

# Stress Factors Impact on Pharmacist Job Satisfaction in Saudi Arabia

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## ABSTRACT

**Purpose:** To explore the stress factors impact of pharmacist job satisfaction in Saudi Arabia. **Methods:** It is a 4-months cross section survey of the stress factors impact of pharmacist job satisfaction in Saudi Arabia. The study consisted of 44 questions divided into two-part demographic information and the second part was the questions about stress related factors of pharmacy job. It included pharmacy management policies, pharmacy stress factors, pharmacy personal time, salary and benefits, pharmacy motivation factors, overall job satisfaction. The 5-points Likert response scale system closed ended questions were used. **Results:** The total responders were 242. Of those 214 (91.8 %) was Saudi and 33 (8.2%) was non-Saudi. The gender distribution 169 (70.7%) 55.8%) was male and 70 (29.3%) was female. The average pharmacist satisfaction score of pharmacy management policies factors was (3.53), personal pharmacy time was (3.14) and salary and benefits were (2.45) as explored in Table 4. The average score of pharmacy stress factors were (3.86) and the overall job satisfaction was (3.61) as explored in Table 5. The most pharmacy motivation factors found were the financial reward and training was 201 (87.01%), followed by the time needed for education and training was 144 (62.3%) and flexibility in work scheduling was 136 (58.87%) as explored in Table 6. **Conclusion:** The majority of pharmacists suffered from pharmacy salary and benefits and time demand for development and education. Those factors were essential of motivation factors related to the pharmacy job satisfaction in Saudi Arabia.

**Keywords:** Stress, Factors, Job, Satisfaction, Pharmacy, Saudi Arabia.

## INTRODUCTION

Several pharmacy practice programs implemented in the period 2012-2015 including Pharmacy administration program.<sup>1,2</sup> That's including patient satisfaction of pharmacy services, pharmacist job satisfaction and pharmacist interventions.<sup>3,4</sup> The pharmacist job satisfaction consisted of several elements communication of pharmacist, the pharmacist stress and motivation factors and pharmacy service factors.<sup>5-7</sup> Several publications have been released about stress factors, other studies about motivations factors.<sup>7-9</sup> Most of the studies involved community pharmacists or hospital pharmacists while some of them included both community and hospital pharmacists.<sup>5,7-10</sup> Some of publications were review reports and the majority of them were cross sectional studies.<sup>5,7-14</sup> Most of the investigations were international while few studies done locally and other few publish from Middle East countries.<sup>5,7,9,10,14-16</sup> Two of Saudi studies and one from Jordan on job satisfaction were done with community pharmacist and two studies consisted of hospital pharmacists. Based on best of the knowledge, the authors not familiar with more investigations in Kingdom of Saudi Arabia or Gulf countries done with hospital pharmacists of pharmacy technicians. The aim of the current study was to explore pharmacy job satisfaction and related management policies, stress and motivations factors in Saudi Arabia.

## METHODS

It is a 4-months cross section survey of the stress factors impacting pharmacist job satisfaction in Saudi Arabia. The study consisted of 44 questions divided into two-part demographic information and the second part was the questions about stress related factors of pharmacy job. It included pharmacy management policies, pharmacy stress factors, pharmacy personal time, salary and benefits, pharmacy motivation factors, overall job satisfaction. The 5-points Likert response scale system closed ended questions were used. The questionnaire was made as an electronic format and it analyzed through survey monkey system.

## RESULTS

The total responders were two hundred and forty-two. Of those 214 (91.8 %) was Saudi and 33 (8.2%) was non-Saudi. The gender distribution 169 (70.7%) 55.8%) was male and 70 (29.3%) was female. The majority of them 202 (84.2%) were in age group (20-39). The most of pharmacists were married 152 (66.38%) while 75 (32.75%) were singles (Table 1). The most educational level of the responders was pharmacy bachelor degree 114 (47.7%), followed by pharmacy diploma level was 81 (33.89%) and Pharm.D 26 (10.88%). Most of the responders has not board of pharmaceuticals 171 (93.44%). Most were at the current position of pharmacy technician 80 (34.93%) and staff pharmacist 78 (34.5%) and worked at outpatient pharmacy 83 (39.7%) and inpatient pharmacy 73 (34.9%). The most the responders

spent less than 72 (30%), followed by three years three to five years 61 (24.42%) and six to ten years 50 (20.83%) worked in the current position. While more of responders receive 7,000-12,000 SR monthly salary 138 (58.97%) (Table 2). Most of the responders worked at Ministry of health 103 (42.92%) followed by MOH government Hospital 66 (27.5%) and Non- MOH government Hospital 31 (12.92%). Most of the responders worked at (200-299 beds) 32 (17.02%) followed by (100-199 beds) 31 (16.49%) and (<50 beds) 29 (15.43%). Most of the hospitals were accredited by Saudi Commission for Health Specialties 97 (48.74%) followed by Saudi Central Board for Accreditation of Healthcare Institutions (CBAHI) 58 (29.15%) and Joint commission of hospital accreditations USA 40 (20.1%) (Table 3). The average pharmacist satisfaction score of pharmacy management policies factors was (3.53), personal pharmacy time was (3.14) and salary and benefits were (2.45) (Table 4). The average score of pharmacy stress factors were (3.86) and the overall job satisfaction was (3.61) (Table 5). The most pharmacy motivation factors found were the financial reward and salary advancement was 201 (87.01%), followed by the time needed for education and training was 144 (62.3%) and flexibility in work scheduling was 136 (58.87%) (Table 6).

## DISCUSSION

During early of the 2010s the pharmacy strategic plan at the Ministry of Health released.<sup>1,2</sup> Several measures for elements of performance indicators were founded to follow up plan implementation.<sup>2</sup> Of those critical indicators was Pharmacist job satisfaction. The current study was a part to measure indicators of job satisfaction. The findings of the investigation showed the pharmacist satisfaction of job satisfaction is not ade-

**Table 1: Demographic social information.**

Nationality	Response Count	Response Percent
Saudi	214	91.85
Non- Saudi	19	8.15
Answered question	233	
Skipped question	9	
Gender	Response Count	Response Percent
Male	169	70.71
Female	70	29.29
Answered question	239	
Skipped question	3	
Age	Response Count	Response Percent
<19	0	0
20-29	87	42.08
30-39	86	42.08
40-49	26	12.92
50-59	6	2.92
>60	0	0
Answered question	240	
Skipped question	2	
Marital status	Response Count	Response Percent
Single	75	32.75
Married	152	66.38
Other (please specify)	2	0.87
Answered question	229	
Skipped question	13	

**Table 2: Demographic responder qualifications information.**

Academic Qualification (s):	Response Count	Response Percent
Diploma Pharmacy	81	33.89
Bsc. Pharm	114	47.70
M.S	4	1.67
Msc. Clinical Pharmacy	16	6.69
Pharm.D.	26	10.88
Ph.D	2	0.84
MBA	4	1.67
Pharmacy Residency Two years (R2)	2	0.84
Pharmacy Residency one year (R1)	2	0.84
Fellowship	0	0
Other (please specify)	3	1.26
Answered question	239	
Skipped question	3	
Board of Pharmaceutical Specialty	Response Count	Response Percent
Board Certified Ambulatory Care Pharmacist (BCACP)	2	1.09
Board Certified Critical Care Pharmacist (BCCCP)	3	1.64
Board Certified Nuclear Pharmacist (BCNP)	0	0.00
Board Certified Nutrition Support Pharmacist (BCNSP)	0	0.00
Board Certified Oncology Pharmacist (BCOP)	0	0.00
Board Certified Pediatric Pharmacy Specialist (BCPPS)	0	0.00
Board Certified Pharmacotherapy Specialists (BCPS)	2	1.09
Board Certified Psychiatric Pharmacist (BCPP)	1	0.55
Non	171	93.44
Other (please specify))	4	2.19
Answered question	183	
Skipped question	59	
Current position	Response Count	Response Percent
Pharmacy Technicians	80	34.93
Lecturer	0	0.00
Intern Pharmacist	3	1.31
Director of Pharmacy	22	9.61
Staff Pharmacist	79	34.50
Supervisor Pharmacist	21	9.17
Clinical Pharmacist	12	5.24
Deputy Director of Pharmacy	4	1.75
Manager	3	1.31
Other (please specify)	5	2.18
Answered question	229	
Skipped question	13	

**Table 2: Cont'd.**

The practice area	Response Count	Response Percent
Inpatient Pharmacy	73	34.76
Outpatient Pharmacy	83	39.52
Satellite Pharmacy	0	0.00
Narcotics	2	0.95
Extemporaneous Preparation	2	0.95
Clinical Pharmacy	9	4.29
Inventory Control	3	1.43
Drug Information	4	1.90
Emergency pharmacy	2	0.95
Medication safety	2	0.95
Repacking	0	0.00
Pharmacy Education and Training	1	0.48
Other (please specify)	29	13.81
Answered question	210	
Skipped question	32	
Total years you worked in current position	Response Count	Response Percent
<3	72	30.00
3-5	61	25.42
6-10	50	20.83
11-15	25	10.42
> 15	32	13.33
Answered question	240	
Skipped question	2	
Monthly income	Response Count	Response Percent
<6.000	16	6.84
7.000 - 9.000	56	23.93
10.000 - 12.000	82	35.04
14,000 - 16,000	43	18.38
18,000 - 20,000	26	11.11
>25.000	11	4.70
Answered question	234	
Skipped question	8	
Reasons for taking time off work	Response Count	Response Percent
Illness	169	74.12
Education	46	20.18
Don't feel you like to work	19	8.33
Not satisfied with the work	56	24.56
Other (please specify)	29	12.72
Answered question	228	
Skipped question	14	

quate with similar finding with previous studies<sup>9,10,17-19</sup> and better than what reported by other study due other factors affected the pharmacist in the study.<sup>5</sup> That's related several factors list them in the discussion. The level of satisfaction of pharmacy management policies is not reached the optimal level. Most of the pharmacist had workload is excessive and there is not enough staff to cover all pharmacy related activities with similar finding with previous study<sup>14</sup> and different from other community pharmacist study satisfied with high workload that's related to low workload and free time at the pharmacy without benefit. Most of the responders were taking time off due to illness. Is that due to real diseases, or they were escaping from the work. The high workload with a shortage of staff is maybe expected because there is a very significant shortage of pharmacy staff at Ministry of Health institutions during regular days or during providing pharmacy services to the pilgrims at hospitals or primary care centers. Other factors that may affect pharmacist's satisfaction was personal pharmacy time with inadequate scoring satisfaction. That's

**Table 3: Demographic hospital information.**

Sector of work	Response Count	Response Percent
Ministry of Health	103	42.92
General Medical Directorate in Region	3	1.25
MOH government Hospital	66	27.50
Non- MOH government Hospital	31	12.92
MOH-Primary Care Center	22	9.17
Private Hospital	3	1.25
Private Primary Care Center	0	0
Community pharmacy	7	2.92
Other (please specify)	5	2.08
Answered question	240	
Skipped question	2	
Number of beds at your hospital	Response Count	Response Percent
< 50	29	15.43
50-99	16	8.51
100-199	31	16.49
200-299	32	17.02
300-399	15	7.98
400-499	13	6.91
500-599	14	7.45
= or > 600	13	6.91
Medical City	25	13.30
Answered question	188	
Skipped question	54	
The hospital accreditation	Response Count	Response Percent
CBAHI	58	29.15
Joint Commotion USA	40	20.10
Canada	4	2.01
Saudi commission of health accreditation	97	48.74
Answered question	199	
Skipped question	43	

**Table 4: The pharmacist satisfaction of management policies, Personal time and Salary and benefits.**

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
1	I am allowed a sufficient amount of freedom to decide how I do my work.	38	72	69	36	23	3.28	238
2	My workload is excessive.	105	76	40	17	2	4.10	240
3	Staffing is inadequate; not enough employees are hired to cover the workload.	124	59	32	19	6	4.15	240
4	The management, in scheduling work hours at my place of employment, takes into account individual employee needs and preferences.	24	74	69	42	30	3.08	239
5	I work too many weekend and holiday hours	35	67	63	56	19	3.18	240
6	My environmental working conditions (lighting, air conditioning, heating, bathroom facilities, ventilation, noise level, etc.) are poor.	66	59	41	49	24	3.39	239
	Average						3.53	
Answered question 240, Skipped question 2								
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
1	I have the time to focus on continuing education and maintain my professional competence	15	44	44	66	66	2.47	235
2	I have the time to take breaks during the day.	7	70	48	67	46	2.68	238
3	My work has a significant contribution to the successful operation of my organization.	44	79	71	27	15	3.47	236
4	I am able to positively influence patient drug therapy.	52	121	55	5	3	3.91	236

5	Compared with the respect shown to other health professionals, patients and customers show pharmacists an appropriate amount of respect.	20	88	57	49	21	3.16	235
	Average						3.14	
Answered question 238, Skipped question 4								
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
1	Considering the kind of work, I do and the amount of responsibility I have, my pay is about right.	8	48	34	84	67	2.36	241
2	My salary is equivalent to the salary of persons holding similar positions in other organizations.	13	46	56	73	52	2.56	240
3	I am satisfied with my salary.	14	37	51	71	66	2.42	239
	Average						2.45	
Answered question 241, Skipped question 1								

related there is no time to attend Pharmacy continuous medical education or continue postgraduate studies in the pharmacy Specialty with similar factor with previous study<sup>4</sup> while not similar from other study due to community pharmacist subject.<sup>14</sup> The factors that affected pharmacist job dissatisfaction most was the salary benefits from the pharmacy work with similar finding with previous study.<sup>4,17</sup> That's related to not enough salary for pharmacist. Most of the responders were married and their monthly wage between 7,000-12,000 SR (1,866-3,200 USD) which not enough for pharmacist or pharmacy technicians and his wife. The stress factors of pharmacy job were the high workload and most of the pharmacists agreed that's the stress factors associated negatively affected the quality of work and adverse effected to the patients that's similar finding with previous study.<sup>20</sup> The majority of motivations factors may raise the satisfaction on the Pharmacy job was the salary and financial reward similar to the previous study,<sup>19</sup> and available of time to continue their Postgraduates education and training. Also, the reduction of pharmacy workload may improve pharmacist job satisfaction.<sup>21</sup> Those factors are very critical to motivate pharmacy staff and remove dissatisfaction on Pharmacy job similar finding with previous study.<sup>15</sup> The study is second done in Saudi Arabia with detail of factors affected pharmacy job satisfaction. Annual or every two years of investigation of pharmacy job satisfaction is highly recommended in the Kingdom of Saudi Arabia.

## CONCLUSION

The most stress factors was affected on pharmacist job satisfaction was salary, benefits and shortage of pharmacy time for medical education.

**Table 5: The pharmacy stress factors and overall job satisfactions.**

	Pharmacy stress factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
1	The number of hours I work is excessive.	66	74	64	30	3	3.72	237
2	The number of prescriptions per day is excessive.	96	72	47	17	2	4.04	234
3	The stress associated with my job has adversely affected my mental or emotional health and well-being.	98	69	43	23	3	4.00	236
4	The stress associated with my job has adversely affected the quality of the work that I do.	72	70	51	37	5	3.71	235
5	The stress associated with my job has adversely affected my relationships with friends and those close to me.	72	85	39	34	3	3.81	233
	Average						3.86	
Answered question 237, Skipped question 5								
	Overall job satisfaction	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Rating Average	Response Count
1	I find challenge in my work.	87	100	32	16	6	4.02	241
2	Knowing what I know now, if I had to decide all over again whether to go into pharmacy, I would choose another field.	62	43	36	60	39	3.12	240
3	If I were free to pursue any type of career I wanted, I would stay in pharmacy.	68	80	57	21	14	3.70	240
	Average						3.61	
Answered question 242, Skipped question 0								

Targeting to start motivation elements included salary flexible schedule for medical education will raise pharmacist job satisfaction in the kingdom of Saudi Arabia.

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None.

**Table 6: The pharmacist's motivations factors.**

Suggest methods for motivating Pharmacy practitioners	Response Count	Response Percent
Financial rewards, salary advancements	201	87.01
More favorable schedule	118	51.08
Increased autonomy in the workday	80	34.63
Flexibility in scheduling	136	58.87
Funds to support additional education and training	135	58.44
Time off to achieve additional education and training	144	62.34
Opportunity for advancement to pharmacy management	86	37.23
Opportunity to teach/mentor pharmacy students and residents	79	34.20
Chances of promotion	108	46.75
Increased pharmacy manpower	5	2.16
Other (please specify)	16	6.93
Answered question	231	
Skipped question	11	

## CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest.

## ABBREVIATIONS

**KSA:** Kingdom of Saudi Arabia; **MOH:** Ministry of Health; **B.Sc. Pharm:** Bachelor in pharmacy; **Pharm D:** Doctor of Pharmacy; **CBAHI:** Saudi Central Board for Accreditation of Healthcare Institutions.

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