

The Impact of High-performance Work Systems on the Human Capital Performance in Pharmacy Sector in Thailand: Mediating Role of Employee's Commitment

Kevin Wongleedee

Suan Sunandha Rajabhat University, Bangkok, Thailand

E-mail: kevin.wo@ssru.ac.th

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ABSTRACT

The prime aim of existing study is to analyze the influence of high-performance work systems (HPWSs) such as enhancing skills, enhancement of motivation and enhancing empowerment on the performance of the human capital in the firms of pharmacies in Thailand. The managers of human resource (HR) that are dealing with performance appraisals are the respondent of the research and PLS-SEM has been use to test the hypotheses as well as validity of the constructs. The findings indicated that the HPWSs such as enhancing skills, enhancement of motivation and enhancing empowerment has positive link with the performance of the human capital in the firms of pharmacies in Thailand. The outcome also uncovered that the effective commitment of the employees has positive mediates the link among the HPWSs such as enhancing skills, enhancement of motivation and enhancing empowerment and performance of the human capital. The

findings given the insight to the regulation developing and implementing authorities that they develop and implement the policies that improve the work system of the organization that enhance the performance of employee as well as the organization.

Keywords: High-performance Work Systems, Enhancing Skills, Enhancement of Motivation, Enhancing Empowerment, Human Capital Performance.

Correspondence:

Kevin Wongleedee
Suan Sunandha Rajabhat University
Bangkok, Thailand

E-mail: kevin.wo@ssru.ac.th

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INTRODUCTION

HPWSs has a positive relation with business units and the outcomes of organizations this is indicated by the broad range of empirical evidence (Combs, Liu, Hall, & Ketchen, 2006). The description of HPWSs 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. HPWSs are actually considered as a collection of practices of human resources 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 HPWSs still a few of the practices includes hiring done on selective basis. 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 HPWSs that it not only create an impact on motivation level of employee but also results in improving their knowledge as well as skill set.



Figure 1: HR Practices within the Organization

There is still no clear idea in relation to issues despite the fact that literature on an extensive level provides an indication that HPWSs impacts performance. (Appelbaum and Kamal (2000); Siemsen, Roth, and Balasubramanian (2008). It has been indicated by a number of authors that varied impact is created on employees by different practices

which are part of HPWSs. 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 (M. S. Hussain, Mosa, & Omran, 2017).

HPWS talks about another area on which discussion has been made. It includes performance literature; it talks about a system through which employee’s performance is persuaded by HPWS. There are two different theories that talk about HPWS- performance relationship (Gardner, Wright, & Moynihan, 2011). The approach of motivation suggests that HPWS results in creating an improvement in the attitude of employee which includes improved commitment with the organization and thus this result in boosting employees’ morale to perform well. On the other hand human capital approach suggest that with the help of HPWS organizations will result in accumulating and developing human capital which includes the skills and abilities employees hold which if employee is motivated to use will result in improving the performance of employee resulting in achieving higher results (M. S. Hussain, Mosa, & Omran, 2018; Rungsisawat & Jermstittiparsert, 2019).

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 HPWS- performance relationship. There are limited authors who attempts to intervene for both these paths. For instance (Takeuchi, Lepak, Wang, & Takeuchi, 2007) they found an important intervention made by both human capital as well as social exchange. As per Takeuchi et al. (2007) 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 (M. S. Hussain, Musa, & Omran, 2019). 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. Therefore it is important that these differences to measure motivational path are made clear to understand the concept of HPWS- performance relationship (Saengchai, Siriattakul, & Jermstittiparsert, 2019).

TABLE 1. HR Practices Impact on Organizational Performance

Innovative HR practices	HR Outcomes	Organizational Performance
Free market selection	Commitment	Increased sales
Performance based rewards	Congruence	Increased market share
Provision and social benefits	Competency	Growth potential
Training and development	Cost effective	Competitive Edge
Decision making skills	Decreased turnover	
Role of trade unions		

Moreover, there is another issue that has been considered in HPWS and affective commitment literature is that the way member of the same group are managed influences the perception of members of the practices of HR. It also influences the level of affective commitment of each other. Suggestion has been given that those employees that work within the same group or same business unit share the opinions they hold along with the emotions in relation to the issues and also develop HPWS unit level collective perception and its commitment. Steffens, Shemla, Wegge, and Diestel (2014), they suggest that perception at collective level results in capturing the impact of processes that have social influence on the research variables relations that cannot be captured when the research is conducted individually. Thus, there is suggestion that those within the ground and have common perception of HPWS and affective commitment. In order to serve this purpose, the variable analysis has been carried out at a combined level that is shown in Table 1.

With the help of this study and understanding for the relationships between HPWS 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 HPWS- performance relationship. On the other hand, the importance of motivational and human capital path is tested by it and considering it as mediators that work together in the HPWS- performance relationship (M. S. Hussain, Musa,

& Omran, 2018). This study is different from (Takeuchi et al., 2007) because it considers affective commitment as a substitute for the path of motivation which considers directly the attitude of employees which is a reflection of their motivation to perform. Thirdly it conducts test with the help of estimates that results in effecting the size of two median paths to check the contribution made to the factors of motivation and human capital paths by HR practices subsets. (i.e. Boxall and Macky (2009): Preacher and Hayes (2008). Fourth another area on which this study focuses is on conducting analysis of the relationship that exist between perceptions of HPWS and staying committed to the level of business unit. Lastly its final focus is on the HPWS- performance relationship generalization as per the context of Latin American (M. S. Hussain et al., 2012). The discussion has been made as follows firstly including the three dimensions contributions which includes enhancement of skills, enhancement in relation to motivation and lastly practices in relation to enhancement of empowerment (N. Hussain, Rigoni, & Cavezzali, 2018). Next the simultaneous mediation of both human capital and motivation has been discussed. Lastly a test has been conducted in order to test the HPWS- performance relationship with the help of business units sample covering a range of industries and different jobs in Chile. Also, a comparative analysis has been carried out on the two paths of mediation and also considering the effect of HPWS practices subsets. The last section includes outcomes along with the theoretical implications.

Literature review and theoretical background

The results of early research show that HPWS investment and outcomes in relation to finance and operations have a positive relationship (Huselid, 1995). However, it has been noted that the ones working at business level have more impact on their performance. Additionally, there are differences which relate to the nature of work, worker's profiles to carry out such work and the results in order to achieve the organizational goals. 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 HPWS- performance relationship identification and also there is criticism to the fact that differences in the practices of HR creates effect on the performance (Jermisittiparsert, Siriattakul, & Wattanapongphasuk, 2019). HPWS-performance relationship is an old study and can be drawn back to the work performance study. Previous suggestions relate performance as main tool for function and motivation also it includes the situation in which the workers work create an impact on the worker's ability to perform. (Wright & Kehoe, 2008). To unite all the factors in a single model that affect performance (Blumberg & Pringle, 1982) has suggested that worker's perform as per their capacities, willingness to work and opportunities they possess to perform work. To give best performances HPWS comprises of a number of practices of HR which help in improving abilities, motivation and opportunities for the employees in a model which is called AMO model (abilities, motivation and Opportunities). This model shows that though the dimensions given by it are distinctive in terms of concepts but are interrelated. It has become widely accepted framework. As per this model the process of recruitment, selection and conducting training can be used as a platform which can enhance performance and similarly the incentives offered can be used as a means to keep employees motivated. Most importantly the idea of working in teams and employee's empowerment can result in employees performing better in different situations. It has been suggested by many authors that these practices can help in serving many purposes at the same time. Like employee performance evaluation can be used for assessing the need of pay raise which can help in keeping him motivated at the same side it serves as a tool for skill enhancement as with it the training needs of employees can be identified (Riaz, Arif, Nisar, Ali, & Sajjad, 2018).

Also as per the recent researches attempts have been made to get along with the mechanism of HPWS creating an impact on the performance and the same has been called as "black box" (Messersmith and Guthrie (2010); Sun, Ding, Hu, and Li (2007)). There are two mediation mechanism of HPWS- performance relationship the first relates to human capital path which is supported by resource-based theory. As per this the HPWSs create an impact on the performance of employee as it attracts, retain, develop and manage human capital thus it talks about how HPWS acquire human capital and develops it further so that the company can get competitive advantage. As per Subramanian it is as per the practices of HR that human capital may stay with the organization or leaves it. So, it is as per the organization that

how it utilizes HPWS to use the workforce in order to attain the goals of organization.

HPWS-performance relationship has been explained by behavior motivation approach with the help of psychology framework. As per this approach, employees are motivated by HPWS to use efforts to perform work (Jackson, Schuler, & Rivero, 1989). Few of the authors talk about attitudes that exist at different level including affective commitment to job, job satisfaction and empowering employees psychologically in order to explain how the path of motivation works. 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 Meyer and Allen (2004) the employees who have 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 HPWS affect the behaviors of employees and promote attitudes due to which they become more willing to get involved in the behaviors that are productive.

There have been different processes identified which explain how affective commitment is developed in the employees. As per (Marique, Stinglhamber, Desmette, Caesens, & De Zanet, 2012) and (Van Knippenberg, 2000), the main factors that contribute in enhancing the employee's perception in relation to their status as well as social identity and also result in fulfilling the esteem needs of employees are the practices conducted by HR. Also as per Vandenberg, Richardson, and Eastman (1999) the practices which involve employees and result in increasing their autonomy these result in increasing the satisfaction at work of employees and also make them willing to perform more work.

These practices generate their result in some time and makes employees motivated and increase their commitment thus improve their performance too. There are different researches that serve different answers firstly the one that works for psychosocial process talks about "how" in relation to the motivational path while the other explains "what" in relation to motivational path.

Where the mediation path of motivation is measured in accordance with the affective commitment there are several differences as well as similarities (Cropanzano & Mitchell, 2005). Firstly, affective commitment results in linking motivational state directly with the performance. Secondly different psychosocial processes including the process of social exchange and social process of identity results in creating commitment in employees thus it can represent a **direct assessment of employees' motivation**.

So, as in the case of affective commitment HPWS is linked to the model of AMO model of HR practices which suggest that there are some practices conducted by HR which help in contributing thereby increasing employee motivation and making them to perform better. On the other hand, social exchange theories contribute in understanding the stages that are there in path of motivation and explain how employees are motivated.

The fact that affective commitment is a significant contributor in the motivational path support the fact that the path of motivation is a process with different stages on which test can be run at early stages of psychosocial processes and moving on to the later stages of attitudes which talks about motivational states that are linked with the performance. Salancik and Pfeffer (1978).

An additional objective which this research serves is HPWS-commitment at the group level. Research conducted previously shows that the commitment shown by an individual and HPWS has a positive relationship. The analysis has also been extended by the authors in relation to employee commitment from an individual to an extended level of group. Gardner et al. (2011) talks about the affective commitment that is to be measures in relation to how the managers perceive HR practices and the business units from which they belong to. Social emotional contagion models and social information processing are the main factors which supports the aggregate of both the factors which include HR practices and affective commitment shown by the group at their work place. As per Salancik and Pfeffer (1978) employees in order to make sense of the work they perform and to influence attitudes of others make use of the information that they receive from others this results in creating shared opinions in relation to the work they perform. This method is given by social information approach of processing. A study has been conducted b

In the same manner as per Barsade (2002) there is contagion process related to emotions of the workforce which usually comes up among the members of group regarding their environment. In cases where there is positive contagion of emotions it can result in creating improvements in the performance of workforce and also will result in increasing cooperation. A study has been conducted by Gardner et al. (2011) which talks about the contribution if employee's HPWS perception and also affective commitment is aggregated to do prediction about nosiness unit level performance.

The first and foremost objective with which this paper works is to conduct a test to check the occurrence of motivation mediation and human capital path in relation to HPWS- performance relationship to a business level simultaneously and also to test the affective commitment. Thus, this test shows support to the fact that there is a link between the path of motivation as well as performance and it also talks about the contribution in simultaneously along with the path of human capital. The test conducted provides support to the fact that there is an established link among motivational path as well as performance while the remaining of the research focuses on attention to the psychosocial processes that creates attitudes that have motivation. The model given in the Figure 1 is for the purpose of testing mediation at the same time of human capital as well as affective commitment.

As per the meta-analysis in relation to AMO model Jiang, Mu, Wang, and Zhao (2016) has made an observation that in relation to path of human capital more contribution is made by HR practices of skill enhancement whereas for the path of motivation the empowerment of HR practices plays the main role despite the fact that the results show that the

practices of HR contribute to both equally. But there are a lot of limitations to this study these includes firstly many of the studies conducted using meta-analysis does not include complete set of variables. Secondly many of these studies included a few of the components of AMO HR. Therefore, these omissions constitute an important part of the result of study and may result in generating results with biases to estimate the relationships between variables.

The second objective with which this paper works include the test any difference that exist in relation to the contributions made by the model of AMO to the mediation of both paths motivation as well as human capital simultaneously. The study conducted in relation to this also has limitations. Firstly, when it talks about three AMO models it considers every unit in the business that is included in the study this results in decreasing the bias as partial results are aggregated. Secondly, a number of resources have been considered in order to eliminate the variance that occurs due to the use of same source. Most importantly this study accounts for a number of variables in order to include their influence in the model of mediation. With these limitations it is likely that the study measures an accurate estimate of the contribution by the model of AMO. Final objective of this study is to conduct an extensive research on the relationship that exist between HPWS and the context of Thailand. It can be concluded that there a number of practices followed at Chile organizations and some of them result in creating organization commitment while others do not. (Perez Arrau, Eades, & Wilson, 2012). Secondly studying a country individually impose serious limitations when focusing on cultural differences in conducting study of phenomena of the behavior (Maron et al., 2007) Thus it is not possible to predict the impact pose by the Chilean culture in the path of affective commitment mediation. (Spector, Liu, & Sanchez, 2015).

So on this conclusion following suggestions have been made:

Hypothesis 1: The practice of enhancing skills in HPWS contribute more to the human capital performance in the pharmacy sector in Thailand.

Hypothesis 2: The practices regarding enhancement of motivation in HPWS contribute more to the human capital performance in the pharmacy sector in Thailand.

Hypothesis 3: The practice of enhancing empowerment in HPWS contribute more to the human capital performance in the pharmacy sector in Thailand.

Hypothesis 4: The effective commitment of employee mediates among the HPWS subsets and the human capital performance in the pharmacy sector in Thailand.

Research Methods

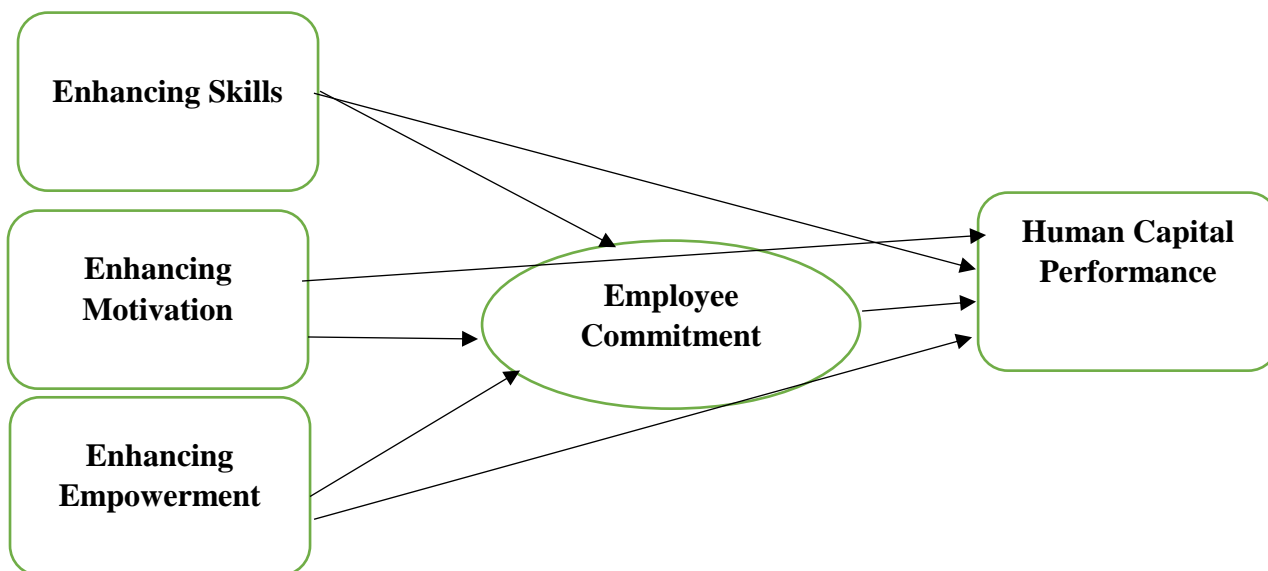
The main aim of existing research is to analyze the influence of HPWSs such as enhancing skills (ES), enhancement of motivation (EM) and enhancing empowerment (EE) on the performance of the human capital in the firms of pharmacies in Thailand. The managers of human resource (HR) that are dealing with performance appraisals are the respondent of the research and PLS-SEM has been use to test the hypotheses as well as validity of the constructs. Around 750 questionnaires were distributed among the

managers that contain five point Lickers scale and after one and half month only 570 valid responses received that are approximately 76% response rate.

Measures

The main construct of the research such as human capital performance (HCP) has eight items for measurement while HPWSs such as enhancing skills (ES), enhancement of motivation (EM) and enhancing empowerment (EE) is used as predictors and measure by six, ten and eight items respectively. The mediating variable such as employee commitment (EC) has six items.

THEORETICAL FRAMEWORK



Findings

The outcome of the research includes the testing of hypothesis and validity and reliability of the constructs as well as the data. Firstly, the findings exposed the convergent

validity about the correlation among the items and statistics show that convergent validity is proved because criteria are full filled. Table 2 about the convergent validity is given below:

TABLE 2. Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE				
Human Capital Performance	HCP1	0.705	0.849	0.884	0.523				
	HCP2	0.782							
	HCP3	0.822							
	HCP4	0.631							
	HCP5	0.626							
	HCP6	0.680							
	HCP8	0.789							
	Enhancing Skills	ES1				0.748	0.857	0.893	0.582
ES2		0.742							
ES3		0.781							
ES4		0.804							
ES5		0.743							
ES6		0.758							
Enhancing Motivation	EM1	0.838	0.883	0.911	0.631				
	EM2	0.834							
	EM3	0.793							
	EM4	0.666							
	EM6	0.792							
	EM8	0.828							
	Enhancing Empowerment	EE1				0.792	0.896	0.918	0.587

	EE2	0.843			
	EE3	0.497			
	EE4	0.812			
	EE5	0.722			
	EE8	0.776			
	EE9	0.828			
	EE10	0.800			
Employee Commitment	EC1	0.892	0.806	0.859	0.553
	EC2	0.812			
	EC4	0.677			
	EC5	0.648			
	EC6	0.657			

Secondly, the findings exposed the discriminant validity about the correlation among the constructs and statistics show that discriminant validity is proved because criteria

are full filled. Table 3 about the Fornell Larcker criteria about discriminant validity is given below:

TABLE 3. Fornell Larcker

	HCP	ES	EM	EE	EC
ECP	0.723				
ES	0.723	0.763			
EM	0.575	0.686	0.794		
EE	0.548	0.514	0.388	0.766	
EC	0.686	0.484	0.476	0.516	0.744

The findings also exposed the discriminant validity about the correlation among the constructs and statistics show that discriminant validity is proved because criteria are full

filled. Table 4 about the cross-loading criteria about discriminant validity is given below:

TABLE 4. Cross Loadings

	HCP	ES	EM	EE	EC
HCP1	0.705	0.392	0.426	0.303	0.372
HCP2	0.782	0.559	0.426	0.373	0.462
HCP3	0.822	0.485	0.343	0.401	0.430
HCP4	0.631	0.341	0.349	0.325	0.314
HCP5	0.626	0.429	0.369	0.406	0.323
HCP6	0.680	0.613	0.480	0.443	0.639
HCP8	0.789	0.686	0.471	0.468	0.730
ES1	0.496	0.748	0.665	0.354	0.441
ES2	0.635	0.742	0.423	0.464	0.656
ES3	0.508	0.781	0.639	0.397	0.413
ES4	0.532	0.804	0.659	0.355	0.489
ES5	0.518	0.743	0.362	0.376	0.738
ES6	0.589	0.758	0.429	0.389	0.800
EM1	0.438	0.506	0.838	0.288	0.326
EM2	0.392	0.496	0.834	0.286	0.336
EM3	0.511	0.604	0.793	0.292	0.444
EM4	0.430	0.512	0.666	0.313	0.418
EM6	0.336	0.401	0.792	0.224	0.252
EM8	0.559	0.664	0.828	0.399	0.431
EE1	0.351	0.240	0.175	0.792	0.298
EE2	0.504	0.484	0.411	0.843	0.480
EE3	0.246	0.274	0.244	0.497	0.262
EE4	0.478	0.478	0.358	0.812	0.460
EE5	0.437	0.466	0.368	0.722	0.396
EE8	0.438	0.464	0.300	0.776	0.384

EE9	0.424	0.362	0.252	0.828	0.429
EE10	0.410	0.306	0.217	0.800	0.390
EC1	0.695	0.732	0.446	0.499	0.892
EC2	0.639	0.589	0.364	0.521	0.812
EC4	0.398	0.649	0.344	0.269	0.677
EC5	0.289	0.408	0.252	0.200	0.648
EC6	0.335	0.486	0.334	0.273	0.657

Finally, the findings exposed the discriminant validity about the correlation among the constructs and statistics show that discriminant validity is proved because criteria are full

filled. Table 5 about the HTMT ratio about discriminant validity is given below:

TABLE 5. HTMT Ratio

	HCP	ES	EM	EE	EC
ECP					
ES	0.803				
EM	0.636	0.777			
EE	0.605	0.573	0.419		
EC	0.713	0.906	0.537	0.545	

The results of PLS-SEM indicated that beta have positive sign that shows positive link of HPWSs such as enhancing skills (ES), enhancement of motivation (EM) and enhancing empowerment (EE) with performance of human capital. In addition, the results also indicated that t values are higher than 1.64 and p values are lower than 0.05 that show significant link of HPWSs such as enhancing skills (ES), enhancement of motivation (EM) and enhancing

empowerment (EE) with performance of human capital. Moreover, outcomes also uncovered that beta has positive sign and t and p values meet the criteria that show positive mediation of employee commitment among the link of HPWSs such as enhancing skills (ES), enhancement of motivation (EM) and enhancing empowerment (EE) and performance of human capital. Table 6 about the path analysis is given below:

TABLE 6. Path Analysis

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

DISCUSSION AND CONCLUSIONS

The aim of existing literature is to analyze the impact of HPWSs such as enhancing skills, enhancement of motivation and enhancing empowerment on the performance of the human capital in the firms of pharmacies in Thailand. The findings indicated that the HPWSs such as enhancing skills, enhancement of motivation and enhancing empowerment has positive link with the performance of the human capital in the firms of pharmacies in Thailand. The reason behind these outcomes is that the work system that are enhanced the performance of the employees have the ability to improve the performance of the organization. The outcome also uncovered that the effective commitment of the employees

has positive mediates the link among the HPWSs because if the employees are highly committed with the organization then the work system that have high performance has more influence on the human capital performance. The findings given the insight to the regulation developing and implementing authorities that they develop and implement the policies that improve the work system of the organization that enhance the performance of employee as well as the organization.

Finally, this literature reached at the conclusion that the work system that are enhanced the performance of the employees have the ability to improve the performance of the organization. In addition, it is also concluded that if the employees are highly committed with the organization then

the work system that have high performance has more influence on the human capital performance. Moreover, this literature have some future direction and limitations such as the findings is generalized in the pharmacy business and also only in Thailand. It is recommendation for the prospective studies that they should include more businesses and countries under their investigations.

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