



Predictors of Job and Workplace Satisfaction among Community Pharmacists

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Authors' contributions

This work was carried out in collaboration among all authors. Authors MSI and MZI designed the study, performed the initial statistical analyses and wrote the protocol. Authors FIA and MSI wrote the first draft of the manuscript. Authors NJA and MZI managed refined analyses. Authors FIA and MSI revised the manuscript. All authors read and approved the final manuscript.

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ABSTRACT

Aims: This study aimed to assess the current levels of job and workplace satisfaction among community pharmacists (CPs) and to explore the factors that can affect their job and workplace satisfaction.

Methods: A self-administered research tool (questionnaire) was developed based on previously published literature. After its reliability and validity measurements, the questionnaire was distributed to the target population and data was collected. Data were entered into Statistical Package for Social Science (SPSS) ver. 22.0 and analyzed using descriptive statistics, chi-square, and multiple regression analysis. The level of significance (α) was set at 0.05.

Results: CPs reported high satisfaction (76.7%) concerning their jobs. Only 23.3% of them were not satisfied with their current job. Univariate analysis showed that job and workplace satisfaction among CPs was not significantly associated with gender, age, length of service, position and salary. However, the univariate analysis demonstrated a significant difference between practice

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settings and job and workplace satisfaction with $p = 0.013$. Among the respondents, those who worked in the chain pharmacies (83.7%) expressed greater job and workplace satisfaction, which is 16% higher than those working in independent pharmacies (67.6%). Therefore, practice setting was shown as the predictor of job and workplace satisfaction among CPs by using multiple regression analysis.

Conclusion: Overall, CPs were relatively satisfied with their current job. Our results had reinforced previous studies that reported that practice settings can affect pharmacists' job and workplace satisfaction.

Keywords: Job and workplace satisfaction; community pharmacists; CPs.

1. INTRODUCTION

In the last couple of decades, the pharmacy profession especially clinical pharmacy and pharmacy practice have undergone enormous changes. CPs are the most accessible health care professional to the general public. An increase in the use of prescription drugs resulting from the aging of the population and continued expansion of community pharmacy practice are the key factors that contribute to a growing demand for the service of CPs [1,2]. An enormous shortage of CPs and the degree of CPs' contentment with their profession is a great concern. Several studies found that there is a consistent increase in the practice workload and extensive working schedules among the CPs [3-6]. Such workload led to a stressful work-life that diminished their quality of life on the job and prominently increase the chance of errors in dispensing medications [3-6]. The majority of the studies discussing the factors affecting job and workplace satisfaction among healthcare professionals have developed, validated and used numerous research instruments in hospital settings, which may not capture actual predictors within the realm of community pharmacy [7,8,9].

Job and workplace satisfaction is an emotional response to a job situation where people feel about their job and its various aspects. The happier a person with his or her job, the more satisfied he or she would be. Numerous studies have been investigated regarding the job and workplace satisfaction of pharmacists and health care workers in general [1,3,10-13]. Relatively fewer studies focus on providing job and workplace satisfaction information particularly about CPs [14-16]. In total, very little is evident in the literature regarding factors contributing to job and workplace satisfaction among CPs. Undeniably, CPs extensively contribute to the healthcare systems by providing several patient-oriented services like patient counseling, dose adjustments, health education promotion, information about potential drug

interactions and adverse events in developing countries [17,18]. Conversely, job stress is defined as the result of a psychological and physical state in which the employee's resources are unable to cope with the demands and pressures of the situation [19,20].

At the moment, there is no specific study focusing on the job and workplace satisfaction of CPs in Pakistan. Studies on job and workplace satisfaction are indirectly linked to career satisfaction therefore a review is done to appraise contributing factors. This study attempted to determine the current level of job and workplace satisfaction among CPs in Pakistan. Meanwhile, the present study also aimed to identify the relative importance of job-related factors and their impact on the overall level of job and workplace satisfaction among CPs.

2. METHODOLOGY

A self-administered questionnaire was developed and validated. The validated and reliable questionnaire assessed demographic details, job and workplace satisfaction aspects, and sources. A total of 13 statements about job and workplace satisfaction were used in the questionnaire of this study.

All the study participants responded to a pre-validated five-point Likert scale questionnaire. The choices were: 1) strongly disagree 2) slightly disagree 3) neutral 4) slightly agree 5) strongly agree. The survey questions were phrased in such a way that the respondents can answer the questions directly without the aids of the interviewers. After receiving written consent, the research tool was distributed to the target population and collected. Cronbach's alpha was used to determine the internal consistency or average correlation of all 13 items in this study instrument to gauge its reliability. An overall alpha value of 0.873 achieved which was acceptable.

SPSS version 22.0 was used for data analysis and the level of significance (α) was set at 0.05. The Chi-square test of association was used to discover if there was a relationship between two categorical variables. A multiple regression model was also developed and applied to determine predictors affecting job and workplace satisfaction.

3. RESULTS

Table 1 shows the demographic profiles of the study respondents. The majority of the subjects were male. Urdu speaking CPs constituted 84.9% of the respondents. Most of the respondents were within the age group of less than 30-year-old. About 82.6% of the CPs held undergraduate degrees (Bachelor of Pharmacy, BPharm, and Doctor of Pharmacy, PharmD) and only 17.4% had a postgraduate degree (Master's degree and Doctorate). No differentiation was made between BPharm undergraduate degree and PharmD undergraduate degree holders. Almost an equal percentage of CPs worked in chain pharmacy (57%) and independent pharmacy (43%). Around 55.2% of respondents

had advanced to a managerial position as managers and self-employed. Besides, 44.8% of the respondents were junior-level employee pharmacists or/and shift pharmacists. Approximately half of the respondents had less than 5 years of working experience. Most of the CPs worked less than 40-hour-per-week (80.8%) whereas only 19.2% of them worked more than 40-hour-per-week. More than 50% of the CPs had a monthly salary of more than USD500.

Fig. 1. reveals the overall level of job and workplace satisfaction among CPs. CPs reported a high rate (76.7%) of satisfaction concerning their jobs. Only 23.3% of them were not that satisfied with their current jobs.

Table 2 shows CPs' job and workplace satisfaction according to gender, age, dependent, length of service, position, salary, practice setting and working hours. The univariate analysis illustrated that there was no significant difference in satisfaction with regards to gender, age, dependent, length of service, position and salary. Respondents in less than 30-age-group (80.5%) appeared to have the

Table 1. Demographic profiles of the respondents

Demographic Profiles	Community pharmacists	
	Frequency (N)	Percentage (%)
Gender		
Female	60	34.9
Male	112	65.1
Age		
< 30-year-old	113	65.7
≥ 30-year-old	59	34.3
Mother tongue		
Urdu	146	84.9
Others	26	15.1
Highest Academic Qualification		
Undergraduate degree	142	82.6
Postgraduate degree	30	17.4
Workplace		
Chain Pharmacy	98	57.0
Independent Pharmacy	74	43.0
Experience		
<5 years	108	62.8
≥ 5 years	64	37.2
Position Held		
Managerial	95	55.2
Shift Pharmacists	77	44.8
Working Hours		
<40 hours per week	139	80.8
≥ 40 hours per week	33	19.2
Monthly Salary		
<USD500	22	12.8
≥ USD500	150	87.2

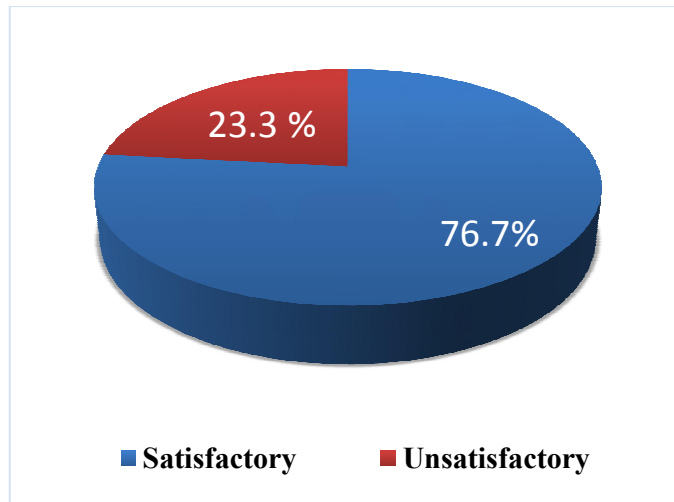


Fig. 1. Level of job and workplace satisfaction among CPs

highest score compared to respondents within more than 30-age-group (69.5%). On the other hand, the univariate analysis demonstrated a significant difference between practice setting, working hours and job and workplace satisfaction respectively. Among the respondents, who worked in a chain pharmacy (83.7%) expressed greater job and workplace satisfaction, which is 16% higher than those working in an independent pharmacy (67.6%). CPs who worked less than 40-hour-per-week showed the

highest job and workplace satisfaction than those working more than 40-hour-per-week.

By using multiple regression analysis as shown in Table 3, the result of this study indicated that practice setting was the predictor of job and workplace satisfaction among CPs. Fig. 2 presented the ROC curve for the multiple regression analysis. The area under the curve of 0.701 revealed that the discrimination power was strong.

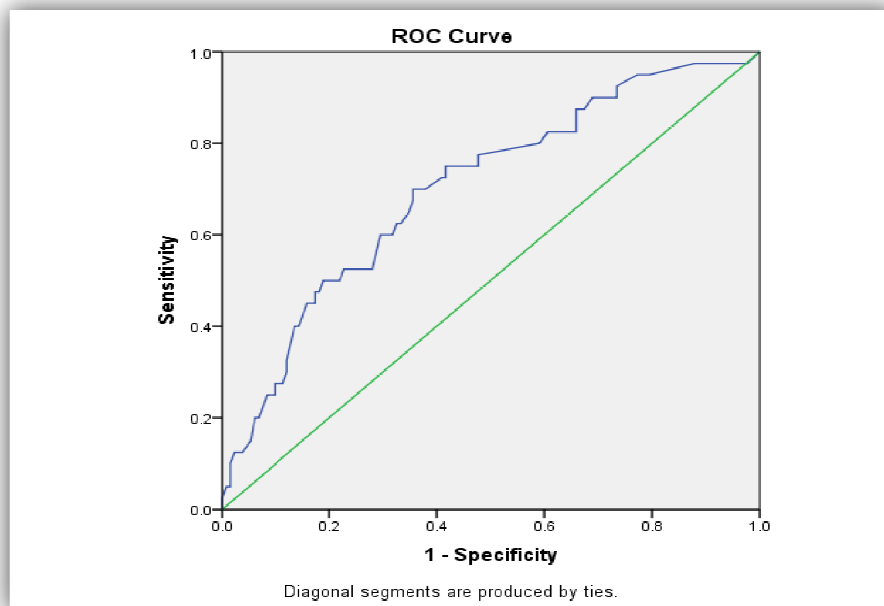


Fig. 2. ROC curve with an area under the curve of 0.701

Table 2. Univariate Analysis: Socio-demographic correlates of job and workplace satisfaction

Socio-demographics	Job and workplace satisfaction N(%)			p-value	OR (unadjusted)	95% CI
	Satisfactory	Unsatisfactory	Total			
Gender						
Female	45 (75.0)	15 (25.0)	60 (34.9)	0.692	0.862	0.414-1.797
Male	87 (77.7)	25 (22.3)	112 (65.1)			
Age						
< 30-year-old	93 (80.5)	22 (19.5)	113 (65.7)	0.104	0.551	0.267-1.136
≥ 30-year-old	41 (69.5)	18 (30.5)	59 (34.3)			
Dependents						
No	77 (81.1)	18 (18.9)	95 (55.2)	0.137	0.584	0.287-1.192
Yes	55 (71.4)	22 (28.6)	77 (44.8)			
Experience						
< 5 years	88 (81.5)	20 (18.5)	108 (62.8)	0.056	0.5	0.244-1.025
≥ 5 years	44 (68.8)	20 (31.2)	64 (37.2)			
Position						
Managerial	69 (72.6)	26 (27.4)	95 (55.2)	0.156	1.696	0.814-3.533
Shift Pharmacist	63 (81.8)	14 (18.2)	77 (44.8)			
Monthly salary						
< USD500	16 (72.7)	6 (27.3)	22 (12.8)	0.633	1.279	0.465-3.524
≥ USD500	116 (77.3)	34 (22.7)	150 (87.2)			
Workplace						
Chain pharmacy	82 (83.7)	16 (16.3)	98 (57.0)	0.013*	0.407	0.197-0.838
Independent pharmacy	50 (67.6)	24 (32.4)	74 (43.0)			
Working hours						
< 40 hours	111 (79.9)	28 (20.1)	139 (80.8)	0.047*	0.441	0.194-1.004
≥ 40 hours	21 (63.6)	12 (32.4)	33 (19.2)			

*Here, p-value of <0.05 was considered as significant

Table 3. Multivariate Analysis: Socio-demographic correlates of job and workplace satisfaction

Socio-demographic correlates	OR(Adjusted)	95% CI	p-value
Age	1.020	0.378-2.749	0.969
Dependent	0.838	0.352-1.992	0.689
Length of Service	0.660	0.263-1.654	0.375
Position Held	0.952	0.391-2.321	0.915
Practice Setting	0.419	0.185-0.949	0.037*
Weekly Working Hour	0.533	0.204-1.392	0.199

*Here, p-value of <0.05 was considered as significant

4. DISCUSSION

A total of 172 registered participants i.e. CPs had responded to this study. Overall, it was noted that the CPs were relatively satisfied with their work. The majority of the CPs reported a high level of job and workplace satisfaction. However, only 40 respondents (23.3%) reported a low level of job and workplace satisfaction.

Pharmacists' job and workplace satisfaction based on demographic characteristics are still contradictory in the published literature. In this study, the findings revealed that job and workplace satisfaction did not vary according to

age, gender, dependent, length of service and position. On the contrary, sex, length of service and children can affect pharmacists' job and workplace satisfaction [5]. Women and men do exhibit different levels of job and workplace satisfaction. Male pharmacists were shown to have greater satisfaction than their female counterparts [13,21]. Additionally, another study found that elderly independent pharmacists with higher incomes have a significantly higher level of job and workplace satisfaction [22]. Another study had reported that pharmacists within the age of 26 to 35 had been reported less satisfied with their job if compared to senior pharmacists [11]. Therefore, age, gender, dependent, length

of service and position of respondents were not predicting factors to CPs' level of job and workplace satisfaction.

Furthermore, it was interesting that salary which was thought of as a factor likely to affect levels of satisfaction did not significantly effective in this study. Despite the majority of the CPs had earned a monthly salary of more than USD500, but the pay was not a contributing factor to their job and workplace satisfaction. Various pieces of evidence indicated that pay and benefit are among the main contributory factors contributing to the degree of job and workplace satisfaction among pharmacists [10,11,23]. One study in 2012 reported that the pharmacists have low satisfaction with promotion and pay provided by their company [16]. According to a study done in Malaysia, a salary of more than RM8000 (approx. USD2000) and prospect within an organization contributed to a high level of satisfaction among Malaysian pharmacists [11]. However, it was surprising that our findings from this study did not corroborate with the findings of these studies.

In general, CPs' level of job and workplace satisfaction seemed to be affected by their type of practice settings. Our study showed that chain store CPs had the highest job and workplace satisfaction scores than those working in an independent community pharmacy. Place of employment of the respondents is, therefore, a factor that influences levels of job and workplace satisfaction. Practicing in an independent setting was the only characteristic that appeared to be contributing to dissatisfaction among CPs.

Our results also reinforce previous findings that job and workplace satisfaction varied according to practice settings [5,13,21,24,25]. Most of the studies commonly compared hospital pharmacists with CPs. These studies reported that a significantly greater percentage of the CPs were dissatisfied and a significant percentage of the hospital pharmacists were satisfied with their jobs and careers [21,25]. On the other hand, while comparing independent and chain pharmacists, a study concluded that chain pharmacists were significantly less satisfied with their work than either independently working pharmacists [26]. Moreover, numerous researches have revealed that CPs found to be less satisfied with their jobs if compared to their professional peers in other settings [5,13]. However, another study reported that chain pharmacists and hospital pharmacists were

satisfied with their job than independent pharmacists [27].

In the majority of the countries, in the healthcare sector, patients' satisfaction is the responsibility of their health ministries, to guarantee the standards of healthcare provided are up to the expectation of the customers. However, job and workplace satisfaction among pharmacists is being ignored. Pharmacists' level of satisfaction with their work activities is always related to work productivity, work efforts, and self-absenteeism. In general, job and workplace satisfaction can influence the perception and attitude of the pharmacists towards their work activities. This value perception and attitude would later contribute to good customer service and customer loyalty which would later convert into profits and growth of the company [10]. Good satisfaction is absolutely an excellent way to discover the relationship between financial performance and customer satisfaction [5]. Thus, good satisfaction is not only important to increase customer satisfaction, but also to make patient encounters with the pharmacists more positive.

5. CONCLUSION

In summary, our findings demonstrated that CPs were relatively satisfied with their current jobs. Findings from this study suggested that practice settings can affect pharmacists' level of job and workplace satisfaction. Community chain pharmacists reported significantly higher job-satisfaction scores than their peers in independent community pharmacies. Additionally, our study found that levels of satisfaction were not related to certain demographic variables, such as age. Further research is needed to elucidate which aspects of pharmacists' jobs in different practice settings are more or less satisfying so that appropriate strategies can be adopted to improve satisfaction levels.

6. LIMITATIONS OF THE STUDY

The limitations of this study were the population size which was small and only conducted to the CPs in one city. Therefore, the results may not accurately reflect the views of the majority of the CPs in the entire country. Although the study suggests relatively high satisfaction scores among CPs, it would be instructive to determine the applicability of the job and workplace satisfaction measure and to explore the

satisfaction levels of CPs in a wide range of roles and sectors, to determine relative levels of satisfaction.

CONSENT

All respondents who were willing to participate signed a consent form.

ETHICAL APPROVAL

It is not applicable.

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COMPETING INTERESTS

Authors have declared that no competing interests exist.

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