

THE INFLUENCE OF PERCEIVED WORKLOAD AND JOB BURNOUT ON ORGANIZATIONAL COMMITMENT OF EMPLOYEE OF THAILAND POST CO., LTD., SAKON NAKHON POST OFFICE, THAILAND

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ABSTRACT

Thailand Post Company Limited, previous state-owned enterprises, has been transformed to business entities since 2003, is responsible for providing goods and messages delivery nationwide through easily accessible services. With the corporate mission in making Thailand the hub of ASEAN postal business and logistics, employees have to perform extra workload leading to job burnout and high turnover rate. This research study was designed to explore the influence of perceived workload and job burnout on organizational commitment of employee of Thailand Post Co., Ltd. Sakon Nakhon Post Office. This research study was a quantitative research method. The targeted population of this research was Sakon Nakhon Post Office staffs of 210 respondents. Data were collected through 5-point Likert scale questionnaire surveys. Cronbach's alpha coefficient of perceived workload, job burnout and organizational commitment were 0.856, 0.879, and 0.959. Data were analyzed by descriptive statistics and inferential statistics including the Pearson Product-Moment Correlation and Multiple Regression Analysis.

The results of this research study presented that staffs' opinion on perceived workload was at a low level with recoded mean score of 3.77; job burnout was at a high level with recoded mean score of 2.33; and organizational commitment was at a high level with mean scores of 4.24. The research results from hypotheses testing shown that perceived workload and job burnout can predict organizational commitment up to 31.30% (Adjusted R-Square 0.313) at 0.05 significant levels. The perceived workload had a statistically significant positive influenced on job burnout with standardized coefficients (β) of 0.366. The job burnout had a statistically significant negative influenced on organizational commitment with standardized coefficients (β) of 0.503. However, the perceived workload had not directly significant influenced on organizational commitment. In conclusion, perceived workload had significantly influenced on organizational commitment through job burnout of employee of Thailand Post Co., Ltd. Sakon Nakhon Post Office providing management team needs to pay attention on these critical factors in order to promote organizational commitment.

Keywords – Perceived Workload, Job Burnout, Organizational Commitment

INTRODUCTION

Background

Organization aims at enhancing organizational commitment. The ability of the management team to create good employee satisfaction through appropriate workload is one of the most important factors in order to reduce job burnout and enhance organizational commitment in the long run. In order to increase organizational commitment, many government agencies including Thailand Post Co, Ltd. Sakon Nakhon Post Office is launched many campaign to promote employee satisfaction such as appropriate workload and good work condition, which can decrease emotional exhaustion, depersonalization, and personal non-accomplishment; and drive staff commitment. Although the influence of staff workload on organizational commitment is well explored, the mediating variable that explain such relationship remain unclear. Job burnouts that explain the consequence of staff perceived workload suggest to be investigated. The importance of the above reasons is the cause of this research study.

The objectives of this research are as follows. (1) To investigate the level of perceived workload, job burnout, and organizational commitment of employee of Thailand Post Co., Ltd. Sakon Nakhon Post Office. (2) To explore the influence of perceived workload and job burnout on organizational commitment of employee of Thailand Post Co., Ltd. Sakon Nakhon Post Office. (3) To apply the results of the research study as guidelines for providing appropriate workload and job satisfaction in order to enhance organizational commitment of employees. The paper begins with a review of the concepts related to perceived workload and job burnout affecting on organizational commitment in order to conceptualize the framework and hypotheses. Next, the research methodology, analysis of data and findings are presented. Finally, conclusion and discussion of the research results as well as managerial suggestions for future research are described.

LITERATURE REVIEW

Perceived Workload

Perceived workload is defined as a phenomenon that occurs when employees exhaust their energy resulted from the mismatch between employee and the job at stake, as well as the lack of skills or attitudes towards a certain type of work as stated by Maslach, C. *et al.*[1]. Workload can be divided in two categories namely, quantitative workload and qualitative work load as specified by Glaser, D.N.*et al.* [2]. Quantitative workload is defined as the amount of work that is needed to complete a task while qualitative workload is defined as the amount of complexity of tasks when given a quantitative work or work condition as stated by Glaser, D.N. *et al.*[2]. Workload is most directly related to the exhaustion part of burnout. The conceptual framework of this research was applied the two dimensions of perceived workload based on Kirmeyer, S. L. and Dougherty, T. W. [3] including; quantitative workload and work condition. As many previous studies show that there are the relationships among perceived workload, job burnout, and organizational commitment as stated by Mathieu, J.E. and Hamel, K. [4]; Gillet, N. and Vandenberghe, C. [5]; as results, this study aimed to investigate such relationships.

Job Burnout

Definition of job burnout from the literature reviews are documented in various studies. The literature on job burnout is based on definitions relating the concepts of human resource management, job satisfaction, and job performance. Job burnout defined as the feelings of exhaustion, being overloaded and emotional depleted which was described by Maslach, C. *et al.*[1]. In addition, Maslach, C. *et al.* [1] also stated that burnout was a possible response to work overload. Burnout is explained as a response to chronic emotional and interpersonal stressors on employee's job. Considering this reasoning, this empirical study was focused on the effects of perceived workload on job burnout. The conceptual framework of this research study was applied Maslach, C. and Jackson, S.E. [6] in which specified the three categories related to job burnout as follows; emotional exhaustion, depersonalization, and reduced personal accomplishment. As many previous studies show that there are the relationships among perceived workload, job burnout, and organizational commitment as stated by Mathieu, J.E. and Hamel, K. [4]; Gillet, N. and Vandenberghe, C. [5]; as results, this study aimed to investigate such relationships.

Organizational Commitment

The concept of organizational commitment is well-known in human resource management and this variable seems to be continually explored the relationship with other variables in management field. Kanter, R.M. [7] defined organizational commitment as the cooperative types of behaviors and attitudes conceptualized as the willingness of employees to organization. Allen, N. J. and Meyer, J. P. [8] has been defined organizational commitment as a psychological committing an employee to an organization. The research results from previous investigation revealed that organizational commitment was correlated with the rate of absence, work productivity, perceived workload, job burnout, work motivation, work performance, and quality of work. It also highly links to absence and resignation of staffs in an organization. The survey research of employee attitudes described that employees without organizational commitment always not satisfied with their job and personal lives as well. Thus, organizational commitment seems to be very critical factor in management study.

This research study had applied the organizational commitment based on the concept of Mowday, R., Porter, L., and Steers, R. [9] in which characterized organizational commitment by three components as stated follows; (1) a strong belief in and acceptance of the organization’s goals and values, (2) a willingness to focus effort on helping the organization to achieve its goals, and (3) a strong desire to maintain membership in the organization. From the literature reviews, it can be seen that there are some relationships among perceived workload, job burnout, and organizational commitment as stated by Mathieu, J.E. and Hamel, K. [4]; Gillet, N. and Vandenberghe, C. [5]; as results, this study aimed to further investigate such relationships and conceptualize in the conceptual framework with hypotheses development.

CONCEPTUAL MODEL AND HYPOTHESES

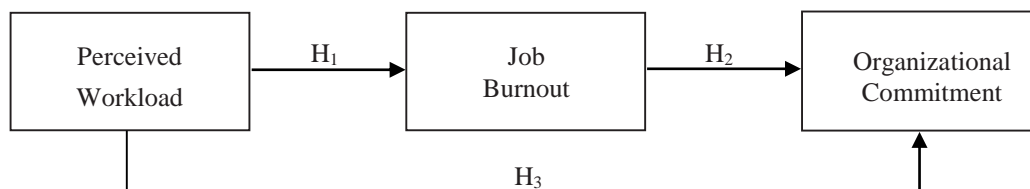
From the reviews of the literature, the conceptual framework of this research study was presented in Figure 1. It describes the influence of perceived workload and job burnout on organizational commitment of employee of Thailand Post Co., Ltd. Sakon Nakhon Post Office. The conceptual framework has been tested on the basis of the bodies of literature including perceived workload, job burnout and organizational commitment, cited above, as well as the researcher’s own context about the relationship among variables. Base on the reviews of the literature of the constructs with the conceptualization of the relationships among variables, the hypotheses suggested by the conceptual framework can be laid out as follows:

H₁: Perceived workload had a significantly positive influenced on job burnout of employee of Thailand Post Co., Ltd. Sakon Nakhon Post Office.

H₂: Job burnout had a significantly positive influenced on organizational commitment of employee of Thailand Post Co., Ltd. Sakon Nakhon Post Office.

H₃: Perceived workload had a significantly positive influenced on organizational commitment of employee of Thailand Post Co., Ltd. Sakon Nakhon Post Office.

Figure 1
Research Conceptual Framework



The research hypotheses can be presented in the forms of structural equations in order to describe the relationship among variables and predict the dependent variable for hypotheses testing. The symbols used to represent the variables stated as follows:

WORK = Perceived Workload
 JOB = Job Burnout
 COM = Organizational Commitment

The structural equation can be explained as follows:

JOB = β_1 WORK (1)
 COM = β_2 JOB (2)
 COM = β_3 WORK (3)

This research study aimed to investigate the influence of perceived workload and job burnout on organizational commitment of employee of Thailand Post Co., Ltd. Sakon Nakhon Post Office. The research study was a quantitative research method. The targeted population of this research study was Sakon Nakhon Post Office staffs of 210 respondents. Data were collected through 5-point Likert scale questionnaire surveys. This research study was cross-sectional as the data were collected at a single point of time from the key respondents. Content validity was applied to ensure the accuracy of a measurement tool. Cronbach's alpha was conducted to test for reliability with cronbach's alpha coefficient of perceived workload, job burnout, and organizational commitment of 0.856, 0.879, and 0.959, respectively as shown in Table 1. The cronbach's alpha value of the scale of all variables is greater than 0.700, so it shows that the scale has very good reliability. Data were analyzed by descriptive statistics including frequency, percentage, mean, standard deviation; and inferential statistics including the Pearson's Product-Moment Correlation and Multiple Regression Analysis. The research results can be significantly analyzed with 95% confidence interval.

Table 1
Cronbach's Alpha Coefficient of Variables

Variables	Cronbach's Alpha
Perceived Workload	0.856
Job Burnout	0.879
Organizational Commitment	0.959

The research results were analyzed by using the statistical package for social science. The research findings and the hypotheses testing in this research study were presented as follows.

For description of the respondents, the research finding revealed that the survey data of Thailand Post Co., Ltd staffs were made up of 83.80% male. The averages ages of the staffs were between 25-34 years up to 31.90%. For the education, most of the staffs had earned below Bachelor's Degree up to 64.30%. They were in staff position up to 41.90% with 1-10 years experiences of 55.70%. The average monthly income is 10,000 Baht or below up to 32.90% as stated in Table2.

For descriptive statistics, the collected data were analyzed by using means and standard deviation. The means score of Thailand Post Co., Ltd staffs' opinion on perceived workload was at a low level with recoded mean score of 3.77; job burnout was at a high level with recoded mean score of 2.33; and organizational commitment was at a high level with mean scores of 4.24. To explain in details; workload and work condition mean scores were at 3.82 and 3.72, respectively. In addition, emotional exhaustion, depersonalization, and reduced personal accomplishment mean scores were at 2.83, 2.52, and 1.83, respectively.

For inferential statistics, the analysis of the correlation coefficient between the two independent variables was explored. Pearson's Product-Moment Correlation was used to determine the relationship of the independent variables. The objective was to find the magnitude of correlation among the variables and to test for Multicollinearity. Thus, correlation analysis between the independent variables was shown in Table 3.

Table 3 depicted the relationship between the independent variables that correlation coefficients (*r*) are not exceed 0.800. As Hair *et al.* [10] described the relationship between the variables that must be less than 0.800 otherwise it may cause Multicollinearity. This research shown that the relationship between the independent variables with the highest value of 0.503, which was not exceed 0.800, accordingly multi-collinearity problem was not found. Therefore, it can be tested by using Multiple Regression Analysis, a linear model, in order to investigate the influence of perceived workload and job burnout on organizational commitment of employee of Thailand Post Co., Ltd. Sakon Nakhon Post Office.

Table 2
Description of the Respondents

n = 210

Demographic Information		Numbers of Respondents (NR)	Percentage of NR to Number of TR*
Gender	Male	176	83.80%
	Female	34	16.20 %
Age	Under 24 Years	29	13.80 %
	25-34 Years	67	31.90 %
	35-44 Years	63	30.00 %
	45-60 Years	51	24.30 %
Education	Below Bachelor's Degree	135	64.30 %
	Bachelor's Degree	68	32.40 %
	Above Bachelor's Degree	7	3.30 %
Position	Contractor	74	35.20 %
	Daily Employee	30	14.30 %
	Permanent Employee	18	8.60 %
	Staff	88	41.90 %
Experience	1-10 Years	117	55.70%
	11-20 Years	41	19.50%
	21 Years or Above	52	24.80%
Monthly Income	10,000 Bath or Below	69	32.90%
	10,001–20,000 Bath	81	38.60%
	20,001–30,000 Bath	11	5.20%
	Above 30,00 Bath	49	23.30%

* TR denotes total respondents.

Table 3
Correlation Analysis between Independent Variables

	WORK	JOB	COM
MEAN	3.77	2.33	4.24
S.D.	0.599	0.570	0.507
WORK	1		
JOB	0.366**	1	
COM	0.056	-0.503**	1

** . Correlation is significant at the 0.01 level

The research results from hypotheses testing on the influence of perceived workload and job burnout on organizational commitment of employee of Thailand Post Co., Ltd. Sakon Nakhon Post Office were presented in Table 4.

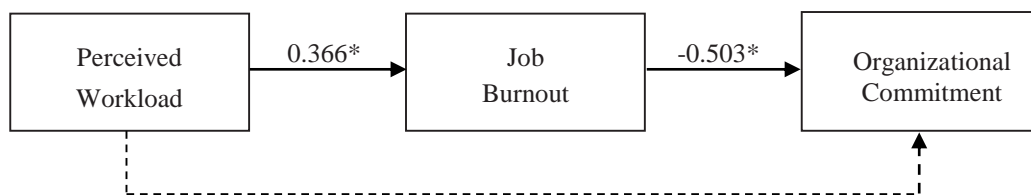
In addition, the research results from hypotheses testing can be described in the following diagram as presented in Figure 2 and also the research findings can be depicted in the form of structural equations as presented below:

Table 4
Research Results from Hypotheses Testing

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Beta	Std. Error	Beta		
H₁: WORK→JOB	0.348	0.061	0.366	5.665	0.000***
H₂: JOB→COM	-0.448	0.053	-0.503	-8.398	0.000***
H₃: WORK→COM	0.048	0.059	0.056	0.815	0.416
Adjusted R² = 31.30%		S.E.E = 0.420		F = 48.681	

***. Predictor is significant at the 0.000 level

Figure 2
Research Results



$$\text{JOB} = 0.366 \text{ WORK} \quad \dots\dots\dots (4)$$

(5.665)

$$\text{COM} = -0.503 \text{ JOB} \quad \dots\dots\dots (5)$$

(-8.398)

The hypotheses testing found that perceived workload and job burnout can explain the variation of organizational commitment up to 31.30% (Adjusted R-Square 0.313) at 0.05 significant levels. The perceived workload had a statistically significant positive influenced on job burnout with standardized coefficients (β) of 0.366. The job burnout had a statistically significant negative influenced on organizational commitment with standardized coefficients (β) of -0.503. However, the perceived workload had not directly significant influenced on organizational commitment. The two measurement factors of perceived workload should be further investigated to find the most impact on job burnout. In addition, three measurement factors of job burnout should be further explored to find the most impact on organizational commitment. The symbols used to represent the predictors stated as follows:

- WORK1=Workload
- WORK2= Work Condition
- JOB1=Emotional Exhaustion
- JOB2 =Depersonalization
- JOB3 =Reduced Personal Accomplishment
- JOB= Job Burnout
- COM= Organizational Commitment

The research result of measurement factor revealed the statistically significant positive influenced of work condition on job burnout with standardized coefficients (β) of 0.254. Furthermore, emotional exhaustion and reduced personal accomplishment had statistically significant negative influenced on organizational commitment with standardized coefficients (β) of 0.347 and 0.559, respectively as presented in the forms of structural equations below:

$$\text{JOB} = 0.254\text{WORK2} \quad \dots\dots\dots (6)$$

(2.926)

$$\text{COM} = 0.347\text{JOB1} + 0.559\text{JOB3} \quad \dots\dots\dots (7)$$

(4.406) (10.326)

In conclusion, according to hypotheses testing, perceived workload and job burnout had significantly influenced on organizational commitment of employee of Thailand Post Co., Ltd. Sakon Nakhon Post Office suggesting management should concentrate on providing appropriate workload to reduce job burnout in order to increase organizational commitment in the long run.

CONCLUSIONS

This research study aimed to investigate the influence of perceived workload and job burnout on organizational commitment of employee of Thailand Post Co., Ltd. Sakon Nakhon Post Office. The results revealed that the perceived workload had a statistically significant positive influenced on job burnout and the job burnout had a statistically significant negative influenced on organizational commitment. However, the perceived workload had not directly significant influenced on organizational commitment. Thus, the following suggestions from the research results can be applied as management guidelines for human resource management for Thailand Post Co., Ltd. Firstly, appropriate work condition; especially for job responsibility, job timeline, and job priority, seems to be very critical success factor to reduce job burnout and keep Thailand Post Co., Ltd. staffs satisfying with their job in the long run. Secondly, to increase organizational commitment, decreasing in emotional exhaustion and enhancing personal accomplishment should be strengthening. To conclude, perceived workload and job burnout had significant influenced on organizational commitment of employee of Thailand Post Co., Ltd. Sakon Nakhon Post Office. However, there are many other factors that can be expected to enhance organizational commitment such as quality of work life, employee motivation, leadership, or organizational climate for further research.

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