

# Does HRM Technology Influence the Organizational Performance in Pharmacy Sector of Thailand? Mediation of Marketing Capability

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## ABSTRACT

Human Resource Management (HRM) has been renowned applied theme in the professional field. However, corporations have completed the great funds for HRM technology, pragmatic investigation proposals unpredictable sustenance that HRM technology increases the administrative performance. Though, investigation that observes the associations amid HRM and organization's performance is yet scarce. This study empirically studies the connection amid HRM and performance of firm in pharmacy business of Thailand. It also examines the mediating impact of marketing capability on the connection amid HRM and organizational performance. Data collected using survey method whereby an overall of 270 surveys were dispersed to employees of pharmacy and received 250 questionnaires. The results show a constructive connection amid HRM technology and organizational performance. They, moreover, specify that

marketing capability mediated amid HRM technology and organizational performance. This study verified that HRM technology is the main cause of influence on marketing capabilities and organizational performance. Overall, this investigation contributes by enlightening the importance of HRM in improving organizational performance.

**Keywords:** Human Resource Management, Marketing Capability, Organizational Performance, Pharmacy Business

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## INTRODUCTION

Since the late 60s, researchers recognized that the central intention of any business is to attract and hold HR management is not a latest thought (Mendoza et al., 2009). Now, employees are considered more valuable and become key element in all organizational actions. Similarly, in today's aggressive industry setting, the achievement of firm may depend on capability to activate HRM that facilitates the expansion and accomplishment of extra well-organized and successful employee-focused approaches. It is value saying that HRM grounded on founding a maintainable relationship with clients and considered key stone for attaining faithful clients who are abundant more money-making than non -trustworthy ones. Furthermore, HRM has recently become a focal-point in the business field and one of the most debated issues (Balaram & Adhikari, 2010). Therefore, just 30% organizations achieved perfection in their organizational performance through activating HRM technology. These inconsistent results mention the possible power of unfamiliar mediating or moderating factors and

additional research required on the system by that HRM technology enhanced organization performance. This investigation will concentrate on mediating role of marketing capability amid HRM technology usage and organization performance (Anyika et al., 2019; Nazempour et al., 2020). The purpose of study is to find out how HRM technology influence to organization performance and mediation of "marketing capability" in Thailand context and population included all employees of pharmacy sector in Bangkok city. Table 1 given below explain the trend of transferring the employees from one workplace to another due to some reasons. For instance, the employee that have soft services have 91 percent transfer rate in the organization. In addition, the employee that have work elasticity have 72 percent transfer rate in the organization. Moreover, the employee that have anti-harassment have 71 percent transfer rate in the organization. Finally, the employee that have pay transparency have 53 percent transfer rate in the organization.

TABLE 1. Trend of Transforming Employee Workplace

Reason of Transferring	Percentage of Transfer
Soft Services	91%
Working Elasticity	72%
Anti-harassment	71%
Pay Transparency	53%

The same phenomenon is explained in Figure 1 below. The trend of transferring the employees from one workplace to another due to some reasons. For instance, the employee that have soft services have 91 percent transfer rate in the organization. In addition, the employee that have work

elasticity have 72 percent transfer rate in the organization. Moreover, the employee that have anti-harassment have 71 percent transfer rate in the organization. Finally, the employee that have pay transparency have 53 percent transfer rate in the organization.



Figure 1: Trend of Transforming Employee Workplace

The organizations are struggling to uphold their selves in globalized and competitive environment (Kaupahi et al. 2013). For such purpose organizations have to develop profitable HR relationship which is possible through implementing HRM technology. The capability of any organization for accumulating, storing, analyzing, and sharing information about employee is improved by developing information technology area (Breschini et al., 2016; Dewnarain et al., 2019; Hollebeek et al., 2019).

The great number of researches out of Thailand has been conducted on influence of HRM technology, and mediating effect of marketing capability on organization performance. We have explored that in Thailand small quantity of literature regarding this topic has been available, so we have conducted our research in pharmacy outlet in Bangkok city because it's neglected area regarding HRM technology. This study is also introduced importance and need of HRM technology in enhancing organization performance through considering "mediating role of marketing planning capability and marketing implementation capability". Current study will address the following questions:

1. How HRM effect the organization performance?
2. How marketing capabilities mediate the connection amid HRM and organization performance?

These are the following objectives of study:

1. To identify the HRM effect on organization performance.
2. To scrutinize the mediate of marketing capability on connection amid HRM and organization performance.

## LITERATURE REVIEW

### HRM Technology

HRM has a developing attractiveness and is growing unique of the deepest theoretical and applied subjects in the industry. Moreover, the most important mechanism of HRM and HRM technology explained by way of the material expertise used for supervision to purchaser relations (Sin et al., 2005; Chen & Popovich, 2003). Exclusively, they enlightened four activities of HRM technology: sale support, service support, analysis support, and data integration and access support. In addition, HRM helps a business how they like to collaborate with the

company, how commercial they are, and what their future worth might be and to recognize who their employees are (Kaul (2017; Hollebeek et al., 2019; Breschini et al., 2016; Cavalcante 2018; Dewnarain et al., 2019). That HRM contains of different mechanisms plus significant patrons, purchaser connection organization, knowledge administration, and expertise (Namjoyan et al., 2013). Similarly, the HRM is used in each location in instructions to capitalize on association value with employees and it is a universal managerial procedure for producing, keeping, and emerging relationships (Richards & Jones, 2008).

The results of early research show that HRM, investment and outcomes in relation to finance and operations have a positive relationship. (Namjoyan et al., 2013) However it has been noted that the ones working at business level have more impact on their performance. Additionally, there are differences which relates to the nature of work, worker's profiles to carry out such work and the results in order to achieve the organizational goals (Breschini et al., 2016; Hollebeek et al., 2019). These differences have been noticed across the business units. So, these issues suggest that business unit level is a better place to conduct test for HRM and performance relationship identification and also there is criticism to the fact that differences in the practices of HR creates effect on the performance.

### Organizational performance

The efficiency and competence are dimensions of business's performance according to organization theory confirmed by Clark et al. (2000). In addition, Vorhies and Morgan (2003) explained efficiency resources that the extent to which maximum wanted administrative objectives are fulfilled and effectiveness related to proportion of organizational resources utilized as efforts to obtain goal's conclusion. Therefore, they described organizational performance in terms of four elements (Anyika et al., 2019; El-Kassar & Singh 2019; Nazempour et al., 2020; Sharma et al., 2018). 1) Income, profits, marketplace, cash-to-cash sequence time, and incomes per share come under the heading of financial and market performance. 2) Employee satisfaction and human resource performance. 3) Employee focused performance consisted of employee satisfaction and product or service performance. 4) Organizational effectiveness consisted of

time to market, level of improvement, production and supply chain flexibility (Mithas et al, 2015; Sharma et al., 2018). Moreover, Kasim and Minai (2009) contended that HRM technology tightly connected to hotel performance, hotel performance maximized through information technology.

Organization and performance relationship have been explained by behavior motivation approach with the help of psychology framework. As per this approach, employees are motivated by performance to use efforts to perform work (Anyika et al., 2019). Few of the authors talks about attitudes that exists at different level including affective commitment to job, job satisfaction and empowering employees psychologically in order to explain how the path of motivation works (Saengchai, Siriattakul, & Jermsittiparsert, 2019; Hartinah, Suharso, Umam, Syazali, Lestari, Roslina, & Jermsittiparsert, 2020). The attitude which has been studied the most includes affective commitment to organization. This attitude talks about the emotional attachment or involvement of the employees with the organization. As per Sharma et al., (2018) the employees who has commitment to organization will work on his goals as well as independently pursue them too. This attitude thus is one of the main parts of motivation process of employees. Therefore, as per the perspective of motivational path performance affect the behaviors of employees and promote attitudes due to which they become more willing to get involved in the behaviors that are productive.

#### Marketing capability

Marketing capability as a combination of processes for implementing combined information, abilities and means of firm to the market and business required adjoin value to goods and facilities and cheap edge gained through marketing mix elements (Phadett Tooksoon et al, 2010) Therefore marketing competences can be distinct as the particular, architectural, cross-functional, and forceful capabilities. Furthermore, it is facilitated that consequently architectural marketing capabilities encircle the planning-related procedures concerned in choosing tactical marketing goals and framing approaches to achieve them (Dang et al., 2019; ESMAEILPOUR et al., 2019; Hirunyawipada & Xiong 2018; Joensuu-Salo et al., 2018; Mathur 2019; Sun et al., 2018; Zhou et al., 2018). Architectural publicizing competences contains marketing development competence and publicizing application competence. Cross functional marketing capabilities have three most significant dimensions such as brand administration, HRM, and novel goods expansion (Slotegraaf & Dickson, 2004). Moreover, Dynamic marketing capabilities have three foremost essentials market knowledge, source reconfiguration, and capability augmentation (Morgan et al., 2011). Therefore, the executed marketing management that comprise of analyzing marketing opportunities, probing and selecting market objectives resulting of marketing capability and comprehend and controlled marketing strategies should be established. In addition, they facilitated that particular marketing mix-based practices play an essential occupation

in marketing activities, marketing capabilities literature materialize architectural capabilities for the reason that architectural capabilities strongly effect to business performance than specialized capabilities (Chang et al., 2010).

#### Organization Performance and HRM Technology

After the resource-based interpretation of the firms and employee centricity attitude, HRM approach is hypothesized as a useful instrument employed by organizations to increase employee worth and to generate wanted employee know-how by successfully increasing their service. In addition, the result displays that there is optimistic connection amid HRM performance and banks performance and their competitive advantages (Mohammad, 2014). Furthermore, result shows a positive connection amid HRM dimensions and hotel performance. Overall, this study enrich the literature by providing proof of the importance of HRM dimensions in improving hotel performance (Mohammad, 2014).

There is still no clear idea in relation to issues despite the fact that literature on an extensive level provides an indication that HRM impacts performance. (Dewnarain et al., 2019; Cavalcante, 2018; Hollebeek et al., 2019; Okeke et al., 2019). It has been indicated by a number of authors that varied impact is created on employees by different practices which are part of HRM. For instance, as per some of the practices, it creates enhancement on motivation level of employees whereas knowledge and skill sets are affected by others and there are some other practices which results in empowering and creating behavior in employees that is participative. Though there are evidence that such effects are induce by the practices of HR still many of them creates an open argument in the literature.

However, there are some authors who have suggested that there is a need to study both the theories of motivation as well as human capital simultaneously in relation to HRM and performance relationship. There are limited authors who attempts to intervene for both these paths. For instance (Hollebeek et al., 2019; Dewnarain et al., 2019), they found an important intervention made by both human capital as well as social exchange. As per Breschini et al., (2016) social exchange can be used as a substitute for the path of motivation. In fact, social exchange has been **taken as one of the motivation's antecedents. In addition to this commitment if affective is considered as another proxy and is used in a more frequent manner for the purpose of measuring the path of motivation and is considered an important motivation path. Therefor it is important that these differences to measure motivational path are made clear to understand the concept of HRM and performance relationship.**

#### HRM Technology and Marketing Capability

Exclusively, analyst argued that the strength of marketing concept stands on constructing and organizing employee interactions. Previous study facilitated that developed marketing capability based on conquering execution of HRM (Krasnikov et al., 2009). A previous study demonstrated that considerable marketing performance

absolutely exaggerated by focusing on the core accounts, technology-based HRM, managing knowledge, and HRM organization (Namjoyan et al., 2013). Therefore, the essential information about employees obtain via using HRM technology ultimate enhanced marketing capability which encircled equally to the managers and the employees for accomplishing exact marketing goals successfully (Chang et al., 2010) Furthermore, they also proposed scrutinize in isolation the mediated influence of marketing -arrangement competences and the execution of marketing competences on the association amid HRM and business's performance. This paper will examine the connection of HRM technology use and organization performance and also mediated role of marketing capability.

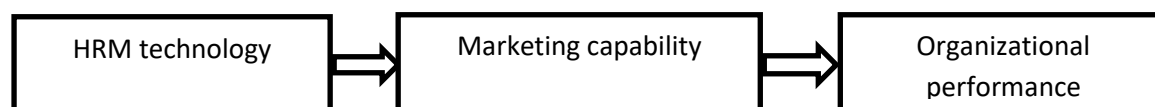
**Marketing Capability and Organization Performance**  
Researchers explored that Superior organization performance in terms of "sales, profit, and market share", eventually guided by Marketing capabilities which implement a momentous and optimistic upshot on consumers' gratification and trustworthiness (Santos-Vijande, Sanzo-Pérez et al., 2012). Similarly, marketing capabilities straight forwardly and certainly belongs to employee value creation, fulfillment, and loyalty and employee performance ultimate power and encourage to business performance (Hooley et al., 2005). Furthermore, they suggested that marketing capability maximize firm performance and most important among three main factors like marketing capability, operational capability, and R & D capability channel to attain approving output in eminent technology markets (Dutta et al., 1999). In addition they argued that both revenue and margin growth rates instantly and correspondingly achieved by marketing capabilities Furthermore, they described that employee satisfaction, efficiency (profitability), and market efficiency exploit to calculate business performance (Chang, Park et al. 2010) . Moreover, frequent studies explored that

business performance significantly persuade by marketing capability (Slotegraaf & Dickson, 2004; Vohies & Morgan, 2009; Morgan et al., 2009; Chang et al., 2010).

Marketing capabilities has a positive relation with business units and the outcomes of organizations this is indicated by the broad range of empirical evidence (Dang et al., 2019; Joensuu-Salo et al., 2018; Sun et al., 2018). The description of marketing capabilities as given in the literature includes a collection of practices that helps in enhancing the skill set, motivation and participation of employees resulting in increasing their efforts which thereby result in improving their performance. Marketing capabilities are actually considered as a collection of practices of human resources and marketing functions of the company which are in actual separate but at the same time are interconnected and also serves as a system of clear practices. There is no definite point on which researcher show their consent regarding the specific practices and their establishment of performance still a few of the practices includes hiring done on selective basis (Dang et al., 2019; ESMAEILPOUR et al., 2019; Zhou et al., 2018). Talking about this study the term "High performance work system" has been given preference because these practices are interrelated and create an effect on the performance of employee and also because suggestion has been given by performances that it not only create an impact on motivation level of employee but also results in improving their knowledge as well as skill set.

They proposed that HRM technology use make possible a employee-focus administrative values and administration structure (Park et al. 2010). HRM based technology support to build purchaser catalogue and info storage structures which permit organizations to sketch and execute thriving marketing dealings for upholding clients long lasting and assembly them additionally gainful (Roberts at al., 2005).

## RESEARCH MODEL



### Hypotheses

H1; There is an optimistic association amid HRM technology and organizational performance

H2; Marketing capability positively and significantly influence to organization performance.

H3; HRM technology positively and significantly enhance the marketing capability.

distinct ways and this need to be supported by each functions or departments of the business. However, with respect to this, the relation with purchasers of the business possibly will upsurge the business's performance. Therefore, this investigation designed in command to determine the linkages among HRM, marketing capabilities and organization's performance.

## METHODOLOGY

This study explores the connection of HRM technology use and organization performance and also mediation of marketing capability. Marketing application competence and marketing planning capability effect on organization performance has also been considered. However, the performance of a business can by upsurges through several

### Questionnaire design

We conduct survey to explore how HRM and marketing capability influence the organization performance. Questionnaire consists of two segments. First segment connected to individual summary of the participants counting their "gender, age group, and education level,

length of service and nature of employment”. Second segment related to variables including HRM technology use, marketing capability and organizational performance. HRM technology, Marketing capability and organizational performance is measured by adopted scale (Abdul-Alem Mohammad Mohammad, 2014).

Sampling

In this investigation simple random sampling method is used and sample size of 270 selected. Our target population is employees working in pharmacy firms in Thailand.

Data collection procedure

This study chooses the twenty firms in Bangkok. We take the list of employees from HR department of pharmacy and select the top 270 employees. We collect the data

through personal survey and respondents are truly responded.

Findings

Demographic analysis portrays the evidence about “respondent’s age, education level, and gender, nature of employment and length of service”. We dispersed 270 survey forms to gather the replies of participants out of which 250 valid forms acknowledged. 178 filled by male and 72 filled by female respondents whose percentage is 71.2% and 28.8% correspondingly.

Frequent participants were amid the age group of up to 26-45 whose percentage is 72.8%. Subsequently 25.6% respondents were belonging to age group of up to 25 and 1.6% respondents were belong to age group of 46-55.

TABLE 2. Correlation Matrix

Construct	Mean	SD	1	2	3	4	5	6
HRM	4.18	0.613	1					
M_P_C	4.13	0.670	0.656”	1				
M_I_C	4.03	0.683	0.666”	0.652”	1			
F_P	4.01	0.628	0.593”	0.481”	0.452”	1		
C_P	4.06	0.560	0.599”	0.599”	0.595”	0.490”	1	
L_G_P	4.07	0.573	0.658”	0.578”	0.572”	0.544”	0.536”	1

Besides almost 33.6%, 65.6% and 0.8% respondents were belonged to bachelors, masters, and PhD respectively. 19.2% participants have up to 1-year length of service, 33.6%, 28.8% and 18.4% respondents have 2-5 years, 5-10 years and 10+ years length of service.

The above stated table is representative the “descriptive statistics, reliability and Pearson correlation” amongst all investigation’s paradigms. The uppermost association occurred between marketing implementation capability and HRM technology use which is treasured at .666. It is

shimmering that marketing implementation capability and HRM technology use are positively related with each other. All other variables named as marketing planning capability, financial perspective, employee perspective and learning & growth perspective are also associated with each other. The mean standards are presenting the trend of replies that maximum of them are fibbed in the direction of sociability. Outcomes show that data is reliable because alpha standards for all paradigms are within acceptable series.

TABLE 3. Convergent Validity

	CR	AVE	HRM	MC	OP
HRM technology	0.79	0.54	0.291		
Marketing Capabilities	0.81	0.61	0.222	0.37	
Organization performance	0.84	0.68	0.212	0.361	0.462

The overhead stated table is representative the discriminate and convergent rationality of the archetypal by way of the standards of AVE and composite consistency are superior than 0.5 and 0.8 correspondingly that’s why this archetypal has convergent rationality. While, discriminate rationality is be contingent upon the standards of “square root of

AVE” which have to be superior to the association standards. As per the stated table, the standards of association are fewer than the standards of “square root of AVE”, consequently discriminate rationality is likewise having in the archetypal.

TABLE 4. Fit Indices for CFA Model

Index of fit	Cmin/df	P	GFI	AGFI	CFI	RMSEA
Value	2.99	.06	.941	.810	.932	.051

Table 4 of Appropriate Directories Archetypal demonstrates the “Goodness of Fit Chi Square” and other standards to regulate that weather the selected archetypal has been an apt fitting for consistency and rationality checked or not. “Goodness of Fit Index” (GFI) should be superior than 0.95, “Adjusted Goodness of Fit Index” should be superior than 0.8, CFI should be >0.95, “Root Mean Square Error of Approximation” should be <0.5.

Therefore, the consequential standards of our dimensional archetypal are GFI=0.941, AGFI=0.810, CFI=0.932, RMSEA=0.51 being in standard assortment of acceptance demonstrates that our archetypal is acceptable to crisscross the consistency and rationality of scale being utilized for the gathering of facts in so long as a green indication to progress.

TABLE 5. Model Fit

Index of fit	Cmin/df	P	GFI	AGFI	CFI	RMR
Value	3.01	.07	.962	.8235	.942	.043

Table 5 represents to the fit directories of SEM which was determined by utilizing the statistical software. The appropriate directories regulate the appropriateness amid the suggested and the presence discrepancy atmosphere. The initial value anticipated by the directory of appropriate chi square (df) = 3.01 labels the appropriateness of archetypal being utilized. Likewise, the GFI regulates the discrepancy in the archetypal which is 0.962 existence

relatively reasonable, AGFI worth as 0.8235 displays relatively a virtuous appropriate and the RMR worth representative the transformation amid predictable discrepancy and covariance from experiential worth being minor as 0.043 is healthier, CFI “comparative fit index” worth 0.942 is measured as virtuous. Consequently, the outcomes regulate that the facts is appropriate rendering with the archetypal.

TABLE 6. SEM Mediating Analysis

Independent Variables	Effects	Organizational performance
HRM	Direct Effect	.48*
	Indirect Effect	.372*
	Total Effect	.541*

The direct effect value indicates positive connection amid HRM technology use and organizational performance. Similarly, the total effect also shows the positive relationship amid HRM technology usage and organizational performance while, adding the mediator marketing capability.

performance (Slotegraaf & Dickson, 2004; Vohies & Morgan, 2009; Morgan et al., 2009; Chang et al., 2010). Therefore, HRM technology use significantly affects to marketing capability supported by H3; HRM technology use effectively enhances the marketing capability.

## DISCUSSION AND CONCLUSIONS

The intention point of this investigation is to determine the connection amid HRM technology usage and organization performance and intervening role of marketing capability. There is a constructive association amid “HRM technology and organizational performance” which ultimately supported to H1 of this investigation. HRM technology use helps to enhance organization performance in terms of profit maximization and better employee service. Several studies depicted that HRM technology use positively impacts to organization performance (Park et al., 2010; Mohammad, 2014). Marketing capability positively and significantly influence to organization performance backed by H2; Marketing capability is proved helpful to increase organization performance because marketing is an essential managerial function. Marketing capability is supported to build competitive edge. Its contribution to organization performance has been widely accepted. Therefore, numerous studies elaborated that marketing capability definitely and significantly affect to organization

HRM technology is helpful for maintaining most essential information about employee which provides support to sale force for establishing marketing plan to capture and retain the employees. The current study explored that managers and employees can accomplish definite marketing goals much more successfully through implementing HRM technology which improve marketing capability by retaining precious information about employee (Chang et al., 2010). Furthermore, this study found that HRM technology surely upsurge a business’s performance through the interference of marketing capabilities. It can be highlight in more precise way, however, in order to gain success for a business, it needs to be supported by all its departments and functions along with the subsidiaries, still major contribution have been made through the marketing functions of a business (Al-Weshah et al., 2019; Rafiki et al., 2019). Therefore, it can be concluded that HRM and marketing abilities of a business directly contribute in the success of a company.

Practical implications

With the help of this study and understanding for the relationships between HRM and business units can be established in a number of ways. At first it provides an insight to several theoretical issues which needs to be more clarified in order to separate the understanding in relation to mediation mechanism that comes under HRM and performance relationship. This study will raise awareness among employees and managers of pharmacy sector to concentrate on HRM technology, marketing capability which proved helpful for maximizing organization performance. They can increase employee satisfaction and loyalty because data access, data integration and data analysis rapidly possible by implementing HRM technology. Ultimately superior employee services can be provided because of in time decision making.

#### Limitations and Future Research

In this study cross survey technique was used whereas longitudinal study can be conducted to examine deviation in responses because of time span. Sample size was too small just 250 questionnaires filled by employees of pharmacy. Further study can be conducted by increasing sample size, irrespective of pharmacy sector. This study just explores mediation of marketing capability amid HRM technology and organization performance. But further research can be conducted to examine moderating part of marketing capability amid HRM technology and organization performance. In this study two of sub proportions of architectural marketing capability, which comprises "marketing planning capability and marketing implementation capability" are also included which substantially upsurge the generalizability of the investigation.

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