



**DESCRIPTION OF EMPLOYEE ATTITUDE TO CHANGES IN
THE COMPANY – A CASE STUDY ON ATTITUDE OF PHARMACY
ON STRUCTURAL, TECHNOLOGICAL, PHYSICAL CHANGES
AND HUMANS IN CV. BERKAH MEDIKA FARMA, INDONESIA**

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Abstract:

CV. Berkah Medika Farma is a company that oversees three pharmacies in Banjarnegara Regency. This company is undergoing developments and changes to be able to keep up with the times. The change made by the management brings a diverse attitude from its employees. This case study research was conducted to see a picture of the dynamics of attitudes that pharmacists have towards the changes that are happening in the company. The study subjects consisted of five pharmacists working on CV. Berkah Medika Farma. This study uses a qualitative approach with measuring instruments used in the form of interviews using semi-structured questions derived from attitude theory from Triandis. The results are processed with coding methods, namely open coding, axial coding, and selective coding. Based on this study, the results were obtained in the form of an overview of the cognitive, affective, and behavioral components that shape the attitudes of pharmacists in the face of changes that are happening in the company. The majority of pharmacists have components of a positive attitude towards the changes that are taking place. At first the pharmacists claimed not to be familiar with the changes that occurred, but over time they began to get used to and able to implement these changes. However, data found that there are pharmacists who experience inconsistencies between attitude components in the face of these changes. Based on the findings obtained in this study, management needs to hold a meeting with all its employees to discuss changes and new policies implemented so that all employees understand and are able to implement them optimally.

Keywords: attitude, change, pharmacist, CV. Berkah Medika Farma

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1. Introduction

In recent years the issue of globalization is very often heard in the business world. Business competition in the era of globalization is very open because the opportunity to develop business becomes more free, not only domestically but also across countries. The large number of foreign entrepreneurs who invest their business capital in Indonesia is certainly a serious threat to local entrepreneurs in Indonesia (<http://swa.co.id/business-strategy/dua-penyebab-domasi-kompas-asing-diIndonesia>). Competition among local entrepreneurs is also increasingly prevalent as consumer demand increases. This competition between entrepreneurs encourages them to compete to find gaps to become market leaders.

To be able to compete with local and foreign competitors, entrepreneurs must be able to have a good strategy, management system and application of technology in running their business. Local entrepreneurs who still use the manual system are required to change to using a computerized system to streamline work and speed up the delivery of information.

Many large companies in various big cities in Indonesia have tried to change their management system according to market demands. These changes and business developments also occur in small towns such as CV. Berkah Medika Farma which is located in Benjamegara Regency, Central Java.

According to Robbins (2001) there are four changes in the organization, namely structure, technology, physical, human. The management made changes to the structure in the form of procurement of general divisions, accounting-finance, logistics and new business units in the form of sales with the concept of self-service in minimarkets. Management also implements a drug ordering system accompanied by a report on the ordering plan. Physical changes are applied in terms of spatial changes such as minimarkets that can serve consumers in buying other types of merchandise. Technological changes are made in the form of implementing a computerized system in buying and selling activities, recording, planning and procuring drugs.

Changes experienced by CV. Berkah Medika Farma blessing is a first order change. According to Newman (2000) first order change is a change that includes adaptation in systems, processes or structures, but does not include changes in fundamental strategies, core values, or corporate identity.

As the policy changes made, it turned out that they did not always have a positive effect on the performance of employees, especially pharmacists as holders of important positions in the company.

By knowing the attitudes of pharmacists, it is hoped that the behavioral tendencies that they will display when carrying out their duties can directly or indirectly affect the effectiveness and efficiency of the company.

2. Problem Identification

Based on the initial data on the background of the study, it was explained about the possibility of the typical conditions of pharmacists in CV. Berkah Medika Farma regarding the inconsistency of the dynamics of the components that form their attitude towards the changes that occur in the company. From these conditions, a research question was asked in the form of how to describe the dynamics of the pharmacist's attitude towards changes that occurred in the CV. Berkah Medika Farma.

2.1 Purpose and Purpose

The purpose of the study was to obtain empirical data regarding pharmacist attitudes towards structural, technological, physical and human changes that occur in CV. Berkah Medika Farma.

Meanwhile, the aim of the study was to describe the dynamics of pharmacists' attitudes towards structural, technological, physical and human changes that occurred in CV. Berkah Medika Farma.

3. Research Uses

a. Theoretical Use

- 1) It is hoped that it can be used as input in the field of Psychology, especially regarding the study of attitudes towards change in organizations.
- 2) Expected to be able to apply knowledge about attitudes towards the phenomenon of change that occurs in the organization.

b. Practical Use

- 1) Expected to provide information for the management of CV. Berkah Medika Farma. Regarding the attitude towards changes in its employees, especially the pharmacists who work in the company.
- 2) Expected to provide input for the management of CV. Berkah Medika Farma. In taking steps to anticipate the diversity of attitudes of pharmacists to the changes that occur.

4. Framework

CV. Berkah Medika Farma, which is a combination of three pharmacies, Apotek Pahala, Apotek Hidayah and Apotek Anugrah, underwent several changes to establish a good organizational structure, streamline logistics costs and control the quality and quantity of drugs. Robbins (2001) mentions that there are four changes in the organization, namely structure, technology, physical, human. The management made changes in terms of the structure of physical changes and technological changes.

According to Martin et al (2005), changes tend to have negative consequences for those who experience it or live it. The consequences are uncertainty, frustration, isolation,

depression, and anxiety. From the initial interview, it was also known that there were pharmacists who still objected to the changes and new policies, carried out the policies arbitrarily, but like it or not, they continued to implement these policies. This is contrary to the results of the initial interview where most pharmacists stated that they supported the changes implemented in the company.

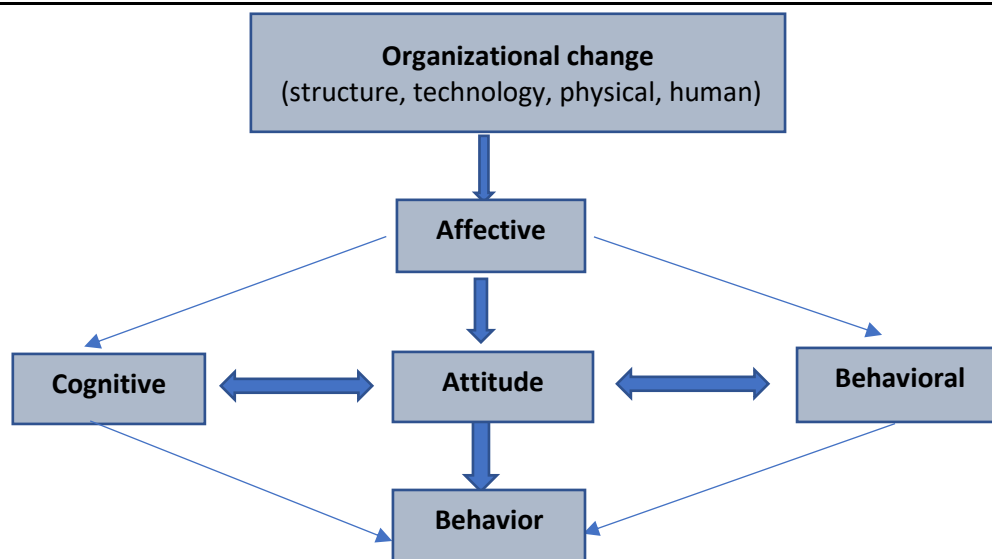
The behavior of pharmacists related to changes that occur is of course preceded by predisposing factors that precede such behavior. The predisposition to display the behavior is called attitude. According to Triandis (1971), attitude is an idea that contains emotions that affect the behavior displayed by individuals. Each individual has a different attitude in interpreting something. In this phenomenon, it can be seen that there are pharmacists who say that most of them agree and support the changes that occur, but the work behavior they display does not show this.

Triandis explained that attitude consists of three components, namely cognitive, affective, and behavioral. It is the dynamics of the three components of the attitude that form a person's attitude towards something. Attitude is a factor that determines a person's behavior.

Changes that occur in CV. Berkah Medika Farma is a new stimulus for pharmacists to form an attitude that will later become behavior in daily performance.

In the phenomenon that occurs in CV. Berkah Medika Farma researchers suspect that there is an inconsistency between the statements that support the change and the feelings they experience. This raises the question of the true dynamics of the attitude component of pharmacists. When associated with the components that form attitudes, it is possible that there are different variations between the cognitive, affective and behavioral components in each pharmacist. The dynamics and strengths of each of these components will shape the individual's attitude towards the change.

The existence of a statement of attitudes displayed in daily work behavior affects the effectiveness and efficiency of the company. Pharmacists' behavior that is not optimal has an impact on other employees because pharmacists are leaders and vital position holders in the company. The dynamics of this framework is described as follows:



5. Literature Review

5.1 Definition of Organization

"Organizational is a consciously social unit, composed of two or more people that function on a relatively continuous bases to archive a common goal or set goals" (Robbins, 2003). This means that the organization is a social unit that is consciously formed, consisting of two or more people who function on a relatively fixed basis to achieve common goals.

5.2 Organizational Change

According to John W. Newstrom in Human Behavior at Work (2011), change is any change that occurs in the workplace, in the work environment that affects the way in which employees must act.

In an organization there are four things that can change, namely changes in structure, technology, physical, and human (Robbins, 2001).

a. Structural Changes

Changes in the structure of the organization are marked by changes in organizational design, changes in systems, responsibilities of organizational members, changes in job descriptions, or changes in working time.

b. Technology Changes

Technological changes are marked by the application of new equipment, operating systems, automation, computerized systems. Due to competitors or innovation factors.

c. Physical Change

Physical changes from the organization in the form of changes to the workplace, layout, decoration, furniture and interior.

d. People Change

This change involves a change in the attitudes and behavior of organizational members through the process of communication, decision making, and problem solving.

5.3 Types of Organizational Change

According to Newman (2000), there are two types of organizational change, namely:

a. First-Order Change

These are changes that involve adaptations in systems, processes, or structures, but do not involve changes to the underlying strategy, core values, or corporate identity.

b. Second-Order Change

It is a transformational, radical, and fundamental change that changes the organization at its core, especially the nature of the organization.

5.4 Individual Resistance to Change

Robbins (2001) summarizes five reasons why individuals resist change:

a. Habit

When we are faced with change, our tendency to respond in our habits can be a cause for resistance.

a. Security

People who have a high need for security are likely to resist change because this disturbs the feeling of security they have.

b. Economic Factor

Changes in tasks and the development of work routines can be a cause for concern especially if the salary issue is dependent on the resulting productivity.

c. Worry about the unknown

When individuals do not know a system, they feel afraid of what they are facing.

d. Selective Information Processing

Each individual shapes their world based on the perceptions they have. After they shape their world, they reject what doesn't fit into their world.

5.5 Attitude

The term "attitude" was first used by Herbert Spencer in 1862. At that time attitude was defined as a person's mental status (Allen, Guy, & Edgley, 1980). At that time the concept of attitude was more often associated with the concept of one's physical posture and body position (Wrightsman & Deautz, 1981).

Triandis (1971) provides a definition of attitude as "*An idea charged with emotion which predisposes to a class of actions to a particular class of social situation*". Attitude is an idea that contains emotions that influence a person's actions towards certain social situations.

5.6 Attitude Component

Triandis explained that attitude consists of 3 components, namely cognitive, affective and behavioral.

- a) The cognitive component is an idea that consists of categories that a person uses when thinking about something. Categories are formed when there is consistency in thinking about several different stimuli.

- b) The affective component is the emotion or feeling experienced when thinking about a category. The feelings experienced depend on the pleasant or unpleasant events associated with the category.
- c) The behavioral component is the tendency to behave in a certain way towards certain objects that are part of a category. This tendency will be greatly influenced by the idea of right and wrong behavior, or what is called the norm, that applies in the environment or subculture in which a person is located.

5.7 Affective-Cognitive-Behavioral Consistency

In general, the three components of attitude (cognitive, affective, behavioural) are consistent with each other, but it is possible if there are components that are inconsistent with each other.

Scott (1969) said that the more information we have about a particular attitude object, the more we will perceive it as something good and bad so that the responses that arise towards the object become more complex.

According to Festinger (1957) any inconsistency between one component and another (cognitive, affective, behavioral), will cause pressure to achieve a consistent state. This can be achieved by changing the behavioral component, changing the cognitive component, or avoiding the inconsistency. Festinger also argues that the drive to achieve consistent conditions is also related to a person's self-esteem.

5.8 Attitude and Behavior

Attitudes are often associated with human behavior in everyday life. Krech and Crutchfield (1954) stated: *"As we have already indicated, attitudes lie behind many of the significant and dramatic instances of man's behavior. It is for this reason that many Psychologists regard the study of attitudes as the central problem of social psychology."*

From the expert's statement, it is clear that there is a relationship between behavior and attitude. By knowing a person's attitude, it can be predicted how a person's response or behavior when faced with a situation and get a picture of possible behavior that arises from that person (Walgito, 2003).

5.9 Attitude Function

By using the "functional analysis of attitude" approach, Triandis then suggests several reasons why someone has an attitude towards something, namely:

- Help him understand the surrounding environment, namely by organizing the stimuli around him into certain categories.
- Protect self-esteem (self-esteem). Some attitudes are adapted to the behavior that emerges. This is done to avoid inconsistencies between attitudes and behavior.
- Helping to adjust to a very complex world. By having a certain behavioral intention towards a category that has been formed, a person becomes easier to determine his response when he is faced with a stimulus that he considers to be part of that category.

- Make it able to express the fundamental values that are owned, namely if by expressing a certain form of attitude he feels happy.

6. Research Methods

6.1 Research Design

The research design used is non-experimental research with descriptive qualitative research methods to see the profile of respondents' attitudes towards changes that occur.

6.2 Research Subject

The respondents who used as many as five people with sample characteristics were pharmacists who worked at CV. Berkah Medika Farma with permanent employee status, not status as owner, or having family relationship with company owner.

6.3 Sampling Technique

Researchers used all individuals who met the characteristics of the sample (saturated sample). This is intended to obtain an overall picture and to achieve the research objectives. In addition, a saturated sample was used because the number of respondents was small.

6.4 Data Collection Techniques

The data collection technique as the main measuring tool for respondents is in the form of semi-structured interviews. This type of interview is included in the in-depth interview category where the implementation is more-free when compared to structured interviews. This technique was chosen because the researcher was able to probe and verify the data obtained, which is the actual data intended by the respondent.

6.4.1 Interview

Based on what was disclosed by Patton in Molleong (2002) about the types of questions in interviews and adapted to the attitude theory used in this study, there is a formulation of the grid of questions used in conducting interviews with respondents such as:

- a) Questions about experiences, opinions, information held, impacts and effects experienced by respondents on changes that occur in CV. Berkah Medika Farma.
- b) Questions about the respondent's feelings while working at CV. Berkah Medika Farma.
- c) Questions about background, identity, education, work experience and other demographic data of respondents.

6.5 Data Analysis Techniques

The results of the interviews were described in the form of a descriptive report. The descriptive data was then rearranged for coding. According to Corbin & Strauss (1990) there are three stages of coding, namely:

- a) Open Coding, which is the process of parsing, comparing, conceptualizing, and categorizing data. Each sentence, the observed behavior is separated, then each phenomenon that is reflected in it is given an appropriate label (conceptualized). These labels are called concepts. Concepts related to the same phenomenon are grouped into a category (categorized). In this study, the open coding process will be carried out in the form of elaboration of all respondents' statements from verbatim results compared with other statements.
- b) Axial Coding, which is a procedure for rearranging the data that has been parsed in open coding into a new form by connecting concepts with categories using a coding paradigm, verifying the relationships that have been determined by looking back at the existing data for obtain evidence of events, look for new attributes or characteristics from categories. In this study, the results of data that have been processed through open coding are assembled in a new form, then the concepts and categories that have been created are linked to each other according to the conditions that occur in attitude theory.
- c) Selective Coding, namely the process to determine the core category (main category) which is the core of the problem. Then it is systematically linked with other categories using the coding paradigm.

In this study, the results of the axial coding that have been arranged and become the same contexts are reconnected and determined into a dimension. After that, a matrix will be obtained in the form of components of the attitude theory that is used as the basis of the research.

6.6 Research Procedure

A. Preparation Stage

- a) Choose a phenomenon. In selecting this phenomenon, the researcher tries to make observations in the environment around the researcher.
- b) Take care of licensing with the management of CV. Berkah Medika Farma.
- c) Conduct initial interviews and observations to corroborate the phenomenon. At this stage the researcher has also approached the respondents.
- d) Conduct a literature study on the theories that support the phenomenon.
- e) Determine the research design.
- f) Design an interview guide. The researcher makes a data grid and a list of interview questions that will be used for data collection.

B. Implementation Stage

- a) Conduct interviews and observations. At this stage the researcher asked the respondent for permission to record the interview process because it would be used for verbatim recording.
- b) Conduct follow-up interviews. If it is felt that the data obtained is still lacking, the researcher will conduct follow-up interviews with respondents.

C. Data Analysis Stage

- a) Make a transcript (verbatim) of interview data using several transcription symbols as attached in the results and discussion section.
- b) Coding the data obtained. After recording the data verbatim, the researcher summarizes it in the form of coding.
- c) Do the discussion. Researchers discussed the results of coding that had been done previously by linking these results with the theory used in this study.

D. Evaluation of Qualitative Research

Experts in scientific circles consider that good qualitative research must be able to meet the main principles of the standard which are reflected through the following questions (Lincoln & Guba, 1985 as quoted from Marshall and Rossman, 1995 in Poerwandari, 2011):

- a) How true are the findings of the study?
- b) To what extent can the research results be applied to different settings or groups of people?
- c) How can the same research be repeated at different times, with the same method, the same participants, in the same context?
- d) How can we be sure that research findings are not biased and prejudiced?

E. Credibility

The term most often used by qualitative researchers to replace the concept of validity is credibility. The credibility of a qualitative study lies in its success in describing a complex setting, process, social group or interaction pattern.

Some qualitative research still uses the term validity although in a different sense than quantitative researchers believe. According to Sarantakos (1983, in Poerwandari, 2001) validity in qualitative research is not achieved through variable manipulation, but through its orientation and efforts to explore the empirical world by using the most suitable method for data collection and analysis.

In this study, researchers have also tried to increase credibility through recording all important things that emerged during the interview process which was conducted verbatim, looking for references on how to process data from previous researchers, especially those using qualitative methods for research data collection, conducting research, discussions with supervisors, lecturers and other students who are able to provide suggestions.

F. Transferability

Lincoln and Guba proposed the term transferability to replace the concept of generalization used in quantitative research. This term explains the extent to which a study in a particular group can be applied to other groups.

According to Marshal and Rossman (in Poerwandari, 2011) efforts to apply research results to different groups are more the responsibility of other researchers who want to try to prove it.

G. Dependability

Another construct proposed by Lincoln and Guba is that dependability replaces the term reliability in quantitative research. In qualitative research, there are three important things related to dependability (Sarantakos, in Poerwandari, 2001):

- a) Coherence, i.e. that the chosen method achieves the desired goal. To achieve coherence in this study, the researcher chose a descriptive method to achieve the research objectives.
- b) Openness, namely the extent to which researchers open themselves by utilizing different methods to achieve goals. In this research, the descriptive method has been determined since the initial preparation of the research proposal.
- c) Discourse, namely the extent to which the researcher discusses his findings and analysis with others. In this study, the results of research findings and during the processing process, researchers always conduct discussions with supervisors, lecturers, and other students.

H. Confirmability

This last construct is used to replace the concept of objectivity in quantitative research. The important thing in confirmability is transparency, namely the willingness of researchers to openly disclose the process and elements of their research so as to allow other parties to make an assessment. In this study, the overall research process has been documented in this chapter, such as taking notes, verbatim interview results, which are presented in the appendix.

7. Results and Discussion

7.1 Results

This chapter describes the data of each individual, both in the form of coding and description. The description displays the inclusion of categories that have been arranged according to theory and associated with the data obtained.

7.2 Discussion

A. Description of RF Subject's Attitude Dynamics

Looking at the components of attitudes towards changes that occur in CV. Berkah Medika Farma, RF has a positive attitude towards these changes. This condition is reflected in the cognitive aspect of RF where he realizes that the changes that occur have a positive impact on the company. RF initially felt uncomfortable with his rotation to the logistics department, but now he can adapt and is starting to feel comfortable with the conditions. RF has a tendency to display behavior that supports change. Although RF does not

always agree with the changes, he will continue to implement the policies implemented. RF will regret leaving this company. This makes him always try to carry out the tasks assigned to him.

B. Description of LK's Attitude Dynamics

LK has a positive attitude towards the changes that occur in CV Berkah Medika Farma. This is reflected in the cognitive aspects that support these changes. FI understands that changes made by management have a positive impact on the company. At first, he had difficulty with changes to the new planning system. Now, Manun, LK feels that he is being helped by the change in the planning and procurement system of drugs because it makes his performance easier, especially in ordering drugs at pharmacies. LK's positive attitude towards this change can also be seen from the statement that he will always implement the changes that have been set. This statement shows the tendency of FIs to display positive behavior towards change. During the interview process, LK was very enthusiastic in answering any questions about these changes. According to the owner, LK is one of the smartest pharmacists and always gives his ideas during coordination meetings. This shows that LK is a person who is very enthusiastic in facing change.

C. Overview of YK's Attitude Dynamics

During the interview process YK talked about the changes that occurred, especially changes to the planning and procurement system for drugs. From the cognitive aspect, YK actually really supports these changes, but because the results have not been maximized from these changes, YK seems to still be hesitant to carry out these changes. Plus, he felt there was a communication problem with the logistics department regarding the planning system.

The existence of YK's statement explaining that he actually still prefers the old planning system indicates that YK has an affective aspect that does not support the changes that occur. However, YK said that he would still try to work professionally and would continue to do the tasks assigned to him, including those related to the change. This shows that YK has a positive behavioral aspect to the changes that are taking place. YK admits that he will still work at this company, even though it has an affective aspect that is not in accordance with company policy. To overcome the inconsistency, YK continues to do its job. Based on YK's statement, it can be concluded that YK has a positive attitude towards change even though YK's affective aspect tends to be less positive towards the company.

D. Overview of EBA Attitude Dynamics

The existence of EBA's statement explaining that he understands the changes that have occurred and the feeling of being helped by these changes, it can be said that EBA has a positive attitude towards these changes. Although the EBA does not always agree with the changes that occur, the EBA reveals that if it can have a positive impact on the company then he will follow the changes well.

The EBA explains that if there is a difference of opinion, he will try to discuss it with his superiors or with other employees. Because according to him this company does not belong to him so he cannot defend his thoughts in case of a difference of opinion. He actually somewhat disagreed with the change in the layout of the Hidayah Pharmacy to be like a minimarket, but because it had become a decision the EBA company finally followed suit.

The interesting thing found in EBA is that wherever he is placed he will try to socialize with other employees. He realized that the pharmacist's role in each pharmacy was as a manager who led and supervised other employees but did not act as a leader who seemed to only give orders. EBA explained that he is not used to bringing problems to life and prefers to always solve them quickly.

E. Overview of the Dynamics of SM's Attitude

As a pharmacist who has only worked for four months, SM understands the changes that are taking place in this company. Based on his cognitive aspect, SM seems enthusiastic to learn more about these changes. SM feels very helpful, doesn't hesitate to always ask if you don't understand and will try to implement all applicable policies and changes. From these statements it can be seen that SM has a positive attitude towards the changes that are taking place.

SM is a pharmacist who works at the Anugerah Apothecary, which is located at the Anugerah Maternity Home in collaboration with CV. Berkah Medika Farma. In carrying out the changes implemented by the company, of course, SM must also consider the regulations that apply in the maternity home. Not infrequently there are clashes that occur between him who wants to comply with changes in the company and the regulations in the maternity home. To solve this problem, SM said that they would discuss this problem with their superiors to find the best solution.

7.3 An Overview of the Dynamics of Respondents' Overall Attitude to Changes that Occur

From the results of interviews that have been conducted with five pharmacists, CV. CV. Berkah Medika Farma shows that each individual has a different view of the changes that are taking place in the company.

However, there are some similarities between the respondents. According to Robbins (2001) there are four things that can change in an organization, namely structure, physical, technological, and human. Changed when referring to what Robbins disclosed and related to the results of the interview, it appears that CV. Berkah Medika Farma is undergoing structural, physical, technological, and human changes.

The changes most explained by the respondents were structural changes in the form of changes to the planning and procurement system in the company. According to the respondents, this system changes basically made their performance easier. This system also makes it easier for management to check the presence of drugs, minimizing

the accumulation of drugs in logistics that can hinder the smooth flow of company financial cash.

All respondents in this study basically supported the change in the planning and procurement system of drugs except for YK respondents who still could not feel the maximum impact of this system change. However, YK still supports the change.

The use of computerized technology is felt by the respondents to be very helpful in facilitating their performance and other employees, such as in terms of checking drug prices, making drug procurement plans in each pharmacy, changing the planning system. The respondents said they did not have too much difficulty with the software used even though they had to adapt. According to some pharmacists, it is necessary to explain more to other employees at the pharmacy considering that there are some employees whose education is not too high. For physical changes, according to the respondents, there was a change in the layout of the Hidayah Pharmacy to be like a minimarket.

Table 1: Inconsistency of Each Respondent

Respondent	Attitude			Inconsistency	Description
	Cognitive	Affective	Behavioral		
RF	+	+	+	There are no inconsistencies	
LK	+	+	+	There are no inconsistencies	
YK	+	-	+	There are inconsistencies between the components of attitude	Respondents have a positive attitude towards the changes that occur but there are inconsistencies in the affective aspect
EBA	+	+	+	There are no inconsistencies	
SM	+	+	+	There are no inconsistencies	Although SM did not experience inconsistencies between elements of attitude towards the changes that occurred, it experienced other inconsistencies. The inconsistency

					that occurs in SM is the inconsistency between the cognitive elements of the regulations in the CV. Berkah Medika Farma. with the rules at the Anugerah Maternity Home
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8. Conclusions and Suggestions

8.1 Conclusion

Based on the results of data processing and discussion of the research results, the following conclusions can be drawn:

All pharmacists have positive cognitive and behavioral aspects to the changes that occur, but there is one pharmacist who has negative affective components to these changes. Based on these findings, it can be concluded that the majority of pharmacists have a positive attitude towards changes that occur in CV. Berkah Medika Farma.

At first, the pharmacists admitted that they were not used to the changes that occurred, but over time they got used to and were able to implement these changes. Based on these findings, it can be concluded that pharmacists need time to adapt to the changes that occur.

The pharmacists assessed that the changes that had a significant impact were changes to the drug planning and procurement system, and changes to the computerized system. Basically, all pharmacists think that these two changes are very helpful for their performance, but there are pharmacists who feel that they have not run optimally.

8.2 Suggestions

8.2.1 Suggestions for Science Development

Based on the usefulness of the research associated with the results of the research obtained, the researchers provide suggestions for the parties involved in this research, including:

- 1) It is recommended that in the discussion it is necessary to review the personality of each respondent in order to describe the reasons for the attitude taken based on the personality of each respondent.
- 2) It is necessary to conduct research in similar companies as a comparison material to find out the attitude of pharmacists to changes in the company.

8.2.2 Practical Advice

- 1) Management should hold a meeting with all employees to discuss changes and new policies implemented so that employees can understand the intent and purpose of these changes
- 2) The management can also hold consultation and discussion sessions to find out complaints and needs from employees. If there are difficulties faced by employees regarding the changes that occur, coaching and training can be held as needed.

Conflict of Interest Statement

I, Dimas Danang Waskita Putera as first author in this research, state that this research is truly mine and that there is no element of plagiarism in it. There is no conflict of interest in this research.

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