

The Influence of Organizational Culture Management and Fresh Hiring on the Pharmacies Performance: Mediating Role of Existing Employees

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ABSTRACT

The foremost objective of this study is to analyze the influence of organizational culture and fresh hiring on the pharmacies performance in Thailand. The secondary aim is to check the mediating role of existing employees on the nexus of organizational culture, fresh hiring and pharmacies performance in Thailand. The data were taken from the employees of pharmacy that are situated in capital city of Thailand and PLS-SEM was hired to check the hypotheses. The results exposed that organizational culture and fresh hiring have positive link with the performance of pharmacies. The findings also uncovered that existing employee positively mediate the link among the organizational culture, fresh hiring and firm performance. These findings gives the guidelines to

the policymakers that they should expand their focus on the organizational culture and fresh hiring that expand the firm performance.

Keywords: Organizational Culture, Fresh Hiring, Existing Employees, Pharmacies Performance

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INTRODUCTION

Jobs in the pharmaceutical sector of the Thailand have just confronted uncertainty. One of the basic reasons behind the downscaling in the worldwide global pharmaceutical organizations is to diminish costs. More than 100,000 workers have been ejected round the globe since 2009, inclusive of their sub-offices within Thailand (Burrill-Company, 2011). A few enterprises have chosen to proceed with such a layoff. For instance, which is one of the primary pharmaceutical and chemical organization, decided to eject 8500 employees in its workforce around the globe. This huge ejection effects worker turnover in firm's dealings in pharmaceutical products all over the Thailand in agreement with the fact that the expelled laborers must secure new positions in some else Pharmaceutical organizations. Henceforth, the new contracts quantity has essentially expanded in some pharmaceutical organizations. The enhancement in fresh employment regarding business expenses has become a rising apprehension in the pharmaceutical industry(Valcour et al., 2009). The expenditures for new employments incorporate wages, cost of the training, and expenses related with workstation. With huge speculations made in new employments, pharmaceutical organizations need to hold them to realize an arrival on the speculations. Be that as it may, about half of turnover happens during the worker's first year at work (1(Dan & Petersen, 1984)and 2, 1984). Additionally, an association is assessed to mislay \$1,400 per procure in view of the acquiescence of representatives in duration of the work performed in their initial 12 months (Sutarjo, 2011). To decrease the costs of doing commerce related to fresh employments, organizations of pharmaceutical focus on art of the organizations since a vital role job in an organization's capacity to hold workers. Cultural hierarchic fortifies workers 'duty to the organization by its commitment to supporting hiring of the worker, orientation, and satisfaction from employment(Krikorian, 2009). The culture of the organization, which is different for each organization, is an example of aggregate qualities, convictions, frames of mind, and standards of the individuals within association (Odom,

Boxx, & Dunn, 1990; Jermstittiparsert & Wajeetongratana, 2019). Evaluation of the firms' environment uncovers the associations' attributes in different dimensions of the firm, for example, language, styles of the leadership, and also styles of the management(Cameron & Quinn, 2006).

Hence, the details on hierarchical culture is helpful to choose the correct employment application. in such manner, an organization of pharmaceutical could show for work up-and-comer whose qualities are good to those of the firm's culture(Ford et al., 2009). Moreover, the data on the organizations culture is given to a worker during a placement, which support fresh hiring adapted to the firm's culture. Specifically, an boss of the firm could utilize the favored organization culture to improve work fulfillment and work environment connections, which are factors that are positioned the best three reasons for worker rejection in Thailand In general, firm's culture is practically same to a firm system that holds workers in the firm together. Subsequently, watching and understanding the culture of firm are basic to pharmaceutical organizations in Thailand(Scott, Mannion, Davies, & Marshall, 2003). The need to watch hierarchical culture inside the setting of Thailand's industry of pharmaceutical is vital in light of the absence of exact study on the predominant sorts of the firm's culture and in 2015 the approach of the ASEAN (AEC). In the first place, the prevailing sorts of the firm's culture are needed for effective comprehension of the firm in the organization of pharmaceutical. Though, fewer concentration had been reward to estimating attributes of the firm's organizational pharmaceutical culture in Thailand(Voon, 2007). Literature from the past examinations on the business in the industry of Thai pharmaceutical underline looking at the connections among the environment of organization as well as various factors, for example, satisfaction from employment, learning from the firm, and qualities of management information system(S. Aswapokee, 2007). Consequently, an investigation with the objective of evaluating the culture of organization within this topic is vital.

Secondly, the happening to the AEC could irritate the worker revenue issue in the associations of pharmaceutical industry

Thailand (Chokevivat, Chuthaputti, & Khumtrakul, 2005). As indicated by the AEC understanding, the free progression of talented works is permitted in ASEAN nations (Investment., 2011). This free stream conceivably prompts an increment in representative turnover, which proliferates the current issue inside the pharmaceutical business. In this way, the associations in Thailand's industry of pharmaceutical ought to get ready to deal with the potential representative revenue from the appearance of the AEC by using supportive data from authoritative cultural evaluations (Thamlikitkul et al., 2015). As indicated by the two previously mentioned causes, it is basic to survey authoritative culture in organization of pharmaceutical in Thailand (Wasi, Chaiprasithikul, Thongcharoen, Choomkasien, & Sirikawin, 1997). This examination endeavors to gauge the authoritative culture of the pharmaceutical organization in two circumstances, to be specific, the current and the favored hierarchical societies (Limyothin & Trichun, 2012). The current authoritative culture alludes to the apparent environment inside the organization of pharmaceutical at the

hour of the examination, whereas the favored authoritative culture is the way of life that representatives incline toward that the pharmaceutical organization embrace inside the following five years (Anderson et al., 2009). Also, this examination explores the authoritative culture coinciding in the middle of new contracts and existing representatives (Khawplod, Wilde, Yenmuang, Benjavongkulchai, & Chomchey, 1996). A writing audit regarding (a) representative revenue and recent contracts in the business of pharmaceutical, (b) cultural hierarchic, and (c) past study on hierarchical culture in the pharmaceutical organization will be introduced.

Thailand and Pharmacy Industry

In the below given diagram we can see the healthcare expenditures occurred in the pharmaceutical industry in Thailand. The expenditures are enhancing with the passage of time.

Figure 13: Domestic Healthcare Expenditure

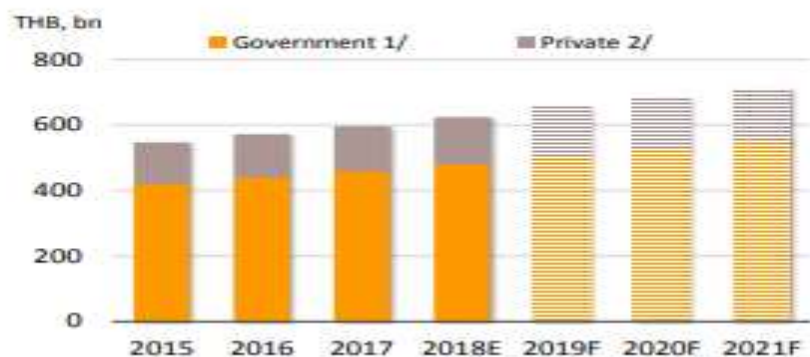


Figure 1: Domestic Healthcare Expenditure in Thailand

LITERATURE REVIEW

The pharmaceutical business has been perceived as an industry due to high worker revenue rates. According to 2006 survey the revenue hire in the business of pharmaceutical arrived at 16.9%, whereas it is fundamentally more in comparison to normal turnover rate 11.9% related to different businesses. In 2010 a survey in India, the pharmaceutical business was the part generally influenced by representative turnover with a whittling down pace of 35% (Dhotre, 2010). Moreover, the representative revenue circumstance increased after 2009, as huge worldwide pharmaceutical endeavors have lain off more than 100000 employments in their backups (Burrill-Company, 2011). Subsequently, there was a noteworthy increment in the quantity of new contracts in medium and little pharmaceutical organizations. As needs be, as a basic asset, pharmaceutical organizations must focus on new contracts. New contracts are in danger of leaving an organization, which prompts expanded costs of doing business. The expression "new contracts" alludes to workers who have as of late acknowledged work in an association and have a residency extending from 1 to a year (Yang, 2008). Representative turnover is a difficult issue among new

contracts, as almost 50% from them withdraw from the organization inside the primary year of their residency. Truth be told, the most noteworthy turnover happens during the initial four long stretches of work (Yang, 2008) deniable negative impacts from turnover are on costs of doing business for example, the expense of enrollment to discover substitution laborers (e.g., expenses of employment notices, English capability tests, and restorative assessments) and the expenses related with preparing new contracts so they have the imperative information and abilities to play out their employments. Because of the costs related with contracting and preparing, another contract can surpass half of the worker's yearly pay (Organization, 2002). It is occupant upon the administration of organizations of pharmaceutical to set up procedures to hold new contracts. Pharmaceutical organizations hold new contracts by recognizing the purposes behind their acquiescence and by building up the legitimate methodologies to address them. New contracts regularly leave an organization because of (an) inconsistency between their desires and the truth of the new work environment and (b) contradiction with managers, associates, and clients in light of the fact that new contracts may act and convey in manners that don't fit in with the new

authoritative culture (Hildebrand, 2010). The prescribed methodology to lighten these issues is to quantify authoritative culture, which permits work searchers to comprehend the hierarchical culture before tolerating business (Sirivichayakul et al., 2008). Doing so would diminish turnover rates since work searchers whose qualities jumble with those of the hierarchical culture would not go after a job (McShane & Von Glinow, 2002). Moreover, new contracts ought to be enough taught about the hierarchical culture so they can fittingly adjust to the association and build up positive working environment connections (Sutarjo, 2011).

To know about a hierarchical environment is included in the essential techniques at the back holding recent representatives (Kak, 2004). Authoritative culture has gotten one of the most effectively examined regions inside the fields of hierarchical conduct and HR the board since the mid-1980s. 2 (1999) watched the connection between authoritative culture and turnover in medical attendants working in Belgian human services associations and inferred that the fresh contracts whose favored qualities goes with the culture of the hierarchy would in general remain with the association (Suriyankietkaew & C. Avery, 2014). detailed the solid impacts of individual association (P-O) fit on representative employment fulfillment and on hierarchical duty just as the negative effects of these variables on turnover rates (Silverthorne, 2004). Along these lines, estimating hierarchical culture is important to comprehend the P-O fit between new contracts and the association (Boonpattarakan, 2012). Talked about ten different methods to oversee fit P-O. A proportion of the "perfect" as well as "genuine" authoritative societies is a procedure to lessen worker revenue (Sutarjo, 2011). Perfect cultural hierarchic mirrors the favored qualities of the association and supports a pioneer in setting up the best possible authoritative destinations. Conversely, the real hierarchical culture is significant for socialization, which is a procedure by which the association conveys its qualities, standards, and methods for working, in this manner helping recent contracts to absorb to the authoritative culture (Tsai, 2000). Enculturation successfully upgrades representative maintenance since it encourages the worker's feeling of authoritative having a place and give rise to a solid fit P-O. Because of the effect on holding recent contracts and lessening worker revenue, an organization of pharmaceutical ought to offer priority to its authoritative culture.

Various specialists have suggested meanings for culture of hierarchic running from easy to multiplex. The culture of hierarchic can be effectively characterized as "the state of affairs done around here" or "the trademark or character of the association" (Ahmed, Fiaz, & Shoib, 2015). An increasingly formal meaning of hierarchical culture was proposed by: "Authoritative culture is an example of shared fundamental presumptions that was found out by a gathering as it understood its issues of outer adjustment and interior incorporation that has functioned admirably enough to be viewed as legitimate and, in this manner, to be educated to new individuals as the right way you see, think, and feel in connection to those issues." Despite the various clarity that exist, whereas there is none of accord with respect to a solitary careful meaning of hierarchical culture. Consequently, this examination characterizes authoritative culture by applying Schein's definition since it is one of the

majority as often as possible referred to in the writing (Organization, 2015). Besides, Schein's definition utilizes an orderly way to deal with depicting the key segments of hierarchical culture (i.e., qualities, convictions, and practices), which are referenced in different groups of writing.

The specific class of stars of values, convictions, connections and work styles, that acknowledge one association from the other (Naqshbandi, Kaur, Sehgal, & Subramaniam, 2015). The sample of value, convictions, and learned ways for adapting to encounter that have created over the span of an association's history, and which will in general be showed in its material game plans and in the practices of its individuals. Methods of thought and conduct which describe a community based gathering that can be understand by socialization procedure and persevere across time (Pinichpongse et al., 1982). A suffering arrangement of qualities, convictions, and suspicions that portray associations and their individuals. A profoundly established worth that shapes the manners of the people within gathering. Culture of hierarchic encompass of an association's give out images, qualities, presumptions and practices. Culture of hierarchic incorporates what is esteemed, the prevailing the language, images and initiative style, the methodology, the meanings of progress that portrays an association including schedules as well. By and large, authoritative culture in this investigation alludes to the immaterial attributes of an association. It is an example of common essential presumptions, convictions, and qualities held by the individuals from the association (Organization, 2008). Authoritative culture can be educated and learned by individuals so all individuals from the association see, think, and carry on as needs be. Authoritative culture can be evaluated by different instruments. Methodically assessed the writing and recognized 70 instruments for investigating hierarchical culture. Albeit different tools are accessible, none of individual perfect go along all examinations.

Every single tool is distinctive in its motivation for improvement, estimated social measurements, methodological methodologies, and information producing strategies. Accordingly, choice of the fitting apparatus ought to be worried about (a) arrangement between the instrument's capacity and investigation's goals, (b) the tools transferability, that identifies with the similitudes between initiative and getting settings (like., specialized prerequisites, the vital expertise of information authorities as well as translators), (c) accessible assets, and (d) the tools unwavering quality and legitimacy. The (OCAI) was the tool chosen for this investigation for four reasons (Suriyankietkaew & Avery, 2016). To begin with, the OCAI properly discourse the exploration questions, that intend to gauge the pharmaceutical organization's hierarchical culture in Thailand (Greene et al., 2004). It distinguishes six significant authoritative culture measurements: Predominant attributes, Organizational initiative, organizational paste, Management of representatives, tactical accentuation, and the norms of achievement (Quinn and Cameron, 2006). Secondly, the OCAI ought to be profoundly relevant and interchange in this examination (Greene et al., 2004). The transferability of OCAI's has been exhibited in explore directed in excess of 10000 associations around the world (Online OCAI's, n. d.). Furthermore in the setting of associations in Thailand, the

OCAI has been applied to different associations, inclusive of government establishments, privately owned businesses, banks, and instructive foundations. Third, regarding accessible assets, the OCAI is a reasonable and for nothing out of pocket instrument which need just 10-15 minutes finishing.

At last, the two significant characteristics of a poll that are contained by OCAI: dependability and legitimacy. Close from various examinations that the OCAI estimates what it professes to quantify (i.e., legitimacy) furthermore, that it gauges reliably without fail (such as., unwavering quality). The OCAI's unwavering quality surpasses the standard level of the greater part of the usually utilized instruments in the social and authoritative sciences (Gohlert, 1991). For example, an examination by (1991) (as referred to by 1, 2006, p. 154), which included 10,300 officials from 1,064 organizations, found that the Cronbach's alpha coefficients of the OCAI were esteemed over 0.7. All in all, the OCAI is intentionally chosen to survey hierarchical culture in this investigation (Rijal, 2016). The OCAI depends on the Competing Values Framework (CVF). The structure was created from a measurable examination of 39 pointers of successful associations to make two significant measurements: a) Flexibility and prudence versus Stability and control and b) Internal direction and mix versus External direction and separation (Kantabutra, 2011). Since these measurements depend on the inverse or contending attributes of the criteria, the structure was named "the Competing Values Framework". Four hierarchical culture types are created by CVF: (a) Adhocracy, (b) Market, (c) Clan, and (d) Hierarchy (Quinn and Cameron, 2006).

Every sort of authoritative culture is available in one quadrant of the CVF (see Figure 1). Figure 1. The contending esteems system as well as sorts of cultural hierarchy (1, 2006, p. 35). These four types of authoritative culture contains unmistakable qualities: 1) Cultural clan makes a family-kind of association, that shows up like a more distant family than to a monetary substance. A tribe arranged association esteems cooperation, responsibility, and correspondence. Pioneers are thought of as coaches or guardians (Saris Aswapokee & Thammakoranonta, 2010). The association underscores the long haul benefits of individual improvement. Reliability, custom, and coordinated effort tie individuals together. The inner atmosphere and representatives are the specification for progress. 2) Culture of adhocracy is an active, pioneering, and inventive working environment. Viable initiative is visionary, imaginative, and hazard arranged. The long haul accentuation is on fast development, getting new assets and being the pioneer in the advancement of new information, items, and additionally benefits. Consequently, preparation for meeting and as well as changing new difficulties is basic. This hierarchical paste is a pledge to advancement and experimentation. Achievement is acknowledged when the association make one of a kind items and additionally benefits. 3) Market culture centers on outside conditions, for example, contenders, providers, and clients. In that capacity, this culture is an outcomes arranged work environment where the guiding principle are aggressiveness and efficiency. Pioneers are hard-driving makers, chiefs, and contenders (Deyo, 1978). The lengthy haul analysis is on aggressive activities as well as accomplishing goals. An association's prosperity is dictated by its piece of the pie and market infiltration. The

authoritative paste is an accentuation on victory over financial components of market. 4) Culture of hierarchy centers around the interior direction and the strength of the association. Viable pioneers are great facilitators, coordinators, and specialists.

The long haul concerns are strength, consistency, and proficiency (Schlechtendahl, Keinert, Kretschmer, Lechler, & Verl, 2015). The association is held together by formal guidelines and arrangements. All in all, four hierarchical culture types are made by the CVF: Market, Adhocracy, Clan, and Hierarchy. By utilizing the OCAI, an association can distinguish its culture of authoritative and obtain superior comprehension in wording of six cultural hierarchic measurements inclusive of prevailing authoritative culture, initiative manner, the executives modes, restricting instruments, key accentuation, and specification of accomplishment. Setting Past examinations led on associations in Thailand have given fewer consideration to recognizing the predominant culture of hierarchic (Schumacher, Erol, & Sihn, 2016). These examinations have mostly explored the connection in the middle of authoritative culture what's more, different determinants. For instance, contemplated the learning association and hierarchical culture of, a veterinary drug producer known as Better Pharmacy Company. It applied four systems created by and found that Better Pharmacy Company's hierarchical culture measurements (such as, versatility, consistency and contribution) were at average extent. Explored the effect of data framework attributes and hierarchical cultural work fulfillment from Product Managers of four worldwide pharmaceutical organizations and Medical Sales Representatives in Thailand. system and poll were adjusted to survey hierarchical culture measurements (Xu, Xu, & Li, 2018). The examination inferred that authoritative culture impacts work fulfillment and data framework qualities. Revealed the connection between authoritative culture, hierarchical duty, and the viability of worker execution among staff utilized by the Thai Government Pharmaceutical Association. The investigation applied the differentiating authoritative culture system to gauge four measurements including control, sorting out, arranging, and authority.

The disclosures showed every progressive estimation of culture was at an average extent. A writing audit shows that authoritative culture has pulled in enthusiasm for the pharmaceutical setting. The previously mentioned examinations were diverse in different type of three fundamental elements: (a) exercised structures, (b) elements related to authoritative culture explored, and (c) information assortment tools (Varghese & Tandur, 2014). The authoritative societies of organizations related to pharmaceutical were considered at a moderate extent within Thailand. Discoveries from these past examinations might be hazy to clarify attributes of industry known as Thai pharmaceutical. (Schumacher et al., 2016). Based on these literature, current study developed the following hypotheses: Hypothesis 1: Organizational culture has positive link with the pharmacy performance in Thailand. Hypothesis 2: Fresh Hiring has positive link with the pharmacy performance in Thailand. Hypothesis 3: Existing employees has positive meditation among the link of organizational culture and pharmacy performance in Thailand.

Hypothesis 4: Existing employees has positive meditation among the link of fresh hiring and pharmacy performance in Thailand.

RESEARCH METHODS

The notable objective of this study is to evaluate the influence of organizational culture and fresh hiring on the pharmacies performance in Thailand. The secondary aim is to check the mediating role of existing employees on the nexus of organizational culture, fresh hiring and pharmacies performance in Thailand. The data were taken from the

employees of pharmacy that are situated in capital city of Thailand and PLS-SEM was hired to check the hypotheses. Around 750 questionnaires were sent to the HR employees of the pharmacies, after one month only 510 valid responses were returned that is around 68 percent response rate.

Measures

The pharmacy performance (PP) has ten items that are used as dependent variable, organizational culture (OC) has eight, fresh hiring (FH) has fourteen items and existing employee (EE) has six items.

RESEARCH FRAMEWORK

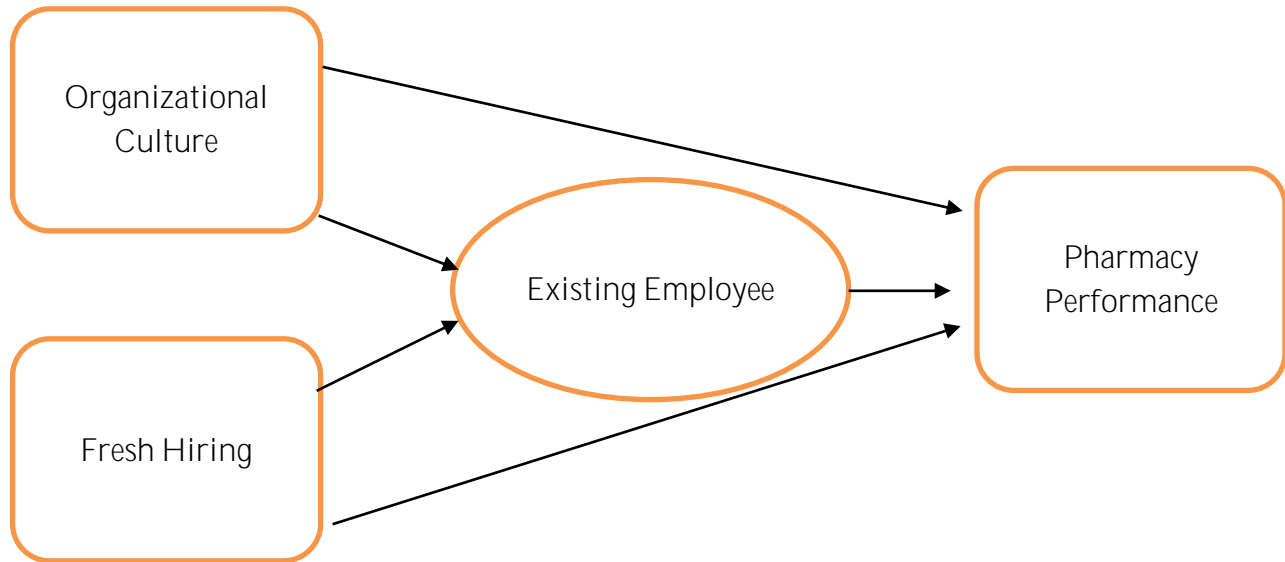


Figure 2: Theoretical Framework

Findings

The examination show the convergent validity is valid because the items are correlated because AVE and loadings

are higher than 0.50 while Alpha and CR are higher than 0.70. The convergent validity is stated under Table 2.

TABLE 1. Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE				
Pharmacy Performance	PP1	0.883	0.917	0.933	0.637				
	PP10	0.718							
	PP2	0.865							
	PP3	0.731							
	PP4	0.649							
	PP6	0.811							
	PP7	0.780							
	PP9	0.910							
	Organizational Culture	OC1				0.707	0.849	0.884	0.524
		OC2				0.826			
OC3		0.636							
OC4		0.636							
OC6		0.670							
OC7		0.781							

	OC8	0.786			
Fresh Hiring	FH1	0.792	0.928	0.938	0.583
	FH10	0.768			
	FH12	0.760			
	FH14	0.789			
	FH2	0.861			
	FH3	0.556			
	FH4	0.782			
	FH5	0.697			
	FH6	0.726			
	FH7	0.826			
Existing Employees	FH8	0.798			
	EE1	0.790	0.857	0.894	0.585
	EE2	0.710			
	EE3	0.820			
	EE4	0.841			
	EE5	0.699			
	EE6	0.716			

The results of Fornell Larcker show that the constructs are not much correlated because first value more than the other values. The results of Fornell Larcker is stated under Table 3.

TABLE 2. Fornell Larcker

	PP	OC	FH	EE
PP	0.798			
OC	0.568	0.724		
FH	0.398	0.534	0.764	
EE	0.684	0.710	0.494	0.765

The results of cross-loadings show that the constructs are not much correlated because the values of current variable are

more than the values of other variables. The results of cross-loadings is stated under Table 4.

TABLE 3. Cross-loadings

	PP	OC	FH	EE
PP1	0.883	0.438	0.286	0.515
PP10	0.718	0.394	0.378	0.434
PP2	0.865	0.391	0.284	0.507
PP3	0.731	0.509	0.287	0.616
PP4	0.649	0.428	0.316	0.533
PP6	0.811	0.334	0.224	0.409
PP7	0.780	0.559	0.380	0.677
PP9	0.910	0.470	0.339	0.544
OC1	0.452	0.707	0.292	0.391
OC2	0.326	0.826	0.386	0.478
OC3	0.367	0.636	0.295	0.329
OC4	0.366	0.636	0.405	0.429
OC6	0.466	0.670	0.439	0.607

OC7	0.452	0.781	0.467	0.671
OC8	0.423	0.786	0.358	0.556
FH1	0.190	0.351	0.792	0.232
FH10	0.180	0.301	0.768	0.238
FH12	0.250	0.351	0.760	0.302
FH14	0.354	0.406	0.789	0.382
FH2	0.428	0.502	0.861	0.479
FH3	0.245	0.246	0.556	0.289
FH4	0.365	0.477	0.782	0.468
FH5	0.389	0.438	0.697	0.466
FH6	0.298	0.438	0.726	0.458
FH7	0.263	0.423	0.826	0.352
FH8	0.233	0.408	0.798	0.300
EE1	0.647	0.495	0.355	0.790
EE2	0.416	0.632	0.436	0.710
EE3	0.622	0.507	0.391	0.820
EE4	0.649	0.531	0.358	0.841
EE5	0.343	0.514	0.351	0.699
EE6	0.415	0.585	0.376	0.716

The results of HTMT ratio show that the constructs are not much correlated because the values are lower than 0.90. The results of HTMT ratio is stated under Table 5.

TABLE 4. HTMT Ratio

	PP	OC	FH	EE
PP				
OC	0.623			
FH	0.408	0.569		
EE	0.742	0.803	0.532	

The path investigation demonstration that the positive sign associated with the beta values that shows positive link among the OC, FH and pharmacy performance. Moreover, t-statistics and probability values are meet the criteria that show substantial link among the OC, FH and PP and

accepted the H1 and H2. In addition, results also show the EE has positive mediation on the relationship of OC, FH and PP. Path analysis about testing the hypotheses is stated under Table 6.

TABLE 5. Path Analysis

	Beta	S.D.	t-values	p-value	L.L.	U.L.
OC-> PP	0.129	0.056	2.315	0.011	0.036	0.222
OC ->EE	0.579	0.048	12.027	0.000	0.501	0.656
FH -> PP	0.232	0.050	4.607	0.000	0.148	0.315
FH -> EE	0.264	0.054	4.919	0.000	0.172	0.352
EE -> PP	0.507	0.063	8.096	0.000	0.403	0.599
OC ->EE -> PP	0.294	0.044	6.678	0.000	0.224	0.370
FH -> EE-> PP	0.134	0.034	3.995	0.000	0.078	0.189

DISCUSSION AND CONCLUSION

The objective of this study is to examine the effect of organizational culture and fresh hiring on the pharmacies performance in Thailand. Another aim is to check the mediating role of existing employees on the nexus of organizational culture, fresh hiring and pharmacies performance in Thailand. The results exposed that organizational culture and fresh hiring have positive link with the performance of pharmacies. The pharmacies in Thailand has smooth and knowledge sharing organizational culture as well as clean and effective process of hiring that move the organization towards high performance. The findings also uncovered that existing employee positively mediate the link among the organizational culture, fresh hiring and firm performance. The existing employees of the pharmacies also motivated and trained that help the fresh hiring's to fit in the organization and make them able to work for the success of the organization. These findings gives the guidelines to the policymakers that they should expand their focus on the organizational culture and fresh hiring that expand the firm performance.

Therefore, the conclusion of the study is that the pharmacies in Thailand has smooth and knowledge sharing organizational culture as well as clean and effective process of hiring that move the organization towards high performance. It is also concluded that the existing employees of the pharmacies also motivated and trained that help the fresh hiring's to fit in the organization and make them able to work for the success of the organization. This study also have few limitations and directions for further studies for example present study take only two predictors of pharmacy performance and further study should add more predictors in their evaluation.

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