PalArch's Journal of Archaeology of Egypt / Egyptology

THE EFFECT OF HUMAN RESOURCE PRACTICES AND ENVIRONMENT MANAGEMENT ON RICE BERRY BUSINESS PERFORMANCE IN THAILAND

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ABSTRACT

Business performance refers to calculating the actual performance of the business against destined goals that are usually set before the business starts. A regular check and monitoring of a company protect the business against fiscal and organizational problems. There is a relationship between human resource practices and business performance. According to the current study, human practices such as selective hiring, extensive training, information sharing, and security assurance directly correlate with environment management that significantly influences business performance. A survey was conducted to obtain primary data. Hence, 280 human resource managers, incredibly involved in the rice berry business in Thailand, were surveyed to collect the primary data to analyze the outcomes of the current study. Results show that the increased value for human resource practices such as selective hiring, extensive training, information sharing, and security assurance enhances business performance, particularly for the organizations having businesses in rice berry in Thailand. Hence, the current study provides a boost to the practitioners and organizations to increase their business performance.

INTRODUCTION

Human resources practices are vital by nature. Human resources practices provide strength to the foundation functionalities of any organization (Desa & Asaari, 2020). Organizations are less productive or are facing serious issues that may cause overall business performance. Human resource practices protect organizations from a waste of time, resources, and energies by increasing the volume of the workforce (Da Silva, Riana, & Soares, 2020). As human resources practices provide a strategic guidance system that coordinates with organizations' executive business plan. In other words, human resources practices give energy to the human resources of any organization. The human capital of any organization begins with new zeal and put lives with the help of human resources practices (Oliveira & Honório, 2020).

Thailand is famous for the trading of rice berry all over the world. Riceberry is a kind of rice that is popular among its consumer because of its medical benefits, such as it helps to reduce low-density lipoprotein cholesterol (Dewantari, Hairrudin, & Sakinah, 2020). Moreover, rice berry rice contains a massive amount of antioxidants and fiber (Anuyahong, Chusak, Thilavech, & Adisakwattana, 2020). In the last two decades, the rice berry industry in Thailand has proliferated; however, it is still struggling with business performance. There are multiple other reasons due to which the rice berry industry in the country has problems related to business performance; however, less practice of human resources practices by the organizations involved in the business of rice berry is one of the primary reasons (Tekhanmag, 2020).

Thailand is a major exporting hub of rice berry; however, it is struggling with issues related to human resources practices due to which business performance of the concerned organizations are not up to the mark where it is measure at the time of planning (Arunrat, Pumijumnong, Sereenonchai, Chareonwong, & Wang, 2020). Lessor altogether ceased human resources practices such as selective hiring, extensive training, information sharing, and security assurance, which directly impacts environment management. Environmental management has a direct relationship with business performance (Li & Ramanathan, 2020). Ambiguates in selective hiring, lack of extensive training, information sharing, and security assurance bring negative changes in the environment that ultimately decrease the organizations' business performance.

The previous literature has an adequate amount of knowledge explaining human resources practices; however, human resources practices on the environment and business performance of the organizations involved in the rice berry business are not addressed (Mjahed Hammami, Souiden, & Bennour, 2020). There are also studies on business performance; however, the business performance of organizations involved with the rice berry business is missing from the literature. Moreover, the relationship of human resources practices such as selective hiring, extensive training, information sharing, and security assurance with the environment management is missing from the literature(Khandakar & Pangil, 2020). Hence, the current study is a unique study that explores the relationship between selective hiring, extensive training, information sharing, security assurance, environment management, and business performance.

The rice berry industry in Thailand is identified as one of the major industries in the world having a business for rice berry (Arromdee & Suntrayuth, 2020). However, the sector remains unsuccessful in attaining its goal and plans just because of lower business performances shown by the organizations involved in the industry. Hence the core objective of the current study is to explore the relationship between human resource practices, environment management, and business performance (Akoi & Yesiltas, 2020). The current study is a unique study by exploring the relationship of selective hiring, extensive training, information sharing, and security assurance with environment management. Furthermore, the relationship between environment management and business performance is also explored in the current study. The mediation role of

environment management also plays a significant role between human resource practices and business performance (Anwar et al., 2020).

To the body of literature, the current study has an eccentric contribution. The current study is a unique study investigating the relationship between human resources practices, environment management, and business performance. The current research retains both the theoretical as well as practical implications. Theoretically, the current research explores the relationship between selective hiring, extensive training, information sharing, security assurance, environment management, and business performance of organizations involved in the rice berry business, particularly in Thailand. Practically the current study encourages the organizations having a business for rice berry to boost their business performance by developing human resources practices for their human capital resources.

LITERATURE REVIEW
Organizations for their executive business plan always need a vital guidance system that helps them execute their executive business plan to achieve maximum productivity and business performance of that plan (Le, Shan, & Taylor, 2020). Human resources practices define that guidance system, which is implicated by the organizations to meet their competitive advantages, extract productivity to the next level, and to increase business performance. These human resources practices directly influence the managing environment of the organization where they are practiced. Hence, human resources practices are essential for the business growth of an organization. According to a previous study, organizations with acceptable practices of human resources practices are more profiting comparatively with the organizations that don't pay utmost attention to these practices (Munteanu, Bibu, Nastase, Cristache, & Matis, 2020). Human resource departments also encourage organizations to practices human resources guidance; hence, these organizations can have the best utilization of their human capital. Because it is evident from the literature that organizations who willingly practices human resources practices, are easy to achieve their business targets and meet more quickly to the advancement of the market. A high level of involvement of human resources practices definitely increases turnover intention (Aburumman, Salleh, Omar, & Abadi, 2020). Hence, human resources management is significantly beneficial for environment management. Organizations practicing human resources guidance are relatively easy to make a decision and implements their plans and policies. This is what the organizations who don't practice human resources guidance remain unable to achieve competitive advantages and hardly meet their set goals. Hank Jackson proposes that organizations that don't have practice for human resources guidance always struggle with their decision making. Such organizations are not free to make decisions because these organizations' human capital is already busy in their personal matters. According to the current study, organizations in Thailand mainly involved in the rice berry business have less business performance if they partially or don't practice human resources practices such as selective hiring, extensive training, information sharing, and security assurance. Because these human resources have direct impact on the environment management that affects business performance (Tajeddini, Martin, & Ali, 2020). Figure 1 shows the relationship between these human resources practices, environment management, and business performance.

Figure 1: Research Framework.
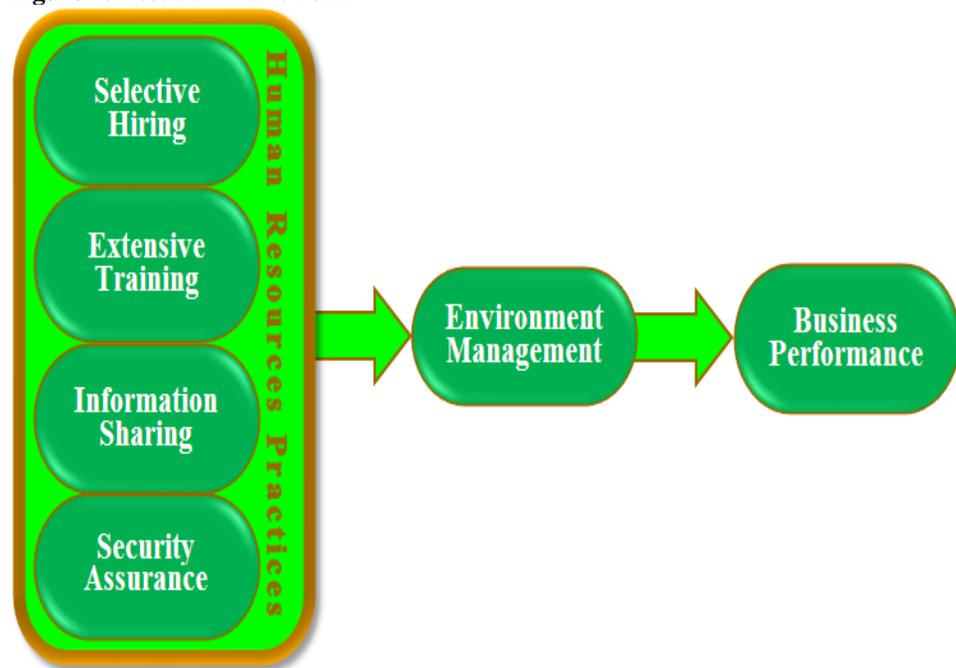
Selective hiring and environment management

Selective hiring is a process of hiring applicants from a specified group such as the applicants with a prominent skill set or those who are presenting unique positions based on their capacity, education, and specialty about the required job/ work. However, during the hiring process, the following stages are involved.

1. Planning
2. Strategy development
3. Searching
4. Screening
5. Evaluation

At the first stage, an optimal plan is developed then possibilities of the implication of the developed plans are applied in the second stage. The third stage begins with inviting considerable candidates by using various means such as newspapers, social media, and the internet. In the fourth stage, screening is performed to identify candidates that don't meet the marked line. In the last step, the evaluation of suitable candidates is done. In this way, selective hiring protects from many kinds of losses, such as the replacement of candidates. Moreover, employees' retention is improved with selective hiring (Choy & Kamoche, 2020). Selective hiring provides confidence to the organization while they are making policies. According to the current study, it becomes easy for the organizations mainly involved in the rice berry business in Thailand to make permanent employees from the employees selected through selective hiring. Therefore, organizations are easy to manage their environment if they go by selective hiring. Selective hiring provides human capital according to the demand of work nature and the corresponding organizations' policies. While the organizations have to struggle if they fail to have selective hiring, such organizations don't have an exceptional workforce level by their human capital. Therefore, it is capsulated that;

H1: Selective hiring has a positive impact on environment management.

Extensive training and environment management

After selective hiring, the next step is crucial, as, in this step, employees are gotten ready according to the nature of the work that an organization particularly has. Extensive training is considered one of the most critical and influential human resources practices. According to the results of a previous study, extensive training is a human resources practice that produces eminence results for the organization practicing it (Jang & Ardichvili, 2020). As it is very clear from its name, "extensive training," employees are taught and trained up to the core level of the work they need to perform by joining an organization. During the extensive training, employees are trained about the work and are informed about the industry's future directions, limitations, versatility, and detailed information about the compotators. Moreover, during the extensive training, employees are trained on how to deal with challenges that might be on the way while they are working and meet with the fashion requirement that it can turn more beneficial for their corresponding organizations. The current study has observed that the organizations, particularly having a business for rice berry in Thailand, don't have difficulties for environment management, who regularly plans for extensive training when there is a need for it. Because extensive training has a direct influence on the environment management of an organization. The increased volume of extensive training guarantees a comfortable, suitable, and productive environment for any organization (Acquah et al., 2020). Hence, it is summarized that;

H2: Extensive training has a positive impact on environment management.

Information sharing and environment management

Doing work without aim results in boring within no time. In other words, without an identified goal or aim, it is quite impossible to retain work performance from employees. Therefore, organizations without sharing their purpose, objective, and focus with their corresponding employees always face struggling to enhance the workforce by their human capital. According to the previous literature, organizations that don't hesitate to share information about their goals are more successful in finding an environment that is quite helpful for the organization's overall productivity. Moreover, exchanging information among different organizations, technologies, and people always beneficial, because in doing so, an organization is capable of comparing its functionalities with others and can have a better understanding of the steps which are promising to increase its own productivity (van der Westhuizen & Ntshingila, 2020). According to the current study, organizations, particularly in Thailand, having business in rice berry are struggling with environment management due to the lack of communication. There is no proper channel which can present them to each other. Hence, organizations that don't practice information sharing usually don't have a suitable environment. While the organizations have good communication with organizations especially working in the same domain, it is easy to manage an environment that is ultimately favorable for those organizations (Meske, Kissmer, & Stieglitz, 2020). Hence, Information sharing or exchange of data provides a variety of chances and opportunities which are promising for proper environment management. Therefore, it is quite necessary mainly for the organizations to have a business for rice berry in Thailand to opt and maintain the habit of information sharing with their corresponding employees and their opponents; hence, factors that required a collective collaboration of the organizations can solve larger investment. Hence, it is encapsulated that;

H3: Information sharing has a positive impact on environment management.

Security assurance and environment management

Security assurance is one of the most effective human resources practices. Everyone in the world loves to play on the safe side. When there is protection available from possible loss, there is no reason left behind not to participate in the play. The same is with the employees of any organization; when employees are assured that they are safe and there is no reason why employees need to think about things, particularly their security, they are more beneficial for their corresponding organizations. According to the current study, organizations in Thailand incredibly involved in the rice berry business, which has categorical practices for security assurance for their employees, acquire more profit from their human resources. It is also evident from the previous literature that security assurance increases employees' confidence and encourages them to put their maximum efforts (Kanake, Kemboi, & Tenai, 2020). It is noticed that when employees are not afraid of failing to earn or achieve according to their personal wishes, they are more productive. While the employees who are not assured, their energies are consumed in thinking about their surveillance. Hence, security assurance increases the level of trust and confidence in employees. When employees are confident and trusted, it's an ideal system to work with (Khorraminia et al., 2019). Hence, an increased volume of security assurance results in a productive environment. Thus, it is capsulated that;

H4: Security assurance has a positive impact on environment management.

Environment management and business performance

Environment management is a system that assists organizations in boosting their environmental sustainability and energy efficiency. The environment management system protects an organization from a severe kind of business risk, crisis, and insecurities. Organizations in acceptable practices of environment management relish numerous bottom-line advantages (Fernando, Jabbour, & Wah, 2019; Kerdpitak,2020). Therefore, most of the organizations are in good practice of environment management because it helps organizations be good stewards of their resources. In this way, their operating costs become lower. According to a prior study, environment management essentially focuses on waste generation and resource consumption. The current research noticed that the organizations in Thailand involved in the rice berry business are prominent in their business performance, emphasizing environmental management as compared with those organizations that don't have a satisfactory focus on environment management. Moreover, better environment management results in better sales and profitability opportunities, which ultimately increases business performance. It is the environmental management that helps to analyze the business on a day to day basis. And doing so allows organizations to take such measures that can meet the current market as well as to turn things in their favor. Therefore, organizations need to have an explicit environment management system because it brings numerous benefits, ultimately resulting in enhanced business performance (Martínez-Martínez, Cegarra-Navarro, Garcia-Perez, & Wensley, 2019). Furthermore, environment management brings functionalities of an organization in order that is very helpful for the estimation, judgment, and computation of production. Hence, good practice of environmental management guarantees an outstanding business performance among the competitors. Thus, it is summarized that;

H5: Environment management has a positive impact on business performance.
H6: Environment management mediates between the relationship of selective hiring and business performance.
H7: Environment management mediates between the relationship of extensive training and business performance.
H8: Environment management mediates between the relationship of information sharing and business performance.

H9: Environment management mediates between the relationship of security assurance and business performance.

RESEARCH METHODOLOGY
The selection of research methods is always crucial because it protects the researcher from deviating from the right direction. Hence, researchers follow a specific pattern that helps meet the results of the study under consideration. There are number of research approaches/ methods which are used for research purposes; however, the following three of them are very famous among the researchers.

1. Qualitative Research Approach
2. Quantitative Research Approach
3. Mixed-Method Approach

The current study used a quantitative research approach to finalize its results. Because the nature of the current research is just in accordance with the quantitative research approach.

After selecting the research method, a questionnaire was composed consisted of three portions. In the first portion, the study respondents were asked about their demographic information such as their name, education, age, experience, etc.

In contrast, in the second portion of the questionnaire, the respondents are asked to answer the questions related to the current study variables such as selective hiring, extensive training, information sharing, security assurance, environment management, and business performance. In the last portion of the questionnaire, respondents were to scale the quizzes. In this portion, a 5-point Likert scale was used starting from 1 as "Strong Disagree" 2 as "Disagree" 3 as "Neutral" 4 as "Agree," 5 as "Strongly Agree." Moreover, area cluster sampling was opted for the current study. The area cluster sampling approach is suitable if respondents of a study are populated in a wide area. Because the respondents of the current research reside in whole over the Thailand which is an extensive area. Hence, the area cluster sampling approach is the best fit for the current research.

A sample size of 500 is considered a very good sample size; therefore, the current study chooses the 500-sample size. Hence, after selecting the sample size, a list of 500 human resource managers working in Thailand was prepared. This data was collected from the head offices of different organizations and human resource departments. The list also contains the contact information of all the respondents.

Initially, all the respondents were informed via a WhatsApp message about the conduction of the survey on their WhatsApp number. Then, a copy of the questionnaire with a paper explaining the purpose of the current study was sent to the postal address of each respondent by using Thai national postal services. After 25 days of the postal sent, there were 160 responses received from the respondents. Hence, the rest of the respondents were reminded via a WhatsApp message. Thus, after the reminder, there were more, 140 responses received. In total, 300 responses were recorded in 40 days. 20 out of these 300 responses were partially filled; hence, these 20 partially filled responses were excluded from the total. Thus, 280 responses were used as primary data of the current study. Moreover, Partial Least Square (PLS) statistical software was used for data analysis. However, all the scales and measures were according to the previous literature. Table 1 shows data statistics.

Table 1: Data Statistics.

	No.	Missing	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
SH1	1	0	3.463	4	1	5	1.34	-0.916	-0.496
SH2	2	0	3.576	4	1	5	0.301	-0.802	-1.595
SH3	3	0	3.058	4	1	5	1.295	-0.922	-1.435
SH4	4	0	3.635	4	1	5	1.201	-0.502	-0.623
ET1	5	0	3.052	4	2	5	0.86	-0.651	0.026
ET2	6	0	3.429	3	2	5	0.806	-0.388	0.263
ET3	7	0	3.443	4	1	5	1.032	0.011	-1.511
ET4	8	0	3.438	4	2	5	0.716	-0.357	-0.31
IS1	9	0	3.022	4	2	5	0.745	-0.261	-0.329
IS2	10	0	3.493	4	2	5	0.839	-0.568	-0.027
IS3	11	0	3.552	4	2	5	0.813	-0.468	-0.113
IS4	12	0	3.567	4	2	5	0.794	-0.42	-1.071
SA1	13	0	3.867	4	2	5	0.869	-0.548	-0.373
SA2	14	0	3.956	4	2	5	0.82	-0.541	-0.349
SA3	15	0	3.783	4	2	5	0.855	-0.607	-0.233
SA4	16	0	3.862	4	2	5	0.888	-0.702	-0.32
EM1	17	0	3.823	4	2	5	0.898	-0.714	-0.301
EM2	18	0	3.591	4	2	5	0.885	-0.744	0
EM3	19	0	3.527	3	2	5	0.82	-0.541	0.209
BP1	20	0	3.478	4	1	5	1.047	-0.027	-0.537
BP2	21	0	3.552	4	2	5	0.837	-0.555	-0.063
BP3	22	0	3.645	4	2	5	0.906	-0.831	-0.039
BP4	23	0	3.704	4	2	5	0.883	-0.792	-0.075
BP5	24	0	3.921	4	2	5	0.884	-0.548	-0.448
BP6	25	0	4.005	4	2	5	0.845	-0.65	-0.404

Note: SH = Selective Hiring, ET = Extensive Training, IS = Information Sharing, SA = Security Assurance, EM = Environment Management, and BP = Business Performance.

DATA ANALYSIS

Using the two primary steps, i.e., measurement model and structural model of PLS and Structural Equation Model (SEM), validity and reliability of the data was checked (Hameed, Nisar, & Wu, 2020). The measurement model describes the validity and reliability of the data, which is shown in Figure 2. While Figure 3 shows the structural model in which nine hypotheses of the present study are tested. Composite reliability (CR), factor loadings, and average variance extracted (AVE) must have minimum values of 0.7, 0.4, and 0.5, respectively. Table 2 represents that all the values of factor loadings are under the threshold minimum value. Discriminant validity is described in Table 4 with the help of AVE square root.

Figure 2. Measurement Model
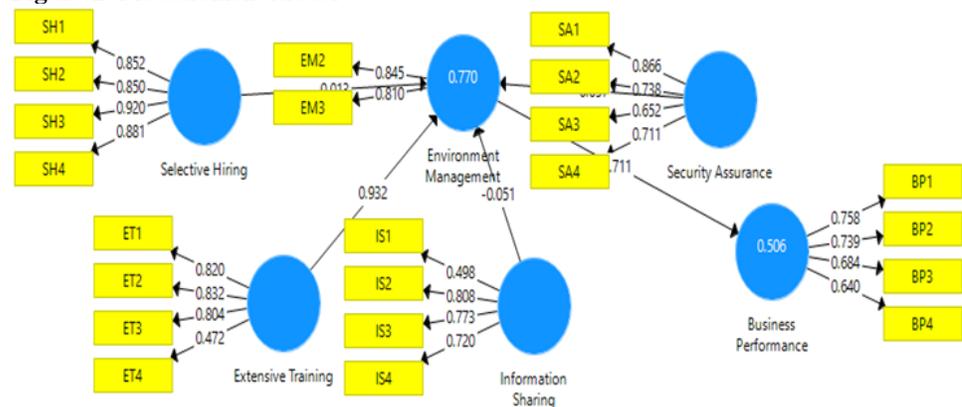
Table 2: Factor Loadings.

	Business Performance	Environment Management	Extensive Training	Information Sharing	Security Assurance	Selective Hiring
BP1	0.758					
BP2	0.739					
BP3	0.684					
BP4	0.64					
EM2		0.845				
EM3		0.81				
ET1			0.82			
ET2			0.832			
ET3			0.804			
ET4			0.472			
IS1				0.498		
IS2				0.808		
IS3				0.773		
IS4				0.72		
SA1					0.866	
SA2					0.738	
SA3					0.652	
SA4					0.711	
SH1						0.852
SH2						0.85
SH3						0.92
SH4						0.881

Table 3: Reliability and Convergent Validity.

	Alpha	rho_A	Composite Reliability	(AVE)
Business Performance	0.765	0.771	0.799	0.5
Environment Management	0.742	0.745	0.813	0.685
Extensive Training	0.735	0.805	0.829	0.558
Information Sharing	0.768	0.708	0.798	0.504
Security Assurance	0.747	0.849	0.832	0.556
Selective Hiring	0.907	0.734	0.93	0.768

Table 4: AVE Square Root

	Business Performance	Environment Management	Extensive Training	Information Sharing	Security Assurance	Selective Hiring
Business Performance	0.807					
Environment Management	0.711	0.828				
Extensive Training	0.555	0.775	0.847			
Information Sharing	0.506	0.677	0.796	0.71		
Security Assurance	0.268	0.178	0.267	0.244	0.746	
Selective Hiring	0.083	0.101	0.133	0.044	0.137	0.876

Figure 3. Structural Model.
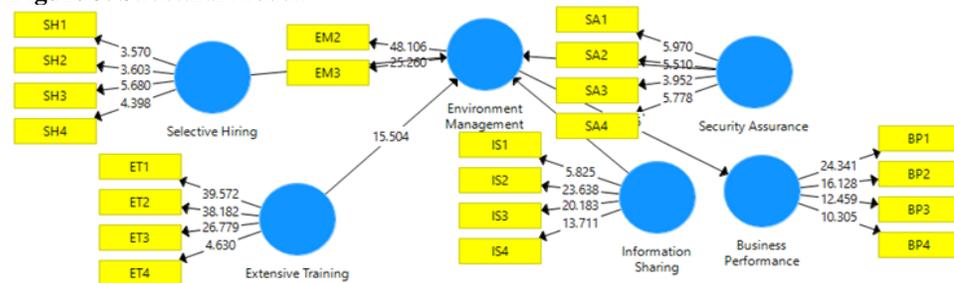
The results of the structural model are shown in Table 5. Five hypotheses (H1, H2, H3, H4, and H5) reflect direct effects. While hypotheses (H6, H7, H8, and H9) demonstrate an indirect effect, which is shown in Table 6. Moreover, the hypotheses (H1, H2, H3, H4, H5, and H6) of this study are supported except H7, H8, and H9. Because hypotheses were analyzed based on the t-value = 1.96 and H7, H8, and H9, don't meet the minimum t-value threshold as it is also evident from the results of Table 6.

Table 5: Direct Effect Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Environment Management -> Business Performance	0.711	0.717	0.039	18.136	0
Extensive Training -> Environment Management	0.932	0.914	0.06	15.504	0
Information Sharing -> Environment Management	0.051	0.035	0.02	2.54	0.007
Security Assurance -> Environment Management	0.057	0.042	0.015	3.799	0
Selective Hiring -> Environment Management	0.013	0.007	0.005	2.599	0.006

Table 6: Indirect Effect Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Extensive Training -> Environment Management -> Business Performance	0.663	0.654	0.047	14.146	0
Information Sharing -> Environment Management -> Business Performance	0.036	0.024	0.047	0.777	0.439
Security Assurance -> Environment Management -> Business Performance	0.04	0.03	0.025	1.606	0.111
Selective Hiring -> Environment Management -> Business Performance	0.01	0.005	0.028	0.343	0.732

DISCUSSION

The current study has addressed human resources practices such as selective hiring, extensive training, information sharing, and security assurance, which directly influence environmental changes within an organization. Moreover, ecological changes mediate the relationship between these human resources practices and the organizations' business performance incredibly involved in rice berry business in Thailand (Hiranphaet, 2019). Therefore, according to the first hypothesis of the current study, selective hiring positively impacts environment management. It is also apparent from a prior study's results explaining selective hiring that organizations with selective hiring remain more confident and advantageous in controlling environmental management. Therefore, selective hiring is an essential practice that helps in environment management (Yong et al., 2020). According to the second hypothesis of the current study, extensive training positively impacts environment management. Extensive training brings numerous advantages and boosts with it for any organization. Because extensive training gives courage and belief to the employees to perform their duties (Somu, Halid, Nasurdin, Lim, & Tan, 2020). Hence, organizations with the various and regular practice of extensive training are accessible and strongly wins the environment, which brings profits by lowering the costs. The third hypothesis of the current study is; information sharing has a positive impact on environment management. Information sharing is a habit of any organization that lets it understand its boundary and makes it recognizable to bring changes that help in the modification and progression of environment management. Information sharing with human capital enhances its tendency to perform its duties (Gvili & Levy, 2019). The fourth hypothesis of the current study is; security assurance has a positive impact on environment management. If the employees are well assured about their securities, they are more confident and effective in their related jobs. A prior study explains that security assurance increases employees' intentions towards their designated job instead of wasting time in planning something better for them than the current position. Hence, security assurance is a useful tool for environmental management (Ahmad, Ong, Liew, & Norhashim, 2019). According to the fifth hypothesis of the current study, environment management has a positive impact on business performance. Environment management is a system that brings in the count of all the processes, services, consumption, and production (Yagi & Kokubu, 2020). Hence, with this, it becomes possible for an organization to analyze things deeply, which helps to make optimal decisions that ultimately cause numerous business performances. According to the last four hypotheses of the current study, environment management mediates the relationship between selective hiring, extensive training, information sharing, and security assurance respectively.

CONCLUSION

It is concluded that organizations mainly involved in rice berry business in Thailand having human resources practices produce voluminous business performance. Human resources practices such as selective hiring, extensive training, information sharing, and security assurance make positive consequences for environment management. Moreover, environment management, which provides a systematic approach to the functionalities, servicing, and production process of an organization, also positively impact business performance. Hence, there is a relationship between human resources practices, environment management, and organizations' business performance. The current study provides implacable knowledge for practitioners to enhance their business performance by investigating the role of environmental management.

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