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Job Satisfaction, Leadership Styles, Demographic Variables and Organisational Commitment among Pharmacists in Vietnam

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Job Satisfaction, Leadership Styles, Demographic Variables and Organisational Commitment among Pharmacists in Vietnam

Job Satisfaction,
Leadership Styles,
Demographic
Variables

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Abstract

Research Aims - To analyse the organisational commitment of pharmacists in Vietnamese enterprises, incorporating elements such as job satisfaction, leadership style and demographic variables.

Design/Methodology/Approach - Based on a primary data sample, collected from 300 pharmacists in professional organisations (universities, hospitals, pharmaceutical companies and drugstore chains), and a structural equation model (SEM).

Research Findings - The results show that organisational commitment is significantly dependent on perceived job satisfaction, leadership styles and demographic variables by pharmacists. Predictors of pharmacists' organisational commitment differed significantly.

Theoretical Contribution/Originality - This is the first study to consider factors affecting organisational commitment among pharmacists in Vietnamese enterprises.

Managerial Implication in the Southeast Asian Context - This study could have potential practical implications in pharmacy management. Human resource management systems in each type of organisation (universities, hospitals, pharmaceutical companies and drugstore chains) must be aware of different predictors that affect the pharmacists' commitment to their respective organisations and devise appropriate managerial standards.

Research Limitations and Implications - Earlier research has shown that some control variables, such as age, gender, marital status, number of years in an organisation and level of education, which influence organisational commitments in particular, were not included in the model as direct control variables. Further research should use these control variables in their models to obtain a more complete explanation of organisational commitment among pharmacists in Vietnam.

Keywords - Demographic variables, Job satisfaction, Leadership style, Organisational commitment, Pharmacist

INTRODUCTION

For all professional and non-professional organisations, organisational commitment, which has both practical and theoretical implications, is important for human resource management. Notably, organisational commitment influences employment outcomes. Many different types of organisations are included in the pharma-

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ceutical industry, including hospitals, universities and drugstore chains, which can cause human resources practices in the industry to be unstable. By understanding the predictors of pharmacists' organisational commitment, managers can intervene when problems exist.

Retaining qualified, motivated and performing employees is critical to a firm's success (Wright & Bonett, 2007). Previous studies have confirmed the positive effects of employee longevity on organisational performance (Abdul Rashid, Sambasivan, & Johari, 2003; Wright, Gardner, & Moynihan, 2003), and efforts to improve organisational commitment can lower job-related stress (Elçi, Şener, Aksoy, & Alpkın, 2012; Savery & Syme, 1996). Turnover is always costly to organisations, because the selection, training and development of personnel require large investments (Stallworth, 2004).

Organisational commitment has been widely studied and has received attention from academics and practitioners. Several papers have addressed how to predict employees' organisational commitment, as follows:

- Measurement of organisational commitment (Savery & Syme, 1996; Meyer & Allen, 1991; Mowday, Steers, & Porter, 1979; Becker, 1960);
- Determinants of organisational commitment (Rutishauser & Sender, 2019; Saha, 2016; Kumasey, Delle, & Ofei, 2014; Chua et al., 2014; Enache, Sallán, Simo, & Fernandez, 2013; Amangala, 2013; Scheweizer & Petzelt, 2012; Channar, Zareen, & Imran, 2011; Igbal, 2010; Seston, Hassell, Ferguson, & Hann, 2009; Salami, 2008; Firth, Mellor, Moore, & Loquet, 2004; Currivan, 1999; Irving, Coleman, & Cooper, 1997; Moser, 1997; Knoop, 1995; Mathieu & Zajac, 1990).

Despite this wide research interest, no previous study has focused on pharmacists' organisational commitment in Vietnam. Using a structural equation model (SEM), this study addresses this topic, incorporating different types of enterprises, including universities, hospitals, pharmaceutical companies and drugstore chains in Vietnam.

LITERATURE REVIEW

Organisational Commitment

Commitment is widely defined as the extent of an individual's loyalty and attachment to an organisation, linked to the degree of effort an individual will exert to support the organisation's goals. Meyer and Allen's (1991) widely used three-component commitment model is based on earlier work by Becker (1960) and Mowday, Steers, and Porter (1979). Commitment is the degree of attachment to an organisation (O'Reilly & Chatman, 1986). It has three major components: (i) a strong belief in the organisation and acceptance of the organisation's goals, (ii) a willingness to exert considerable effort on behalf of the organisation and (iii) a desire to maintain organisational membership (Mowday, Steers, & Porter, 1979).

Organisational commitment, a psychological contract that influences whether or not to remain affiliated with an organisation, has three basic psychological states: (i) affective commitment: an employee wants to stay in the organisation because of emotional attachments, (ii) continuance commitment: an employee remains with an organisation because he/she has little chance of finding a better job and (iii) normative commitment: an employee feels personally or ethically responsible to remain with an organisation (Meyer & Allen, 1991). Studies show that each of these forms of commitment is associated with labour turnover. They also suggest that a strong relationship exists between affective commitment and a range of desirable employee outcomes, including attendance, job performance, good health, low stress, and minimal conflicts between work and other activities. As affective commitment is driven by work experience, rather than through the recruitment and selection of employees, perceived organisational support by employees is important in this process (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

Job Satisfaction and Organisational Commitment

Numerous articles have investigated pharmacists' organisational commitment. Maslow (1943), Herzberg, Mausner, and Snyderman (1959), Adams (1963), Hackman and Oldham (1976) emphasised that pay, career advancement, work characteristics, the work environment and co-worker relationships contributed to both job satisfaction and organisational commitment. Stajkovic and Luthans (1998) defined job satisfaction as the way an employee feels about his work. Porter and Lawler (1968), people's job satisfaction is determined by a comparison of their current job conditions (including the rewards they receive) to their ideal job).

Distributive justice is an effective factor for the affective and normative commitment, which are sub-dimensions of organisational commitment (Tekingündüz, Top, Tengilimoğlu, & Karabulut, 2017). Desselle (2005) revealed that intention to remain among pharmacists was associated with higher pay, perceived employer support, number of years with the current institution. Tang and Chiu (2003) underscored the relationship between remuneration and organisational commitment. Individuals who value fair treatment will maintain relationships with other members in an organisation. If employees perceive that salary inequalities exist, this could lead to greater absenteeism and higher turnover.

H_{1a} : Perceived Income Equality Positively Affects Pharmacists' Organisational Commitment.

Briggs, Jaramillo, and Weeks (2012) suggested that perceived barriers to career advancement have a significantly negative impact on employees' organisational commitment, and McDonald and Makin (2000) demonstrated that career advancement is a key aspect of an employee's psychological contract with an organisation. Briggs, Jaramillo, and Weeks (2012) found that career advancement was the most important indicator of organisational commitment.

H_{1b} : Perceived Career Advancement Positively Influences Pharmacists' Organisational Commitment.

Sneed and Herman (1990) revealed a positive relationship between job characteristics, job satisfaction and organisational commitment. Previous studies (e.g. Lambert, Hogan, & Griffin, 2007; Robinson, Porporino, & Simourd, 1997) noted a negative relationship between job stress and organisational commitment. According to Karsh, Booske, and Sainfort (2005), job and organisational factors predict commitment and satisfaction, while commitment and satisfaction predict employees' turnover intentions.

H_{1c}: Perceived Job Characteristics Positively Influence Pharmacists' Organisational Commitment.

Organisational climate is associated with a variety of important outcomes including staff turnover intentions, employee satisfaction, customer satisfaction and financial performance at the individual, group and organizational levels (Feng Jing, Avery, & Bergsteiner, 2011). According to Vanaki and Vagharseyyedin (2009), a correlation exists between effective organisational commitment and work conditions. Spence, Laschinger, Finegan, and Shamian (2002) opined that fostering environments that enhance perceptions of empowerment can have enduring positive effects on organizational members across time. Kahaleh and Gaither (2005) based on Kanter's theory, supported that pharmacists' organizational behaviors such as commitment, loyalty, identification, and job turnover intention are influenced by structural empowerment.

H_{1d}: The Work Environment Influences Pharmacists' Organisational Commitment.

Rutishauser and Sender (2019) indicated that engaged employees demonstrate higher job satisfaction and lower turnover intention, and Babin and Boles (1996) suggested that employee perceptions of co-worker involvement and supervisory support can reduce stress and increase job satisfaction. Frenkel and Sanders (2007) revealed that organisational commitment acts as a partial mediator between co-worker assistance, bureaucratic control, co-worker control and facilitative supervision.

H_{1e}: Perceived Co-Worker Relationships Positively Influence Pharmacists' Organisational Commitment.

Leadership Styles and Organisational Commitment

Bethel (1995) argued that leadership strongly affects employees, and Bass (1997) divided leadership into transactional leadership and transformational leadership. Leadership also reflects how a manager selects an employee for a higher position (Currivan, 1999). Leadership styles include supervisors' attitudes, interest, words, gestures and actions towards employees. When employees feel well treated, and when they receive attention, support, sympathy and appreciation from their managers, they will try to make a greater contribution to an organisation (Scheweizer & Petzelt, 2012; Currivan, 1999). Purvanova, Bono, and Dzieweczynski (2006) explained that transformational leadership plays a very important role in creating employee commitment towards a job. Akinboye (2001) and Lo, Ramayah, and Min (2009) explained that the positive behaviour of leaders motivates employees and enhances their commitment.

H₂: Perceived Leadership Styles Positively Influence Pharmacists' Organisational Commitment.

Demographic Variables and Organisational Commitment

Many types of demographic research have associated organisational commitment with age, gender, marital status, level of education and number of years in an organisation.

Gender, which has a strong impact on employees' organisational commitment, can involve socio-psychological differences between men and women (Konya, Matic, & Pavlović, 2016). Some studies concluded that female employees are more committed to their organisations than their male counterparts (Pala, Eker, & Eker, 2008; Salami, 2008; Peterson, 2004; Sulliman & Iles, 2000). Kokubun (2017) showed that personnel evaluations and autonomy more strongly influence the organisational commitment of males than of females.

H_{3a}: A Significant And Positive Relationship Between Gender And Organisational Commitment Exists Among Pharmacists.

Rabindarang, Bing, and Yin (2014) emphasised that older employees are more committed to an organisation than younger employees and newcomers. According to Cohen (1993), age and tenure factor into organisational commitment.

H_{3b}: A Significant And Positive Relationship Exists Between Age And Pharmacists' Organisational Commitment.

Commitment is usually stronger among long-term employees (Iqbal, 2010). Meyer, Herscovitch, and Topolnytsky (2002) found a significant and positive relationship between organisational commitment and tenure. Salami (2008) also identified a positive and strong relationship between organisational tenure and organisational commitment.

H_{3c}: A Significant And Positive Relationship Exists Between Tenure And Pharmacists' Organisational Commitment.

Marital status also influences commitment. According to Salami, 2008; Peterson, 2004; and Sulliman and Iles, 2000, married employees are more committed than single ones, because of their perceived family responsibilities.

H_{3d}: A Significant And Positive Relationship Exists Between Marital Status And Pharmacists' Organisational Commitment.

Mathieu and Zajac's (1990) meta-analysis confirmed a significant and negative relationship between educational level and organisational commitment. Highly educated individuals may also be less committed because they may have other opportunities for employment (Iqbal, 2010).

H_{3e}: A Significant And Negative Relationship Exists Between Educational Level And Pharmacists' Organisational Commitment.

RESEARCH METHOD

Using 36 variables, SEMs were used to estimate research parameters (see Table 2). All items were measured by a five-point Likert scale, in which 5 = strongly agree, 4 = agree, 3 = not sure, 2 = disagree and 1 = strongly disagree.

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Hair, Black, Babin, and Anderson (2010) indicated that the sample size must total at least 100 to use exploratory factor analysis. In addition, for confirmatory factor analysis and a SEM, Anderson and Gerbing (1988) suggested a sample size of at least 150 to obtain parameter estimates of practical use. Bentler and Chou (1987) proposed that the ratio of sample size to the number of free parameters may be 5:1 for a normal theory, especially when many latent variables exist. According to Tabachnick and Fidell (2013), 300 cases or more provides a sample size large enough for factor analysis. This study uses a sample of 300 pharmacists, selected by non-probability sampling methods (convenience sampling techniques) at major hospitals, universities, pharmaceutical companies and chain pharmacies in Ho Chi Minh City and Dong Nai province of Vietnam. The sample's diversity is shown in Table 1. Majority of the respondents were female (n=155, 51.7%), age (25-34, 40.7%), graduates from universities (n=235, 78.3%), married (n=190, 63.2%), and 3-5 years worked in organisation (n=103, 34.3%). The mean organisational commitment score among pharmacists were 25.17 (standard deviation (SD) 4.72) out of a maximum possible score of 35.

RESULTS AND DISCUSSION***Reliability and Validity***

A maximum likelihood estimation was used to determine the model's goodness of fit. The estimation results confirmed that the model was sufficiently compatible with the data that refer to relative indicators:

- Chi-square = 1424.650, df = 558, p = 0.000 (<0.05) was still acceptable due to the large sample size.
- Chi-square/df = 2.553 (Segars & Grover, 1993); GFI = 0.800, TLI = 0.848, CFI = 0.865 (Bentler & Chou, 1987; Segars & Grover, 1993; Chin & Todd, 1995), and RMSEA = 0.072 (Taylor, Sharland, Cronin, & Bullard, 1993; MacCallum, Browne, & Sugawara, 1996; Segars & Grover, 1993).

Demographic Variables		Frequency	Percentage
Gender (n = 300)	1. Male	145	48.3%
	2. Female	155	51.7%
Age (n = 300)	1. < 25 years	72	24.0%
	2. 25-34	122	40.7%
	3. 35-44	65	21.7%
	4. >44 years	41	13.7%
Years in an organisation (n = 300)	1. < 1 year	58	19.3%
	2. 1-3 years	85	28.3%
	3. 3-5 years	103	34.3%
	4. >5 years	54	18.0%
Marital status (n = 300)	1. Yes	190	63.2%
	2. Others	110	36.8%
Level of education (n = 300)	1. Bachelor's or higher	235	78.3%
	2. Others	65	21.7%

Table 1.
Demographic Differences
Among Pharmacists

The reliability and validity of the model's indicators were tested by a system of criteria. As seen in Table 2, the lowest Cronbach's alpha value is 0.792, exceeding the recommended cut value of 0.70 (Nunnally & Burnstein, 1994; Hair, Black, Babin, & Anderson, 2010). Composite factor reliability coefficients of the constructs ranged from 0.798 to 0.964, which met the standard of 0.70, as suggested by Fornell and Larcker (1981).

Convergent validity was estimated by factor loading. The Kaiser-Mayer-Olkin value was 0.878 (between 0.5 and 1.0), meaning that the data were significant enough to conduct a factor analysis. All loadings of variables were higher than 0.50 (see

Items Question	Factor loading
<i>Income and Equity (Cronbach's Alpha = 0.878; CR = 0.881; AVE = 0.541)</i>	
IE1 I am completely satisfied with income policies.	.803
IE2 I am completely satisfied with reward policies.	.726
IE3 I get a good bonus when completing assigned work.	.700
IE4 Wages in the organisation are fair.	.697
IE5 I understand the salary, bonus and welfare policies.	.635
IE6 I am paid well for my efforts.	.565
<i>Leadership Styles (Cronbach's Alpha = 0.887; CR = 0.832; AVE = 0.647)</i>	
LS1 My superiors are very close and friendly to me.	.910
LS2 I am completely satisfied with the organisation's leadership style.	.783
LS3 My superiors often encourage me in the workplace.	.694
LS4 I have always been respected by my superiors.	.685
LS5 I have always been treated fairly.	.633
<i>Co-Worker Relationship (Cronbach's Alpha = 0.851; CR = 0.833; AVE = 0.551)</i>	
CR1 I am completely satisfied with my relationships with colleagues.	.887
CR2 My colleagues regularly give me advice about work, as needed.	.733
CR3 My colleagues always work well together to complete assigned tasks.	.713
CR4 My colleagues are always happy and friendly.	.702
CR5 My colleagues are trustworthy.	.657
<i>Working Environment (WE) (Cronbach's Alpha = 0.864; CR = 0.964; AVE = 0.547)</i>	
WE1 At work, I have the equipment and tools needed to work smoothly.	.788
WE2 The workplace in the organisation is comfortable and friendly.	.758
WE3 I work in a comfortable, clean and airy workplace.	.723
WE4 I am completely satisfied with the work environment at the organisation.	.675
WE5 The organisation provides an environment where I can focus on work.	.564
<i>Job Characteristics (Cronbach's Alpha = 0.792; CR = 0.798; AVE = 0.527)</i>	
JC1 I feel that my work is very interesting.	.691
JC2 The job suits my ability and specialties.	.668
JC3 I am completely satisfied with the job characteristics of the organisation.	.640
JC4 I feel active in my work.	.565
<i>Career Advancement (Cronbach's Alpha = 0.818; CR = 0.816; AVE = 0.550)</i>	
CA1 I am completely satisfied with the training and development policies of the organisation.	.738
CA2 I am supported with training to improve my skills.	.679
CA3 The organisation creates opportunities for advancement and personal development.	.658
CA4 I am aware of the organisation's policies for training and development.	.631
<i>Organisational Commitment (OC) (Cronbach's Alpha = 0.882; CR = 0.817; AVE = 0.608)</i>	
OC1 I intend to make a long-term commitment to the organisation.	.781
OC2 I feel proud to be working in the organisation.	.764
OC3 I will stick with the organisation, even though other firms have made relatively attractive offers.	.732
OC4 I will encourage acquaintances to work in this organisation.	.717
OC5 I am pleased to have chosen this organisation for work.	.702
OC6 I am willing to sacrifice personal rights when needed to help the organisation or my work group.	.670
OC7 I am willing to do my best to improve my skills so that I can contribute more to the organisation.	.660

Table 2
Results of Factor Analyses
and Reliability Tests

Table 2). According to Hair, Black, Babin, and Anderson (2010), loadings greater than or equal to 0.50 are considered practically significant.

The average variance extracted for each construct was 0.527 or higher, exceeding the 0.5 benchmark, which suggests that discriminate validity is adequate (Fornell & Larcker, 1981). In addition, discriminate validity is confirmed when the diagonal elements are significantly higher than the off-diagonal values in corresponding rows and columns. The diagonal elements are the square root of the AVE score for each construct (see Table 2).

Hypothesis Testing

Job Satisfaction, Leadership Style and Organisational Commitment Among Pharmacists

Estimation results in Table 3 showed that theoretical models are consistent with market data:

- Chi-square = 1498.178; df = 563
- Chi-square/df = 2.661 (Ketinger, Lee, & Lee, 1995)
- GFI = 0.789, TLI = 0.837, CFI = 0.854 (Chin & Todd, 1995; Segars & Grover, 1993) and RMESA = 0.075 (Taylor, Sharland, Cronin, & Bullard, 1993). This can be used to test the relationship, raising the model’s expectations and assumptions.

The critical ratio (C.R.) and the P-value were used to test the significance of the hypotheses. The C.R. should be greater than 1.960, based on the significance level of 0.05. Table 3 shows the path coefficients, along with their bootstrap values, and the C.R.

In this study, the Bootstrap method was conducted 20 times to test the stability of

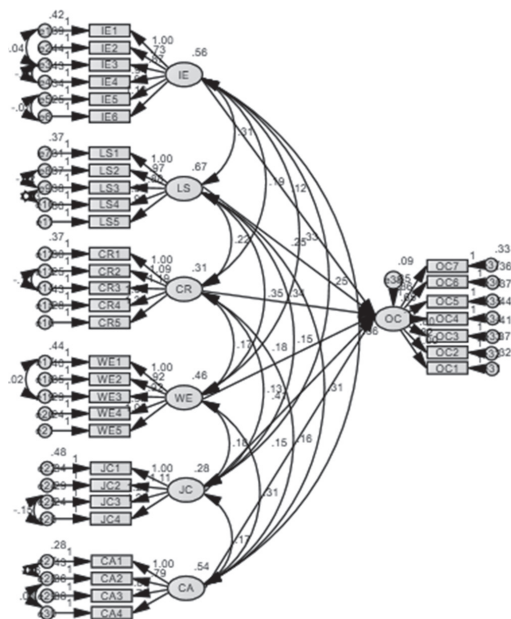


Figure 1.
Structural Equation
Models of Organisational
Commitment Among
Pharmacists

the parameters' estimates. The results showed that the difference from the initial estimation method was not significantly different. However, since all the estimates' differences were not statistically significant, the model's estimates of reliability were used to verify the assumptions in this research.

In Table 3, perceived income and equity have a significant effect on organisational commitment, with a path coefficient of 0.117. With a path coefficient of 0.139, perceived career advancement has a significant effect on organisational commitment. Perceived job characteristics have a significant effect on organisational commitment, with a path coefficient of 0.281. The perceived working environment has a significant effect on organisational commitment, with a path coefficient of 0.184. Perceived co-worker relationships have a significant effect on organisational commitment, with a path coefficient of 0.234. Finally, perceived leadership style has a significant effect on organisational commitment, with a path coefficient of 0.251.

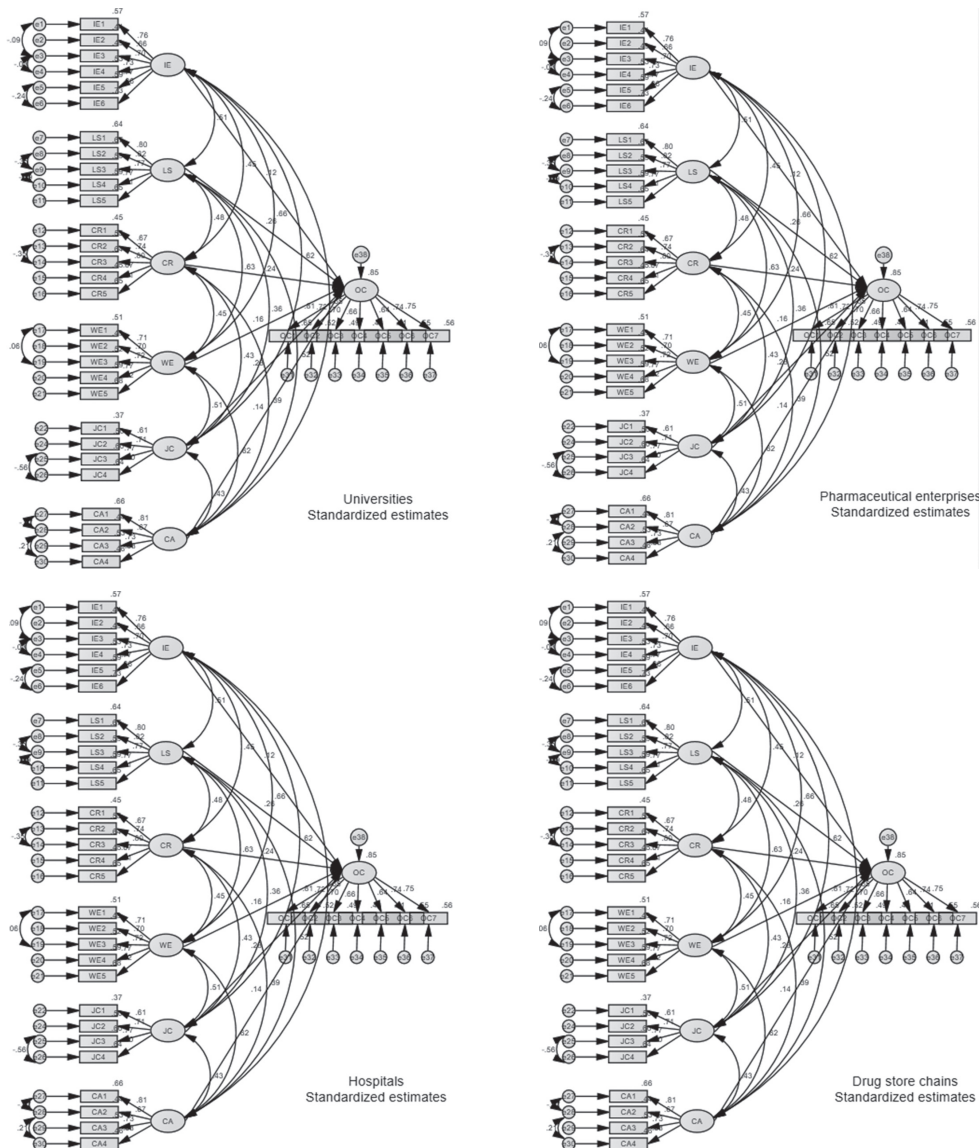


Figure 2.
Multi-Group Analysis
Results

The multi-group structural analysis in Table 4 shows factors affecting pharmacists' organisational commitment in different organisations. Perceived income and equity ($\beta = 0.396, p < 0.01$), perceived career advancement ($\beta = 0.348, p < 0.01$) and perceived job characteristics ($\beta = 0.291, p < 0.05$) significantly influenced the organisational commitment of pharmacists working in universities. For hospitals, perceived co-worker relationships ($\beta = 0.409, p < 0.01$), perceived leadership styles ($\beta = 0.204, p < 0.05$) and perceived job characteristics ($\beta = 0.202, p < 0.05$) also significantly influenced pharmacists' organisational commitment. Perceived job characteristics ($\beta = 0.323, p < 0.01$), perceived leadership styles ($\beta = 0.306, p < 0.05$) and perceived co-worker relationships ($\beta = 0.182, p < 0.05$) significantly influenced the organisational commitment of pharmacists working in pharmaceutical enterprises. The perceived working environment ($\beta = 0.586, p < 0.05$) and perceived co-worker relationships ($\beta = 0.302, p < 0.05$) significantly influenced the organisational commitment of pharmacists working in drugstore chains.

Demographic Variables and Organisational Commitment Among Pharmacists

Table 5 indicates the relationship between the demographic characteristics and pharmacists' organisational commitment.

A strong correlation was observed between marital status ($r=0.327, p<0.01$), age ($r=0.193, p<0.05$), years in an organisation ($r=0.148, p<0.05$) and commitment among pharmacists. Gender ($r=0.058, p=0.315$) and level of education ($r=0.011, p=0.853$) were not clearly related to pharmacists' commitment. This result is supported by related studies (e.g. Rabindarang, Bing, & Yin, 2014; Salami, 2008; Peterson, 2004; Sulliman & Iles, 2000; Cohen, 1993).

Table 3.
The C.R. and Path Coefficients, Along with their Bootstrap Values

	Organisations							
	Universities		Hospitals		Pharmaceutical Enterprises		Drugstore Chains	
	Estimate	C.R.	Estimate	C.R.	Estimate	C.R.	Estimate	C.R.
Income and equity	.396	2.492	.142	1.405	.034	.259	.049	.193
Perceived career advancement	.348	2.387	.151	1.654	.005	.052	.042	.211
Job characteristics	.291	2.871	.202	1.989	.323	3.486	.238	1.271
Working environment	.002	.022	.116	1.047	.284	1.723	.586	2.819
Co-worker relationships	.101	1.173	.409	3.260	.182	2.021	.302	2.888
Leadership styles	.068	.907	.204	1.998	.306	2.646	.024	.212

Table 4.
Results of the Multi-Group Structural Analysis

Path	Original Estimate	Sample Mean	S.D.	S.E.	C.R.	Results
H1a Income and Equity → Organisational Commitment	.117	.115	.004	.076	1.976	Supported
H1b Perceived career advancement → Organisational Commitment	.139	.143	.003	.068	2.456	Supported
H1c Job characteristics → Organisational Commitment	.281	.284	.003	.061	5.428	Supported
H1d Working environment → Organisational Commitment	.184	.187	.003	.061	2.962	Supported
H1e Co-worker relationships → Organisational Commitment	.234	.230	.002	.050	5.183	Supported
H2 Leadership Styles → Organisational Commitment	.251	.250	.003	.054	5.176	Supported

MANAGERIAL IMPLICATIONS IN THE SOUTHEAST ASIAN CONTEXT

Human resource managers need to recognise that any effort to improve organisational commitment benefits overall performance of enterprises. In Vietnam, job satisfaction (perceived income and equity, perceived career advancement, perceived job characteristics, perceived working environment and perceived co-worker relationships), perceived leadership styles and demographic variables (age, marital status and years in an organisation) affect pharmacists' organisational commitment. The findings from this study provide stakeholders with evidence on factors and issues affecting pharmacists' commitment in the organisations. The results suggest that managers should consider improve these factors in order to maintain and enhance the pharmacist's organisational commitment in a way that is appropriate for each organization, demographic characteristics of pharmacists.

THEORETICAL IMPLICATIONS

This paper is among the first to empirically investigate a direct link between job satisfaction, leadership style and organisational commitment, in particular in retail pharmacies of Vietnam. Consistent with theoretical considerations, the hypothesized model was significant. This study found that job satisfaction and leadership style influenced pharmacists' organisational commitment. Other control variables, such as age, gender, marital status, years in an organisation and level of education, affected general behaviour and organisational commitment in particular. As these components were indicated in previous research (see our literature review), they are not included in our model as direct control variables. Nevertheless, the correlations that investigate these variables' impact on organisational commitment provide evidence for these relationships. Numerous previous studies have investigated the positive link between job satisfaction such as pay, career advancement, work characteristics, the working environment, co-worker relationships and the level of organisational commitment (Saha, 2016; Enache, Sallán, Simo, & Fernandez, 2013; Firth, Mellor, Moore, & Loquet, 2004; Currivan, 1999; Irving, Coleman, & Cooper, 1997; Moser, 1997; Savery & Syme, 1996; Knoop, 1995). Cooper-Hakim and Viswesvaran (2005) and Meyer, Stanley, Herscovitch, and Topolnytsky (2002) showed that committed employees were less likely to quit their jobs, less likely to

Hypothesis	Variables	Organisational Commitment	
H _{3a}	Gender	Pearson Correlation	.058
		Sig. (2-tailed)	.315
		N	300
H _{3b}	Age	Pearson Correlation	.193**
		Sig. (2-tailed)	.001
		N	300
H _{3c}	Year in an organisation	Pearson Correlation	.148*
		Sig. (2-tailed)	.010
		N	300
H _{3d}	Marital status	Pearson Correlation	.327**
		Sig. (2-tailed)	.000
		N	300
H _{3e}	Level of education	Pearson Correlation	-.011
		Sig. (2-tailed)	.853
		N	300

Table 5.
Correlations between
demographic characteristics
and pharmacists'
organisational commitment

be absent, and more likely to be engaged and have higher levels of work satisfaction. According to Lee and Miller (1999), job satisfaction and commitment lead to lower employee turnover. Leadership styles include administrators' attitudes, interests, words, gestures and actions towards their employees. Employees who feel well treated typically receive attention, support, sympathy and appreciation from their superiors. They work diligently and try to contribute to organisations (Schweizer & Petzelt, 2012; Purvanova, Bono, & Dzieweczynski, 2006; Currivan, 1999).

CONCLUSION

This paper studied the organisational commitment of pharmacists in Vietnamese enterprises. Using primary data collection for 300 pharmacists and a SEM, the research results revealed that pharmacists' organisational commitment was influenced by (1) job satisfaction (perceived income and equity, perceived career advancement, perceived job characteristics, perceived working environment and perceived co-worker relationships), (2) perceived leadership styles and (3) demographic variables. Regarding the predictors of organisational commitment among pharmacists, a significant correlation was seen between demographic variables (marital status, age and years in an organisation). Understanding the underlying factors that contribute to a pharmacist's commitment might lead administrators to develop more successful initiatives to improve pharmacist commitment and retention of Vietnam.

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