

The Mediating Effect of Organizational Commitment on the Relationship between Personality, Job Satisfaction and Job Performance of Pharmacists

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Abstract

There is a lack of attention given by researchers to investigate the personality side of pharmacists and pharmacist job satisfaction that may affect organizational commitment to work in pharmacies and pharmacist performance. Thus, this study aims to determine the direct effect of personality traits, job satisfaction, and organizational commitment on the job performance of pharmacists. Moreover, this study measures the mediating effect of organizational commitment in the relationship between personality traits and the job performance of pharmacists. Additionally, this study also measures the mediating roles of organizational commitment in the relationship between job satisfaction and the job performance of pharmacists. 160 pharmacists from pharmacies in Banyumas Regency, Central Java, Indonesia, are selected using simple random sampling methods, and questionnaires are distributed to collect the data. The survey data are analyzed using inferential statistics consisting of a t-test, F-test, and mediation regression model with a step causal method. The t and F Test describe the contribution of each variable on pharmacists' job performance, whereas the regression model with a step causal method is used to explain the mediation effect of organizational commitment. The findings show that personality traits, job satisfaction, and organizational commitment significantly affect pharmacists' job performance. The results also showed that personality traits and job satisfaction significantly influenced organizational commitment. In summary, personality traits, job satisfaction, and organizational commitments significantly influence pharmacists' ability to perform their duties in the Banyumas regency. Organizational commitments have a partial mediation effect of organizational commitment on the relationship between personality, job satisfaction, and job performance of pharmacists. This study suggests that personality traits, job satisfaction, and organizational commitment can improve the work performance of pharmacies in the Banyumas regency.

Keywords

Personality, Job Satisfaction, Organizational Commitment, Job Satisfaction, Pharmacist

INTRODUCTION

Health is a basic necessity for all living things especial human beings. When human fall ill, medicines play a vital role to restore good health when they are consumed according to the right dosage and at the right schedule. However, the act of misusing medicines for unjustifiable purposes remains an unrelenting problem encountered by most health systems worldwide

(Ofori-Asenso & Agyeman, 2016). World Health Organization (WHO) stated that “rational use of medicine requires that patients receive medicines appropriate to their clinical needs, in doses that meet their requirements, for an adequate time, and at the lowest cost to them and their community”.

The developing countries which are still struggling with inefficient health systems demonstrate even worse situation related to irrational use of medicine. Most of the time, there is no scheduled monitoring on medicine because the mechanism could be considered unstructured or totally absent (Ofori-Asenso, Brhlikova, & Pollock, 2016). Currently, several factors had been recognize contributing to irrational use of medicines and they are categorized into factors related to the health system, drug regulations, prescriber, patient, dispenser and supply system (Qamariat, 2021). Sadly, Indonesia still faces the problem similar to other nations around the world.

The irrational drug use in Indonesia is highly complex. Three big issues could be observed. First, there are adequate numbers of pharmacists compared to the demand for their service. In 2019, the number of pharmacies in Indonesia reached 25,339, but this figure is still far from ideal. WHO standards set that there should be at least one pharmacist for every 2,000 residents. With a population of 270 million Indonesians, 135 thousand pharmacists are expected to be required. Thus, many Indonesians continue to face difficulty in reaching a health professional. Second, Indonesia’s level of health awareness is low, indicating that some Indonesians ignore the importance of health. The Indonesian people practiced self-medication without being supervised by health professionals (The Minister of Health Indonesia, 2013). Third, pharmacists are not optimal in servicing at pharmacy yet. The National Pharmacy Committee (2016) urged monitoring pharmacists’ activities, as they discovered 39 practical pharmacist problems in Indonesia. Individual pharmacists’ performance is tied closely to pharmacists’ personalities, job satisfaction, and organizational commitment.

One of the health personnel who has an important role is the pharmacist. A pharmacist is a practitioner in the field of pharmacy who works professionally. Pharmacists, as health professionals, are expected to contribute to established practice standards (Saibi, 2015). Pharmacists, particularly those in the public sector, can help reduce the irrational use of medicine by carrying out their duties properly and continuously improving their competence. As a result, the Indonesian government and the Indonesian pharmacist association can encourage strengthening pharmacist competency regulations as professional pharmacist organizations. Part of Indonesian pharmacists’ competency standards includes practicing pharmacy professionally and ethically, using pharmaceutical preparations optimally, and communicating effectively.

Uniquely, in terms of government policy, the Banyumas district government also has rules for supervising and allocating pharmacists’ placement based on the needs of each region. The role of district government and state is important to increase pharmacist competence and performance. Banyumas is one of the local governments in Central Java, Indonesia, with a high total population in Central Jawa and the third largest pharmacist who practices in the pharmacy.

Banyumas district also has the problem of a lack of pharmacists in pharmacies compared to the population. Other problems were the absence of pharmacists during practice hours, unsatisfactory service, and patient complaints. Although since the 2014 regent’s regulation on the supervision and placement of pharmacists was enacted, the impact on pharmacists’ performance in pharmacies is unknown. So far, the focus on developing pharmacists has only touched on the areas of regulation and competence. Pharmacists, as part

of health workers, have high standards from the government and the Indonesian pharmacist association (organizational profession), but they are not giving attention to the personality side of pharmacists and pharmacist job satisfaction, which may affect organizational commitment to work in pharmacies and pharmacist's performance. Accordingly, this study aims to determine the mediating effect of organizational commitment on the relationship between personality, job satisfaction, and job performance of pharmacists.

LITERATURE REVIEW

Job Performance of Pharmacists

According to Campbell and Wiernik (2015), job performance is regarded as the acts or conduct of an employee that directly contributes to the achievement of organizational objectives. This includes both productive and unproductive employee activities that advance or hinder those objectives. Job performance could be represented by how employees do their jobs effectively to help achieving organizational goals (Borman and Motowidlo cited Di Pietro et al., 2014). The pharmacist's job performance is related to the job performance and contextual ability of the pharmacy regarding the quality of work (surpassing colleagues), goal achievement (achieving assigned goals), and overtime (never be late or quit early).

Personality Traits and Pharmacists' Job Performance

The consistent physical and mental features that make up a person's personality give them their unique identity. This quality or trait—including appearance, place of residence, cognition, action, and feelings—is the result of interplaying genetic and environmental factors (Kreitner & Kinicki, 2014). Personality traits represent differences between individuals in terms of behavior, thoughts, and emotions that are considered relatively stable over time in a variety of situations. These traits are important predictors of many personal, interpersonal, and social/institutional outcomes (Specht et al., 2014). Furthermore, individuals are recognized for their uniqueness due to the differences of their personalities. A person's emotions, ideas, and behavioral patterns are embodied in their personality characteristics. Therefore, understanding the role of personalities is crucial to develop an employee who can lead effectively.

According to the Big Five theory, the personality comprised of five distinct traits namely, Agreeableness, Neuroticism, Extroversion, Conscientiousness, and Openness to Experience (Kreitner & Kinicki, 2014); Hashim et al., (2012). Agreeableness lies within the spectrum of cooperative and competitive, while Neuroticism lies within the spectrum of emotional stability and instability. Meanwhile, Extroversion ranged between sociable and introverted, whereas Conscientiousness ranged between organized and conscientious, and disorganized and careless. On the other hands, Openness to Experience could be categorized anywhere between intellectual curiosity and preference for routine. Matzler and Renzel (2008) and Farrukh et al. (2017) verified the validity of the Big Five theory across various contexts.

Extroversion

Extroversion is a dimension of the personality traits associated with dominance, self-assurance, and enthusiasm. People with extrovert personality demonstrate the keenness to be talkative, enjoy the presence of others and love being sociable. The tendency to have a dominant style (Diener & Lucas, 2016). The impact of extroversion on performance has been studied extensively in the literature. Extroversion has a significant effect on performance, especially in

specific occupations, such as managerial positions, accountants, Etc. Extroversion correlates positively with promotion, wage rates, and career satisfaction (Robbins & Judge, 2015); (Kreitner & Kinicki, 2014). In the context job of a pharmacist, pharmacists in counseling patients must be involved in intensive interactions to explain the benefits and effects of the drugs. They must also be assertive in explaining how to use the right drugs. Pharmacists' assertiveness toward drug use rules is very influential on the observance of the drug use then the patient's recovery can be achieved (as pharmacist's task performance). Pharmacists must talk actively about explaining drugs because many patients do not ask about drugs when buying drugs at pharmacies.

According to Holland's typology, occupations that have a social type require social characteristics, intimacy, cooperation, and understanding, such as teachers, social workers, and clinical experts (Robbin and Judge, 2015). Pharmacists require extroversion personality qualities since their success is dependent on collaboration with colleagues and patients in the proper use of drugs. Several prior research has found that extroversion require in occupations requiring a high level of cooperation. For example, research confirmed that the performance of people in sales or managerial positions had been affected by extroversion (Bhatti et al., 2014). In further support, extroversion has also affected accountant performance (Rustiarini, 2013). Abdullah et al. (2013) argued that task and contextual performance were dependent upon extroversion. Thus, extroversion is necessary for pharmacist professions that require collaboration to succeed at the level of activity and interpersonal contacts in public health services.

Conscientiousness

Pharmacists in pharmaceutical services must be able to interact with patients, physicians, and colleagues and actively assess patients' diseases and medications, particularly during the counseling and dispensing process, because both processes are critical to the effectiveness of patient care. According to Holland's typology, the pharmacist's job is the investigative type of work so it requires personal characteristics such as analytical, original, curious, and independent.

For instance, counseling and dispensing lead to task performance since they complement the pharmacist's function in pharmacies. Successful pharmacist counseling and dispensing need cooperation between pharmacist and coworker as contextual performance. Task performance refers to the technical skills and knowledge required to produce goods and services and the efforts made to complete specialized tasks in support of fundamental activities.

Previous studies have a significant impact on performance integrity. Conscientiousness has shown a consistent relationship with all job performance criteria across all job groups: job skills, educational skills, and personal data (Witt et al., 2002). Conscientiousness was the best predictor of role performance. Conscientiousness affected employee performance positively and significantly (Small, and Diefendorff, 2006; Abdullah et al., 2013). Conscientiousness has a strong positive correlation with performance, such as an entrepreneur (Kreitner & Kinicki, 2014); (Robbins & Judge, 2015).

According to Saqib, Asif, & Siddique (2016), conscientiousness has a favorable and substantial influence on employee performance. As a result, pharmacists must have a conscientious personality in order to carry out their professional duties in the pharmaceutical field.

Openness to Experience

Diener et al (2016) define Openness as the tendency to appreciate new art, idea, value, feeling, and behavior. It refers to an individual's intellect, curiosity, and imagination. Since a pharmacist is an investigative occupation, openness to experience is needed. In the context of pharmacists, the pharmacist performance in pharmacy practice includes an openness to experience variation or non-routine course of work, and all environmental changes in the form of artistic values, new ideas, values, feelings, and new behaviors in the course of pharmaceutical services. People who show openness to experience are characterized as being innovative, cultured, inquisitive, open-minded, intellectual, and aesthetically sensitive. The advancement of illness and medication technology frequently leads to drug innovation, and pharmacists must keep up to date with their knowledge. As a result, pharmacists must attend various training on technology advancements in the medical area. Pharmacists' medication expertise must advance since it affects the quality of pharmaceutical treatment provided to patients. According to the requirements of the Indonesian Pharmacists Association and the government, extensive knowledge to acquire a pharmacist license extension and pharmacist practice license.

Openness to experience significantly impacted task and context performance (Abdullah et al., 2013). Therefore, personality traits such as openness to experience require pharmacists to keep their professional skills up-to-date. Löckenhoff et al (2012) argued that the ability of employees to perform assigned jobs depended on the openness to experience. People who enjoy having greater autonomy in doing their jobs have a higher inclination to enjoy experiencing new things. In that sense, Harzer and Ruch (2015) elaborated that they usually are more adaptive, innovative and willing to accept changes. Therefore, they also engage more in working for better organizational goals. Next, Matzler, Renzel (2008) explains that openness correlates with distributor performance and information sharing activities (that is, uncoded knowledge development). From this discussion, it is hypothesized that:

Hypothesis 1 (Ha1) : The Personality (Conscientiousness, Extroversion, Openness to Experience) has an influence on the job performance of the pharmacists.

Job Satisfaction

Job satisfaction is defined by Robbins & Judge, (2015) as a positive feeling for one's work that results from an assessment of its characteristics, while organizational performance and employee satisfaction also influence it. A positive attitude at work encourages positive behavior. According to attitude-behavior theory, Leon Festinger stated in 1960 that people would strive for consistency between their attitudes and behavior (Robbins & Judge, 2015). Attitudes capable of remembering can predict behavior (Robbins & Judge, 2015). As a result, the more satisfied the individual is, the more likely he or she exhibits appropriate behavior, namely good work. In such cases where attitude is derived from direct personal experience, the relationship between attitude and behavior is expected to be stronger.

When an attitude refers to something with which one has direct personal experience, the relationship between attitude and behavior is stronger (Robbins & Judge, 2015). Because individuals have felt job satisfaction; as a result, the performance behaviors that appear are consistent with their attitudes.

Job satisfaction is among the various attitudes that could lead to workers' performance (Rijaluddin, Utami, Otman, Yusuf, Puspitasari and Hermansyah, 2021). Job satisfaction or dissatisfaction among pharmacists is significant in many domains of work, including pharmaceutical practice. Extrinsic factors including rules and regulations imposed in workplace, working environment, achievement, recognition, and responsibility, are all elements that influence pharmacist satisfaction and dissatisfaction. Job dissatisfaction affects, among other things, absenteeism or absence from work and the desire to leave or change jobs (Nyame-Mireku, 2012). In their study of 292 pharmacists in East Java, extrinsic and intrinsic factors were found to have a significant impact on pharmacist satisfaction. However, Nyame-Miruku (2012) further revealed that extrinsic factors alone showed a significant effect on employees' intention to leave the company.

Several studies consistently confirmed the relationship between job satisfaction and job performance. For example, pharmacists who satisfied with their jobs showed greater motivation to perform pharmaceutical services at a better quality (Murawski, Payakachat, & Koh-Knox, 2008). Additionally, Indrawati (2013) confirmed the positive and significant impact of job satisfaction on job performances of health professionals working in a Denpasar private hospital. Similarly, Triwahyuni and Ekowati (2017) showed that job satisfaction directly affects employee performance at PT Pindad (Persero). From this discussion, it is hypothesized that:

Hypothesis 2 (Ha2) : Job satisfaction has a significant influence on the job performance of the pharmacists.

Organizational Commitment

Organizational commitment refers to an employee's engagement and dedication towards the organization where he works that drives him to continue working with the same organization (Robbins & Judge, 2015). The organizational commitment by a pharmacist who work in pharmacy came from a sense of obligation as a pharmacist, according to pharmacist's professional oath. They have self-awareness in developing pharmacies as a part of profession, as both the Indonesian pharmacist association and the government expected. Abdullah et al., (2013) found that organizational commitment significantly predicts task performance and contextual performance. In parallel, organizational commitment positively affects job satisfaction and employee performance (Susanty & Miradipta, 2013).

Similarly, more research such as Loan (2020), Vuong, Tung, Hoa, Chau, and Tushar (2020), Suharto, Suyanto, and Hendri (2019), and Fu and Deshpande (2014) verified that organizational commitment improves job performance. Thus, the higher the pharmacists' organizational commitment to Banyumas, the better their performance. From this discussion, it is hypothesized that:

Hypothesis 3 (Ha3) : Organizational commitment significantly influences the job performance of the pharmacists.

Abdullah et al. (2013) concluded that personality traits, job satisfaction, organizational commitment toward the job performance of the pharmacists, and organizational commitment were significant mediators of personality traits and job performance.

Hypothesis (Ha4) : Personality traits, job satisfaction, and organizational commitment influence the job performance of the pharmacists.

Relationship between personality traits and organizational commitment

Extroversion

Pharmacists as personal in charge at pharmacy must have extroversion personality because the development of pharmacies involves helping each other especially with co-workers, subordinates and patients. Extroversion personality trait is related to the pharmacist's comfort level while dealing with colleagues, superiors, or patients. Therefore, Pharmacists become unable to operate unless they work well with their clients.

Not many previous studies have concluded that extraversion personality can affect organizational commitment. However, Ganu (2014. p.150) indicated that extrovert healthcare employees showed higher organizational commitment to the organizations. Additionally, Abdullah et al. (2013) concluded that extroversion affects organizational commitment.

Conscientiousness

Pharmacists have a higher standard for medicines in pharmacies. Conscientiousness, accountability, and compliance with rules are all requirements that pharmacists must meet. Following government laws, pharmacies act as a source of pharmaceutical care for the surrounding population. Pharmacists must be aware that the medicine has adverse side effects for patients and treats the disease—pharmacists with strong conscientiousness personality characteristics dedicate to establishing pharmacies following existing regulations. Abdullah et al. (2013) concluded that conscientiousness affects organizational commitment. Additionally, it is discovered in the research that agreeableness and conscientiousness significantly and positively influence employees' emotional commitment (Hawass, 2012).

Openness to Experience

As a place for public health services, pharmacies have work activities that involve the mind in diagnosing drugs, organizing activities so that drug services can be of quality, and understanding disease and treatment. The advancement of medicine in treating disease can be critical since it can impact the pace with which the patient's disease is healed correctly. As a result, the pharmacy is one of the best locations to find the best medicine for the community. The Openness to Experience dimension of a pharmacist's personality is based on a curiosity for new things and a drive to know and understand new things. Individuals with this dimension have more creative, inventive, intelligent, inquiring, and broad-minded traits. Pharmacists with high openness to experience personality traits most likely enable patients to receive better treatment therapy than pharmacists with low openness to experience personality traits.

Previous studies have shown that openness to experience can affect an organization's commitment. In number of studies, it is concluded that openness to experience cannot significantly predict affective commitment (Erdheim, Wang and Zickar, 2006; Kumar and Bakhshi, 2010). openness has negative association with Affective Commitment (Farrukh, Chong, and Mansori, 2017). From this discussion, it is hypothesized that:

Hypothesis 5 (Ha5) : Personality Traits (Conscientiousness, Extroversion, Openness) have an influence on the Organizational Commitment.

Relationship between Job Satisfaction and Organizational Commitment

Previous studies have found a positive link between job satisfaction and organizational commitment. In an individualist culture, job satisfaction is likely to have a strong impact on organizational commitment. Even if employees are dissatisfied with their work, they can remain loyal to the organization. When employees are happy with their wage policies, colleagues, and future promotions, they generally commit to their organization (Namasivayama and Zhaob, 2007; Hussami, 2008).

Wong et al. (2001) Explained that there are three relationships between organizational commitment, job satisfaction, and employee turnover intentions: 1) Work satisfaction influences organizational commitment, and then this. Affects employee turnover 2) Work satisfaction is used as an intermediary between the organization's commitment and employees Intention to leave, 3) The impact of work satisfaction and the organization's commitment on each other , And their impact on the intention to leave the job. This study focuses primarily on the impact of organizational commitment on job satisfaction and employee retention. Both organizational commitment and job satisfaction depend on identifiable attitudes. An organization's commitment is to give people coherence and a sense of belonging, and job satisfaction is more permanent than job satisfaction because it is related to the familiar work environment. Similarly (Anis, KashifurRehman, Asad & Humayoun, 2011) showed that organizational commitment represents a strong and positive relationship between employee job satisfaction and retention rates.

In summary, in previous research findings, organizational commitment significantly affected job satisfaction. If an individual has job satisfaction, he or she will commit to the job. Therefore a pharmacist who has high job satisfaction will commit to the job at a pharmacy. From this discussion, it is hypothesized that:

Hypothesis 6 (Ha6) : Job satisfaction influences organizational commitment.

The Effect of mediation of Organizational Commitment on Relationship between Personality Traits and Job performance of pharmacist

Abdullah et al. (2013) found that extroversion, agreeableness, conscientiousness, and openness to experience affect organizational commitment. Organizational commitment influences both context and task performance. Personality traits and performance can be moderated by organizational commitment. According to Abdullah et al. (2013), previous research supports the mediating influence of organizational commitment. Because there have been few studies on the mediation of organizational commitment, more evidence is needed to determine its consistency.

If the influence between variables is significant, the mediation effect can be tested. The influence of personality traits on performance and organizational commitment discuss in the previous session—also, the influence of organizational commitment on performance. From this discussion, it is hypothesized that:

Hypothesis 7 (Ha7) : Organizational Commitment mediates personality traits influence to the job performance of the pharmacists.

The Effect of mediation of Organizational Commitment on Relationship between Job Satisfaction and Job performance of pharmacist

Several previous studies have shown that organizational commitment mitigates the impact of job satisfaction on performance (Kristianto et al. 2012). Job satisfaction influences organizational commitment, and organizational commitment mediates the impact of work satisfaction on employee performance. The results of Kristianto et al. (2012) are consistent with (Ahmad et al., 2014). In contrast, Adhan and Siswadi (2019) concluded that organizational commitment has a significant impact on performance, but organizational commitment does not mediate the impact of job satisfaction on performance.

However, the previous session presented findings that revealed how job satisfaction affects organizational engagement, that is, how organizational engagement affects performance. Therefore, additional evidence is needed to check for integrity. From this discussion, it is hypothesized that:

Hypothesis 8 (Ha8): Organizational Commitment mediates influences Job Satisfaction to the Job performance of the pharmacist

Methodology

Sample and Sampling Procedure

Respondents for this study were pharmacist in pharmacy in Banyumas Regency Indonesia. The selected pharmacist either owns a pharmacy and is in charge of the pharmacy or is only in charge of the pharmacy. A total of 163 questionnaires were directly distributed to pharmacist who work at pharmacy in 4 districts of Banyumas Regency. The distribution and collection of the survey instruments took about three months. Finally, only 160 questionnaires were found acceptable and analyzed, yielding a response rate of 98.16 %.

Measurements

The research instrument measuring job performance comprised of five items each adapted from Borman & Motowildo adapted by Yang & Hwang (2014). Personality traits items was assessed using Holmes - Smith, 2001 adapted to Hair et al, Diener et al (2016), Job satisfaction was assessed using Ahmad, et al (2016), and organizational commitment was assessed using Meyer et al, (1997) which was adapted to Wasti (2003). All items were measured on a 5-point Likert scale ranging from (1) strongly disagree to (5) strongly agree. Demographic information such as age, gender, work experience, and owner of pharmacy were also requested.

Method of Analysis

A face validity and reliability test was conducted to validate the instrument of the study. Following Hair (2006), a Cronbach's alpha of 0.60 or greater is considered. Results of the reliability test on all items variables is above 0.8 (good reliability). A normality data and classical assumption were conducted to get the best model regression. The F test, t-test and

Mediation Regression Model with Step Causal Method was undertaken to test the eight hypotheses of this study.

RESULTS

Profile of Respondents

Of the 160 respondents, 44 (27.5%) were men and 116 (72.5%) were women. Education-wise, 150 respondents had degree in Bachelor of Pharmacy degree (93.75%), 9 respondents (5.63%) had Master of Pharmacy degree, and 1 respondent (0.62%) had degree in Doctor of Pharmacy degree. In terms of work experience, 69 respondents (43.12%) have 1-5 years, 45 respondents (28.13%) have 6 -10 years, 32 respondents (20%) have 11-15 years, 4 respondents (2.5%) have 16-20 years and the rest, and 10 respondents (6.25%) were >20 years. As for Owner of Pharmacy, 129 respondents (80.63%) is owner and the rest, 31 respondents (19.37%) is not owner.

Means, Standard Deviations, and Reliability of the Study Variables

Descriptive statistics such as mean scores, standard deviations, and reliability of the study variables are provided in Table 1.

Table 1: Descriptive Statistics and Reliability of the Study Variables

Variables	Mean	Standard Deviation	Reliability
Extroversion-Personality	3.45	0.55	
Conscientiousness-Personality	3.90	0.46	
Openness to experience-personality	3.59	0.52	
Personality Traits	3.68	0.39	0.839
Organizational Commitment	3.67	0.47	0.805
Job Satisfaction	3.88	0.61	0.897
Job Performance	3.76	0.45	0.863

As shown in Table 1, on the average, according to Pallant (2007) the level of conscientiousness-personality (M = 3.90, SD = 0.46), personality traits (M = 3.68, SD = 0.39), organizational commitment (M = 3.67, SD = 0.47), job satisfaction (M = 3.88, SD = 0.61), and job performance (M = 3.76, SD = 0.45), was judged to be relatively high by the respondents. On the other hand, the mean value for extroversion-personality (M = 3.45, SD 0.55) and Openness to experience-personality was found to be simple. The reliability coefficients for the study variables were in the range of 0.805 to 0.897, which meets the minimum acceptable standard of 0.6 for exploratory research as suggested by Hair et al. (2006).

Regression Results

Results of regressing the two dependent variables, one mediate variable against the one independent variable are shown in Table 2. As illustrated in Table 2, based on model 1, Personality Traits was significantly and positive related to job performance of pharmacist ($\beta = 0.629$, $p < .01$), thus hypothesis 1 was accepted. Job Satisfaction was significantly and positive related to job performance of pharmacist ($\beta = 0.442$, $p < .01$) thus hypothesis 2 was accepted. Organizational commitment was significantly and positive related to job performance of pharmacist ($\beta = 0.503$, $p < .01$) thus hypothesis 3 was accepted. This indicates that the higher the personality traits, Job Satisfaction, and Organizational Commitment, the greater the job

performance of pharmacist. In model 2, personality traits, job satisfaction, and organizational commitment were significantly and simultaneous related to job performance of pharmacist, thus hypothesis 4 was accepted. The Independent variables accounted for 49.8% of the variance job satisfaction of pharmacist ($R^2 = 0.498$, $f\text{-value} = 51.559$, $p < .01$). Last, in model 3, Personality Traits was significantly and positive related to organizational commitment ($\beta = 0.327$, $p < .01$), thus hypothesis 4 was accepted. Job satisfaction was significantly and positive related to organizational commitment ($\beta = 0.441$, $p < .01$), thus hypothesis 5 was accepted. Since in model 1, personality traits and organizational commitment were significantly related to job performance and in model 2, personality traits and organizational commitment were consistently and significantly related to job performance thus hypothesis 6 was accepted. This indicates that the organizational commitment able to partially mediate between relationship the personality and the job performance of pharmacist. Since in model 3, job satisfaction and organizational commitment were significantly related to job performance and in model 2, job satisfaction and organizational commitment were consistently and significantly related to job performance thus hypothesis 7 was accepted. This indicates that the organizational commitment able to partially mediate between relationship the job satisfaction and the job performance of pharmacist.

Table 2: Regression Results

Dependent Variables	Job Performance of Pharmacist	Job Performance of Pharmacist	Organizational Commitment
Independent and Mediate Variable	Model 1 Std.β	Model 2 Std.β	Model 3 Std.β
Personality Traits	0.629**	0.392**	0.327**
Job Satisfaction	0.442**	0.209**	0.441**
Organizational Commitment	0.503**	0.263**	
F-value		51.559**	
R ²		0.498	

Note: * $p < 0.05$, ** $p < 0.01$

DISCUSSION, IMPLICATION, AND LIMITATION

The main goal of this investigation was to examine the mediation effects of organization commitment on the relationship between personality, job satisfaction, and job performance of pharmacist. Our findings revealed that personality traits and job satisfaction significantly predictor the pharmacist’s job performance. This finding is consistent with those of previous researchers (Gridwichai et al., 2020; Urbonas et al., 2015). Also, there are the partial mediation effects of organization commitment on the relationship between personality, job satisfaction, and job performance of pharmacist. This finding is consistent with those of previous researchers (Abdullah et al., 2013). Based on previous research, there are empirical evidences, personality and organizational commitment can determine performance level manager as argued by Abdullah et al. (2013). Pharmacist is a person in charge at pharmacy (leader and managerial role), is found personality and organizational commitment can determine performance too. Organizational commitment can be a mediator between job satisfaction and performance, because the level of job satisfaction affects the level of commitment of organizational members to the organization and as a consequence, commitment leads to the efforts of organizational members on their work and on their level of performance as argued by Zhang & Zheng, (2009) in cited Kristianto et al. (2011).

Pharmacists are expected to perform well so that health services to patients in pharmacy are good, patients who are self-medication, are protected from irrational use drug/medicine. In Indonesia, the absence of considerations regarding the pharmacist's personality, can affect their commitment and performance. So that the pharmacist profession is run by pharmacists not fit between their personality and the demands of the job. In job fit theory by holland's in cited Robbin and Judge (2015) proposes that satisfaction and the propensity to leave a position depend on how well individuals match their personalities to a job. The theory argues that satisfaction is highest and turnover lowest when personality and occupation are in agreement. The application of this theory is that pharmacists do not match their personality characteristics with the pharmacist profession, so they will be dissatisfied and not perform well.

Almost half of the pharmacies (43.12%) in Banyumas started their business for 1 – 5 years. Based on the results of table 2 regression, their personality can affect commitment and performance. This means that pharmacists in Banyumas already have good personalities (mean = 3.68) (Pallant, 2007). Pharmacists who work in public pharmacies must also compensate themselves by setting up pharmacies with their own capital. In Banyumas, and as many as 129 (80.63%) pharmacists have their own pharmacies. Based on the results of table 2 regression, their job satisfaction can affect organizational commitment and pharmacist performance. Pharmacists in Banyumas although they are relatively new in the business, they have high job satisfaction (mean = 3.88).

CONCLUSION

In terms of implications, since personality and job satisfaction have never been considered in creating pharmacists' performance, it would be worthwhile for the Pharmacists Association, especially the Banyumas area and the Ministry of Health to think of solutions to increase the professionalism of pharmacist.

The short-term solution, *firstly*, the Banyumas branch pharmacist association can create a professional character development program for pharmacists or provide coaching for pharmacists who are less committed to their performance. *Second*, the Banyumas branch pharmacist association can provide punishment. In order for Banyumas pharmacists to increase their job satisfaction, pharmacist associations must open a consultation room to address issues of the pharmacist profession in pharmacies such as protection of the profession, clear authority and job security, ease of opening pharmacy licenses, easy access to capital for the establishment of pharmacies, pharmacy management assistance, and etc.

Long-term solutions, for prospective pharmacists who work in pharmacies, they should have a personality that is suitable as pharmacists in pharmacies. They also have to understand the working conditions of pharmacists in pharmacies so as not to be disappointed.

As for the limitations, this study is limited to pharmacist working in pharmacy in Banyumas Regency Indonesia. The same research could be replicated among pharmacist in pharmacy with wider scop and the use of the larger sample in outer Banyumas Regency, as well as among pharmacy from private pharmacy, would improve the generalization of the findings.

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