

The Influence of Human Resource Practices on the Performance of Pharmacy Firm's Employees in Thailand

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ABSTRACT

The purpose of current study is to investigate the practices of human resource (HR) such as green selection, and recruitment, green training and growth, green performance administration and appraisal, green worker's empowerment and contribution, green reward & compensation, and green administration of company's culture. The HR managers of pharmacy organization were the respondents and data were collected through mailed questionnaire. The findings uncovered that the all the practice of HR such as green selection, and recruitment, green training and growth, green performance administration and appraisal, green worker's empowerment and contribution, green reward & compensation, and green administration of company's culture have positive nexus with performance of pharmacy

company's employees. This study gives the guidance to the regulation authorities that they must improve the HR practices that increase the performance of pharmacy company's employees.

Keywords: Practices of Human Resource, Employee Performance, Firm Performance, Pharmacy Companies

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INTRODUCTION

In the ongoing challenging global economy, every state weather developed or on developing stage trying it's hard to be more concerned with the ecological issues and workable growth as per the opinion of H. Gupta (2018). This has become the central point for the states after observing significant degradation in environment which is because of revolution in industries (Charbel Jose Chiappetta Jabbour & Fernando César Almada Santos, 2008; Charbel José Chiappetta Jabbour & Fernando César Almada Santos, 2008). Such of this awareness has encourage the industrial sector to adopt green management in command to build eco-friendly environment which will enable them to practice green products (Alfred & Adam, 2009). For this purpose, organizations required to build more focus on environmental issues, further to consider it positive from both perspective as one from the financial resources of the organization and second from its growth perspective. In command to accomplish this goal, organization of today's are trying adopt the EMS process and EMS stand for "Environmental Management System". From the 19th century, organization were focusing on EMS and building their operations according to the requirements of EMS and now in this modern age, EMS has become one of the best too in command to attain sustainable growth by using Environmental Management (EM) in their corporates decisions (Chan, 2011; Charbel José Chiappetta Jabbour & Fernando César Almada Santos, 2008). The prior research studies have indicated that several distinct organizations have applied EM in their distinct departs which include marketing, finance, supply chain and several others (Mittal & Sangwan, 2014; M. Rehman & Shrivastava, 2011). However, recently EM have been applied in HR functions of the organization (Prathima & Misra, 2012). As HR functions have significant role in building culture, policy, strategy, and structure of the organization. Therefore, it has been considered that HR functions probably the significant indicator in gaining higher growth of the company. For this purpose, organizations focuses on to provide green environment to the staffs and this EM's integration of HRM procedure have been known for the "Green Human Resources Management (GHRM)" that purposes to support organization

in gaining environmental performance (EP) by maximizing the usage of their staffs in working, their engagement and commitment toward the environmental hurdles (D. Renwick, Redman, & Maguire, 2008).

Though, in both states weather developed or on developing stage, experience the higher level of environmental pollution due to their manufacturing milieu which should be minimized in command to gain sustainable growth by utilizing the best managerial implications, critically evaluation of their manufacturing processes and then rectification of their systems (M. A. Rehman, Seth, & Shrivastava, 2016). As the significant role of manufacturing sector leads a state toward positive growth, therefore, this sector has to be monitored and should mitigate the environmental issues. However, in all organization's employees are also responsible for the environment, therefore, supervisors should encourage employees to take part in green activity of the company which ultimately leads HR to practices GHRM within the organization for their enhancement in EP (Albrecht, Bakker, Gruman, Macey, & Saks, 2015).

However, numerous researchers deliberated the absence of experiential studies from the industrial segment in the emerging countries (M. A. Rehman et al., 2016). The worth of these educations also upsurges if they are supported in a stimulating setting of an emerging country like Malaysia, where Malaysian pharmaceutical organizations are conquered by the existence of double ecological laws. This has very applied insinuations for Malaysian pharmaceutical segment as pharmaceuticals are gratified to conform national policies.

Though, in adding to the investigation gap acknowledged former, the innovation of this working is dual. First, this working offering a first education of its caring in Malaysia, and amongst very few educations discovering GHRM in the setting of emerging countries (Bhutto, 2016; Jabbar & Abid, 2014; Mishra, Sarkar, & Kiranmai, 2014). Examining GHRM in Malaysian pharmaceutical segment is very pertinent since of the nearness of Malaysia from other industrialized European employment allies that show a chief part in compelling to progress EP. These adjoining industrialized countries correspondingly use ingress boundaries to cheer Malaysian pharmaceuticals, amongst other pharmaceuticals in the area, to shadow ecological laws and control ecological

compensations (Bhutto, 2016). Additional, notwithstanding the main influences of party-political uncertainty and undertaking hindrances, Malaysia is an energetic associate in an amount of provincial arrangements on transboundary ecological problems like water and dense waste, and has been talented to safe reserves from global contributors to instrument events. These circumstantial stimulating issues existing in Malaysian pharmaceutical context as a sole sector when reviewing the implementation of GHRM policies (Zhong, Wayne, & Liden, 2016).

The prior research studies have demonstrated that there are several distinct factors which probably affect to the GHRM system of the organization. However, in the following figure 1, this study indicated that properly GHRM can be attained through its six indicators which ultimately leads the organization in attaining EP. **These six factors include** “green recruitment and selection, green training and development, green management of organizational culture, green management of organizational culture, green

performance management and appraisal system, green employee participation and empowerment, green compensation and reward system of the organization” (D. W. Renwick, Redman, & Maguire, 2013). When organizations successfully working for green recruiting, this will assist them in gaining talented employees which strengthen the GHRM system. Secondly, when greening have been adopted for training the employees, it also strengthens the GHRM system of the organization. Thirdly, green culture also leads to GHRM. Fourthly, **proper appraisal system for the employee's** performance build strong green performance appraisal system which will ultimately enable organization to practice for the GHRM (Sriviboon & Jermisittiparsert, 2019). Similarly, proper rewarding and empowering workers to participate in organizational efforts will strengthen the GHRM system of the organization. By following these six principles of GHRM, any organization can be on the way to achieve higher level of EP.

TABLE 1. HR Salary Forecast in Thailand

Year	Salary Forecast (THB)
2016	92500
2017	96000
2018	98000
2019	100000



Figure 1. Green human resource management model

This study organized in a process which contain several distinct steps. Firstly, this started begins with the strategic description about the GHRM and illustrate the problem statement. Secondly, detailed outline of GHRM have been followed with reference to the existing literature and discussed its association with EP. Thirdly, research methods have been presented which comprise data gathering process, measurements and respondent's information. Fourthly, statistical analysis has been applied on the collected data and presented the results. Then fifthly, based on the findings of statistical analysis, detailed discussion has been presented.

Then sixthly and finally, detailed implication for organization, limitation of this working and future agenda of the research have been presented for the forthcoming researchers of this field. For this purpose, organizations required to build more focus on environmental issues, further to consider it positive from both perspective as one from the financial resources of the organization and second from its growth perspective (Aryee, Walumbwa, Seidu, & Otake, 2016). In command to accomplish this goal, organization of today's are trying adopt the EMS process and EMS stand for “Environmental Management System”. From the 19th century, organization

were focusing on EMS and building their operations according to the requirements of EMS and now in this modern age, EMS has become one of the best too in command to attain sustainable growth by using Environmental Management (EM) in their corporates decisions (Otoo, Otoo, Abledu, & Bhardwaj, 2019).

LITERATURE REVIEW

Fundamentally, humanoid negligent events at workplace can be the reason of ecological dilapidation. Green HRM performs may utilized to arouse **workers'** accountable deeds to reserve the setting (Cherian & Jacob, 2012). Exploration researches nearby greening the company by the association amid EN and HRM in progress in the 1990s, possibly invented in 1996 by the exertion of Wehrmeyer (2017) who amended the book entitled "Greening people: human resources and environmental management". With growing information of alike researches, **administrations'** requests of HRM performs to contrivance greening creativities developed more understandable (Sudin, 2011). These requirements were supported by workings that have deliberated the optimistic possessions of HRM to companies' EP (Paauwe & Boselie, 2005; D. W. Renwick et al., 2013; Sudin, 2011). Another key aspect that has powered the development of such workings was the primer of the well-known ecological administration structure, ISO14001 (Chan, 2011). This was interpreted by the study of Sudin, 2011 who prearranged the first unusual matter on HRM; conclusively amalgamation of the research extents of humanoid capitals and ecological/green administration. Subsequently then, workings on HRM have develop more mutual, reassuring novel experiential studies on the theme (D. W. Renwick et al., 2013).

Additionally, Sudin (2011) declared that corporations which pay consideration to the greening of humanoid aspects possibly will be further creative, consequently attaining a modest benefit (Cherian & Jacob, 2012). In distinction, administrations not having an inclusive package for utilizing GHRM will have probable boundaries in the efficiency of their EP. Disbursing consideration to GHRM demand utilization of ecologically sociable HR performs like growing proficiency within developments, plummeting and eradicating ecological wastage, and refurbishing HR goods, utensils, and measures to fetch about green performance; consequential in superior productivity and lower expenses. These movements will produce events like electric splinter, ride allotment, job allotment, teleconferencing and simulated interviews, reprocessing, teleworking, online exercise, and emerging added energy-efficient workplace seats (H. Gupta, 2018; Sudin, 2011). However, several administrations are tiresome to successfully impact and upsurge **workers'** ecological performance, there is a strong inconsistency amid ecological strategies and actual behavior designs of workers, particularly in big administrations. D. W. Renwick et al. (2013) led a proportional qualitative research to examine designs of GHRM performs in a worldwide food provision athwart three European companies. Writers originate that GHRM performs fluctuate among the three companies as a consequence of altering staff social designs and planned proportions. This generates trial in the HRM workings.

It is notable that current researches exemplify the cross-insemination amid HRM and EM for the accomplishment of EP (Ahmad, 2015; Bhutto, 2016). Furthermore, (Daily and Huang (2001); Fernández, Junquera, and Ordiz (2003); Charbel José Chiappetta Jabbour and Fernando César Almada

Santos (2008); Madsen and Ulhøi (2001)) highlighted the connotation amid HR aspects, like green staffing and assortment, green exercise, green presentation assessment, green prize structures, green enablement, green administrative ethos supervision, and attaining fruitful EMS operation. Rendering to (Charbel José Chiappetta Jabbour & de Sousa Jabbour, 2016) the overhead tilt of GHRM performs are additional palpable and possibly will assurance that green questions will be careful in **workers'** everyday monotonous. These performs will be discoursed in facts underneath to deliver an explanation on how administrations can transmute HRM performs into green creativities that sustenance administrative EP.

Green Selection & Recruitment and Employee Performance

Administrations prerequisite to emphasis on choosing and giving appointment to a worker who sustenance, and absorbed in, the atmosphere (D. W. Renwick et al., 2013). Consequently, to upsurge their assortment request from a progressively environmentally conscious aptitude (Ehnert, 2009), administrations should develop an ecological status and descriptions enthused by the alleged that these administrations are atmosphere reactive (Guerci, Montanari, Scapolan, & Epifanio, 2016; Kapil, 2015). Administrations should reproduce their ecological sustainability program on the administration's website and other communal fronting stations obtainable so that applicants can evidently see the **administration's** greening emphasis (Arulrajah, Opatha, & Nawaratne, 2015; Kapil, 2015). In the occupation investigation stage, job explanation, and person provisions should elucidate and highlight on ecological facets, green activities and clarify what is predictable out of upcoming green worker (Mandip, 2012; D. W. Renwick et al., 2013). Throughout selecting the applicants; **workers'** selection procedure should guarantee selecting ecologically dedicated applicants who were complicated in prior green related enterprises (Charbel José Chiappetta Jabbour, 2013). The above discussed associations have central writers to properly eloquent the subsequent hypothesis:

H1: EP will positively be influenced by Green recruitment and selection in Pharmaceutical context.

Green Training & Growth and Employee Performance

Ecological exercise viewpoints is a key approach by which HRM grows sustenance for EM creativities (Ángel del Brío, Junquera, & Ordiz, 2008; Daily, Bishop, & Massoud, 2012). It was correspondingly the emphasis of initial researches observed in 1990s that conjectured humanoid capitals and ecological sustainability (Madsen & Ulhøi, 2001). Teixeira, Jabbour, and de Sousa Jabbour (2012) examined the association amid ecological training and ecological administration in Brazilian establishments. Writers exposed that these two concepts are interwoven as they progress in the company mutually. Likewise, Fernández et al. (2003) specified that the greatest momentous influence to ecological consciousness amongst worker was over ecological training. Rendering to writers, this kind of training is in control for generating the philosophy to substitute the green training in administrations. This is corresponding with the conclusions of Ángel del Brío et al. (2008) who elucidated that workers can substitute EM performs by using appropriate ecological training. To attain the objectives, job alternation ideologies should be utilized in green projects as a significant portion of

exercise and occupation extension strategies of brilliant green executives of the imminent. Grounded on this, the subsequent hypothesis has been articulated:

H2: EP will be positively influenced by Green training & development in Pharmaceutical context.

Green Performance Administration & Appraisal and Employee Performance

As per "Performance Management Systems" (PMS) which provide guidance to workers' presentation to attain the anticipated EP by computing workers' influence to the progression of EP (Ahmad, 2015). PMS, in this logic, safeguards the efficiency of green administration working repeatedly and defends EM creativities in contradiction of any worsening (Jyoti, Rani, & Gandotra, 2015). In instruction to tolerate good EP, administrations have to accept corporate-extensive metrics for measuring supply attainment, practice, and leftover; found Ecological Administration Info Structures to trail source streams and ecological reviews (Arulrajah et al., 2015). For this, modern administrations today have industrialized corporate-extensive ecological presentation values that are mutual with green info structures, to appraise EP and green presentation of their workers. Administrations might also deliver an on-info structure and assessments that enable workers to trail their individual EP and deliver an occasion for workers to contribute and recommend applied conducts of constructing the company greener. To attain this, Ahmad (2015) proposed that humanoid capitals divisions should restructure the presentation assessment score structure to be clever to rate workers on their behavior and procedural capabilities linked to ecological supportability. These associations are expressed added properly as:

H3: EP will be positively influenced by Green performance management & appraisal in Pharmaceutical context.

Green Reward & Compensation and Employee Performance

Attaining objectives of being green company may formally developed after gratifying their staffs in true sense which ultimately leads to the committed with organizational policies of being green (Zoogah, 2011). For this purpose, affective reward system should be introduced within the organization. Regarding this, Daily and Huang (2001), articulated that effective reward system of an organization ultimately lean it toward greening environment. This relation can be properly formulated in the following hypothesis:

H4: EP will be positively influenced by Green reward and compensation in Pharmaceutical context.

Green Worker's Empowerment and Contribution and Employee Performance

In order to gain successful results of the implementation of organizational green policies, top management must inspire workers to contribute in the organizational efforts by empowering them. This deliver workers with freedom to make creative explanations to resolve ecological glitches and to participate the finest of their aptitudes (Charbel Jose Chiappetta Jabbour, Jugend, de Sousa Jabbour, Gunasekaran, & Latan, 2015). Furthermore, after developing the mentioned six suppositions, the next hypothesis formulated on grounded of GHRM six practices (Bal & De Lange, 2015). Grounded on the discussed literature, this study presented the theoretical framework in the following figure. In this framework, the six

GHRM practices have been linked with the EP and formulated first six hypotheses based on these connections. However, the seventh hypothesis proposed to investigate the association among the all practices of GHRM. In EM application, empowered workers are added inclined to be intricate in the development of the atmosphere (Gkorezis, Georgiou, & Theodorou, 2018). However, (Harvey, Williams, & Probert, 2013) represented that active participation of employees in greening activities of the organization probably possible through empowering them and this empowerment leads the organization in gaining fruitful findings of the implementation of greening policies. Consequently, this relation formally articulated as:

H5: EP will be positively influenced by green employee participation and empowerment.

Green administration of company's culture and Employee Performance

Additionally to overhead performs of GHRM, ecologically maintainable trades may safeguard constant development to its EP by using the commencement of green commercial ethos (Harvey et al., 2013). GHRM makes a green ethos if it obtains an acceptable provision from HRM functions (Charbel José Chiappetta Jabbour & de Sousa Jabbour, 2016). Rendering to Mishra et al. (2014), GHRM has abundant broader possibility than merely auxiliary EP in administrations; it is professed as key motorist for administrative green ethos. From an ecological viewpoint, Harris and Crane (2002) distinct the company's ecological ethos as the established of expectations, standards, cryptograms, and administrative objects that reproduce the yearning or requirement of existence an ecologically slanted towards company. Correspondingly, it has been labeled administrative ethos as an aspect of either preferment or embarrassment to employee's inspiration and inclination to accept accountable ecological performances, and to worker's contribution in development plans for refining EP in corporations. Though, appearance of a green ethos necessitates that workers at all levels comprehend the ecological standards in the association. Consequently, top supervision should show ecological agendas, creativities, and goalmouths continually to all workforces. Likewise, top administration has to deliver staffs with response on EP in command to preserve suitable morals, also strengthening them by teaching and exercise. correspondingly, top administration should describe consequences for reverencing ecological guidelines and directions (D. Renwick et al., 2008). Besides, top administration could stretch staffs time for research to EP and creation of ecological developments without extreme administration interference. This would eventually upsurge their inspiration in the direction of EM, and will ultimately indorse EP novelty. Prathima and Misra (2012) clarified that backgrounds for an administrative green ethos comprise workers' participation in EM events, workers exercise, inspiration and motivations, bosses' promise to ecological matters, and the eco-centric standards of workers. Writers accompanying added that amongst wholly of these pasts, worker contribution and participation in EM schemes is a fundamental motorist for the formation of a green ethos. It is as tinted by Charbel José Chiappetta Jabbour and de Sousa Jabbour (2016), workers' authorization creates a significant component in generating a green ethos; as it permits staffs to establish choices about ecological glitches when required. Additionally, S. Gupta and Kumar (2013) have highlighted that generating a green ethos would need the subsequent

humanoid capitals fluctuations: Firstly, workers should be allowable to prompt their opinions on in what way ecological arrangements should be performed and applied. Secondly, institutionalizing exposed stations of message as fragment of the **administration's** green enterprises to inspire workers to underwrite to the greening goalmouths and will permit executives to be well-versed of supportable practices. Nevertheless, these dealings are uttered more properly as:

H6: EP will positively be influenced by organizational green management culture in pharmaceutical milieu.

Research Methods

The purpose of current study is to investigate the practices of human resource (HR) such as green selection, and recruitment, green training and growth, green performance administration and appraisal, green worker's empowerment and contribution, green reward & compensation, and green

administration of company's culture. The HR managers of pharmacy organization were the respondents and data were collected through mailed questionnaire. Approximately 540 responses were returned back from 800 questionnaires that is represents around 67.5 percent.

Measure

Employee performance (EP) that is dependent variable of the study is measured by ten items. While the independent variables such as green selection, and recruitment (GSR), green training and growth (GTG), green performance administration and appraisal, (GPAA), **green worker's** empowerment and contribution (GWEC), green reward & compensation (GRC), and **green administration of company's** culture (GACC) have fifteen, six, twenty eight, nine, twenty three and nine items respectively.

RESEARCH FRAMEWORK

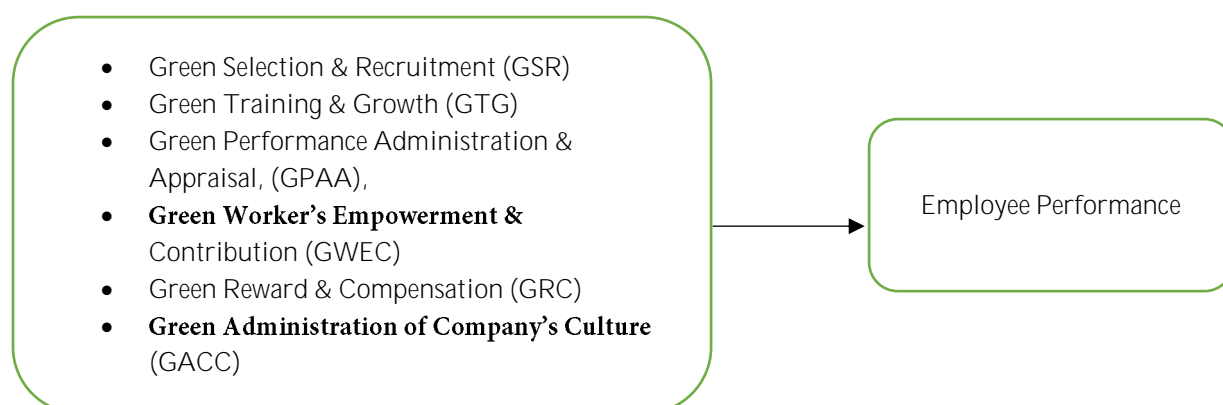


Figure 2: Framework

Results

Firstly, the results include the convergent validity and findings sows that it is valid because all the criteria's are meet such as

loadings and AVE higher than 0.50 and CR is higher than 0.70. Table 2 shows the convergent validity given below:

TABLE 2. Convergent Validity

Constructs	Items	Loadings	CR	AVE
Employee Performance	EP1	0.573	0.934	0.588
	EP2	0.841		
	EP3	0.644		
	EP4	0.809		
	EP5	0.800		
	EP6	0.783		
	EP7	0.817		
	EP8	0.805		
	EP9	0.787		
	EP10	0.766		
Green Selection and Recruitment	GSR1	0.719	0.935	0.511
	GSR2	0.530		
	GSR3	0.732		
	GSR4	0.793		
	GSR5	0.713		
	GSR6	0.734		
	GSR7	0.677		
	GSR8	0.818		
	GSR9	0.628		
	GSR10	0.457		

	GSR11	0.792		
	GSR12	0.789		
	GSR13	0.728		
	GSR14	0.801		
Green Training and Growth	GTG1	0.953	0.968	0.834
	GTG2	0.830		
	GTG3	0.951		
	GTG4	0.954		
	GTG5	0.828		
	GTG6	0.953		
Green Performance Administration and Appraisal	GPAA1	0.818	0.958	0.530
	GPAA2	0.666		
	GPAA3	0.861		
	GPAA4	0.837		
	GPAA5	0.782		
	GPAA6	0.792		
	GPAA7	0.706		
	GPAA8	0.462		
	GPAA9	0.455		
	GPAA10	0.474		
	GPAA11	0.575		
	GPAA12	0.561		
	GPAA13	0.815		
	GPAA14	0.715		
	GPAA15	0.874		
	GPAA16	0.676		
	GPAA17	0.854		
	GPAA18	0.823		
	GPAA19	0.773		
	GPAA20	0.792		
	GPAA21	0.707		
	GPAA22	0.827		
	GPAA28	0.778		
Green Worker's Empowerment and Contribution	GWEC1	0.833	0.966	0.558
	GWEC2	0.832		
	GWEC3	0.822		
	GWEC4	0.806		
	GWEC5	0.802		
	GWEC6	0.707		
	GWEC7	0.776		
	GWEC8	0.760		
	GWEC9	0.816		
Green Reward & Compensation	GRC1	0.519	0.947	0.541
	GRC2	0.581		
	GRC3	0.879		
	GRC4	0.897		
	GRC5	0.876		
	GRC6	0.587		
	GRC7	0.481		
	GRC8	0.879		
	GRC9	0.894		
	GRC10	0.523		
	GRC11	0.582		
	GRC12	0.883		
	GRC13	0.895		
	GRC17	0.876		
	GRC20	0.503		
	GRC23	0.581		
Green Administration of Company's Culture	GACC1	0.831	0.946	0.663
	GACC2	0.858		
	GACC3	0.849		
	GACC4	0.812		
	GACC5	0.865		

	GACC6	0.861
	GACC7	0.854
	GACC8	0.778
	GACC9	0.577

Secondly, findings include the discriminant validity that is verifies by Fornell Larcker and findings proved that constructs

are not highly correlated. Table 3 shows the Fornell Larcker given below:

TABLE 3. Fornell Larcker

	EP	GSR	GTG	GPAA	GWEC	GRC	GACC
EP	0.767						
GSR	-0.169	0.715					
GTG	0.502	0.031	0.913				
GPAA	0.327	-0.064	0.290	0.728			
GWEC	0.540	-0.045	0.867	0.319	0.747		
GRC	0.452	-0.127	0.494	0.602	0.563	0.735	
GACC	0.425	-0.103	0.404	0.294	0.546	0.593	0.814

Thirdly, findings include the discriminant validity that is verifies by HTMT ratio and findings proved that constructs

are not highly correlated. Table 4 shows the HTMT ratio given below:

TABLE 4. HTMT Ratio

	EP	GSR	GTG	GPAA	GWEC	GRC	GACC
EP							
GSR	0.148						
GTG	0.527	0.060					
GPAA	0.260	0.090	0.212				
GWEC	0.562	0.087	0.888	0.241			
GRC	0.428	0.125	0.465	0.443	0.603		
GACC	0.450	0.112	0.425	0.231	0.605	0.737	

Finally, findings show the path analysis and the positive nexus has been found among all the practices of HR such as green selection, and recruitment (GSR), green training and growth (GTG), green performance administration and appraisal, (GPAA), green worker's empowerment and contribution (GWEC), green reward & compensation (GRC), and green administration of company's culture (GACC) with employee performance of the pharmacy company in Thailand because beta values have positive sign. In addition significant

relationship has been exposed among all the practices of HR such as green selection, and recruitment (GSR), green training and growth (GTG), green performance administration and appraisal, (GPAA), green worker's empowerment and contribution (GWEC), green reward & compensation (GRC), and green administration of company's culture (GACC) with employee performance of the pharmacy company in Thailand because t and p values meet the criterion. Table 5 shows the path analysis given below:

TABLE 5. Path Analysis

	Beta	S.D	t-value	p-value	L.L.	U.L.	Decision
GSR -> EP	0.140	0.056	2.509	0.006	0.225	0.081	Supported
GTG -> EP	0.150	0.085	1.766	0.039	0.013	0.291	Supported
GPAA -> EP	0.255	0.105	2.421	0.008	0.082	0.430	Supported
GWEC -> EP	0.087	0.045	1.947	0.032	0.069	0.232	Supported
GRC -> EP	0.150	0.085	1.766	0.039	0.013	0.291	Supported
GACC -> EP	0.255	0.105	2.421	0.008	0.082	0.430	Supported

DISCUSSION AND CONCLUSIONS

The findings uncovered that the practices of HR has significant influence on the performance of the pharmacy employee in Thailand. Green selection, and recruitment (GSR) provided the skilled labor, green performance administration and appraisal, (GPAA) examined and improved of employees. In addition, green training and growth (GTG) improve the skills of the workforce, green worker's empowerment and contribution (GWEC) also enhance the working ability of the workers and also improve the satisfaction of the employee at the workplace. Moreover, green reward & compensation (GRC) improve the motivation of the employee and green administration of company's culture (GACC) improve the confidence and reliability of the employee on the company and all of these practices ultimately enhance the performance of the workers at workplace. This study gives the guidance to the regulation authorities that they must improve the HR practices that increase the performance of pharmacy company's employees. This study is helpful for the companies who want to enhance its labor performance through HR practices and almost all of the companies around globe take the advantage from this study. Finally, present study concluded that HR practices such as green selection, and recruitment, green training and growth, green performance administration and appraisal, green worker's empowerment and contribution, green reward & compensation, and green administration of company's culture enhance the employee performance of the pharmacy company in Thailand. This article has some limitations that it investigate only the pharmacy business and also it ignore the other countries into their analysis and prospective literature may incorporate theses gaps.

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