

The Impact of Human Resource Perception of Employees on the Human Resource Perception of Managers in the Pharmacy Companies in Thailand

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ABSTRACT

The aim of this research is to investigate the influence of HR perception of the employees on the HR perceptions of managers in the pharmacy business in Thailand. Another aim of the study is to analyze the mediating role of employee demographic dissimilarity among the relationship of HR perception of the employees and HR perceptions of managers. The HR managers and their employees are respondent of the research and PLS-SEM was employed for the validity and hypotheses testing. The results uphold that the HR perception of the employees has positive nexus with the HR perceptions of managers in the pharmacy business in Thailand. The outcomes also revealed that employee demographic dissimilarity mediates among the nexus of HR perception of the employees and HR perceptions of managers. These outputs of the article suggested and guided to the

regulation making authorities that they should increase their emphasis on the HR practices of both employee and managers that enhance their performance for the organization.

Keywords: HR Perceptions of Managers, HR Perception of Employees, HR Perceptions of Co-Workers, Pharmacy Firms

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INTRODUCTION

During the prior 30 years, several research studies of the HR field have portrayed the significant outcomes of investing in HRM functions of the organization. With similar to this, numerous prior studies have outlined that proper practices of HR functions in the organization directly improve the competence of employees, inspiration and motivation, and provide opportunity to them in command to increase the performance by attaining their regular tasks (Lepak, Liao, Chung, & Harden, 2006). Therefore, it is essential to monitor the behavior of employees which will increase their performance being positive toward individual goals and this ultimately leads the organization in achieving the strategic goals (Takeuchi, Lepak, Wang, & Takeuchi, 2007; Yukl, 1998; Sriviboon & Jermstittiparsert, 2019)). In managerial views, research studies of strategic HRM predicted that HRM is valuable in understanding about the milieu in which performance of the organization probably the result of proper practices of HR. for instance, Aryee, Walumbwa, Seidu, and Otake (2012) conducted a meta-analysis study by using 92 research studies and they revealed that higher level of performance working system (HPWS) was the outcome of the proper implementations of the HR performs.

Even with the development in the bigger level planned HRM investigation from a supervisory emphasis, increasing consideration has been freshly compensated to considerate the consequence of HR performs from an operative perception (Harrison, Price, & Bell, 1998; Jiang et al., 2012; Lepak et al., 2006). The upsurge of this investigation torrent stalks from a censure that contemplation of workers' actual involvement of HR performs in preceding planned HRM investigation has been not there. However, there is a long-term supposition that worker connected aspects turn to connect HR performs with administrative performance results, unexpectedly insufficient papers have occupied into explanation of the part of HR

performs as knowledgeable by discrete workers. This oversight is dangerous, by way of numerous educations have freshly publicized that it is workers' observations and involvements of HR performs relatively than genuine HR performs or manager-valued HR performs that have a quicker association with workers' performances and consequences (CHUANG & Liao, 2010; Dienesch & Liden, 1986; Jiang et al., 2012; Van Vugt, Hogan, & Kaiser, 2008), strengthening the necessity to comprise workers' observations in premeditated HRM investigation, particularly when probing the influence of HR performs on worker consequences.

The current researches from the worker grounded perception advise that workers probably not observe HR performs by way of stated by executives, and dissimilar workers can observe the matching customary of HR performs in a diversity of behaviors and therefore have unlike insights of HR performs from individually other as well as from their administrations' purposes (Lam, Huang, & Janssen, 2010). For specimen, concentrating on workers' insights of HR performs, Nishii and Wright (2007) described that executive apparent HR performs were not meaningfully connected to worker professed HR performs subsequently to supervisory for demographic features, and 83% of the alteration in workers' observations exist in mid workforces inside the similar work divisions. Therefore, this pragmatic indication rises the significant queries confronted by planned HRM investigators: Why do workers unprotected to the similar HR performs state their observations of HR performs in a different way? What aspects form workers' observations of HR performs? Further down what circumstances, are workers' HR observations added or fewer expected to be prejudiced by those influences? Deprived of vibrant responses to this customary of queries, it is problematic for administrations to comprehend and accomplish workers' HR observations.

Sympathetic the dissimilarities in workers' observations of HR performs is likewise connected to the notion of the asset of the HR structure. McAllister (1995) familiarized this paradigm and contended that businesses prerequisite to launch a robust HR structure that directs reliable and unmistakable communications to aid workers segment a mutual sympathetic of what boldness and performances are predicted and pleased. This common awareness is tremendously significant if companies hunger to augment anticipated administrative goalmouths by accrued workers' characteristics. Deprived of a robust HR structure, workers may paradigm their individual sympathetic of HR performs, which possibly will or cannot be reliable with administrative meanings.

Accordingly, a great difference in workers' insights of HR performs is probable to happen and thus types it problematic to accomplish administrative planned goalmouths finished workers' cooperative labors and performances. Assumed the position of workers' communal observations of HR performs, it is crucial to comprehend once workers are added probable to understand HR performs correspondingly amongst themselves and with significant others in administrations.

Investigators have newly in progress to dedicate exertion to sympathetic how workers involvement and distinguish HR performs. For instance, Purcell and Hutchinson (2007) acknowledged announcement superiority amid administrators and workforces like a moderator amid executive alleged and worker alleged HR performs. This emphasis is not shocking owing to the significant person which line executive's production in interpreting and executing HR performs in modern administrations (Lepak et al., 2006). Though, investigators have piercing obtainable that executives are not the solitary foundation finished which workers container get contact to HR info; other background influences like as associates possibly will also inspiration how workers distinguish HR performs outstanding to their communal communications and shared involvements within the similar work atmosphere (Wright & Nishii, 2007). Observed composed, the existing education places of interest the possible for assimilating numerous foundations of HR statistics (i.e., HR observations of administrators and associates) to comprehend workers' observations of HR performs.

TABLE 1. Percentage Effects of HR Practices on Firm Performance

HRM Practices	Percentage Change in Firm Performance
Promotion Opportunity	16
Supervisor Support	13
Compensation	12
Job Duty Challenges	11
Supervisor Leadership Skills	9
Working Hours	6
Unavoidable Reasons	5
Supervisor Poor Employee Relationship	4
Supervisor favoritism	4

To spread preceding investigation on this theme, this investigation inducements upon communal material dispensation philosophy (Lincoln & Miller, 1979) to see the sights the inspiration of HR discernments apprehended by administrators and apprehended by collaborators on workers'

observations of HR performs. Further, it is representing in the following figure;

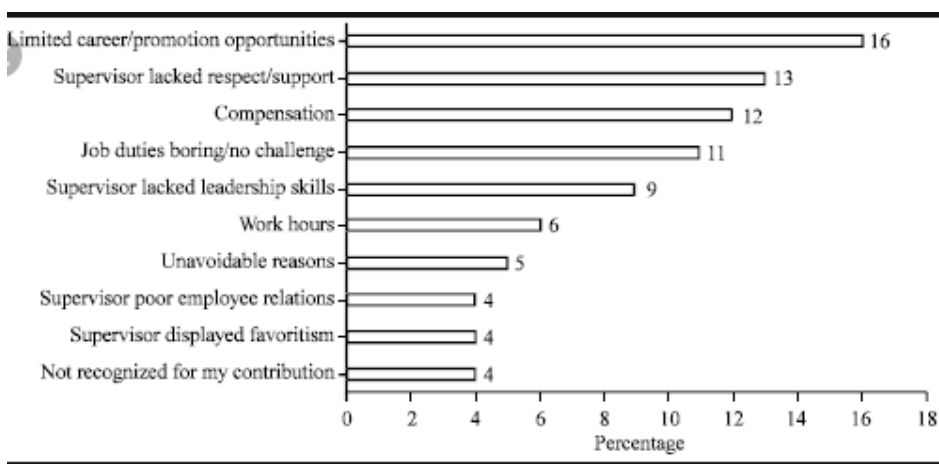


Figure 1: Percentage Effect of HR Practices on Firm Performance

The “social information processing theory” Appelbaum, Bailey, Berg, Kalleberg, and Bailey (2000) proposes that persons depend on info assembled from others in their factory to develop their observations of the administration’s performs (Jensen, Rezaei, Schøtt, Ashourizadeh, & Li, 2016). We suppose that as significant followers who have adjacent connections with the central persons, together executives and assistants possibly will have an impression on workers’ observations of HR performs (Jamali, El Dirani, & Harwood, 2015). This investigation proposition that demographic differences in relations of “age, gender, education, and organizational tenure” may moderate the effect of executives and assistants on workers’ observations of HR performs. Constant with preceding investigation on this theme (Lincoln & Miller, 1979; Purcell & Hutchinson, 2007), we describe HR observations by way of the degree to which workers observe HPWS, that comprise such performs as choosing employment, all-inclusive working out, growing presentation assessment, presentation grounded wage, interior advancement, and labor participation, are accessible in administrations. HPWS is the maximum considered subject in planned HRM works (Wiersema & Bird, 1993) and was originate to remain absolutely connected to worker and administrative consequences (Bhave, Kramer, & Glomb, 2010; Bowen & Ostroff, 2004).

LITERATURE REVIEW

The social material dispensation is a theoretic viewpoint highlighting the effect of background on persons’ boldness and performances (Pauwe & Boselie, 2005; Pauwe, Wright, & Guest, 2013). Rendering to this philosophy, persons are interested to interconnect with others in command to steady progress and unmistakable understandings of proceedings and their denotations and persons utilize material composed from others in their communal atmosphere to attendant their observations, boldness, and performances. The “social information processing theory” has been extensively used to elucidate the impact of social setting (e.g., leaders and coworkers) on workers’ observations (e.g., insights of work-family skirmish; Kehoe and Wright (2013), boldness (e.g., job gratification; Riordan (2000), and behaviors (e.g., workplace violence; Gerhart (2007) in administrations. It has also been functional to elucidate the appearance of collective observations amongst personnel by way of they are bare to comparable material nearby work atmosphere and involve in harmonization and message to each other to course the material (Bhave et al., 2010; Combs, Liu, Hall, & Ketchen, 2006; Lam et al., 2010).

The philosophy of social material processing proposes that it is rational to suppose the impact of social atmosphere on workers’ observations of HR practice. Certainly, Kruglanski and Mayseless (1990) preserved that “social procedures confidently play a key role in what characteristics of the HR practices employees appear to, how they are understood, and the responses that they sense are suitable.” This concept has been reaccentuated in their current exertion— “social information can play a noteworthy role in how individuals observe and understand the practices” (Wiersema & Bird, 1993). In exertion backgrounds, executives and assistants may be observed as comprising the instant social atmosphere for workers, and HR observations of administrators and assistants are probable to re-count to workers’ observations for at least three motives (Huang et al., 2016). Firstly, investigation on social evaluation and social material processing has

predictable that individuals bank on others to aid outline realism and are prejudiced by those with whom they have straight connections (Bhave et al., 2010; Tepper, Moss, & Duffy, 2011; Wiersema & Bird, 1993).

This perception proposes that executives and assistants deliver the framework within these workers can form their particular observations of HR performs (Pauwe & Boselie, 2005). In specific, the declarations by executives and assistants related to HR performs can support workers to comprehend what types of performs are utilized in the company. Workers possibly will also interconnect and look up with executives and assistants once they have reservations or uncertainties of HR performs (Bowen & Ostroff, 2004). By such connections, workers possibly will in a straight line with HR material from executives and assistants and accordingly are expected to have alike observations of HR performs by way of their executives and assistants. Secondly, executives and assistants can impact workers’ HR observations by giving implied indications. By cooperating with executives and assistants, workers possibly will perceive how HR performs are functional to other workforces. While workers may well not unswervingly practice convinced HR performs, they possibly will unmoving grow to distinguish how those performs are executed in the administrations. Furthermore, the communal background collected of executives and associates delivers an authenticity patterned of workers’ HR observations (Byrne, 1971). Subsequently distribution of their empathetic of HR performs with other administrative followers, workers’ early observations of HR performs can be transformed by their administrators and assistants by message and material conversation.

Thirdly, executives and associates can too disturb workers’ HR observations by constructing workers’ attentional procedures (Byrne, 1971). By regularly conversation about positive HR performs, executives and assistants can develop those performs noticeable to workers and through additional of their consideration to those performs (Kang, Gatling, & Kim, 2015). For specimen, if executives and assistants constantly remark about the working out events their group delivers to advance workers’ humanoid assets, staffs possibly will not solitary deliberate widespread working out as an imperative aspect of the administration’s HR structure but also have faith in emerging humanoid assets through working out performs is a significant alarm for their expansion and development. This will direct workers to spend further consideration and ascribe additional standing to the info about working out performs.

Steady with “social information processing theory”, the dispute of the strong point of the HR structure also supports elucidate why workers have a tendency to stake their observations of HR performs with administrators and assistants (Hollenbeck & Jamieson, 2015). Lincoln and Miller (1979) recommended that workers are probable to stake a mutual insight of work atmosphere once there is a robust HR structure. This is as a robust condition distinct by the HR structure can direct reliable communications around HR performs to workers who possibly will involve in frequent sequences of developing procedures (e.g., material achievement, clarification, distribution, and confirmation) to spread a common sympathetic of the HR structure.

Grounded on the study of Lam et al. (2010) have seen HPWS as a robust structure and originate that workforces are prospective to segment their observations of HPWS inside the similar department. Their discoveries were reverberated by

further researchers who originate the important association amid HR performs described by executives and professed by workers (Byrne, 1971; Den Hartog, Boon, Verburg, & Croon, 2013; Dienesch & Liden, 1986; Harrison et al., 1998; Jiang et al., 2012) as well as expressive quantity of HR observations common by workforces. Assumed the theoretic foundation and experimental indication, we suggest optimistic association among coworker-perceived HR practices, manager-perceived and employee-perceived HR practices.

H1: Employees HR practices perception's will be positively linked with manager's HR practices perceptions in the pharmacy companies in Thailand.

H2: Employees HR practices perceptions will be positively linked with coworker's HR practices perceptions in the pharmacy companies in Thailand.

Although, workers are anticipated to segment comparable observations of HR performs to their administrators and assistants, theoretic opinions (Subramony, 2009; Tepper et al., 2011) and experimental discoveries (Kehoe & Wright, 2013; Nishii & Wright, 2007; Takeuchi et al., 2007) have exposed that this is not continuously the situation in administrations. More precisely, Kehoe and Wright (2013) projected a diversity of influences at the individual worker's level, the work level, and the assembly level that possibly will be the source of differences in workers' observations of HR performs. Amongst the numerous aspects at dissimilar levels of examines, workers' demographic distinction to executives and assistants is predominantly pertinent to recognize the degree to which workers may segment their observations of HR performs with executives and associates. As confer beneath, demographic distinction to others possibly will impact the occurrence and superiority of communications amid workers and other administrative followers and disturb the trustworthiness and bearing of info established from dissimilar foundations, and consequently might impact the orientation amid the observations of HR performs of executives and associates and workers' observations of HR performs.

The "Demographic dissimilarity" states to the variance amid workers and others in their demographic features like "age, gender, education level, and organizational tenure", counting dyadic difference to executives (Aryee et al., 2012; Purcell & Hutchinson, 2007; Yukl, 1998) and difference to their colleagues (Bhave et al., 2010; Kehoe & Wright, 2013). We firstly suggest the moderating upshot of dyadic dissimilarity to executives on the association amid manager professed and employee professed HR performs. Rendering to the resemblance magnetism model, resemblance in demographic features possibly will upsurge relational magnetism and regularity of communications (Byrne, 1971; Wright & Nishii, 2007).

Workers with higher level of dyadic resemblance possibly will invent it calmer to cooperate with their executives and, as a consequence, have further prospects to get HR evidence from executives and segment comparable HR observations to administrators. In dissimilarity, workers who are different to their executives may sense sensitively unfriendly from their executives (Wiersema & Bird, 1993) and incline to sense unwilling to interconnect with executives about HR performs. In these belongings, the HR observations of administrators and workers possibly will be additional weakly connected to each other. So, we suppose workers' dyadic difference to their executives to decline the optimistic association amid directors' observations and workers' observations of HR performs.

Secondly, demographic resemblance can impact the promise strong point amid workers and their directors (McAllister, 1995), which possibly will disturb the degree to which workforces trust the evidence providing by executives and assimilate this evidence into their HR observations. Researchers have originated that workers and executives were further probable to progress common hope and fondness relations when they joint demographic resemblance (Appelbaum et al., 2000; Bhave et al., 2010; Byrne, 1971; Gerhart, 2007; Kehoe & Wright, 2013). Workers may bargain executives with comparable traits more truthful and responsible, and therefore be added probable to encirclement the evidence interconnected to them by executives. On the conflicting, workforces who are demographically different to their executives can be less expected to faith their executives. The absence of faith may extra central the workers to interrogation the dependability of the HR evidence presented by executives. For the directly above stated two explanations, we suggest the moderating impact of dyadic variation on the association amid manager supposed and employee supposed HR performs in the following:

Hypothesis 3: The dyadic dissimilarity will be positively associated with manager's HR practices perception in the pharmacy companies in Thailand.

This study also supposes the association amid coworkers' observations and employees' observations of HR performs develops sturdier once they are added comparable in demographic features. Firstly, individuals with higher level of demographic resemblance possibly will have alike work connected requirements and purposes, and consequently are additional probable to exploration for alike HR performs, which might set a shared foundation for them to observe and understand HR performs. In adding, demographic resemblance can enable message and evidence distributing amid workers and their colleagues (CHUANG & Liao, 2010; Zenger & Lawrence, 1989). By a sequence of daily connections, workers are probable to gather evidence from comparable colleagues to progress their sympathies of HR applies. Workers who segment demographic likenesses with their colleagues incline to progress faith in associates (Kehoe & Wright, 2013) and total on colleagues to segment dependable evidence about HR performs. Furthermore, "social information processing theory" proposes that workers do not ascribe equivalent heaviness to the evidence established from diverse foundations (Den Hartog et al., 2013; Dienesch & Liden, 1986) and the degree to which workers assimilate exterior evidence to appreciate work atmosphere is reliant on the saliency and significance of the evidence (Purcell & Hutchinson, 2007). Since persons with alike demographic features may segment shared contextual and involvements, the evidence given by alike colleagues inclines to attract the greatest consideration of workers.

Correspondingly, workers have an inescapable propensity to associate themselves to comparable others to observe their communal atmosphere (Kehoe & Wright, 2013). Therefore, workers possibly will find the evidence gotten from alike colleagues is additionally pertinent to develop their own insights of HR performs. Like, Nishii and Wright (2007) stated, "the more similar someone is, the more relevant his or her views for understanding one's own world." In summing up, we suggest that:

Hypothesis 4: The employee demographic dissimilarity will be mediates on the association of coworker's, employees and

managers HR practices perception in the pharmacy companies in Thailand.

Research Methods

The aim of this research is to investigate the influence of HR perception of the employees on the HR perceptions of managers in the pharmacy business in Thailand. Another aim of the study is to analyze the mediating role of employee demographic dissimilarity among the relationship of HR perception of the employees and HR perceptions of managers. The HR managers and their employees are respondent of the research and PLS-SEM was employed for the validity and hypotheses testing. Around 990 questionnaires were spread to MR Managers as well as employees of pharmacy firms in the

capital city of Thailand through the mail. After one months, 780 valid questionnaires were returned that represents around 78.79 percent response rate.

Measures

The managers perceptions about the HR practices (MPHR) that is used as dependent variables is measured by eight items, while the independent variables such as employee perception regarding the HR practices (EPHR), co-workers perception about the HR practices (CWPHR) and dyadic dissimilarity (DD) have eight, six and ten items respectively. In addition, the mediator variable such as employee demographic dissimilarity (EDD), has six items.

THEORETICAL FRAMEWORK

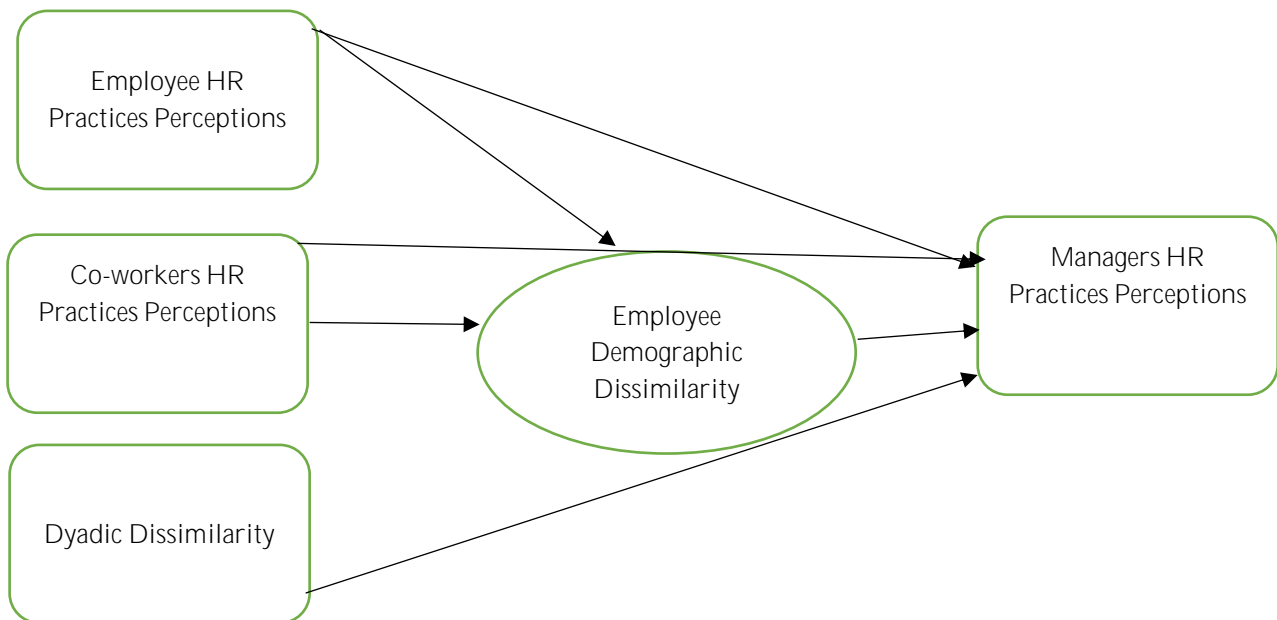


Figure 2: Theoretical Framework

Findings

The outcomes of the research show the validity and path analysis of the study. The validity included both convergent and discriminant. Firstly, this study check the convergent

validity by employed the average variance estimation (AVE) then factor loadings after that composite reliability (CR) and Alpha. The outcomes indicated that items are highly correlated because all the criteria are full filled. Table 2 exposed the convergent validity as under:

Table 2: Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Managers Perception about HR Practices	MPHR1	0.705	0.849	0.884	0.523
	MPHR2	0.782			
	MPHR3	0.822			
	MPHR4	0.631			
	MPHR5	0.626			
	MPHR6	0.680			
	MPHR8	0.789			
	Employee Perception about HR Practices	EPHR1			
EPHR2		0.742			
EPHR3		0.781			

	EPHR5	0.804			
	EPHR6	0.743			
	EPHR7	0.758			
Co-workers Perception about HR Practices	CWPHR1	0.838	0.883	0.911	0.631
	CWPHR2	0.834			
	CWPHR3	0.793			
	CWPHR4	0.666			
	CWPHR6	0.792			
	CWPHR8	0.828			
Dyadic Dissimilarity	DD1	0.792	0.896	0.918	0.587
	DD2	0.843			
	DD3	0.497			
	DD4	0.812			
	DD5	0.722			
	DD8	0.776			
	DD9	0.828			
	DD10	0.800			
Employee Demographic Dissimilarity	EDD1	0.892	0.806	0.859	0.553
	EDD2	0.812			
	EDD4	0.677			
	EDD5	0.648			
	EDD6	0.657			

The correlation among the construct is checked by the discriminant validity and is checked by the Fornell Larcker method and outcomes show that no issue with discriminant

validity because the first value is higher than the rest. Table 3 exposed the Fornell Larcker method as under:

TABLE 3. Fornell Larcker

	MPHR	EPHR	CWPHR	DD	EDD
MPHR	0.723				
EPHR	0.723	0.763			
CWPHR	0.575	0.686	0.794		
DD	0.548	0.514	0.388	0.766	
EDD	0.686	0.484	0.476	0.516	0.744

The correlation among the construct is checked by the discriminant validity and is checked by the cross loadings and outcomes show that no issue with discriminant validity

because the values are less than 0.90. Table 4 exposed the cross loadings as under:

TABLE 4. Cross Loadings

	MPHR	EPHR	CWPHR	DD	EDD
MPHR1	0.705	0.392	0.426	0.303	0.372
MPHR2	0.782	0.559	0.426	0.373	0.462
MPHR3	0.822	0.485	0.343	0.401	0.430
MPHR4	0.631	0.341	0.349	0.325	0.314
MPHR5	0.626	0.429	0.369	0.406	0.323
MPHR6	0.680	0.613	0.480	0.443	0.639
MPHR8	0.789	0.686	0.471	0.468	0.730
EPHR1	0.496	0.748	0.665	0.354	0.441
EPHR2	0.635	0.742	0.423	0.464	0.656

EPHR3	0.508	0.781	0.639	0.397	0.413
EPHR5	0.532	0.804	0.659	0.355	0.489
EPHR6	0.518	0.743	0.362	0.376	0.738
EPHR7	0.589	0.758	0.429	0.389	0.800
CWPHR1	0.438	0.506	0.838	0.288	0.326
CWPHR2	0.392	0.496	0.834	0.286	0.336
CWPHR3	0.511	0.604	0.793	0.292	0.444
CWPHR4	0.430	0.512	0.666	0.313	0.418
CWPHR6	0.336	0.401	0.792	0.224	0.252
CWPHR8	0.559	0.664	0.828	0.399	0.431
DD1	0.351	0.240	0.175	0.792	0.298
DD2	0.504	0.484	0.411	0.843	0.480
DD3	0.246	0.274	0.244	0.497	0.262
DD4	0.478	0.478	0.358	0.812	0.460
DD5	0.437	0.466	0.368	0.722	0.396
DD8	0.438	0.464	0.300	0.776	0.384
DD9	0.424	0.362	0.252	0.828	0.429
DD10	0.410	0.306	0.217	0.800	0.390
EDD1	0.695	0.732	0.446	0.499	0.892
EDD2	0.639	0.589	0.364	0.521	0.812
EDD4	0.398	0.649	0.344	0.269	0.677
EDD5	0.289	0.408	0.252	0.200	0.648
EDD6	0.335	0.486	0.334	0.273	0.657

The correlation among the construct is checked by the discriminant validity and is checked by the HTMT ratio and outcomes show that no issue with discriminant validity

because the first value is higher than the rest. Table 5 exposed the HTMT ratio as under:

TABLE 5. HTMT Ratio

	MPHR	EPHR	CWPHR	DD	EDD
MPHR					
EPHR	0.803				
CWPHR	0.636	0.777			
DD	0.605	0.573	0.419		
EDD	0.713	0.906	0.537	0.545	

The aim of this research is to investigate the influence of HR perception of the employees on the HR perceptions of managers in the pharmacy business in Thailand. Another aim of the study is to analyze the mediating role of employee demographic dissimilarity among the relationship of HR perception of the employees and HR perceptions of managers. The outcomes show that positive nexus among the employee perception regarding the HR practices (EPHR), co-workers perception about the HR practices (CWPHR) and dyadic dissimilarity (DD) with the managers perception regarding the HR practices (MPHR) because beta have positive signs and accept the H1, H2 and H3. In addition, the outcomes show

that significant nexus among the employee perception regarding the HR practices (EPHR), co-workers perception about the HR practices (CWPHR) and dyadic dissimilarity (DD) with the managers perception regarding the HR practices (MPHR) because t and p value full filled the criteria and accept the H1, H2 and H3. Moreover, employee demographic dissimilarity (EDD) significantly and positively mediates among the relationship of employee perception regarding the HR practices (EPHR), co-workers perception about the HR practices (CWPHR) and dyadic dissimilarity (DD) and managers perception regarding the HR practices (MPHR). Table 6 shows the path analysis as under:

TABLE 6. Path Analysis

	Beta	S.D.	t-values	p-values	L.L.	U.L.
EPHR -> MPHR	0.307	0.098	3.115	0.001	0.143	0.459
CWPHR -> MPHR	0.169	0.063	2.694	0.004	0.075	0.280
DD -> MPHR	0.383	0.039	9.860	0.000	0.322	0.449
EDD -> MPHR	0.202	0.053	3.772	0.000	0.107	0.286
EPHR -> EDD	0.084	0.046	1.807	0.036	0.002	0.157
CWPHR -> EDD	0.245	0.071	3.471	0.000	0.122	0.356
EPHR -> EDD -> MPHR	0.117	0.038	3.096	0.001	0.055	0.176
CWPHR -> EDD -> MPHR	0.173	0.055	3.151	0.001	0.082	0.251

DISCUSSION AND CONCLUSIONS

The purpose of this research is to investigate the influence of HR perception of the employees on the HR perceptions of managers in the pharmacy business in Thailand. Another aim of the study is to analyze the mediating role of employee demographic dissimilarity among the relationship of HR perception of the employees and HR perceptions of managers. The results uncovered that the HR perception of the employees has positive nexus with the HR perceptions of managers in the pharmacy business in Thailand. If the employee and co-workers has positive perception about the practices of HR then the managers perception also play positive role in the firm performance. The outcomes also revealed that employee demographic dissimilarity mediates among the nexus of HR perception of the employees and HR perceptions of managers. These outputs of the article suggested and guided to the regulation making authorities that they should increase their emphasis on the HR practices of both employee and managers that enhance their performance for the organization.

Hence, the present study concludes that If the employee and co-workers have positive perception about the practices of HR then the managers perception also play positive role in the firm performance. Moreover, if the employee's demographic dissimilarity is increasing the relationship regarding the employees, co-workers and managers perception regarding the HR practices also improved. Finally, the current study has few limitation for example the current study only take three predictors and further study may add more in their analysis. In addition, current study on the pharmacy business and upcoming research may include other than pharmacy business.

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