The Effects of Human Resource Practices on Employee Organizational Commitment: Findings from the Pharmaceutical Industry in Thailand

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ABSTRACT
Human resource management practices such as training, performance evaluation, awards, choice methods, job security and their effects on the organizational commitment are evaluated by previous researchers. However, not many studies have conducted in Thailand, more specifically in the context of the pharmaceutical industry of Thailand. Therefore, this paper is endeavoured to recognize the connection between HR practice (information sharing, promotion, performance evaluation, job security, and organizational support) towards organizational commitment in the context of the pharmaceutical industry in Thailand. Total of 390 questionnaires distributed to the employees who are employed in the pharmaceutical companies across Thailand, and 360 questionnaires were received with a response rate of 92.3%. After the diagnostic tests and data screening,

344 data used for future analysis. Quantitative analyses were conducted using SPSS version 23 and Smart PLS version 3. The result suggests that performance evaluation, job security, organizational support has significant role in increasing organizational commitment.
Keywords: Human Resource Practices, Employee Organizational Commitment, Thailand

INTRODUCTION

The productivity of human resource (HR) practices and the employee organizational commitment of the employees in the pharmaceuticals industry is central due to the labour-intensive industry (Saengchai, Siriattakul, & Jermsittiparsert, 2019; Siriyanun, Mukem, & Jermsittiparsert, 2019; Srivibon & Jermsittiparsert, 2019). The pharmaceutical industry heavily depends on the service, performance, and productivity of the employees. Simply, employee performance and productivity are one of the top priorities for the industry for future success. In order to perform higher performance and produce excellent productivity by the employees, the organization requires to provide greater satisfaction to them. Organizational commitment refers to what extent employee is committed to working for the organization, desire to maintain membership with the organization, increase the loyalty, and willing to work on behalf of the organization (Top, Akdere, & Tarcan, 2015). A recent study by US Research and Management Consulting Firm, employees, shows the higher level of engagement at work who higher level of commitment among workers. On the contrary, employees with a lower level of commitment work less for the organization. Similar to the US research consulting firm, another study by Ministry of Malaysia found that the number of younger employees turning down job and job-hopping due to lower wages among many problems. As indicated by Suifan (2015), disregarding having independent power in human asset practice, the local government are adversely seen by local people. It tends to be seen through a few objections held up by local people relating to human asset practice in the local government.

Figure 1: Dimension of HRM practices
Source : (Bartlett, 2001)

Figure 1 shows eight different aspects of HRM practice. The main dimension of HRM practice such as career planning, labor relations, performance & reward management system, training & development opportunity, recruitment selection.

All of these parts of HRM are directly help an employee to practice in organizational work. Many studies conducted in the past, including the metanalysis shows that the powerful execution of an HRM framework might be a key catalyst for individual and organizational performance (Dhar, 2015). Most observational research on the HRM–performance emphasis around clarifying the interim instruments of how HRM frameworks improve organizational performance (Chambel, Castanheira, & Sobral, 2016). The maximum of studies conducted previously on the effects of human resources practices on the performance of organizational proved that the relationship between organizational performance and human resources practices is undeniable (Cao & Hamori, 2016). Barely any investigations analyze the possibilities in this relationship. Despite the fact that there are innumerable investigations affirming the connection among HR and performance, exact examinations looking at the organizational commitment yet deficient (Bisharat, Obeidat, Alrowwad, Tarhini, & Mukattash, 2017). It is accepted that human resources factors influence the inspirations of employees, regardless of whether they do as well as can be expected the organization's performance lastly.

TABLE 1. Thai Pharmaceuticals Exports & Imports

Year	Export (USD, m)	Import (USD, m)
2009	204	1390
2010	219	1403
2011	250	1430
2012	255	1527
2013	175	1502

Source: (Juhdi, Pa'wan, & Hansaram, 2013).

According to table 1, Thailand export 204 million USD and import 1390 million USD in the year 2009. It also can be observed that exports (219,250 & 255 million USD) increased from 2011 to 2012 where at 2013 they export (175 million USD) less than previous years. On the other hand, Imports increased consistently (1390,1403,1430,1527 & 1502 million USD) from the year 2009 until 2012.

Aladwan, Bhanugopan, and D'Netto (2015) Concentrate on the connection between HR practices and organizational commitment and performance. It is believed that organizational commitment effectively affects various factors includes abilities, information sharing, awards (Albrecht, Bakker, Gruman, Macey, & Saks, 2015). Thusly, this paper is endeavoured to recognize the connection between HR practice (information sharing, promotion, performance evaluation, job security, and organizational support) towards organizational commitment in the context of the pharmaceutical industry in Thailand.

LITERATURE REVIEW

Human Resource Practices and Organizational Commitment

The proper Human resource practices always have positive influences on the organizational commitment of employees (Amponsah-Tawiah & Mensah, 2016). Their finding shows that any organization may hold the employees by increasing and maintaining the employees' commitment. Consequently, increased commitment to the organization will encourage qualified and skilled employees from other organization to join the institution. In order to gain a competitive advantage, the organization need to attach the workforce who hold high skills. This has been proved by the number of studies through the investigation of the relationship between HR practices and the employees' organizational commitment. The discoveries of the referenced studies recommend numerous significant factors such as training and awards etc. The discoveries from the existing examinations shows the positive link between human resources practices and employees' organizational commitment (Diab & Ajlouni, 2015). As indicated by social exchange theory demonstrate the positive connection between human resources practices and employees' organizational commitment. Social exchange theory explains that connection happens among employees and organization due the open doors for the employees from the organization. Consequently, workers feel obliged to return back to the organization through better commitment.

In organizational behaviour and human resource management practices, one of the most significant concepts is organizational commitment (Kumar Mishra & Bhatnagar, 2010). Although organizational commitment is viewed as a solitary construct, it contains three dimensions, such as affective, normative, and continuance commitment (NATH & Agrawal, 2015). As per affective commitment refers to individual' involvement, attachment, and identification with the organization. While normative commitment refers to the individual's feeling about the organization to remain and work for the organization, and lastly, continuance commitment refers to the degree of employee's feeling of staying or leaving the organization. In spite of the fact that there have been different conceptualizations of organizational commitment, most of the current research in the subject have utilized conceptualization of organizational commitment. They have defined three types of commitment are affective, normative and continuance commitment. Employees stay with their continuance commitment help organization to evade costs of leaving. The cost assessment is affected by tenure and the position the representative holds as they may feel that they have contributed a lot to really consider isolating from the organization (Ramaprasad, Prabhu, Lakshminarayanan, & Pai, 2017). Normative commitment reflects workers' feeling of commitment to their company and employees with solid

regulating duty proceed with their company since they believe they should. Individual employees sense a stronger sense of trust on the organizational values and beliefs and recognize quickly its objectives, they are more likely to apply extra endeavors for the organization with greater organizational commitment (Bakhtyar, Kacemi, & Nawaz, 2017). This prescribes the people who are explicitly joined together to the organization with the increasingly raised degree of obligation can be animated to achieve organizations' objective without looking for an open entryway for individual addition.

Performance Evaluation and Organizational Commitment

Performance evaluation is commonly viewed as a significant HR practice. This is an official method to evaluate the employee performance typically done through the yearly meeting or some case every six months or even more frequently after careful consideration. Performance evaluation is the platform for the employees to discuss their past performance and set the target for the future need their managers and structure their future activity plans (Gaither et al., 2008). With the new advancements in the business organization, no longer performance evaluation is not a basic instrument that uses to archives employee performances. It is rather a new strategy that does not evaluate the individual employee performance but maintain the relationship with headquarters, branch offices, and every individual employee in greater term (Jansriboot, 2016). In the current literature, different parts of HRM system such as training and performance-based compensation evaluated. In an organization, whenever this system executed properly, the performance evaluation system will permit the assurance of performance levels, any lack of skills, strength of skills by which organization set appropriate training accord to the individual needs (Garcia-Morales, Matias-Reche, & Hurtado-Torres, 2008). This fact highlights that performance evaluation practices is a significant factor for any organization in under any good or bad situation. The extant literature revealed that performance evaluation of HR practices has greater impacts on the development of employee skills as the expertise expected. A number of previous studies confirmed that employee performance has become greater once the employee has sufficient training, skills, motivation, and the opportunity provided by the employers. As per social exchange theory, providing support into the desire of employees will provide a positive work environment behaviour towards the organization (Mishra, Bhatnagar, D'Cruz, & Noronha, 2012). As a result, in the end, the motivation level of employees will increase as they get the best advantage from employers and give organization back by working fully with maintaining high commitment (Nambudiri, 2012).

Promotion Focus and Organizational Commitment
Promotion is another significant factor that can be identified with performance evaluation. It is one of the preferred methods for the organization to advance and help employees within an organization and promote employees

within the organization. Once individuals have a career development opportunity in the organization, they are more likely to have better organization commitment. Literally, employees are more likely to be committed to the organization while they found their advancement in their career through the organization is present. Because of the facts that intra-organizational career opportunities which are one type of promotion that ensure the justice and fairness in the organization and in turn lead to greater commitment toward the company (O'Neill & Gaither, 2007). Indeed, right and fair promotion provision is not only assisted the organization to retain their quality skilled employees for the competitive advantages but also heighten the employee commitment toward the organization.

An ongoing report discovers advancement opportunity in the company alongside different indicators of job satisfaction shows a significant impact on worker's commitment toward the company (Rahman, Akhter, Chowdhury, Islam, & Haque, 2013). This is additionally examined as a noteworthy supporter of improving commitment to the association. For example, scholars uncover time-opportunities for promotion and the proper execution provides a higher level of employee satisfaction and commitment toward the organization in general (Santiago & Alcorta, 2012). A study conducted on hospital nurses by (Islam & Patwary, 2013) uncovered that promotion opportunity for suitable development for the nurse significantly increase their commitment and responsibility to achieve organizational goals. Similarly, Yaoprukchai and Kardkarnklai (2014) found in their study that in HRM system, promotion opportunity is one of the underlying key factors in increasing employee commitment to the organization.

Information Sharing and Employees' Organizational Commitment

Data sharing can be characterized as a procedure that includes the manner in which the company receive information from employees and send information to employees to strengthen the decision-making process and also to fortify the basic leadership process (Juhdi et al., 2013). Simply, through the information sharing process, the organization have a greater chance to communicate with employees to receive opinions and suggestion to make a good decision for the organization. Fundamentally, to better work, this process in the organization requires the understanding between employee and top management. It is suggested that information sharing significantly affects organizational commitment (Kuvaas & Dysvik, 2010). Besides, to motivate employees, information sharing is very important to produce a strong feeling toward the organization. The future event, financial position, and technological orientation are main important that discover by the process of information sharing. Thus, information sharing enhances the employee's commitment while they get financial and future information. Research directed by Ling and Nasurdin (2010) identified that high-performance human resources practice significantly influence employee turnover intention. More simply, information sharing of human resources management practice helps to retain

employees in the organization. Moreover, Lo, Ramayah, Min, and Songan (2010) found that by making a work atmosphere that encourages data sharing and including employees before decision-making, the executives would fabricate a sound situation wherein individuals' self-assurance, and acknowledgement of their thoughts prompts common regard and thusly to a full of feeling responsibility (Majumder, 2012).

By including the worker in basic leadership procedure and give thought from the assessment of the representative, the worker can give the plan to the company before turn out with any choice. The positive effect is it will expand the certainty among employees and lead to the shared regard between both parties. Other than that Young, Worchel, and Woehr (1998) found that encouraging descending and upward communication of correspondence among various degrees of the organization would impact the degree of worker commitment and comfort in the work environment. The smooth data sharing between the department in the company help employees in performing their tasks. Through compelling communication competence between the worker and management of their area of expertise, all the data from prevalent will get by the subordinate, particularly in term of the new approach and bearing of the organization. It will build the dedication and confident of the worker in performing the task. Vertical data sharing refers to communication from top to bottom level of employees. In other words, vertical information is social communication.

Organizational Support and Organizational Commitment

Another significant factor of human resources management is organizational support to employees. As indicated by Muneer, Iqbal, Saif-Ur-Rehman, and Long (2014), organizational support seems to the greater indicator of boosting employees work in different ways. Once an organization provides to individual employees such as helping family life and professional life. Every individual employee requires support from the organization in performing the tasks assigned by the organizations. For example, sufficient and appropriate working hours, suitable work environment, different suitable work techniques, employee feedback concerning the workplace, balance in private and professional life which all are important to motivate employees for further commitment to work for the organization according to the tasks assigned by the goals. Additionally, organizational support in a broader sense such as support from the supervisor and top management also produce the obligation un employee mind to work for the organization with higher commitment to reach organizational objectives (Patwary & Rashid, 2016). Fundamentally, it will help the worker in performing the task when employees were given by the physical and mental help from the administrator. Aside from giving the physical help, for example, a suitable room and reasonable working hours, the boss needs to help representative by giving them inspiration in playing out their undertaking. They should demonstrate their anxiety to the worker by asking their concern and afterwards help them in taking care of the issue.

From this training, it will reinforce the connection between the employees and their managers and leaders to the commitment to the guidance by their respective head. Organizational support theory suggests that any beneficial support from the company will emulate the extra support to the organization because employees feel obliged to do something back organization in return to the beneficial supports they get from organizations (Yang, 2012). For example, a study showed that employees stay in the organization, in other word turnover intention decreased by getting support from the organization and organizational support makes the employee be more committed and not leave the organization (Zaitouni, Sawalha, & El Sharif, 2011). Simply, beneficial supports make the employee more associated with the organizational objectives and committed to working in achieving organizational goals. The investigation found that organizational supporting factors, for example, career development support, support for developing skills and necessary training, supervisor support, and sufficient organizational resources were found to be related to career success. Above findings are eventually very important for the future employee to join in the organization, which makes the organizational success in future. In general, employee commitment tends to decrease while the employee works for the organization for a longer time. By supporting with greater career development, employees feel themselves having a great future with the company and eventually upsurge their activity to make success for the organization.

Job Security and Organizational Commitment

In recent days, job security becomes a significant factor for both employees and employers. Job security becomes an important issue encountered by the organization. Simple, organization are not able to ensure the employees' job stability due to numbers of reasons. Thus, there is a consistent increment in the number of studies concentrating regarding this matter. Although the number of definition exist in the literature, one of the most prominent definitions defined by Nazir, Shafi, Qun, Nazir, and Tran (2016) that job security is the degree to extend the employer or the organization has the ability to provide consistent work with its employees. Another popular definition defined by Islam and Patwary (2013), he stated that job security is the organization ability to ensure employees' job regardless of any seniority, retirement right, salary or any kinds of similar losses. In other word, employees should be afraid of losing the job by any discrimination by the organization or rules unless employees occur any offence. Job security is a significant issue and is significant in impacting the representatives' perspectives about their occupations. From this point of view, employer stability is a significant factor deciding the physical and emotional satisfaction such as turnover or continuity form or in the organization, organizational commitment. Vanhala, Heilmann, and Salminen (2016) found employees' job security ensure and increase the employee to be more committed to work. As indicated by the author that employees more likely become committed toward organizational goal once they feel secure in the job.

Research Framework

For this study, the following framework has been developed based on the previous literature and hypotheses have tested to understand the relationship between the selected factors of human resources management and employees' organizational commitment in the pharmaceutical industry in Thailand.
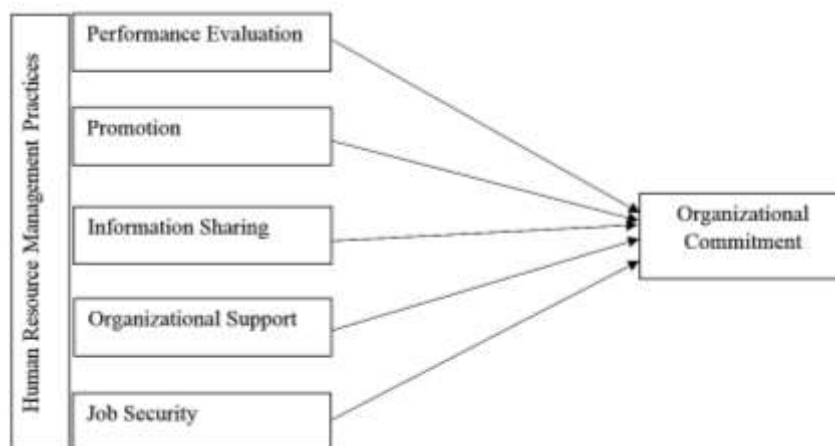

Figure 2: Conceptual Model of the Study

This study seeks to investigate the following hypotheses, which is developed by an extensive literature survey. HRM practices (performance evaluation, promotion focus, information sharing, organizational support, and job security) positively related organizational commitment.

Research Design

This study based on the positivist paradigm or agreeing with previous findings by the researchers and theoretic supports. The main objective of the study is to identify the importance of HRM practice on employee organizational commitment in pharmaceutical companies in Thailand based on empirical data. To conduct the test between hypotheses, quantitative data collected from the selected sample is in Thailand from the pharmaceutical industry. Total of 390 questionnaires distributed to the employees who are employed in the pharmaceutical companies across Thailand. The members were intentional and had abundant time to finish the overview structures. The finished structures were gathered on the equivalent or the following day. Review structures from 360 representatives have been gathered, and 344 of them have been assessed (16 overview structures were excluded as a result of missing answers) The study support proportion has been characterized as 92.3%.

Measures

The human resource management practices were measured with scales for Performance Evaluation, Promotion, Information Sharing, Organizational Support, and Job Security. The one-dimensional outcome included Organizational Commitment for this study. A five-point scale from (1) strongly disagree to (5) strongly agree used. 4 items scale for Performance Evaluation scale developed by Schneir and Carrol (1982); 5 items scale for promotion was used. For Information Sharing, this study uses five item-scale of knowledge management adopted from Phillips, Mannix, Neale, and Gruenfeld (2004). Organizational Support was measured by four item-scales adopted from Chong, White, and Prybutok (2001); to measure the construct of Job Security, five items-scale adapted from Yousef (1998); and 9 items for Organizational commitment adapted from Mowday, Steers, and Porter (1979).

ANALYSIS AND FINDINGS

Table 2 shows the demographic distribution of the respondents for gender, marital status, age, income, education level and working experience in the industry.

TABLE 2. Demographic Profile of the Respondents (n= 344)

Characteristics	Frequency	Percentage
Gender		
Male	190	55.2
Female	154	44.8
Marital Status		
Single	131	38.1
Married	213	61.9
Age (Years)		
25 years and below	70	20.3

26-35 years old	144	41.9
36-45 years old	58	16.9
46-55 years old	48	14.0
56 years old and above	24	7.0
Income		
Below 10000 Bhat	37	10.8
10000 - 30000 Bhat	84	24.4
30001- 50000 Bhat	140	40.7
Above 50000 Bhat	83	24.1
Education		
Diploma	11	3.2
Degree/Bachelor	151	43.9
Masters	149	43.3
PhD/Doctoral	33	9.6
Experience		
1-3 years	223	64.8
4-6 years	102	29.7
7-9 years	16	4.7
More than 9 years	3	.9

For gender, 55.2% of the respondents are male, and 44.8% are female. Majority of the respondents are married, which is 61.9% and single are 38.1%. In terms of age group, highest age group consists of "26 to 35 years" 41.9% followed by "25 years and below" which is 20.3%, "36 to 45 years" 16.9% "46 to 55 years" is 14.0%, and 56 years and above is 7.0%. Majority of the respondents have the income of 30001 to 50000 Bhat which is 40.7% followed by above 50000 Bhat (24.1%), 10000 to 30000 Bhat (24.4%) and below 10000 Bhat (10.8%). For education level, majority of the bachelor and master's degree holder, which are 43.9% and 43.3% respectively, and PhD/ Doctoral degree holder (9.6%) and diploma holder is 3.2%. While looking into the job experience of the respondents, most of them have experiences of 1 to 3 years (64.8%), followed by 4 to 6 years is 29.7%, 7-9 years is 4.7% and more than 9 years is .9%.

TABLE 3. Construct Validity and Reliability

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Information sharing	0.904	0.929	0.723
Job security	0.921	0.939	0.756
Organizational Commitment	0.881	0.904	0.512
Organizational support	0.875	0.914	0.729
Performance Evaluation	0.893	0.926	0.758
Promotion	0.783	0.845	0.523

Table 3 represents the satisfactory Cronbach alpha above 0.70, higher composite reliability, and average variance extracted more than 0.50 for all the variables used in the model. In addition to that, discriminant validity (Table-4) confirmed that all the constructs are different.

TABLE 4. Discriminant Validity (Fornell and Larker Criterion)

	Information sharing	Job security	Organizational Commitment	Organizational support	Performance	Promotion
Information sharing	0.85					
Job security	0.622	0.869				
Organizational Commitment	0.441	0.538	0.715			
Organizational support	0.27	0.221	0.231	0.854		
Performance evaluation	0.407	0.502	0.586	0.134	0.871	
Promotion	-0.016	0.026	0.14	0.029	0.002	0.723

Another important fact in the measurement model, the effects of independent variables on the dependent variable (the variance explained). These effects measure through the R square value. The measurement model in figure-1

represents that all five important variables explained the 0.456 (45%) on employee organizational commitment which is a good amount of predictor.
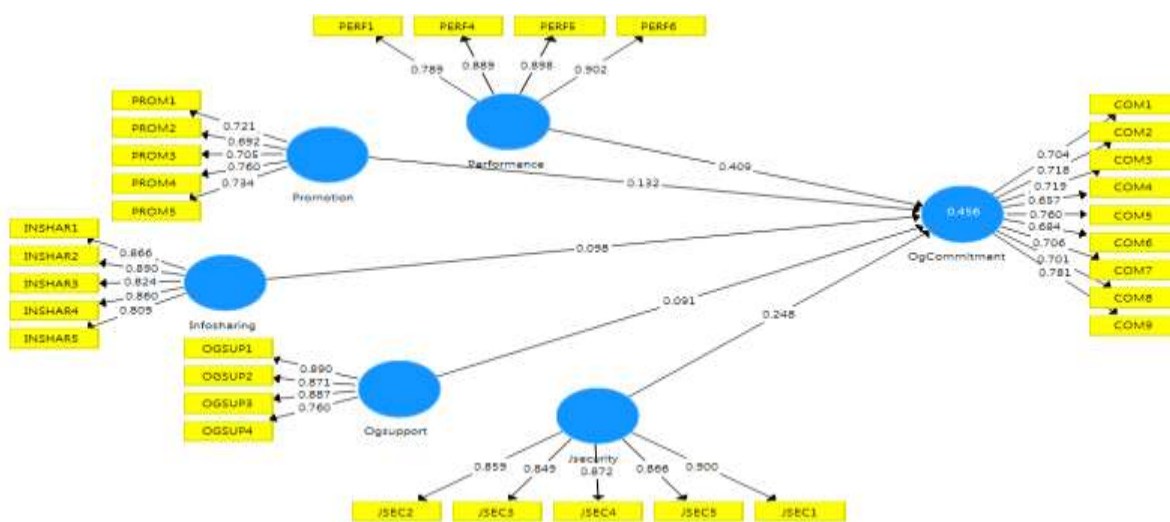

Figure 3: Measurement Model

In order to find out the main objective for this study, the following five hypotheses tested through the bootstrapping process of using Smart-PLS version 3.0. Table 4 below indicated that a total of four hypotheses accepted out of five. Only the information sharing does not have significant

impacts on the employees' organizational commitment. It means the organization share the information to employees that do not increase the organizational commitment of employees.

TABLE 5. Directs Effects of the Constructs

Direct effects	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Information sharing -> Organizational Commitment	0.098	0.105	0.056	1.744	0.082
Job security -> Organizational Commitment	0.248	0.243	0.06	4.129	.000
Organizational support -> Organizational Commitment	0.091	0.092	0.043	2.087	0.037
Performance -> Organizational Commitment	0.409	0.407	0.055	7.491	.000
Promotion -> Organizational Commitment	0.132	0.137	0.046	2.854	0.004

The overall mean score for job security was 5.41; performance evaluation was 5.38, information sharing was 5.25, followed by organization commitment 2.08, and promotion 5.04. HRM practices such as performance evaluation show the highest relationship with t-value (7.49)

followed by job security with t-value (4.17). Information sharing does have significant effects on organization commitment while promotion and organizational support and have quite lower significant effects than other two HRM practices.
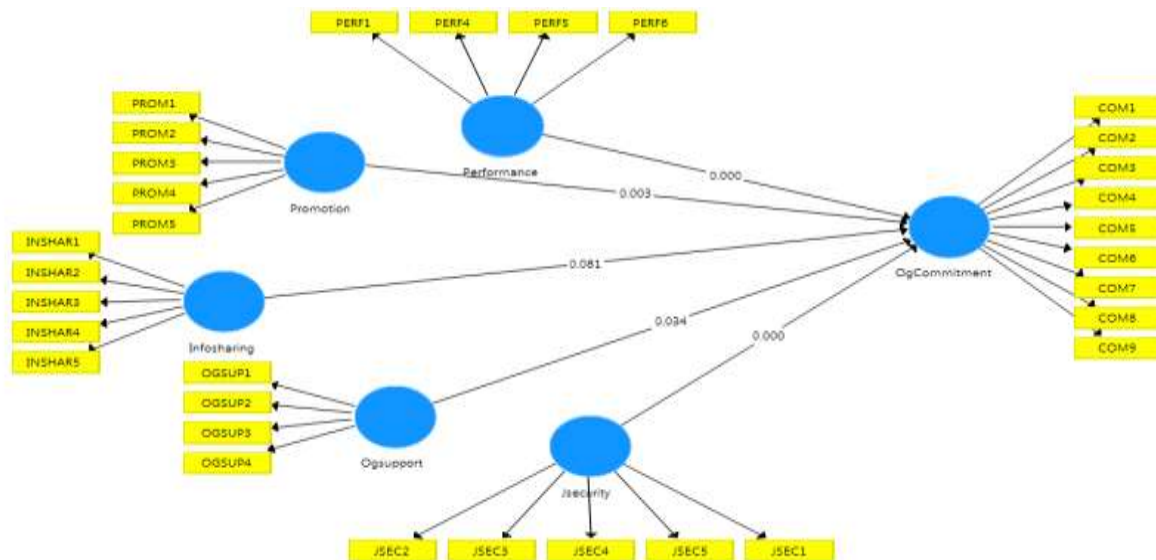
Figure 4: Structural Model

DISCUSSION AND CONCLUSIONS

Performance evaluation plays a significant role in enhancing organizational commitment. Because of the facts that employee nurture a sense of attachment to the organization once they feel their own development opportunity. In turn, they likely tend to show belonging to the company and employees are more committed to the organization. Job security has strong effects on the organizational commitment that might help the members attach to the organization and work for its success. Previous studies identified job security is one of the primary factors to strengthen employee organizational commitment through the full-filling contract. It is found that once performance evaluation is greater than employee job security is good. So, the organization industry may look at the finding of the study to enlighten the greater employee commitment by proving the best job security. In contrary, this study found that organizational support does not have a significant effect on the commitment of employees. It is because of the facts that organizational support from the organization was just above average (mean 4.81). It is important for the organization to provide the necessary support such as training and employee development program that employees show interest to work for the company with greater interest. Although organizational support showed a comparatively high correlation with organizational commitment, they do not have the significant influence on employee commitment. Development program such as training and other related services may be the major concern in this regard.

Policy Implications

This study has several implications for companies in Thailand other organization across the world. The result suggests that the company boost the employee commitment with HRM practices such as performance appraisal system, job security, information sharing, and promotion focus. The HR manager should seek to implement the most and related practice to increase employee commitment. Secondly, the finding shows that due to lower level of organizational support, employees are not committed to working for the organization. It is a concern for the organization to look for providing such support from the organization that employee is more likely to increase their commitment to the organization in future. This study shows that the performance appraisal system has the most significant impacts on increasing employee commitment, followed by job security and promotion focus, respectively. Other organizations may use the findings of this study conducted in the pharmaceutical industry in Thailand for further organizational success increasing the employee level of commitment.

Limitation and Recommendations for Future Research

This study has a few limitations. Cross-sectional data collection in a limited area such as only pharmaceutical companies in Thailand. Future study may consider with greater level, including other industries with bigger sample size. Besides, only five HRM practices considered for this study though several HRM practices are involved in the organizations that impact the employees behavioural and attitudinal outcomes. Future study may include other related constructs at the same time to find which HRM practices have the most effects on employee organizational commitment.

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