

The Role of Human Resource Practices on the Employee Engagement: The Mediating Role of Perceived Organizational Support

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ABSTRACT

The foremost purpose of the literature is to examine the human resource practices (HRP) on the employee engagement in the pharmacy business of Thailand. Another purpose of the research is to analyze the mediating role of perceived organizational support (POS) among the relationship of HRP and employee engagement in the pharmacy business of Thailand. The data were gathered by using questionnaires from the HR managers of pharmacy companies situated in the capital city of Thailand and PLS-SEM was employed to run the regression analysis and other relative analysis for the study. The results indicated that HRP has positive nexus with the employee engagement in the pharmacy business of Thailand. The outcomes also revealed that the POS has positively mediates among the relationship of HRP and employee engagement in the pharmacy business of Thailand.

These findings provide the insights to the policymakers and push them that they should take measure to enhance the HRP in the business that improve the employee engagement which is essential for high firm performance.

Keywords: Human Resource Practices (HRP), Perceived Organizational Support (POS), Employee Engagement, Pharmacy Business

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INTRODUCTION

The researcher of the company has freshly exposed significant interest in the sympathetic employee job engagement (EJE). Job meeting is basically a motivational idea that shows employees lively harness of their own assets toward farm duties at job. Studies show that busy employees are extra faithful, forced, and empower to make in-role and more-role attitudes and are fewer frequently out, and they could not plan to put down the organization so that together practitioners and students advise that organizations be able to control employees work meeting and make an aggressive benefit. But though present study has normally confirmed that work meeting is associated to employee job outcomes, the business and personal ancestor factors that power employee work meeting are motionless mainly nameless (Zhong, Wayne, & Liden, 2016). In exacting fewer academic detail and observed job have be faithful to investigative business level background of employees work meeting, for example big-performance being source practices. To deal with this problem, we create on ethnographic study by investigate the course during that employee work meeting is subjective by big-performance HR work and, in role, connected to employee job outcomes. Our purpose be to look at whether employees work meeting and related job outcomes are difference big-performance HR work starting an overpass-level side. More purposely, we check whether (Karatepe & Aga, 2016). Investigate object employees

work meeting is subjective by big-performance HR work during its force on apparent organization help, and in role, the property of work meeting happening in-role presentation, governmental nationality performance and plan to leave. In adding recognize that HR work sign hidden morals that should be align through morals apprehended by personal, we discover artistic moral concerts, with communism and influence space orientation, as moderator of the things of big performance HR work happening POS (Maden, 2015).

The HR practices now is going to outsource nowadays. The following figure shows that the firm recruiting 60 percent of their employee form outsource company's services. In addition, the firm taking 50 percent of the learning management training for their employee form outsource company's services. Moreover, the firm taking 48 percent of the performance management training for their employee form outsource company's services. Furthermore, the firms also take 40 percent onboarding facilities from outsource companies. Similarly, the firms also take 38 percent core HR practices facilities from outsource companies. Likewise, the firms also take 32 percent talent review succession facilities from outsource companies. Finally, the firms also take 23 percent HR analyst facilities from outsource companies. Figure 1 and Table 1 highlighted the services of HR that taken by the firm from outsource companies.

TABLE 1. Outsource HR Practices

HR Practices	Percentage of Outsourcing
Recruiting	60 percent
Learning Management Training	50 percent
Performance Management Training	48 percent
Onboarding	40 percent
Core HR Practices	38 percent
Talent Review Succession	32 percent
HR Analyst Facilities	23 percent

HR finds a home in the cloud

Percentage of employers who say the following applications are hosted by third parties.

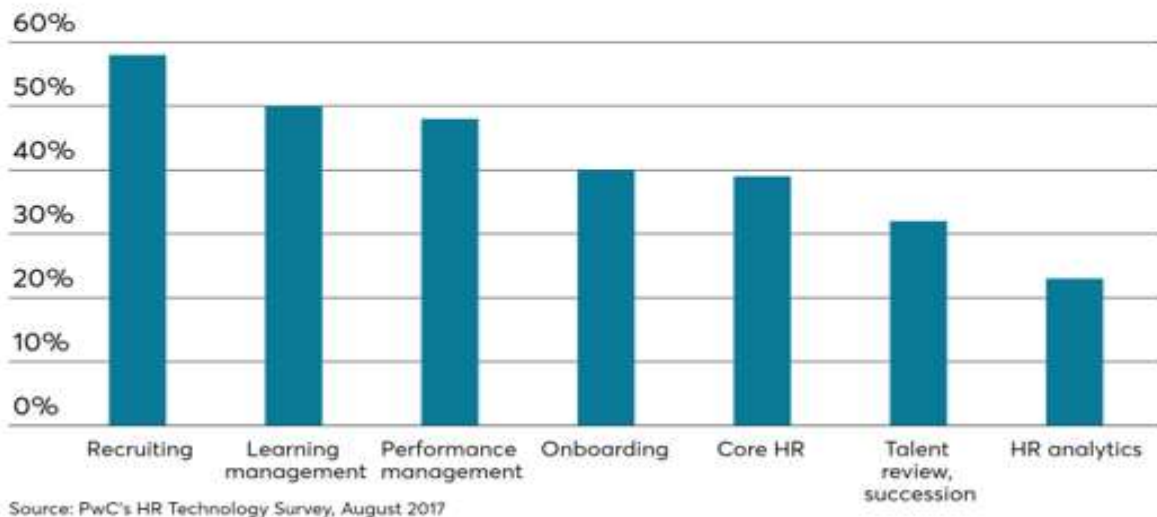


Figure 1: Outsource HR Practices

The theoretical form checked in the study is summarize we create three central gifts to the work meeting copy with adjective model to study the governmental past history of work meeting and its cost. Opening our study extend earlier study resting on the qualifications of work meeting by investigating how a personal –level feature and governmental-level together to crash work meeting addressing the name to study extra possible influence starting the job group and broad government, and to extra discover the mediate procedure mixed up. Next this work is exclusive through explore the over cross roundabout result of big work HR study on work meeting , advancing our kind about the basic system that convert the projecting things of governmental factors here the figure of HR study to work meeting. Next we judge limit setting for the correlation among big performance study and POS, seeing the name for extra study that expands the normal factors to take a part in the job in rising POS. In total this research goes past study that meeting, in addition to why and when these relations occur (Newman, Miao, Hofman, & Zhu, 2016).

LITERATURE REVIEW

Harness of governmental members self to their job role study. Work meeting is a helpful, pleasing job-working position of brain that characterize by force loyalty and inclusion (Muduli, Verma, & Datta, 2016; Saengchai, Siriattakul, & Jernsittiparsert, 2019). Even though ready definition of meeting are a lot incompatible crosswise work, ordinary conceptualization of job meeting be connotes tall levels of individual asset in the job duties done on a work. So in the present learn, work meeting as big-performance individual source works Governmental-level work meeting in-role practice OCB aim to leave personal-level apparent

Governmental carry communism control space. Adjective model of work recognize governmental help, big-performance individual works, and employee job-related outcomes. Analysts have rewarded a huge treaty of interest to identify ancestor setting of meeting. These circumstances consist of emotional forcefulness, emotional security, and emotional accessibility. In current years, students have punctuated value of POS inside work meeting. POS mention to employees universal attitude about the level which the governmental morals their gifts and cares on the subject of their security, the other beloved profits, guarantees, and capital workers get from their job framework and government, the advanced their POS, the further forced and thankful they to respond by individual more busy in presentation behavior. So we wait for those workers who see upper conditions of POS be busier in their job roles.

H1: Perceived organization support is positively associated with employee engagement in the pharmacy firms in Thailand.

Students have more and more paying attention their interest on groping affairs between HR organization works and POS (Gupta, Agarwal, & Khatri, 2016). On the other hand the greater part of studies be likely to deal with the property of two or else three personal HR works on POS, for instance development works and promotions. Other students have determined on picky type of HR works, for instance flexible as well as transactional HR works (Chambel, Castanheira, & Sobral, 2016). To meeting in spite of recommendations quite little attempt have made to checked the position of HR organization or big-performance HR works in forming workers POS. Big-performance HR works submit to a mixture of only one but solid HR organization works, such as careful employment, wide exercises, inside mobility, worker security,

plain work descriptions, solution-oriented appraisals, motivation rewards, and sharing. Big-performance HR works may together provide as signals on subject of organization's thanks of and asset in workers and must possible transmit a sound message of governmental help and promise to them. Applying individual theory, big-performance HR works individual to workers that the governmental morals, carries on, and help its workers and thus power workers interpretation of HR works, development their perceptions of help. Big-performance HR works, such as choosing workers, wide skills practice, large career paths, definite work security, and wide and open-ended gifts, reflect other savings governments purpose create in their workers. According to common trade theory, the saving and inducement that government gives workers as manifest by HR works inspire worker to respond by attractive job related behavior these advantages the government WORK MEETING, POS (J. Y. Jiang & Liu, 2015). We wait for that big-performance HR works implemented by government develop employee work meeting. Sketch on general trade theory and standard of reciprocity, helpful events aimed at workers by the government and its council adds to the founding of big-exchange trade dealings that made obligations for workers to return in positive and helpful ways (Shantz, Alfes, & Latham, 2016). When workers observe a big level of government help, they are extra possible to feel thankful to give back in favor of their governments have provide by rising their hard works to support the government get its aims. SO based on general trade theory and wide work, we suggest that big-performance HR works absolutely relate to workers perceptions of government help, which in roll, take a part in a mediating task in the connection between big-performance HR works and work meeting (Sikora, Ferris, & Van Iddekinge, 2015).

H2: HR practices are positively associated with employee engagement in the pharmacy firms in Thailand.

Students recommended that intellectual personal difference, as communism, may change power of government works on POS, therefore such moderating power has received incomplete interest (Sikora et al., 2015). Moreover, the job of communism in moving workers interpretations of governmental works wants to be test, especially in China, where see prove data of physicality powerful communism. So steady with the develop trend of groping personal-level educational power orientations, we use an incident side to further look at the moderating position of communism in the connection between big-performance HR works and workers POS (Park, Newman, Zhang, Wu, & Hooke, 2016). At the common level, communism is defined by a fixed common frame in which public tell part between out-group and in-group; they wait for in-group to seem behind them, and in trade use for that they think they own total loyalty to it. At the personal-level, communism or collectivism course recommended to the point to which stress and welfare of group get performance over personal own individual needs and desires. Communism involves a tendency in the direction of forming physicality powerful common bounds among others, difference in power from one civilization to a different and with a personal and with a civilization. Workers among a communalist direction describe their identity based on going on their collection memberships. These personal powerful identify among their inner group or government used for which they job (Jaiswal & Dhar, 2016). According to common trade theory, workers personal orientations, for instance communism perhaps it related among worker perception and

answers to the management tradition from the government. Who are more communism are more and more to be expected to see and analyses big-performance HR Works at the same time as forms of fear foe the wellbeing of co-workers over and above themselves, as a result influencing the relationship between big-performance HR works and POS. Strong space is individual of the majority regularly examined educational morals in a in the middle social order for instance the one and individual country is China. Educational person differences, such as conservative, which is theoretically same as to strong space compass reading, may perhaps have an effect on how workers act in response job experiences and cover an crash the degree to which personal worker be aware of support (Dajani, 2015).

Power space may control how workers recognize and act in response to big-performance job systems, so, power space may be perhaps a different possible representative in the correlation between big-performance HR work and POS. By the side of the public level, power space suggest to the level on the way to which public accepts the information that power inside instructions and governments is spread one-sidedly (Birtch, Chiang, & Van Esch, 2016). Power space, at the side of individual and personal level, from the time to time labeled power space compass reading, refers to a level that which an personal and individual accepts, the irregular supply of strong institutions and governments (Hui, Lee, & Wang, 2015). At the same time as individual of the civilization moral orientations, power space orientation deal among the personal's morals on the subject of the position or level. In an government, it is usual for the workers big in the strong space orientation to receive and approve levels differences, work obediently in the order of the mangers, meeting in the attitude guided through their position at same time as subordinates, be present to some extend challenging to self-government and empowerment still to play a common logic of subjections, view input with horror and dispute, and refuse go along with meeting in positive actions (Ahmed, Nawaz, Ali, & Islam, 2015). Workers big in the power space orientation may refuse to along with the governmental works, and be alive a lesser amount of the possible to believe big performance HR works, for instance shipping in, wide education, and interior mobility the same as positive action expected from the government (K. Jiang et al., 2015). On the further hand, workers low down in power space orientation may perhaps open to big performance HR works for instance choosing workers, wide education, interior mobility, solution-oriented appraisals, motivational rewards, and contribution, at the same time as these need big worker contribution and duty (Jin & McDonald, 2017). Workers low down in high space are likely to answer well to in the direction of these HR works and make out them as individuals that the government morals them, impacting these POS. So, we expect that the power of the result of big performance HR works on workers POS is moderated through personal level power space orientation (Karatepe & Olugbade, 2016).

H3: HR practices are positively associated with POS in the pharmacy firms in Thailand.

In the present research, we take care of in-role work, OCB, and aim to give up as worker to facilitate are negatively or positively subjected by work meeting. In-role work suggest to the attitude that are known by official gift systems and are branch of the supplies as perform in work descriptions. OCB have been clear as personal attitude that is optional, not in a straight line or openly accepted by the official gift system, with

the aim of in total promotes the helpful performance of the government (Iqbal & Hashmi, 2015). Such nationality attitudes are famous from worker in-role work inside that they be a sign of attitude that are commonly not well-thought a necessary and an open branch of their work images but are helpful to the government at the same time as whole. Intention to leave is conceived to survive a mindful and purposeful determination to quit the government. Work meeting consist of human being actually, sensitively and cognitively held in the job by the use of motivational method in the course of which personals give out individual recourses persistently and powerfully toward their presentation on the work (Boxall, Hutchison, & Wassenaar, 2015). For instance human being actually takes a part in the odd jobs, cognitively alert, and empathically related to others, every single one of which make a payment toward helpfulness, counting output and presentation worth, in additional to personal and governmental growth (Cheng & Yi, 2018). Furthermore, workers who are sensitively rapt by their job, not more than supply more shot in their every day jobs, but expected need to stay with the government. Individual disconnection is the real-time removal and security of an individual ideals self in attitude that uphold a need of relations, objective, cognitive, and moving dearth and reflexive not whole job performance. Individually disengaging may activate workers to show a purpose to leave (Karatepe, 2015). Studies have revealed that work meeting is completely and a lot connected to together in-role presentation and OCB and harmfully to connect to intentions toward leave. So, we wait for that workers meeting in their job role improve their in-side role presentation and OCB and not increase their intent to leave.

H4: POS mediates the relationship between high-performance HR practices and employee engagement in the pharmacy firms in Thailand.

RESEARCH METHODS

The foremost purpose of the literature is to examine the human resource practices (HRP) on the employee engagement in the pharmacy business of Thailand. Another purpose of the research is to analyze the mediating role of perceived organizational support (POS) among the relationship of HRP and employee engagement in the pharmacy business of Thailand. The data were gathered by using questionnaires from the HR managers of pharmacy companies situated in the capital city of Thailand and PLS-SEM was employed to run the regression analysis and other relative analysis for the study. We collected information commencing 130 companies situated in the capital city of Thailand to check the future model. Seven hundred complete-time workers their personal 140 direct supervisors, and have 140 HR mangers these from their governments were invented to play a part in the school works. We required data collected from the three free recourses in place of many points of the government for the reason of dipping the likely for equal

resources common method unfairness and to allow the checking of our cross-point hypotheses. Different surveys were administering to workers, quick supervisors, and have HR mangers in the three separate survey posts.

Purposely un-paid time MBA researchers of any university situated in capital city of Thailand, who are jobbing complete time, spread the survey boxes in their governments. The un-paid time MBA researchers input was unpaid and have no manners on grades. Later than plainly explaining the reason, orders and nameless character of the information set at the finish of single weekend Crouse group, MBA researchers was asked on the way to give out an survey packets on the to her or his HR one supervisor, manager and five urgent subordinates of these supervisor. We asked work MBA researcher to accidently pick quick subordinates and her or his supervisor. Then we asked that MBA researcher to create a record of label of the supervisor, manager and subordinates those were accidently picked to participating in an array to path the division and go back of surveys. The manager of HR each from participating group was asked in the direction to total a survey as well as a calculate of big performance HR presentations and on the topic of trade character, company kind and company volume and supervisors furthermore total the big performance HR presentations calculate a rate up in the direction of five or six subordinates on inside role presentation and OCB. Subordinates finished a survey as well as actions of POS, work meeting, communism, power space orientation, aim to leave, and demographics. We relied on the top of HR mangers levels of big work HR presentation for the reason of their information of practices human being assess and on the side of to not increase issues connected with the common-method difference. In the save letter additional the survey, the respondent were certain of the privacy of their responded and that, rider request, and we offer advice on the general solutions of the presentation. Finished surveys send back, potted in enabling on the way to one or single of the writer earlier than the after weekend students group. Here are codes on the top of the envelopes, enabling to the equal HR supervisor, managers and subordinate surveys. There are six hundred and only fifty-seven secondary surveys, 134 HR manager surveys, and 136 supervisor surveys were gone back, for comeback. After erasing un-finished surveys and list with matchless HR subordinate-manager-supervisor triads, the final section of this work consisted on subordinates, supervisors and managers from the companies.

Measures

The employee engagement is the main variable and have ten items while the independent variable such as HR practices includes employee's appraisal (EA), employee training (ET) and employee satisfaction (ES) have fifteen, twenty eight and twenty three items respectively. In addition, the mediator variable such as POS has twenty nine items.

THEORETICAL FRAMEWORK

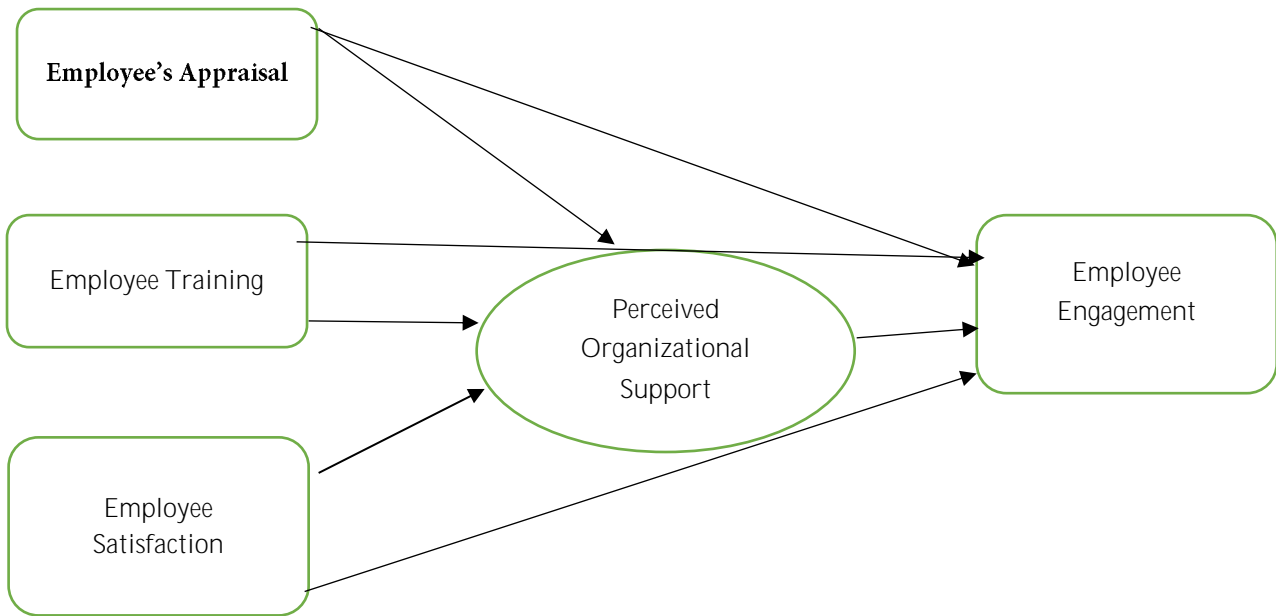


Figure 2: Theoretical Framework

FINDINGS

Table 2 given below show the convergent validity and statistics show that items are highly correlated and no issue with convergent validity.

TABLE 2. Convergent Validity

Constructs	Items	Loadings	CR	AVE			
Employee Engagement	EE 1	0.573	0.934	0.588			
	EE 2	0.841					
	EE 3	0.644					
	EE 4	0.809					
	EE 5	0.800					
	EE 6	0.783					
	EE 7	0.817					
	EE 8	0.805					
	EE 9	0.787					
	EE 10	0.766					
	Employee Appraisal	EA 2			0.719	0.935	0.511
		EA 3			0.530		
		EA 4			0.732		
		EA 5			0.793		
		EA 6			0.713		
EA 7		0.734					
EA 8		0.677					
Employee Satisfaction	EA 9	0.818	0.958	0.530			
	EA 10	0.628					
	EA 11	0.457					
	EA 12	0.792					
	EA 13	0.789					
	EA 14	0.728					
	EA 15	0.801					
Employee Satisfaction	ES 1	0.818	0.958	0.530			
	ES 2	0.666					
	ES 3	0.861					
	ES 4	0.837					
	ES 5	0.782					
	ES 6	0.792					
	ES 7	0.706					

	ES 8	0.462		
	ES 9	0.455		
	ES 10	0.474		
	ES 18	0.575		
	ES 19	0.561		
	ES 20	0.815		
	ES 21	0.676		
	ES 22	0.854		
	ES 23	0.823		
	ES 24	0.773		
	ES 25	0.792		
	ES 26	0.707		
	ES 27	0.827		
	ES 28	0.778		
Perceived Organizational Support	POS 1	0.833	0.966	0.558
	POS 2	0.832		
	POS 3	0.822		
	POS 5	0.806		
	POS 6	0.802		
	POS 7	0.707		
	POS 8	0.776		
	POS 9	0.760		
	POS 10	0.816		
	POS 11	0.779		
	POS 13	0.422		
	POS 14	0.470		
	POS 15	0.482		
	POS 18	0.476		
	POS 19	0.837		
	POS 20	0.821		
	POS 21	0.823		
	POS 24	0.804		
	POS 25	0.707		
	POS 26	0.780		
	POS 27	0.758		
	POS 28	0.822		
	POS 29	0.781		
Employee Training	ET 1	0.519	0.947	0.541
	ET 2	0.581		
	ET 3	0.879		
	ET 4	0.897		
	ET 5	0.876		
	ET 6	0.587		
	ET 11	0.481		
	ET 12	0.879		
	ET 13	0.894		
	ET 14	0.523		
	ET 15	0.582		
	ET 17	0.883		
	ET 18	0.895		
	ET 21	0.876		
	ET 22	0.503		
	ET 23	0.581		

The correlation among the construct is checked by Fornell Larcker method and figures shows that no high correlation

among the constructs. Table 3 highlighted the Fornell Larcker of discriminant validity.

TABLE 3. Fornell Larcker

	EE	ES	ET	POS	EA
EE	0.767				
ES	-0.169	0.715			
ET	0.327	-0.064	0.728		
POS	0.540	-0.045	0.319	0.747	
EA	0.452	-0.127	0.602	0.563	0.735

The correlation among the construct is checked by cross loading method and figures shows that no high correlation

among the constructs. Table 4 highlighted the cross loading of discriminant validity

TABLE 4. Cross Loadings

	EE	EA	ES	POS	ET
EE 1	0.573	-0.113	0.323	0.306	0.310
EE 2	0.766	-0.173	0.250	0.488	0.415
EE 3	0.841	-0.118	0.271	0.446	0.350
EE 4	0.644	-0.112	0.248	0.271	0.316
EE 5	0.809	-0.156	0.271	0.455	0.401
EE 6	0.800	-0.075	0.214	0.393	0.313
EE 7	0.783	-0.147	0.197	0.404	0.329
EE 8	0.817	-0.162	0.237	0.440	0.341
EE 9	0.805	-0.138	0.248	0.390	0.290
EE 10	0.787	-0.094	0.265	0.480	0.383
EA 2	0.001	0.628	0.002	0.023	-0.039
EA 3	-0.003	0.457	0.016	0.001	-0.054
EA 4	-0.167	0.792	-0.040	-0.080	-0.127
EA 5	-0.090	0.789	-0.070	0.013	-0.076
EA 6	-0.042	0.728	-0.078	0.033	-0.081
EA 7	-0.137	0.801	-0.057	-0.076	-0.107
EA 8	-0.119	0.719	-0.062	-0.061	-0.094
EA 9	-0.170	0.530	-0.022	0.011	-0.007
EA 10	-0.093	0.732	-0.017	-0.025	-0.114
EA 11	-0.096	0.793	-0.062	0.009	-0.084
EA 12	-0.131	0.713	-0.044	-0.068	-0.164
EA 13	-0.026	0.734	-0.043	0.053	-0.061
EA 14	-0.074	0.677	-0.021	0.020	-0.046
EA 15	-0.134	0.818	-0.068	-0.065	-0.116
ES 1	0.202	0.009	0.818	0.149	0.342
ES 2	0.126	0.062	0.474	0.014	0.062
ES 3	0.420	-0.143	0.575	0.485	0.879
ES 4	0.432	-0.106	0.561	0.488	0.897
ES 5	0.259	-0.109	0.666	0.194	0.299
ES 6	0.200	0.008	0.815	0.157	0.346
ES 7	0.261	-0.108	0.676	0.197	0.299
ES 8	0.220	-0.019	0.854	0.189	0.328
ES 9	0.140	-0.033	0.823	0.159	0.321
ES 10	0.106	-0.045	0.773	0.079	0.296
ES 18	0.110	-0.028	0.792	0.129	0.297
ES 19	0.104	0.039	0.707	0.135	0.232
ES 20	0.146	-0.032	0.827	0.164	0.329
ES 21	0.114	-0.038	0.778	0.133	0.300
ES 22	0.224	-0.021	0.861	0.214	0.351
ES 23	0.142	-0.018	0.837	0.165	0.329
ES 24	0.115	-0.051	0.782	0.074	0.300
ES 25	0.094	-0.007	0.792	0.121	0.287
ES 26	0.095	0.046	0.706	0.141	0.229

ES 27	0.086	0.117	0.462	0.033	0.082
ES 28	0.102	0.042	0.455	0.028	0.075
POS 1	0.477	-0.062	0.239	0.833	0.419
POS 2	0.401	-0.003	0.199	0.816	0.366
POS 3	0.300	-0.036	0.159	0.779	0.365
POS 5	0.287	-0.055	0.267	0.422	0.567
POS 6	0.389	-0.023	0.180	0.470	0.418
POS 7	0.280	-0.084	0.282	0.482	0.539
POS 8	0.263	-0.069	0.270	0.476	0.527
POS 9	0.463	-0.050	0.246	0.837	0.410
POS 10	0.453	-0.015	0.261	0.832	0.439
POS 11	0.453	-0.007	0.257	0.821	0.431
POS 13	0.466	-0.024	0.300	0.823	0.441
POS 14	0.454	-0.012	0.251	0.804	0.459
POS 15	0.340	-0.069	0.200	0.707	0.333
POS 18	0.389	0.007	0.229	0.780	0.420
POS 19	0.406	-0.097	0.270	0.758	0.403
POS 20	0.400	-0.001	0.199	0.822	0.367
POS 21	0.305	-0.028	0.164	0.781	0.364
POS 24	0.465	-0.030	0.288	0.822	0.451
POS 25	0.473	0.010	0.256	0.806	0.441
POS 26	0.457	-0.011	0.249	0.802	0.454
POS 27	0.353	-0.075	0.198	0.707	0.332
POS 28	0.393	-0.005	0.227	0.776	0.422
POS 29	0.402	-0.100	0.265	0.760	0.397
ET 1	0.172	-0.033	0.213	0.351	0.519
ET 2	0.186	-0.088	0.315	0.352	0.587
ET 3	0.160	-0.100	0.282	0.351	0.481
ET 4	0.413	-0.148	0.585	0.485	0.879
ET 5	0.410	-0.104	0.547	0.494	0.894
ET 6	0.168	-0.025	0.217	0.357	0.523
ET 11	0.166	-0.078	0.326	0.340	0.582
ET 12	0.421	-0.143	0.585	0.490	0.883
ET 13	0.436	-0.098	0.560	0.486	0.895
ET 14	0.175	-0.096	0.321	0.335	0.581
ET 15	0.455	-0.079	0.516	0.471	0.876
ET 17	0.150	-0.058	0.174	0.339	0.503
ET 18	0.183	-0.090	0.317	0.334	0.581
ET 21	0.420	-0.143	0.575	0.485	0.879
ET 22	0.432	-0.106	0.561	0.488	0.897
ET 23	0.453	-0.082	0.520	0.469	0.876

The correlation among the construct is checked by HTMT ratio method and figures shows that no high correlation

among the constructs. Table 5 highlighted the HTMT ratio of discriminant validity.

TABLE 5. HTMT Ratio

	EE	ES	ET	POS	EA
EE					
ES	0.148				
ET	0.260	0.090			
POS	0.562	0.087	0.241		
EA	0.428	0.125	0.443	0.603	

The coefficient of determination shows the effects on EE by all the predictors of the research and figures show that 36.40

percent EE predicted by all predictors used in the study. Table 6 show the coefficient of determination.

TABLE 6. Coefficient of Determination

	R Square	R Square Adjusted
EE	0.364	0.351

The multicollinearity is check by variance inflation factor and figures indicated that no issue of multicollinearity and Table 7 indicated the multicollinearity test.

TABLE 7. Multicollinearity

	EE
ES	1.040
ET	1.585
POS	4.972
EA	2.489

The finding explain that the positive nexus among the HR practices such as employee appraisal (EA), employee training (ET) and employee satisfaction (ES) and POS with the employee engagement (EE) of the pharmacy firm in Thailand because beta have positive sign and accept the H1, H2 and H3. In addition, POS positively mediates the link among the HR

practices such as employee appraisal (EA), employee training (ET) and employee satisfaction (ES) and employee engagement (EE) of the pharmacy firm in Thailand because beta, t and p values full filled the criteria. Table 8 indicated the path analysis of the paper.

TABLE 8. Path Analysis

	Beta	S.D	t-value	p-value	L.L.	U.L.	Decision
EA -> EE	0.140	0.056	2.509	0.006	0.225	0.081	Supported
ES -> EE	0.150	0.085	1.766	0.039	0.013	0.291	Supported
ET -> EE	0.255	0.105	2.421	0.008	0.082	0.430	Supported
POS -> EE	0.094	0.055	1.696	0.045	0.001	0.180	Supported
EA -> POS-> EE	0.232	0.108	2.148	0.011	0.057	0.295	Supported
ES -> POS-> EE	0.138	0.079	1.746	0.040	0.007	0.267	Supported
ET -> POS-> EE	0.130	0.072	1.809	0.035	0.006	0.239	Supported

DISCUSSION AND CONCLUSION

The foremost purpose of the literature is to examine the human resource practices (HRP) on the employee engagement in the pharmacy business of Thailand. Another purpose of the research is to analyze the mediating role of perceived organizational support (POS) among the relationship of HRP and employee engagement in the pharmacy business of Thailand. The results indicated that HRP has positive nexus with the employee engagement in the pharmacy business of Thailand. The HRP increase the satisfaction level of the employees that force them to engage at workplace. The outcomes also revealed that the POS has positively mediates among the relationship of HRP and employee engagement in the pharmacy business of Thailand. The POS is a helping tool that enhance the HRP impact on the employee engagement. These findings provide the insights to the policymakers and push them that they should take measure to enhance the HRP in the business that improve the employee engagement which is essential for high firm performance.

Finally, the current literature conclude that the HRP increase the satisfaction level of the employees that force them to engage at workplace. The POS is a helping tool that enhance

the HRP impact on the employee engagement. The present study also has few limitation like it take only three HRP and ignored other practices of HR that are also necessary for the engagement of the employee in the organization and future studies may include other factors in their analysis.

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