

The Influence of HR Programs and Practices on the Outcomes of the HR Practices in the Pharmacies of Thailand: Mediating Role of Middle Management Strategies

Natnaporn Aeknarajindawat¹, Nattachai Aeknarajindawat², Damkerng Aswasuntrangkul³

¹Graduate School, Suan Sunandha Rajabhat University, Bangkok, Thailand

E-mail: natnaporn.ae@ssru.ac.th

²Suan Sunandha Rajabhat University, Bangkok, Thailand

E-mail: nattachai.ae@ssru.ac.th

³Suan Sunandha Rajabhat University, Bangkok, Thailand

E-mail: damkerng.as@ssru.ac.th

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ABSTRACT

The prime aim of the article is to examine the HR programs and HR practices on the outcomes of HR practice in the pharmacies of Thailand. Additional aim is to analyze the mediating role of middle management strategies on the link among the HR programs, HR practices and outcomes of HR practice in the pharmacies of Thailand. The data were gathered by using questionnaires from the HR program managers and validity and PLS-SEM was utilized to test the hypotheses. The findings uncovered that the HR programs and practices has positive link with the outcomes of HR practices in the pharmacy of Thailand. The findings also exposed that middle management strategies for the implementation of HR programs and practices are mediate positively among the link of HR programs and practices and outcomes of HR practices in the pharmacy of Thailand.

These outcomes provided the guidance to the policymakers that they must enhance their focus on the HR programs and practices that improve the outcomes of the HR practices especially in the pharmacies in Thailand.

Keywords: HR programs, HR practices, Pharmacies of Thailand, Middle Management Strategies

Correspondence:

Natnaporn Aeknarajindawat

Graduate School, Suan Sunandha Rajabhat University, Bangkok, Thailand

E-mail: natnaporn.ae@ssru.ac.th

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INTRODUCTION

Resource based theory (RBT) has been widely used over the past 20 years to describe company's performance disparities. RBT's basic principle is that an organization should achieve and maintain a market advantage through its capital and capabilities (Crook, Ketchen Jr, Combs, & Todd, 2008). This claim has been justified by a significant body of research (Barney, 2000). However, as RBT supporters remember, technology does not seem to be strategically vital tools and abilities. Therefore, managers often have to be involved in their growth. The theory states three fields where it is possible to build tactical strengths to gain a competitive edge: width (company range), scope (company level) and cycle of life

The focus in every article was on capital harmonies through the roots of the business. Extended strategy work has generally focused on single-level management positions, usually at the top of the organization. With the help of this study and understanding for the relationships between HR structure 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 HR system and 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 HR and performance relationship. This study is different from Stanton, Young, Bartram, and Leggat (2010), 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. (Datta, Guthrie, & Wright, 2005; Sirmon, Hitt, & Ireland, 2007).

Fourth another area on which this study focuses are on conducting analysis of the relationship that exist between perceptions of HR practices and staying committed to the level of business unit. Lastly its final focus is on the HR and performance relationship generalization as per the context of Latin American. 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. Next the simultaneous mediation of both human capital and motivation has been discussed. Lastly a test has been conducted in order to test the HR and 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 HR practices subsets. The last section includes outcomes along with the theoretical implications (Inkinen, Kianto, & Vanhala, 2015). The intellectual of resources indicates that it is the mixture of capital, skills and organizational responsiveness. It ultimately leads to a stronger company performance Few empirical studies have explored how administrative action can be taken Resonate during the pits of the business and influence the growth of planned capital. In command to be successful, the supply organization behavior of executives at every level of the organization have to be warily arranged, organized and approved, i.e. directed, by peak supervision, chiefly the CEO of the company. Therefore, we consider the strategic orientation of CEOs to

be an important precedent for companies calculated wealth and capability. This is an intuitive concept for strategic scholar, who has usually given a lot of heaviness to the strategic importance of top managers. However, in order to influence the resource orchestration efforts of top managers to influence firm performance, lower-level managers need to operationalize them. The strategic emphasis of CEOs lacking the matching funds and capability is just that — a stress — and is doubtful to have a significant collision on firm presentation. This is where our paper leads to the viewpoint of reserve orchestration, in the interplay between the strategic focus of CEOs and the operationalization of strategic resources and capacities of their firms. We are locating this study in a research stream with a wide range of empirical support to give our scope of analysis; namely, research that connects frameworks for human resource management (HRM) and organization presentation (Youndt & Snell, 2004; Youndt, Snell, Dean Jr, & Lepak, 1996). Using a 2006 list of 190 Korean companies, the structural equation analysis of this paper shows that CEOs' accent on planned HRM (SHRM) is really related to organizations' use of engagement-based HR systems. In addition, engagement-based HR programs greatly arbitrate the dealings among the focus of CEOs on SHRM and three company-stage performance events: employee efficiency,

equity return (ROE) and professed success. Since our proof suggest that the strategic focus of top managers is essential to the effective operationalization of a tactical supply that requires participation of core managers, we provide experimental support for the organizational depth viewpoint of resource improvisation (Sirmon, Gove, & Hitt, 2008; Sirmon et al., 2007; Sirmon, Hitt, Ireland, & Gilbert, 2011). We expand on our theoretical logic in the store orchestration text in the next section of the paper.

The results of early research show that HRM investment and outcomes in relation to finance and operations have a positive relationship (Arthur, 1994). However, it has been noted that the ones working at business level have more impact on their performance. Additionally, there are differences which relates 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 HR- performance relationship identification and also there is criticism to the fact that differences in the practices of HR creates effect on the performance. However, view of HR as per of resource base view is given in the subsequent Figure 1:

A resource-based view of strategy analysis

R.M. Grant (1991)



Figure 1: A Resource-based View of Strategies

HRM-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 & Boswell, 2002; Kerdpitak & Jernsittiparsert, 2020). To unite all the factors in a single model that affect performance Blumberg and Pringle has

suggested that workers perform as per their capacities, willingness to work and opportunities they possess to perform work. To give best performances HRM 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

nut are interrelated (Weaver, Trevino, & Cochran, 1999). 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 (Helfat et al., 2009). 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. However, the following table indicating the organizational spending's for the successful implementation of RBT.

TABLE 1. Factors Effecting RBT and Organizational Spending

Factors affecting RBT	Organizational Spending
Worker Protection	12%
Compensation and Benefits	31%
Retention	11%
Training and Development	39%

LITERATURE REVIEW

Reserve instrumentation tackles an immature RBT component: the manager's role in the efficient production and utilization of capital. Helfat et al. (2009) described harmonies of assets as "the ability of managers to create intentionally. Apply or change an organization's resource base "(24)" involving the assembly and 'orchestration' of specialized asset configurations "(26). Likewise, in their article of 2007, Sirmon et al. (2007), it proposed that the role of management in relation to RBT should include three distinct dimensions: structuring, bundle and leveraging. Structure include acquire, retaining and divest properties (Sirmonnd et al., 2011). When purchased, the bundling of resources—or explicitly tailoring them—is necessary to get together the company's sole needs. When resources are efficiently organized and packaged, they must be used successfully (mobilize, planned and deploy) to take advantage of market opportunity and produce cost for clients (Sirmon et al., 2008).

Asset design, the combination Claims relating to asset management and team work, therefore involves managerial activity connected to the growth and execution of Tactical Resources across the organization (Bae, 2012; Bae & Rowley, 2003). Although former conceptual skeleton regarded the interaction between organizational attribute and firm performance, these frameworks were generally listening carefully on a solo company level, most often top administration.

Resource orchestration authors, on the other hand, clearly accept that various levels of management, with different perspective and demands, need to collaborate and contribute to the achievement of corporate goals and aggressive benefit. In other words, to make full use of the strategic resources available to a company, managers at all levels of the organization must work together (Stanton et al., 2010; Wall et al., 2004; Way, 2002). However senior management is often an important catalyst for the strategic decisions of organizations. Historically, top management has been the subject of strategic analysis. Top management, particularly the CEO, can have a huge collision on the company's all levels (Bae & Lawler, 2000). It is the decisions of the CEO that can affect the company's formation most

deeply, decide how the company will respond to cutthroat pressure, choose how the organization should handle and treat its employees, and so on.

In addition, resource structure, bundle, and leveraging allow CEOs to offer a compelling idea for the use by their business of those property (Helfat et al., 2009), that direct workers towards achieve the goal and objectives of their businesses. Therefore, the power of a CEO cascades down the company's hierarchy, impacting staff on down from the top management team. Top management promise has been linked, for example, to the winning execution of MBO programs and the mixing of corporate ethics programmers, both of which require line manager and support from staff. As we explain in extra depth lower, these broad claims beautifully map the situation we are looking at in this paper, HRM focused on engagement in Korea. HRM researchers say that engagement-based HR programs can be tactically costly to organizations by improving employee facts abilities and skills, increasing their drive and organize work to provide staff with the best chance to help achieve the goals of their firms (Sriviboon & Jermsittiparsert, 2019; Kerdpitak & Jermsittiparsert, 2020).

Intensive recruiting and hiring strategies, for example, increase capacity in commitment-based HR processes by bring brilliant people into the business, and teaching program continue to develop member of staff information and skill Employee satisfaction can be improved in these HR processes by performance-based rewards, presentation evaluation methods, elastic work arrangements, objection actions and internal support policies In addition, roles are structured in these structures to allow workers to act in order to achieve the goals of their companies (Rasool, Samma, Wang, Zhao, & Zhang, 2019).

In addition, engagement-based HR system can improve organization efficiency by manipulating the interior social structure of the business. For example, pledge-based HR systems encourage collaboration and liethness, encourage co-operation and information sharing among employees.

In summary, since workers can be more competent, empowered and occupied in dedicated HR programs, efficiency can add to, income can lessen, and organizations can be more possible to achieve their strategic objectives In

addition, together policy and HRM researchers argue that structures or "bundles" of engagement-based HR practice would meet the RBT criterion of inimitability rather than individual HR practices (Adler & Kwon, 2002; Kwon, 2017). While competitor may take on a given HR practice, such as a detailed collection method or a specific training agenda, implementing a compound, included set of committed HR practices is considerably more difficult. In addition, the commitment-based design of HR programs appears to be path-dependent, including, for example, linkage to sustaining firm structures and intricate interactions between the HR processes of the systems. Such features eliminate competitors' ability to mimic such HR systems easily, even in situations where the fundamental concepts of a promise-based HR system are well known. In certain terms, the reward of engagement-based HR systems can provide a sustainable competitive advantage per RBT (De Carvalho & Chima, 2014). The importance and exclusivity of connection grounded HR structures together possibly will develop them a tactical resource highlighted in RBTN, but there are reasons to consider that the engagement-based connection amid HRM and firm activities is not always successful.

Therefore, as we clarify in this paper's data section, we were careful in choosing an experimental framework, Korea in the post-Asian time of monetary disaster, where interaction-based Employee programs are usually inclined to possess optimistic belongings on business performance. As a driver, the orchestral production is an important part of, the CEO plays an important role in orchestrating strategic management activity at all levels of the company. Likewise, the impact of top managers on the application of HR activities has been addressed by several researchers, like other managerial programs, investigate suggest the perceived and actual encouragement from top management. As described by Helfat et al. (2009), the orchestration of assets starts with an open allegiance to asset creation and usage.

This has a beneficial effect on the lower levels of workers and can promote the introduction of different HR activities. For example, (Zhang et al., 2019) discovered that executives were more likely to express intent to support a tactical scheme in interpreting appropriate support from the top. In addition, Little, Cunningham, Shahar, and Widaman (2002) found in a recent case study that good CEO contact and support resulted in clear communications across the company's different levels. HR practices have been more effectively implemented as a result of this consistency and firm performance has been enhanced. When discussing HR structures rather than individual HR activities, this need for top management orchestration increases considerably. Nonetheless, engagement-based HR systems are commonly argued to be managerially concentrated together at the level of early completion and continuously afterwards, and need stable inner guidance in order to maintain the internal consistency of these systems. This may be especially factual for HR systems relative to other organization services, as there are a broad variety of strong institutional and technological background factors that constantly form the collection of HR practices of companies.

Simply put, despite their sophistication and width, it is highly doubtful that included commitment-based HR structures can arise on their own initiative within an organization or from middle managerial intervention self-governing of the focus of top managers. 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 HR- performance relationship. There are limited authors who attempts to intervene for both these paths. For instance (Barney, 2000; Datta et al., 2005), they found an important intervention made by both human capital as well as social exchange. As per Datta et al. (2005) 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. 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 HR-performance relationship.

We therefore suggest that the focus of CEOs on SHRM is a significant precedent for the implementation of committed HR systems

While higher administration appears to develop the company's general course and deliberate focus, managers and employees are often responsible for the actual implementation of the plan. Of particular attention is the part played thru central executives who convey strategic plans at the top level to the inferior positions, a part that involves together descending focus and integrative skills (Holcomb, Holmes Jr, & Connelly, 2009; Jeong & Choi, 2016). Investigation concentrating on the impact of central organization on company-level results has steadily indicated that central executives play an important part in the tactic procedure and that fruitful incorporation of top-, central- and lower-level administrative activity will boost company's efficiency (Ketokivi & Castaner, 2004).

Such conclusions propose that in command to effectively enforce its deliberate focus, upper organization (especially the CEO) have to recruit middle management provision and, by allowance, those in the business that are lower. A policy plan cannot be introduced by top managers on their own. This can be particularly true as organizations adopt engagement-based HR programs. Here, the role of middle management is central. Veth, Korzilius, Van der Heijden, Emans, and De Lange (2019), for example, suggest that central administration entertainments by way of links amid top and bottom administration, serving to device commercial HRM approaches, reducing worker confrontation to transformation and Boost lateral contact with the company's other central executives. In another study on the part of central management in connecting tactical HRM with company's results, Purcell and Hutchinson (2007) originated the method HR activities were applied by managers strengthened employee boldness and insights of work involvement. (Hambrick & Mason, 1984) have noticed that executives were talented to replace conventional HR structures with "softer" administration

performs, like setting up speech platforms for employees, using extra inducements, and facilitating mentoring contacts amid seasoned and novel staff.

Therefore, we imagine that commitment grounded HR structures will be completely linked to “higher firm-level employee productivity, return on equity (ROE), and perceived performance”, altogether consequences that have been working in existing SHRM investigation. Moreover, there is another issue that has been considered in HR 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 (MacDuffie, 1995; Osterman, 1994). 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 HR-performance unit level collective perception and its commitment. Mahoney (1995), 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 HR and affective commitment. In order to serve this purpose, the variable analysis has been carried out at a combined level.

Additional precisely, notwithstanding our rights around the double meaning of upper management focus on SHRM and the operationalization of this importance by middle management, we argue that Commitment grounded HR programs are the process by which the CEO's prominence on SHRM has a positive impact on these three firm performance measures.

H1: HR programs has positive nexus with the outcomes of HR practices in the Pharmacies of Thailand.

H2: HR practices has positive nexus with the outcomes of HR practices in the Pharmacies of Thailand.

H3: Middle management strategies have positive mediation among the HR programs, HR practices and outcomes of HR practices in the Pharmacies of Thailand.

Research Methods

The major aim of the article is to examine the HR programs and HR practices on the outcomes of HR practice in the pharmacies of Thailand. The secondary aim is to analyze the mediating role of middle management strategies on the link among the HR programs, HR practices and outcomes of HR practice in the pharmacies of Thailand. The data were gather by using questionnaires from the HR program managers. Approximately 750 five-point Licker scale questionnaires sent to the managers and after forty days only 545 valid responses were returned that is around 72.67 percent rate of response and validity and PLS-SEM was utilize to test the hypotheses.

Measures

The major construct of the article which the outcome of the HR practices (OHRP) is measured by the ten items while the predictor variables which include the HR programs (HRPR) and HR practices (HRP) are measured by the eight and fourteen items respectively. In addition, the mediator like middle management strategies (MMS) is measured by the six items.

RESEARCH FRAMEWORK

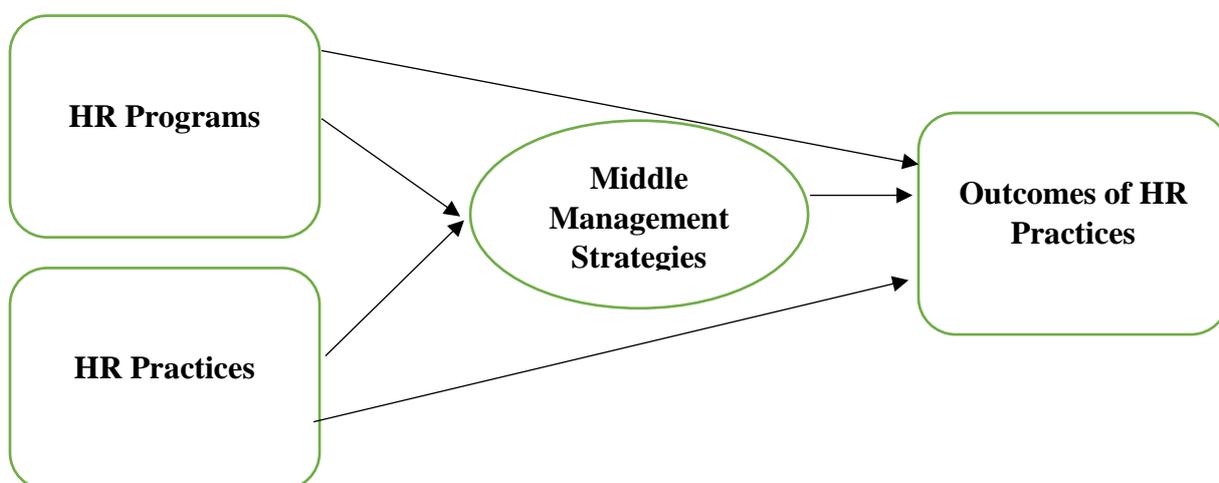


Figure 2: Theoretical Framework

Findings

The findings consist the convergent and discriminant validity along with the path analysis for testing the

hypotheses. The results of convergent validity show that items are correlated and convergent validity is valid. Table 1 show the convergent validity:

TABLE 2. Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Outcomes of HR Practices	OHRP1	0.883	0.917	0.933	0.637
	OHRP10	0.718			
	OHRP2	0.865			
	OHRP3	0.731			
	OHRP4	0.649			
	OHRP6	0.811			
	OHRP7	0.780			
	OHRP9	0.910			
	HR Programs	HRPR1			
HRPR2		0.826			
HRPR3		0.636			
HRPR4		0.636			
HRPR6		0.670			
HRPR7		0.781			
HRPR8		0.786			
HR Practices		HRP1	0.792	0.928	0.938
	HRP10	0.768			
	HRP12	0.760			
	HRP14	0.789			
	HRP2	0.861			
	HRP3	0.556			
	HRP4	0.782			
	HRP5	0.697			
	HRP6	0.726			
	HRP7	0.826			
Middle Management Strategies	MMS1	0.790	0.857	0.894	0.585
	MMS2	0.710			
	MMS3	0.820			
	MMS4	0.841			
	MMS5	0.699			
	MMS6	0.716			

The findings discriminant validity by using the Fornell Larcker, cross loadings and HTMT ratio. The results of discriminant validity show that constructs are not highly

correlated and discriminant validity is valid. Table 3 show the discriminant validity by using Fornell Larcker.

TABLE 3. Fornell Larcker

	OHRP	HRPR	HRP	MMS
OHRP	0.798			
HRPR	0.568	0.724		
HRP	0.398	0.534	0.764	
MMS	0.684	0.710	0.494	0.765

The results of discriminant validity show that constructs are not highly correlated and discriminant validity is valid

because values are meet the criteria. Table 4 show the discriminant validity by using cross-loadings.

TABLE 4. Cross-loadings

	OHRP	HRPR	HRP	MMS
OHRP1	0.883	0.438	0.286	0.515
OHRP10	0.718	0.394	0.378	0.434

OHRP2	0.865	0.391	0.284	0.507
OHRP3	0.731	0.509	0.287	0.616
OHRP4	0.649	0.428	0.316	0.533
OHRP6	0.811	0.334	0.224	0.409
OHRP7	0.780	0.559	0.380	0.677
OHRP9	0.910	0.470	0.339	0.544
HRPR1	0.452	0.707	0.292	0.391
HRPR2	0.326	0.826	0.386	0.478
HRPR3	0.367	0.636	0.295	0.329
HRPR4	0.366	0.636	0.405	0.429
HRPR6	0.466	0.670	0.439	0.607
HRPR7	0.452	0.781	0.467	0.671
HRPR8	0.423	0.786	0.358	0.556
HRP1	0.190	0.351	0.792	0.232
HRP10	0.180	0.301	0.768	0.238
HRP12	0.250	0.351	0.760	0.302
HRP14	0.354	0.406	0.789	0.382
HRP2	0.428	0.502	0.861	0.479
HRP3	0.245	0.246	0.556	0.289
HRP4	0.365	0.477	0.782	0.468
HRP5	0.389	0.438	0.697	0.466
HRP6	0.298	0.438	0.726	0.458
HRP7	0.263	0.423	0.826	0.352
HRP8	0.233	0.408	0.798	0.300
MMS1	0.647	0.495	0.355	0.790
MMS2	0.416	0.632	0.436	0.710
MMS3	0.622	0.507	0.391	0.820
MMS4	0.649	0.531	0.358	0.841
MMS5	0.343	0.514	0.351	0.699
MMS6	0.415	0.585	0.376	0.716

The results of discriminant validity show that constructs are not highly correlated and discriminant validity is valid

because values are higher than 0.90. Table 5 show the discriminant validity by using HTMT ratio.

TABLE 5. HTMT Ratio

	OHRP	HRPR	HRP	MMS
OHRP				
HRPR	0.623			
HRP	0.408	0.569		
MMS	0.742	0.803	0.532	

The hypotheses of the article are test by using the path analysis. The findings show that positive and significant link among the HR programs (HRPR), HR practices (HRP) and outcomes of HR practices (OHRP) because positive sign with beta and t-statistics are more than 1.64 and

probabilities values are lower than 0.05 and accept the H1 and H2. In addition, middle management strategies (MMS) has positive meditation on nexus of HR programs (HRPR), HR practices (HRP) and outcomes of HR practices (OHRP) and accept H3. Table 6 show the path analysis given below:

TABLE 6. Path Analysis

	Beta	S.D.	t-values	p-value	L.L.	U.L.
HRPR -> OHRP	0.129	0.056	2.315	0.011	0.036	0.222
HRPR ->MMS	0.579	0.048	12.027	0.000	0.501	0.656
HRP -> OHRP	0.232	0.050	4.607	0.000	0.148	0.315
MMS -> OHRP	0.264	0.054	4.919	0.000	0.172	0.352
HRP -> MMS	0.507	0.063	8.096	0.000	0.403	0.599

HRPR ->MMS -> OHRP	0.294	0.044	6.678	0.000	0.224	0.370
HRP -> MMS -> OHRP	0.134	0.034	3.995	0.000	0.078	0.189

DISCUSSION AND CONCLUSIONS

The prime aim of the article is to examine the HR programs and HR practices on the outcomes of HR practice in the pharmacies of Thailand. Additional aim is to analyze the mediating role of middle management strategies on the link among the HR programs, HR practices and outcomes of HR practice in the pharmacies of Thailand. The findings uncovered that the HR programs and practices has positive link with the outcomes of HR practices in the pharmacy of Thailand. The HR programs and practices motivate, and trained the employees that encourage them to work for the organizational trust and profitability that enhance the outcome of the HR practices in the organization. The findings also exposed that middle management strategies for the implementation of HR programs and practices are mediates positively among the link of HR programs and practices and outcomes of HR practices in the pharmacy of Thailand. The middle management strategies of the pharmacies in Thailand are effective enough to enhance the HR programs and practices impact on the HR practices outcomes. These outcomes provided the guidance to the policymakers that they must enhance their focus on the HR programs and practices that improve the outcomes of the HR practices especially in the pharmacies in Thailand. Lastly, concluded by the literature is that the HR programs and practices motivate, and trained the employees that encourage them to work for the organizational trust and profitability that enhance the outcome of the HR practices in the organization. Moreover, conclusion includes the middle management strategies of the pharmacies in Thailand are effective enough to enhance the HR programs and practices impact on the HR practices outcomes. Finally, this study has some limitations that are directions for upcoming literature. This study take only two predictors such as HR programs and HR practices and further studies should add more predictors in their analysis.

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