

THE MEDIATING EFFECT OF ORGANIZATIONAL COMMITMENT ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB PERFORMANCE OF PHARMACIST

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Abstract: *Job satisfaction among pharmacists can give an indication of how well their expectations and the job's rewards match. The objective of this study was to measure the influence of the organizational commitment as the mediation between personality traits, and job performance of the pharmacist in Banyumas Regency. Methods A cross-sectional survey of Banyumas pharmacists was undertaken. Pharmacists were asked to complete a questionnaire, a 58-item survey that measures the variables: job satisfaction, organizational commitment, and job performance of the pharmacist. Each item can be scored out of a maximum of 5. The linear regression were used to assess effect job satisfaction toward job performance of the pharmacist. Then, the mediation regression model with step causal method were used to assess mediation on effect job satisfaction to job performance of the pharmacist. Key findings; A total of 160 responses were available for analysis. The majority of study participants were female (72.5%), were work experience (year) between 1 and 5 years (43.12%), owner's pharmacy (80.63%) and all worked in pharmacy (100.0%). There was effect job satisfaction toward job performance of the pharmacist. Organizational commitment was found to be a partial mediator in the relationship between pharmacist job satisfaction and performance.*

Keywords: *Job Satisfaction, Organizational Commitment, Job Performance, Pharmacy, Banyumas.*

1. Introduction

Health is a fundamental requirement for all human beings in the world. Because of a lack of trained personnel, knowledge gaps, and economic constraints, irrational medicine use remains a serious and widespread public health problem in developing countries. Antibiotic resistance, inappropriate prescribing, dispensing, and patient misuse of medicines in disease diagnosis, prevention, and treatment are the world's most pressing public health issues. Indonesia as a developing country is also experiencing the problem of rational use of medicine. According to the World Health Organization (WHO), "irrational use of medicines implies that patients get medications inappropriate to their clinical conditions, doses not that meet their requirements for the desired period." Over half of all medicines are prescribed, dispensed, or sold incorrectly

around the world, and only half of all patients take their medication as prescribed.. Irrational use occurs when WHO medicine use indicators are not met .

When the community requires medication, they typically seek out the nearest health facility. Community pharmacies are critical locations because they are typically located in the midst of community housing. As a result, the pharmacist, as the person in charge of the pharmacy, plays an important role in achieving a rational use of medicine.

Pharmacists are healthcare professionals who specialize in the proper use, storage, preservation, and distribution of medication in the pharmacy. A pharmacist can advise people on how to take medications and warn them about any potential side effects in counseling. Counseling is an interactive process between pharmacists and patients/families to increase knowledge, understanding, awareness and compliance so that behavior changes occur in medicine use and resolve problems faced by patients. A pharmacist's responsibilities include both receiving and dispensing prescriptions from doctors. Dispensing is the process of administering medicines, which entails the preparation and delivery of medications to patients based on doctor's prescriptions.

Self-medication was reported by 71.46 percent of Indonesians in a 2019 survey conducted by the Central Statistics Agency (BPS). This number has risen steadily over the last three years. It was 69.43 percent in 2017 and 70.74 percent in 2018 . In his study, (Sitindon, 2020) found that self-medication has the advantage of saving time and money when it comes to finding health facilities. However, if self-medication is done incorrectly, such as by not using rational medicines, it can lead to a variety of health problems. According to (Gusnellyanti, 2014) self-medication can lead to health issues such as medication errors, failure to achieve treatment effects, the emergence of unwanted side effects, the onset of new diseases, medicine overdose, and other issues that can lead to a much more serious disease. If the community has limited medicine knowledge and lacks proper information about medicines obtained from health workers, or lacks awareness to seek information from appropriate sources, the risk of self-medication will increase. As a result, proper self-medication necessitates clear, accurate, and trustworthy information from health professionals in order to achieve rational medicine use. Self-medication should only be used for minor illnesses with the goal of reducing symptoms, and medicines can be used without a doctor's prescription if the applicable legislation allows it.

(Siahaan, 2016) used index analysis on a sample of 1271 households in the provinces of West Java, DKI Jakarta, and Southeast Sulawesi, finding that the community's knowledge, attitudes, and behavior in choosing safe and quality medicines is about 50%, and the majority of people buy medicines from pharmacies is 82 percent. This demonstrates that public medicine knowledge still needs to be improved, and there is still a risk of using medicines irrationally, implying that pharmacists have a critical role to play in providing accurate medicine information to the public, reducing the risk of irrational medicine use through rational medicine use.

Pharmacists must perform well in order to maximize their impact on society. Job performance refers to the effectiveness of the individual behaviors that contribute to organizational objectives and should consist of the task performance, and contextual performance (Borman & Motowidlo, 1997). According to regulation of the Minister of Health of the Republic of Indonesia number 72 the Year 2016, Pharmaceutical Service Standards are: First, Management of the pharmaceutical preparations, medical material, and medical consumables includes planning, procurement, receipt, storage, destruction, control, and recording, and reporting. Second, management of the pharmaceutical preparations, medical material, and

medical consumables includes planning, procurement, receipt, storage, destruction, control, and recording, and reporting. The job performance of pharmacists refers to how well they perform their **duties in pharmacies so that they can contribute to health services.**

Several study reported that there are still pharmacists in Indonesia who have not fulfilled attendance at pharmacies. There is evidence in several cases that pharmacists' performance is less than working performance standards for patients such as selling drugs without a doctor's prescription (Putra et al., 2016), not serving recipes (Djawaria et al., 2018), patient's unsatisfaction (Pradipta et al., 2019). In addition, the National Committee of Pharmacy (2016) identified 39 issues with pharmacist services in Indonesia, including pharmacist practice that is not in accordance with pharmaceutical standards, not being in a pharmacy, and so on. The lack of pharmacist services in pharmacies should be considered by the government and the Indonesian pharmacist association in order to improve pharmaceutical services at pharmacies in the future. Unfortunately, few studies on the performance of pharmacists in Banyumas have been conducted.

The Banyumas district government, which is part of Indonesia's Central Java Province, has paid special attention to ensuring that pharmacists in the Banyumas area can practice effectively in pharmacies. Banyumas regency regulation no. 47/2013 has aimed for supervision or control of the pharmacist's practice at pharmacies including dispensing processes in this area and determines an adequate number of pharmacists compared to each population. Also, the regulation has aimed for improving the quality of pharmacist practice at pharmacies based on patient pharmaceutical care and irrational use of medicine can be decreased. The forms of supervision by the government at pharmacies like; instruction, supervision, consultation, education, and training, and empowerment programs.

Pharmacist job satisfaction can determine pharmacist performance. According to (Robbins et al., 2016) that an organization with more satisfied employees tends to be more effective, and productive. (Locke, 1976) defined job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job experiences. Robbins stated that job satisfaction is a common behavior to work performance while there are awards, and achievements appropriately. Theoretically, job satisfaction has a relationship with work performance. An organization with more satisfied employees tends to be more effective, and productive (Robbins et al., 2016). Several studies conclude that job satisfaction affects performance like: (Qureshi et al., 2019), (Bakan et al., 2014), (Koo & Lee, 2020). Therefore, this study aim to investigate influence of job satisfaction toward job performance pharmacists has not been studied in previous studies.

Hipotesis 1: Job satisfaction has an influence on the Job Performance of the Pharmacist.

Job satisfaction and job performance is related with Organizational Commitment. Employees will be more satisfied with the organization and will stay with it for a longer period of time. Organizational commitment is a psychological stabilizing or helpful force that binds individuals to courses of action relevant to the organization (Carriere et al., 2009). Individuals with higher levels of organizational commitment have a sense of the belonging, and identification with the organization that increases their desire to pursue the organization's goals, and activities, and their willingness to remain a part of the organization (Allen & Meyer, 2007). Several study showed that orgazational commitent affect to job performance ((Loan, 2020), (Vuong et al., 2020), (Suharto et al., 2019), (Fu & Deshpande, 2014)

Hipotesis 2: Job Satisfaction and Organizational Commitment have an influence on the Job Performance of the pharmacist.

Another study concluded that job satisfaction affects organizational commitment (Saputra & Riana, 2021), (Luthfi & Nawang, 2020)

Hipotesis 3: Job satisfaction has an influence on organizational commitment.

Meanwhile, studies that conclude organizational commitment as a mediating variable on the effect of job satisfaction on job performance include (Purba, 2017). As a result, the aim of the research is to look into organizational commitment as a mediating variable in the effect of job satisfaction on job performance, which has received little attention in previous research.

Hipotesis 4: Organizational Commitment mediates Job Satisfaction influences on Job performance of the pharmacist.

2. Research Method

An cross-sectional survey of a simple random sample of Banyumas pharmacists in Central Java Indonesia was undertaken. Pharmacists were eligible for inclusion in the study if they were members of the Indonesian Pharmacists Association Banyumas Regency branch in 2019. Questionnaires were distributed directly to respondents. Confidentiality of research respondents is strictly guarded because the results of the questionnaire are given directly to the researcher without intermediaries. As the study to capture a simple random sample of Banyumas pharmacists according to the adequacy of the sample from (Krejcie & Morgan, 1970) as many as 160 respondents form total population 255 pharmacists.

The operational definition variables are: Job satisfaction refers to a positive feeling that comes from evaluating a job. The pharmacist's work is related to conditions of the work at the pharmacies such as profession, opportunity work, and job security, balancing between workload, and my personal life, time duration of the job (Ahmad, 2014). A measure consist of 24 items from (Ahmad, 2016) was used to measure job satisfaction.

Job performance refers to the effectiveness of the individual behaviors that contribute to organizational objectives and should consist of the task performance, and contextual performance (Borman & Motowidlo, 1997). Pharmacist' job performance refers to task performance, and contextual performance at pharmacies. Tasks performance involve patterns of the behaviors that are directly involved in producing goods or services or activities that provide indirect support for the organization's core technical processes (criteria to measure employee job performance in the organization). Contextual performance refer individual efforts do not directly relate to their main task function but are important because they shape the organizational, social, and psychological context that serves as the critical catalyst for task activities, and processes. A measure consist of 14 items from Borman & Motowildo adapted by (Yang & Hwang, 2014) was used to measure job satisfaction.

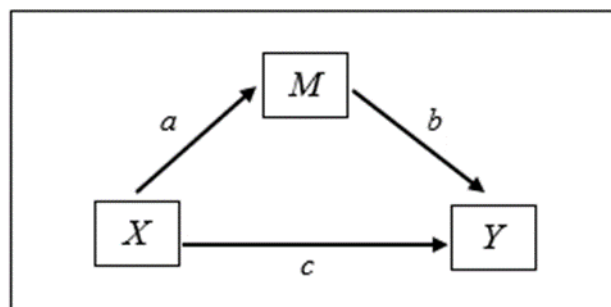
Organizational commitment reflects the degree to which a person recognizes an organization, and is bound to its goals. Meyer, and Allen's indicates three mindsets, which can characterize an employee's commitment to the organization, namely (Allen & Meyer, 2007). Terdapat 3 jenis organizational commitment: (1) Affective Commitment. The employee has a positive emotional attachment to his/her workplace. An employee who is affectively committed to his organization strongly identifies himself or herself with the goals of the organization in which he is working, and desires to remain a part of the organization. (2) Continuance Commitment. An Employee commits to the organization because they believe that there are high costs of the loss of organizational membership, including economic costs as well as social costs. (3) Normative Commitment. Employees commit to an organization because of the feelings of the

obligation. A measure consist of 20 items from (Allen & Meyer, 2007) which was adapted to Turkish by (Wasti, 2010) was used to measure job satisfaction. All measures are scored by study participants on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

A combination of regression was carried out to determine the effect of the independent variable on the dependent and to determine the mediating effect of the mediator variable, namely simple regression and the mediation regression model with step causal method. A regression with purposeful selection of variables was used to determine predictors of the job performance. Items were included in the models if they demonstrated a alpha ($P < 0.05$) towards significance with the dependent variable. The model was considered significant at an alpha level of 0.05 which was set a priori. The mediation regression model with the step causal method was used to assess mediation on the effect of job satisfaction to the job performance of the pharmacist and has 4 stages. The stages are:

1. Make a regression equation with the independent variable (X) toward the dependent variable (Y). See (c) in the figure 1.
2. Make the regression equation with the independent variable (X) toward the mediation variable (M). See (a) in the figure 1.
3. Make the regression equation with the independent variable (X), and mediation variable (M) toward the dependent variable (Y). See (b) (c) in the figure 1.
4. Draw conclusions whether variables mediation can mediate perfectly (perfect mediation) or mediate partially (partial mediation).

Figure 1 Stage of mediation regression model with the step causal method



If steps 1 to 3 above have a significant effect on mediation variable , then, step 4 can determine whether there is a full mediation or partial mediation effect according to the following conditions:

1. The mediation variable (M) is expressed as a full mediation variable if after entering the mediation variable (M) in the regression model (step 3), the effect of the independent variable (X) on the dependent variable (Y) which was significant before entering the mediation variable (step 1) becomes not significant after entering the mediation variable (M) into the regression equation model.
2. The mediation variable (M) is expressed as a partial mediation variable if after entering the mediation variable (M) (step 3), the effect of the independent variable (X) to the dependent variable (Y) which was significant before entering the mediation variable (M) (step 1) constantly significant after entering the mediation variable (M) into the regression equation model.

All data were analysed using IBM Statistical Package for the Social Sciences (SPSS) for Windows, version 24 (IBM Corp. Armonk, N.Y., USA).

3. Results and Discussion

3.1. Results

A total of 160 responses to the survey were received. One hundred sixty were included in the final analysis as one response had no responses for the 58-item. The study population demographics. 72.5% of study participants were female, 43.12% were 1-5 years experience and 80.63% were pharmacy owner.

For the 44-item, pharmacists scored (mean (standard deviation)) 3.88 (0.61) for job satisfaction, 3.76 (0.45) for job performance, and 3.67 (0.47) for organizational commitment. All items had high internal reliability as measured by Cronbach's alpha 0.897, 0.863, and 0.805, respectively.

Results of the model regression highlighted several associations in the data. For testing hypothesis 1: Job satisfaction has an influence on the Job Performance of the Pharmacist can be seen in table 1,

Table 1
Stage 1 regression results

Independent Variable	Beta (β)	t-value	Sig.	R Square	Contribution %
Constant	2.042	10.957	0.000		
Job Satisfaction (X1)	0.442	9.315	0.000	0.354	35.4

a. Dependent Variable: Job Performance

The results of regression in the table above, job performance ($\beta = 0.442$, $p < 0.05$) and constant ($\beta = 2.042$, $p < 0.05$). Job satisfaction as independent variables have a contribution to job performance as the dependent variable by 35.4 percent. Thus it can be concluded that job satisfaction have a contribution to job performance by 35.4 percent. Thus, hypothesis 1 is accepted.

For testing hypothesis 2: Job Satisfaction and Organizational Commitment have an influence on the Job Performance of the pharmacist can be seen in table 2,

Table 2
Stage 3 regression results

Independent Variable	Beta (β)	t-value	Sig.	R Square	Contribution (%)
Constant	0.541	1.934	0.000	0.498	49.8
Job Satisfaction (X1)	0.209	3.762	0.000		
Organizational Commitment (M)	0.263	4.004	0.000		

Dependent Variable: Job Performance

The results of regression in the table above, job performance ($\beta = 0.209$, $p < 0.05$), organizational commitment ($\beta = 0.263$, $p < 0.05$). and constant ($\beta = 0.541$, $p < 0.05$). Job satisfaction as independent variable and Organizational Commitment as mediation variabel have a contribution to job performance as the dependent variable by 49.8.8 percent. Thus, hypothesis 2 is accepted. Analysis of variance got the value of $F = 51,559$ (df 2, 255) and significance ($p < 0.05$).

For testing hypothesis 3: Job satisfaction has an influence on organizational commitment can be seen in table 3,

Table 2
Stage 2 regression results

Independent Variable	Beta (β)	t-value	Sig. p	R Square	Contribution (%)
Constant	1.960	9.778	0.000	0.321	32.1
Job Satisfaction (X2)	0.441	8.644	0.000		

Dependent Variable: Organizational Commitment

The results of regression in the table above, job performance ($\beta = 0.441$, $p < 0.05$) and constant ($\beta = 1.960$, $p < 0.05$). Job satisfaction as independent variables have a contribution to Organizational Commitment as the mediation variable by 32.1 percent. Thus it can be concluded that job satisfaction has a contribution to organizational commitment by 32.1 percent. Thus, hypothesis 3 is accepted.

For testing hypothesis 4: Organizational Commitment mediates Job Satisfaction influences on Job performance of the pharmacist, it can be seen from the regression results at stages 1, 2, and 3 above. Based on the results of hypothesis testing 1 and 2 indicate that job satisfaction has a significant effect on job performance, as well as job satisfaction affects organizational commitment. Because stage 1, stage 2 and stage 3 have shown a significant effect related to the moderating variable in the model, stage 4 can be determined by the type of full mediation or partial mediation. Based on stage 3, it is known that the Job Satisfaction (X1) variable affects job performance as well as the results in stage 1. Therefore, the type of mediation is partially mediation. Thus, hypothesis 4 is accepted.

3.2. Discussion

Banyumas pharmacists in this study tended to high job satisfaction, job performance, and organizational commitment (Pallant, 2007). This study also found a significant effect of job satisfaction on job performance, job satisfaction on organizational commitment, organizational commitment on job performance and there is a partially mediating organizational commitment on the effect of job satisfaction on job performance.

This study has some limitations. The local sample size may not generalize the results of the wider area outside Banyumas. Low correlation R-square ($R = 0.498$) from the multivariate regression indicate the presence of other unmeasured variables contributing to the variance in job performance in this study. Finally, job satisfaction and organizational commitment may not be enough for evaluating the job performance of pharmacist.

These results suggest that the average Banyumas pharmacist have job satisfaction with his work, has an attitude of commitment to his profession so that it is not easy to leave his profession, and have the sincerity of working as a pharmacist in a pharmacy. The results of the regression analysis highlight some interesting effect in the data that useful for further study.

In theory, job satisfaction is very important to shape performance. The high job satisfaction of pharmacists in Banyumas can be due to the coordination of activities supported by the Indonesian pharmacist association in Banyumas branch. Routine activities are often carried out to discuss, attend seminars, social work can form a sense of unity among pharmacists in overcoming problems and challenges of their profession. Social media support, which is currently massive, also contributes positively to the quality of communication among pharmacists, so that they can exchange ideas in their daily work. However, this study does not provide sufficient evidence on the role of professional organizations (Indonesian Pharmacists Association) and the role of social media in increasing the job satisfaction of pharmacists. This of course can be used as material for further research.

The regression results in table 2 show the value of organizational commitment is greater than job satisfaction in influencing performance. In table 2, job satisfaction can affect organizational commitment. The important thing from this finding is that pharmacists' job satisfaction can affect their commitment to the pharmacist profession so that pharmacists in Banyumas do not easily leave their profession. The existence of job satisfaction and organizational commitment can also affect performance by 49.8 percent, greater than if pharmacists only feel job satisfaction, which is 35.4%. Therefore, job satisfaction and organizational commitment are important in an effort to improve pharmacist performance because their contribution is positive. If their satisfaction and organizational commitment increase, their performance will get better.

Our results provide a baseline for the future study of pharmacist' performance and the provision of advanced pharmacy practice services in Indonesia. In depth qualitative research may facilitate understanding the factors of job satisfaction and organizational commitment in the context of the pharmacy profession in pharmacies. With more detailed information about pharmacist job satisfaction and the causes of organizational commitment, it can certainly contribute greatly to their performance. This study has contributed information on how pharmacy performance is influenced by job satisfaction and organizational commitment, however there are still many important variables that have not been discussed related to pharmacist performance. This research is also not able to answer the issue of pharmacist problems that occur in Indonesia today, because with a limited sample it is impossible to conclude the condition of pharmacists nationally.

4. Conclusion

There was effect job satisfaction toward job performance of the pharmacist. Organizational commitment was found to be a partial mediator in the relationship between pharmacist job satisfaction and performance.

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