

The Effects of Human Resource Practices on Perceived Organizational Support and Job Satisfaction in Pharmacy Industry of Bangkok City in Thailand

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ABSTRACT

The aim that is motivate to write this article is to investigate the HR practices influences on the perceived organization support (POS) and also on the satisfaction of the workers that are working in the pharmacies of Bangkok city in Thailand. The analysis of mediation impact of POS among the all the practices of HR such as recruitment and selection procedure, training and development procedure, and reward and compensation process are also the aim of this research. The HR managers and employee are the respondent of the research and PLS-SEM was the tool that is utilize for analysis. The findings uncovered that practices of HR such as recruitment and selection procedure, training and development procedure, and reward and compensation process has positive influence on POS and job satisfaction. The results also uncovered that POS positively mediates among the nexus of practices of HR such as recruitment and selection procedure, training and development procedure, and reward and compensation process and job

satisfaction. These outcomes provided the guideline to the regulation making authorities that they should increases their focus on the HR practices that enhance the POS and job satisfaction of the employees that ultimately improve the organizational performance.

Keywords: HR Practices, Perceived Organization Support, Job Satisfaction, Pharmacy Industry

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INTRODUCTION

Bangkok is becoming a major power of economy globally. Bangkok is expected to contribute 32% of GDP globally by 2025 and 51% of GDP globally by 2050 and by 2034 all economies of all western countries will be merged (Boretos, 2009). Bangkok this organization applies how and how to develop resource management theory (HRM), which was mainly developed in Western countries. In addition, intensive research in Bangkok elaborates and explains how human capital can be managed more effectively in national and international companies.

The HRM system of an organization helps to increase efficiency and to attain competitive advantages explained by (Becker & Huselid, 1998). Implementation of HRM practices effectively can affect the behavior of employee which results in reduction of turnover, increase in productivity and affect the company's financial performance in positive direction (e.g.(Huselid, 1995); (Becker & Huselid, 1998); Combs, Liu, Hall, and Ketchen (2006); (Sriviboon & Jermisittiparsert, 2019). Although most of these studies examine that most of the western countries research work results have been found in Bangkok. Implementations of HRM practices have a positive impact on financial performance and as well as operational performance relationships with employees (Ngo, Lau, & Foley, 2008). However, to understand how HRM practices affect the productivity of organization is an emerging theoretical challenge for strategic human resource management sector (Becker & Huselid, 2006). Managers who can understand the company's HRM architecture influence on performance are very experts to develop HRM's methods which can generate and maintain returns and can increase profits (Becker & Huselid, 2006).

Research provides clues to understand how HRM practices affect the organization's results. It is clear that practices such

as selection, recruitment and training can increase the capabilities of intellectual capital of employees which improve the appearance of the organization (Youndt & Snell, 2004). The observed characteristics of HR personnel practice can also influence the impact of HR on business results (Bowen & Ostroff, 2004). We believe that employees who interpret and take interest in HRM practices of company are more likely become an asset which help the company in achieving desired results. Many studies support this claim i.e.(Nishii, Lepak, & Schneider, 2008). found development staff that contributed in HRM practices or implementation quality – are against of reducing costs or compliance – as well as contributing to behavior that increased customer satisfaction; perception of employee that motives or encourage other individual behaviors in a way that helps in improvement of company and benefits the company. Another research has shown that employees who believe that they are supported by their company or by their employers have a positive effect on business growth and performance by reducing employee's turnover (Allen, Shore, & Griffeth, 2003). This kind of support, referred as Perceived Organization Support (POS), which create a sense in employees that organization is valuing their work, care about their employees and work for their welfare (Eisenberger, Huntington, Hutchison, & Sowa, 1986). POS explains various companies' outcomes such as sales, performance and employee's participation Rhoades and Eisenberger (2002); Wayne, Shore, Bommer, and Tetrick (2002) and behavior for citizenship of organizations (Chen, Eisenberger, Johnson, Sucharski, & Aselage, 2009). The positive effects of POS are also widespread in Bangkok, as PEs are involved in the organization (Loi, Hang-Yue, & Foley, 2006) with intention of low sales (Loi et al. (2006); Hui, Wong, and Tjosvold (2007); Zhang, Farh, and Wang (2012). and behavior of organizational citizenship (Zhang et al., 2012). However, till now we don't understand how practices of HRM

affect the perception of company's employee and support, especially in Non-Western situations. As many researchers (Zhang et al., 2012) noted, POS has received much attention from research since its introduction phase which is started in the late 1980s, but only few empirical research has

examined POS history. This affect is mostly become true in the context of Bangkok. It describes the relational nature of culture of Bangkok, researchers insisted on examining and understanding the role of VDPs in main organizations in Bangkok and the role managers play in them (Hui et al., 2007).

TABLE 1. Growth in HRM Application Revenue

| Applications | Revenue in Percentage |
|-------------------|-----------------------|
| IBM | -10% |
| Microsoft | 3% |
| Oracle | 5% |
| ADP | 8% |
| SAP | 8% |
| Kronos Inc. | 10% |
| SumTotal | 12% |
| Ultimate Software | 20% |
| Ceridian | 37% |
| Workday | 40% |

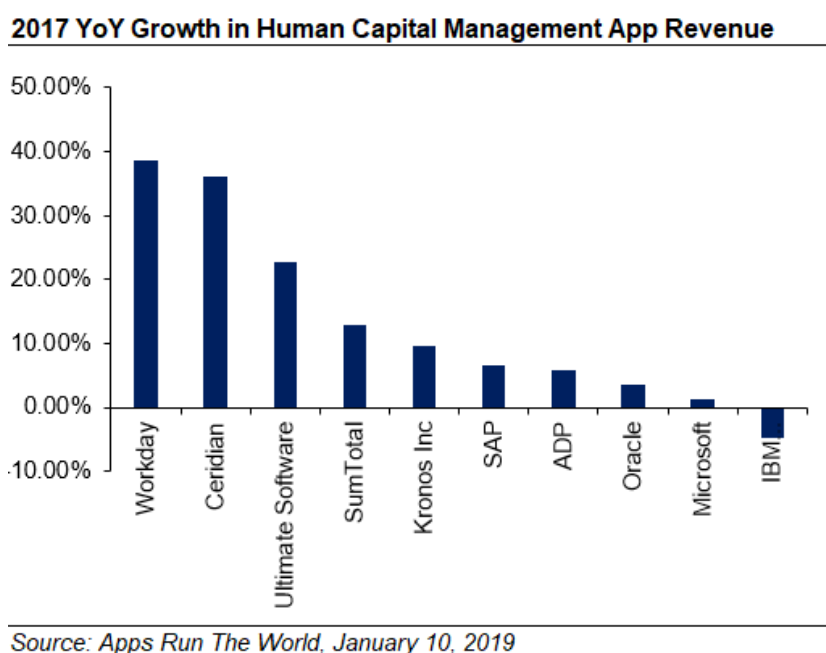


Figure 1: Growth in HRM Application Revenue

Our research responds to calls from other authors and researchers. Zhang et al. (2012) study is an effective attempt to remedy the lack of literature available on the history of the POS. The study of Zhang et al. (2012) examined the context in general and varied from organizational factors (such as accommodation and Medicare support) to contextual organizational factors (such as support for supervision). For this reason, the history of point-of-sale HRM has been investigated in a limited number in the Bangkok context. We examine the impact of all aspects of human resource management (selection and recruitment of employees, employee's training and development, employee's performance evaluation, and employee's compensation) on the perception of the POS in a company of Bangkok. Available theoretical contribution helps managers of the emerging and growing Bangkok economic structure in practicing HRM for the better achievement of results for their company and their

own employees. Study also examined the relationship between outlets and the specific job satisfaction aspects. Author believes that satisfaction of job improves the relationship between the company results and POS and gives researchers and doctors a better understanding of the impact of POS implementation. This study helps researcher to examine and understand how the POS influences the individual attitudes of employees towards certain aspects or direction of the work.

LITERATURE REVIEW

Antecedents of Perceived Organization Support (POS) Although initial research shows that POSs work for both Bangkok companies and North American samples, there is little evidence of how certain HRM practices develop POS. Meta-analytical studies on North American samples have shown that justice, supervisory support, rewards by organizations and working conditions that contribute towards

the VDP Eisenberger et al. (1986); Rhoades and Eisenberger (2002) If employees believe that decision-making processes are fair and on merit, they point to a growing or higher VDP Wayne et al. (2002). while applying organizational guidelines (e.g. preferences) to influence decisions within the organization that lead to a weaker perception of support (Rhoades, Eisenberger, & Armeli, 2001). Similar results were reported during the first investigation in Bangkok. Zhang and colleagues (2012) examined that justice, support of supervisors, career development and vocational training forecast the VDP in Bangkok. In addition to this, Zhang et al. (2012) found that Bangkok employees associate a stronger and good relationship between their benefits, wages, and compliance with the working conditions of employees with POS with respect to Western monsters. Zhang and colleagues (2012) are noteworthy because they give an initial insight into the effects of personnel practices of employees such as training and compensation on the POS. Study of Zhang and colleagues (2012) examined various organizational guidelines and context-related factors without focusing specifically on personnel practices of employees. Our study expands Zhang's work (2012) by researching human resource practices. In Bangkok, organizations have more discretion and concern about managing their human resources policies. It is not known clearly to what extent employees of Bangkok interpret and consider these decisions in HRM practices as the nominations of the organization that is involved in their well-being or what values they value. Results to date suggest that HR practices influence VDPs based on their development and implementation.

Human resource (HR) practices

Human resource (HR) decisions and practices i.e. honest employee and employee performance reviews, appropriate training, and employee performance-based compensation are likely to limit or decrease the impact of organizational measures on decision taking and increase or promote the perception of justice. Human resource practices encourage the application of formal company rules and procedures to make decisions based purely on merit. We therefore expect and analyze these objective types of human resource management practices to increase PDV. In addition to these human resource management practices relate to the organization's investment in their employees, taking into account the needs and interests of employees, and must therefore make a positive contribution to the POS (Allen et al., 2003)

In our study, we examined and focused on discretionary HRM practices that take employee interests into account. As set out in following sections, author offer all the positive relationships between the practices of HR and POS. This does not mean that all human resource management initiatives support the VDP e.g. we suspect that lawyers' practices are not considered beneficial by employees. For example, in the United States federal laws influenced the many hiring practices. Existing policies, such as positive action, are likely to be seen as less beneficial for workers, as this is required by federal government. Although this distinction is very important but in this study we are only interested to find out whether there is some linkage between the discretionary HR practices and the VDP, in order to better understand and examine the HRM-VDP relationship in the changing and emerging business environment of Bangkok. In addition to this our study is exploratory because we determine and explain to what

extent and level certain HRM practices predict TPV better than others.

Previous research suggests that American HR practices and systems may not be translated and interpreted well in the Bangkok context. The study of Liang, Marler, and Cui (2012) evaluated the empirical studies carried out in Bangkok between 2002 and 2011. In general, high quality work systems have shown positive organizational results for companies and the firms operating in Bangkok. However, many of these human resource-based practices are in line with best practices of America, while some others differ due to culture difference of Bangkok. Employees in Bangkok can respond and react to HR practices where employees are classified as long-term assets (e.g. in the United States), but also to the importance of Bangkok values for the personal treatment of employees and the recognition of differences and family commitments (Liang et al., 2012). They also explained that future research examine and compare Human Resource Management (HRM) practices in Bangkok to evaluate the features that have impact of HRM practices and compare them with HRM practices in the United States (Liang et al., 2012) For this reason, our study focus on some specific HRM practices rather than usual HR systems for better understanding the linkage between VDP and HRM practices in Bangkok context.

Recruitment and selection procedure

Since 1986, the long-term employment policy of tie fans in Bangkok has been largely replaced by employment contracts that employers could terminate due to low performance, trade rules violation or companies bankruptcy (Montgomery, Warner, Lum, & Spear, 1996). The central government's role has gradually declined in industrial relations at local level, and companies can make their own decisions at their one end about the quality and quantity of their workforce. The "mutual selection", i.e. the free and own choice of professions and workers, has been increased (Browne & Cooke, 2005) Since the 1980s, many farmers have settled in coastal towns to find and seek work for living. In 2004, almost 140 million migrant workers settled in coastal areas quoted by officials (Koehn et al., 2007). The selection and promotion criteria for the managers have developed from a purely political ideology and a pure seniority to youth, level of education, proven technical skills, management skills and decent work (Chow and Street (2004); Koehn et al. (2007) and Browne and Cooke (2005). Employee selection processes define job requirements for candidates and assign the candidate a position that they are capable of. By adapting employees to work requirements, the stress factors associated with inadequacies and the likelihood of the employee being dismissed for failing to perform essential duties can be reduced. Strong positive relationship exists with Job security and the point of sale, while stress factors (i.e. environmental requirements that can be regulated by the organization) reduce the point of sale (Rhoades et al., 2001). The deepening of economic reforms has led to the closure of many public and collective companies. Given the recent mass layoffs among Bangkok employees, we analyze those employees to be particularly conscious to human resource practices that serve as nominees of the organization's fair treatment of its employees. The switch to mail-in selection procedures indicates that stress of role and the risk of termination are reduced. In addition, the definition of task-relevant criteria for selection decisions should lead to a high level perception of the justice, which would affectively increase

the VDP. In the light of above discussion, following hypothesis is developed:

H1: Recruitment and selection procedures based on earnings are positively correlated with the perceived organization support in the pharmacy industry of Thailand.

Training and development procedure

Research in the West has shown that employees have feeling of support by their organizations if employees believe that the training opportunities are of high quality and largely related to their professional success (Johlke, Stamper, & Shoemaker, 2002). Growth opportunities, skills development and career development (Wayne et al. (2002); Meyer and Smith (2000); Tansky and Cohen (2001) and Allen et al. (2003) also have correlation relationship with higher level of POS.

In many cases, however, practices of training did not affect the VDP (Meyer & Smith, 2000). Training can only affect the point of sale if it is about professional development and growth or if it is clear how training influences professional growth (Meyer & Smith, 2000). A researcher discovered that "employees of organizations with many training opportunities may not see these opportunities as a means of transferring and engaging organizational support to them because the opportunities and benefits of training are available everywhere" (Whitener, 2001)p. 531) Meta-analytical studies have therefore shown some moderate connection between POS and training (Eisenberger et al., 1986)

Bangkok has introduced compulsory training as part of the planned economy. In the case of economic reforms, it is at the company's discretion whether and how training is offered. In general, Bangkok companies usually do not have many resources to train their own employees (Koehn et al., 2007). Employees were not allowed to get promoted to management level in planned economy. Since the economic reforms, the difference between employees and managers has narrowed down. As a result, any expert employee can theoretically be promoted to the position of manager level. In general view, De (moral and political attitudes), Qing (job attributes), Neng (education and skills) and Ji (success and performance) remained the promotional criteria (Shen & Darby, 2006)). However, nepotism and guanine played a very important role in advertising. This leads to employee dissatisfaction (Shen, 2007). Investing in employee training opportunities may suggest that preference is less important than developing professional or professional skills. We suggest that employees who recognize the training as accessible to the individuals and as a means to improve and develop their own careers estimates increase in POS level which can be seen from Bangkok studies, these Bangkok employees view the organization as an investor or supporter. The training methods that interest us linked to polishing skills, training employees for future development, expanding skills, and training & instructing employees, therefore offer: -

H2: Career development and development have a positive relationship with the perceived organization support in the pharmacy industry of Thailand...

Reward and compensation process

Studies on western examples have shown that performance reviews that contribute to employee development affect how employees experience organizational support (Whitener, 2001). Instead of just documenting the performance on base of decision-making, the appraisal for the performance can be used to identify the strengths and weaknesses of employees,

identify the best performers, and help employees develop their weaknesses for success. Of her career. The performance evaluation process also enables employees to discuss and communicate their concerns with their superiors and to be more take part in process of own development. Foreign research has shown that the extent and limits up to which the performance and its appraisal process is viewed or analyzed and should be fair enough for the development of oriented effects on the perception of organizational justice and which increases the perception of organization employees who are supported and mostly oriented by the organization and its policies (Meyer & Smith, 2000)

Since the economic reforms, Bangkok companies have often used performance appraisals to determine wages and promotions (Chow & Street, 2004) The study of Shen (2004a) analyzed that the assessment criteria main concern and include political views, skills, abilities, behavior, moral practices and performance. In recent, Bangkok companies change working and started to reduce their main focus on moral practices and party loyalty in rating process. The appraisal of performance process includes group discussion, self-assessment, and managerial comments and concerns (Zhu & Dowling, 1998). The term "democratic" is emphasized, but in case of Bangkok culture, it is the search of harmonious relationships between superiors and peers. The study of Shen (2007) argued that emphasizing democratic expression often leads to an honest assessment of employees. Due to the "gentle facial treatment" of the Bangkok culture, the management may be very restricted to spread negative information to the people to be assessed. In the light of study of Benson, Wheatcraft, and Meerschaert (2000). Bangkok companies also focus on following and respecting the rules, with restrictions and punishment, discipline and rather than promoting participation. Such type of practice lead to lacks of transparency and openness in the evaluation process and to an inappropriate and low efficient use of the results of the evaluation for employee betterment and development as studied by Shen (2004a).

The story that Bangkok employees know from performance reviews demonstrate that the procedure and process cannot be viewed or applied as a practice which support employees. However, our purpose to know that is it possible to apply the same relationship on Bangkok sample which was applied on western sample: performance evaluation processes that focus on development, betterment and contribution in increasing the awareness of support of organization. Although we believe that the evaluation process traditional method will not lead to a higher or increase in perception of sales outlets, also we believe that development opportunities will be used during the process and that good interpreters will be seen as support for the employee. We therefore suggest the following:

The theory of organizational support argues that employees value can be communicated by rewards and appraisals, which results in increases the POS, especially when employees are considered fair (Rhoades and Eisenberger (2002); Allen et al. (2003). Employees are likely to see their rewards as recognition for organizing their services. Even empirical studies in context of western countries provide a mixed and confusing picture of the relationship between compensation and VDP. Performance-related rewards may increase PDV, but some other HRM practices are more important to influence experienced support because salary increases are rare (Fuller, Munguía, Mayfield, Sánchez-Cordero, & Sarkar, 2006). A performance-based remuneration system (fair pay)

was introduced in Bangkok in the 1990s, which linked remuneration to success and replaced the competence-based evaluation system according to Plus Montgomery et al. (1996). According to the study of Ding, Xia, and Zhang (2006) sharing of profit and bonuses are integrated into remuneration structures. The new reward system, which links payment with the profitability of companies and individual performance, has been replaced by discrimination. Income distribution inequality between different regions, entrepreneur's types, areas of urban and rural and between groups of population in Bangkok has reached unexpected levels. Growth in income also become a social instability concern in major Shen and Darby (2006). It also become clear that the structure and level of reward systems change and vary by business owner and business to business in different types of industries (Shen and Darby (2006); Chow and Street (2004). The long-term concerns and age of remuneration systems for companies belonging to communities and villages are generally less of a concern than those of public companies (Chow & Street, 2004)

Performance-based rewards can be viewed as manipulative or stressful (Johlke et al., 2002). However, employees of Bangkok can view rewards based on performance as recognition and appraisal for good work. With the help and introduction of many more rewards systems on base of performance, we believe that the relationship between POS and wages will be established by both Bangkok employees and Western researchers. Due to the recognition effect of performance-related erosion of remuneration over time, we assume in the sample of western countries that the importance of performance-related remuneration (as opposed to historically-related remuneration) leads to performance-related remuneration methods that employees consider for their organization support. Therefore we assume:

H3: Remuneration practices based on the performance or recognition of contributions are positively associated with the perceived organization support in the pharmacy industry of Thailand.

Job Satisfaction

Our main concern for Hypotheses 1 to 3 is to determine and examine the linkage between experience of employee's organizational support and the practices of HR. We believe and expect that these practices of HR may help to predict the POS level. Recruitment and Selection, training, and other

activities of HR are mainly managed by managers or supervisors and which can impact outcomes i.e. employee development, workload and pay. It seems that employees those have viewed practices of HR as reflecting their concerns of organization are very much satisfied with these aspects concerns with work experience. In addition to this, overall job satisfaction level affects the linkage between the sales intentions and POS and the linkage between sales and POS (Maguire et al. (2005) and Allen et al. (2003). The POS is designed to have impact and influence level of job satisfaction by taking into account the social and emotional needs of employees and indicating that they can get help from the organization if necessary (Rhoades et al., 2001) We therefore assume that:

H5: Perceived organization support has a positive relationship with job satisfaction in the pharmacy industry of Thailand.

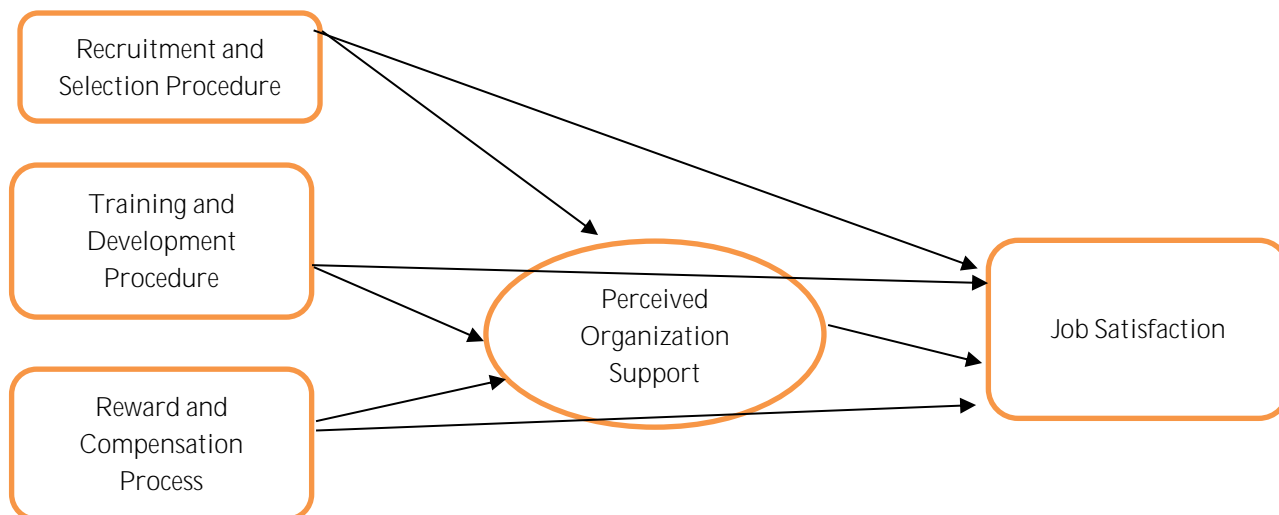
Research Methods

The purpose that of this article is to investigate the HR practices such as recruitment and selection procedure, training and development procedure, and reward and compensation process influences on the POS and also on the satisfaction of the workers that are working in the pharmacies of Bangkok city in Thailand. The analysis of mediation impact of POS among the all the practices of HR such as recruitment and selection procedure, training and development procedure, and reward and compensation process are also the aim of this research. The HR managers and employee are the respondent of the research and data were collected by distributing the questionnaires by personal visit that have five point Licker scale items and PLS-SEM was the tool that is utilize for analysis.

Measures

Job satisfaction (JS) is used as the main variable in the article and has eight items while the HR practices such as recruitment and selection procedure (RSP), training and development procedure (TDP), and reward and compensation process (RCP) have used as predictors that have eight, six and ten items respectively. In addition, POS is used as mediator and has six items.

THEORETICAL FRAMEWORK



Findings
The outcomes show the path analysis along with the validity and reliability of the constructs. Firstly, the article deals with

the convergent validity and statistics exposed the convergent validity is perfect and Table 2 show the convergent validity.

TABLE 2. Convergent Validity

| Constructs | Items | Loadings | Alpha | CR | AVE | | | | |
|------------------------------------|-------------------------------------|----------|-------|-------|-------|-------|-------|-------|-------|
| Job Satisfaction | JS1 | 0.705 | 0.849 | 0.884 | 0.523 | | | | |
| | JS2 | 0.782 | | | | | | | |
| | JS3 | 0.822 | | | | | | | |
| | JS4 | 0.631 | | | | | | | |
| | JS5 | 0.626 | | | | | | | |
| | JS6 | 0.680 | | | | | | | |
| | JS8 | 0.789 | | | | | | | |
| | Recruitment and Selection Procedure | RSP1 | | | | 0.748 | 0.857 | 0.893 | 0.582 |
| RSP2 | | 0.742 | | | | | | | |
| RSP3 | | 0.781 | | | | | | | |
| RSP4 | | 0.804 | | | | | | | |
| RSP5 | | 0.743 | | | | | | | |
| RSP8 | | 0.758 | | | | | | | |
| Training and Development Procedure | | TDP1 | 0.838 | 0.883 | 0.911 | 0.631 | | | |
| | | TDP2 | 0.834 | | | | | | |
| | TDP3 | 0.793 | | | | | | | |
| | TDP4 | 0.666 | | | | | | | |
| | TDP5 | 0.792 | | | | | | | |
| | TDP6 | 0.828 | | | | | | | |
| | Reward and Compensation Procedure | RCP1 | 0.792 | | | | 0.896 | 0.918 | 0.587 |
| RCP2 | | 0.843 | | | | | | | |
| RCP3 | | 0.497 | | | | | | | |
| RCP4 | | 0.812 | | | | | | | |
| RCP5 | | 0.722 | | | | | | | |
| RCP8 | | 0.776 | | | | | | | |
| RCP9 | | 0.828 | | | | | | | |
| RCP10 | | 0.800 | | | | | | | |
| Perceived Organizational Support | | POS1 | 0.892 | 0.806 | 0.859 | 0.553 | | | |
| | | POS2 | 0.812 | | | | | | |
| | POS4 | 0.677 | | | | | | | |
| | POS5 | 0.648 | | | | | | | |
| | POS6 | 0.657 | | | | | | | |

Secondly, the article deals with the discriminant validity and statistics exposed the discriminant validity is perfect

and Table 3 show the discriminant validity through Fornell Larcker procedure.

TABLE 3. Fornell Larcker

| | JS | RSP | TDP | RCP | POS |
|-----|-------|-------|-------|-------|-------|
| JS | 0.723 | | | | |
| RSP | 0.723 | 0.763 | | | |
| TDP | 0.575 | 0.686 | 0.794 | | |
| RCP | 0.548 | 0.514 | 0.388 | 0.766 | |
| POS | 0.686 | 0.484 | 0.476 | 0.516 | 0.744 |

Another way to check the discriminant validity is the cross loadings and statistics exposed the discriminant

validity is perfect and Table 4 show the discriminant validity through cross loading procedure.

TABLE 4. Cross Loadings

| | JS | RSP | TDP | RCP | POS |
|-------|-------|-------|-------|-------|-------|
| JS1 | 0.705 | 0.392 | 0.426 | 0.303 | 0.372 |
| JS2 | 0.782 | 0.559 | 0.426 | 0.373 | 0.462 |
| JS3 | 0.822 | 0.485 | 0.343 | 0.401 | 0.430 |
| JS4 | 0.631 | 0.341 | 0.349 | 0.325 | 0.314 |
| JS5 | 0.626 | 0.429 | 0.369 | 0.406 | 0.323 |
| JS6 | 0.680 | 0.613 | 0.480 | 0.443 | 0.639 |
| JS8 | 0.789 | 0.686 | 0.471 | 0.468 | 0.730 |
| RSP1 | 0.496 | 0.748 | 0.665 | 0.354 | 0.441 |
| RSP2 | 0.635 | 0.742 | 0.423 | 0.464 | 0.656 |
| RSP3 | 0.508 | 0.781 | 0.639 | 0.397 | 0.413 |
| RSP4 | 0.532 | 0.804 | 0.659 | 0.355 | 0.489 |
| RSP5 | 0.518 | 0.743 | 0.362 | 0.376 | 0.738 |
| RSP8 | 0.589 | 0.758 | 0.429 | 0.389 | 0.800 |
| TDP1 | 0.438 | 0.506 | 0.838 | 0.288 | 0.326 |
| TDP2 | 0.392 | 0.496 | 0.834 | 0.286 | 0.336 |
| TDP3 | 0.511 | 0.604 | 0.793 | 0.292 | 0.444 |
| TDP4 | 0.430 | 0.512 | 0.666 | 0.313 | 0.418 |
| TDP5 | 0.336 | 0.401 | 0.792 | 0.224 | 0.252 |
| TDP6 | 0.559 | 0.664 | 0.828 | 0.399 | 0.431 |
| RCP1 | 0.351 | 0.240 | 0.175 | 0.792 | 0.298 |
| RCP2 | 0.504 | 0.484 | 0.411 | 0.843 | 0.480 |
| RCP3 | 0.246 | 0.274 | 0.244 | 0.497 | 0.262 |
| RCP4 | 0.478 | 0.478 | 0.358 | 0.812 | 0.460 |
| RCP5 | 0.437 | 0.466 | 0.368 | 0.722 | 0.396 |
| RCP8 | 0.438 | 0.464 | 0.300 | 0.776 | 0.384 |
| RCP9 | 0.424 | 0.362 | 0.252 | 0.828 | 0.429 |
| RCP10 | 0.410 | 0.306 | 0.217 | 0.800 | 0.390 |
| POS1 | 0.695 | 0.732 | 0.446 | 0.499 | 0.892 |
| POS2 | 0.639 | 0.589 | 0.364 | 0.521 | 0.812 |
| POS4 | 0.398 | 0.649 | 0.344 | 0.269 | 0.677 |
| POS5 | 0.289 | 0.408 | 0.252 | 0.200 | 0.648 |
| POS6 | 0.335 | 0.486 | 0.334 | 0.273 | 0.657 |

Another way to check the discriminant validity is the HTMT ratio and statistics exposed the discriminant validity is perfect

and Table 5 show the discriminant validity through HTMT ratio procedure.

TABLE 5. HTMT Ratio

| | JS | RSP | TDP | RCP | POS |
|-----|-------|-------|-------|-------|-----|
| JS | | | | | |
| RSP | 0.803 | | | | |
| TDP | 0.636 | 0.777 | | | |
| RCP | 0.605 | 0.573 | 0.419 | | |
| POS | 0.713 | 0.906 | 0.537 | 0.545 | |

The path analysis uncovered the positive and significant nexus among the all the practices of HRM such as recruitment and

selection procedure, training and development procedure, and reward and compensation process POS as well as job

satisfaction because the beta, t and p values are meet the standard criteria of positive sign, higher than 1.64 and lower than 0.05 respectively and accept the H1, H2 and H3. The findings also exposed that POS mediates positively among the all the practices of HRM such as recruitment and selection

procedure, training and development procedure, and reward and compensation process and job satisfaction because the beta, t and p values are meet the standard criteria of positive sign, higher than 1.64 and lower than 0.05 respectively and accept the H4. Table 6 show the path analysis.

TABLE 6. Path Analysis

| | Beta | S.D. | t-values | p-values | L.L. | U.L. |
|------------------|-------|-------|----------|----------|-------|-------|
| RSP -> JS | 0.307 | 0.098 | 3.115 | 0.001 | 0.143 | 0.459 |
| TDP -> JS | 0.169 | 0.063 | 2.694 | 0.004 | 0.075 | 0.280 |
| RSP -> POS | 0.383 | 0.039 | 9.860 | 0.000 | 0.322 | 0.449 |
| RCP -> JS | 0.202 | 0.053 | 3.772 | 0.000 | 0.107 | 0.286 |
| TDP -> POS | 0.084 | 0.046 | 1.807 | 0.036 | 0.002 | 0.157 |
| HC -> JS | 0.245 | 0.071 | 3.471 | 0.000 | 0.122 | 0.356 |
| RCP -> POS | 0.566 | 0.004 | 15.616 | 0.000 | 0.511 | 0.627 |
| RSP -> POS -> JS | 0.117 | 0.038 | 3.096 | 0.001 | 0.055 | 0.176 |
| TDP -> POS -> JS | 0.128 | 0.069 | 1.855 | 0.002 | 0.000 | 0.062 |
| RCP -> POS -> JS | 0.173 | 0.055 | 3.151 | 0.001 | 0.082 | 0.251 |

DISCUSSION AND CONCLUSIONS

The aim of the literature is to investigate the HR practices influences on the POS and also on the satisfaction of the workers that are working in the pharmacies of Bangkok city in Thailand. The analysis of mediation impact of POS among the all the practices of HR such as recruitment and selection procedure, training and development procedure, and reward and compensation process are also the aim of this research. The findings uncovered that practices of HR such as recruitment and selection procedure, training and development procedure, and reward and compensation process has positive influence on POS and job satisfaction because all the practices motivate, train and develop the employee that enhance the employee's job satisfaction that ultimately enhance the firm performance. The results also uncovered that POS positively mediates among the nexus of practices of HR such as recruitment and selection procedure, training and development procedure, and reward and compensation process and job satisfaction because without support of the organization the HR practices cannot achieved its goal and the support of the organization leads the HR practices to achieve the goals employee's job satisfaction. These outcomes provided the guideline to the regulation making authorities that they should increases their focus on the HR practices that enhance the POS and job satisfaction of the employees that ultimately improve the organizational performance. Finally, conclusion of the literature includes that all the practices motivate, train and develop the employee that enhance the employee's job satisfaction that ultimately enhance the firm performance. In addition, conclusion also includes that without the support of the organization the HR practices cannot achieved its goal and the support of the organization leads the HR practices to achieve the goals employee's job satisfaction. Moreover, this literature has some valuable directions for prospective researchers that are the limitations of this article. For instance, this article take only three practices of HR while other study should include more HR practices in their studies. This study also used the POS as

mediation and other studies may include it as moderator in their articles.

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