

# The Impact of Human Resource Practices on Employee Wellbeing of the Pharmacy Firms in Thailand

Napasri Suwarnajote<sup>1</sup>, Witthaya Mekhum<sup>2\*</sup>

<sup>1</sup>Faculty of Humanities and Social Sciences, Suan Sunandha Rajabhat University, Bangkok, Thailand

E-mail: [napasri.su@ssru.ac.th](mailto:napasri.su@ssru.ac.th)

<sup>2</sup>Faculty of Industrial Technology, Suan Sunandha Rajabhat University, Bangkok, Thailand

E-mail: [witthaya.me@ssru.ac.th](mailto:witthaya.me@ssru.ac.th)

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## ABSTRACT

This study aims to examine the human resource practices (HRP) on employee wellbeing of the pharmacy firms in Thailand. The managers of human resources (HR) are the respondent of the study. The data were gathered by distributing the questionnaires to the respondents through the mail. PLS-SEM was employed to test the hypotheses of the paper. The results exposed that HRP such as high participation administration, employee appraisal work, social welfare practices, and worker welfare practices, have positive nexus with employee wellbeing. These outcomes suggested to the regulators that they should develop the policies for the valuable HRP that enhance the wellbeing of the employee that ultimately enhances the performance of the organization.

**Keywords:** Human Resource Practices, High Participation Administration, Employee Appraisal Work, Social Welfare Practices, Worker Welfare Practices, Employee Wellbeing

### Correspondance:

Witthaya Mekhum

Faculty of Industrial Technology, Suan Sunandha Rajabhat University, Bangkok, Thailand

E-mail: [witthaya.me@ssru.ac.th](mailto:witthaya.me@ssru.ac.th)

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## INTRODUCTION

From the last three decades, theories and research studies have made considerable development in the field of HRM. For instance, just because of this research, organizations now have clear understanding about the internal and external strategic fit (Boxall & Purcell, 2011), organizations know the process through they can relate HRM to the performance of every individual even with the organization (Jiang, Lepak, Hu, & Baer, 2012), organizations knows about their association with HRM (Paauwe, J., Guest, D.E., & Wright, P.M., 2013). Furthermore, organizations also have a clear understanding of managing their challenges and the effective implementation of their challenges (Bowen & Ostroff, 2004). Although, everyone still not being agree with the given argument organization making differences by accepting this phenomenon and by representing significant development within the organization (Hussain et al., 2012). At the separate level, the communal argument can be taking by the perception of the emotional agreement (D. E. Guest, 2004), constructed everywhere the conversation of possibilities reinforced by communal responsibilities and the standard of interchange, though Kalleberg & Rognes, (2000) have contended that it can similarly be functional to communal employment relations. The investigation has recognized HR performs as a significant background of emotional indentures and exposed optimistic welfare consequences from emotional agreement completion (Zhao, Wayne, Glibkowski, & Bravo, 2007). In spite of the seeming usefulness of a communal argument style, we essentially recognize that the conversation can on juncture be incomplete, unsatisfactory and manipulative (Pickett & Wilkinson, 2015), signifying that it is probable to function maximum efficiently for the advantage of the crucial investors when there is a well-known, established agenda for the employ association.

The prototypical is founded on an examination of the pragmatic indication nearby the qualifications of worker welfare and is knowledgeable by the values nearby a positive service association (Milkman, 2017). The five factors of HR perform are tentatively delineated. Conscious of the hazards of narrow slopes of HR performs, they are obtainable as a foundation for the investigation to be long-established, lengthy or corrected. The first factor deals with the

investments made for the welfare of individuals (Mullins, Brandes, & Dharwadkar, 2016). The second factor refers to the working which efforts to engage employees in their working. The third factor focuses on generating a positive and optimistic environment within the company which leads to the welfare of the staff. The fourth-factor highlights the role of employee voices within the decision finalizing process. The fifth and final factor of HR practices refers to organizational efforts in delivering supporting climate in which seniors assist their sub-ordinates which ultimately for the welfare of all and through which the organization probably gains competitive advantage (Hussain, Mosa, & Omran, 2017; Sriviboon & Jermisittiparsert, 2019).

This study based on a bit different argument. It has seemed that development in the field of HRM has been acknowledged by the organization and claimed that research of the linkage amid performance and HRM had been followed. Additionally, variation in the context and nature of the field, support to focus on the wellbeing. In this situation, what is needed to support and provide guidance to the organizations to increase the well-being of the individuals which probably suggests the route of increasing the higher level of performance of the employees? Employee well-being has been affected by several distinct factors that positively or negatively contributed to the welfare of employees (Hussain, Mosa, & Omran, 2018). Figure 1 represented that employee wellbeing probably effected through four factors which include the environment, physical, social and psychological factors. Environment factors impacting on wellbeing include light, temperature, comfort, sustainability and air quality of the workplace. Physical factors include exercise, illness, nutrition and lifestyle; all these factors have a significant impact on the wellbeing of the company's employees. Social factors include relationships, managers, community and volunteering; these factors possess a significant effect on wellbeing; however, links probably can be family, friends or colleagues; managers can be transparency and community can be a connection or belonging. Lastly, psychological factors include learning, autonomy, stress, rest and purpose; these can be the reason for variation in the wellbeing of the employees. However, learning can be continuous; stress may come from strategies, prevention or support; rest can be breaks or holidays and purpose can be

aligned. These all four factors of wellbeing directly contribute to the wellbeing process of the employees working in any organization.



Figure 1. Employee Wellbeing

The vigorous ethical circumstance for absorbed on employee’s well-being. In addition, dissimilarities at the factory and in the environment are adjacent factory danger disintegrating welfare with destructive penalties for folks and, supposedly, for administrations. These nonconformities have been widely beckoned but regularly unnoticed in the essential HRM style and protect ordering HR does that can support to faultless their imprint. As differences in experience endure to suffering working welfare. Though nearly nonconformities are optimistic, primary to the mechanization of repetitious activities, forecasts to the application from family and greater interaction to indication, others demonstrate competitions to welfare. Indication know-how can upsurge supplication and produce work surplus (Derks & Bakker, 2010), main to work-home meddlesome, suffering the dominance of recapture stretch, increase the prospects for investigation with its insinuations for injury of the governor and augmented

nervousness and underwrite to ability hopelessness and allied occupation hesitation. However, the examination has traditional the aids for the well-being of redesigning works to bring superior individuality, Derks & Bakker, (2010) formulate that in the UK, systematic stratum of authority have deteriorated though work apprehensions have amplified, predominantly in low-skill professions. Subsequent to the 2008 financial disaster, firmness at work has been intensified by the happenstance of overdue manufacture in the utmost progressive thrifths. Investigative the UK competence experimental, Derks & Bakker, (2010) instigate widespread increases in competence composed with sluggish pays. This has dense neutrality and threatened well-being but ineffective to development invention. These proposals are established in Figure 1, though a traditional possible HR rehearsal is labeled in Table 1.

TABLE 1. HR practices in support of wellbeing

HR Practices	Wellbeing
Capitalizing in employees	Employment and assortment
Giving appealing labor	Exercise and expansion Mentoring and job provision Jobs intended to give independence and encounter
Optimistic communal and bodily setting	Material delivery and response Skills application Fitness and care a significance
Ability to speak	Equivalent occasions Zero acceptance of mistreatment and pestering General two-way statement
Organizational sustenance	<b>Worker’s reviews</b> Shared picture helpful administration Participative environment

LITERATURE REVIEW

Well-being perhaps also be overstated by the nonappearance of confidence round the approaching. Psychologists have struggled that intellect of expansion and a conspicuous pending is critical for dissimilar well-being. Original pressures

to development have seemed, instable from overdue financial development and rising global rivalry to sanctuary terrorizations and widespread heating. The alteration in brightness roughly the approaching is principally unadorned for millennial. For the primary time, appraisals indorse that their predictions are mediocre than those of their ancestors

(Aronsson & Göransson, 1999). At exertion, this is replicated in pressures to calling forecasts, to the employment nature preserve and extended-lasting monetary safety of an attired pension (Hussain, Musa, & Omran, 2019).

This ephemeral summary of the trials to well-being is relevant to HRM. Smearing additional HR observations to advance presentation has occasionally led to in work strengthening deprived of so long as labors with the capitals to manage with this. An encouragement of financial enthusiasm as a fundamental foundation for enthusiasm has fortified the sympathetic of behavior in the monetary context that instigated the 2008 monetary disaster (Hussain, Musa, & Omran, 2018). The supple engagement has controlled to provisional working, zero-hour agreements and preferment of eventuality replicas that inspire attention on capacity though abandoning other labors. In its crack, aptitude supervision has on condition that one explanation for the growth of dissimilarity reproduced in the enormous earnings of top directors, whereas croft back wage upsurges for the remaining workers (Aronsson & Göransson, 1999). These possibly will be unintentional consequences of modern HRM, but nearby has been inadequate anxiety for the moral penalties of heartening HR performs that indorse presentation though abandoning organizations' errands to their workers. What completely this specifies that abundant HRM investigation and repetition have thoughtful inadequacies representative the prerequisite to bounce superior urgency to **worker's** well-being (Huang et al., 2016).

#### HRM Frameworks and Employee Well-Being

The issues associated with aligning HRM and performance is still ambiguous in theoretical perspectives. The linkage amid these two notions has become central when organizations try to maximize their profit when they wish to get more from their employees when they want to gain positively modify their **employee's attitudes** or behavior, even when they want to gain a competitive advantage. Furthermore, this linkage results in several distinct internal models that explain the roles of every individual which ultimately leads them to increase their performance at individual, team and organizational levels. The one mostly used term, which describes HRM as a system of higher performance (HPWS). The plausible marker kinds the goals of this tactic obvious. Until now, preliminary trainings by means of this sticky tag by Appelbaum (Appelbaum, Bailey, Berg, Kalleberg, & Bailey, 2000) originate that a method founded on the AMO framework, converging on performs to "improve workers' abilities (A), motivation (M) and opportunity to contribute (O)," could improve both presentation and welfare. Though appraisals recommend that numerous workers rely to performs that reproduce the AMO framework (Jiang et al., 2012), it is distinguished that in furthestmost described educations, employee brashness and performance are observed as a revenue somewhat than a finish, with the prime concentration absorbed to presentation portentous slight apprehension for worker well-being and shared improvements. Certainly, Boxall, Guthrie, & Paauwe, (2016) communicate that 'the other understandable object about AMO agenda is that it is absorbed on portion the box of organizational presentation somewhat than worker welfare'. An irregular, structure on the supply founded opinion of the secure (Barney & Wright, 1998), highlights the character of humanoid assets as the chief earnings of leveraging structural capitals to improvement modest improvement. This has industrialized hooked on an additional exact emphasis on habits of abstracting, ornamental, and exploiting humanoid

assets, while, as (P. M. Wright, Coff, & Moliterno, 2014) message, there is ongoing indecision nearby, for occurrence, by Lepak & Snell, (1999). The prime emphasis of this method is to grow and utilize humanoid assets for the advantage of the association with slight apprehension for operative welfare or communal improvements. The phenomenon 'higher engagement HRM describes its oblique intentions. In an ongoing study, 'From controller to promise in the workplace,' T. A. Wright, (2003) contended that alterations in the US modest setting, mutual with variations in worker prospects, obligatory American organizations to modify their tactic to the supervision of workforces. This required modification from little to top faith and from the ranked controller to participative supervision and implementation of HR performs to indorse organizational promise. Though it mainly assistances organizations somewhat than persons. Enhanced welfare might be a by-product, but it is related to the part of pledge as a resource to develop presentation. This is consequently additional method to managing of personnel as a resource of ornamental organizational presentation that has slight to say approximately worker welfare and joint improvements.

High participation administration (HPM) can be drawn to Lawler, (1986) encouragement of so long as staff with adequate control, statistics, repayment and information – the supposed PIRK framework – to authorize them to achieve at a superior level. Though this framework possibly lodges structures of the member of staff welfare, the principal emphasis is habitually on structural performance. There is an exclusion, obviously seeing the insinuations of HPM for operative comfort. Further, it originates that acceptance of HPM was related to inferior heights of unhappiness amongst health-care labors. Additional findings stated that HPM was related to advanced job gratification, a healthier work-life equilibrium, inferior work strengthening and no amplified pressure or exhaustion. Though, the protagonist of HPM might not be so forthright. Wood, Van Veldhoven, Croon, & de Menezes, (2012) illustrious amid job enhancement and worker participation, wherever the concluding encompassed a variety of HR performs and traveled the refereeing character of comfort on routine as an examination of the communal improvement prototypical. High-involvement applies were damagingly related with well-existence but had an optimistic connotation with recital. In distinction, job enhancement had an optimistic connotation with welfare, though occupation gratification, a measurement of welfare, also incompletely arbitrated the connection to presentation. This increases queries around the character of member of staff participation and similarly around what HR does establish participation. In greatest gears, it seems to concealment lone an incomplete customary of HR performs. In adding, with an insufficient exclusion such as those quoted upstairs, the emphasis in maximum revisions is principally on the connection to presentation somewhat on comfort and communal improvements. Based on this literature this study made the following hypothesis:

H1: High participation administration has positive nexus with **employee's wellbeing in the pharmacy business in Thailand.**

The global Fitness Society describes welfare as 'a national of whole bodily, psychological, and communal welfare, not just absenteeism of illness or infirmity' (Bryson, Barth, & Dale-Olsen, 2013). The OECD has freshly industrialized a variety of impartial pointers of welfare as share of its 'healthier life' inventiveness then has also absorbed on personal welfare that it describes as 'good cerebral conditions, counting all the

numerous assessments, optimistic and damaging, that personal brand of their survives, and the emotional response of persons to their involvements.’ Though these meanings speech over-all welfare, our anxiety is with occupational welfare which Funding, Cappelli & Neumark, (2001), sketch on the effort of Warr, (1987), described as ‘the general excellence of an operative’s involvement and operative at work.’ The structure on the works, they contend that there are three critical surfaces of occupational welfare anxious with the emotional, bodily and communal operative. We will accept this method in what shadows.

In view of emotional welfare, a difference is frequently complete amid hedonic and eudemonic welfare. The previous is characteristically signified by occupation gratification, while the concluding is additional anxious with completion of possible and discovery connotation and drive in labor. Warr, (1990) has operationalized emotional welfare lengthwise three scopes cover gratification and displeasure, eagerness and unhappiness and coziness and nervousness with a quantity that has been extensively rummage-sale in the investigation in effort locations. The additional surface, bodily welfare, imprisons physical pointers of fitness or disease in the office and is characteristically traveled concluded individual spirits of fitness, counting optimistic pointers such as intelligence of vigor and adverse pointers such as tiredness and pressure. The third measurement covers communal welfare is reproduced in relational relatives, heights of communal provision and apparent faith and justice of behavior. An excellent form of investigation on the backgrounds of welfare delivers a robust indication dishonorable around the types of HR rule and repetition that strength indorse welfare at the effort. In this transitory appraisal, which is unavoidably descriptive somewhat than complete, three different methods, a piece with a stress on one of the three proportions of occupational welfare and representative pertinent HR performs, are delineated. Based on this literature, this study made the following hypothesis:

H2: The social welfare practices have positive nexus with **employee’s wellbeing in the pharmacy business in Thailand**. The primary foundation of indication is Warr, (1987) appraisal of the works. They are an occasion for rheostat, the prospect for ability usage, diversity at the effort, opening for relational exchange, outwardly engendered goalmouths, ecological clearness, and obtainability of currency, corporeal safety and an appreciated communal place. This tilt tourist attractions topographies of occupation gratified and communal setting and in so responsibility emphases on HR follows speaking together with the occupation and service. He pronounces his method as a vitamin prototypical on the estates that a suitable ‘dose’ would progress welfare but that, similar vitamins, it is likely also to have abundant of approximately topographies of exertion like the chance for the regulator or superficially produced goalmouths, so founding the accurate ‘dose’ is significant. The additional kind of indication originates from one of the extra barely absorbed, hypothetically founded methods, the occupation stresses–resources prototypical (Bakker & Demerouti, 2007). It suggests that welfare, reproduced, lay to rest in little exhaustion and pressure and tall heights of effort appointment, is the purpose of complementary the stresses of effort and the capitals obtainable to make an effort. Stresses can comprise assignment, emotional strains and exertion–non-work battle. Capitals comprise adequate occupation independence, communal provision, growth occasions and

response. Based on this literature, this study made the following hypothesis:

H3: Employee Appraisal work has positive nexus with **employee’s wellbeing in the pharmacy business in Thailand**.

In emerging a method to HRM intended to indorse worker welfare, its necessity is recognized that organizations are improbable to endorse welfare on principled estates unaccompanied. Certainly, this supposition has to provide one motive for an abundant service legislature. It is consequently essential to put up the welfares of together workers and bosses and, accepting a pluralist viewpoint; this can helpfully be enclosed within the setting of the engagement association. An extensively cited current method to service relatives accepts a shared improvement method. This fleetingly succeeded in the UK underneath the excellent of work company, but an assessment by D. Guest, (2014) and D. E. Guest & Peccei, (2001) optional that it was frequently apparent to stretch an equilibrium of benefit to manager relatively than worker consequences. Though, (Valizade, Ogbonnaya, Tregaskis, & Forde, 2016) account investigation portentous that an optimistic service relative’s environment suggestions possibility for methods of the company to embellishment, provided that common improvements for pertinent shareholders. Boxall, (2013) has delineated three scopes of sympathy. Primary, there is what he rappsports a competence competition which equilibrums the **company’s** essential for capable personnel with the **members’** requirement for an optimistic work atmosphere. Secondly, he propositions a potential competition complementary the **company’s** necessary for staffs to validate promise in contradiction of employees’ longing for job safety and justice of behavior. Thirdly, he suggests an influence competition whereby mutually gatherings accept as accurate that their wants are existence encountered. To each of these, and the previous one in specific reproduces the impression of an optimistic conversation and at the similar time opinions to a numerous HR applies that can underwrite to safeguarding communal improvements.

The investigative prototypical projected here shapes on the investigation around HR strategies and performs that have been exposed to turn as backgrounds of worker welfare and an optimistic service association. The emphasis on the service association can assistance not solitary to endorse features of welfare nonetheless similarly to discourse anxieties of criticizers as by serving to safeguard that welfare-related HR applies do not develop unfairly. Similarly, its speeches the noise by (Witte, Pienaar, & Cuyper, 2016) to transport HRM and service relatives earlier composed. The prototypical shapes on the expectations of conversation philosophy to suggest that highly worker welfare and a constructive service association will, in short, must both straight and unintended belongings on presentation. More precisely, they will attain this concluded their influence on worker arrogances, incentive and behavior. The optimistic arrogances comprise organizational promise and effort appointment (Saks, 2006). Incentive drive is reproduced in inclination to cooperate and to involve in social responsibility behavior as well as advanced vigor stages (T. A. Wright, 2003). Behavioral consequences will comprise inferior nonappearance, inferior labor turnover and a sturdier reasoning attendance at exertion which can donate to novelty and to safeguarding maximum provision excellence. Based on this literature, this study made the following hypothesis:

H4: Worker welfare practices have positive nexus with **employee’s wellbeing in the pharmacy business in Thailand**.

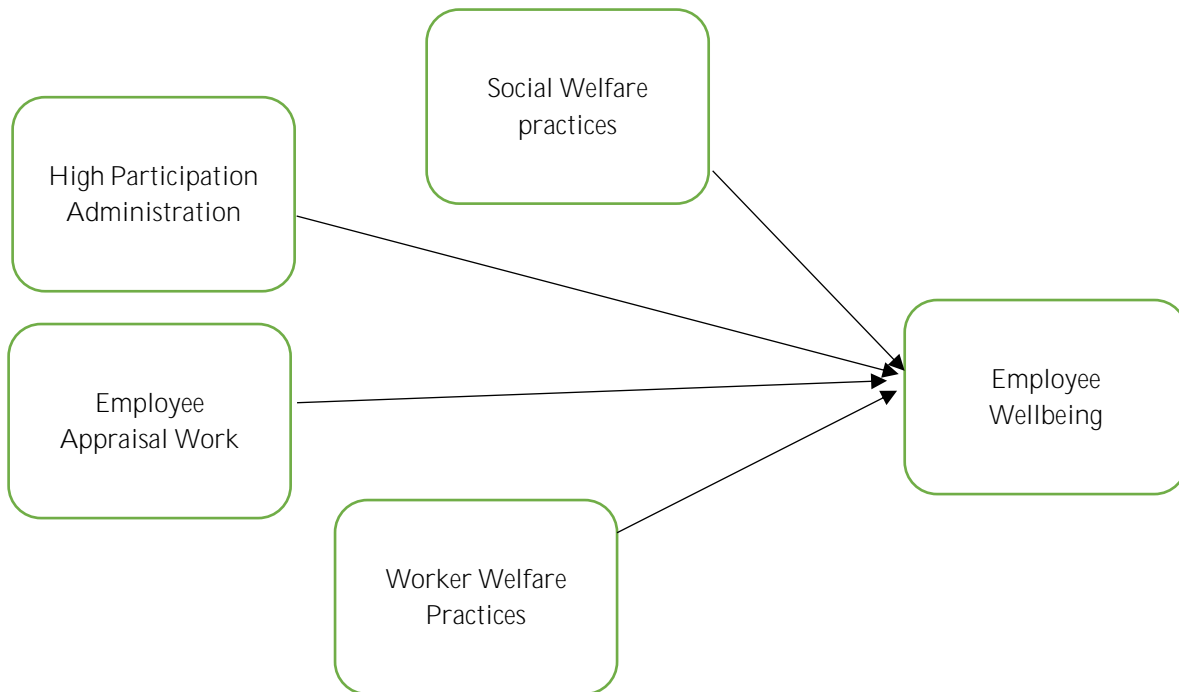
Research Methods

This study aims to examine the human resource practices (HRP) on employee wellbeing of the pharmacy firms in Thailand. The managers of human resources (HR) are the respondent of the study. The data were gathered by distributing the questionnaires to the respondents through the mail. PLS-SEM was employed to test the hypotheses of the paper. For data collection, around 550 questionnaires were sent to the managers of HR through the mail but only 340 valid questionnaires returned after one and a half months that represent 61.82 percent response rate.

Measures

The dependent variable such as employee wellbeing (EWB) has ten items while HRP such as high participation administration (HPA), employee appraisal work (EAW), social welfare practices (SWP), and worker welfare practices (WWP) have eight, ten, six and eight items respectively (Collins & Clark, 2003).

RESEARCH FRAMEWORK



Findings

The outcomes of the paper involve the validity such as convergent as well as discriminant and path analysis for hypotheses testing. The convergent validity describes the correlation among the items of the constructs and assumes

that items should high correlated. If the measures such as loadings, CR, Alpha and AVE are higher than the limits, then the items are highly correlated. Table 2 exposed the convergent validity and loadings, CR, Alpha and AVE are higher than limits such as 0.50, 0.70, 0.70 and 0.50 respectively that means no issue with convergent validity.

TABLE 2. Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
High Participation Administration	HPA1	0.705	0.849	0.884	0.523
	HPA7	0.782			
	HPA2	0.822			
	HPA3	0.631			
	HPA5	0.626			
	HPA6	0.680			
	HPA8	0.789			
	Employee Wellbeing	EWB1			
EWB3		0.742			
EWB6		0.781			
EWB7		0.804			



	EWB9	0.743			
	EWB10	0.758			
Social Welfare Practices	SWP1	0.838	0.883	0.911	0.631
	SWP2	0.834			
	SWP4	0.793			
	SWP6	0.666			
	SWP3	0.792			
	SWP5	0.828			
Employee Appraisal Work	EAW1	0.792	0.896	0.918	0.587
	EAW2	0.843			
	EAW3	0.497			
	EAW4	0.812			
	EAW5	0.722			
	EAW6	0.776			
	EAW9	0.828			
	EAW10	0.800			
Worker Welfare Practices	WWP1	0.892	0.806	0.859	0.553
	WWP2	0.812			
	WWP4	0.677			
	WWP7	0.648			
	WWP8	0.657			

The discriminant validity about the correlation among the constructs is checked by Fornell Larcker, cross-loadings and HTMT ratio. The outcomes show that constructs are not highly correlated because the first value is higher than the

other values of the construct and cross-loadings are less than 0.90. Table 3 and Table 4 explore the Fornell Larcker and cross-loadings of the constructs.

TABLE 3. Fornell Larcker

	EPA	EWB	SWP	EAW	WWP
EPA	0.723				
EWB	0.723	0.763			
SWP	0.575	0.686	0.794		
EAW	0.548	0.514	0.388	0.766	
WWP	0.686	0.484	0.476	0.516	0.744

TABLE 4. Cross Loadings

	EPA	EWB	SWP	EAW	WWP
HPA1	0.705	0.392	0.426	0.303	0.372
HPA7	0.782	0.559	0.426	0.373	0.462
HPA2	0.822	0.485	0.343	0.401	0.430
HPA3	0.631	0.341	0.349	0.325	0.314
HPA5	0.626	0.429	0.369	0.406	0.323
HPA6	0.680	0.613	0.480	0.443	0.639
HPA8	0.789	0.686	0.471	0.468	0.730
EWB1	0.496	0.748	0.665	0.354	0.441
EWB3	0.635	0.742	0.423	0.464	0.656
EWB6	0.508	0.781	0.639	0.397	0.413
EWB7	0.532	0.804	0.659	0.355	0.489
EWB9	0.518	0.743	0.362	0.376	0.738
EWB10	0.589	0.758	0.429	0.389	0.800

SWP1	0.438	0.506	0.838	0.288	0.326
SWP2	0.392	0.496	0.834	0.286	0.336
SWP4	0.511	0.604	0.793	0.292	0.444
SWP6	0.430	0.512	0.666	0.313	0.418
SWP3	0.336	0.401	0.792	0.224	0.252
SWP5	0.559	0.664	0.828	0.399	0.431
EAW1	0.351	0.240	0.175	0.792	0.298
EAW2	0.504	0.484	0.411	0.843	0.480
EAW3	0.246	0.274	0.244	0.497	0.262
EAW4	0.478	0.478	0.358	0.812	0.460
EAW5	0.437	0.466	0.368	0.722	0.396
EAW6	0.438	0.464	0.300	0.776	0.384
EAW9	0.424	0.362	0.252	0.828	0.429
EAW10	0.410	0.306	0.217	0.800	0.390
WWP1	0.695	0.732	0.446	0.499	0.892
WWP2	0.639	0.589	0.364	0.521	0.812
WWP4	0.398	0.649	0.344	0.269	0.677
WWP7	0.289	0.408	0.252	0.200	0.648
WWP8	0.335	0.486	0.334	0.273	0.657

The HTMT ratio also checks the discriminant validity of the correlation among the constructs. The outcomes show that constructs are not highly correlated because the value of the

HTMT ratio is less than 0.90. Table 5 explores the HTMT ratio of the constructs.

TABLE 5. HTMT Ratio

	EPA	EWB	SWP	EAW	WWP
EPA					
EWB	0.803				
SWP	0.636	0.777			
EAW	0.605	0.573	0.419		
WWP	0.713	0.906	0.537	0.545	

The path analysis is used to test the hypotheses of the constructs. The beta values of all the predictors such as high participation administration (HPA), employee appraisal work (EAW), social welfare practices (SWP), and worker welfare practices (WWP) have a positive sign that means a positive link with employee wellbeing (EWB). In addition, the values

of “t” higher than 1.64 and values of “p” less than 0.05 that shows significant nexus among the high participation administration (HPA), employee appraisal work (EAW), social welfare practices (SWP), worker welfare practices (WWP) and employee wellbeing (EWB) and accept the H1, H2, H3 and H4. Table 6 exposed the path analysis of the study.

TABLE 6. Path Analysis

	Beta	S.D.	t-values	p-values	L.L.	U.L.
EPA -> EWB	0.307	0.098	3.115	0.001	0.143	0.459
SWP -> EWB	0.169	0.063	2.694	0.004	0.075	0.280
EAW -> EWB	0.383	0.039	9.860	0.000	0.322	0.449
WWP -> EWB	0.202	0.053	3.772	0.000	0.107	0.286

DISCUSSION AND CONCLUSIONS

These results proved that the HRP enhances employee wellbeing and satisfied employees to enhance the performance of the pharmacy firms in Thailand. High participation administration put their full focus on the employees and improve their wellbeing in the organization. In addition, employee appraisal work also enhances the performance of the employees by eliminating the errors and mistakes of the employee. Moreover, social welfare practices enhance the welfare of the employee that increases the satisfaction level of

the employee and enhances their performance in the firm. Finally, worker welfare practices improve the personal life of the employee that increases the satisfaction of them and also increases the trust of the organization and ultimately enhances the firm performance. These outcomes are similar to the output of Jiang and Men (2017) who also exposed positive nexus among the HRP and welfare of the employees. This study is very useful for the pharmacy companies around the globe as well as other organization where employee are the dominant force and needs to enhance the firm performance

through employee satisfaction. Finally, the current study concluded that if the HRP regarding the welfare of the organization increases, the wellbeing of the organization also increase as the finding shows in the pharmacy firms in Thailand. The present study has few limitations; for instance, this study ignores the cross-country analysis and future studies may include more countries in their analysis and can go for the cross country analysis. This study used only four dimensions of HRP such as high participation administration (HPA), employee appraisal work (EAW), social welfare practices (SWP), and worker welfare practices (WWP) and further studies may add other dimensions in their examinations.

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