

MOTIVATION AND JOB SATISFACTION: A STUDY OF PHARMACISTS IN PRIVATE HOSPITALS

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ABSTRACT

This survey based descriptive research has been undertaken in Tirunelveli city, Tamilnadu with the objectives of examining the relationship between motivations related factors and job satisfaction of the pharmacists. The job satisfaction have been analysed under two main variables namely organization structure and policy related factors and pharmacist' specific factors. The study has sampled sixty pharmacists qualified with Diploma in Pharmacy and Bachelor in Pharmacy courses and working in private multi speciality hospitals using judgement sampling technique. The primary data have been collected using structured questionnaire and the secondary data have been collected from journals, thesis and websites. Percentage analysis, weighted average methods, mean, standard deviation and coefficient of variation have been administered to analyse the data. The result of the study has proved that majority of the respondents were highly dissatisfied with almost all factors examined under the dimensions of organization structure and policy related factors as well as pharmacists' specific factors.

Keywords: Job satisfaction, Motivation, Pharmacist, Private hospital, Tirunelveli

1 INTRODUCTION

1.1 Background of the Study

Motivation refers to those psychological processes that determine the onset, directing and maintaining voluntary actions oriented towards a goal (Mitchell TR, 1982). It is a set of energetic forces that originate both inside and outside the individual to initiate work behaviour, and to determine the form, direction, intensity and duration of behaviour (Pindir CC, 1998). It is vital for both employees and employers. As work is a particular central area of human activity and people spend most of their adult life in employment, motivation remains inevitable for employees. Besides, motivation is also important for employers as it is the deciding factor of job satisfaction and job performance of the employees.

Mielu Zlate clearly indicated about interaction between motivation and job satisfaction. He pointed out that the status of satisfaction or

dissatisfaction is an indicator of motivation. Motivation and satisfaction appear in a double capacity, the cause and effect of which means that motivation lead to satisfaction and vice versa.

Paramedical professionals form part of important resources in health care industry. They contribute in a significant way to medical personnel for their medical and surgical care activities towards the patients. Their important responsibilities are as follows: purchasing medicines according to the request of the physicians, issuing drugs for both inpatients and outpatients as per the prescriptions of the doctors, checking the medicines before issuing to the patients, maintaining the stock, monitoring other staffs' functions in the department and also coordinating with other department staffs such as operation theatre, intensive care unit, ward, cath lab, dialysis and other diagnostic departments such as laboratory, blood bank and radiography.

Pharmacists play a major role next to the doctors and nurses in promoting the health and maintaining the safety of the patients. Adequate motivation is essential to keep them satisfied and improve their performance in order to enhance satisfaction, safety and quality of the service in the hospital. Number of factors is involved in pharmacy profession impairing their motivation which will deteriorate job satisfaction. Inadequate staffs, high work load, poor welfare facilities, inadequate recognition and lack of professionalism are some of the examples among them.

Tirunelveli city, the capital of Tirunelveli District, Tamilnadu has attained a profound development in past few years in health care sector. The numbers of hospitals, diagnostic centres and pharmaceutical institutes have increased in a huge way. But, two shift work system and twelve hours duty, inadequate welfare facilities, poor HR practice are the major issues existing almost in many hospitals and these all are the major factors affecting both motivation and job satisfaction of the employees. Hence, the present study is undertaken in the study area with the objectives of the identifying the relationship between motivations related factors and job satisfaction of the pharmacists.

1.2 Statement of the Problem

Motivation and job satisfaction are like two sides of the same coin. Both of them have direct impact on job performance, morale, commitment and productive contribution of the employees. Motivated and satisfied employees will utilise the resources at optimum level, respect the co-workers, seniors, superiors and patients in a well manner, extend adequate co operation to other staffs in the own department and other department, take part in the team work well, be discipline, follow the ethics of the organization and profession, show high performance in the work, obey the rules and regulations of the hospital properly and utilise their ability fully. Lack or absence of motivation and dissatisfaction will bring about number of negative effects

among the employees. Lack of motivation or absence of motivation will affect job satisfaction which will further bring about number of negative effects such as absenteeism, less involvement and commitment in the work, poor utilisation of the resources, availing leave unnecessarily, incomplete work and poor concentration in work. Moreover, inadequate motivation and dissatisfaction will increase the employee turnover of the organization which will further affect the satisfaction of the patients and goodwill of the organization. Hence, it is important for all health care related organization to analyse the extent to which the motivators influence the job satisfaction of the employees and to improve both motivators and job satisfaction in order to provide quality service for the patients. In light of this reason, the present study is undertaken in the study area.

1.3 Scope of the Study

The study has been undertaken in Tirunelveli city. Pharmacists working in private multi speciality hospitals with qualifications of D.Pharm (Diploma in Pharmacy) and B.Pharm (Bachelor in Pharmacy) courses have been covered in this research. It has focused the variables namely organization structure and policy related factors and pharmacist's specific factors.

1.4 Significance of the Study

The results of this present study will provide good opportunity for hospital management and its similar organizations to understand influence of motivation related factors on job satisfaction and to take necessary steps to eliminate the factors which affect job satisfaction and to strengthen motivation related factors which are found weak in enhancing job satisfaction of the pharmacists. The results of the present study will also be helpful for hospital administrators and HR managers to establish new facilities and policies which are essential in motivating the employees and enhancing their job satisfaction. Thus, the hospital management can enhance the satisfaction of the pharmacists and thereby improve the

performance, efficiency and productivity of the employees and provide the quality service for the patients. The suggestions given by the researcher will be useful for them to grow positive attitude and thereby improve their self motivation, job satisfaction and co operation with other staffs in the department and other department. Thus, their contribution towards the growth of the organization can be enhanced. The study will provide a platform for future research study and the findings of the study will be the source for future research scholars.

1.5 Profile of the Study Area

This study has been undertaken in Tirunelveli city. Tirunelveli also known as Nellai, and historically (during British rule) as Tinnevely, is a city in the Indian state of Tamil Nadu. It is the headquarters of the Tirunelveli District in Tamil Nadu. It is situated 700 kilometers (435 miles) southwest of the state capital Chennai. It is located in the southern-most tip of the Deccan plateau. Tirunelveli is an important junction in the National Highway No 7 connecting India from the North to South (Kashmir to Kanyakumari). As of 2011, census of India, Tirunelveli has a total population of 474,838. Males constitute 49% of the population and females 51%.

1.6 Objectives of the Study

The objectives of this research are to analyse the influence of motivators on job satisfaction of the pharmacists and to provide suitable suggestions to improve both motivators and job satisfaction of the pharmacists

2 REVIEW OF LITERATURE

2.1 Definition

Motivation, a Latin word 'movere' means to move. It is the processes that account for an individual's intensity, direction and persistence of effort toward attaining a goal (Mitchell TR, 1997). It is a psychological processes that origin stimulation, direction, and persistence of behaviour (Luthans et al 2005). It is a force that gives path to behaviour, energizes behaviour and

triggers the tendency to stick with (Bartol and Martin, 1998).

Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience (Locke, 1976). Johns G (1998) stated that job satisfaction is a collection of the workers attitudes towards their work. It is the extent that the working environment meets the needs and values of employees and the individual's response to that environment (Camp, 1994; Lambert, 2004; Tewksbury and Higgins, 2006). It is the degree to which a person likes his or her job Lambert (2004). It is the fulfilment of gratification of certain needs that are associated with one's work (Lambert et al., 1999).

2.2 Theories of Motivation

Maslow's Hierarchy of Needs Theory: Abraham H Maslow classified human needs into five categories as follows: 1. Physiological needs (food, clothing and shelter) 2. Safety needs (job security, provident fund and insurance) 3. Social needs (friendship, companionship, association, love and affection) 4. Esteem needs (self respect, self confidence, independence, status, recognition and reputation) 5. Self actualisation needs (a person wants to perform to his potentials). Maslow regarded the first three needs (physiology, safety and social needs) are the lower order needs and remaining two (self actualisation and esteem needs) are the higher order needs. The fulfilment of one need will induce one for next level (Maslow A, 1954).

Herzberg's Two Factor Theory: According to this theory the factors influencing human needs into two categories namely hygienic factors and motivational factors. Hygiene factors also called extrinsic factors or maintenance factors consists of company policies and administration, type of supervision, inter personal relationship, working conditions, salary, job security and status. These hygiene factors help to maintain a reasonable level of job satisfaction as they influence the mental framework of the employees also known as intrinsic factors consists of work itself, achievement, recognition, advancement, growth

and responsibility. The presence of these factors will motivate the employees but their absence will not lead to dissatisfaction (Herzberg et al 1959).

Alderfer' ERG Theory: This theory categorised human core needs into three broad groups, such as 'existence', 'relatedness', and 'growth'. The 'existence need' is concerned with providing the basic materials similar to Maslow's physiological needs and security needs. The 'relatedness need' refers to a personal relationship, which are similar to Maslow's belongingness and esteem needs and 'growth needs' is related to intrinsic desire for personal development, which is similar to Maslow's self actualization need. ERG theory, however, contrast with hierarchy theory in few aspects. According to ERG theory, sometimes multiple needs might be acted as motivation drivers at the same time where one need appears to be more dominant than others and higher levels of needs might come forward before fulfilling the lower level of needs. ERG theory also contains a frustration-regression dimension that when a higher order need level is frustrated; the individual's desire to increase a lower level need takes place (Alderfer CP, 1969).

McGregor's X and Y Theories: These theories explain the positive and negative qualities of the people. According to McGregor's X theory people are negative and pessimistic in approach. They are unambitious and lazy. They dislike work and do not voluntarily accept any responsibility and do not show preference for learning anything new. Satisfaction of physiological and safety needs alone is important. Moreover, workers will bother only about salary, job security and some extrinsic factors. They will work under the supervision and close monitoring. This theory wants the workers to work as per the directions of the managers and it does not want workers to involve in the decision making process. According to Y theory people are positive or optimistic in nature. This theory says that people are ambitious, creative, and enthusiastic, accepts responsibility. They do not need to work under supervision and monitoring (McGregor D, 1960).

William Ouchi's Z Theory: This theory pinpoint that employees should be given life time employment in order to establish strong bond between them and an organization. Horizontal mobility of the employees should be favoured. Employees must be made to work with their superiors on certain specific projects in order to motivate them. They should be frequently shifted from one job to another within the organization and they must be involved in the process of decision making in order to make them understand the significance of each job and induce them to work with lot of enthusiasm. The emphasis should be made on cooperation and sharing of information and resources among the personnel in the organization rather than on formal authority and responsibility relationships. The theory also stress that organization must be based on trust, openness and cooperation. The work environment must be made stable in order to satisfy multiple employee needs (Jayasankar J, 2011).

McClelland's Need Theory: This theory focus on 3 needs namely achievement need, affiliation need and power need. **Need for achievement:** It is the drive to excel, to achieve in relation to a set of standards and to strive to succeed. **Need for affiliation:** It is the desire for friendly and close interpersonal relationships. **Need for power:** It is the need to make others behave in a way that they would not have behaved otherwise (McClelland, 1961).

Vroom's Expectancy Theory: This theory explains the relationship between a) effort and performance, b) performance and reward and c) rewards and personal goals. Simply, this theory suggests that the motivation that will lead to job satisfaction is the perceived relationship between an individual's effort, performance, and the desirability of consequences associated with job performance (Vroom VH, 1964).

Adam's Equity Theory: This theory consists of four core elements namely person, comparison of others, inputs and outcomes. According to this theory an individual is strongly motivated by a

balanced result of input (such as effort, loyalty, hard work, commitment, skill, ability, adaptability, tolerance, determination, personal sacrifice and the like) and output (such as pay, salary, other benefits, recognition, reputation, praise and thanks, promotion and the like). Simply this theory says that what an employee contributes, he or she receives against of it. The theory is used to explain how employees judge the fairness of rewards received in proportion to resources invested for completing a task by assessing one's own investment reward ratio, and comparing it against of another colleague holding a similar position (McShane et al., 2000).

2.3 Previous Studies Related to Motivation

Dina Maria Lut (2012) studied about the connection between job motivation, job satisfaction and work performance in Romanian Trade Enterprises. The result showed that motivation was too often associated with high salary and too little with non financial rewards in Romanian enterprises. The hypotheses of the study indicated that employees' motivation level connected to employees' job performance and employees' satisfaction level. Besides, employees' satisfaction level connected with employees' job performance and different facets of the employees' satisfaction influenced the overall satisfaction level of employees. There was no direct and divergent link between employee job satisfaction and the performance of the organization in which they worked.

Rajan D and SC Babu (2012) identified the factors affecting motivation of pharmacists and impact of lack of motivation on job performance of pharmacists in Tirunelveli city, Tamilnadu. The results of the analysis showed that long and unsocial working hour with 2 shift work system and inadequate welfare facilities are the foremost factors in terms of organization structure and policy affecting motivation. Carrying out multiple works at the same time and carrying out non pharmacist work are the foremost pharmacist specific factors affecting their motivation. Conflict and disputes with other

staffs in the department and other departments and not mingling with other staffs and in team work are the foremost impacts of lack of motivation on job performance of pharmacists. The hypotheses of the study revealed that age and marital status of the respondents had no significant relationship with organization structure and policy related factors, pharmacists' specific factors affecting motivation and impact of lack of motivation on job performance of the pharmacists.

Nadia Ayub (2011) studied the relationship between work motivation and job satisfaction. The was undertaken with nine sub scales namely pay, promotion, supervision, fringe benefits, contingency rewards, operating conditions, co-workers, nature of work and communication. The study showed that there was positive relationship between work motivation and job satisfaction. The result highlighted that managers felt motivated by good work environment with colleagues, interesting assignments, feed back as well as compensation as money. The result also indicated that there was a significant gender difference on variables of work motivation.

Sangeetha Sahu (2009) examined the motivation of executives working in service sectors, insurance and banking sectors. The study analysed sixteen motivation related factors namely working independently, chances for promotion, contact with people, flexible working hours, health, insurance and other benefits, interesting work, work important to society, job security, opportunity to learn new skills, high income, recognition from team members, vacation time, regular hours, working close at home little job stress and scope for helping others at work. Among them job security was perceived as most important in work life followed by high income and flexible hours.

Lather AS and Shilpa Jain (2005) in their study found that there was a significant positive correlation between job satisfaction and need for autonomy and self actualization of top level managers. There was a significant positive correlation between the job satisfaction and need for self control, need for monetary gains and need

for social affiliation and conformity of middle level managers. There was a significant correlation between job satisfaction and need for non financial gains of middle level managers. Job satisfaction showed significant correlation between job satisfaction and need for control of supervisors, need for self control and need for personal growth in workers. The study showed that need for autonomy, self actualisation were the positive predictors of top level managers. Need for self control and need for monetary gains were the predictors of job satisfaction of middle level managers. Need for self control had significant positive effect on job satisfaction of supervisors and co-workers.

It is clear from the above discussed literature that research undertaken in the study area studied the impact of motivation on job performance of the pharmacists and it has not analysed the influence of motivation related factors on job satisfaction of the pharmacists. Hence, there is a scope for undertaking research about the relationship between motivation and job satisfaction. Therefore, the present study is undertaken in the study area in order to fill up the gap.

3 RESEARCH METHODOLOGY

This survey based research work has adopted descriptive research design. The sample of this research is pharmacist working in private multi

speciality hospital with the qualification of Diploma in Pharmacy and Bachelor in Pharmacy courses. A total of 60 pharmacists has been selected using judgement sampling technique from leading private multi speciality hospitals. Primary data have been collected from the respondents through structured questionnaire constructed by the researcher. The questionnaire consisted of two sections. Section 'A' comprised of profile of the respondents while section 'B' discussed about the relationship between motivators and job satisfaction. The questionnaire has been prepared with five point scale namely Highly Satisfied, Satisfied, No Opinion, Dissatisfied and Highly Dissatisfied with the allocation of points of 5, 4, 3, 2 and 1 for them respectively. Personal observation and discussion with respondents have also been applied to collect primary data. The secondary data have been collected from journals, books, thesis and websites. Percentage analysis has been administered to analyse profile of the respondents. Weighted average method has been applied to examine the relationship between motivation related factors and job satisfaction. Mean, standard deviation and coefficient of variation have been administered to compare the main variables discussed in this study.

4 ANALYSIS AND RESULTS

Table 4.1: Profile of the Respondents

S.No.	Variable	Category	Frequency	Percentage
1	Sex	Male	12	20.00
		Female	48	80.00
2	Marital status	Married	28	46.67
		Unmarried	32	53.33
3	Age	Below 25 years	08	13.33
		Between 25 and 30 years	26	43.33
		Between 30 and 35 years	14	23.33
		Above 35 years	12	20.00
4	Educational qualification	Bachelor in Pharmacy	10	16.67
		Diploma in Pharmacy	50	83.33
5	Year of working experience	Below 1 year	09	15.00
		Between 1 and 3 years	28	46.67
		Between 3 and 5 years	15	25.00
		Above 5 years	08	13.33
6	Income level (Rs)	Below 6000	12	20.00
		Between 6000 and 8000	28	46.67
		Between 8000 and 10000	13	21.67
		Above 10000	07	11.67

Source: Primary Data

It could be indicated from Table 4.1 that among the respondents 20% were male and 80% were female, 46.67% of the respondents were married and 53.33% were unmarried. In all, 13.33% of the respondents were below 25 years of age, 43.33% were between 25 and 30 years of age, 23.33% were between 30 to 35 years of age and 20% of the respondents were above 35 years of age. Moreover, 15% of the respondents had the experience of below 1 year, 46.67% had between 1 and 3 years of experience, 25% had between 3

and 5 years and 13.33% of the respondents had above 5 years of experience. Above all, 20% of respondents were drawing salary of below Rs.6000, 46.67% between Rs. 6000 to 8000, 21.67% between Rs.8000 to 10000 and 11.67% were drawing the salary of above Rs.10000.

Table 4.2: Organization Structure and Policy Related Factors

S. No.	Organization Structure and Policy	HS	S	NO	DS	HDS	Total Score
1	Working hours and shift work system	0	0	0	18	42	78
2	Welfare facilities (toilet, canteen and health insurance, uniform, loan facilities, concession rate for food and transport)	0	0	0	7	53	67
3	Clarity of the departmental objectives and guidelines to perform the job	0	0	0	5	55	65
4	Clarity and transparency in hierarchy of authority	0	0	0	16	44	76
5	Salary	0	6	0	24	30	102
6	Policies and procedures with regard to performance appraisal, salary increment and promotion	0	0	0	8	52	68
7	Concern of the organization towards career growth of the employees	0	0	0	9	51	69
8	Availability of resources (computer, racks, fridge, printer and manpower) to perform routine functions smoothly	0	20	0	28	12	148
9	Training and development for updating technical changes and improvements in the profession	0	0	0	0	60	60
10	Working environment (adequate space, ventilation and lighting facilities, adequate hygiene)	0	0	0	18	42	78
11	Opportunity towards initiative process and expressing employees' capabilities	0	0	0	14	46	74
12	Encouragement to convey the opinions and ideas and also to take part in decision making process of the department	0	0	0	12	48	72
13	Leadership style (e.g. friendly approach) and attitude of the manager towards "off", leave and shift changes	0	0	0	16	44	76
14	Autonomy (independency) and job security	0	0	0	18	42	78
15	Responsibility and authority to decide rest hours, lunch breaks and work assignments	0	4	0	33	23	105
16	Rewards (monetary and non monetary) and recognition for effective contribution	0	0	0	8	52	68
17	Opportunity to meet top level authority and to express grievances (e.g., communication channel)	0	5	0	16	39	91
18	Practice of the management giving attention on grievances of the staffs and to solve conflict among them	0	0	0	13	47	73

Source: Primary Data (HS-Highly Satisfied, S-Satisfied, NO-No Opinion, DS-Dissatisfied, HDS-Highly Dissatisfied)

Table 4.2 explains motivation related factors connected with organization structure and policy and at what level they influence job satisfaction of the respondents. It could be understood from response of the respondents towards five point scale that majority of the respondents answer have come under the category of 'highly dissatisfied'. The next majority respondents' responses have

come under the category of 'dissatisfied'. In view of the high importance given to these factors it could be indicated that they are in need of change in all these factors. Very few respondents reported that they were satisfied with availability of resources, salary, communication channel and responsibility and authority to decide rest hours, lunch breaks and work assignments.

On discussion majority of the respondents reported that they were suffering with too long working hours and two shift work system. They also reported that they were given poor salary which was not in par with work load and contribution. They also indicated that the performance appraisal, increment and reward were not in fair and those who were close to the management were given high salary hike and flexible working hours. They also pinpointed that the welfare facilities were very poor. They were sharing the common bathroom with patients.

There were no separate room for females even to change uniform.

The respondents also reported that the leadership style of the manager was very rigid and the employees' personal interest, ability and opinion were not considered. Moreover, they reported that they were not allowed to take part in department's decision making process. They also informed that they were not given opportunity in initiative process and they were also allowed to express their grievances among top level officials. They also worried that they are not rewarded and recognised for their effective contribution

Table 4.3: Pharmacists' Specific Factors

S. No.	Pharmacy	HS	S	NO	DS	HDS	Total Score
1	Work load	0	0	0	16	44	76
2	Nature of supervision (monitoring) and control of the management (e.g. control only by pharmacy manager and not by others)	0	0	0	18	42	78
3	Clarity of job description and information about expectation of the management	0	0	0	7	53	67
4	Professionalism and professional self respect by authorities and medical personnel	0	0	0	6	54	66
5	Equality in allocation of work load for both seniors and juniors	0	0	0	18	42	78
6	Way of receiving instructions (orders) from higher officer (e.g. pharmacy manager only)	0	0	0	4	56	64
7	Approach of the doctors and manager in front of patients and other staffs (e.g., not criticizing in front of patients or other staffs)	0	6	0	23	31	101
8	Opportunity to meet the doctors at emergency situations to clear doubt (e.g. handwriting of the doctors and changing of the medicines)	0	3	0	34	23	103
9	Regularity in work schedule (e.g., equal day shift and equal night shift) and absence of seniors involvement in changing shift (for their convenient)	0	9	0	23	28	110
10	Cooperation among departmental staffs and other departmental staffs	4	7	0	20	29	117
11	Safety in the work place (e.g. not working alone at night shift) and privacy for female staffs	0	0	0	15	45	75
12	Training to deal with troublesome, angry and criticism nature of the patients	0	0	0	2	58	62
13	Nature of work (e.g., job rotation, job enlargement, job enrichment, job sharing and variety in the task and challenging task)	0	0	0	7	53	67
14	Regular supply of drugs in accordance with the volume	0	0	0	24	36	84

	of the patients						
15	Support of the higher authorities (managers or administrative officer) during crisis situations (e.g. angriness of the patients)	0	0	0	10	50	70
16	Respect for the seniority	0	0	0	18	42	78
17	Seating arrangements and facilities to cope long standing and bending activities	0	0	0	8	52	68
18	The opinion and thoughts of the doctors, directors and managers about the employees and their behaviour accordingly (e.g., not considering employees as servants)	0	4	0	17	39	89

Source: Primary Data (HS-Highly Satisfied, S-Satisfied, NO-No Opinion, DS-Dissatisfied, HDS-Highly Dissatisfied)

It can be known from the response towards five point scales that majority of the respondents chose the option 'highly dissatisfied' for almost all variables discussed in the Table. The next majority level of the respondents chose 'dissatisfied' for almost all variables discussed in the Table. From the high importance given to these scales, it is indicated that they are in need of changes in all factors discussed in the Table. Very few respondents reported that they were satisfied with approach of the doctors and manager in front of patients and other staffs, opportunity to meet the doctors at emergency situations to clear doubt, regularity in work schedule and absence of seniors involvement in changing shift, cooperation among departmental staffs and other departmental staffs, opinion and thoughts of the doctors, directors and managers about the employees and their behaviour accordingly.

On discussion, majority of the respondents reported that their work load is too high because of the absence of supportive staffs such as computer operator, cashier and sales personnel. They also reported that they were closely

monitored by supervisor and they were controlled by other departmental managers such as housekeeping, medical records, accounts, public relation department and the like. Moreover, they indicated that medical personnel criticised them in front of the patients and their relatives in order to satisfy them though there were no mistakes on their side. Besides, they told that safety in the work place was poor and management did not give attention to develop the cooperation among the employees.

Majority of the respondents pointed out that managers showed partiality in scheduling work shift and providing leave and off. Those who were close to the management were given fixed day shift, fixed night shift, off and leave according to their interest and wishes. Furthermore, there were no proper and adequate training and development programme for employees to update their knowledge and skills. They also reported that there were no proper seating facilities in accordance with the number of the pharmacists and they had to stand for long period which affected their health. Besides, their work was monotonous and they were routinely

doing the same work and the support of the higher officers during emergency and crisis situations were absent.

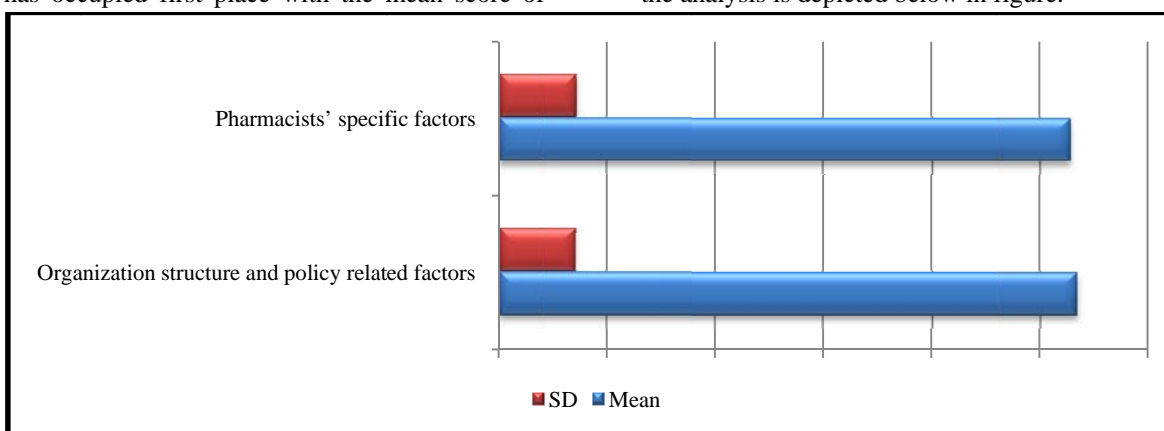
Table 4.4: Comparative analysis of factors involving job satisfaction

S No	Dimensions	Mean	SD	CV
1	Organization structure and policy related factors	26.68	3.58	13.42
2	Pharmacists' specific factors	26.41	3.61	13.67

Source: Computed from primary data

It could be understood from table 4.4 that organization structure and policy related factors has occupied first place with the mean score of

26.68 than behaviour related factors which has occupied the mean score of 26.41. The result of the analysis is depicted below in figure.



5 SUGGESTIONS AND CONCLUSION

5.1 Suggestions

Based on findings of study the researcher presents the following suggestions to improve both motivation related factors and job satisfaction of the pharmacists.

- The objectives of the department and hierarchy of the authority should clearly be established and communicated so as to avoid receiving instructions from multiple sources. Clear job description containing expectation of the hospital from the pharmacists should be provided in order to avoid carrying out non pharmacists work. Clear, transparent and fair policy with regard to the performance appraisal, salary and promotion should be established. The pay should be adequate in accordance with the work load and contribution.
- Adequate resources such as computer, printer, racks and fridge should be provided in par with the volume of the patients and medicines. Their working conditions of those resources should be ensured at frequent intervals. Besides, the working environment should be strengthened establishing adequate facilities such as space, sitting and standing facilities in the work place. Ventilation and lighting facilities should be ensured at frequent interval. The welfare facilities such as toilet, canteen, health insurance, uniform and loan facilities should be established and enriched.
- Working hours and shift system can be modified into 3 shifts with 8 hours duty instead of 2 shifts with 12 hours. The managers should be instructed and educated to treat the employees equally in terms of providing 'off', leave and scheduling the shift. Employees'

- opinion should be obtained in terms of 'off', leave and work shift. Seniors involvement on juniors in terms of changing the shift for their convenient should be monitored by the manager. Manager should not be too rigid in providing off and leave. The schedule should be prepared in such a manner that no female staff should work alone at night shift.
- iv. It should be encouraged to convey their opinions and ideas in terms of departmental and hospital functions. They should also be encouraged to take part in the decision making process of the department and hospital. Job security should be ensured and authority should be provided in par with the responsibility. Furthermore, the professionalism of the pharmacists should be ensured and their self esteem and value should be respected. It should be avoided to criticize the employees by doctors, managers and other higher officers in front of the patients and other staffs. The effort, hard work and contribution of the employees should be appreciated by both financial and non financial means.
 - v. The communication channel should be strengthened to meet the top level authorities and the higher authorities of the hospital whenever required. Pharmacists should be allowed to meet the doctors immediately to clarify the doubts at the time of emergency situations (e.g. when the patients or their relatives make problems with the employees in the pharmacy). Moreover, necessary steps should be taken to solve the conflicts and disputes of the staff and also to improve the cooperation among the other staffs in department and other department by means of conducting interdepartmental meeting and arranging business game and the like at frequent intervals.
 - vi. Variety of task assignments such as job enrichment, job enlargement, job rotation and the like should be provided in order to avoid monotonous type of work and improve their skills. Special kind of training should be provided to deal with the patients and their relatives who are emotionally imbalanced, angeriness and criticism in nature. Ergonomics training with regard to standing, sitting, and bending activities should also be furnished. Career growth of the employees should be concentrated. They should be provided training programs and they should also be allowed to undergo refresh courses with regard to technological changes and improvement in the field.
 - vii. Adequate number of manpower should be appointed in accordance with the work load and volume of the patients in order to avoid performing multiple works at the same time. The managers should be instructed to assign the work load equally for both seniors and junior staffs. The managers should also be educated to show concern for individual, show appreciation for good performance, show a desire to develop employees' skills, show respect to employees, show interest for personal needs and issues, give positive feedback, give comments and suggestions
 - viii. Tips for self motivation are as follows: 1. Communicate and talk to get motivated 2. Remain optimistic 3. Discover your interest area 4. Self acknowledgement 5. Monitor and record your success 6. Uplift energy level 7. Assist, support and motivate others 8. Encourage and keep learning 9. Break your bigger goals into smaller goals 10. Keep good company 11. Get out of your comfort zone 12. Finish what you start 13. Educate yourself 14. Believe that you can do 15. Never give up when you are frustrated.

5.2 Limitations of the Study

The study has been limited to Tirunelveli city and 60 respondents who had been sampled by judgement sampling method. The study has not covered entire district. Moreover, the study has focused the pharmacists working in private multi speciality hospitals only, and it has not studied the pharmacists working in private pharmacy stores, single speciality hospitals and government hospitals. The study has also not covered other category of staffs in the pharmacy such as sales

girl, volunteers, and accountants. Other occupational groups in the hospital such as nursing, radiographers, receptionist, laboratory technicians and the like have not been studied in this study.

As a result of these limitations, the findings of this study cannot be generalised to entire district and other district. Moreover, the result of this study cannot also be extended to the pharmacists working in pharmacy stores (shops), single speciality hospitals and government hospitals as the facilities, working environment and infrastructure will vary from place to place and organization to organization. Furthermore, the findings of this study cannot be extended to other occupational groups in the hospital in view of varying nature of job. Hence, caution is required in generalising the result of this study.

5.3 Directions for Further Research

The present study furnishes a good base for future research. The future research scholars can undergo research in number of ways from the findings of this study. The future research can be undertaken covering entire district or other districts with large number of samples. Pharmacists working in other set up such as private pharmacy store, single speciality hospitals and government hospitals can also be included. The impact of motivation can be studied with other variables such as organizational commitment, morals and job engagement. Organization structure and policy related factors affecting motivation of pharmacists can also be studied other occupational groups in the hospital such as nursing, laboratory technicians, radiographers, receptionists, managers along with the specific factors in terms of their profession affecting the motivation and job satisfaction.

5.4 Conclusion

This research aimed at examining the relationship between motivations related factors and job satisfaction of the pharmacists. In order to achieve these objectives, the study sampled sixty pharmacists qualified with Diploma in Pharmacy

and Bachelor in Pharmacy courses and working in private multi speciality hospitals in Tirunelveli city using judgement sampling technique. The result of the study proved that majority of the respondents were highly dissatisfied with almost all factors examined under the dimensions of organization structure and policy related factors as well as pharmacists' specific factors. Both motivation and job satisfaction is highly important for all kind of employees to achieve high productivity and to maintain good morale and commitment, involvement among the employees which will further enhance quality of patient care. Hence, the hospital management should take necessary steps to improve both motivation and thereby job satisfaction of the employees.

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