

Job fulfilment and its related variables among pharmacy certificate holders in Jordan: a cross-sectional study

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ABSTRACT

Background: The feeling of contentment one has with their job is referred to as job satisfaction. The quality of health care, processes, and services are directly impacted by pharmacists' job satisfaction, which is a key factor in influencing their motivation. Nevertheless, there hasn't been much research done to evaluate the employment satisfaction of Jordanian pharmacists working in various professions and locations. This study assessed the job satisfaction level among all pharmacy certificate carriers (Doctor of pharmacy, pharmacists, clinical pharmacists, industrial pharmacists, academic pharmacists, and assistant pharmacists) in Jordan and the elements that influence their level of job satisfaction which finally affect their job performance and employee turnover. **Methods:** This cross-sectional inquiry comprised Jordanian pharmacy certificate holders. Online national surveys on job satisfaction were conducted using a reputable, well-designed questionnaire. The questionnaire has 22 criteria for measuring job satisfaction. Logic regression analyses were utilized in order to examine the relationship between sociodemographic variables, work satisfaction indicators, and overall job satisfaction levels. **Results:** The study received responses from 236 pharmacy certificate holders. The mean introducing age was middle age (30-39yrs) (52.6%), with the majority being females (87.5%). The overall job satisfaction level reported by participants had a mean score of 2.97, with 14.4% of them being satisfied with their jobs. Salary and a lack of promotion opportunities were found to be significantly related to overall job satisfaction ($p = 0.001$, $p=0.011$ respectively). **Conclusion:** The majority of Jordanian pharmacy certificate holders were dissatisfied with their jobs. Increasing salary and advancement opportunities would increase job satisfaction among pharmacy certificate holders in the country. There is a need for effective human resource management and policy revision in the pharmacy sector in Jordan.

Key words: Job satisfaction, Pharmacy certificate holders, Employee turnover.

BACKGROUND

Job satisfaction is one of the most important aspects of the workplace. When people are satisfied with their jobs, they are more likely to remain in their jobs, which leads to increased productivity and job performance, and the quality of healthcare services delivered by associations.^{1,2} Therefore, it is important for employers need to understand the factors that influence job satisfaction so that they can develop strategies to increase employee satisfaction.

Throughout the long term, professionals of health care satisfaction and retention have performed a crucial impact on the conveyance of fundamental medical services administrations in any association around the world. Employee satisfaction is seen to be a good sign of staff members' intentions and turnover intentions as well as a good predictor of personal well-being.³ It's an important factor in evaluating an employee's productivity, as well as their sense of responsibility and drive.

According to scientific analysis by Willis-Shattuck and Bidwell,⁴ access to the greatest health care, as outlined in the development goals that were focused on well-being and health, has been seriously jeopardized in developing nations like Jordan. Employee turnover is the voluntary departure of a worker from an organization. It takes location due to strolling situations, and psychological and organizational aspects that

have an impact on workers' attitudes in and in the direction of the affiliation. Turnover is an aftereffect of various problems that make the worker leave their foundation. The motivations behind why staff might leave the associations are the desires for work change, better possibilities, significant pay, etc., so high worker turnover is viewed as a negative indication for any organization, decreasing employee turnover is one of the most important aims that each successful business attention. Losing an employee can obstruct a pharmacy industrial company – not only regarding the expenses of changing and educating the modern-day employee – however, within the facts, records, and relationships that may be lost at the same time as an individual chooses to move away and exchange jobs.⁵⁻⁷

The theories that describe work satisfaction serve as a foundation for identifying the numerous elements that affect job satisfaction and provide suggestions for how to raise employee job satisfaction. The Herzberg Motivator-Hygiene Theory⁸ is among these hypotheses. Maslow's needs hierarchy hypothesis,⁹ employs a dispositional strategy,¹⁰ along with the work Characteristics hypothesis.¹¹ Theory of Herzberg's motivator-hygiene and Maslow's hierarchy of requirements; both lack much empirical support.¹² Employee work satisfaction is often influenced by personality and psychological variables, according to the Model of Job Characteristics and dispositional strategy.¹³ However, motivating variables frequently have an impact on the immediate work environment,

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which in turn affects how pleased individuals are with their jobs. Numerous studies have demonstrated that a variety of factors, such as pay, job security, supervision, a positive work environment, etc., influence career satisfaction among medical practitioners, including pharmacists, and others. These factors ultimately have a fundamental effect on the level of health services and may cause low productivity.¹⁴

About five governmental and ten private institutions in Jordan offer B.Sc. and M.Sc. degrees in pharmacy and related fields. Two of these universities provide doctoral degrees (Jordan University and Jordan University of Science and Technology). In addition, there are more than twenty public and private universal colleges that provide intermediate pharmacy diplomas. All of these universal colleges fall under the supervision of Al Balqa Applied University. Graduates from colleges in Jordan and other nations who specialize in pharmacy work for pharmaceutical firms, public hospitals, medical centres, universities, and neighbouring nations in addition to private hospital pharmacies.

The Jordan Pharmaceutical Association (JPA) was organized as a commune for pharmacists in 1957 with the goals of regulating the industry, supporting in its members' wellbeing, speaking on pharmacist behalf, and defending individual rights in everything related to their job. Its function is to raise public knowledge of the industry and govern interactions between employers and pharmacist. The Jordan Labor Law (JLL), the Pharmacy and Drugs Law, and the Jordan Pharmacists Law all outline the rights of a licensed pharmacist. In exchange, he has obligations to both society and his career.

The JPA statistics indicate that more than 27,000 pharmacists have been registered with the association since its foundation, and this number is about ten times the number of pharmacists in the early nineties of the last century, in addition to the presence of nearly 18,000 male and female students enrolled in pharmacy colleges in Jordan in universities (governmental and private). According to union sources, the unemployment rate among pharmacists in Jordan exceeded 33% of pharmacists registered in the union and practicing the profession, and this percentage is higher among female than among male pharmacists.

These numbers call for serious consideration of the future of the pharmacy profession in Jordan in light of the limited job opportunities inside and outside Jordan, which calls for the authorities concerned with the profession of pharmacy from the JPA and the Ministry of Health to study the future of graduates from colleges of pharmacy in Jordan and abroad.

This is in addition to the huge numbers of pharmacy diploma graduates who compete with B.Sc. holders for work because they accept low salaries.¹⁵ Prior studies aimed at identifying variables linked to pharmacists' work satisfaction, done mostly in several nations, discovered that job satisfaction varied according to roles and duties,^{16,17} particularly among pharmacists, a higher level of autonomy has also been linked to work satisfaction.^{18,19} According to US research, pharmacists who participate in (CPD) programs may experience an improvement in work satisfaction.²⁰ Career satisfaction has also been positively linked with feminine gender and older age.^{21,22}

Moreover, it has been discovered that Pharmacists working in the community are less satisfied with their professions than those pharmacists employed in other fields, although part-time employees have been found to have higher levels of job satisfaction.²³ It has been demonstrated in Ghana that unfavourable working conditions, including low pay, a hostile work environment, a lack of resources, and a lack of advancement opportunities, cause employee dissatisfaction among medical practitioners, including pharmacists, which in turn results in high staff turnover and subpar patient care.²⁴

METHODOLOGY

Between December 2021 and July 2022 a cross-sectional research project was conducted, to assess the elements influencing work satisfaction among pharmacy certificate holders in Jordan. The study's respondents included all pharmacy certificate holders of Jordan across all governorates of Jordan (Amman, Irbid, Zarqa, Albalqa, Karak, Tafillah, Maan, Almafraaq, Aqaba, Ajlun, Jarash, and Madaba).

Study subjects

Exemption from IRB review of Al Balqa Applied University was declared, and the JPA formally requested authorization to conduct the study in a letter. The letter included information on the study's goal as well. To tell the sample population about the study and entice them to participate, an online survey was created and sent to them across the nation. Subsequently, a total of 236 participated in the study and were contacted *via* email, messages, and different social media links. However, a total of 236 participants approved and 98.2% of those who were eligible for the research participated by completing the questionnaires.

Collection of data

All participants were given access to a closed-ended, validated questionnaire that was well-structured and modified from Paudel *et al.*²⁶ After providing participants with instructions and a glossary of keywords, the surveys were sent either face-to-face during an interview or through email, text message, and other social media connections.

There were two sections to the questionnaire. Eleven questions made up the first section, which gathered data on the sociodemographic details of the subjects, considering their age, sex, family status, the numbers of child they have (if any), as well as their level of education in pharmacy, place of employment, type of work, number of hours worked each week, work experience, and monthly income.

The second section, which included 22 items, sought information on the 20 elements that participants believed contributed to their level of work satisfaction overall as well as their perception of those aspects (items 21 and 22), (Salary, non-financial rewards, employment rights, place of work conditions, such as space, ventilation, lighting, and facilities for hygiene, oversight, training, compensation, the organization's favourable comments, task complexity and amount of work responsibility, flexibility for the employee to choose how they want to do their task, workload, professional interaction (treat me with professional respect), chances for job progression and ongoing education, sufficient recruitment, friendly staff working, talents are fully used in the job, The information and abilities picked up throughout study apply to the task at hand. and Time goes by so fast at work) were all taken into consideration in this section.

Willingness to stay in the current career in the future was a measure of the overall evaluation of the level of work satisfaction, if participants had to make that decision again, they would choose the pharmacy and if their children have an interest in pharmacy, They'll support their decision to make it a career. All 22 items in the second section were evaluated on a three-point scale (dissatisfied, maybe satisfied, and satisfied). Online questionnaire completion took roughly four to five minutes.

Statistical analysis

The obtained information was verified for accuracy before being processed with (SPSS) Version 21. The average score of the 22 questions (factors) used to measure work satisfaction was used to compute each participant's overall impression of job satisfaction. Participants' job satisfaction was then divided into two categories based on the

average scores: satisfied and not satisfied. Additionally, the mean of all participants' self-reported scores for questions 2, 21, and 22 in the second section of the questionnaire's questionnaire was computed. The only factors that were shown to be significantly linked with work satisfaction were if the P value is <0.05.

RESULTS

The response to participate in this study was 98.2%, and the majority of participants as shown in table1. were females (87.5%) and from Aqaba Governorate (50.9%) (most questionnaires in Aqaba were filled face to face interviews). The most of participants were in middle age (30-39yrs) (52.6%). There is an equal proportion of the married and single participants (47.4%), and most married participants had three or more children (66.7%).

The largest proportion of the participants were pharmacists (68.4%) with a bachelor's degree (36.8%) working in a community pharmacy (28.6%) and there is an equal percentage of participants who hold a master's degree and a diploma in pharmacy (26.3%).

Years of experience for the majority were about 1-5 years (57.1%), and the monthly income amounted to less than 700 Jordanian dinars (84%), to work an average of eight hours per day (38.2%).

Table 2 shows that most of the participants were not satisfied with the value of their salaries (60%), or non-financial rewards (e.g. vacations,

sick leave, etc.) (38.9%). But in the other hand, a majority of participants (30%) and 44%) are happy with their supervisors' understanding of their roles and the working conditions (including space, ventilation, lighting, and facilities for hygiene) (37.2%), encouragement, reward and positive feedback from the organization (45.9%), level of job responsibility (55.9%), diversity of tasks (55.9%), workload (45.7%), employees have enough flexibility to choose how they want to carry out their task (38.9%), professional interaction (35.6%), friendly staff working (22%), talents are fully used in work (42.3%), present employment benefits from the information and abilities developed throughout study (39 %), willing to continue with the current work in the future as well (35.6%), Time goes by so fast at work (33.8%), often leave work feeling like doing a professional job that they enjoy (42.3%), If the participant has to make that decision again, he choose the pharmacy (28.8%), If They will support their kids to pursue pharmacy as a career if they are interested in it (32.2%).

Some participants responded to some satisfaction questions, maybe as continuing education opportunities (33.9%), career advancement opportunities (39%), and sufficient recruitment (30.5%). The major reasons for dissatisfaction as mentioned in table 3. For most participants were significantly related to insufficient salary and insufficient promotion opportunities (71.1% (p<0.001), 64.2% (p<0.011) respectively).

Table 1: The sociodemographic characteristics of participants.

1	location of the workplace (province)	N(%)	8	Workplace	N(%)
	Aqaba	116(50.9)		Public university	32(14.3)
	Amman	56(24.6)		Private university	4(1.8)
	Irbid	20(8.8)		Public community college	16(7.1)
	Salt	8(3.5)		Private community college	40(17.9)
	Maan	8(3.5)		Pharmaceutical Company	0(0)
	Zarqa	8(3.5)		Food and Drug Foundation	4(1.8)
	Tafela	4(1.8)		Drug stores	12(5.4)
	Karak	4(1.8)		Health centers	32(13.3)
	Jarash	4(1.8)		Community pharmacy	64(28.6)
2	sex	N(%)	9	work nature	N(%)
	Female	196(87.5)		Pharmacist	156(68.4)
	Male	28(12.5)		Clinical Pharmacist	12(5.3)
3	Age			Academic	60(26.3)
	20-29	56(24.6)		Researcher	4(1.8)
	30-39	120(52.6)		Pharmaceutical representative	4(1.8)
	>= 40	52(22.8)	10	Amount of monthly income	N(%)
4	Marital status	N(%)		Less than 260 JD	36(16.1)
	Married	114(48.4)		260-300 JD	36(16.1)
	Single	110(47.3)		310-400 JD	48(21.4)
5	Children numbers	N(%)		410-500 JD	20(8.9)
	1	16(14.8)		510-700 JD	48(21.4)
	2	20(18.5)		710-1000 JD	32(14.3)
	>= 3	72(66.7)		More than 1000 JD	4(1.8)
6	Academic degree in pharmacy	N(%)	11	working hours	N(%)
	Doctorate	16(1.8)		Less than 8 hrs	64(29.1)
	Master	60(26.3)		8hrs	84(38.2)
	Bachelors	84(36.8)		More than 8 hrs	28(12.7)
	Doctor of pharmacy	4(7)		According to academic load	44(20)
	Diploma	64(28.1)			
7	Years of Experience	N(%)			
	1-5 yrs.	128(57.1)			
	6-10 yrs.	36(16.1)			
	11-15 yrs.	16(7.1)			
	More than 15 yrs.	48(21.4)			

Table 2: Satisfaction variables.

		Disagree N(%)	Agree N(%)	Maybe N(%)
1	Appropriate salary	132(55.9)	12(5)	44(18.6)
2	Non-financial incentives (eg vacation, sick leave, etc.)	92(39)	72(30.5)	56(23.7)
3	Job security	64(27.11)	100(42.4)	64(27.11)
4	A suitable working environment includes things like place, ventilation, lighting, and hygienic amenities.	32(13.5)	136(57.6)	56(23.7)
5	Supervisors possessed the necessary knowledge to carry out their responsibilities.	44(18.6)	88(37.3)	88(37.3)
6	Encouragement, reward, and positive feedback from the organization	88(37.3)	24(10.2)	108(45.7)
7	Level of job responsibility	24(10.2)	164(69.5)	36(15.2)
8	Diversity of tasks	20(8.5)	160(67.8)	44(18.6)
9	Workload	28(11.8)	152(64.4)	40(16.9)
10	Employees have enough flexibility to choose how they want to do their tasks.	32(13.5)	96(40.7)	88(37.3)
11	professional interaction (treat me with professional respect)	36(15.2)	100(42.4)	84(35.6)
12	Continuing education opportunities	68(28.8)	72(30.5)	80(33.9)
13	Career advancement opportunities	84(35.6)	44(18.6)	92(39)
14	Sufficient recruitment	68(28.8)	84(35.6)	72(30.5)
15	Friendly staff working	20(8.5)	148(62.7)	52(22)
16	Talents are fully used in job	52(22)	124(52.5)	44(18.6)
17	Current employment might benefit from the information and abilities you learned in school.	24(10.2)	128(54.2)	64(27.11)
18	Time goes by so fast at work	52(22)	104(44.1)	68(28.8)
19	Often leave work feeling like doing a professional job that they enjoy	40(16.9)	140(59.3)	56(23.7)
20	Willing to stay in my current employment for the foreseeable future as well	44(18.6)	120(50.8)	60(25.4)
21	I would pick the pharmacy if I had to make that choice again.	68(28.8)	104(44.1)	48(20.3)
22	I will recommend my children choose pharmacy as a career if they are interested in it.	76(32.2)	112(47.4)	32(13.5)

Table 3: Reasons for dissatisfaction.

The reason for dissatisfaction	%(n)	P value
High workload	47.2%	0.12
Insufficient salary	71.7%	0.001
Lack of respect and treatment by management	26.4%	0.07
Inadequate work environment (such as space, ventilation, facilities, cleanliness)...	24.5%	0.06
Not being free to decide how they do their work	22.6%	0.390
Insufficient promotion opportunities	64.2%	0.011

DISCUSSION

Job satisfaction is important for organizations. High correlation with overall satisfaction, physical and mental health, employee relations, and personal productivity. However, employment discontent results in lower labor productivity, a higher percentage of staff turnover, and poorer quality customer service.²⁷ This original study focuses on job satisfaction and its contributing aspects among Jordanian pharmacy certificate holders. In a previous study conducted in Jordan in 2016, pharmacists reported a mean total score of job satisfaction equal to 2.8.²⁸ While the projected score (the average of the 22 job-related criteria) had a mean (SD) of 2.97. Consequently, the participants' stated similar in terms of amount of job satisfaction to our computed measure of total work satisfaction.

The majority of respondents were females, which is in line with other surveys about pharmacists and the workforce in Jordan and other Arab countries.²⁹ In the current study, the main causes of pharmacy degree holders' dissatisfaction were identified as an excessive workload, inappropriate payment, a lack of respect and treatment, and limited chances to advance their careers. These discoveries are generally predictable with the aftereffects of prior investigations on work fulfillment among pharmacists and other medical services providers.³⁰ Although income is an important variable for workers, studies show that the positive impact is a linear relationship between income and job satisfaction.³¹

The pharmaceutical sector is the sector with the highest average wages in Europe and Western countries.³² In our study, just over half (55.9%) of respondents were dissatisfied with their salary both pharmacists with bachelors and higher education levels. This outcome is in line with a prior investigation in other developing nations.³³⁻³⁵

Promotion opportunities also have a significant impact on employee job satisfaction. Employees look for promotion opportunities as it leads to higher pay and a better career, which increases their job satisfaction.³⁶ Less satisfaction was assessed for insufficient promotion opportunities (64.2%) in our study and this is in line with many studies examining the effect of opportunities for advancement on job satisfaction in many countries around the world, including Ethiopia,³³ Saudi Arabia,³³ Sudan.³⁷ The working environment dissatisfied more than half of the respondents (58.0 percent).

This is congruent with research done in eastern Ethiopia, where 52% of pharmacy practitioners said they weren't happy with their physical working conditions.³³ This outcome, however, falls short of a study of China, which satisfied 90% of the working environment.³⁸ Our study found that 50.2% of participants believe their skills are being used to their full potential at work and are ready to remain there. This raises alarm since it might result in significant rates of turnover and a general exodus from the job market. One possible explanation for this finding could be that pharmacy certificate holders are mainly focused on product-oriented functions, which could be diminishing their skills relative to other settings.

This is consistent with a research done in Saudi Arabia, just 34% of hospital pharmacists claimed they would like to stay in their current job for the rest of their careers.³⁹

In addition, participants agreed that supervisors have sufficient knowledge (37.3%) to carry out their responsibilities and that the organization gives sufficient support, reward, and positive feedback, and offers them enough discretion to choose how to carry out their duties. Great balance between fun and serious activities, payment,

management, and Continuing Education Opportunities were the essential factors connected to overall position fulfillment.

If the participant has to make that decision again, he chooses the pharmacy and they will urge their kids to go into pharmacy if they are interested in it (47.3%), these findings are similar to the previous survey conducted in Saudi Arabian.³³ Pharmacy certificate holders were ineffectively fulfilled on their work because of high responsibility and workload, a workplace environment that is unpleasant due to space, ventilation, amenities, and cleanliness as well as poor treatment from other medical workers, were reported similarly in other previous studies in Addis Ababa.³⁶

CONCLUSION

According to this study, more than half of the pharmacy certificate holders are dissatisfied with their jobs, regardless of academic degree and place of work. In addition to a heavy workload, a limited compensation, little possibilities for advancement, and little regard, and uncomfortable working environment make it difficult to feel valued, and promoted and the mean reason for job turnover. To promote job satisfaction and the standard of pharmaceutical care across all sectors, authorities should seek to decrease workloads, boost incentives, and establish a positive work environment.

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PATIENT CONSENT FOR PUBLICATION

Not required.

ETHICS APPROVAL AND CONSENT TO PARTICIPATE

The JPA formally requested authorization to conduct the study in a letter. Exemption from IRB review of Al Balqa Applied University was declared.

Consent considered by participant by accepting to fill the questionnaire.

CONFLICTS OF INTEREST DECLARATION

The authors state that they do not have any competing interests.

AUTHORS' CONTRIBUTORS

NA

LIMITATIONS

Because this research was restricted to pharmacy certificate holders in extraordinary provinces of Jordan, caution must be exercised when extrapolating the findings to all pharmaceutical professionals working in exclusive sectors. further, the statistics will also be subjected to bias, since the information was gathered through the use of an online self-administered questionnaire in combination with face-to-face reviews.

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