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Job Satisfaction among Hospital Pharmacists in South-South Nigeria

	
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ABSTRACT

The effectiveness and efficiency of any organization depend to some extent on the level of satisfaction of employees and the degree to which they are motivated. The study assessed levels of job satisfaction and factors affecting job satisfaction among hospital pharmacists working in public hospitals in Delta state, South-South Nigeria. A cross-sectional, descriptive survey was conducted from August to November 2014, among 116 registered hospital pharmacists recruited consecutively from 60 public hospitals in Delta state, Nigeria. Job satisfaction was assessed using a self-administered, structured Likert-type scale questionnaire. Data analysis was done using SPSS version 20 statistical software. The level of significance was set at $P < .05$. The level of general satisfaction among hospital pharmacists was found to be moderate (63.4%). Overall, hospital pharmacists were not satisfied with factors such as opportunity to develop, responsibility, pay, and promotions, but were fairly satisfied with patient care and moderately satisfied with staff relations. These factors were, however, found to be significantly associated with general satisfaction at a positive level ($P < .05$). The highest levels of job satisfaction among male and female hospital pharmacists were observed for patient care (64.8%) and staff relations (65.6%) respectively; while the lowest levels of job satisfaction were observed for payments (34.0%) and promotions (45.4%) respectively. Nigerian hospital pharmacists in this survey were moderately satisfied with their jobs and this was significantly affected by factors such as opportunity to develop, responsibility, patient care, staff relations, pay and promotions.



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INTRODUCTION

Pharmacists are essential healthcare professionals who enhance patient care and promote wellness. Although responsibilities vary among the diverse areas of pharmacy practice, the most important thing is that pharmacists help to improve patients' well-being. The professional commitment of a pharmacist is to provide pharmaceutical care to the patients with the principal goal of achieving positive outcomes through the use of medication which improves patients' quality of life with minimum risk. Pharmacy is a diverse and rewarding career, with opportunities for patient care, scientific research, and innovation [1].

The most widely accepted definition of job satisfaction was proposed by Locke [2], who defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Job satisfaction refers to the way employees feel about their job and different aspects of their jobs. Consequently, job satisfaction and job dissatisfaction can occur in any given work situation.

Job satisfaction has also been described as the attitude people have about their job. It can also refer to an individual’s perception and evaluation of his job. However, this perception is influenced by the person’s unique circumstances such as needs, values, and expectations. Thus, individuals will evaluate their jobs on the basis of factors which they consider to be important to them [3-6]. All aspects of a particular job, positive and negative can contribute to the development of feelings of satisfaction or dissatisfaction [7, 8]. However, a more consistent definition is that given by Preziosi and Gooden in 2003 [9], in which job satisfaction is regarded as the overall perceptions and feelings of an employee about his/her work. Thus there is a positive association between job satisfaction, performance, and motivation. Motivation encourages an employee, depending on their level of job satisfaction to act in a particular way towards their job [10]. Furthermore, job satisfaction has been linked to productivity, motivation, absenteeism, tardiness, accident, turnover, burnout, mental and physical health and general life satisfaction [11-12].

However, job satisfaction has become an important and extensively researched subject in industrial and organizational psychology [13]. It is considered an indicator of working-life quality and therefore, has become a crucial variable used to determine the quality of health-care systems [14]. In contrast, job dissatisfaction has a negative impact on the structure and workflow of organizations such as non-conformity with procedures and policies, increase in work accidents and organizational conflicts that may increase the rate of medical error. This

jeopardizes patient safety and increases employment costs which contribute to the shortage of healthcare providers. Therefore, the effectiveness and efficiency of organizations depend to some extent on the level of satisfaction of employees and the extent to which employees are motivated. [15-17].

Factors Affecting Job Satisfaction

Several variables have been identified to include important characteristics of a job about which employees have effective responses. These variables are important because they can influence the way a person feels about the job. They include pay, work environment, safety, co-workers, promotion, supervision, attitudes about the job characteristics, compensation and benefits, status, social security, advancement opportunities, technological challenges, respect and the need for management to create an environment that encourages employee involvement and manages stress in the workplace [18-21]. These factors can contribute to a person's job satisfaction.

However, the numerous changes in the philosophy and practice of the pharmacy profession as it seeks to address the dynamics of societal expectations and changes in the legal and regulatory standards as well as technology of health care provision, have transformed the pharmacist to be more focused on the patient and his/her therapeutic needs than on the traditional dispensing role. This among other possible factors is believed to have affected pharmacists' job satisfaction level in the hospital setting [22].

Job satisfaction among pharmacists working in the hospital setting is vital because job dissatisfaction is positively related to job turnover which can result in a pharmacist vacancy for the employing hospital. Given the shortage of pharmacists in general and the extended time necessary to fill a pharmacist vacancy, job turnover resulting from a dissatisfied pharmacist can result in a significant financial loss to the hospital. Moreover, job turnover can result in the loss of a pharmacist who possessed special skills and knowledge, which may be expensive to replace. It is estimated that job turnover can cost an employer as much as four times the employee's annual salary. Moreover, since much of a person's time is spent working, job satisfaction can have a positive impact on a pharmacist mental, emotional, and physical health. Thus, it is necessary for workers' wellbeing to be adequately maintained by ensuring that they are satisfied with their jobs. Furthermore, there is a connection between satisfied providers and provider behaviors and between satisfied providers and patient

behaviors and outcomes; which implies that a person's satisfaction with his/her job can affect not only motivation at work but also career decisions, relationships with others and personal health. Employee satisfaction is an essential means of ensuring high-quality care because dissatisfied health care providers can give poor quality, less efficient care. In fact, health care professionals including hospital pharmacists play a critical role in determining the effectiveness, efficiency, and sustainability of health care systems, so it is imperative to understand what motivates them and to what extent they are satisfied by the organization and other contextual variables. Moreover, there is also evidence of positive correlations between healthcare provider satisfaction and patient satisfaction. Therefore pharmacists' job satisfaction may result in greater productivity, better quality healthcare services and more satisfied patients [23-25].

Although leaders in pharmacy have developed innovative programs and colleges have produced highly skilled practitioners, the practice of hospital pharmacy has not really kept pace. Young pharmacy practitioners may become disillusioned with pharmacy practice in the hospital setting when compared with their expectations and they may not find their job mentally challenging. Thus, low levels of job satisfaction have been reported among hospital pharmacists and this has been attributed to the manner in which the profession is practiced; and to other perceived factors such as the shortage of pharmacists which has continued to grow faster than the average for all other occupations. This perceived the low level of job satisfaction among hospital pharmacists could potentially result in boredom, low motivation, and commitment, obsolete skills, and abilities, absenteeism, the increase in turnover which can result in high level of drift from the hospital setting to other settings [26-27].

Moreover, several studies in Nigeria have addressed job satisfaction among other occupational groups such as teachers, accountants, and healthcare professionals such as physicians and nurses among others [28-30]. However, there is a noticeable dearth of research addressing job satisfaction among pharmacists in general, and particularly among hospital pharmacists in Nigeria. Thus, this study becomes relevant as it highlights the level of job satisfaction among hospital pharmacists and the factors affecting job satisfaction among pharmacists in the hospital setting in Delta state, South-South Nigeria.

The study, therefore, aimed to assess the level of job satisfaction and factors affecting job satisfaction among hospital pharmacists; it also compared the factors affecting job satisfaction between male and female hospital pharmacists, and further examined the

association between general satisfaction and other facets of job satisfaction among hospital pharmacists.

MATERIALS AND METHODS

Study design and setting

This was an exploratory, cross-sectional, descriptive survey conducted between August 2014 and November 2014. The study was carried out among a sample of 116 registered hospital pharmacists recruited consecutively from 60 public hospitals in Delta State, South-South Nigeria.

Research Instrument

Pre-validated questionnaires used to assess healthcare workers satisfaction [15, 31-32], were adapted for this study and served as the study instrument. It consisted of thirty-eight items made up of two sections denoted as sections A and B. Section A sought information on socio-demographic characteristics of study respondents and consisted of six items. Section B elicited information on various job satisfaction dimensions which included: General satisfaction, Opportunity to develop, Responsibility, Patient care, Staff relations, Pay and Promotions and was made up of thirty-two job satisfaction statements measured on a five-point Likert-type scale of 1: strongly agree, 2: agree, 3: neutral, 4: disagree, and 5: strongly disagree. The mean Cronbach's alpha for this research instrument as a whole was found to be 0.70, thus within the acceptable range for measuring pharmacists' job satisfaction.

Ethical considerations

Permission to carry out this research was obtained from the head of a pharmacy department of each public hospital selected for the purpose of this study. The objectives of the study were explained to each participant and verbal informed consent was obtained from each participant before data was collected. Confidentiality was maintained through anonymity.

Data Collection

A structured, pre-validated questionnaire which employed a five-point Likert-type scale was used for data collection. The questionnaire was self-administered to participants at the hospitals. The study was carried out among a sample of 116 registered hospital pharmacists

recruited consecutively from 60 public hospitals in Delta State, South-South Nigeria. A total of 145 questionnaires were administered, however, 116 were completed and returned giving a response rate of 80%.

Data Analysis

Data obtained was analyzed using the Statistical Package for the Social Sciences, version 20 software (IBM SPSS Inc., Chicago, IL, USA), for descriptive and inferential statistics. The participants' socio-demographic characteristics were profiled and questionnaire items were analyzed using descriptive statistics which included frequencies and percentages. A comparison was made to determine if there were any differences in the percentage mean satisfaction levels of male and female hospital pharmacists. Pearson's product moment correlation coefficient was utilized to examine the association between general satisfaction and other facets of job satisfaction. The level of significance was set at $P < .05$.

The levels of job satisfaction were interpreted using a mean score for each dimension or facet of job satisfaction. A percentage mean score for each dimension of $<10\%$ was considered 'highly dissatisfied', a mean score of 10-49% was regarded as 'not satisfied', a mean score of 50-59% showed 'fairly satisfied' and a mean score of 60-69% was classified as 'moderately satisfied', while a mean score $> 70\%$ indicated 'highly satisfied'.

Results are presented in tables.

RESULTS

The results of this study were tabulated in the following order

Table 1: Socio-demographic characteristics of participants

The respondents were between 25 to 59years old. About 60% of the respondents were males. The majority of the respondents were between 26 to 35years old (51%). About 58% of respondents were married. Less than one-half (43.1%) of respondents had worked as hospital pharmacists between 0 to 5 years. Three-quarters of respondents (75.0%) had Bachelor of Pharmacy degree as their highest academic qualification.

Table 2: General satisfaction of pharmacists

Overall a moderate level (63.4%) of general satisfaction was observed among respondents. However, about 88% of respondents indicated that if they had to choose a career again, the pharmacy would still be their choice of career. More than three-quarters (77%) of respondents agreed that their job had more advantages than disadvantages. Although 41.4% of respondents agreed that their income was a reflection of the job they do, 44.0% of respondents did not think that their income was a reflection of the job they do. While 54.3% of respondents believed that there was personal growth in their work, 35.3% responded that they have not experienced any personal growth in their work. Although about half of the respondents (50.9%) agreed that they enjoyed their work, 28.4% did not agree that they enjoyed their work, while 20.7% were neutral. Moreover, over two-third (68.9%) of respondents indicated that when all things were considered, they were satisfied with their job.

Table 3: Opportunity for pharmacists to develop

Overall pharmacists were not satisfied with their opportunity to develop (47.2%). While over one-half of the respondents (54.3%) were satisfied with the opportunity for self-development, less than one-half (38.8%) were satisfied with the variation in their work. Although over two-third (62.9%) of respondents reported that they found their work challenging, 35.3% experienced frustration in their work due to limited resources. Moreover, 37.9% of respondents were satisfied with provisions for study leave to obtain higher degree qualification. However, 35.3% of respondents found their work routine quite stimulating, and a similar proportion, (35.3%) also indicated that their job routine was not stimulating. More than one-half (58.6%) of the respondents indicated that too much was expected from them at work. Also over one-half (54.3%) of the respondents were satisfied with provisions for mandatory professional development in their job.

Table 4: Pharmacists' responsibility

Overall pharmacists were not satisfied with their responsibility (45.7%). Although more than two-third (60.3%) of respondents indicated that they enjoyed their status in these hospitals as pharmacists, 27.6% perceived that they were entrusted with too much responsibility, about 49% of the respondents indicated that they received recognition for tasks well done.

Table 5: Patient care by pharmacists

Overall, respondents were fairly satisfied (53.5%) with patient care. More than three-quarters of respondents (79.3%) indicated that patients appreciated what they did for them. A few (39.7%) respondents indicated that they did not have sufficient time for each patient. However, less than one-half of the respondents (41.4%) indicated that they received patient cooperation. Moreover, a high proportion (80.2%) of the respondents were more satisfied with patient-focused practice than product-focused practice.

Table 6: Staff relations

Overall, respondents were moderately satisfied (62.4%) with staff relations. A high percentage (94.8%) of respondents reported that they had good working relationship with their colleagues, while close to three-quarters (73.3%) of respondents were satisfied with the atmosphere of co-operation between staff and management. Moreover, over two-third (64.7%) of respondents indicated that there was a clear channel of communication and 53.4% of the respondents indicated that their managers were concerned about their well-being. However, only 20.7% of respondents indicated that management involved staff in decision making. Three-quarters (75.0%) of respondents were satisfied that they could depend on their colleagues for support, while 58.6% of the respondents were satisfied with the management style in their organization.

Table 7: Pharmacists' satisfaction with pay

Overall, respondents were not satisfied (40.5%) with their pay. More than one-half of the respondents (53.4%) were fairly satisfied with the salary they received. However, only a few (27.5%) respondents were satisfied with their benefits.

Table 8: Pharmacists' satisfaction with promotions

Overall, respondents were not satisfied (44.5%) with promotions. Although more than one-half (56.0%) of the respondents were satisfied that they had the opportunity to work independently and creatively, less than one-half (41.4%) of the respondents were satisfied with promotions. Moreover, a few (36.2%) respondents were satisfied with the training provided by their hospitals.

Table 9: Comparison of facets of job satisfaction between male and female hospital pharmacists

A comparison was made to determine if there were differences in the satisfaction levels of male and female hospital pharmacists with respect to the facets of job satisfaction. The results revealed that both male and female hospital pharmacists were moderately satisfied (60.7%, 66%) with their jobs respectively; however female respondents were more satisfied (66%) than their male counterparts (60.7%), although this difference was not significant. Furthermore, male pharmacists were not satisfied with factors such as an opportunity to develop (44.2%), responsibility (42.5%), pay (34%) and promotions (43.5%); but were fairly satisfied with staff relations (59.2%) and moderately satisfied with patient care (64.8%). Female pharmacists were not satisfied with factors such as responsibility (48.9%), pay (46.8%) and promotions (45.4%), but were fairly satisfied with patient care (55.3%) and moderately satisfied with staff relations (65.6%). The factors which elicited the highest levels of satisfaction among male and female pharmacists included patient care (64.8%) and staff relations (65.6%) respectively; while the factors which elicited the lowest levels of satisfaction among male and female pharmacists were paid (34%) and promotions (45.4%) respectively. Overall, the results indicate that there is no significant difference between the percentage mean of male and female hospital pharmacists level of satisfaction for all the facets of job satisfaction.

Table 10: Pearson's product moment correlation between general satisfaction and other facets of job satisfaction

Pearson's product moment correlation coefficient was used to examine the association between general satisfaction and each facet of job satisfaction. Overall, correlation analyses revealed that signs of the coefficients were all positive, an indication that each factor or facet of pharmacists' job satisfaction considered in this survey contributed positively to general satisfaction. General satisfaction had a significant positive association with opportunity to develop ($r = .505$, $P = .000$), responsibility ($r = .351$, $P = .000$), patient care ($r = .224$, $P = .016$), staff relations ($r = .336$, $P = .000$), pay ($r = .325$, $P = .000$), and promotions ($r = .488$, $P = .000$). The highest correlation was observed for an opportunity to develop ($r = .505$, $P = .000$), thus indicating that the most important predictor of job satisfaction in this survey was the opportunity for pharmacists to develop.

Table 1: Socio-demographic characteristics of respondents (N=116)

Characteristic	Category	Frequency	Percentage (%)
Gender	Male	69	59.5
	Female	47	40.5
Marital status	Single	42	36.2
	Married	67	57.8
	Separated	1	0.9
	Divorced	5	4.3
	Widowed	1	0.9
Age (years)	< 25	13	11.2
	26-35	59	50.9
	36-45	21	18.1
	46-55	20	17.2
	56-59	3	2.6
Highest educational qualification	Bachelor of Pharmacy	87	75.0
	Doctor of Pharmacy	20	17.2
	Master of Science	7	6.0
	PhD	2	1.7
Work experience (years)	0-5	50	43.1
	6-10	29	25.0
	11-15	18	15.5
	16-20	8	6.9
	21-29	11	9.5
Monthly Salary (N)	< N80000	4	3.4
	80000-120000	36	31.0
	120000 - N160000	40	34.5
	160000 - N200000	23	19.8
	>N200000	13	11.2

*The official exchange rate for currency was 1USD = N183 at the time of the study

Table 2: General satisfaction of pharmacists (N=116)

Item	n of SD/D	n of SA/A	n of Neutral	of Σ responses to item	Percent(%) positive response
If I could choose a career again I would make the same decision	9	102	5	116	87.9
My job has more advantages than disadvantages	16	89	11	116	76.7
My income is a reflection of the work I do	51	48	17	116	41.4
There is personal growth in my work	41	63	12	116	54.3
I really enjoy my work	33	59	24	116	50.9
All things considered, I am satisfied with my current job	20	80	16	116	68.9
Mean score for composite					63.4

Table 3: Opportunity for pharmacists to develop (N=116)

Item	n of SD/D	n of SA/A	n of Neutral	of Σ responses to item	Percent(%) positive response
I have sufficient opportunity to develop	42	63	11	116	54.3
The variation in my work is satisfactory	50	45	21	116	38.8
My work is mentally challenging	26	73	17	116	62.9
I experience frustration in my work due to limited resources	57	41	18	116	35.3
There are provisions for study leave to obtain higher degrees	56	44	16	116	37.9
My work routine is non-stimulating	49	41	26	116	35.3
Too much is expected of me at work	28	68	20	116	58.6
There is provision for mandatory professional development in my work	40	63	13	116	54.3
Mean score for composite					47.2

Table 4: Pharmacists' responsibility (N= 116)

Item	n of SD/D	n of SA/A	n of Neutral	of Σ responses to item	Percent (%) positive response
I enjoy my status in the hospital as a pharmacist	31	70	15	116	60.3
I receive recognition for tasks well done	51	32	33	116	27.6
I am entrusted with a great responsibility in my work	40	57	19	116	49.1
Mean score for composite					45.7

Table 5: Patient care by pharmacists (N=116)

Item	n of SD/D	n of SA/A	n of Neutral	of Σ responses to item	Percent(%) positive response
The patients appreciate what I do for them	12	92	12	116	79.3
I have sufficient time for each patient	70	46	0	116	39.7
My patients co-operate because they understand my working conditions	44	48	92	116	41.4
Mean score for composite					53.5

Table 6: Staff relations

Item	n of SD/D	n of SA/A	n of Neutral	Σ responses to item	Percent (%) positive response
I have a good working relationship with my colleagues	1	110	5	116	94.8
There is an atmosphere of cooperation between staff and management	12	81	23	116	69.8
There is a clear channel of communication at my workplace	18	75	23	116	64.7
My manager is concerned about my well-being	36	62	18	116	53.4
Management involves staff in decision making	92	24	0	116	20.7
I can depend on my colleagues for support	29	87	0	116	75.0
I am happy with the management style in my development	27	68	21	116	58.6
Mean score for composite					62.4

Table 7: Pharmacists' satisfaction with pay

Item	n of SD/D	n of SA/A	n of Neutral	Σ responses to item	Percent (%) positive response
I am satisfied with the salary I receive	35	62	18	116	53.4
I am satisfied with the benefits (vacation, health, retirement) I receive	61	32	23	116	27.5
Mean score for composite					40.5

Table 8: Pharmacists' satisfaction with promotions

Item	n of SD/D	n of SA/A	n of Neutral	of Σ responses to item	Percent (%) positive response
The ability to work independently and creatively (autonomy)s	33	65	18	116	56.0
Prospects for promotions and upward movement in your organization	49	48	20	116	41.4
The current training provided	54	42	20	116	36.2
Mean score for composite					44.5

Table 9: Comparison of facets of job satisfaction (percentage) between male and female hospital pharmacists

Facets of job satisfaction	Percentage positive responses	
	Males	Females
General satisfaction	60.7	66.0
Opportunity to develop	44.2	50.1
Responsibility	42.5	48.9
Patient care	64.8	55.3
Staff relations	59.2	65.6
Pay	34.0	46.8
Promotions	43.4	45.4

Table 10: Correlations between general satisfaction and facets of job satisfaction

Facets of Job Satisfaction	Pearson's correlation coefficient, r	P-value
Opportunity to develop	0.505	0.000
Responsibility	0.351	0.000
Patient care	0.224	0.016
Staff relations	0.336	0.000
Pay	0.325	0.000
Promotions	0.488	0.000

r is significant at P < 0.05

DISCUSSION

Job satisfaction has been described as the way employees feel about their job and different aspects of their job. It is also considered to be the overall perceptions and feelings employees have about their work [3, 9]. However, because it is an important attitudinal variable in industrial and organizational psychology [13], managers are expected to direct attention to it in order to achieve organizational success. Thus, this study assessed job satisfaction among one hundred and sixteen hospital pharmacists in sixty public hospitals in Delta State, Nigeria. This study, conducted among hospital pharmacists who are healthcare professionals is important because they play a critical role in determining the effectiveness, efficiency, and sustainability of health care systems, so it is imperative to understand what motivates them and to what extent they are satisfied by the organization and other contextual variables. Moreover, there is also evidence of a positive correlation between healthcare provider satisfaction and patient satisfaction [16-17].

In this study, 59.5% of the respondents were males. This result is similar to that of a study carried out among hospital pharmacists by Olson and Lawson [33], where 59.3% of respondents were males. Also, 50.9% of the respondents were aged 26 to 35 years; however, this is in contrast to the Olson and Lawson study [33], where it was reported that majority (22.0%) of the participants were between 35 to 44 years of age. Three-quarters (75.0%) of the respondents had Bachelor of Pharmacy (B.Pharm) degree as their highest educational qualification. This is also similar to the study by Olson and Lawson [33], where 79.7% of the participants had B.S. Pharmacy as their highest academic degree.

Overall, a moderate level (63.4%) of general satisfaction was found among hospital pharmacists' in this survey; although this finding is similar to other studies [32, 34-35], where more than two-third of respondents were on the average satisfied with their job; it is in contrast to the study by Johnson *et al.*, [31], where hospital pharmacists' average general satisfaction was low. It was also observed that a high percentage (88.0 %) of respondents in this survey indicated that if they had to do so all over again, they would still choose pharmacy as a career. However, in the study by Johnson *et al.*, [31], 64.0% of the participants indicated that if they had to do it again, they would either have second thoughts about going into the pharmacy or would definitely not go into pharmacy. However, 68.9% of the respondents indicated that when all things were considered, they were satisfied with their work. This is in

contrast to the study by Johnson *et al.*, [31] where only 24% of respondents indicated that they were very happy about their general life situation.

Overall, respondents were not satisfied with their opportunity to develop (47.2%); this is consistent with other studies [15, 31-32], where respondents were least satisfied or not satisfied with their opportunities for advancement in the profession of pharmacy.

Overall respondents were not satisfied (45.7%) with their responsibility as they had too much to attend to at work; this finding is supported by other studies [15, 32], where substantial proportions of the respondents felt overwhelmed by their responsibilities at work. However, this finding is in contrast to the study by Chaulagain and Khadka in Nepal [34], where two-third of the respondents indicated that they were satisfied with their responsibility on the job. Moreover, two-third (60.3%) of the respondents in this present study indicated that they enjoyed their status in the hospital as the pharmacist. This finding is not consistent with the study among hospital pharmacists in China [36], where less than one-half of the respondents felt pride when they were introduced as the pharmacist at social functions. However, a few respondents (27.6%) indicated that they received recognition for tasks they did well. This finding is in line with the findings of the study [37], where a few of the respondents indicated that they received recognition for tasks they did well. Moreover, 49.1% of the respondents indicated that they were entrusted with great responsibility at work. This result is not in agreement with the study among healthcare professionals [32], where a high percentage (73.8%) of respondents perceived that they carry a great responsibility at work.

Overall, respondents were fairly satisfied (53.5%) with patient care. However, a few (39.7%), respondents indicated that they had sufficient time to attend to each patient; this is in agreement with the study among healthcare professionals [32], where 43.7% of the respondents indicated that they had sufficient time for each patient. Moreover, a few respondents (41.4%) indicated that patients cooperated with them because they understood their working conditions. This is also in agreement with the study [32], where only 38.9% of respondents indicated that they received patients' cooperation.

Overall, respondents were moderately satisfied (62.4%) with staff relations. Moreover, a high percentage (94.8%) of respondents indicated that they had a good working relationship with their colleagues; this is consistent with the study [32], where a high proportion (85.5%) of respondents reported that they had a good working relationship with their colleagues.

Moreover, close to three-quarters (73.3%) of respondents in this present study reported that there was an atmosphere of co-operation between staff and management. However, this finding is not consistent with the study [32], where just over one-half (56.3%) of respondents indicated that there was cooperation between staff and management. Moreover, over two-thirds (64.7%) of respondents indicated that there was a clear channel of communication; this result is higher than that of the study [32], where just over one-half (53.4%) of the respondents reported that there was a clear channel of communication. More than one-half (53.4%) of the respondents indicated that their managers were concerned about their well-being. This result is not consistent with the study [32], in which less than one-half (43.7%) of the respondents reported that their managers were concerned about their well-being. However, a few (20.7%) respondents indicated that management involved staff in decision making, while more than three-quarters (79.3%) of the respondents reported that their managers did not involve staff in decision making. These results are consistent with the study [32], in which the proportion (39.9%) of respondents who indicated that staff was involved in decision making by management were lower than the proportion (43.7%) of respondents who indicated that management did not involve staff in decision making. Three-quarters (75.0%) of respondents reported that they could depend on their colleagues for support, this result is in agreement with the study [32] where nearly seventy percent of respondents (68.9%) reported that they could depend on their colleagues. However, close to two-third (58.6%) of the respondents were satisfied with the management style in their organization. This result is not consistent with the study [32], where less than one-half (39.8%) of the respondents were satisfied with the management style in their organization.

Overall, respondents were not satisfied (40.5%) with the pay they received. This finding is in line with other studies [15, 36, 38-39] where respondents were reportedly not satisfied with their pay. However, more than one-half of the respondents (53.4%) were fairly satisfied with the salary they received; this finding is not in line with the study by Ahmed *et al.*, [35], where less than one-third (24.75%) of the respondents were dissatisfied with their salary. A few respondents (27.5%) in this survey were satisfied with their benefits. This finding is not in line with the study [38], among pharmacists where 73.5% of the respondents indicated that they were satisfied with the benefits they received through the job.

Overall, respondents were not satisfied (44.5%) with the level of promotions in their organization. This finding is in line with other studies [36, 40], where respondents were

dissatisfied with promotions in the organization. However, close to two-third (56.0%) of the respondents in this study were fairly satisfied that they could work independently and creatively (autonomy). This finding is not in agreement with other studies [39-40], where respondents were dissatisfied with their autonomy on the job. Moreover, only a few (36.2%) of the respondents in this present survey were satisfied with the training provided by their organization. This result agrees with the study [40], in which a very high proportion of the respondents were highly dissatisfied with the training provided by the organization.

Overall, female pharmacists were more satisfied (66.0%) with their job than their male counterparts (60.7%), though this difference was not significant. This finding agrees with the finding of the study by Ndlovu *et al.*, [41], where there was no significant difference found between the mean job satisfaction levels of male and female pharmacists.

Correlation analyses revealed that pharmacists' general satisfaction was positively associated with each facet of job satisfaction such as the opportunity to develop, responsibility, patient care, staff relations, pay, and promotions ($P < .05$). These findings are consistent with the results of a study by Mengistu and Bali in Ethiopia [42].

CONCLUSION

Job satisfaction is an indicator of working-life quality and an important attitudinal variable used to assess the quality of health-care systems, moreover, there is a positive relationship between healthcare provider satisfaction and patient satisfaction. The findings of this study revealed that hospital pharmacists in Delta State, Nigeria had a moderate level of general satisfaction. Factors found to significantly affect job satisfaction were an opportunity to develop, responsibility, patient care, staff relations, pay and promotions at a positive level correlation.

The factors which elicited the highest levels of satisfaction among male and female pharmacists included patient care and staff relations respectively; while the factors which elicited the lowest levels of satisfaction among male and female pharmacists were pay and promotions respectively.

Nonetheless, Nigerian hospital pharmacists in this survey were not satisfied with factors such as the opportunity to develop, responsibility, pay, and promotions, but were fairly satisfied with the patient care and moderately satisfied with staff relations. Therefore, based on the

findings of this study, interventions should be put in place to further improve job satisfaction to a high level among hospital pharmacists in Delta state, Nigeria.

Therefore, this study may serve as a basis for future studies on job satisfaction among pharmacists who work in other sectors of pharmacy in Nigeria, such as community pharmacies, the industry, academia as well as those in regulatory agencies.

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