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RESEARCH ARTICLE

PERSONALITY AND JOB PERFORMANCE OF PHARMACISTS: ARE WE READY FOR ADOPTING PHARMACY PRACTICE CHANGE IN PAKISTAN?

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ABSTRACT

Personality has become a major focus in organizational research, leadership development, derailment, and particularly employee selection. All pharmacists are not possessing personalities that are favorable to field being practiced and may not perform their best in and ultimately fail to perform their expected role in health care system. The present study was designed to assess the relationship between personality traits and job performance of pharmacists working in different fields in twin cities of Pakistan. A descriptive cross-sectional study design was used. Sample size was calculated to be 382 pharmacists to achieve 95% confidence level with 5% margin of error. A pre-validated data collection tool Big Five Inventory questionnaire was self-administered to the respondents while the performance of these 382 selected respondents was evaluated by using Performance Evaluation Questionnaire (PEQ) requested to be filled by their respective reporting managers. After data collection, data was cleaned, coded and analyzed using SPSS version 21. Results showed that relationship exists between all personality traits including extraversion, agreeableness, neuroticism, consciousness and openness with job performance. The present study concluded that a significant association exists between personality traits and job performance among pharmacists in Pakistan. Although, neuroticism a negative trait was found high among pharmacists but it was encouraging to notice that pharmacists also possessed positive traits including extraversion, consciousness and openness in their personality which was reflected as their good performance.

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INTRODUCTION

Pharmacy profession has progressed over several periods, from manufacturing /compounding to distribution, as an era of clinical pharmacy ultimately to pharmaceutical care, admitting that patient should be the main focus of practice (Cordina, 2015). To have a proper care, which presents important shift from past models of practice, pharmacists must incorporate the roles of a caregiver, correspondent, manager, teacher, life-long learner, and decision maker. Therefore, behavioral qualities that are favorable to these characteristics are required. Though, pharmacists in past practices a more product-focused than patient-centered services (Luetsch, 2017). One of the main features affecting receptiveness to modification is personality type, since entities tend to select careers that complement their personality. Consequently, the large change in pharmacy practice could bring the outcome in resistance to change, gross displeasure, and unsuccessful coping behavior due to mismatched character traits (Cordina, 2015; Campbell, 2013). A meta-analytic analysis had publicized that personality measures are important forecasters of job performance (Hogan, 2003). A philosophy of individual differences in effort, efficacy that associates the charge to performance and enhances the value of disposition measures is important for predicting occupational outcomes. Socio-analytic concept is entrenched in interpersonal mindset and is proposed to clarify distinct variances in professional achievement (Hampson, 2012). The five personality proportions give the notion to be related to varied principles and have been improved reliably in characteristics, literature also disclosed that the five behavioral aspects have a hereditary source and that they are perhaps inherited. Extraversion, Neuroticism, Openness, Agreeableness and Conscientiousness are the five characteristics of the five-factor model of behavior [6].Evidence supports that these Big Five traits, alone or in combination, affects work performance. A study conducted in Canada assessed the relationship among work performance and the Big Five traits highlighted that openness was absolutely associated to distinct pro-activity, whereby specific

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person finds a better way of realizing some work-related objective (Campbell, 2016).Unusually, agreeableness; had an inverse association with individual pro-activity (the likely-hood of people to challenge current situations to change or improve a situation). Conscientiousness was positively interrelated to individual task skill (the ability to complete a task correctly) although the inverse was exact for neuroticism and extraversion (Hall, 2013). Over the past couple of decades, personality has become a focus in organizational research, leadership development, derailment, and particularly employee selection. Pharmacists are not a homogeneous group of individuals. It is manifested that their personality is a substantial factor in the career that they have chosen (Eksteen, 2015). All pharmacists are not possessing personalities that are favorable to field being practiced. Those that do not primarily hold the relevant personality trait seem to have chosen to practice in areas where, possibly, they have not found an appropriate match with their personality and other factors. Therefore they cannot perform their best in the field being inappropriately chosen and ultimately they fail to perform their expected role in health care system (Dobraszczyk, 2011). The role of pharmacists is still not well acknowledged by other healthcare professionals in Pakistan and lack of training in pharmacy profession is also a major reason for low productivity in their respective field (Azhar, 2009). Employment of pharmacist according to their personality type and capacity is still an unexplored area of research which can contribute in the achievement of maximum output and improvement of overall health performance. Therefore, the present study was designed to evaluate the relationship between personality traits and job performance of pharmacists in twin cities of Pakistan.

MATERIALS AND METHODS

A descriptive cross sectional study design was used to evaluate the relationship between personality traits and job performance among pharmacists in twin cities i.e. Islamabad (Federal Capital) and Rawalpindi of Pakistan.Study approval was taken from the Ethical Committee of Hamdard University (ref no HU/ER 556). Beside this approval was also taken from respective authorities of different institutions and pharmaceutical industries from where data was collected. Moreover, consent was also taken from the respondents and their confidentiality of information was also assured. The sampling frame was comprised of professionally qualified pharmacists working in private and public sector in twin cities (Islamabad, Rawalpindi) of Pakistan. Study respondents included pharmacists working in fields of academic institutions, healthcare facilities,non-profit NGO's, community pharmacies, pharmaceutical industries, pharmaceutical companies, retails and regulatory authority. Sample size was calculated using Raosoft® sample size calculator which was 382 to achieve 95% confidence level with 5% margin of error. Convenient sampling technique was used to select the respondents. A pre-validated data collection tool BFI (Big Five Inventory) was used to assess personality traits of pharmacists. This is a 44-item inventory that measures an individual on the Big Five Factors (dimensions) of personality. These factors are Extraversion, Agreeableness, Conscientiousness, Neuroticism and Openness. Each of the factors is then further divided into personality facets (Goldberg, 1993). The score range for existence of extraversion is (24-27), neuroticism (26-28), consciousness (28-29), agreeableness (28-29) and openness (36-42). Falling out of range shows the absence of respective trait in a personality. Big five inventory questionnaire was used to collect data from the pharmacists. On the other hand, a 20 items containing questionnaire was used to evaluate the job performance of these pharmacists. This performance evaluation questionnaire (PEQ) measures performance three parameters including creativity with score range (6-30) and average of 18 score, job responsibility with score range (6-30) and average of 18 score and management skills with score range (8-40) and average of 24 score. The composite score of overall job performance was calculated as (20-100). Lower scores represent better performance and vice versa. The performance evaluation questionnaire was filled by the reporting head of the respective pharmacist for their performance evaluation. Two focus group discussions were conducted at different time intervals with experts of hospital, industries, academia and regulatory authority for the face and content validation of performance evaluation questionnaire (PEQ). Beside this pilot testing was conducted at 10% of data to test the reliability of the tool after data collection. The value of Cronbach's alpha was 0.71 for Performance Evaluation Questionnaire (PEQ) which was satisfactory considering that 0.68 is the acceptable cut off value.The questionnaire was self-administered to the respondents by the data collectors. After data collection, data was cleaned, coded and entered in SPSS version-21. Descriptive statistics comprising of frequency and percentages were calculated. Correlation ($p \geq 0.05$) among different variables was evaluated.

RESULTS

Out of 382 respondents, 48.7% (n=186) were males while 51.3% (n=196) were females. Of the total respondents, 16.2% (n =62) of the total respondents were working in public sector while 83.8% (n=320) were working in private sector.

Table 1. Demographic Characteristics

Indicator		Totaln (%)
Age	20-30Y	276 (72.3)
	31-40Y	97 (25.4)
	40-50Y	9 (2.4)
	>50Y	0
	Male	186 (48.7)
Gender	Female	196 (51.3)
Field of practice	Industry	56(14.7)
	Hospital	148(38.7)
	Community	22(5.8)
	Regulatory	6(1.6)
	Sales & Marketing	43(11.3)
	Academia	84 (22.0)
	NGO's	23(6.0)
Sector of practice	Private	320(83.8)
	Public	62(16.2)
Level of experience	<1 year	118(30.9)
	1-5 years	198(51.8)
	5-10 years	52(13.6)
	>10 years	14(3.7)
Level of qualification	Pharm D	271(70.9)
	MPhil	105(27.5)
	PhD	6(1.6)

Table 2. Personality Traits among Pharmacists

Traits	Score Range	Mean (± S.D)
Extraversion	(24-27)	24.4 (± 4.05)
Agreeableness	(28-29)	31.04(± 4.27)
Neuroticism	(26-28)	27.07(± 4.23)
Consciousness	(28-29)	30.20 (± 4.74)
Openness	(36-42)	35.55(± 5.39)

Table 3. Assessment of Overall Performance of Pharmacists in Twin cities

Characteristics	Mean (±S.D)
Creativity	15.6(4.32)
Job responsibilities	14.6(4.35)
Management skills	20.8(5.63)
Overall performance	51.1(13.21)

Table 4. Relationship between Personality Traits and Job Performance

			Extraversion	Agreeableness	Neurotism	Consciousness	Openness	Creativity	Job responsibilities	Management skills	performance
Kendall's tau b	Extraversion	Correlations Coefficient	1000	371	388	415	406	-138	-183	-204	-198
		Sig (2-tailed)		000	000	000	000	000	000	000	000
		N	382	382	382	382	382	382	382	382	382
	Agreeableness	Correlation Coefficient	371	1000	385	380	359	-112	-162	-143	-152
		Sig. (2-tailed)	000	.	000	000	000	002	000	000	000
		N	382	382	382	382	382	382	382	382	382
	Neurotism	Correlation Coefficient	388	386	1000	409	446	-075	-169	-109	-130
		Sig. (2-tailed)	000	000	.	000	000	039	000	003	000
		N	382	382	382	382	382	382	382	382	382
	Consciousness	Correlation Coefficient	415	380	409	1000	342	-087	-217	-157	-158
		Sig. (2-tailed)	000	000	000	.	000	017	000	000	000
		N	382	382	382	382	382	382	382	382	382
	Openness	Correlation Coefficient	406	359	446	342	1000	-183	-237	-224	-230
		Sig. (2-tailed)	000	000	000	000	.	000	000	000	000
		N	382	382	382	382	382	382	382	382	382

Results showed that 14.7% (n=56) of the pharmacists were from industry, 38.7% (n=148) were from hospital, 5.8% (n=22) were from community pharmacies, 1.6% (n=6) were from regulatory authority, 11.3% (n=43) were from sales and marketing and 22.0% (n=84) were from academia. Regarding the experience of respondents, 30.9% (n=118) had working experience of less than one year, 51.8% (n=198) had working experience of 1-5 years, 13.6% (n=52) had an experience of 5-10 years while 3.7% (n=14) had working experience of greater than 10 years (Table 1).

Results of present study highlighted that extraversion and neuroticism existed among pharmacists with mean score (24.4, ± 4.05) and (27, ± 4.23) respectively. Beside this, agreeableness was low among pharmacists with a mean score (31.04, ± 4.27). Moreover, openness to experience and consciousness were also found high among pharmacists with a mean score (35.55, ±5.39) and (30.20, ± 4.74) respectively (Table 2). Results showed that creativity was found above average among pharmacists with mean score (15.6, ± 4.32). Job responsibility (14.6, ±4.35) and management skills (20.8, ±5.63) also existed above average in pharmacists. Moreover, overall job performance of pharmacists was found above average with mean score (51.1, ±13.21). Detailed description is provided (Table 3). The correlation test showed that relationship exists between extraversion and job performance having p-value -0.254. Agreeableness personality trait also showed a strong relation with job performance with a p-value -0.225.

Furthermore, relationship also existed between neuroticism trait and job performance with p-value -0.175. P-value for the relationship between consciousness and job performance is -0.232 which showed that there is a significant relationship among both. Openness was also associated with job performance with P-value -0.328. Moreover, all five personality traits were found to have a correlation with age (Table 4).

DISCUSSION

Personality measures are important forecasters of job performance. A philosophy of individual differences in effort, efficacy that associates the charge to performance and enhances the value of disposition measures is important for predicting occupational outcomes. Socio-analytic concept is entrenched in interpersonal mindset and is proposed to clarify distinct variances in professional achievement (Hogan, 2003). Extravert people tends to be positive about their future and enthusiastic (Rothmann, 2003). The results of the present study revealed that extraversion trait was found high among the pharmacists. A strong association existed between extraversion and job performance. The pharmacists been more extravert were found relatively better performers. Similarly, a study conducted in United States on personality traits and their impact on job performance reported a very positive and valid influence of extraversion on job performance (Hogan, 2003). The compromising nature of agreeable individuals may lead to success in occupations where collaboration and customer service are significant.

Neuroticism is a domain of normal personality and highlights the emotional stability (Rothmann, 2003). The results of the current study showed that agreeableness trait was relatively low while neuroticism trait existed high among pharmacists. Moreover, a negative relation was observed between agreeableness, neuroticism and job performance. Similarly, neuroticism and agreeableness had been reported to be negatively related with job performance and satisfaction (Matzler, 2007). Conscious people are well oriented, hardworking, persistent and responsible in their nature and carry out their job duties efficiently (Rothmann, 2003). The results of the present study revealed that pharmacists were found to be conscious. A positive relationship existed between consciousness and job performance. The pharmacists with more consciousness had relatively better job performance. Similarly, a study conducted in Austria on the personality traits and their impact on job performance concluded that conscientiousness positively influence the work holism components (Andreassen, 2010). Research had shown that Openness to Experience is related to success in teaching, consulting and adapting to change (Rothmann, 2003). The results of the present study reported that openness to experience trait was high among pharmacists. Openness was also found to have significant positive relationship with job performance according to results of present study. Similar findings were reported from a study conducted in Malaysia which revealed that there is a positive association between Openness to Experience and job performance (Binti Rusbadrol, 2015). Furthermore, the results of the present study clearly indicate that personality traits have significant relationship with job performance. Similar results were reported in a study conducted in South Africa which showed that neuroticism, extraversion, conscientiousness and openness to experience were related to task performance and creativity (Rothmann, 2003).

Conclusion

The present study concluded that a significant association exists between personality traits and job performance among pharmacists in Pakistan. Although, neuroticism a negative trait was found high among pharmacists but it was encouraging to notice that pharmacists also possessed positive traits including extraversion, consciousness and openness in their personality which was reflected as their good performance. All stakeholders must collaborate to redefine roles matching with personality traits for adapting unprecedented change in role of pharmacist globally. An appropriate action plan for hiring pharmacist with appropriate personality traits fit for the respective field need to be devised in order to cope up with the current challenges faced by pharmacy profession in Pakistan.

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