

The Effects of Employees' Commitment on the Employees' Self-perceived English Language Proficiency: Mediating Role of HR Activities

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ABSTRACT

The goal of the research is to inspect the effects of employees' commitment on the employees' self-perceived English language proficiency (SPELP) in the pharmacies in Thailand. The secondary goal of the article is to inspect the mediating role of HR activities among the nexus of employees' commitment and employees' SPELP in the pharmacy business. The data were collected from the HR employees of the pharmacy firm situated in the top five cities in Thailand and PLS-SEM was employed for data analysis. The findings indicated that employees' commitment such as affective, normative and continuance commitment has positive impact on the employees' SPELP. The results also found that HR activities mediate the nexus among the employees' commitment such as affective, normative and continuance commitment and employees' SPELP. These findings

gives the guidance to the authorities that made the policies for the organization that they should enhance their emphasis on the HR activities and the employees' commitments that enhance the employees' SPELP to deal with international clients to increase the firm performance.

Keywords: Affective Commitment, HR Activities, Normative Commitment, Continuance Commitment

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INTRODUCTION

Internationalization of a company's procedures, or a developed stage make of a company's contribution in replacing things as well as merchandises, material, finance, and employees through state boundaries, (Marschan-Piekkari, Welch, & Welch, 1999). Generates difficulties for its workforces. Core task is an improved or better use of a foreign language (FL) at work (Rugman & Verbeke, 2004). Approving a distant language in a workplace where local people are not fully familiar with distant language and where the local linguistic is the main routine business language, offerings vital tasks.

In such circumstances, the stages of foreign-language proficiency (FLP) through workforces have a tendency to differ massively, which turn out to be a hindrance for social interactions and might bother an entities task performance. Internationalization of the companies that can improve the practice of a FL at workplace, and it can be realized through workforces as a key OC that notable influence their work life Fredriksson, Barner-Rasmussen, and Piekkari (2006); Harzing and Pudelko (2013)

Present studies show in worldwide corporate need identified numerous workforce results which are connected by using the practice of a FL in the workplace, such as supportive dealings and act of everyday jobs through workforces. For example, it can be opportunity to be a cause for workforces to evade implementation of new tasks that have need of greater proficiency in the FL and annoy the career route of an personnel within a workplace Harzing and Pudelko (2013); Neeley (2013). Likewise, the changing stages of FL proficiency of the workforces might changing the outcome in the rights of relationships amongst employees Marschan-Piekkari et al. (1999); Neeley (2013). Workforces who have great proficiency of foreign language (FLP) be likely to obtain casual control above workforces who have low proficiency levels (LPL), which can be reason of hindrance or anxiety, specifically between employees with lower proficiency levels (Harrison, Price, & Bell, 1998). These adverse mental states can disturb interconnection, teamwork and performance inside the workplace (Barner-Rasmussen & Aarnio, 2011).

TABLE 1. Satisfaction Level of Employees

Full Time Employees		Consultant	
Very Satisfied	19%	Very Satisfied	43%
Somewhat Satisfied	45%	Somewhat Satisfied	34%
Neither	7%	Neither	12%
Somewhat Dissatisfied	17%	Somewhat Dissatisfied	9%
Very Dissatisfied	12%	Very Dissatisfied	2%

How satisfied are you with your current job?

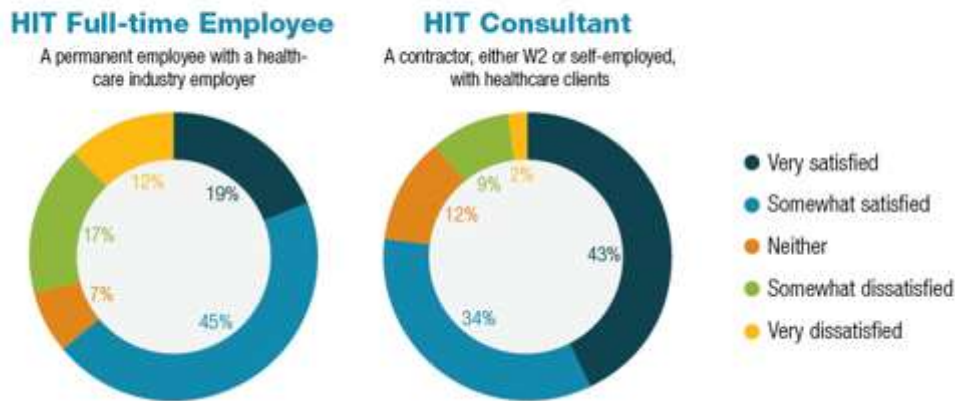


Figure 1: Satisfaction Level of Employees

In spite of these searches, a deficiency of methodical examination of by what method the view about “foreign language proficiency” (FLP) through workforces can also have an influence on their techniques related to a firm-level existence inside the setting of OC. In specific, we don’t elongate comprehend whether, and in so forth technique, “self-perceived foreign language proficiency” (SPFLP) thru workforces which is linked with the obligation to the internationalization of the companies. Besides, we additionally will have a restricted perception of how can organizations can support their workforces to deal with their negative behaviors and arrogances headed for internationalization of workplace, on behalf of company’s human resource (HR) practices. By means of few noteworthy exemptions i.e. (Piekkari, Vaara, Tienari, & Säntti, 2005), Here is a rareness of findings that have specifically observed the function of Human Resource Management (HRM) practices in next of kin to the use of a FL by workforces at their work environment.

In this study, we view internationalization of the companies as a specific situation of organizational change (OC) too follows principles and structures drive from the literature of OC. We study the obligation of workforces to the internationalization of their businesses in kith and kin to their “self-perceived foreign language proficiency” (FLP) and/or HR activities which encourage to learn a FL. English is the professional global language and it is often considered as the global business language for firms involved in international operations (Crystal, Strano, Shcharynski, & Koretz, 2003). There is significant change to increase the motivation level and reduce the stress level of employees so that they can learn foreign language (FL) via progress their ELP. Certainly, a many studies have stated negative emotional responses by non-native English utterers toward their English native associates’ sense of superiority and their self-satisfaction for learning foreign languages (FL) (Neeley, Hinds, & Cramton, 2012). Consequently, we recommend its supplementary imperative and nearby is a additional critical requirement towards study the opinions of workforces whose language is not English in born language relatively to detect workforces whose innate language is English. In this

article, we develop models and theories related to employees who study English as a FL.

These findings give imperative perceptions on the literature about language in worldwide startups and OC literature. First, this study offerings a greater hypothetical considerate of whether, and what non-native English utterers’ views of the ELP affects their attitudes and behavior toward a internationalization of the firm. Second, we propose perceptions on organizational change (OC) by investigating the role of HR practices that promote learning the Employees who speaks English language combine their commitment to an OC. Third, the realistic analysis of the starring role of human resource practices in this finding which is providing literature on OC. It is because, according to our knowledge, the current literature does not offer empirical proof about whether human resource practices affect the attitudes and behavior of workforces towards OC (Herscovitch & Meyer, 2002).

LITERATURE REVIEW

We consider internationalization of a company’s procedures, or an improved stage of a company’s contribution in replacing things too merchandises, material, finance, and employees through state boundaries border (Rugman & Verbeke, 2004) as a specific situation of OC. Arrangement of a workplace in global practices frequently involves workforces employed in a multilingual atmosphere. This OC may influence the task performance of employee during the work tasks (Bello, 2012).

“Micro-organizational behavior” examination shows, the adverse responses and denying behavior of personnel to OC are realized that these are dynamic that impede or promote the modification in workplace Herold, Fedor, and Caldwell (2007); Rafferty and Restubog (2010). The employees have qualities, such as “self-efficacy” (SF) headed for change and how they categorize with the varying activities of organizations (Van Knippenberg, Martin, & Tyler, 2006), are main forecasters of their reactions, like their obligation towards OC. Besides, the literature on OC has hypothesized human resource practices as a driven policy of “organizational change” (OC) (Herold et al., 2007). By put

on the information of managerial change findings interested in our change environment (i.e., Internationalization of the company), we drive conduct study on two aspects that might affect the obligation of workforces towards change: the “self-perceived English-language proficiency” (SPELP) of employees and human resource activities that endorse to learn a FL (Fugate, Prussia, and Kinicki (2012); Whelan-Berry & Somerville, 2010).

Herscovitch and Meyer (2002) explain obligation to change as “a force [perspective] that restrains an individual to a course of action of relevance to one or more targets (p. 475).” Established on variance the elementary spirit of commitment to change essential be the similar notwithstanding of the opposition of commitment (N. I. Meyer (2007), This study carried out (Baker, 1995), “three-components” (3'C) model in hypothesizing commitment towards OC. The first one is “affective commitment” (AC) towards change which is connected with the members need to involve thru the change bring inside the organization. The second one is “normative commitment” (NC) to change, is connected with the members' wisdom of responsibility to obligate of the OC. The third one is “continuance commitment” (CC) to change, is connected with the members' measureable ~~arrogance~~ ~~arrogance~~ consist on the valuation of “cost-benefit” analyses to check whether they have conformed to the change.

This study assumes that the employee commitment to the company's internationalization is a specific and slight case of commitment to OC and it's comprehends 3'C: “affective, normative and continuance.” (Jarinto, Jermisittiparsert, & Chienwattanasook, 2019; Jermisittiparsert & Urairak, 2019; Kerdpitak & Jermisittiparsert, 2020) Rice, Mayor, Tucker, & Bielski (1995) found these 3'C of commitment to OC remained positively associated through the agreement to the requirements used on behalf of change. Likewise, “affective and normative commitments” to change remained imperatively connected through collaboration or supporting of OC. Alike belongings might be projected in the case of globalized organizations.

Influence of Self-perceived English Language Proficiency (SPELP)

First, based on self-efficacy (SE) theory, the SPELP of workforces who be fluent in English used as a FL will influence the “affective commitment” of the company's Internationalization. “Self-efficacy” might be essential about an individual's confidence or efficacy in their capability to attain a specified goal in a given condition (Bandura, 1982). SE is well-known such as a defense on behalf of opposing conditions at workplace and it is an imperative element of the workforce's attitudes during performing the tasks including commitment to OC (Saks, 1995). Personnel with a greater level of proficiency in English may have a greater efficacy and encouragement in managing by means of a trilingual workplace that happens with globalized workplace.

Similarly, practical semantics research on FL gaining recommends that “self-perceived foreign-language proficiency” affects the individual's efficacy & confidence in managing the divergent atmosphere. For example, latest experimental studies have presented that individual who is willing to learn and prepared to involve in workplace actions

become more motivated using a FL and they consider that if they have high language proficiency Yamao and Sekiguchi (2015) Fushino (2010). One more findings has proposed that when communicating in English language the less anxious level of individuals become a higher “person's self-perceived foreign-language proficiency” (i.e., affective commitment) they remain more confident in dealing with a multilingual atmosphere (Dewaele, Petrides, & Furnham, 2008).

Hypothesis 1: Affective commitment is positively correlated with an employee's SPELP in pharmacies in Thailand.

Second, consist on role identity (RI) theory, the internationalized business will influence their NC to the “self-perceived English proficiency” of personnel who communicate in English. “Role identity signifies an internalized set of role expectations, with the importance of the identity being a function of commitment to the relevant role” (Riley, Classen, Stevens, & Burke, 1995). It becomes cause negative feedback about themselves from interpersonal affairs and belongs to self-views (Farmer, Tierney, & Kung-Mcintyre, 2003). Employees who have higher level of SPELP are expected to grow with their distinctiveness as international employee who is proficient too eager to take on responsibilities which are needed in international dealings (Markus & Wurf, 1987). RI theory proposes through role performance individuals are inspired to accomplish a need for self-evaluation (Kraimer, Shaffer, Harrison, & Ren, 2012). In this research, personnel will require a sense of accountability or responsibility to pay full attention by contributing to internationalization of the firm with a higher level of SPELP (i.e., normative commitment). Hypothesis 2: Normative commitment is positively correlated with an employee's SPELP in pharmacies in Thailand.

Third, SPELP of employees who communicate in English as a FL will affect their CC to the firms' internationalization. The notion of CC to change specifies a monetary exchange viewpoint (J.P. Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) as it is a way of obedience through change in mandate to evade imaginable expenses of not obligating toward the change (McGee and Ford (1987); Taing, Granger, Groff, Jackson, and Johnson (2011)) In additional disputes, the economic discussion view proposes that personnel might reflect the monetary costs of nourishing with the modification of the cost-effective are not obligating to change. The overheads of not obligating to internationalization of the firm might contain a disruption in existence promoted or it force delay the probabilities of near future pay rises. A long-lasting price might contain restricted occupation opportunities. Workforces who are unaffected to internationalization might merely be capable to include in assignments and progress their occupations in organizational sectors in which worldwide dealings are rare. Workforces will have to commit to the internationalization of the company, mainly while they deliberate that they can organize with their best level of SPELP to avoid these costs (such as promotions, future pay increases and limited career options),

Another side, the literature of commitment also proposes that influence the level of his/her CC is a key factor of

“transferability of a person’s skills” (Brown & Treviño, 2006). ELP is a moveable ability also it’s usually realized through organizations as a dynamic expertise for individuals who are involved with international practices. Workforces with a greater level of EP (i.e., moveable expertise) might not have threat of the job’s insecurity (so that they are not very devoted to the globalized firm), as they might have chances to rotate themselves.

Hypothesis 3: Continuance commitment is positively correlated with an employee’s SPELP in pharmacies in Thailand.

Mediating Role of HR Activities

OC literature review has identified HR activities used as a support tool for employees to manage with OC such as “training, recruitment, selection, and performance appraisal,” (Whelan-Berry & Somerville, 2010). These human resource practices are companies’ procedures through which an organization can encourage the obligation of workforces to the internationalization of the company. As promotion criteria these events may include proposing scenarios for learning a language and worker’s “cross-cultural training” so having FL expertise. The human resource practices that endorse knowledge environment, a learning of foreign language will be positively associated to the commitment of the workforces to the globalized company. The literature on “social exchange” (SE) theory indicates that workforces incline to interchange the POS and built optimistic SE relationship with their managers and it will lead with the positive workplace outcomes, such as intrinsic motivation, task performance and lower turnover (Eisenberger, Huntington, Hutchison, & Sowa, 1986; Emerson, 1976)

It is expected that uncertainty the organizations are supposed to offer human resources procedures that encourage to learn a FL and workforces who communicate in English as a foreign learner ready to obligate (i.e., affective commitment) to the internationalization of the company. The human resource practices, which are mainly related to “foreign language and cross-cultural training,” might be professed as provision from the management for those workforces to improve their English language expertise. This support shows that POS leads employees to an AC to their firms (Rhoades, Eisenberger, & Armeli, 2001). Alike perceptive can be useful in the association among the human resource practices to learn another language and obligation of workforces to the internationalization of the company. They may become motivated to commit in return for this support to the internationalization of the firm, if employees perceive HR practices as organizational support.

It’s projected that there will be an optimistic association between human resource practices that endorse to learn a foreign language and NC of employees who communicate in English as a FL to the internationalization of the firm. The SE theory indicates that AC can also be used as a NC to internationalization. If any organizations are supposed to make available human resource practices that promote a learning environment of FL as an organizational support for provide help to employees so that they can improve their language expertise, (i.e. English) the personnel might feel

more appreciate to obligate to internationalization of the company. This is the reason that the workforces thought that they are answerable to interchange the support that they have received by their organization. That give-and-take attitude may outcome in NC to internationalization. Organizational commitment (OC) shows information in the literature, POS leads employees to NC are based on the rules of mutuality (J. P. Meyer & Parfyonova, 2010).

An employee’s NC will be positively associated with the human resource practices that promote to learn a FL. It’s anticipated that there may be an optimistic association between human resource practices that endorse to learn a FL and CC of personnel who communicate in English as an overseas language to the internationalization of the company. The human resource practices that encourage language gaining knowledge of, mainly activities associated to promotion criteria of employees is a sign that the firm values people who are keen to develop their FL capabilities and make an involvement to its internationalization. In these circumstances, the workforces might imagine that persons who don’t commit to the internationalization of the firm are reflected fewer treasure to the organization. From the monetary altercation assertiveness to “continuance commitment” (McCrae & Costa Jr, 1989). no longer obligating to Internationalization will converted high price for a worker who communicate in English as a FL because it’s capable to drive poor effects, such as a delay in his/her advancement, self-possessed career pathways and pay increase to the close future. Further down situation, the personnel may sense that there’s no condition though to obey and decide toward globalized business so that to keep away from negative consequences.

SPELP of personnel who can speak in English is not a best forecaster of the obligation to internationalization of the firm, but it’s also a moderating association among human resource practices which encourage gaining knowledge of a “foreign language and the commitment of employees”. Based on “resources theory” (Hobfoll, 2001), human resource practices which encourage to learn a language is less operational or never greeted by the workforces somewhat with great points of PFLP.

The resource based theory, defined as “those objects, personal characteristics, conditions, or energies that are valued by the individual or that serve as a means for attainment of these objects, personal characteristics, conditions, or energies” (Hobfoll, 2001). These means are treasure for persons due to the fact they have each symbolic and instrumental values that define their identities. EFL capability is a useful source that has each symbolic and “instrumental value” to those who are “non-native English speakers”. Essentially it has an “instrumental value” as a approach of statement. If workforces think about their ELP tiers are excessive, they will take into account that they’re in a higher role to deal with the globalized firm in comparison to their colleagues who may have decrease English-proficiency tiers. This is because the ones who are better intiers of proficiency suppose that they’re well at speaking from those people who don’t longer percentage native language. Similarly, the capability to talk in English has a “symbolic

value” to non- local English utterers that might be tied to a person’s position (Riley et al., 1995).

For those employees who suppose that they have a decrease stage of ELP, its more beneficial and frugally feasible to get the possibility obtainable by their organization to improve their EFL talent and fulfill with (i.e., CC) the internationalization in their firm. As mention before, the monetary conversation perspective to CC specifies that personnel monitor thru the change when nearby may be a predictable price of now not promising to the change (Piekkari et al., 2005). By now not obligating to the internationalization of the company, the workforces might must recompense value in the purpose by covering behind in promoting and/or pay increases. Furthermore, their purpose occupation replacements might become inadequate most effective to responsibilities or organizational segments in which global transactions are limited (Hunger & Wheelen, 2013). In order to evade these expenses, workforces with lesser points of SPELP will have no choice though to be concentrating to human resource activities that endorse gaining knowledge of a language than those workers with higher tiers of ELP.

Hypothesis 4: HR activities mediates among the nexus of affective commitment and employee’s SPELP in pharmacies in Thailand.

Hypothesis 5: HR activities mediates among the nexus of normative continuance commitment and employee’s SPELP in pharmacies in Thailand.

Hypothesis 6: HR activities mediates among the nexus of continuance commitment and employee’s SPELP in pharmacies in Thailand.

Research Methods

The aim of the research is to check the effects of employees’ commitment on the employees’ SPELP in the pharmacies in Thailand. The secondary goal of the article is to inspect the mediating role of HR activities among the nexus of employees’ commitment and employees’ SPELP in the pharmacy business. The data were collected form the HR employees of the pharmacy firm situated in the top five cities in Thailand and PLS-SEM was employed for data analysis. For the purpose of gathering the 780 questionnaires were sent to the employees of HR through mail and after twenty days only 575 questionnaires were received and response rate was only 73.72 percent.

Measures

The dependent variable like employees’ SPELP (ESPELP) is measured by eight items while predictors such as employees’ commitment such as affective commitment (AC), normative commitment (NC) and continuance commitment (CC) is measure by the six, ten and eight items. The mediating variable like HR activities (HRA) is measured as six items.

RESEARCH FRAMEWORK

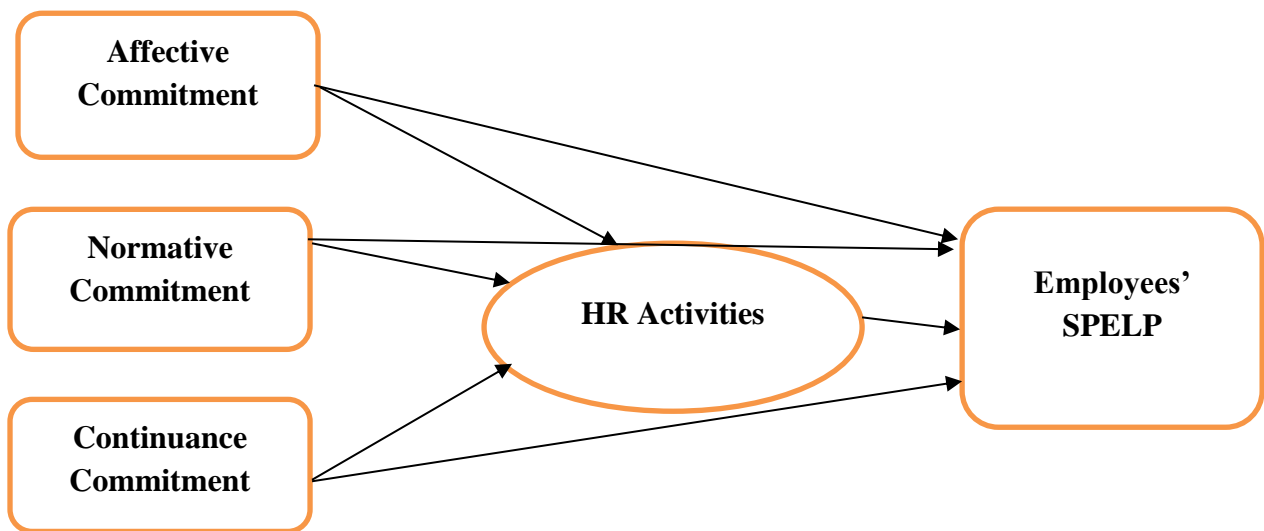


Figure 2: Research Framework

Findings

The convergent validity is the indication of items’ correlation and discriminant validity is the indication of constructs’ correlation and path analysis is the indication of

acceptance and rejection of hypotheses and all these analyses are the part of the finding section. Firstly, convergent validity approved because all the measures such as Alpha, AVE, CR and loadings are meet the criteria and Table 2 given as under show the convergent validity.

TABLE 2. Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Employees’ SPELP	ESPELP1	0.705	0.849	0.884	0.523
	ESPELP7	0.782			
	ESPELP2	0.822			

	ESPELP3	0.631			
	ESPELP5	0.626			
	SPELP6	0.680			
	SPELP8	0.789			
Affective Commitment	AC1	0.748	0.857	0.893	0.582
	AC2	0.742			
	AC3	0.781			
	AC4	0.804			
	AC5	0.743			
	AC6	0.758			
Normative Commitment	NC1	0.838	0.883	0.911	0.631
	NC2	0.834			
	NC4	0.793			
	NC6	0.666			
	NC7	0.792			
	NC10	0.828			
Continuance Commitment	CC1	0.792	0.896	0.918	0.587
	CC2	0.843			
	CC3	0.497			
	CC4	0.812			
	CC5	0.722			
	CC6	0.776			
	CC7	0.828			
	CC8	0.800			
HR Activities	HRA1	0.892	0.806	0.859	0.553
	HRA2	0.812			
	HRA4	0.677			
	HRA5	0.648			
	HRA6	0.657			

The discriminant validity is the indication of constructs' correlation that is verified by using the Fornell Larcker, cross loadings and HTMT ratio. Firstly, discriminant

validity approved by the Fornell Larcker because all the measures are meet the criteria and Table 3 given as under show the discriminant validity through Fornell Larcker.

TABLE 3. Fornell Larcker

	ESPELP	AC	NC	CC	HRA
ESPELP	0.723				
AC	0.723	0.763			
NC	0.575	0.686	0.794		
CC	0.548	0.514	0.388	0.766	
HRA	0.686	0.484	0.476	0.516	0.744

Secondly, discriminant validity approved by the cross loadings because all the measures are meet the criteria and

Table 4 given as under show the discriminant validity through cross loadings.

TABLE 4. Cross Loadings

	ESPELP	AC	NC	CC	HRA
ESPELP1	0.705	0.392	0.426	0.303	0.372
ESPELP7	0.782	0.559	0.426	0.373	0.462
ESPELP2	0.822	0.485	0.343	0.401	0.430
ESPELP3	0.631	0.341	0.349	0.325	0.314
ESPELP5	0.626	0.429	0.369	0.406	0.323
SPELP6	0.680	0.613	0.480	0.443	0.639
SPELP8	0.789	0.686	0.471	0.468	0.730
AC1	0.496	0.748	0.665	0.354	0.441
AC2	0.635	0.742	0.423	0.464	0.656

AC3	0.508	0.781	0.639	0.397	0.413
AC4	0.532	0.804	0.659	0.355	0.489
AC5	0.518	0.743	0.362	0.376	0.738
AC6	0.589	0.758	0.429	0.389	0.800
NC1	0.438	0.506	0.838	0.288	0.326
NC2	0.392	0.496	0.834	0.286	0.336
NC4	0.511	0.604	0.793	0.292	0.444
NC6	0.430	0.512	0.666	0.313	0.418
NC7	0.336	0.401	0.792	0.224	0.252
NC10	0.559	0.664	0.828	0.399	0.431
CC1	0.351	0.240	0.175	0.792	0.298
CC2	0.504	0.484	0.411	0.843	0.480
CC3	0.246	0.274	0.244	0.497	0.262
CC4	0.478	0.478	0.358	0.812	0.460
CC5	0.437	0.466	0.368	0.722	0.396
CC6	0.438	0.464	0.300	0.776	0.384
CC7	0.424	0.362	0.252	0.828	0.429
CC8	0.410	0.306	0.217	0.800	0.390
HRA1	0.695	0.732	0.446	0.499	0.892
HRA2	0.639	0.589	0.364	0.521	0.812
HRA4	0.398	0.649	0.344	0.269	0.677
HRA5	0.289	0.408	0.252	0.200	0.648
HRA6	0.335	0.486	0.334	0.273	0.657

Thirdly, discriminant validity approved by the HTMT ratio because all the values are more than 0.90 and Table 4 given

as under show the discriminant validity through HTMT ratio.

TABLE 5. HTMT Ratio

	ESPELP	AC	NC	CC	HRA
ESPELP					
AC	0.803				
NC	0.636	0.777			
CC	0.605	0.573	0.419		
HRA	0.713	0.906	0.537	0.545	

The path analysis is the indication of acceptance and rejection of hypotheses and analysis show the all the predictors such AC, NC, CC has positive and significant nexus with employee's SPELP because positive sign with

beta values and t-statistics and probability values are also meet the limits. In addition, HRA also has positive mediation among the link of AC, NC, CC and HRA and Table 6 mentioned under show the path analysis.

TABLE 6. Path Analysis

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

DISCUSSION AND CONCLUSIONS

The objective related to the article is to inspect the effects of employees' commitment on the SPELP in the pharmacies in

Thailand. The secondary goal of the article is to inspect the mediating role of HR activities among the nexus of employees' commitment and employees' SPELP in the pharmacy business. The findings indicated that employees' commitment such as AC NC and CC have positive impact on the employees' SPELP. The commitment of the employees are the significant element that enhance the employee motivation to learn the knowledge at workplace that is the reason if employees committed enough like in pharmacies in Thailand, are more associated with SPELP. The results also found that HR activities mediate the nexus among the employees' commitment such as affective, normative and continuance commitment and employees' SPELP. The activities of HR also help the employees to enhance their motivation and commitment that is the reason HR activities enhancing the commitment towards the employees' SPELP in Thailand pharmacies. These findings gives the guidance to the authorities that made the policies for the organization that they should enhance their emphasis on the HR activities and the employees' commitments that enhance the employees' SPELP to deal with international clients to increase the firm performance. Thus, conclusion includes that the he commitment of the employees are the significant element that enhance the employee motivation to learn the knowledge at workplace that is the reason if employees committed enough like in pharmacies in Thailand, are more associated with SPELP. The activities of HR also help the employees to enhance their motivation and commitment that is the reason HR activities enhancing the commitment towards the employees' SPELP in Thailand pharmacies. The current study has directions and limitation such as present study investigate only the pharmacy business and upcoming studies should investigate other business as well. The current study only takes three commitment of employees and other studies should add more commitments in the studies.

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