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An Investigation of Iranian Pharmacists and Pharmacy Staff Work Motivation through Different Job Characteristics

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ABSTRACT

Background: The Employees' motivation is a very important part of management, both practically and theoretically. Motivation has been regarded as an indispensable part of performance, and the structural element for management practice theories. The most important factor of the health care system is its workforce. They possess the highest impact on the input of health care system. Besides, one of the most important elements that affects employees is motivation Although Motivated and qualified staff is the critical element of health care system performance, it is one of the hardest goals to reach due to health care complexity.
Methods: Wright (2004) works motivation 6-item scale were used to assess pharmacists and pharmacy staff work motivation. Respondents were asked to rate themselves on six-point Likert scale (ranging from 1 = strongly disagree to 5 = strongly agree) in this six-item scale, three items were scored reversed.
Results: The Sample consisted of 326 men and women pharmacists and pharmacy staff, which are 155 women and 81 men. The results indicated that there is no significant difference in pharmacists and pharmacy staff work motivation, according to their gender, education, job, job location and income.
Conclusion: Income, the location of job, job, and education are not factors that lead to motivation, they just can avoid employees of getting demotivated. Other intrinsic or socio-cultural factor might be motivators for pharmacists and pharmacy staff.

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Introduction

It's undeniable that motivation is a crucial part of work and social life, since it arises from all aspects of human behavior and life. When it arises, the desire comes from inside along with pleasure and willingness to the desired action or behavior, and eventually, it causes efficient work. Motivation is a process that charges and directs behavior, either in the organization or everyday life (1). By motivation, it can be explained that why people act in a specific way, how hard they will continue to act that way, and how willingly they act that way (2).

The Employee motivation is a very important part of management, both practically and theoretically. Motivation has been regarded as an indispensable part of performance, and the structural element for management

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practice theories. Motivation term comes from the word "movere", which is the Latin word for movement (3). There are many definitions of this structural element of managerial concept. Atkinson defines motivation as "the contemporary (immediate) influence on the direction, vigor, and persistence of action", while Vroom defines it as "a process governing choice made by persons, among alternative forms of voluntary activity"(4) All of these and also other definition have three main characters in common: (1) energizing cause or event, (2) channel and (3) retainer of human behavior over the time (3).

There are two types of motivation theories in the field of organizational and industrial psychology; those which see the person as the machine and those which see the person as a scientist. One of best-known theories of the person as a machine is the Maslow theory (1943) (5). In this theory, Maslow suggests that there are five hierarchical needs, and they aroused from lowest to highest. In this order, one need must be fulfilled for the next one to be provoked (6). Later behaviorists put the environment in the center, rather than need or even instincts. But in person as a scientist, the emphasis is placed on the individual, thought and the process of thinking of individuals. One of the most important theories in this field is Locke and Latham (1990) Goal-setting theory (5). Goal-setting concentrate on the impact of goals on human actions and behavior. This theory states that challenging, and certain goal cause higher performance rather than unspecific, easy goals, "do your best" goals or no goals at all (7).

The most important factor of the health care system is its workforce. They possess the highest impact on the input of health care system. Also, they also are one of the main determinant keys to their efficacy and performance is their motivation (8). Although Motivated and qualified staff is the critical element for health care system performance, it is one of the hardest goals to reach, (9) due to health care complexity (10).

One of the important underlying services that health care is providing access to essential medicines for everyone. Educated and trained pharmacist workforce ensures the access to medicine and the appropriate use of it, pharmacists are the third largest group of the health care profession (11). As pharmacists must work in this dual "market industries" which is both marketing and professional health care services (12). These two roles have been developing and growing through the recent years (13). Pharmacists must work even harder to achieve both of these roles, and moreover, they must be highly motivated. In the present research, we have investigated the Iranian pharmacy staff motivation through different job characteristics, such as the workplace, the location of the pharmacy, income, and gender.

Methods

Population for this study was all the pharmacists and pharmacy staff who attended the pharmacist's annual Seminar in 2014 in Iran. The sampling method was available sampling. The Sample consisted of 326 pharmacists and pharmacy staff, 155 women and 81 men in all education degrees from all across Iran.

Measures

Work motivation was measured with wright (2004) work motivation 6-item scale. This scale was first developed and validated by Patchen et al., (1970), which is a self-reporting questionnaire that employees rate their motivation direction (how involved they are in their jobs), and the intensity of their motivation (how hard they work) on five-point Likert scale (14). Baldwin (1990) added an item to this scale which assessed persistence and reached a good internal reliability (Cronbach's alpha 0.68), wright added an item to Baldwin (1990) five-item scale which assessed the persistence of work-related behavior. Wright reported the Cronbach's alpha of 0.71 for the six-item scale (15). This questionnaire was translated into Persian and also validated by Arshadi (2006) (16). Ahmadi-Chegini, Neisi, & Arshadi (2015) also reported the Cronbach and Split-half alpha 0.76 and 0.71 respectively (17). Respondents were asked to rate themselves on six-point Likert scale (ranging from 1 = strongly disagree to 5 = strongly agree) in this six-item scale, three items were scored reversed. It should be noticed that Higher score means higher work motivation.

In order to test the difference of motivation between groups the One-way ANOVA test were used through the SPSS 21 application. The one-way analysis of variance (ANOVA) is a statistical method to determine whether there are any significant differences between the means of three or more independent (unrelated) groups (18).

Results

Demographic data for the respondents are presented in Table 1.

Descriptive Statistics data of job motivation about all respondents according to the different gender, education, job, the location of job and income is presented in Table 2.

Results of one-way ANOVA test is presented in Table 3.

As Table 3 Present none of the different groups were significantly different (p-value >0.05) in work motivation. These results indicated that there is no significant difference in pharmacists and pharmacy staff work motivation, according to their gender, education, job, job location and income.

Discussion

The results did not indicate any significant difference in any groups. There might be various reasons for this lack of differences. First reason might be the personal traits. History of personality traits in the motivation research is uneven. Many researchers believe in individual

Table 1. Respondents' demographic data

		Frequency	Percent
Gender	Female	155	65.7
	Male	81	34.3
Education	Bachelor	9	3.8
	Master of science	7	3.0
	Doctorate	209	88.6
	Ph.D.	11	4.7
Job	Responsible pharmacists in a community pharmacy	90	38.1
	Founder and owner of a community pharmacy	82	34.7
	Responsible pharmacists in hospital pharmacy	17	7.2
	Founder and owner of a hospital pharmacy	3	1.3
	Employee of pharmaceutical distribution company	2	.8
	Manager of pharmaceutical distribution company	3	1.3
	Employee and representative of pharmaceutical import company	6	2.5
	Manager of pharmaceutical import company	4	1.7
	Responsible pharmacists in pharmaceutical Factory	6	2.5
	Employee of pharmaceutical factory	3	1.3
	Manager of pharmaceutical factory	8	3.4
	Employee in university pharmaceutical part	7	3.0
	Professor at university	1	.4
	Employee at research center	4	1.7
Location of job	Tehran	130	55.1
	Province	41	17.4
	Metropolitan	29	12.3
	Large city	11	4.7
	Small city	25	10.6
Income	Up to three million tomans	123	52.1
	3-6 million tomans	75	31.8
	6- 10 million tomans	21	8.9
	10-30 million tomans	9	3.8
	more than 30 million tomans	1	.4
	Non-respond	7	3.0

differences in motivation, but the role of these traits is not quite clear yet (19). As Gellatly (1996) has noted, there is a huge inconsistency in results of researches of the empirical link between personality traits and work motivation (20).

Intrinsic motivation might be the other reason for this lack of difference. Work motivation in individuals might have various sources. Intrinsic motivation is when a person does an activity for no visible reward (1). Employees might enjoy about doing their job, they might even feel an inner desire for doing their jobs and enjoy doing them (21). Intrinsic motivation can be a very powerful reason for behavior rather than extrinsic rewards. When a person is intrinsically motivated, he or she does not get involved in an action or behavior because of money, job position or place of work. In this case, employees are motivated to do their job for something beyond money or job position (22).

Other reasons for the lack of differences are income, Location of the job, Job and education

Table 2. Descriptive Statistics data of motivation for all respondents.

	Group	Minimum	Maximum	Mean	Std. Deviation
Gender	Female	13.00	35.00	24.15	3.68
	Male	16.71	36.00	24.73	4.44
Education	Bachelor	19.00	29.00	25.11	3.06
	Master of science	19.00	29.00	24.70	3.54
	Doctorate	13.00	36.00	24.34	3.92
	Ph.D	17.00	32.00	23.72	5.67
Job	Responsible pharmacists in a community pharmacy	16.71	36.00	24.35	3.99
	Founder and owner of a community pharmacy	13.00	32.00	23.86	3.84
	Responsible pharmacists in hospital pharmacy	21.00	33.00	25.97	3.87
	Founder and owner of a hospital pharmacy	25.00	28.00	26.66	1.52
	Employee of pharmaceutical distribution company	17.00	30.00	23.50	9.19
	Manager of pharmaceutical distribution company	27.00	31.00	28.66	2.081
	Employee and Scientific representative of pharmaceutical import company	17.00	24.00	21.49	2.58
	Manager of pharmaceutical import company	19.00	25.00	22.50	2.51
	Responsible pharmacist in pharmaceutical Factory	20.00	32.00	24.98	4.21
	Employee of pharmaceutical factory	23.00	26.00	24.66	1.52
	Manager of pharmaceutical factory	19.00	34.00	26.62	5.34
	Employee in university pharmaceutical part	19.00	29.00	23.85	3.387
	Professor at university	30.00	30.00	30.0000	
	Employee at research center	20.00	27.00	22.7500	3.09570
Location of job	Tehran	17.00	36.00	24.40	3.66
	Province	16.71	34.00	24.20	4.38
	Metropolitan	17.00	34.00	24.44	3.71
	Large city	17.00	31.00	25.08	4.27
	Large city	13.00	35.00	23.87	5.037
Income	Up to three million tomans	17.00	36.00	24.11	3.58
	3-6 million tomans	13.00	36.00	24.37	4.66
	6- 10 million tomans	18.00	31.00	24.99	3.75
	10-30 million tomans	19.00	32.00	25.77	4.49
	more than 30 million tomans	24.00	24.00	24.00	.
	Non-respond	21.00	28.00	24.56	2.64

which might be considered as the hygiene factors. As Herzberg's motivation-hygiene theory states disaffection and satisfaction are not at two different sides of a continuum, but they are different concepts. There are factors that prevent dissatisfaction or demotivation, but they do not cause satisfaction and motivation. These factors are called hygiene factors. Hygiene factors are not the ultimate goals, they are the beginning of an end or as Herzberg noted "an overemphasis on hygiene carries within itself seeds of trouble. It can lead to a

Table 3. One-way ANOVA results.

	Sum of Squares	Df	Mean Square	F	Sig.
Gender	17.99	1	17.99	1.146	0.28
Education	10.45	3	3.48	.220	0.88
Job	288.26	13	22.17	1.446	0.14
Job location	13.15	4	3.28	.207	0.93
Income	33.99	4	8.49	.526	0.71

greater context of jobs. Our emphasis should be on the strengthening of a motivator. The slogan cloud almost raised: hygiene is not enough" For motivation employees and staff, the motivating factor must be considered (23).

Salary or income is considered as a hygiene factor and not motivator factor. Recepoğlu (2014) indicated that financial rewards were ranked 15th out of 17 motivation factors in health worker in Iran (8). Peters et al., (2010) also indicated that despite the general belief that high income is most important part of a good job, it was ranked as the last third characteristic of an ideal job for the health workers in two states of India (9). On the contrary, in Malike et al., (2006) study, money was the first motivating factor for Pakistani physicians and Malian health worker (24). Malik et al., (2006) separate motivating factor into groups: intrinsic, organizational, and socio-cultural factors. The most reported factors in Malik (2006) were intrinsic and socio-cultural. Intrinsic and socio-cultural factors like serving people and respect and organization factor like opportunities for higher qualification and personal safety. serving people, respect and opportunities for career growth (intrinsic and socio-cultural factors), were reported across the whole world in all setups, on the other hand, social rewards have been indicated to be one of the most important motivators for the health care workers (24). It seems that job characters are the very important part of health care employees. There might be another socio-cultural factor might be the motivator for pharmacists or pharmacy staff.

Conclusion

By considering the importance of the workforce for health care system and also the vitality of efficacy of the health care system for people's life, looking through affecting factors of health care employee seems crucial. Work motivation is one of the key factors impacting employees. This study is one of the few studies which investigate pharmacist work motivation and job characteristics which affect it. The result indicated that motivator factors are beyond income, Location of the job, Job and education for pharmacist and these factors can just prevent demotivating. Although these results create a new insight into the understanding pharmacist motivation, there still a gap to determents motivator factors in pharmacist workforce. Further research can provide better an understanding of this field.

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