



## Evaluation of the Job Satisfaction of Hospital Pharmacists in Osun State, Nigeria

A.O. JEGEDE<sup>\*A-D</sup>, O.J. OLA-OLORUN<sup>C, E, F</sup>

Department of Clinical Pharmacy and Pharmacy Administration, Faculty of Pharmacy, Obafemi Awolowo University

A – research concept and design; B – collection and/or assembly of data; C – data analysis and interpretation; D – writing the article; E – critical revision of the article; F – final approval of article.

### Abstract

**Background:** Hospital pharmacists play a crucial role in achieving favourable patient outcomes, there are however limited studies about their job satisfaction in Nigeria.

**Objectives:** The study aimed at evaluating the job satisfaction of hospital pharmacists, factors influencing it and also sought to assess the views of policy-makers regarding the satisfaction of hospital pharmacists in Osun State, Nigeria.

**Methods:** The study was a cross-sectional survey of 91 out of 110 practicing pharmacists in secondary and tertiary hospitals in Osun State of Nigeria. Data were collected with two sets of pre-tested questionnaire, one for the hospital pharmacists and another for policy-makers. Descriptive statistics including frequencies, percentages and weighted averages were used to summarize the data while Exact Binomial Test was used to test for relationships at 5% level of significance.

**Results:** The factors influencing job satisfaction were found to include age of the pharmacists ( $\chi^2 = 193.287, p = .000$ ), job relevance in the hospital (Weighted Average (WA) = 4.43) and status job confers (WA = 3.95). It also showed that adequate remuneration (WA = 2.43), advancement opportunities (WA = 2.87) and time for personal life (WA = 2.88) influenced their job satisfaction. Policy-makers agreed (WA = 3.52) with the respondents that work environment favoured employee satisfaction.

**Conclusions:** The hospital pharmacists were satisfied with their jobs. Certain aspects of the job like remuneration, advancement opportunities, time for personal life will need improvement to further increase their job satisfaction.

**Keywords:** Satisfaction, Hospital, Pharmacists; Health Care Management; Health Policy

### INTRODUCTION

Pharmacy practice in Nigeria has undergone several changes in the past decades. In recent times, there has been a shift from the traditional role to patient-oriented roles which has introduced new challenges. Hospital pharmacy practice in Nigeria has suffered from the absence of an enabling environment which can affect job satisfaction (Erah, 2003). The frequent industrial actions experienced among health workers in Nigeria is an indication of low level of job satisfaction (Adavbiele, 2015). In a study in Iran, Moghadam *et al.*

(2014) concluded that low level of job satisfaction could be considered as a deficiency of health system and policy-makers could improve this by modifying policies that concern pharmacists.

Studies have shown several factors affect job satisfaction of hospital pharmacists which include work environment, salary, motivation, poor leadership skills, discrimination at work, task requirement, professional development and lack of autonomy (Rue and Byars, 2003; Aziri, 2011, Atefi *et al.*, 2014; Slimane, 2017). According to the study of Balki *et al.* (2017), 47% of respondents were satisfied with their

job, factors like work load, work environment, salary, promotion, and incentive influenced job satisfaction among hospital pharmacists. A study in South-South Nigeria by Onwusah and Awharhievwie (2017) reported that 3% of hospital pharmacists were satisfied with their job as hospital pharmacists and identified that the factors that mainly influenced their satisfaction were patient care and staff relations. Also, Nakagomi *et al.* (2013) reported that 95% of hospital pharmacists were satisfied with their job and identified age as a significant factor influencing job satisfaction. Ayele *et al.* (2020) concluded in their study that job satisfaction of pharmacists working in public hospitals was very low (32.7%). Hayes *et al.* (2013) concluded from their study that high levels of burnout could be experienced even though work environment is favourable.

The fulfilment and commitment of pharmacists to their jobs is dependent on their level of satisfaction with

## **METHODOLOGY**

### **Study design, participants and hypothesis**

The study design adopted a cross-sectional survey approach and it involved pharmacists working in the hospital and pharmacy policy-makers in Osun State, south-western Nigeria. It covered pharmacists in secondary and tertiary hospitals in the state. The towns covered included Osogbo, Ede, Ile-Ife, Ikire, Ilesha, Iwo, Ikirun, Ijebu-Jesha, Ila and Ipetu-Ijesha. There are eleven hospitals in Osun State and these include nine secondary and two tertiary hospitals. Pharmacists in primary health care and private hospitals were excluded from the study. The population was made up of 110 pharmacists out of which 91 were selected. The sampling method used was stratified random sampling with stratification across the cadres and type of hospital (secondary and tertiary). The policy-makers used in the study were selected by simple random sampling and 26 out of a population of 28 were used which included the Director of Pharmaceutical Services at the Hospital Management Board of Osun State, Heads of units and the Deputy Directors of Pharmaceutical Services. Sample size determination was carried out using Taro Yamane method (error margin = 0.05). For the evaluation of job satisfaction of the hospital pharmacists, a null hypothesis was developed. The null hypothesis is  $H_0 =$  "Pharmacists in Osun State are not satisfied with their jobs". The alternate hypothesis is  $H_1 =$  "Hospital pharmacists in Osun State are satisfied with their jobs". Ethical approval with certificate number IPHOAU/12/455

their roles in the hospital. Also, some studies have shown a strong relationship between job satisfaction and organisational commitment (Herzberg, 1959; Ahmad *et al.*, 2014; Ozturk *et al.*, 2014; Bakotic, 2015). It has been reported that even when appropriate rewards have been determined for each employee, perception of inequality would result in lower job satisfaction (Alderfer, 1967; Holsblat, 2014). Assessing the level of job satisfaction of the pharmacist would give an indication of factors important for motivation and ultimately commitment to the organisation. This study sought to evaluate the job satisfaction of hospital pharmacists, factors influencing satisfaction of these pharmacists and assess the views of policy-makers as it concerns the satisfaction of hospital pharmacists in Osun State, Nigeria.

was given by the Institute of Public Health Obafemi Awolowo University Ile-Ife Osun State.

### **Questionnaire Development**

The Job Satisfaction of Hospital Pharmacists (JSPH) questionnaire was used for the pharmacists in study, while the Policy-makers (PM) questionnaire was used for the policy-makers. Both sets of questionnaire were adapted from the works of Al-Rubaish *et al.*, 2011; Alpen *et al.*, 2013 and [Martins and Proença](#), 2014. The JSPH questionnaire had three sections: the first had questions collecting demographic information, the second section had thirty-eight items while the third section had nine items to aid comparison with the policy-makers' responses. The items were designed to elicit information on job satisfaction of hospital pharmacists made on a Likert scale of agreement. The responses on the scale were, strongly disagree, disagree, neutral, agree and strongly agree which carried scores of 1-5 respectively. The PM questionnaire, for the policy-makers was used to elicit information on the policy-makers' perception of the work context and job satisfaction of pharmacists in the hospital. The nineteen-item questionnaire comprised items on a Likert- scale of agreement with scaling just like the JSPH questionnaire. Content and face validity of the questionnaires were ascertained by the researcher's supervisor and senior faculty members who are knowledgeable in questionnaire development. A pilot test was carried out with twelve pharmacists who did not form part of the sample population. The

results obtained from the pilot study was used to improve the questions of the instrument used for the main study. Cronbach alpha values of 0.87 for the JSHP instrument and 0.79 for the PM questionnaire were obtained in the assessment of the internal consistency of the instrument.

#### **Data collection and Analysis**

Consent was obtained from the respondents to participate in the study. The data were analysed using SPSS package Version 20. The data were processed to exclude any errors. Descriptive statistics like percentages, frequencies, weighted averages (WA) were used to present the data,  $WA = (\sum(fx))/n$

Where,

WA = Weighted average

$\sum$  = Sum

f = Number of individuals selecting a particular response

x = Weight or value of the given response

#### **RESULTS**

Table 1 presents the demographic data of participants of this study by age, gender, religion, hospital, hospital location and marital status. The response rate was 100% as all the pharmacists invited consented to

n = Total number of responses to the given question

Exact Binomial test and Chi-square were used for inferential determination at  $p < 0.05$ . To determine the level of satisfaction of the respondents, the mean values of their responses to the Likert scale options were obtained and the computed values were used to obtain three categories of responses (not satisfied, neutral and satisfied) but no respondent fell into the “not satisfied” category. The computation resulted therefore into only two options; the first option ‘neutral’ measuring 2.1-3.00 and the second option ‘satisfied’ measuring 3.1-5.0. This was further tested using an exact binomial test with exact Clopper-Pearson 95% CI to determine if a greater proportion of the hospital pharmacists were satisfied with their jobs using the two categories, ‘satisfied’ and ‘neutral’. The satisfied category was considered the success category.

participate. There were more males (64.8%) than females (35.2%) and most of the respondents (75.8%) were aged 39 or less.

**Table 1. Socio-demographic characteristics of the hospital pharmacists in Osun State**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Age</b>		
20-29	33	36.2
30-39	36	39.6
40-49	18	19.8
50-59	4	4.4
<b>Total</b>	<b>91</b>	<b>100.0</b>
<b>Religion</b>		
Islam	21	23.3
Christianity	69	75.6
Others	1	1.1
<b>Total</b>	<b>91</b>	<b>100.0</b>
<b>Gender</b>		
Female	32	35.2
Male	59	64.8
<b>Total</b>	<b>91</b>	<b>100.0</b>
<b>Hospital</b>		
Tertiary	66	72.5
Secondary	25	27.5
<b>Total</b>	<b>91</b>	<b>100.0</b>
<b>Hospital location</b>		
Osogbo	16	17.6
Ede	2	2.2
Ile-Ife	40	44.0
Ikire	2	2.2
Ilesha	19	20.8
Iwo	3	3.3
Ikirun	2	2.2
Ijebu-Jesa	2	2.2
Ila	2	2.2
Ipetu-Ijesha	3	3.3
<b>Total</b>	<b>91</b>	<b>100.0</b>
<b>Marital status</b>		
Single	34	37.4
Married	57	62.6
<b>Total</b>	<b>91</b>	<b>100.0</b>

When demographic data was cross-tabbed with satisfaction of hospital pharmacists, only age of

respondents showed a significance with the Chi Square test ( $p= 0.006$ ) (Table 2).

**Table 2: Cross-tabulation of age with job satisfaction of hospital pharmacists**

		Age						orTotal
		Less than 20years	20-29	30-39	40-49	50-59	Greater equal to 60	
JOB SATISFACTION	f	0	33	36	18	4	0	91
	%	0	36.3	39.6	19.8	4.4	0	100
Chi-square		193.287						
df		147						
Sig.		0.006						

*f = frequency*

Table 3 shows that the respondents strongly agreed that their job was relevant to the hospital they practiced in (WA = 4.19). They also agreed to the overall satisfaction on their jobs (WA = 3.22) and they

revealed that their jobs provided a sense of achievement (WA = 3.47), autonomy (WA = 3.34), opportunity to lead (WA = 3.78) and security (WA=

3.79) to mention a few. They were neutral on the effects of some aspects of their jobs on their level of satisfaction like their jobs providing adequate remuneration (WA = 2.43), affording time for personal life (WA = 2.88) and providing enrichment (WA = 2.85), other responses can be seen in Table 3. The mean weighted average obtained was 3.45, which depicted agreement to job satisfaction by the respondents.

**Table 3: The level of job satisfaction of respondents**

<b>Variables</b>	<b>SD f (%)</b>	<b>D f (%)</b>	<b>N f (%)</b>	<b>A f (%)</b>	<b>SA f (%)</b>	<b>Total</b>	<b>WA</b>
Remuneration for work is adequate	23(25.6)	23(25.6)	27(30.0)	16(17.8)	1(1.0)	90	2.43
Present job is the best	13(14.3)	23(23.3)	38(41.8)	15(16.5)	2(2.2)	90	2.66
Job more interesting than leisure	5(5.5)	42(46.2)	19(20.9)	22(25.3)	2(2.2)	90	2.71
I am more interested than friends about my job	4(4.4)	25(27.5)	48(52.7)	12(13.2)	2(2.2)	91	2.81
Work offers job enrichment	9(9.9)	33(36.3)	14(15.4)	33(36.3)	2(2.1)	91	2.85
Job provides advancement opportunities	5(5.6)	26(29.2)	18(20.2)	36(40.4)	4(4.5)	89	2.87
Work affords time for personal life	3(3.4)	32(35.6)	30(33.3)	22(24.4)	3(3.4)	90	2.88
Freedom to use one's methods of doing the job	2(2.2)	23(25.6)	28(31.1)	35(38.9)	2(2.2)	90	3.11
Satisfied with job design	4(4.4)	29(31.9)	13(14.3)	40(41.8)	5(5.5)	91	3.12
Happier with job than co-workers	3(3.3)	13(14.3)	42(46.2)	29(31.9)	4(4.4)	91	3.19
Satisfied with present job	2(2.2)	25(27.8)	23(25.6)	31(34.4)	9 (9.9)	90	3.22
I like my job compared to the average worker	1(1.1)	9(9.9)	44(48.4)	36(39.6)	1(1.1)	91	3.30
Recognised for job well done	1(1.1)	17(18.9)	28(31.3)	41(45.6)	3(3.3)	90	3.31
The company policies are put into practice appropriately	4(4.5)	12(13.6)	29(33.0)	38(43.2)	5(5.7)	88	3.32
Job provides Autonomy	1(1.1)	18(20.5)	22(25.0)	44(50.0)	3(3.4)	88	3.34
Work is enjoyed	2(2.2)	13(14.6)	32(36.0)	33(37.1)	9(10.1)	89	3.38
Job provides sense of achievement	1(1.1)	16(17.8)	16(17.8)	54(60.0)	3(3.3)	90	3.47
Job provides sense of responsibility	1(1.1)	20(22.0)	11(12.1)	53(58.2)	6(6.6)	91	3.47
Job is like a hobby	4 (4.4)	17(18.7)	12 (13.2)	47(51.6)	11(12.1)	91	3.48
My job is engaging	3(3.3)	13(14.4)	16(17.8)	53(58.9)	5(5.6)	90	3.48
Job stirs enthusiasm	2(2.2)	16(17.6)	14(15.4)	53(58.2)	6(6.6)	91	3.49
Job interesting enough to prevent boredom	2(2.2)	16(17.6)	15(16.5)	44(48.4)	14(15.4)	91	3.57
Job is interesting	3(3.3)	9(9.9)	19(20.9)	44(48.4)	16(17.6)	91	3.67
I do not work out of compulsion	3(3.3)	14(15.4)	10(11.0)	46(50.5)	18(19.8)	91	3.68
Job engages ability	2(2.2)	10(11.1)	11(12.2)	59(65.6)	8(8.9)	90	3.68
Job promotes relationship with co-workers	0	7	17	61	4	89	3.70
Job encourages creativity	2(2.3)	9(10.0)	11(12.2)	56(62.2)	12(13.3)	90	3.74
Job provides opportunity to lead	2(2.2)	6(6.7)	10(11.1)	64(71.1)	8(8.9)	90	3.78
Job promotes moral values	0(0)	9(9.9)	12(13.2)	59(64.8)	11(12.1)	91	3.79
Work provides job security	1(1.1)	6(6.6)	11(12.1)	66(72.5)	7(7.7)	91	3.79
Boss has good employee relationship	0(0)	7(7.8)	15(16.7)	53(58.8)	15(16.6)	90	3.84
Supervisor is competent	0(0)	4(4.5)	13(14.6)	62(69.7)	10(11.2)	89	3.88
Job provides opportunity to help others	0(0)	3(3.3)	11(12.1)	69(75.8)	8(8.8)	91	3.90
Job is pleasant	2(2.2)	7(7.8)	8(8.9)	52(57.5)	21(23.3)	90	3.92
I am not disappointed taking this job	1(1.1)	11(12.1)	8(8.8)	43(47.3)	28(30.8)	91	3.95
Job confers status	1(1.1)	1(1.1)	13(14.3)	63(69.2)	13(14.3)	91	3.95
I like my work	2(2.3)	3(3.3)	9(10.0)	49(54.4)	27(30.0)	90	4.06
Job is relevant in the hospital	1	3	3	54	29	90	4.19
<b>Mean Weighted Average</b>							<b>3.45</b>
<b>Standard Deviation (SD)</b>							<b>±0.377</b>

0.01-1.00 – Strongly disagree (SD); 1.01-2.00 – Disagree (D); 2.01-3.00 – Neutral (N); 3.01-4.00 – Agree (A); 4.01-5.00 – Strongly Agree (SA); f= frequency

The overall level of satisfaction of the respondents was assessed. Of the 91 respondents in this study, who were randomly selected, 77 (84.6%) fell into the

'satisfied' category while 14 (15.4%) were 'neutral'. This proportion of those 'satisfied' had a 95% CI of 75.5% to 91.3%,  $p = .000$  (Table 4).

**Table 4: Exact binomial test with exact Clopper-Pearson 95% CI of the level of job Satisfaction**

<b>Binomial Test</b>		<b>Category</b>	<b>N</b>	<b>%</b>	<b>Test Prop.</b>	<b>Exact Sig. (2-tailed)</b>
LEVEL OF JOB SATISFACTION	Group 1	Satisfied	77	84.6	0.50	.000
	Group 2	Not Satisfied	14	15.4	0.50	
	Total		91	100		
<b>Confidence Interval Type</b>	<b>Interval</b>	<b>Parameter</b>	<b>Estimate</b>	<b>95% Confidence Interval</b>		
One-Sample Binomial				<b>Lower</b>	<b>Upper</b>	
Success rate (Clopper-Pearson)			0.846	0.755	0.913	

The second part of the work examined the perspective of policy-makers on the different aspects of the work of respondents as it affected their satisfaction (Table 5). The responses showed that the policy-makers agreed or strongly agreed to all enquires made except

having a neutral response for the question "If hospital policies favour maximum output. A comparison was made between the responses of the policy-makers (Table 5) and the responses from the pharmacists (Table 4).

**Table 5: Policy-makers’ perspective on job satisfaction of hospital pharmacists**

Variables		SD	D	N	A	SA	TOTAL	Weighted Avg.
Clear sense of direction	f	0	2	4	17	3	26	3.88
Employees understand evaluation standards	f	0	3	7	16	0	26	3.50
Policies favour maximum output	f	2	4	16	4	0	26	2.85
Level of employee satisfaction is constantly surveyed	f	2	1	18	5	0	26	3.00
Work environment favours employee satisfaction	f	1	3	16	6	0	26	3.04
Policies formulated with employee in mind	f	1	4	14	5	2	26	3.12
Excellent standard for evaluation	f	2	4	7	11	2	26	3.27
Evaluations carried out regularly and consistently	f	0	5	9	12	0	26	3.27
Workload is reasonable relative to abilities	f	3	2	3	16	2	26	3.46
Mutual respect, confidentiality and team work	f	0	4	5	17	0	26	3.50
Work environment for optimum productivity	f	0	4	7	12	3	26	3.54
Participatory involvement in decision making	f	1	2	6	15	2	26	3.58
Evaluations judged according to merits	f	0	3	7	13	3	26	3.62
Job designed to be challenging and interesting	f	0	4	4	14	4	26	3.69
Communicating Information	f	0	3	2	19	2	26	3.76
High standards of quality care	f	0	4	2	16	4	26	3.77
Clear corporate culture	f	0	3	3	15	5	26	3.85
High standards and ethics	f	0	0	3	19	4	26	4.04
Job expectation clear and well communicated	f	0	1	2	16	7	26	4.12

Key: 0.01-1.00 – Strongly disagree (SD); 1.01-2.00 – Disagree (D); 2.01-3.00 – Neutral (N); 3.01-4.00 – Agree (A); 4.01-5.00 – Strongly Agree (SA); f= frequency

Table 6 presents the result of the comparison between the responses of the pharmacists and policy-makers and showed that both policy-makers and pharmacists agreed to all the items listed as being present at the hospital. The policy-makers however, strongly agreed

for items 3 (high standards and ethics) and 9 (Job expectation being clear and well communicated to employee) with weighted averages 4.04 and 4.12 respectively.



**Table 6: Comparison between the responses of pharmacists and policy-makers.**

ITEMS	Weighted averages	
	Policy-makers	Pharmacists
Clear corporate culture	3.85	3.37
Communicating Information	3.76	3.15
High standards and ethics	4.04	3.25
Clear sense of direction	3.88	3.20
Job designed to be challenging and interesting	3.69	3.27
Workload is reasonable relative to abilities	3.46	3.45
Participatory involvement in decision making	3.58	3.95
Work environment favours employee satisfaction	3.04	3.08
Job expectation clear and well communicated to employee	4.12	3.66

*Key:* 0.01-1.00 – Strongly disagree (SD); 1.01-2.00 – Disagree (D); 2.01-3.00 – Neutral (N); 3.01-4.00 – Agree (A); 4.01-5.00 – Strongly Agree (SA)

## DISCUSSION

The study sought to assess the level of satisfaction of pharmacists and it was found out that the pharmacists were satisfied with their jobs which bears similarity with the outcome of studies in China, Saudi Arabia and Texas Medical Centre which also showed job satisfaction among pharmacists (Sangiry and Ngo, 2003; Duan *et al.*, 2011; Al-Muallem and Al-Surimi, 2019). The study showed an association between age and job satisfaction which was in agreement with the work of Duan *et al.* which showed satisfaction with work pay increased as age also increased (Duan *et al.*, 2011). This could have been because the older pharmacists, having spent a long time in the system, might have become better adapted to the system and

are possibly earning more. They might also be relatively less ambitious than the younger pharmacists and would be content with their *status quo*.

The study showed that the hospital pharmacists indicated positive responses as it pertained to other aspects of their jobs like job promoting relationships with boss and co-workers which agrees with previous studies (Duan *et al.*, 2011; Almanasef and Almaghaslah, 2019; Ayele *et al.*, 2020). The study also showed that the respondent agreed to their jobs engaging their abilities, creativity and providing opportunity to lead. Nakagomi *et al.* (2013) showed how personal development opportunities on the job increased satisfaction and influenced turnover on the

job. Also, according to Liu and White (2011), certain aspects of the job like ability recognition and utilisation were important for job satisfaction.

A neutral response to a question pertaining to job satisfaction cannot be counted with the positive responses, in fact it tends more towards the negative and so it becomes important therefore to discuss the neutral responses obtained. The respondents were neutral about their jobs providing adequate advancement opportunities which according to Kaliski (2007) will not allow for fulfilment on the job. Alderfer's ERG theory (1967) proposes that an individual who cannot satisfy a higher-level need may attempt to sabotage productivity as a result of frustration, this is known as the frustration-regression principle. Remuneration for work done gave a neutral response by the respondents. A similar study showed satisfaction of hospital pharmacists in South-South Nigeria to be moderate due to remuneration and another study showed low satisfaction for pharmacists in Romania (Iorg *et al.*, 2017; Onwusah and Awharhievwie, 2017). Remuneration is an important factor for employee motivation and satisfaction. According to the equity theory, employees are motivated when their inputs are matched by outcomes, which creates a sense of fairness (Hackman and Oldham, 1976). If the remuneration for hospital pharmacists is reviewed or perhaps the workload be reduced by employing more pharmacists into the workforce, job satisfaction would increase. This is however premised on the value of pharmacists to their employers and economic indices like inflation.

Pharmacists in the study were neutral in their response to job affording time for personal life, which could be a major source of concern because it involves an interplay of several things. When individuals realise their goals and observe progress in the development of their potentials, they attain self-actualization. This means that the peak of Maslow's hierarchy of needs, self-actualization is also implicated (Maslow, 1943). Achievement also appears as one of Herzberg's 'satisfier' so if the employee feels he has achieved much at work but experiences deficit in other areas,

## **CONCLUSION**

The hospital pharmacists agreed to being satisfied with their jobs. The factor mainly responsible for their satisfaction is the age of the respondents. Other factors that have an effect on job satisfaction include job being relevant in the hospital, conferring status, providing security, work place relationship and engaging pharmacist's ability. Some other aspects of the job like

then overall satisfaction will be compromised (Herzberg, 1959). The work of pharmacists should be structured in a way that provides time for achievement of personal goals.

The overall satisfaction of the respondents was accessed and it was found that majority of the respondents were satisfied with their jobs. The result was significant when tested with Exact Binomial Test and so the null hypothesis that  $H_0 =$  "Pharmacists in Osun state are not satisfied with their jobs" would be rejected while the alternate hypothesis accepted.

The policy-makers showed agreement in their responses to the questions around providing an enabling environment to promote employee job satisfaction. Both the policy-makers' responses and hospital pharmacists were in agreement that there was an enabling environment to promote employee satisfaction. Although the policy-makers' strongly agreed that job expectations were clear and well communicated to the employee, they were just slightly in agreement like the pharmacists about work environment favouring employee satisfaction. This would have to be improved on to further enhance the satisfaction of hospital pharmacists. Favourable work environment can further promote commitment among employees and subsequently promote organisational effectiveness through job performance and quality and low levels of tardiness, absenteeism and turnover. Tatar (2020) showed in his study the impact of satisfaction with work place conditions like safety, space, equipment, transportation on organisational commitment, while Rožman and Štrukelj (2020) posited that a supportive work environment will result in engaged employees who enjoy their work.

A major limitation of this study is that it employed only policy-makers directly involved in pharmaceutical services like the Heads of Pharmacy Units and Director of pharmaceutical services in the hospitals. However, the policy-makers in the hospital would include Chief Medical Directors (CMD), Chairman Medical Advisory Committee (CMAC), Director of Pharmaceutical services, Director of Nursing services, Heads of Units among others.

remuneration, advancement opportunities, time for personal life will need improvement to further increase the satisfaction of the hospital pharmacists. Pharmacists' perspective that they have enabling work environment which promote job satisfaction is in line with policy-makers' perspective.

## ACKNOWLEDGEMENTS

The Authors would like to appreciate the individuals who gave their time to participate in this study and the pharmacists who gave administrative support.

## REFERENCES

- Adavbiele, J.A. (2015). Implications of incessant strike actions on the implementation of technical education programme in Nigeria, *Journal of Education and Practice*. 6(8):134-135.
- Ahmad, N., Iqbal, N., Javed., K. and Hamad, N. (2014). Impact of organisational commitment and employee performance on the employee satisfaction, *International Journal of Learning, Teaching and Educational Research*. 1 (1): 84-92.
- Alderfer, C.P. (1967). Convergent and discriminant validation of satisfaction and desire measures by interviews and questionnaires, *Journal of Applied Psychology*. 51(6): 509-520.
- Almanasef, M. and Almaghaslah, D. (2019). An evaluation of hospital pharmacy policies and job-related attitudes in two gulf nations: A qualitative study, *International Research Journal of Pharmacy*. 10(9):51-54
- Al-Muallem, N. and Al-Surimi, M. (2019). Job satisfaction, work commitment and intention to leave among pharmacists: a cross-sectional study, *Health Services Research*. 9(9):1-11
- Atefi, N., Abdullah, K.L. and Wong, L.P. (2014). Job satisfaction of Malaysian registered nurses: A qualitative study, *Nursing in Critical Care*. 21(1):8-17.
- Alpern, R., Canavan, M., Thompson, J., McNatt, Z., Tatek, D., Lindfield, T. and Bradley, Elizabeth. (2013). Development of a brief instrument for assessing healthcare employee satisfaction in a low-income setting. *PloS one*. 10.1371/journal.pone.0079053.
- Al-Rubaish, A., Rahim, S., Abumadani, M. and Wosornu, L. (2011). Academic job satisfaction questionnaire: Construction and validation in Saudi Arabia, *Journal of family & community medicine*. 18. 1-7: 1319-1683.
- Ayele, Y., Hawulte, B., Feto, T., Basker, G.V. and Bacha, Y.D. (2020). Job satisfaction among pharmacy professionals working in public hospitals and its associated factors, Eastern Ethiopia Yohanes, *Journal of Pharmaceutical Policy and Practice*. 13:11.
- Aziri, B. (2011) Job satisfaction. A literature review, *Management Research and Practice*. 3(4):77-86
- Bakotic, D. (2015). Relationship between job satisfaction and organisational performance. *Economic Research-Ekonomska Istraživanja*. 29(1):118-130.
- Balkhi, B., Alghamdi, A. and Alshehri, N. (2017). Assessment of job satisfaction among hospital pharmacists in Saudi Arabia International organization of scientific research (IOSR), *Journal of Pharmacy* 2017; 7(5):34-40
- Duan, J.J., Li, G.C., Situ, B., Tao, J.H., Deng, X., Wu, J.Y. *et al.* (2011). Survey of career identity and job satisfaction among young hospital pharmacists in Guangdong province, China, *African Journal of Pharmacy and Pharmacology*. 5(3): 386-392.
- Erah, P.O. (2003). The changing roles of pharmacists in hospital and community pharmacy practice in Nigeria, *Tropical Journal of Pharmaceutical Research*. 2 (2): 195-196
- Hackman, J.R. and Oldham, G.R. (1976). Motivation through the design of work: Test of a theory, *Organisational Behaviour and Human Performance*. 16:250-279.
- Hayes, B., Douglas, C. and Bonner, A. (2013). Work environment, job satisfaction, stress and burnout among haemodialysis nurses, *Journal of Nursing Management*. 23(5): 588-598.
- Herzberg, F. (1959). *The Motivation to Work*. New York: Wiley, pp.40-97.
- Holsblat, R. (2014). The relationship between commitment to the organisation, perceived organisational support, job satisfaction, and organisational citizenship behaviour of teachers, *American Journal of Educational Research*. 2(12):1175-1181.
- Iorga, M., Dondas, C., Soponaru, C. and Antofie, I. (2017). Determinants of hospital pharmacists' job satisfaction in Romanian hospitals, *Pharmacy (Basel)* 2017; 5(4): 66.
- Kaliski, B.S. (2007). *Encyclopedia of Business and Finance*. Second edition, Detroit: Thompson Gale, 446.
- Liu, C.S. and White L. (2011). Key determinants of hospital pharmacy staff's job satisfaction, *Research in Social and Administrative Pharmacy*. 7(1):51-63.
- Martins, H.C. and Proença, M.T. (2014). Minnesota satisfaction questionnaire: psychometric properties and validation in a population of portuguese hospital workers. *onferência - Investigação E Intervenção Em Recursos Humanos*, (3). <https://doi.org/10.26537/iirh.v0i3.1825>
- Maslow, A.H. (1943). A theory of human motivation. *Psychological Review*. 50:370-396

- Moghadam, M.J.F., Peiravian, F., Naderi, A., Rajabzadeh, A. and Rasekh, H.R. (2014). An analysis of job satisfaction among Iranian pharmacists through various job characteristics, *Iranian Journal of Pharmaceutical Research*. 13(3): 1087-1096.
- Nakagomi, K., Takahashi, S. and Hayashi, Y. (2013). Survey of attitudes toward work among pharmacists working in large group hospitals, *General Medicine*. 14(1): 23-31.
- Onwusah, D.O. and Awharhievwie, E.O. (2017). Job satisfaction among hospital pharmacists in South- South Nigeria, *International Journal of Pharmacy and Pharmaceutical Research*. 9(1): 60-74.
- Ozturk, B.A., Hancer, M. and Im, J.Y. (2014). Job characteristics, job satisfaction, and organisational commitment for hotel workers in Turkey, *Journal of Hospitality Marketing & Management*. 23:294–313
- Rožman, M. and Štrukelj, T. (2020). Organisational climate components and their impact on work engagement of employees in medium-sized organisations, *Economic Research*. 12-23.
- Rue, L. and Byars, L. (2003), *Management, Skills and Application*. 10<sup>th</sup> Ed., McGraw-Hill/Irwin, New York, p. 259.
- Sansgiry, S.S. and Ngo, C. (2003). Factors affecting job satisfaction among hospital pharmacists. *Hospital Pharmacy*. 38(11): 1037–1046.
- Slimane, N.S.B. (2017). Motivation and job satisfaction of pharmacists in four hospitals in Saudi Arabia, *Journal of Health Management*. 19 (1): 39-72.
- Tartar, A. (2020). *Impact of Satisfaction on Organisational Commitment*. Lambert Academic Publishing, pp.15-33.

\*Address for correspondence: Ayodapo O. Jegede

Conflict of Interest: None declared

Department of Clinical Pharmacy and Pharmacy  
Administration,  
Faculty of Pharmacy,  
Obafemi Awolowo University,  
Ile-Ife, Osun State,  
Nigeria  
Telephone: +2347066415687  
E-mails: [dapojegade@oauife.edu.ng](mailto:dapojegade@oauife.edu.ng)

Received: 31 March, 2021

Accepted: 15 November, 2021