age group consists of “26 to 35 years” 36.5% followed by “25 years and below” which is 22.5%, “36 to 45 years” 20.1% “46 to 55 years” is 13.8%, and 56 years and above is 7.2%. Majority of the respondents have the income of 30001 to 50000 Bhat which is 46.1% followed by above 50000 Bhat (27.5%), 10000 to 30000 Bhat (18.9%) and below 10000 Bhat (7.5%). For education level, majority of the bachelor and master’s degree holder, which are 42.4% and 44.4% respectively, and PhD/ Doctoral degree holder (9.6%) and diploma holder is 3.6%. While looking into the job experience of the respondents, most of them have experiences of 1 to 3 years (59.0%), followed by 4 to 6 years is 34.1%, 7-9 years is 4.5% and more than 9 years is 2.4%.

Measurement Model of the Study

For the data analysis, Smart-PLS version 3.0 used. The bootstrapping method was followed to find out the mediating effects training between the co-worker attitude, workload and job satisfaction. Confirmatory factor analysis and other related analysis were performed to scrutinise the antecedents of job satisfaction and meditation effects of training between workload, co-worker attitude and job satisfaction. Two steps followed in measuring the model and structural model. SRMR (standardized root mean residual) was for the model is 0.06, which is excellent as recommended by the scholars.

TABLE 3. Construct Validity and Reliability

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Co-worker Attitude	0.900	0.913	0.518
Job satisfaction	0.881	0.904	0.512
Training	0.925	0.938	0.654
Workload	0.880	0.900	0.564

The four variables used in this study. Two stage assessment follows to check the variables that they are measurable what this study intended to measure. Structural equation modelling checked, and measurement model checked before the boot strapping for the influence of independent variable on dependent variable. Cronbach alpha is the

reliability indicator (table-2) where every single variable meets the conditions. Besides, composite reliability was above the suggested value, while average variance extracted was above 0.50. it means all variables used in the study passed the contend validity, reliability.

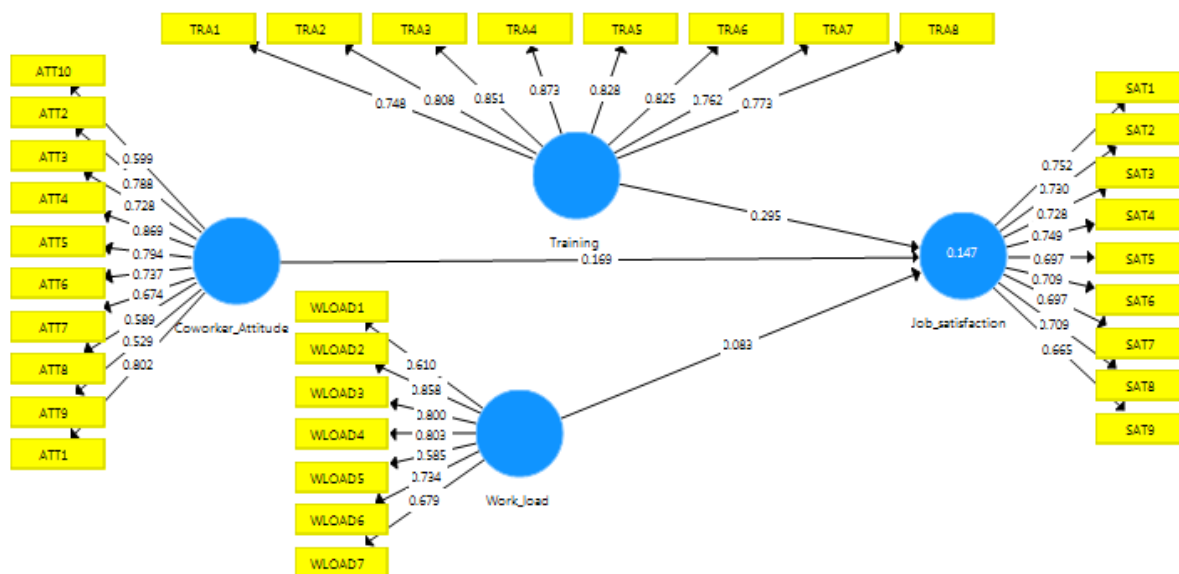


Figure 3: Measurement model

In addition to the above conditions, factor loading for the individual items meet the satisfactory level shown in figure 3. Only 2 items have the factor loading above 0.60 which is

satisfactory. The remaining items exceed the suggested value of 0.70. it means all the items for the constructs are factorable for further analysis.

TABLE 4. Heterotrait-Monotrait Ratio (HTMT)

	Coworker_Attitude	Job_satisfaction	Training	Work_load
Coworker_Attitude				
Job_satisfaction	0.235			
Training	0.180	0.363		
Work_load	0.204	0.137	0.149	

Further to check discriminant validity, the latest method was assessed by the Smart-PLS. HTMT ratio shown in table-3 confirm that all the variable meets the certain

conditions as their correlations do not exceed the value of 0.85.

Structural Model of the Study

TABLE 5. The direct effects of the antecedent variables of job satisfaction

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics	P Values
Co-worker Attitude -> Job satisfaction	0.171	0.060	2.849	0.005
Co-worker Attitude -> Training	0.165	0.044	3.783	0.000
Training -> Job satisfaction	0.299	0.052	5.763	0.000
Workload -> Job satisfaction	0.046	0.076	0.607	0.544
Workload -> Training	0.123	0.053	2.341	0.020

Table 4 shown that only workload does not have significant influence on job satisfaction. However, higher workload is perceived as negative job satisfaction. The remaining

hypotheses were accepted where all the positives attitudinal support from organization and co-workers have positive significant impact on job satisfaction.

TABLE 6. The mediating effects of training between workload, co-worker attitude and job satisfaction

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Co-worker Attitude -> Training -> Job satisfaction	0.049	0.017	2.957	0.003

Workload -> Training -> Job satisfaction	0.037	0.018	2.034	0.042
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It is represented on the table 5 that the expected two mediating hypotheses were accepted. That means training becomes the important mediator between the workload,

co-worker attitude and job satisfaction. For better representation, figure 5 also included the to visualize the structural model.

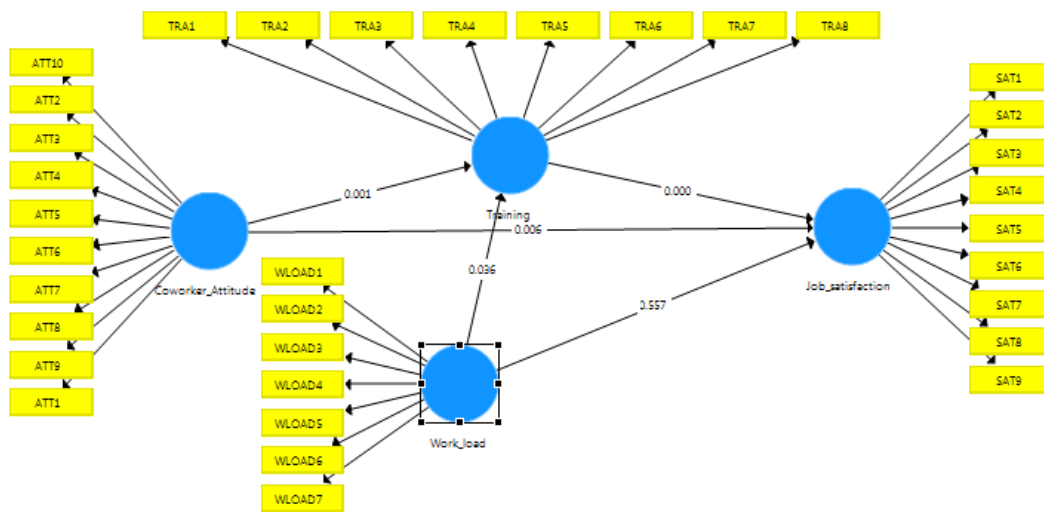


Figure 4: Structural model

DISCUSSION AND CONCLUSIONS

The aim of the study is to identify the mediating effects of training between workload, co-worker attitude and job satisfaction. The bootstrapping using PLS shows that the propped prediction supports the results. First, the co-worker attitude positively influences job satisfaction. Individuals sense of higher level of satisfaction with their jobs once they perceived good supports from their co-workers. The findings of this are constant with prior studies that supports from the co-workers assist every individual to deal effectively with stress at work. It is because that support from the co-worker makes employees less exhausted and depersonalised and feel confidence and psychologically safe at work. Thus, employees are feeling satisfied. The result of this study suggests that the influential role of social support in the work generate favourable job attitudes.

From the bootstrapping of structural equation modelling, the perceived workload was a negative predictor of job satisfaction. The findings in this study also in line with previous research that high-level workload causes job satisfaction among the employees in Thai pharmaceutical companies. The perceived co-worker positive attitude related to a higher level of job satisfaction. This finding is consistent with previous findings by Jayaratne and Chess (1984). Their study confirmed that higher levels of perceived efficacy positively related to higher levels of job satisfaction among social workers. Additionally, employee perceived the training facilities plays a significant mediator between workload and job satisfaction. It suggests that training is an important mechanism by which an organization can increase employee job satisfaction. Employee training facilities have made a meaningful contribution at work as an employee satisfied with training provide an organization that makes them happy regardless of their workload. Effective training is advantageous for the organization in different ways in building and maintaining

competences both for individual and organization, which in turn, participates in the process of organizational change (Kasemsap, 2017).

Policy Implications

There are several practice and policy implications such as manager at the professional level should provide sufficient training to the employees for further job satisfaction. This another implication of social exchange theory that employee gets somethings positive from the organization; in return, they obliged to pay back, showing their satisfaction level and work for the organization. In addition, managers and supervisor should be sensitive to employees who have heavy workloads because it makes employees dissatisfied. In turn, they may not work for the organization and stay in the organisation for a longer period of time. Lastly, managers and organization should understand the direct effects of supervision that is an important predictor of job satisfaction. Satisfied employees provide quality services to clients, decrease the absenteeism and turnover intention. In facts, turnover could cause billions of dollars to employees in bringing new employees, additional cost for training, and increase the burden on present employees. Managers need to develop policies that support continuous training facilities for the employees because it is an important mediator in increasing the satisfaction level of employees.

Limitations and Future Research Suggestions

An adequate random sample of from pharmaceutical companies in Thailand participated in the study. One of the limitations of this study that uses a cross-sectional data collection at a certain time. In other words, longitudinal studies need to be conducted to assess the short-term and long-term effects of interventions that are suggested to increase job satisfaction. Future research may collect data from the various organization following the longitudinal

data collection method. This study used only three variable, such as training, workload, and co-worker attitude as the antecedent of job satisfaction. Employee job satisfaction may be affected by other social phenomena. So future study may integrate more related construct in relation to job satisfaction. The finding that training mediates the relationship between workload and job satisfaction that extent the job satisfaction literature. Similarly, training mediates the relationship between co-worker attitude and job satisfaction. Generally, training plays an important underlying factor to strengthen the relationship between co-worker attitude and job satisfaction.

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