Research Article

The Hospital Pharmacists' Role: Influence of Job Embeddedness on Job Performance and Job Satisfaction through Mediator's Job Involvement

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ABSTRACT

Demands of public about the quality of pharmaceutical better services necessitated a change of pharmacist services from the old paradigm that is drug oriented to patient oriented through a pharmaceutical care. The research goal is to measure the influences of all variables such job embeddedness, job performance, job satisfaction and job involvement. The respondents in this study were 112 pharmacists who distributed questionnaires through Indonesian Hospital Pharmacists's Organization who worked in hospitals. Using PLS, the result shows job involvement does not indicate a role as mediator between job embeddedness to job performance because job embeddedness can be directly related to job performance.

Keywords: Pharmacist in hospital, job embeddedness, job performace, job satisfaction, job involvement.

INTRODUCTION

Pharmacists are fully responsible for the activities at the Hospital Pharmacy in assuring rational drug use, effective, safe and affordable to the patient by applying the knowledge, skills, and collaboration with other health professionals. Demands of patients and the public about the quality of pharmaceutical services, requires a change from the old paradigm of service orientation to the new paradigm of drug oriented to patient oriented with pharmaceutical care. Practice of pharmacy services is integrated with activities that aim to identify, prevent and solve drug problems and issues related to health (Anonymous, 2006).

Shift in orientation which refers more to the pharmaceutical care, which previously focused only on medication management as a commodity, is now a comprehensive service that will improve the quality of life of patients. Pharmacists must also understand and recognize the possibility of medication errors in the service process. As a consequence of changes in orientation, the pharmacist is required to improve the competence which includes knowledge, skill and behavior to be able to carry out a direct interaction with patients. Pharmacists should also be able to communicate with other health professionals to avoid medication errors. Therefore refers to the activities of pharmacists in Indonesian Pharmacists Competency Standards that are expected to serve as guidelines and may be motivated to continue improving the quality of self so as to improve the quality of pharmacy services (Anonymous, 2011).

This study is analyzed whether job embeddedness that may affect the cooperation between other health professionals will inevitably impact on job performance and job satisfaction were mediated by job involvement so that the pharmacist is expected to have job satisfaction and high performance to support the implementation of Indonesian Competency Standards Pharmacists in improving the competence pharmacists and pharmacists work together with other health professionals.

Job embeddedness which can form relationships that fit well and created a sense of comfort and build cooperation between pharmacists and other health personnel, in the presence of such a match then the pharmacist will be more involved in the work and complete the tasks assigned to him. According to Mitchell and Lee that the decision to involve himself in the good work can be seen from the job embeddedness related to workplace organization. High job embeddedness will be more involved in their work and be more cooperative with other employees, feel fit to work so that they can apply their skills.

H1: Job embeddedness will have an effect on job involvement at the hospital pharmacist.

The relationship between job embeddedness and job performance can be explained specifically according to the Williams & Anderson (1991) in Lee (2004). Most of the employees who help other people may have better job performance than those without. The greater the individual employee has a job embeddedness through social relationships and compatibility in an organization so that the employee must demonstrate an attitude of mutual help. Employees are specifically related to each other and help each other think this can be consistently associated with a feeling of comfort which can lead to compatibility with one another, the employee who initially took the form of individual will merge into a social network. The more the employee fit with work, colleagues, and organizations, mutual help among employees getting created. Pharmacists with high job embeddedness will show the strong bond of cooperation

among coworkers who later would improve the performance of the pharmacists themselves.

H2: Job embeddedness will affect the job performance of the pharmacist in the hospital.

The relationship between job embeddedness and job satisfaction can be explained by Mitchell have been correlated between job embeddedness, job satisfaction, commitment, and discharge employees of the job. Griffith (2000) in Lee (2004) states that the effect of on-the-job embeddedness in participating in work activities may occur simultaneously with the attitude of the work (job attitudes) that job satisfaction and commitment. Pharmacists with high job embeddedness will show through the attitudes of job satisfaction in working with a demonstrated commitment to do the job as a pharmacist at the hospital.

H3: Job embeddedness will have an effect on job satisfaction in hospital pharmacy.

Employee satisfaction is linked to employee engagement as employees' involvement affects the outcome of the work assigned to an employee (Robbins, 2001). The relationship between job satisfaction, job involvement with the pharmacist has been investigated previously by Wyk, Boshoff, & Cilliers (2003) using the measurement of work involvement Kanungo (1982a) and have significant results between Job involvement with job satisfaction. Pharmacists who have the job satisfaction is high, will lead to high labor participation and ultimately lead to high achievement in performing their duties as well as a pharmacist at the hospital.

H4: Job involvement will have an effect on job satisfaction in hospital pharmacy.

Involvement of the work can be influenced from organizational characteristics, attitudes of employers, and abilities are different from each other (Brown & Leigh, 1996) and this can mempredikisi job performance according to a study Hillman (2008) identified a person who has strong ties with think their work will focus on the job and consider any situation as an opportunity to mempelihatkan performance in doing the job. So that the pharmacist who has strong ties with their work will think more focus on the job and will always mempelihatkan high performance in doing the job as a pharmacist at the hospital. So that the pharmacist who has strong ties with their work will think more focus on the job and will always mempelihatkan high performance in doing the job as a pharmacist at the hospital.

H5: Job involvement will affect the job performance of the pharmacist in the hospital.

Therefore, the expected research on job embeddedness, job performance, job satisfaction and job involvement can enhance the ability of the pharmacist as defined in the Standards of Competence Pharmacists are able to collaborate with other health professionals in primary health care, improving organizational skills and be able to establish interpersonal relationships in pharmacy practice.

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METHODS

Samples

The study is a survey research using primary data sampling and the use of random sampling.

The subject of this study was a pharmacist who worked at the hospital pharmacy in various types of hospitals as many as 112 people spread in all province. The questionnaire Respondents were selected based on the pharmacist who worked at several hospitals classification. Classification of hospitals are divided into classes A, B, C, D. Class classification is distinguished through the hospital service, human resources, equipment, facilities and infrastructure, as well as administration and management.

The questionnaire is distributed online or manually. To capture manually, it was obtained in two ways: through a sampling of hospital pharmacy and sampling through seminars and training, followed by pharmacists working in hospital pharmacy in accordance with standards established procedures. For an online sampling, the researcher contacted one by one respondent to be asked their willingness to fill in a questionnaire. Then the researchers distributed a questionnaire study on the installation of hospital pharmacy pharmacist willing to fill out online via email in various regions in Indonesia.

Measurement

Measurement of job embeddedness variables consisted of 32 items adopted from the question Lee (2004). These instruments measure six dimensions of job embeddedness, namely the relationship to the environment, exposure to workplace organization, compatibility with the environment, compatibility with

the organization in which employees work, sacrifice to the environment, and the sacrifice of the organization's work place. Question items assessed on a Likert scale from "strongly disagree" to 5 "strongly agree". Examples of questions Job embeddedness in a match with the organizational dimension of employment of employees (fit to organization) is "I love my work schedule".

Measurement of job involvement variable consists of 10 question items adopted from Kanungo (1982) item questions assessed on a Likert scale from "strongly disagree" to 5 "strongly agree". Examples of job involvement questions (involvement of work) is "important for me to get involved in my current job".

Measurement of job performance variables consisted of 16 question items adopted from Lynch (1999). This instrument measures the two dimensions of job performance that is in-role performance and extra-role performance is based on a Likert scale from "strongly disagree" to 5 "strongly agree". Examples of questions job performance in extra-role performance dimension is "I am taking action to protect the organization from potential interference."

Measurement of job satisfaction variables consisting of 4 item question adapted from Eisenberger (1997). Question items assessed on a Likert scale from "strongly disagree" to 5 "strongly agree". Examples of job satisfaction questions in the factor of the work itself is "I am very satisfied with my current job".

Analysis

This study used Structural Equation Modelling (SEM) and analyzed by Partial Least Square (PLS) with PLS softaware Smart V 2.0. as a means of hypothesis testing, validity testing, and testing the validity reliabilitas. Untuk can see the validity of konstuk is to consider the value of Average Variance Extracted (AVE), which is a requirement of a good model when the AVE of each construction has a value greater than 0.5.

To test the reliability seen from the composite reliability and cronbachs alpha greater than 0.7 while figure 0.6 can still be considered (Gozali, 2006). PLS regression can estimate standardized path coefficients for the model, which can measure the relationship between latent variables. PLS also generates factor loading for each item of measurement to the interpretation of the loading factor is similar to the interpretation of the results of the component factor analysis (Bookstein, 1986 in Avolio, 1999).

RESULTS AND DISCUSSION

Validity and Reliability

In this study tested the validity and reliability. Determination of validity and reliability testing using smart PLS software V 2.0. Results of discriminant validity are:

Table 1: Value Average Variance Extracted (AVE)

	AVE
ERP	0.70010
FTC	0.75260
FTO	0.64300
IRP	0.64335
JE	0.64315
JI	0.54100
JP	0.56615
JS	0.75051
LTC	0.69157
LTO	0.78330
STC	1,00000
STO	0.72530

Table 2: Value Cronbachs Alpha

	Cronbachs Alpha
ERP	0.78633
FTC	0.83622
FTO	0.72494
IRP	0.73135
JE	0.71156
JI	0.72350
JP	0.84553
JS	0.67553
LTC	0.77921
LTO	0.85680
STC	1,00000
STO	0.64169

Information: JE: job embeddednes; FTC: fit to community; FTO: fit to organization; LTC: link to community; LTO: link to organization; STC: sacrifice to community; STO: sacrifice to organization; JI: job involvement; JP: job performance; IRP: in-role-performance; ERP: extra-role-performance

Table 1 is the result of research showed the value of AVE for each construct that can be concluded that each construction is valid because all have the AVE values above 0.5. Table 2 is the result of research showed cronbachs alpha value for each construct. Table 3 is a value of composite reliability values:

Table 3: Composite reliability score

	Composite Reliability
ERP	0.87492
FTC	0.90123
FTO	0.8433
IRP	0.84321
JE	0.83864
JI	0.82399
JP	0.88165
JS	0.85712
LTC	0.86981
LTO	0.91453
STC	1,00000
STO	0.83965

Tables 2 and 3 above shows almost all the cronsbach's alpha and composite reliability of the construction above 0.70 except for the dimensions of sacrifice to community has a smaller value of 0.70 is equal to 0.60. Value of alpha (α) or composite reliability should be greater than 0.7 while the value 0.6 can still be considered or accepted (Hair, 2006). Besides the composite reliability are above 0.70 so it can still be found reliable. Composite Reliability is used because it is better to estimate the internal consistency of a construction (Werts, 1974 in Salisbury, 2002).

Demographic

Respondents who studied in the present study was a pharmacist who worked at the Hospital Pharmacy of as many as 112 people, with a number of questionnaires distributed 180 questionnaires in which there are 20 of them online and 160 are deployed manually. Therefore, the response rate in this study is the number of respondents who filled out questionnaires ÷ number of questionnaires distributed x 100% = (112 ÷ 160) x 100% = 70%. Results of research conducted to 112 respondents showed that respondents varied characteristics of gender, age, education, tenure, and type of hospital.

Here are the characteristics of the respondents viewed the varied views of gender, education, hospital type, working period, and age.

Table 4: Shows the respondents in this questionnaire

Characteristics	Percentage
Gender	
Woman	68
Man	32
Education	
Pharmacist	93
Master Degree	7
Type Of Hospital	
A	2
B	48
C	40
D	10
Working period	
0-2 years	30
3-5 years	31
6-10 years	24
11-20 years	14
21-30 years	1
>30 years	0
Age	
20-29 year	39
30-39 year	43
40-49 year	15
50-59 year	3

Table 5: Descriptive Analysis

2	Mean	SD	JE	JI	JS	JP	AVE
JE	3.142	0.257	1				0.643147
JI	3.438	0.400	0,111	1			0.540996
JS	3.375	0.501	0,309**	0,380**	1		0.566154
JP	3.943	0.263	0,262**	0.101	0.102	1	0.750511

Data Analysis

Table 5 shows the results of descriptive statistical analysis, correlation and AVE of each study variable. Through descriptive statistical analysis results can be seen that the job embeddedness has a good mean value is 3.14. Other variables also gives the mean value is quite good as job involvement with a mean of 3.43, with a mean of job satisfaction is 3.37 and job performance is 3.94.

Table 5 shows the correlation coefficient. The correlation coefficient can indicate a linear relationship strength and direction of the relationship of two variables. The correlation coefficient between job embeddedness and job involvement is 0.111. The correlation coefficients between job embeddedness and job performance is 0.262. The correlation coefficients between job embeddedness and job satisfaction is 0.309. The coefficient of correlation between job involvement and job satisfaction is 0.380. The correlation coefficients between job embeddedness and job satisfaction is 0.101.

Statistical Analysis

Way of assess the significance of the path between the model constructs in the structural model by looking at t-value between the p-value construction. The following Table 6 shows the path coefficients, t values the whole construction.

Table 6: Table t-value and t-table

	B-coefficient	t-value	t-table
JE -> JI	0.210	1.894	1,645
JE -> JP	-0.080	2.286	1,645
JE -> JS	0.462	4.839	1,645
JI -> JP	-0.014	0.422	1,645
JI -> JS	0.249	2.308	1,645

The results of structural testing of the model construction research path as follows: Path between job embeddedness to job involvement has a beta coefficient of 0.210133 and t-value of 1.916394. Because the t-value> 1.645 (95% confidence level, one-tailed in the table), then statistically job embeddedness affect job involvement. Path between job embeddedness to job performance has a beta coefficient of -0.079931 and t-value of 2.453519. Because the t-value> 1.645 (95% confidence level, one-tailed in the table), then statistically job embeddedness affect job performance. Path between job embeddedness to job satisfaction has a beta coefficient of 0.462165 and t-value of 6.411522. Because the t-value > 1.645 (95% confidence level, one-tailed in the table), then the statistical job embeddedness affect job satisfaction. Path between job involvement with job performance has a beta coefficient of -0.014364 and t-value of 0.401318. Because the t-value <1.645 (95% confidence level, one tailed on the table), then the statistical job involvement does not affect the job performance. Path between job involvement with job satisfaction has a beta coefficient of 0.248641 and t-value of 2.738008. Because the t-value> 1.645 (95% confidence level, one-tailed in the table), then the job involvement were statistically significantly associated with job satisfaction.

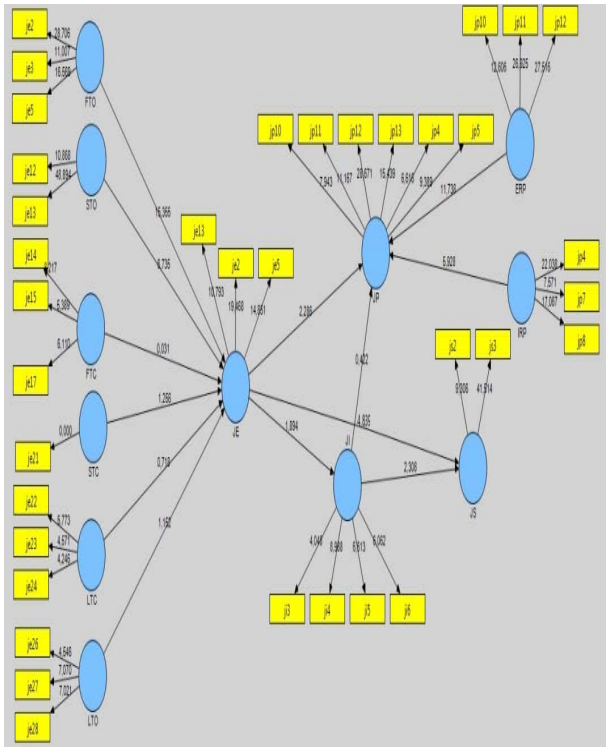

Figure 1: Path analysis, t-value and factor loading of research variables

Of the three aspects can represent the power that can keep employees on the job (Halbeslebe & Wheeler, 2008). The results of hypothesis testing indicate 0.210133 beta coefficients and t-value of 1.916394 so that the job embeddedness significant influence on job involvement. The study results are consistent with the theory of Mitchell (2001) described the study Lee (2004) which

In the present study examined the relationship between job embeddedness, which would give effect to job performance and job satisfaction in hospital pharmacy.

The first hypothesis states that job embeddedness will have an effect on job involvement at the hospital pharmacist. Job embeddedness reflects three key aspects, namely the extent to which a person has a relationship with people around and activities (link), the extent of their jobs and the environment in accordance with other aspects of their lives (fit), and individual perceptions of self-sacrifice if they left the organization of work environment and communities where they live.

states that employees who have on-the-job embeddedness will be more involved in higher job (job involvement) and can further cooperate with other employees, feel fit to work so that it can apply their skills, and sacrifice in a great value when out of work. In this case if the pharmacist is able to establish good cooperation, and also felt the suitability of the job, will be more involved in his work, so that pharmacists can apply these skills in the work, and sacrifice in a great value if the pharmacist is to quit his job.

The second hypothesis states that job embeddedness will affect the job performance of the pharmacist in the hospital. Good Job embeddedness will increase the influence of job performance in the hospital pharmacist. The results of hypothesis testing indicate 0.462165 beta coefficients and t-value of 2.453519 so that the job embeddedness significant influence on job performance. The results of the study findings are consistent with the results of Lee (2004). In these studies indicate conformance to study the performance of the employee as a tandem of attitude in work and job embeddedness see as being important in understanding this relationship.

Job embeddedness of the organization significantly influence job performance because the employee has a job embeddedness within an organization so that the employee must demonstrate that attitude can help the other employees. Most of the employees who help other people may have better job performance than those without. Lee (2004) claimed to have job embeddedness factors that can be a motivation to improve performance, so employees who have a relationship and compatibility with high workplace will be more involved in his work,

more work, feel fit with the job that tends to be more involved to apply their skills.

Pharmacists with high job embeddedness will show the strong bond of cooperation among coworkers at the hospital which will then improve the performance of the pharmacists themselves. In this study the pharmacist who worked at the hospital that has a job embeddedness was formed through community development, develop a sense of belonging, building deep relationships between employees, and the deepening of social capital that is consistent in performance improvement in both the in-role-performance as well as in extra-role-performance.

Pharmacists will contact each other and from this created a sense of mutual help feeling that can create a match, so the sense of mutual help among pharmacists and other health professionals increasingly are created. Performance of individual pharmacists are also a good performance of health workers through cooperation, the quality of pharmacists is expected that these will then be increased to improve health care in the hospital pharmacist.

The third hypothesis states that job embeddedness will have an effect on job satisfaction in hospital pharmacy. Good Job embeddedness will also increase the influence on job satisfaction in hospital pharmacy. Results of testing the third hypothesis suggests that the job embeddedness to job satisfaction has a beta coefficient of 0.462165 and t-value of 6.411522 so that job embeddedness significant influence on job satisfaction. The results of the study findings are consistent with the results of Mitchell (2001) which states that the relationship between job embeddedness and job satisfaction exhibited significantly affected. In the study, understanding of job embeddedness are known as being able to predict the release of employees from work is the influence of job satisfaction and organizational commitment.

According to. Griffith (2000) in Lee (2004) job embeddedness of good will along with participating in a work that will occur simultaneously with the attitude of the work (job attitudes). A good attitude at work will be seen from the impact that a person committed and satisfied. Pharmacists with high job embeddedness will show through the attitudes of job satisfaction in working with a demonstrated commitment to do the job as a pharmacist at the hospital.

The fourth hypothesis states that job involvement will have an effect on job satisfaction in hospital pharmacy. Results of testing the third hypothesis suggests that between job involvement with job satisfaction has a beta coefficient 0.248641 and t-value of 2.738008 so that job involvement exhibited significantly affect the job satisfaction. The results of the study findings are consistent with the Wyk research, Boshoff, & Cilliers (2003) who observed that job involvement exhibited significantly related to job satisfaction. The study was explained that most of the studies that examined the relationship between job involvement with job satisfaction has a significant relationship when measured using different instruments. Only the study by Efraty & Wolfe (1988) which showed no significant relationship between job involvement with job satisfaction (r = -0.26). It may be that the sample of participants in Efraty & Wolfe contributed to a negative relationship.

Luthans (1998) in Wyk, Boshoff, & Cilliers (2003) explains that job satisfaction as a result of the approach employees about the importance of their work and will have linkages to the involvement of employees. According to Robbins (2001) of an employee satisfaction is linked to employee engagement as employees' involvement affects the outcome of the work assigned to an employee. So it can be concluded that with a good job embeddedness pharmacists will have an impact on work involvement of a pharmacist, after work involvement occurs, the pharmacist will show a good attitude to work as a result of job satisfaction felt by the pharmacist. On this hypothesis test results can directly influence job embeddedness to job satisfaction and job involvement as a mediator role is not fully mediaton.

The fifth hypothesis states that job involvement will affect the job performance of the pharmacist in the hospital. In this study it was found that the relationship between job involvement and job performance does not provide a significant relationship. Results of testing the fifth hypothesis suggests that between job involvement with job performance has a beta coefficient of -0014 and t-value of 0.401318, which means the fifth hypothesis is not supported. The results of this study contradict the study of Ouyang (2009) which examined job involvement as a mediator between job instability and job performance, the relationship between job performance and job involvement to yield significant results, which means working with the involvement of both the performance of employees will also increase.

But in a study of the Rich, Lepine & Crawford (2010) job involvement is also used as a mediator to link between job engagement with job performance. Between job involvement with job performance had results that were not statistically significant.

Although the involvement of labor seems to have a meaningful relationship with the employee's performance when considered alone in the zero-order-sense, it seems that the relationship between job involvement and job performance has little relevance to predictive when combined together with the involvement of the mediation work. Test this hypothesis suggests that job involvement is used as a mediator is not significantly related to job performance, while the relationship between job embeddedness can affect job performance directly.

At the hospital pharmacist job embeddedness to form relationships that fit well and created a sense of comfort and build cooperation between pharmacists and other

health professionals more influence in the rise in job performance compared to the pharmacist pharmacists more fully engaged in the work. Difference from the results of this study prove that the analysis of the different units can be found different results.

In the present study also found that the variable influence of different mediators. Mediator variables, namely job involvement does not give results as expected because it does not mediate the relationship between job embeddedness to job performance, job involvement because it does not deliver significant results to job performance. Job embeddedness to job satisfaction can also be connected directly without the need for mediation of job involvement.

CONCLUSION

The study analyzed the effect of job embeddedness variables that may affect on job satisfaction and job performance mediated by job involvement on the pharmacist who worked at hospital.

The results showed that job involvement does not indicate a role as mediator between embededdness job to job performance because job embeddedness can be directly related to job performance, while the relationship between job involvement and job performance showed no significant relationship. Mediator role of job involvement on the relationship between job embeddedness and job involvement was not fully mediated.

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