

# Role Conflict among Retail Pharmacists in Japan: Organizational and Occupational Commitment

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**Abstract**—The purpose of this study is to summarize survey data collected from Japanese retail pharmacists in November 2015 (n = 216). The conflict regarding roles among pharmacists is examined from both professional and business perspectives and measured in terms of organizational commitment and occupational commitment. We present a series of descriptive statistics and discuss the implications for future research. The results of this analysis indicate that affective commitment has a significant influence on turnover intent. We also discuss the methods of analyzing organizational commitment and occupational commitment.

**Keywords**—Conflict, Occupational Commitment, Organizational Commitment, Role Conflict, Turnover Intention

## I. INTRODUCTION

THE number of pharmacists in Japan more than doubled to 288,151 from 129,700 people between 1980 and 2014 (Survey of Physicians, Dentists and Pharmacists, Ministry of Health, Labor and Welfare, Japan). In particular, the number of pharmacists working in retail pharmacy stores has increased by leaps and bounds.

To improve the understanding of the conflict regarding roles and the commitment of retail pharmacists, we present a series of descriptive statistics and discuss implications for future research.

## II. THE PRECEDING STUDIES

Meyer and Allen (1991) argued that commitment is a psychological state that (a) characterizes the employee’s relationship with the organization and (b) has implications on the decision to continue membership in the organization. Meyer and Allen’s (1991) three-component model of organizational commitment is the dominant model in organizational commitment research. There is an assumption that affective commitment and continuous commitment bring about different results.

Meyer, Allen, and Smith (1993) extend the concept of organizational commitment to occupational commitment. In this study, we explore organizational commitment and occupational

commitment in terms of their relevance to the conflict regarding roles.

## III. THE METHOD OF SURVEY

Out of the 250 questionnaires that were distributed to retail pharmacists, 216 completed questionnaires were returned. The questionnaire focused on organizational commitment and occupational commitment.

The mean age of the sample was 52.4, and the average length of service was 11 years. Seventy-six percent of the sample consisted of women.

Organizational commitment was measured using a modified version of Allen and Meyer’s Organizational Commitment Scale. Occupational commitment was measured using a modified version of Allen, Meyer, and Smith’s Occupational Commitment Scale. Responses were made on a five-point scale (1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree; 5 = strongly agree). Each scale comprised five items.

## IV. RESULT

The results of the survey are summarized in Tables I–III.

TABLE I  
DESCRIPTIVE STATISTICS

	Organizational		Occupational							
	AC	CC	AC	CC	Mean	SD	Mean	SD	Mean	SD
N	Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
Gender										
Male	51	3.89	0.57	3.51	0.91	3.60	0.61	3.62	1.09	
Female	165	3.54	0.65	3.22	0.80	3.54	0.54	3.47	0.90	
Age										
<30	3	3.60	0.40	2.47	0.81	3.60	0.00	3.53	1.03	
30-39	19	3.68	0.57	3.24	1.00	3.47	0.62	3.44	1.22	
40-49	59	3.49	0.65	3.13	0.79	3.42	0.55	3.48	0.96	
50-59	99	3.61	0.67	3.34	0.77	3.59	0.57	3.47	0.91	
>59	36	3.87	0.58	3.49	0.94	3.73	0.48	3.70	0.90	

Table I summarizes the descriptive statistics of organizational and occupational commitment.

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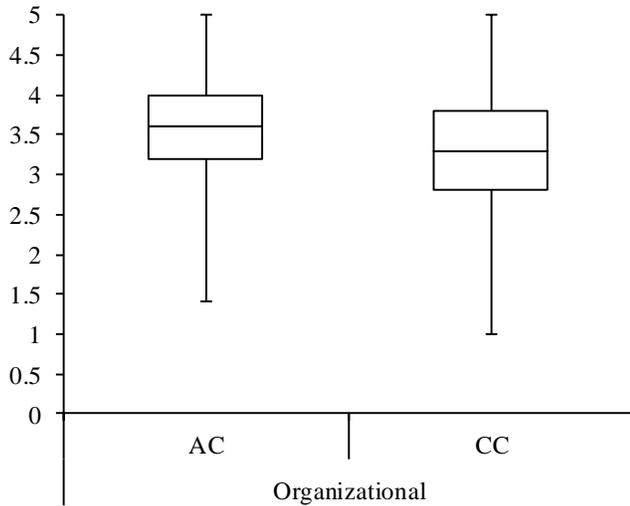


Fig. 1. Boxplot for organizational commitment

Figure 1 shows the distribution of organizational affective commitment and organizational continuance commitment.

TABLE II  
RELIABILITY STATISTICS

variables	Cronbach's Alpha
Organizational AC	.50
Organizational CC	.49
Occupational AC	.41
Occupational CC	.77

Table II shows the internal consistency (Cronbach's alpha) of the Organizational Commitment Scale and the Occupational Commitment Scale. Cronbach's alpha for the Occupational Continuance Commitment Scale is acceptable (0.77). However, the other commitment scales' Cronbach's alpha values are low. This indicates that the measurement of commitment among retail pharmacists needs to be improved.

TABLE III  
CORRELATIONS

	1	2	3	4	5	6	7
1. Age	-						
2. Tenure	.438	-					
3. Nuber of career changes	.051	-.454	-				
4. Tunover intention	-.077	-.207	.028	-			
5. Organizational AC	.109	.381	-.189	-.554	-		
6. Organizational CC	.187	.289	-.015	-.288	.432	-	
7. Occupational AC	.170	.149	.014	-.129	.185	.158	-
8. Occupational CC	.099	.107	-.013	-.112	.189	.465	.363

We examined correlations among the study variables (Table III). As expected, turnover intent and organizational affective commitment are negatively correlated. This shows that highly committed pharmacists are less likely to quit their organization.

V. CONCLUSION

This study considered the conflict regarding roles from two perspectives: professional and business. It is possible for a conflict to occur between the value of the pharmacist as a person who is a part of an organization and their value as a professional. There is an assumption that retail pharmacists are less likely to experience conflicts regarding roles because of their strong business inclination. We could not confirm this hypothesis.

Ethics education was emphasized for the purpose of improving the quality of pharmacists. This study focused on the commitment of pharmacists. It is necessary to compare the influence of each aspect of occupational commitment and organizational commitment appropriately. This study focused on occupational commitment and organizational commitment to infer the useful conclusion that a pharmacist plays a role in society as a professional.

There is a problem in measuring commitment. Continuance commitment is desirable to measure based on the idea of the "side bet" by Baker (1960). Further study is underway to elaborate the commitment scale.

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