

# The Influence of Organizational Culture, Employee Commitment and Organization Citizen Behaviour on the HRM Practices: Mediating Role of Perceived Organization Support

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## ABSTRACT

The first objective of the literature is to influence of organizational culture, employee commitment and organization citizen behaviour (OCB) on the human resources management (HRM) practices in the Thailand pharmacies. The second aim is to check the mediating role of perceived organization support (POS) among the link of organizational culture, employee commitment and OCB on the HRM. The data were gather form the HR staff of the Thailand pharmacies that are work at least five year in the organization and PLS-SEM was utilize for the analysis. The results indicated that the organizational culture, employee commitment and OCB has positive association with HRM. The outcome also indicated that POB positively mediates among the link of organizational culture, employee commitment, OCB and HRM. These findings suggested to the rules and regulation making authorities that they develop the regulation for the

organizational culture, employee commitment and OCB that enhance performance of HRM practices that ultimately enhance the firm performance.

**Keywords:** Organizational Culture, Firm Performance, HRM Practices, Employee Commitment

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## INTRODUCTION

In spite of impressive advances as of late in our comprehension of how HRM may be connected with hierarchical execution, thinks about have featured two regions specifically where more research is required. In the first place, the significance of recognizing proposed, executed and saw HRM rehearses has been noted. We can't expect that essentially catching information on hierarchical HRM strategy is adequate to reveal insight into workers' encounters or convictions (Alfes, Shantz, & Truss, 2012). Alfes, Truss, Soane, Rees, and Gatenby (2013) watched, singular view of the points and reasons for HRM arrangements and practices will definitely differ (Ansari, 2011). Thus, our comprehension of how representatives' impression of HRM rehearses are connected with execution results is constrained. Second, albeit earlier investigations have presented worker demeanors as interceding factors within RM execution channel, whereas up till now they have neglected to consider the way directing factors may influence these connections. Recognizing arbitrators can clarify progressively about the

conditions and procedures through which representative frames of mind are converted into wanted or non-wanted practices (Alfes et al., 2013). Until this point, study is the main observational examination concerning the job of mediators within chain of HRM execution. In the present investigation, we expand the work of (Lam, Chen, & Takeuchi, 2009) to create a directed intercession framework (Restubog, Hornsey, Bordia, & Esposito, 2008). We propose that HRM rehearses positively affect social results through procedures of both intervention and balance. In building up our hypothetical framework, we produce on relevant research from the area of worker commitment to clarify how representative impression of HRM rehearses are identified with worker commitment (Ansari, 2011).

### HRM Practices in Thailand

In the below given table highlights regarding HR preferences in the Educational Institutions (Universities) of Thailand are given below:

TABLE 1. HRM practices in universities of Thailand

Sr.	Area	Share %
1	Performance Evaluation	89
2	Occupational Safety Measurement	31
3	Essential Factors Track	74
4	Satisfaction of Students	93
5	Absenteeism	47

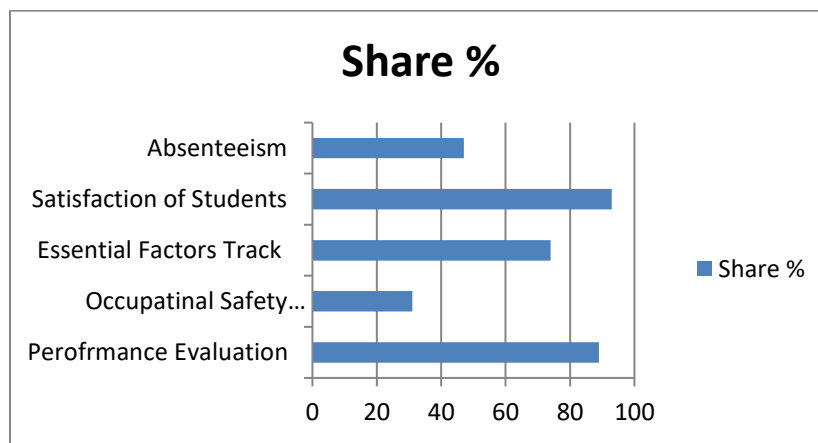


Figure 1: HRM practices in universities of Thailand

In the table different factors like Absenteeism, Satisfaction of students, Task Factors, Safety of the Occupation and finally employee performance evaluation is reflecting. If we talk about values then Absenteeism stands at 47%, value of the Satisfaction of students is the highest with 93%, if we have a look at Track Factors its values is 74%, 31% is the value of Safety of the Occupation, last but not the least the value of performance evaluation is 89%. The highest value in the table is student's satisfaction: 93% and the lowest value is 31% of safety management. There are some mix results received in this regard.

#### LITERATURE REVIEW

We base our investigation on social trade hypothesis, which proposes that commitment may assume a significant job in upgrading conduct results, interceding the impact of HRM rehearses for on representative conduct. At long last, we expand on social trade hypothesis to clarify how the roundabout impact of apparent HRM rehearses on representative conduct through worker commitment is probably going to be directed by the apparent nature of the representative association (Bal, Kooij, & De Jong, 2013), and the representative line administrator relationship (Bardoel, Pettit, De Cieri, & McMillan, 2014). Earlier research on social trade hypothesis has fundamentally centered around seen hierarchical help POS and pioneer part trade (LMX), with the association and the chief being the two principle social trade connections in which representatives drawn (Boon, Den Hartog, Boselie, & Paauwe, 2011). POS, as a proportion of the worker association relationship, identifies with representatives' view of their association's dedication towards them and sign their convictions about the degree to which the association esteems their commitments and thinks about their prosperity (Boselie & van der Wiele, 2002). The relationship or LMX, heads set up with their devotees, is an impression of the apparent nature of the representative bar administrator association (Bos-Nehles, Van Riemsdijk, & Kees Looise, 2013). In any case, Paauwe and Boselie (2003) within his conceptualization of social trade hypothesis underscored the significance of belief as a macro motive and basic establishment of social agreements as well as social trade. His comprehension is resounded within task by Fasolo, Davis-LaMastro, and Eisenberger, who contended that belief is a result of POS in that apparent help makes (Martell & Carroll, 1995) believe that the association will

satisfy its trade commitments of seeing and remunerating worker endeavors made for its sake (Iles, Mabey, & Robertson, 1990). until this point in time, there has been a shortage of research analyzing the job of belief in creating and keeping up community based trade connections (Bos-Nehles et al., 2013). In this investigation we accordingly expect to receive an all-encompassing 5 viewpoint on social trade hypothesis and examine trust, LMX and POS, as capable mediators in the connection between worker commitment and representative conduct. Preceding Baptiste (2008) original work, we adopt a multi range strategy to work execution by recognizing two sorts of representative conduct (Bowen & Ostroff, 2004), to be specific hierarchical citizenship conduct OCB and turnover goals. Not exclusively are these reliant factors exceptionally pertinent to associations, they likewise speak to two unique procedures. Displaying the aim to turnover is portrayed as a withdrawal procedure (Carmeli, Atwater, & Levi, 2011).

Interestingly, citizenship conduct is an invigorating and actuating process, concentrated on improving and keeping up the social and mental condition (Chang, 2005). In our investigation we center on hierarchical citizenship conduct towards the association (OCB-O) as opposed to towards different workers (OCB-I), as trust and POS speak to authoritative factor level. Besides, bosses can be viewed as the representation of an association by representatives (De Vries, Bakker-Pieper, Oostenveld, & psychology, 2010), with the goal that we anticipate that each of the three mediators should be identified with OCB (Bondarouk, Ruël, & van der Heijden, 2009). Late reporters have contended that it is imperative to remember the setting of social associations for any framework breaking down the connection in the middle of HRM exercises and worker conduct (Delmotte, De Winne, & Sels, 2012). These calls are answered by our papers by presenting a directed intercession framework, where the connection between HRM exercises and worker conduct via representative commitment is directed by trust LMX and POS. These frameworks are tested by poll information got from 297 representatives functioning for an assistance division association in the UK.

This paper attaches to the HRM execution in different writing manners. Basically, we bring a possibility point of view into smaller scale HRM investigate, and exhibit the significance of bringing directing factors, for example, the representative association and worker line director

connections, into the condition (Ansari, 2011). Our directed intercession framework illustrates that representatives' encounters of LMX, POS and trust are basic segments of the HRM execution connection. Secondly, we loan backing to the modest amount of different examinations which have exhibited a connection betwixt useful encounters of HRM exercise as well as individual extent conduct results. Thirdly, we indicate the way worker commitment goes about as an intervening variable in the connection among HRM and execution. In any case, the degree to which commitment levels bring about elevated levels of OCB and low turnover goals to a great extent relies upon the directing effect of LMX, POS and trust. (Restubog et al., 2008) Hypothetical Hypothesis and Background Perceived HRM and Numerous Performance observers have tried to exhibit that superior practices of HRM can positively affect individual and hierarchical execution.

While most investigations have included huge scale studies of single human resource management (HRM) experts (Den Hartog, Boon, Verburg, & Croon, 2013), it has as of late been noticed that this methodology doesn't catch representatives' encounters of Human Resource Management rehearses, which ought to likely be viewed as increasingly critical in the HRM execution chain (Edgar & Geare, 2005). Unavoidably, the manner by which Human Resource Management systems are actualized will fluctuate inside any one authoritative setting, and will be seen contrastingly by differing representatives (Gamble, 2006). It is significant, along these lines, to concentrate on representatives' impression of HRM forms instead of essentially what is expected by bosses, albeit earlier research receiving this point of view is inadequate (Nishii et al., 2008). To monologue this hole, we center our investigation on worker impression of HRM rehearses. Social trade hypothesis gives a logical structure to explain how seen HRM rehearses are connected to conduct results. Social trade hypothesis based on grade of correspondence within social interactions (Han, Seo, Yoon, & Yoon, 2016).

It is stated that exemplar who get socio-passionate advantages or monetary from their associations feel obligate to response in type (Herrbach, Mignonac, Vandenberghe, & Negrini, 2009). Past investigations have, for instance, distinguished formative HRM rehearses (Iles et al., 1990), authoritative equity and eccentric arrangements (Innocenti, Pilati, & Peluso, 2011) as important assets given to the representative by their associations. Representatives would then be able to respond by showing uplifting mentalities, for example, emotional responsibility (Kalshoven & Boon, 2012), or commitment (Kuvaas & Dysvik, 2010), and by exhibiting wanted practices, for example, task-related (Kuvaas, 2008) and extra-job execution (Lamba, Choudhary, & Technology, 2013), and low expectation to stop (Li, Sanders, & Frenkel, 2012). An association's interest in advantageous HRM approaches, for example, superior practices of HRM might be seen as labeling a purpose for lengthy haul delight in employers that commits them to respond with permissive job control and commitments (Meijerink, Bondarouk, & Lepak, 2016). Past examinations proposed that workers who have positive view of their HRM rehearses display more organization citizenship behavior (Meyer & Smith, 2000). Besides, Sanders and Yang (2016) announced that positive HRM discernments were adversely identified with turnover aims.

In any case, until now, no examination has inspected whether HRM rehearses are connected with representative commitment. The develop of representative commitment was first presented by Piening, Baluch, and Ridder (2014) to mean the declaration of self in-job, including physical, psychological and passionate measurements, and has since 9 been the focal point of broad hypothetical and exact research (Piening et al., 2014). Commitment is viewed as a multi-factorial social, attitudinal and emotional contrasts variable (Alfes et al., 2012). Analysts have contended that commitment varies from other attitudinal and social builds, including those most ordinarily utilized in elite HRM practice studies, duty and occupation fulfillment, in that it infers mindfulness to work and ingestion in its exhibition (Rawung, Wuryaningrat, & Elvinita, 2015). Commitment has a few relationship with the ideas of optional exertion and OCB (Sahinidis & Bouris, 2008), yet alludes to the degree to which people put themselves in their work jobs, which can be seen more as a predecessor of errand and citizenship execution as opposed to as synonymous with it (Sanders & Yang, 2016). Observational investigations have shown a connection between elevated levels of commitment and indistinguishable results from the elite human resource management (HRM) rehearses writing. Connected with workers put themselves completely in their jobs (Van De Voorde, Paauwe, & Van Veldhoven, 2012), which may prompt the institution of dynamic in-undertaking and citizenship exhibitions. Since connected representatives feel increasingly lively, they can achieve their in-job undertakings with less exertion, and also have assets to commit to OCB.

Commitment additionally prompts more significant levels of distinguishing proof with an occupation which may make it hard for workers to confine themselves from the job and leave the association. Henceforth, drew in representatives are bound to remain with their associations and keep on putting themselves in their work. This thought has been bolstered by late investigations (Chand, 2010). Hierarchical assets and work commitment anticipated assistance atmosphere, which thus affected representative execution and client devotion. In an investigation of 1698 representatives in the Dutch administrations industry Commitment was contrarily identified with turnover goals and interceded the connection between work assets and turnover aims, which is predictable with different examinations on commitment (Spoor & Hoyer, 2014). Following the former exchange, and to the degree that apparent HRM rehearses are emphatically identified with representative commitment, which thus is decidedly identified with social 11 results, we expect the connection between saw HRM practices and worker conduct to be aberrant and intervened by representative commitment (Den Hartog et al., 2013).

Arbitrators of the engagement to employee behavior relationship social trade hypothesis proposes that representative impression of the nature of their business trade connections are emphatically identified with their ability to act such that advantages the other party in the relationship. Up to this point, Human Resource Management hypothesis and research have expected that certain HRM rehearses signal an association's eagerness to put resources into their workers, which thusly influences representatives' view of the individual-association trade relationship. Likewise, look into features the more extensive hierarchical

atmosphere as an important persuasive premise impacting representative work results.

This proposes that both LXM along with trust and POS) may go about as unmistakable factors in the Human Resource Management execution chain, directing the impact of worker commitment on social results (Restubog et al., 2008). POS is very important and necessary for any organization to improve its operations in many ways. Organizations who failed to support their employees usually failed to have loyalty from their employees. POS identifies with great authoritative medications, for example, appealing employment conditions, strengthening and wellbeing and security arrangements. It likewise remembers the level of help accessible for managing troublesome and unpleasant circumstances. Workers assess the hierarchical thought processes behind these medicines (Gupta, Agarwal, & Khatri, 2016). Applying social trade hypothesis to the cooperation impact between worker commitment and perceived organization support on singular conduct, we place that representative frames of mind are converted into genuine worker practices mulling over the degree of help that representatives see to be given by the association (Spoor & Hoye, 2014). The standard of correspondence recommends that representatives who see that their association gives them a significant level of help feel ethically obliged to the association. Henceforth, drew in representatives who have positive impression of hierarchical help are bound to make an interpretation of their commitment into more elevated levels of OCB and lower levels of expectation to stop. Interestingly, connected with workers who feel that they get low degrees of help from their association are less roused to exhibit the ideal practices (Gupta et al., 2016).

Trust has been portrayed as the premise of the connection between two gatherings. It identifies with a person's conviction about the probability that the other party's future activities will be gainful, ideal or if nothing else not hurtful to a person's own advantage and is hence an essential factor impacting practices inside connections (Bardoel et al., 2014). Then again, workers who experience their boss breaking a guarantee or who can't help contradicting the thought processes fundamental hierarchical activities are probably going to feel that the business has neglected to satisfy commitments of the mental agreement, which is probably going to bring about lower levels of trust (Alfes et al., 2012). Trust is a fundamental necessity in social trade connections as people may decline to respond if the other party doesn't substantiate itself as reliable. Subsequently, workers who feel that they have a high-trust association with their association feel obliged to their association so their commitment will prompt higher citizenship execution and lower turnover goals (Gayle, Tewarie, & White Jr, 2011). Conversely, a low-trust connection among representatives and their 14 associations is probably going to affect adversely on whether worker mentalities really interpret in wanted social results. Connected with representatives who see their association as generally deceitful may react by exhibiting lower levels of organization citizenship Behaviors and aiming to leave their association.

Low quality connections are described by low degrees of trust and commitment, where adherents just do what is characterized as an aspect of their responsibilities portrayal

(Harley, 2002). Then again, in great connections, supporters are spurred to go past their conventional activity necessities. High LMX is described by shared trust, regard, enjoying and proportional impact (Restubog et al., 2008). Bosses offer impact and give assets and backing, which incites subordinates to respond these advantages so as to keep up high LMX connections (Gupta et al., 2016). In addition, representatives in high LMX connections get testing task assignments and preparing openings and are furnished with more data. Juniors feel grateful to their colonizers as agents of the association and react by participating in OCB more (Baptiste, 2008). Albeit drew in representatives are completely engaged with their occupations, their immediate chiefs may have a significant task to carry out as far as whether a person's enacted or vigorous condition is at last converted into conduct results (Gould-Williams, 2004). Connected with workers who have created high LMX associations with their directors will respond by exhibiting top community execution and lesser revenue goals. Interestingly, drew in representatives who feel that they have a lower-standard LMX association with minimum degrees of belief and backing are probably going to pull back and react with minimum extents of execution and maximum goals to stop. The proposed hypothesis is:

H1: Organization citizenship behavior has positive link with the HRM practices in Thailand pharmacies.

H2: Employee commitment has positive link with the HRM practices in Thailand pharmacies.

H3: Organizational culture has positive link with the HRM practices in Thailand pharmacies.

H4: Perceived organization support has positive mediation among the organization citizenship behavior and HRM practices in Thailand pharmacies.

H5: Perceived organization support has positive mediation among the employee commitment and HRM practices in Thailand pharmacies.

H6: Perceived organization support has positive mediation among the organizational culture and HRM practices in Thailand pharmacies.

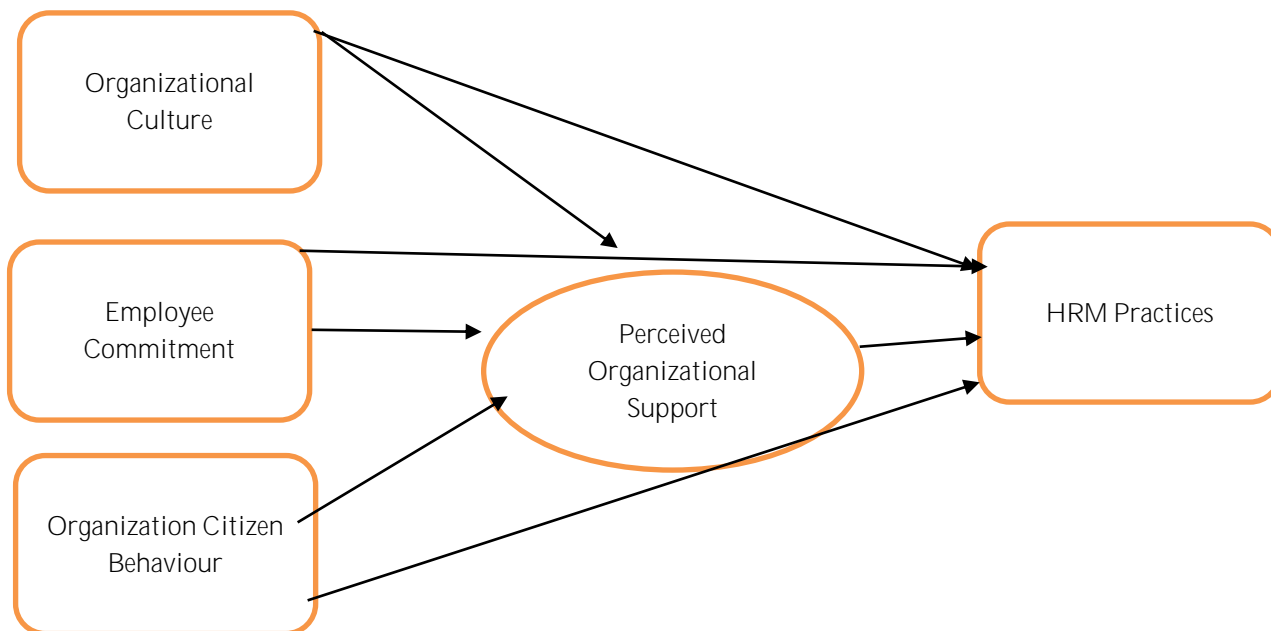
## RESEARCH METHODS

The prime aim is to influence of organizational culture, employee commitment and OCB on the HRM practices in the Thailand pharmacies. The secondary aim is to check the mediating role of POS among the link of organizational culture, employee commitment and OCB on the HRM. The data were gathering form the HR staff of the Thailand pharmacies that are work at least five year in the organization and PLS-SEM was utilize for the analysis. Approximately 740 questionnaires were sent to the employee of HR and only 520 questionnaires were return that is only 70.27 percent response rate.

### Measures

HRM practices (HRMP) has eight items for the measurement and used as dependent variable while organizational culture (OC) has six items, employee commitment (EC) has eight items, OCB has ten items and used as predictors. The POS has six items for the measurement and used as mediator in the study.

THEORETICAL FRAMEWORK



Findings

The findings exposed the convergent and discriminant validity along with path analysis for hypotheses testing. The convergent validity proved that items are highly correlated

because loadings are more than 0.50, AVE has more than 0.50 values, Alpha values has more than 0.70 and CR values are also more than 0.70. Table 2 show the convergent validity.

TABLE 2. Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
HRM Practices	HRMP1	0.705	0.849	0.884	0.523
	HRMP2	0.782			
	HRMP3	0.822			
	HRMP4	0.631			
	HRMP5	0.626			
	HRMP6	0.680			
	HRMP8	0.789			
	Organizational Culture	OC1			
OC2		0.742			
OC3		0.781			
OC4		0.804			
OC5		0.743			
OC6		0.758			
Employee Commitment	EC1	0.838	0.883	0.911	0.631
	EC2	0.834			
	EC3	0.793			
	EC4	0.666			
	EC6	0.792			
	EC8	0.828			
Organization Citizen Behaviour	OCb1	0.792	0.896	0.918	0.587
	OCB2	0.843			
	OCB3	0.497			

	OCB4	0.812			
	OCB5	0.722			
	OCB8	0.776			
	OCB9	0.828			
	OCB10	0.800			
Perceived Organizational Support	POS1	0.892	0.806	0.859	0.553
	POS2	0.812			
	POS4	0.677			
	POS5	0.648			
	POS6	0.657			

The discriminant validity proved that constructs are not extremely correlated because first value of construct is more than the other values according to the Fornell Larcker

criteria. Table 3 show the Fornell Larcker method for discriminant validity.

TABLE 3. *Fornell Larcker*

	HRMP	OC	EC	OCB	POS
HRMP	0.723				
OC	0.723	0.763			
EC	0.575	0.686	0.794		
OCB	0.548	0.514	0.388	0.766	
POS	0.686	0.484	0.476	0.516	0.744

The discriminant validity proved that constructs are not extremely correlated because the values of the constructs are more than the other constructs according to the cross-

loading criteria. Table 4 show the cross-loading method for discriminant validity.

TABLE 4. *Cross Loadings*

	HRMP	OC	EC	OCB	POS
HRMP1	0.705	0.392	0.426	0.303	0.372
HRMP2	0.782	0.559	0.426	0.373	0.462
HRMP3	0.822	0.485	0.343	0.401	0.430
HRMP4	0.631	0.341	0.349	0.325	0.314
HRMP5	0.626	0.429	0.369	0.406	0.323
HRMP6	0.680	0.613	0.480	0.443	0.639
HRMP8	0.789	0.686	0.471	0.468	0.730
OC1	0.496	0.748	0.665	0.354	0.441
OC2	0.635	0.742	0.423	0.464	0.656
OC3	0.508	0.781	0.639	0.397	0.413
OC4	0.532	0.804	0.659	0.355	0.489
OC5	0.518	0.743	0.362	0.376	0.738
OC6	0.589	0.758	0.429	0.389	0.800
EC1	0.438	0.506	0.838	0.288	0.326
EC2	0.392	0.496	0.834	0.286	0.336
EC3	0.511	0.604	0.793	0.292	0.444
EC4	0.430	0.512	0.666	0.313	0.418
EC6	0.336	0.401	0.792	0.224	0.252
EC8	0.559	0.664	0.828	0.399	0.431
OCb1	0.351	0.240	0.175	0.792	0.298
OCB2	0.504	0.484	0.411	0.843	0.480

OCB3	0.246	0.274	0.244	0.497	0.262
OCB4	0.478	0.478	0.358	0.812	0.460
OCB5	0.437	0.466	0.368	0.722	0.396
OCB8	0.438	0.464	0.300	0.776	0.384
OCB9	0.424	0.362	0.252	0.828	0.429
OCB10	0.410	0.306	0.217	0.800	0.390
POS1	0.695	0.732	0.446	0.499	0.892
POS2	0.639	0.589	0.364	0.521	0.812
POS4	0.398	0.649	0.344	0.269	0.677
POS5	0.289	0.408	0.252	0.200	0.648
POS6	0.335	0.486	0.334	0.273	0.657

The discriminant validity proved that constructs are not extremely correlated because the values of the constructs are

less than the 0.90 according to the HTMT ratio criteria. Table 5 show the HTMT ratio method for discriminant validity.

TABLE 5. HTMT Ratio

	HRMP	OC	EC	OCB	POS
HRMP					
OC	0.803				
EC	0.636	0.777			
OCB	0.605	0.573	0.419		
POS	0.713	0.406	0.537	0.545	

The results uncovered that positive sign with beta indicated the positive link among the organizational culture, employee commitment, OCB and HRM practices. In addition, the findings also uncovered that t-values are more than 1.96 and p-values are lower than 0.05 indicated the significant link

among the organizational culture, employee commitment, OCB and HRM practices. Moreover, POS positively mediates among the organizational culture, employee commitment, OCB and HRM practices according to the findings of the article. Table 6 show the path analysis.

TABLE 6. Path Analysis

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

## DISCUSSION AND CONCLUSIONS

The objective is to influence of organizational culture, employee commitment and OCB on the HRM practices in the Thailand pharmacies. It is also included in the aim is to check the mediating role of POS among the link of organizational culture, employee commitment and OCB on the HRM. The results indicated that the organizational culture, employee commitment and OCB has positive

association with HRM. The culture of the organization and high commitment of the employee both are necessary for the success HRM practices because culture and commitment enhance the motivation of the employees to cope with organizational goal. The outcome also indicated that POB positively mediates among the link of organizational culture, employee commitment, OCB and HRM. The support of the organization helps the culture and commitment of the employee to improve the performance of HRM practices.

These findings suggested to the rules and regulation making authorities that they develop the regulation for the organizational culture, employee commitment and OCB that enhance performance of HRM practices that ultimately enhance the firm performance.

Finally, it is concluded that the culture of the organization and high commitment of the employee both are necessary for the success HRM practices because culture and commitment enhance the motivation of the employees to cope with organizational goal. The conclusion also includes the support of the organization help the culture and commitment of the employee to improve the performance of HRM practices. This study takes only three predictors such as organizational culture, employee commitment, OCB in the study to predict the HRM practices that is the limitation of the study and future study should add more predictors that is the direction for the upcoming researchers.

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