

# The Impact of Employee Attribution on the Employee Attitude and Behavior: Mediating Role of Organizational Culture

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## ABSTRACT

The goal of the study is to analyze the effects of employee attribution such as service quality and employee well-beings on the employee attitude and behavior on the Thailand pharmacies. The second aim is to inspect the mediating role of organizational culture on the link among the employee attribution such as service quality and employee well-beings and employee attitude and behavior on the Thailand pharmacies. The data were collected from the HR employees that spend at least two years in the firm and PLS-SEM was employed to check the hypotheses. The findings show that employee attribution such as service quality and employee well-beings have positive link with employee attitude and behavior on the Thailand pharmacies. The results also uncovered that organizational culture moves the employee attribution such as service quality and employee well-beings more towards the employee attitude and behavior on the Thailand

pharmacies. These findings give the insight to the regulation making authorities that they expand the focus on the employee attribution such as service quality and employee well-beings that enhance the attitude and behavior of the employees that improve the performance of the firm.

**Keywords:** Employee Attribution, Service Quality, Employee Well-beings, Employee Attitude and Behavior, Thailand Pharmacies

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## INTRODUCTION

Researchers have tried to comprehend the manners by which an association's human resource rehearses are related with its presentation, and they have amassed amazing exploration on the subject in the course of the most recent two decades. Research has commonly bolstered the thought that when fittingly structured, HR practices can assist associations with upgrading their presentation. In spite of the fact that researchers have merged in their conviction that HR rehearses are related with authoritative results through their effect on representative demeanors and practices and Nishii and Wright have as of late proposed that the causal chain might be more mind boggling than recently suspected. They recommend that representatives' impression of HR rehearses are probably going to go before the worker frames of mind and conduct connects in the causal chain. Subsequently, exact research which starts to investigate the job of

representatives' view of HR rehearses in the causal chain is woefully required (Aggarwal & Bhargava, 2009). In one of the most exhaustive hypothetical models on the point to date (Alfes, Shantz, Truss, & Soane, 2013). We expand on their hypothesis by likewise suggesting that representatives' impression of HR rehearses are significant. In any case, our spotlight separates from theirs on atmosphere since we center not on workers' discernments about what HR rehearses mean as to the practices that are normal, upheld, and compensated by the board, but instead on representatives' attributions. It is feasible for workers to share atmosphere observations dependent on the HR rehearses they experience for instance that security centered practices are relied upon and compensated however to differ regarding why those HR rehearses were instituted to make that atmosphere (Alfes, Truss, Soane, Rees, & Gatenby, 2013).

TABLE 1. HRM Practices

| Sr. | Area               | Share % |
|-----|--------------------|---------|
| 1   | Hiring             | 53      |
| 2   | Attendance         | 48      |
| 3   | Schedule           | 62      |
| 4   | Leaves Entitlement | 39      |
| 5   | Appraisals         | 69      |
| 6   | Admin & Benefit    | 39      |
| 7   | Others             | 4       |

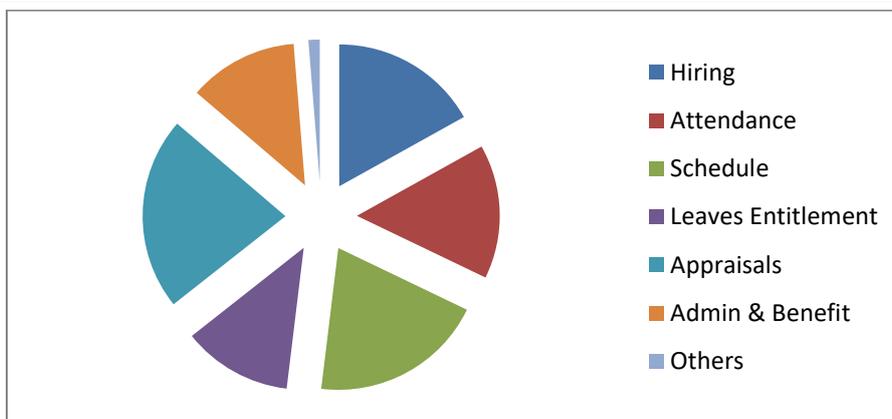


Figure 1: HRM Practices

In the table different factors like Hiring, Attendance, Schedule, Leaves Entitlement, Appraisals, Administration and Benefit, and finally other. The values received and reflecting in the area form in the above given graph are Hiring: 53%, Attendance: 48%, Schedule: 62%, Leaves Entitlement: 39%, Appraisals: 69%, Administration and Benefit: 39%, and finally other values are 4%. The maximum figure is Appraisals: 69% and the minimum value stands at 4% of others.

#### LITERATURE REVIEW

As indicated by social attribution hypothesis, individuals can connect various implications to social boosts, and dependent on the manner in which that they procedure these upgrades, their attitudinal and conduct reactions to that data may contrast. At the point when this rationale is applied to the investigation of HR rehearses, it follows that the connection between HR practices and worker mentalities and practices, and eventually hierarchical execution, may rely upon the attributions representatives make about the thought processes basic the HR rehearses they experience (Bal, Kooij, & De Jong, 2013).

In some prior work, (Bardoel, Pettit, De Cieri, & McMillan, 2014) likewise separated among interior and outer causal clarifications for HR rehearses. He proposed that HRM exercises that are done "out of a soul of equity" or "to pull in and hold representatives" at their organizations spoke to inside attributions, while recognitions that HRM exercises were done to "energize individual or hierarchical execution" or "to follow government relations" were instances of outside causal clarifications. In spite of the fact that it is hazy why (Boon, Den Hartog, Boselie, & Paauwe, 2011). Why "to support individual or hierarchical execution" speaks to an outside attribution. We expand on Boon et al. (2011) work by likewise making a differentiation among inside and outer HR attributions, however past this qualification, we contend that inward attributions are probably going to be multi-dimensional. So as to build up a typology of inward HR attributions, we went to the SHRM writing to recognize the regularly talked about reasons for why the executives embraces the HR rehearses that it does. Developed as being especially pertinent. The first includes the key or business related objectives that underlie HR rehearses (Bos-Nehles, Van Riemsdijk, & Kees Looise, 2013). The SHRM writing is packed with discourses concerning the qualification between "quality improvements" and "cost decrease" procedures, with the supposition that being that businesses embrace HR

rehearses that are well on the way to channel worker frames of mind and practices to be lined up with the business methodology. Along these lines, we incorporate HR attributions mirroring the "administration quality improvement" and "cost decrease" key foci in our typology. Second, SHRM scientists have likewise separated HR frameworks dependent on the basic worker arranged way of thinking held by the executives. A way of thinking planned for amplifying representative prosperity has been separated from a way of thinking planned for expanding worker effectiveness. In this way, we incorporate HR attributions identified with every one of these ways of thinking in our typology. It is imperative to take note of that while administrative reports of both the vital objectives and employee oriented methods of reasoning hidden HR rehearses have been inspected, inquire about still can't seem to concentrate on representatives' impression of the degree to which these variables spur HR practices, and in this manner our attention on workers' HR attributions identified with these subjects speaks to a novel commitment to existing SHRM investigate (Bowen & Ostroff, 2004).

Both the HR Attributions with respect to the business objectives and worker arranged ways of thinking fundamental HR rehearses are inward attributions, which allude to the observation that activities are because of elements for which the on-screen character (the executives) is capable, or over which the entertainer has control. In any case, when representatives see that the proposed objectives of HR rehearse mean lower levels of worry for workers and a more cost-driven control-center, lower levels of fulfillment and responsibility are probably going to follow. HR Attributions Regarding HR Strategy As referenced already, there has been noteworthy consideration paid to the qualification between "quality improvement" procedures and "cost decrease" methodologies inside the SHRM writing (Browning, 2006). Predictable with the asset based perspective on the firm, enormous ventures will in general be made in the long haul improvement of worker aptitudes, the board sees representatives as expenses to control, centers around upholding worker consistence with rules and techniques, and screens the amount of worker yield. We expand on this work by concentrating on representatives' attributions with respect to the HR technique that they see as persuading explicit HR rehearses (Chand, 2010). We expect that any HR practice can be seen contrastingly by workers in a solitary firm with the end goal that a few representatives see a HR practice as indicating a hidden quality HR technique

and others ascribe the training to a cost decrease HR methodology, paying little heed to the real HR system sought after by the board (Chang, 2005). For instance, to certain representatives, a compensation for execution framework may impart a fundamental inspiration of the executives to enable workers and urge them to create excellent items or administrations, and an eagerness to remunerate representatives as indicated by their value. Such workers may make the attribution that their company's compensation rehearses are spurred by a quality upgrade HR procedure. To different representatives in the firm, be that as it may, a similar compensation for execution practice may be seen as methods for controlling expenses by getting the most worker efficiency per dollar spent on work costs. They may see that it is a methods for the executives to intently screen execution, and that contrasted with pay structures in which all representatives of a given residency and rank get generally a similar compensation paying little heed to execution, pay for execution guarantees minimal waste for the association (Delmotte, De Winne, & Sels, 2012). Such workers would probably make the attribution, at that point, that their association's compensation rehearses are propelled by a cost decrease HR procedure. This model represents how a similar HR practices might be seen contrastingly by workers, even inside a similar firm. Accordingly, from a worker point of view, we attract a parallel to the responsibility/control differentiation inside the vital HR writing and envision that representatives will decipher the degree to which they see HR rehearses as flagging a basic Quality HR technique in which workers are seen as an advantage, versus a Cost Reduction HR methodology in which workers are seen as an expense to be controlled (Den Hartog, Boon, Verburg, & Croon, 2013). We anticipate that the degree should which representatives trait these distinctive HR key needs to their organization to consistently be related with their demeanors at work (Edgar & Geare, 2005). The more workers see that they are seen as resources by their managers, the more they are probably going to be willing, thusly, to offer back to their bosses as promise to the association.

Like it, we expect that when workers see that HR rehearses mirror a hidden Cost Reduction HR system in which the association sees representatives as an expense to be limited, comparing levels of responsibility and fulfillment will be negative. Notwithstanding concentrating on HR methodologies, SHRM researchers have started to separate HR frameworks dependent on the fundamental HR theory held by the executives (Gamble, 2006). As indicated by vital decision hypothesis, supervisors' choices are impacted not just by their organization's procedure and ecological weights, yet additionally by their belief system and philosophical qualities in regard to how representatives ought to be overseen. Foundations that accept that they have a duty regarding upgrading worker welfare were bound to receive imaginative work rehearses focused at improving representative aptitudes, responsibility and inspiration as opposed to a diminishing money related expenses (Gardner, Moynihan, Park, & Wright, 2001). While business procedure is an imaginable determinant of the selection of elite work rehearses, a company's representative situated way of thinking—explicitly whether workers are seen as a benefit or as expenses to be controlled—is a progressively proximal determinant of HR choices. Once more, in any case, HR methods of reasoning need to date been analyzed distinctly

from the business' point of view, and we center rather on the representatives' viewpoint. It is sensible to expect that representatives see and assess the executives' HR ways of thinking, and that their attributions with respect to the executives reasoning impact the idea of the business worker relationship (Gould-Williams, 2004). In particular, we expect that when representatives see that particular HR rehearses are spurred by a basic administrative way of thinking of thinking about worker prosperity, at that point those workers will feel more fulfilled and submitted than if they see that administration thinks less about their prosperity. Rather than the normal constructive outcomes of HR Attributions with respect to worker prosperity, the attribution that HR rehearses are propelled essentially by an administrative way of thinking concentrated on abusing, or benefiting from representatives, is probably going to affect sly affect representative frames of mind. Understood in this attribution is the thought that by righteousness of being centered around taking advantage of representatives, the board may not generally have the interests of workers on a fundamental level (Allen & Wright, 2006). Representatives who hold this view are probably going to accept that except if interests in workers are related with cost or proficiency investment funds, the board will be hesitant to receive them. Such a view is characteristic of an apparent absence of natural administration duty to worker advancement and welfare, and hence will probably be responded with correspondingly lower levels of representative responsibility and fulfillment.

As referenced beforehand, the outside attribution of enthusiasm for our investigation is the attribution that HR rehearses are structured in light of legitimate necessities, explicitly because of association prerequisites (Pauwe & Boselie, 2003). We anticipate that outer attributions, for example, the observation that the plan of HR rehearses is a component of association necessities, will display a non-huge association with worker frames of mind for various reasons. In the first place, as contended by early attribution scholars, outer/situational clarifications are less useful for foreseeing future conduct or occasions than interior clarifications since they are more effectively liable to change than suffering inside airs. Also, in light of the fact that consistence with association necessities is socially attractive, it gives little data about the basic dispositional attributes or estimations of the executives and accordingly is probably not going to be identified with different perceptions or practices with respect to representatives. Consistence with association prerequisites might be seen as an unsteady and somewhat wild reason for conduct – in light of the fact that association contracts are liable to change and are liable to impact from parties other than the executives – the attribution that worry for association consistence drives the structure of HR practices ought not pronouncedly affect related representative demeanors (Wright & Nishii, 2007).

Taken together, past research discoveries recommend that the outer HR attribution that HR rehearses is persuaded by the executives' anxiety to conform to association prerequisites ought to be random to representative fulfillment and duty. Regardless of whether workers were to ascribe important dispositional clarifications to the executives' endeavors to agree to association necessities, both positive and negative causal clarifications are conceivable, and accordingly we anticipate that the net impact crosswise over representatives should be non-significant. At times,

representatives may see the executives' anxiety for association consistence as a sign that administration esteems worker rights; thus, those representatives may regard, acknowledge, and esteem the board, along these lines making their Union Compliance HR attribution emphatically identified with worker demeanors. In different cases, representatives may see that administration's endeavors to agree to association necessities recommends that administration thinks just about doing the absolute minimum to maintain a strategic distance from lawful obligation, yet that's it. As it were, it is workable for representatives to have either a hopeful or pessimistic perspective on the board's promise to association consistence (Boxall, 1996). Similarly that strengthening and investment rehearses in the car business have been all the while saw as "strengthening" or "misuse" by workers inside a solitary association, we to accept that a similar HR attribution in regards to association consistence can take on differential implications inside a solitary association. It is hence that we anticipate a general invalid connection between this attribution and representative frames of mind. This is reliable with inquire about which has discovered that there is no steady impact of organization enrollment on representative fulfillment.

An objective of HR is to affect singular frames of mind and practices so that in the total, unit and authoritative execution are additionally improved; here, we center around the impacts of total fulfillment and responsibility on unit level consumer loyalty (Martell & Carroll, 1995). Despite the fact that the mind lion's share of research on representative fulfillment and duty has happened at the individual degree of examination, researchers have all the more as of late perceived that even worker frames of mind, for example, fulfillment and responsibility, which begin inside people and thusly were thought to be particular, gotten shared by workers in work units. We anticipate that these demeanors should get shared among individuals from a similar work unit for various reasons. To begin with, unit individuals are probably going to be presented to an assortment of unit objectives, rules and methods, procedures, advances, workplaces, task requests, and administration that lead to shared encounters and frames of mind, which are differentiable from those of unit individuals in different gatherings (Lamba, Choudhary, & Technology, 2013). In this way, representatives' mentalities are probably going to be affected, in any event to a limited extent, by factors that are shared crosswise over unit individuals, and which subsequently represent a critical bit of shared demeanors. Second, through what (1999) term the procedure of "twofold connect," unit individuals come to share their frames of mind and perspectives on the association.

Fundamentally, when a representative offers some feeling with an associate, who reacts, the primary worker reacts back, and this equal collaboration makes aggregate recognitions. Third, when a unit has built up an unmistakable character, fascination choice wearing down elements may additionally complement comparability in frames of mind crosswise over workers. Further, we expect unit-level responsibility and fulfillment will be emphatically connected with OCBs. Given that submitted representatives feel passionate connection to the association, it follows that they will have a more noteworthy inspiration or want to contribute typically to the association than would workers with negative full of feeling duty (Taylor, de Lourdes Machado, & Peterson, 2008). So

also, fulfillment is a significant indicator of OCBs, as hypothesis recommends that whether representatives give their endeavors wholeheartedly to the association and produce up to their latent capacity depends in huge part in transit they feel about their employments and workplace. On the side of these connections, ongoing meta investigations on OCBs uncovered that general employment fulfillment and hierarchical responsibility reliably foresee OCBs, and that they are among the most grounded attitudinal indicators of OCBs (Maccoby, 2000). Despite the fact that these meta-examinations concentrated on singular level connections, it is sensible to expect that comparative connections would hold at the gathering level of investigation.

Execution Outcomes Clearly, an extreme objective for associations is to improve execution in the commercial center, regularly estimated as far as profitability, benefits, or consumer loyalty. For administration organizations, one of the keys to making benefits is fulfilling one's clients. This has been validated by contemplates demonstrating an unmistakable connection between administration quality, consumer loyalty, and budgetary returns (Bergh et al., 2016). A great research stream has demonstrated that clients' encounters of administration quality are impacted by workers' encounters, explicitly by their frames of mind and practices. Any individual with even a little involvement with retailing sees instinctively that there is a chain of circumstances and logical results running from representative conduct to client conduct to benefits, and it's not hard to see that conduct relies basically upon frame of mind. Along these lines, it is sensible to anticipate that workers' dispositions, and thusly OCBs, will be related with consumer loyalty (Westley & Mintzberg, 1989).

Analysts have concentrated on OCBs as being significant in impacting execution in light of the fact that unconstrained, agreeable practices with respect to representatives that may go past their conventional work prerequisites are fundamental for the achievement of authoritative objectives (Hussain, Musa, & Omran, 2018). The contrast among remarkable and unremarkable assistance organizations is that in the previous, representatives apply increasingly optional exertion and take part in authoritative citizenship practices that well impact clients' impression of administration quality. OCBs are especially significant for consumer loyalty on the grounds that the frequently eccentric nature of administrations makes it hard to determine in advance the practices that are essential for delivering great help (Morrison, 1996); along these lines, numerous worker practices that are important for creating top notch administration fall outside the proper activity prerequisites of representatives and are rather optional OCBs. OCBs improve consumer loyalty at the unit level when representatives help each other with business related issues, along these lines liberating the supervisor to invest more energy in other gainful errands.

Hypotheses 1: Employee attribution such as service quality has a positive association with employee behavior and attitude in Thailand pharmacies.

Hypotheses 2: Employee attribution such as employee well-being has a positive association with employee behavior and attitude in Thailand pharmacies.

Hypotheses 3: Organizational culture has positive mediation on the link of service quality and employee behavior and attitude in Thailand pharmacies.

Hypotheses 4: Organizational culture has positive mediation on the link of employee well-being and employee behavior and attitude in Thailand pharmacies.

Research Methods

The objective of the study is to evaluate the effects of employee attribution such as service quality and employee well-beings on the employee attitude and behavior on the Thailand pharmacies. The second intention is to scrutinize the mediating role of organizational culture on the link among the employee attribution such as service quality and employee well-beings and employee attitude and behavior on the Thailand pharmacies. The data were collected from the

HR employees that spend at least two years in the firm and PLS-SEM was employed to check the hypotheses. The round about 720 questionnaires that have five-point liker scale were sent and around after two months only 410 valid responses were received back that is only 56.95 rate of response.

Measures

The employees' attitude and behaviour (EAB) is used as dependent construct that has ten items in its measurement. The employee' attribution such services quality (SQ) is taken as predictor and has eight items in its measurement. Moreover, The employee' attribution such employee's well-beings (EWB) is taken as predictor and has fourteen items in its measurement. Lastly, the organizational culture (OC) is taken as mediator and has six items in its measurement.

RESEARCH FRAMEWORK

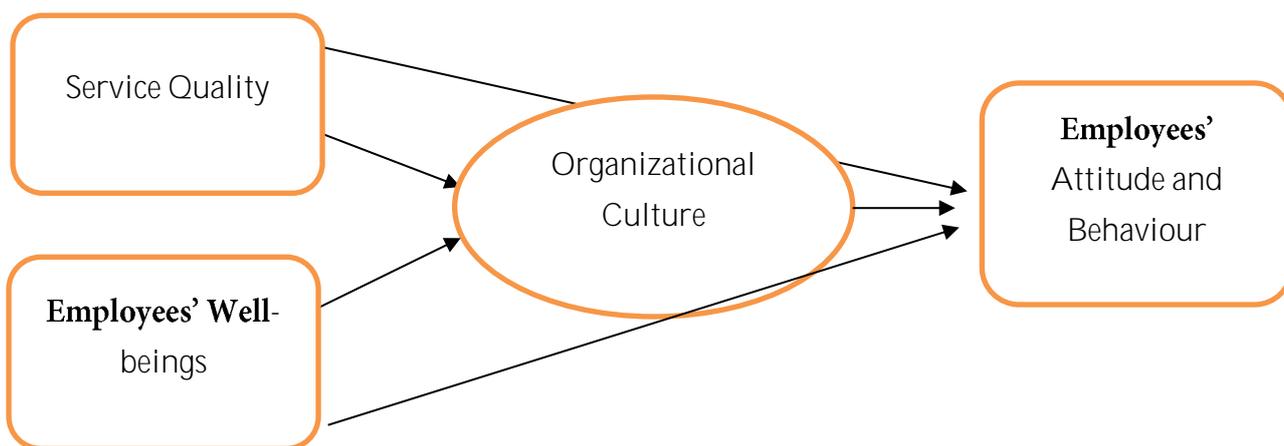


Figure 2: Theoretical Framework

Findings

The results is the indication of the numerical answer of the questions of the study and this study findings include the hypotheses testing along with the convergent and discriminant validity. The convergent validity is shown in the

outcomes indicated that items have high correlation and approved that convergent validity is valid because all the criteria are meet the standards values. Table 2 stated under shown the convergent validity.

TABLE 2. Convergent Validity

| Constructs                               | Items           | Loadings | Alpha | CR    | AVE   |
|--|-----------------|----------|-------|-------|-------|
| <b>Employees' Attitude and Behaviour</b> | EAB1            | 0.883    | 0.917 | 0.933 | 0.637 |
|  | EAB10           | 0.718    |       |       |       |
|  | EAB2            | 0.865    |       |       |       |
|  | EAB3            | 0.731    |       |       |       |
|  | EAB4            | 0.649    |       |       |       |
|  | EAB6            | 0.811    |       |       |       |
|  | EAB7            | 0.780    |       |       |       |
|  | EAB9            | 0.910    |       |       |       |
|  | Service Quality | SQ1      |       |       |       |
| SQ2                                      |                 | 0.826    |       |       |       |
| SQ3                                      |                 | 0.636    |       |       |       |

|                               |       |       |       |       |       |
|-------------------------------|-------|-------|-------|-------|-------|
|                               | SQ4   | 0.636 |       |       |       |
|                               | SQ6   | 0.670 |       |       |       |
|                               | SQ7   | 0.781 |       |       |       |
|                               | SQ8   | 0.786 |       |       |       |
| <b>Employees' Well-beings</b> | EWB1  | 0.792 | 0.928 | 0.938 | 0.583 |
|                               | EWB10 | 0.768 |       |       |       |
|                               | EWB12 | 0.760 |       |       |       |
|                               | EWB14 | 0.789 |       |       |       |
|                               | EWB2  | 0.861 |       |       |       |
|                               | EWB3  | 0.556 |       |       |       |
|                               | EWB4  | 0.782 |       |       |       |
|                               | EWB5  | 0.697 |       |       |       |
|                               | EWB6  | 0.726 |       |       |       |
|                               | EWB7  | 0.826 |       |       |       |
|                               | EWB8  | 0.798 |       |       |       |
| Organizational Culture        | OC1   | 0.790 | 0.857 | 0.894 | 0.585 |
|                               | OC2   | 0.710 |       |       |       |
|                               | OC3   | 0.820 |       |       |       |
|                               | OC4   | 0.841 |       |       |       |
|                               | OC5   | 0.699 |       |       |       |
|                               | OC6   | 0.716 |       |       |       |

The discriminant validity is revealed in the results indicated that constructs have not high correlation and approved that discriminant validity is valid because initial value is more

than the preceding values. Table 3 stated under shown the discriminant validity with Fornell Larcker.

TABLE 3. Fornell Larcker

|     | EAB   | SQ    | EWB   | OC    |
|-----|-------|-------|-------|-------|
| EAB | 0.798 |       |       |       |
| SQ  | 0.568 | 0.724 |       |       |
| EWB | 0.398 | 0.534 | 0.764 |       |
| OC  | 0.684 | 0.710 | 0.494 | 0.765 |

The discriminant validity is naked in the results specified that constructs have not high correlation and approved that discriminant validity is valid because the values of the

variables are more than the other variable values. Table 4 stated under shown the discriminant validity with cross loadings.

TABLE 4. Cross-loadings

|       | EAB   | SQ    | EWB   | OC    |
|-------|-------|-------|-------|-------|
| EAB1  | 0.883 | 0.438 | 0.286 | 0.515 |
| EAB10 | 0.718 | 0.394 | 0.378 | 0.434 |
| EAB2  | 0.865 | 0.391 | 0.284 | 0.507 |
| EAB3  | 0.731 | 0.509 | 0.287 | 0.616 |
| EAB4  | 0.649 | 0.428 | 0.316 | 0.533 |
| EAB6  | 0.811 | 0.334 | 0.224 | 0.409 |
| EAB7  | 0.780 | 0.559 | 0.380 | 0.677 |
| EAB9  | 0.910 | 0.470 | 0.339 | 0.544 |

|       |       |       |       |       |
|-------|-------|-------|-------|-------|
| SQ1   | 0.452 | 0.707 | 0.292 | 0.391 |
| SQ2   | 0.326 | 0.826 | 0.386 | 0.478 |
| SQ3   | 0.367 | 0.636 | 0.295 | 0.329 |
| SQ4   | 0.366 | 0.636 | 0.405 | 0.429 |
| SQ6   | 0.466 | 0.670 | 0.439 | 0.607 |
| SQ7   | 0.452 | 0.781 | 0.467 | 0.671 |
| SQ8   | 0.423 | 0.786 | 0.358 | 0.556 |
| EWB1  | 0.190 | 0.351 | 0.792 | 0.232 |
| EWB10 | 0.180 | 0.301 | 0.768 | 0.238 |
| EWB12 | 0.250 | 0.351 | 0.760 | 0.302 |
| EWB14 | 0.354 | 0.406 | 0.789 | 0.382 |
| EWB2  | 0.428 | 0.502 | 0.861 | 0.479 |
| EWB3  | 0.245 | 0.246 | 0.556 | 0.289 |
| EWB4  | 0.365 | 0.477 | 0.782 | 0.468 |
| EWB5  | 0.389 | 0.438 | 0.697 | 0.466 |
| EWB6  | 0.298 | 0.438 | 0.726 | 0.458 |
| EWB7  | 0.263 | 0.423 | 0.826 | 0.352 |
| EWB8  | 0.233 | 0.408 | 0.798 | 0.300 |
| OC1   | 0.647 | 0.495 | 0.355 | 0.790 |
| OC2   | 0.416 | 0.632 | 0.436 | 0.710 |
| OC3   | 0.622 | 0.507 | 0.391 | 0.820 |
| OC4   | 0.649 | 0.531 | 0.358 | 0.841 |
| OC5   | 0.343 | 0.514 | 0.351 | 0.699 |
| OC6   | 0.415 | 0.585 | 0.376 | 0.716 |

The discriminant validity is naked in the outcomes indicated that constructs have not high correlation and approved that discriminant validity is valid because values are more than

0.90. Table 5 stated under shown the discriminant validity with HTMT ratio.

TABLE 5. HTMT Ratio

|     | EAB   | SQ    | EWB   | OC |
|-----|-------|-------|-------|----|
| EAB |       |       |       |    |
| SQ  | 0.623 |       |       |    |
| EWB | 0.408 | 0.569 |       |    |
| OC  | 0.742 | 0.803 | 0.532 |    |

The path analysis is exposed that positive sign linked with values of beta that show positive link among the employee attribution such as service quality and employee well-beings and employee attitude and behavior on the Thailand pharmacies. The path analysis is also exposed that p-values are lower than 0.05 and t-values are more than 1.64 and no zero exist among the lower and upper limits that is the indication of significant link among the employee attribution such as service quality and employee well-beings and

employee attitude and behavior on the Thailand pharmacies. In addition, beta of mediation also have positive sign and p-values are lower than 0.05 and t-values are more than 1.64 and no zero exist among the lower and upper limits in the mediation analysis that is the indication of positive mediation organizational culture among the link of employee attribution such as service quality and employee well-beings and employee attitude and behavior on the Thailand pharmacies. Table 6 is stated below shown the path analysis.

TABLE 6. Path Analysis

|            | Beta  | S.D.  | t-values | p-value | L.L.  | U.L.  |
|------------|-------|-------|----------|---------|-------|-------|
| SQ -> EAB  | 0.129 | 0.056 | 2.315    | 0.011   | 0.036 | 0.222 |
| EWB -> EAB | 0.579 | 0.048 | 12.027   | 0.000   | 0.501 | 0.656 |

|                 |       |       |       |       |       |       |
|-----------------|-------|-------|-------|-------|-------|-------|
| SQ -> OC        | 0.232 | 0.050 | 4.607 | 0.000 | 0.148 | 0.315 |
| EWB -> OC       | 0.264 | 0.054 | 4.919 | 0.000 | 0.172 | 0.352 |
| OC -> EAB       | 0.507 | 0.063 | 8.096 | 0.000 | 0.403 | 0.599 |
| EWB ->OC -> EAB | 0.294 | 0.044 | 6.678 | 0.000 | 0.224 | 0.370 |
| SQ -> OC -> EAB | 0.134 | 0.034 | 3.995 | 0.000 | 0.078 | 0.189 |

## DISCUSSION AND CONCLUSIONS

The objective related to this literature is to investigate the effects of employee attribution such as service quality and employee well-beings on the employee attitude and behavior on the Thailand pharmacies. Another aim associated with this article is to inspect the mediating role of organizational culture on the link among the employee attribution such as service quality and employee well-beings and employee attitude and behavior on the Thailand pharmacies. The findings show that employee attribution such as service quality and employee well-beings have positive link with employee attitude and behavior on the Thailand pharmacies. If the employee's attributes such as services quality and employee well-beings are controlled and effective then the attitude and behaviour of the employees improved and towards the organizational success. The results also uncovered that organizational culture moves the employee attribution such as service quality and employee well-beings more towards the employee attitude and behavior on the Thailand pharmacies. The culture of the organization can also move the employee attributes more towards the attitude and behaviour of the employees that are work for the success of the organization. These findings give the insight to the regulation making authorities that they expand the focus on the employee attribution such as service quality and employee well-beings that enhance the attitude and behavior of the employees that improve the performance of the firm. Finally, the conclusion drawn by the literature is if the employee's attributes such as services quality and employee well-beings are controlled and effective then the attitude and behaviour of the employees improved and towards the organizational success. The conclusion also include that the culture of the organization can also move the employee attributes more towards the attitude and behaviour of the employees that are work for the success of the organization. Lastly, the limitations of the literature is that this study takes only two predictors and future direction is that the prospective studies should take more predictors in their evaluation.

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