



## Factors Influencing Job Motivation of Hospital Pharmacists

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### Authors' contributions

This work was carried out in collaboration between both authors. Author OAJ originated the research concept. Authors OJOO and OAJ were responsible for the design, analysis and interpretation of data. Author OAJ collected the data and initially drafted the manuscript. Author OJOO revised and wrote up the manuscript. Both authors read and approved the final manuscript.

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### ABSTRACT

**Aims:** The study aimed to explore for factors influencing job motivation of hospital pharmacists.

**Study Design:** A cross sectional descriptive survey.

**Place and Duration of Study:** The study was conducted at Obafemi Awolowo University, Ile-Ife in Osun State of Nigeria between January 2015 and August 2015.

**Methods:** 87 out of 110 practising pharmacists in secondary and tertiary hospitals in Osun State were selected using simple random sampling method. Data were collected with the aid of a set of pre-tested semi-structured questionnaire that comprised two sections. The main section employed thirty three items made of statements on a Likert-type scale and elicited information on factors influencing motivation of the respondents. The scale was adapted from standardised instrument in literature. The thirty three items were reduced to eight constructs for purpose of analysis. Descriptive statistics including frequencies, percentages and medians were used to summarize the data. Spearman's rank correlation and multiple regression were used to test for relationships at 5% level of significance.

**Results:** Results of the regression analysis show that among the factors, only 'retirement plans' had significant influence on job motivation,  $F(1, 57) = 12.00$ ,  $P = .00$  and explained 11.4% of the

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variation in job motivation while 'earning and benefits', 'task orientation and 'mission orientation' together explained 10.6% of variation in job motivation and this change in  $R^2$  was significant,  $F(3, 82) = 3.45, P = .02$ . However only 'mission orientation' was a significant predictor of Job motivation ( $B = .283, P = .03$ ).

**Conclusion:** The main determinants of motivation amongst the hospital pharmacists are 'retirement plans' and 'mission orientation' a construct combination of factors. Managers of health care facilities can benefit from these findings in the management of their pharmacist resource.

*Keywords: Job motivation; pharmacists; hospital; factors.*

## 1. INTRODUCTION

The quality of performance of health facilities depends, to a large extent, on available human resource mix and their motivation [1]. Employee motivation has been proven to be a long term success factor in organizational outcomes and yet often overlooked [2]. It appears that a wide gap exists between what is known theoretically and what actually operates in organizational settings. Poor employee motivation can manifest as lack of courtesy to patients, tardiness and absenteeism, poor process quality, such as failure to conduct proper patient examinations and failure to treat patients in a timely manner [3]. Among the workforce, it can manifest in high staff turnover rates, high vacancy rates and indifferent performance [4].

The need theory of motivation that Maslow developed in the 1940s has become one of the most frequently cited in management and organizational behaviour literature [5]. According to Maslow (1943), human behaviour is motivated by the satisfaction or frustration of needs, which are arranged in a hierarchy of prepotency from physiological needs through safety, social, esteem and self-actualization needs [6]. Equity theory takes a step toward placing motivation more squarely in a social context [7]. The central assumption of equity theory is that employees are motivated when their inputs (such as effort, knowledge, skill, loyalty) are matched by outcomes (such as pay, bonuses, benefits, recognition) and creates a sense of equity or fairness. When outcomes do not match inputs, the resulting perception of inequity leads to distress, which motivates employees to take action to reduce it. When employees feel under-rewarded, they may restore perceived equity by reducing their inputs (slacking off), attempting to reduce others' inputs (by convincing coworkers to do less work or sabotaging their efforts to be productive), seeking to increase their outcomes (asking for a raise or vacation time), or aiming to decrease coworkers' outcomes (asking them to

take a pay cut or lobbying the boss to standardize salaries). When employees feel over-rewarded, they may restore perceived equity by increasing their inputs or reducing their outcomes (requesting a pay cut or redistributing their salaries to coworkers [7].

Vroom's expectancy theory reveals that employees choose to invest effort in courses of action by weighing their relative utilities—i.e., their probabilities of achieving desired outcomes [8]. This effort is a function of three beliefs; expectancy (effort will lead to performance), instrumentality (performance will lead to outcomes), and valence (these outcomes are important or valued). These beliefs are thought to interactively influence effort, such that if any one of the beliefs is missing, the course of action will not be selected i.e. employees will not be motivated [9].

The psychologist, Fredrick Herzberg, whose theory centered on the fact that job satisfaction and job dissatisfaction act independently of each other proposed the two factor theory (also known as 'Herzberg's motivation-hygiene theory' and 'the two factor theory') [10]. The theory shows that certain factors in the workplace cause job satisfaction, while a separate set of factors cause job dissatisfaction. The key to understanding Herzberg's Motivation-Hygiene theory is that the factors that involve job content tagged 'motivation factors' tend to lead to job satisfaction. When these factors are not present on the job, workers do not tend to be dissatisfied – they simply are "not satisfied." Workers who are "not satisfied" do not tend to restrict productivity; they just don't get involved in their job or put forth extra effort to do a good job. Workers who are "satisfied" put forth extra effort and productivity increases. Factors that involve job context tagged 'hygiene factors' tend to lead to job dissatisfaction when they are considered suboptimal or absent. When these factors are considered good or acceptable, workers do not tend to become "satisfied", they are simply 'not

dissatisfied'. Then productivity is not restricted, it is just held at an acceptable level. When workers become dissatisfied with any of these factors they tend to restrict output. Example of motivators are challenging work, recognition, responsibility that give positive satisfaction, arising from intrinsic conditions of the job itself, achievement or personal growth. Example of hygiene factors are status, job security, salary, fringe, benefits, work conditions which do not lead to higher motivation but which absence results in dissatisfaction in that they are merely maintenance factors. These are extrinsic to the work itself, and include aspects such as company policies, supervisory practices or salary [10].

The goal-setting theory was developed inductively over a quarter of a century. Based on extensive laboratory and field experiments conducted in a wide variety of settings using many different tasks, Locke and Latham presented their first comprehensive statement of goal setting as a theory in 1990. The research revealed a positive relationship between goal setting and improved production performance [11]. Goals are important contextual influence on motivation, but equally important is how employees' jobs are structured which has a substantial impact on motivation of employees [12]. Job enrichment refers to altering the structural characteristics of employees' tasks to increase their motivating potential [13]. The dominant approach to job enrichment is based on the 'Job Characteristics Model' [14], which proposes that motivation, satisfaction, performance quality and withdrawal behaviours such as absenteeism and turnover are a function of three critical psychological states namely, experienced meaningfulness, responsibility for outcomes and knowledge of results. Experienced meaningfulness is said to be determined by three core job characteristics namely, skill variety (being challenged to use a variety of one's capabilities), task identity (completing a whole, identifiable piece of work from start to finish) and task significance (having an impact on other people inside or outside the organization). Experienced responsibility is shaped by the job characteristic of autonomy (freedom and discretion about when and how to complete the work) and experienced knowledge of results by the job characteristic of feedback (information from completing the work itself about one's progress and effectiveness). Thus, from a motivational standpoint, well-designed jobs are high in at least one of the dimensions of skill

variety, task identity and task significance, as well as in autonomy and feedback [15]. All the above sets of theories serve as essential foundation for job motivation.

Herzberg et al. [13] considered the objective indications of job security such as tenure and company stability or instability. Probst [16] reported that job security was significantly negatively related to physical and mental conditions and job stress. Hann et al. [17] supported the contention that dissatisfaction with job security plays a significant role in employee turnover and commitment. A study performed by Reisel et al. [18] indicated that job insecurity is negatively related to job satisfaction. Additionally, it has direct and indirect effects on worker behaviours and emotions. Emberland and Rundmo demonstrated that only job insecurity behaviours have indirect relations to turnover intentions and risk behaviour through their effects on psychological well-being [19]. Khan showed in his work that retirement benefits and job security are directly related to turnover intentions [20]. Therefore, decline in job security and retirement benefits leads to decreased organizational commitment and decreased job satisfaction. Likewise, job insecurity may threaten the exchange relationship between an employee and an organization [19].

A study carried out by Ojokuku and Salami [21] at University of Ilorin teaching hospital in Nigeria concluded that some improvement in motivation could be attributed to how well a hospital's management organizes and runs the hospital. The study identifies that while workers' monetary considerations cannot be over-flogged, implementing nonmonetary factors like quality of supervisions, availability of tools and materials to work with, staff welfare and career development are more important in creating satisfaction with job environment [21]. Study reports have shown that employee motivation is not an attribute of the individual or the organization but a result of interactions between the worker and the work environment. The health care sector is important and the quality and efficiency of her services depend to a large extent on human labour. Poor worker motivation can greatly affect this human labour and consequently health outcomes and patient safety [21].

There is limited report on the performance and motivation of hospital pharmacists in Nigeria. The observance of frequent industrial actions among pharmacists could be an indication of low or lack

of motivation of pharmacists in the country. The pharmacists have demands which the policy makers may not have understood. The objective of this study is to determine the factors influencing job motivation of hospital pharmacists in Osun State of Nigeria.

## 2. METHODS

The study is a descriptive cross-sectional survey of job motivation of hospital pharmacists in Osun State. It covers pharmacists in secondary and tertiary hospitals in the state and excludes pharmacists in primary health care, private hospitals and other pharmacists who are outside hospital pharmacy practice. Ethical approval was obtained from the Institute of Public Health Obafemi Awolowo University Ile-Ife Osun State (Certificate number No: IPHOAU/12/455). The study was carried out in Osun State in South-western part of Nigeria. The towns covered included Ile-ife, Ilesha, Osogbo, Ijebu-Jesa, Ila, Ikire, Iwo, Ede, Ipetu Ijesha and Ikirun. All the hospitals (two tertiary and nine secondary) in the state were selected for this study. The sampling frame comprised pharmacists who were on staff of the hospitals. The population of study consisted of 110 pharmacists from which 87 were selected using random sampling method. Policy makers which include the head of pharmacy in each of the hospitals as well as the Director of Pharmaceutical Services at the Hospital Management Board were also selected.

The questionnaire for the study was of two sections. Section A was designed to elicit demographic information about the respondents. Section B was aimed at obtaining information about the level of job motivation of hospital pharmacists. The two sections comprised eight and thirty-three items respectively. The questionnaire items were measured using a Likert-type scale of importance with alternative responses of undecided, not important, slightly important, important and very important with weighting scores of 0-4 respectively. The questionnaire was adapted from the "Work Motivation Scale" (WMS) of Robert Brady [22]. Instead of the 32 items on the scale, 33 items were included for the purpose of this work. Two of the items on the original measurement scale (item 9 and 25) were split into two items each giving a total of four new items instead of the original two while one item was removed from the original scale (item 13) because another item was measuring the same thing. The WMS items originally were grouped into eight constructs under four motives and this was adopted for the

purpose of analysis. The four motives and eight constructs include:

### A. Survival and safety motives

1. Earnings and benefits
2. Working conditions

### B. Affiliation motives

3. Coworkers relations
4. Supervisor relations

### C. Self-esteem motives

5. Task orientation
6. Managing others

### D. Fulfillment motives

7. Mission orientation
8. Success orientation

Construct validity was ascertained by the professional judgment of hospital staff members, the researcher's supervisor and relevant senior faculty members. The internal consistency of the instrument was determined and gave a Cronbach alpha value of 0.84.

The questionnaire was subjected to test-retest reliability check over a two week period and gave a test retest reliability coefficient of 0.79.

Initial visits were conducted to establish rapport with the participants and to prepare the ground for the process of data collection. The consent of the respondents was obtained as appropriate before administering the questionnaire to them. Out of the hundred and ten questionnaire administered, ninety-one were retrieved for a returning rate of 82.7%.

The data were loaded into computer using SPSS package Version 20. The entered data were cleaned of any errors. They were analyzed using descriptive and inferential statistics. Descriptive statistics techniques such as frequency counts, percentages, weighted averages (WA) and median (mdn) were used to organize and summarize the data.

## 3. RESULTS AND DISCUSSION

### 3.1 Demographic Analysis

Table 1 presents the demographic data of pharmacists by age, gender, marital status, religion, hospital type, hospital location, cadre, and length of hospital pharmacy practice. Of the 91 respondents, the highest number of

**Table 1. Socio-demographic characteristics of the respondents**

<b>Variable</b>	<b>No</b>	<b>%</b>
<b>Hospital location</b>		
Ile-ife	40	44.0
Ilesha	19	20.8
Osogbo	16	17.6
Ijebu-ode	2	2.2
Ila	2	2.2
Ikire	2	2.2
Iwo	3	3.3
Ede	2	2.2
Ipetu-ijesha	3	3.3
Ikirun	2	2.2
<b>Total</b>	<b>91</b>	<b>100.0</b>
<b>Hospital level (tertiary/secondary)</b>		
Secondary	25	27.5
Tertiary	66	72.5
<b>Total</b>	<b>91</b>	<b>100.0</b>
<b>Age</b>		
20-29	33	36.2
30-39	36	39.6
40-49	18	19.8
50-59	4	4.4
<b>Total</b>	<b>91</b>	<b>100.0</b>
<b>Gender</b>		
Male	59	64.8
Female	32	35.2
<b>Total</b>	<b>91</b>	<b>100.0</b>
<b>Marital status</b>		
Married	57	62.6
Single	34	37.4
<b>Total</b>	<b>91</b>	<b>100.0</b>
<b>Religion</b>		
Christianity	69	75.6
Islam	21	23.3
Others	1	1.1
<b>Total</b>	<b>91</b>	<b>100.0</b>
<b>Position</b>		
Intern	26	28.5
Grade 1	22	24.2
Senior pharmacist	9	9.9
Principal pharmacist	12	13.2
Chief pharmacist	10	11.0
Assistant pharmacist	9	9.9
Deputy pharmacist	3	3.3
<b>Total</b>	<b>91</b>	<b>100.0</b>
<b>Length of hospital practice</b>		
Less than 1 year	25	28.1
1-5 years	24	27.0
6-10 years	23	23.6
11-15 years	11	12.4
16-20 years	4	4.5
21-25 years	2	2.2
More than 25 years	2	2.2
<b>Total</b>	<b>91</b>	<b>100.0</b>

respondents was recorded from Obafemi Awolowo Teaching Hospital Complex, Ile-Ife (40, 44%). A considerable proportion of the

respondents were within the age bracket of 30 and 39 years (36, 39.6%). 64.8%(59) of the respondents were males and 35.2%(32) were

females. Majority of the respondents were christians (69, 75.6%) and were married (57, 62.6%). 72 (78.7%) of the respondents had 10 years or less of hospital pharmacy experience with 24 (26.4%) of these possessing five years or less of hospital pharmacy practice experience. Only 11 (12.4%) of them had between 11 and 15 years of hospital pharmacy practice. Of the lot, 26 respondents (28.5%) were actually internees with majority of those remaining (22, 24.2%) located within the Grade 1 pharmacist cadre.

### **3.2 Factors Influencing Motivation of Pharmacists**

Table 2 presents data on the pharmacist respondents' perspective about the factors influencing their motivation as hospital workers. The pharmacists considered job security a very important factor as the median score of 4 was obtained. Being equipped to their work was indicated to be very important with a median score of 4. Teamwork among coworkers was discovered to be very important with a median score of 4. Autonomy was considered by pharmacists to be very important because a median score of 4 was obtained. A median score of 4 was obtained when asked if understanding the vision of the hospital was very important for motivation in the hospital. Most of the respondents reasoned that health insurance was very important to their motivation as a mean score of 4 was obtained. A feeling of safety being very important to motivation was indicated by the respondents with a median score of 4. Good retirement plan was indicated by most respondents to be very important to their motivation (median score of 4). The respondents agreed to the importance of their jobs providing an opportunity to reach their full potential with a median score of 4. Salaries and raise on the job was considered very important by most of the respondents with a median score of 4. A large number of respondents indicated that achieving customer satisfaction was very important to them and a median score of 4 was obtained. Feeling a sense of accomplishment on the job was agreed by most respondents to be important for their motivation on the job (median score of 4). Getting along with other employees was indicated by the respondents as being very important for job motivation with a median score of 4. Working towards hospital goals gives direction to the job of employees as the results indicated it being very important to job motivation with a median score of 4. Having fulfilment on

their jobs is very important to the respondents as a median score of 4 was obtained.

On supervisors support on the job the pharmacists' responses revealed that having such support is important on their jobs because a median score of 3 was obtained. Being in a position to instruct and train other employees gave a median score of 3 which showed its importance to the respondents. 'Obtaining meaningful work' describes the passion employees have about their work and the drive to accomplish goals. The respondents revealed that this was important to their motivation, a median score of 3 was obtained. The respondents considered attending employee functions important to their motivation with a median score of 3. The pharmacists responded that getting a good evaluation was important to their motivation (median score of 3). The pharmacists agreed that directing the work of others was important to motivate them on their jobs as median score of 3 was obtained. Planning long range work projects was seen to be important in motivating the pharmacists (median score of 3). Having a private office space was considered as being important for motivation by the respondents (Median score of 3). The respondents indicated working on a committee important for their motivation with a median score of 3. 'Getting along their boss' was found to be important for motivation on their jobs with a median score of 3. Meeting work target was considered important with a score of 3. Occupying a supervisory role was considered important obtaining a median score of 3. A median score of 3 was obtained when respondents were asked if having enough personal time on the job very important for their motivation on the job. The pharmacists indicated having enough days for sick leave important for motivation on the job with median score of 3. Having air-conditioned workplace was considered to be important by the respondents for job motivation (median score of 3).

The respondents agreed that recognition from their boss was very important in inspiring motivation in them on their jobs with median score of 3. They also agreed to the importance of 'working on a task at a time' to job motivation with median score of 3 obtained. Seeing other employees do their work was indicated by the pharmacists to be important to motivation on their jobs obtaining a median score of 3.

The findings of this research show that the factors influencing motivation the most, though insignificantly include, 'having the tools and resources to work'; 'job security'; 'team work', 'getting work done', 'understanding the vision of the hospital', 'health insurance', 'feelings of safety at work', 'opportunities to reach full potential', 'salaries and raises', 'working towards customer satisfaction', 'feeling a sense of accomplishment', 'getting along with other employees', 'working towards overall hospital

goals' and 'having a sense of fulfilment in one's work' all with median values of 4. The exception is 'retirement plans' which is a significant determinant of motivation.

The results of correlation analysis of job motivation with the items show that job motivation significantly correlated with 'having the tools and resources to do work',  $r = .208$ ,  $P = .048$ , with 'instructing or training other employees',  $r = .245$ ,  $P = .02$ , with

**Table 2. Factors influencing job motivation of hospital pharmacists**

<b>Variables</b>	<b>Median</b>	<b>Correlation coefficient</b>	<b>Significance</b>
<b>Earnings and benefits</b>	<b>4</b>	<b>.241*</b>	<b>.022</b>
Job security	4	.188	.075
Health insurance	4	.071	.504
Retirement plans	4	.339**	.001
Salary and raises	4	.248*	.018
Having enough personal time	3	-.026	.808
Having enough days for sick leave	3	.010	.927
<b>Working conditions</b>	<b>4</b>	<b>.053</b>	<b>.616</b>
Equipped to do work	4	.208*	.048
Feeling of safety at work	4	.092	.386
Private space or office	3	.079	.454
Air-conditioned workplace	3	-.097	.362
<b>Coworker relations</b>	<b>4</b>	<b>.045</b>	<b>.669</b>
Team work	4	.074	.488
Getting along with other employees	4	.048	.653
Attending employee functions	3	-.046	.663
Working on a committee	3	.114	.283
<b>Supervisor relations</b>	<b>3</b>	<b>-.058</b>	<b>.582</b>
Supervisor support	3	-.148	.160
Getting a good evaluation	3	-.012	.911
Getting along with my boss	3	.057	.589
Recognition from my boss	3	-.035	.741
<b>Task orientation</b>	<b>3</b>	<b>.243*</b>	<b>.020</b>
Getting work done alone	4	.088	.406
Meeting work target	3	.190	.071
Working on one task at a time	3	.222*	.034
<b>Managing others</b>	<b>3</b>	<b>.183</b>	<b>.082</b>
Instructing or training other employees	3	.245*	.019
Directing the work of others	3	.029	.782
Being in supervisory role	3	.110	.298
Seeing that others do their work	3	.103	.333
<b>Mission orientation</b>	<b>4</b>	<b>.229*</b>	<b>.029</b>
Understanding the vision of the hospital	4	.217*	.039
Working towards customer satisfaction	4	.174	.099
Working towards overall hospital goals	4	.201	.057
Planning long-range work projects	3	.100	.347
<b>Success orientation</b>	<b>4</b>	<b>.071</b>	<b>.504</b>
Opportunities to reach full potential	4	.070	.507
Feeling a sense of accomplishment	4	.122	.248
Having a sense of fulfilment in my work	4	.096	.366
Obtaining meaningful work	3	.003	.974

Key: 0 - Undecided; 1 – Not Important; 2 – Slightly Important; 3 – Important; 4 – Very Important

'understanding the vision of the hospital',  $r = .217$ ,  $P = .04$ , with 'retirement plans',  $r = .339$ ,  $P = .00$ , with 'salary and raises',  $r = .248$ ,  $P = .02$  and with 'working on one task at a time',  $r = .22$ ,  $P = .03$ . The results of correlation analysis of job motivation with the constructs show that job motivation significantly correlated with earning and benefits,  $r = .241$ ,  $P = .02$ , with task orientation  $r = .243$ ,  $P = .02$  and with mission orientation  $r = .229$ ,  $P = .03$ .

There was a non-significant correlation between job motivation and working conditions  $r = .053$ ,  $P = .62$ , job motivation and coworkers relation  $r = .045$ ,  $P = .67$ , Job motivation and supervisor relation  $r = -.058$ ,  $P = .58$ , job motivation and managing others  $r = .053$ ,  $P = .08$  and Job motivation and success orientation  $.071$  ( $P = .50$ ).

A three stage multiple regression was conducted with job motivation as the dependent variable. All factors that did not show significant correlation were entered at stage one of the regressions. The items with significant correlation (except 'retirement plans' because it had stronger correlation than the others) were entered at stage two and retirement plans at stage three. The hierarchical multiple regression revealed that at stage one, all the items entered did not contribute significantly to the regression model,  $F(27, 63) = .765$ ,  $P = .78$ ) and accounted for 2.5% of the variation in job motivation. Introducing the items with significant correlation explained an additional 9.6% of variation in job motivation and the change in  $R^2$  was not significant,  $F(5, 58) = 1.69$ ,  $P = .15$ . Adding 'retirement plans' to the regression model explained an additional 11.4% of the variation in job satisfaction and this change in  $R^2$  was significant,  $F(1, 57) = 12.00$ ,  $P = .001$ . When all independent variables were included in stage three of the regression model, only 'retirement plans' was a significant predictor of job motivation. The most important predictor of job motivation was 'retirement plans' which explained 11.4% of the variation in job motivation. Together the independent variables accounted for 45.7% of the variance in job motivation.

A two stage hierarchical regression was conducted with Job motivation as the dependent variable for the constructs. 'Success orientation', 'coworkers relation', 'working conditions', 'managing others' and 'supervisor relation' were entered at stage one of the regression, these

factors did not show significant correlation with job motivation. 'Earning and benefits', 'task orientation and 'mission orientation' constructs with significant correlation were entered at stage two. The hierarchical multiple regression revealed that at stage one, all the items entered did not contribute significantly to the regression model,  $F(5, 85) = 1.02$ ,  $P = .41$ ) and accounted for 5.7% of the variation in job motivation. Introducing the items with significant correlation explained an additional 10.6% of variation in job motivation and this change in  $R^2$  was significant,  $F(3, 82) = 3.45$ ,  $P = .02$ . When all independent variables were included in stage two of the regression model, only 'mission orientation' was a significant predictor of Job motivation ( $B = .283$ ,  $P = .03$ ). Together the independent variables accounted for 16.2% of the variance in job motivation.

The items 'having tools and resources to work', 'instructing or training other employees', 'understanding the vision of the hospital', 'retirement plans', 'salaries and raises' and 'working on one task at a time' showed significant correlation with job motivation. The regression analysis revealed however that only 'retirement plans had significant influence on job motivation. This finding supports the work of Khan which revealed that retirement benefits is directly related to turnover intentions and turn over intentions occur as a result of job dissatisfaction or lack of motivation. The work of Reisel et al. [18] also shows the negative relationship between job insecurity and job satisfaction. 'Retirement benefits' is an example of indirect compensation from the organization showing a commitment to the future of the employee and it also assures security on the job. It has been shown from this study to be important to the hospital pharmacists. Therefore 'retirement benefits' has a significant effect on the motivation of pharmacists. 'Having the tools and resources to do work' is another factor that has significant positive correlation with job motivation. Ojokuku and Salami posits that availability of tools and materials to work with is important in creating satisfaction at work. The work of the pharmacists cannot be effective if the tools and resources needed are absent. The hospital management would benefit from the expertise of the pharmacist in their hospitals if they would support them by providing resources to help attain the hospital goals. This agrees with one of Herzberg's hygiene factors 'working conditions'. 'Instructing or training other employees' also has



**Table 3. Model summary of hierarchical regression of Job motivation with the items**

Model	R	R square	Adjusted R square	Std. error of the estimate	Change statistics				
					R square change	F change	df1	df2	Sig. F change
1	.497 <sup>a</sup>	.247	-.076	.507	.247	.765	27	63	.776
2	.586 <sup>b</sup>	.343	-.020	.494	.096	1.691	5	58	.151
3	.676 <sup>c</sup>	.457	.143	.453	.114	12.001	1	57	.001

a. Predictors: (Constant), Having a sense of fulfillment in my work, Being part of a team, Being in supervisory role, Having enough personal time, Attending employee functions, Recognition from my boss, Opportunity to reach my full potential, Working on a committee, Working towards overall hospital goals, Being supported by my supervisor, Working towards customer satisfaction, Private space or office, Job security, Having enough days for sick leave, Getting along with other employees, Feeling safe at work, Air-conditioned workplace, Getting along with my boss, Planning long-range work projects, Getting my own work done, Obtaining meaningful work, Feeling a sense of accomplishment, Seeing that others do their work, Directing the work of others, Health insurance, Meeting work target, Getting a good evaluation

b. Predictors: (Constant), Having a sense of fulfillment in my work, Being part of a team, Being in supervisory role, Having enough personal time, Attending employee functions, Recognition from my boss, Opportunity to reach my full potential, Working on a committee, Working towards overall hospital goals, Being supported by my supervisor, Working towards customer satisfaction, Private space or office, Job security, Having enough days for sick leave, Getting along with other employees, Feeling safe at work, Air-conditioned workplace, Getting along with my boss, Planning long-range work projects, Getting my own work done, Obtaining meaningful work, Feeling a sense of accomplishment, Seeing that others do their work, Directing the work of others, Health insurance, Meeting work target, Getting a good evaluation, Instructing or training other employees, Understanding the vision of the hospital, Working on one task at a time, Salary and raises, Having the tools and resources to do my work

c. Predictors: (Constant), Having a sense of fulfillment in my work, Being part of a team, Being in supervisory role, Having enough personal time, Attending employee functions, Recognition from my boss, Opportunity to reach my full potential, Working on a committee, Working towards overall hospital goals, Being supported by my supervisor, Working towards customer satisfaction, Private space or office, Job security, Having enough days for sick leave, Getting along with other employees, Feeling safe at work, Air-conditioned workplace, Getting along with my boss, Planning long-range work projects, Getting my own work done, Obtaining meaningful work, Feeling a sense of accomplishment, Seeing that others do their work, Directing the work of others, Health insurance, Meeting work target, Getting a good evaluation, Instructing or training other employees, Understanding the vision of the hospital, Working on one task at a time, Salary and raises, Having the tools and resources to do my work, Retirement plans

significant correlation with job motivation and this is in line with one of Herzberg’s motivators-‘responsibility’. According to Herzberg, when this is absent, workers become ‘not satisfied’ and would not put forth the extra effort to do a good job. Responsibility gives employees autonomy, a high level of control and accountability for the work of others. The Job Characteristics Model (JCM) of Hackman and Oldham describes task significance as having an impact on other people inside and outside the organization and this influences motivation. The result obtained agrees with JCM.

Another factor with significant correlation with job motivation is ‘understanding the vision of the hospital’. This is important if the hospital’s vision is to be attained. A lack of understanding of the vision of the hospital means a lack of direction and hence a lack of productivity. The

pharmacist’s work would not be coordinated and inevitably not effective. This result is consistent with the assertion by Locke and Latham that there is a positive relationship between goal setting and improved performance. ‘Salaries and raises’, one of Herzberg’s contextual factors of motivation also has a significant correlation with job motivation. This finding is supported by Adam’s equity theory that demonstrates that employees are motivated when their inputs (effort, knowledge, skill and loyalty) are matched by their outcomes (pays, bonuses, benefits and recognition). This creates a sense of equity or fairness. ‘Working on one task at a time’ correlated significantly with job motivation positively and this demonstrates the importance the pharmacists attach to their work and the need to focus on the task at hand. Being burdened with too much work can lead to fatigue

which can also lead to dispensing errors and compromise in patient care.

When the 33 items in the questionnaire was reduced to eight constructs as demonstrated by Brady [18] the correlation analysis revealed a

relation between motivation and 'earning and benefits', task orientation' and 'mission orientation'. The regression analysis carried out revealed that only the construct 'mission orientation' had significant effect on motivation.

**Table 4. Summary of multiple regression coefficients for items predicting job motivation**

Variable	B	Std. error	Beta	t	Sig
(Constant)	.955	.921		1.037	.304
Job security	.019	.162	.020	.119	.906
Being part of a team	.084	.113	.099	.744	.460
Being supported by my supervisor	-.078	.105	-.096	-.739	.463
Getting my own work done	.120	.118	.176	1.016	.314
Obtaining meaningful work	-.229	.143	-.245	-1.602	.115
Health insurance	-.101	.097	-.188	-1.048	.299
Feeling safe at work	-.023	.097	-.041	-.239	.812
Attending employee functions	-.100	.062	-.238	-1.606	.114
Getting a good evaluation	.020	.121	.036	.163	.871
Directing the work of others	-.027	.060	-.075	-.451	.654
Planning long-range work projects	.062	.066	.141	.944	.349
Opportunity to reach my full potential	-.265	.138	-.292	-1.921	.060
Private space or office	.022	.080	.038	.276	.784
Working on a committee	.120	.070	.265	1.709	.093
Getting along with my boss	.042	.129	.052	.330	.743
Meeting work target	-.160	.116	-.249	-1.378	.174
Being in supervisory role	-.011	.072	-.026	-.149	.882
Working towards customer satisfaction	.158	.183	.159	.866	.390
Feeling a sense of accomplishment	.299	.163	.289	1.830	.072
Having enough personal time	.113	.102	.160	1.106	.273
Having enough days for sick leave	-.026	.061	-.060	-.418	.678
Air-conditioned workplace	-.333	.119	-.461	-2.797	.007
Getting along with other employees	-.022	.137	-.023	-.160	.873
Recognition from my boss	.041	.075	.081	.549	.585
Seeing that others do their work	.009	.066	.024	.141	.888
Working towards overall hospital goals	-.026	.120	-.033	-.216	.829
Having a sense of fulfillment in my work	.007	.136	.007	.050	.960
Having the tools and resources to do my work	.101	.173	.112	.586	.560
Instructing or training other employees	.111	.072	.194	1.532	.131
Understanding the vision of the hospital	.087	.130	.097	.672	.504
Salary and raises	-.014	.155	-.014	-.090	.929
Working on one task at a time	.065	.054	.176	1.214	.230
Retirement plans	.260	.075	.535	3.464	.001

a. Dependent Variable: Resultant Motivation

**Table 5. Model summary of hierarchical regression of job motivation with the constructs**

Model	R	R square	Adjusted R square	Std. error of the estimate	Change statistics				
					R square change	F change	df1	df2	sig. F change
1	.238 <sup>a</sup>	.057	.001	.489	.057	1.021	5	85	.411
2	.403 <sup>b</sup>	.162	.081	.469	.106	3.446	3	82	.020

a. Predictors: (Constant), Success Orientation, Coworkers relation, Working Conditions, Managing others, Supervisor relation

b. Predictors: (Constant), Success Orientation, Coworkers relation, Working Conditions, Managing others, Supervisor relation, Mission Orientation, Task Orientation, Earnings and Benefits

**Table 6. Summary of multiple regression coefficients for items predicting job motivation**

Variable	B	Std. error	Beta	t	Sig
1 (Constant)	1.850	.610		3.034	.003
Working conditions	.084	.133	.087	.633	.528
Coworkers relation	-.022	.126	-.021	-.178	.859
Supervisor relation	-.217	.141	-.213	-1.536	.128
Managing others	.137	.087	.219	1.579	.118
Success orientation	.096	.178	.068	.536	.593
2 (Constant)	1.716	.607		2.827	.006
Working conditions	-.102	.151	-.106	-.677	.500
Coworkers relation	-.098	.123	-.094	-.800	.426
Supervisor relation	-.316	.139	-.310	-2.274	.026
Managing others	.094	.086	.151	1.092	.278
Success Orientation	-.129	.186	-.092	-.692	.491
Earnings and benefits	.270	.172	.237	1.571	.120
Task orientation	.131	.108	.170	1.218	.227
Mission orientation	.283	.127	.285	2.231	.028

a. Dependent Variable: Resultant Motivation

Mission Orientation gave a positive correlation and regression results with motivation and it describes employees getting meaningful work done and the sense of satisfaction that comes from achieving the hospital's set goals. It is one of Herzberg's 'motivators', the absence of which would not lead to dissatisfaction but to situation where the employees are simply "not satisfied." According to him workers who are "not satisfied" do not tend to restrict productivity; they don't get involved in their job. Workers who are "satisfied" put forth that extra effort and productivity increases. Mission orientation borders around 'work content'- job design and job description and the results obtained in this research indicate that it is important to the employees' motivation. Employers of pharmacy workforce would find that helpful and put effort in designing jobs that employee find meaningful, also the importance of defining hospital goals to extent that every employee understands it cannot be over emphasized. 'Earning and benefits gave a positive correlation with job motivation that was significant. Earnings and benefits describes factors such as job security, retirement plans, health insurance, salaries and raises and other benefits that would enrich the lives of the employees. The finding of this work agrees with the work of Emberland and Rundmo and also the work of Khan that benefits have a significant relationship with motivation. It is therefore suggested that the overall reward and remuneration for pharmacists be done holistically and also non-monetary benefits would influence positively the hospital pharmacists. 'Task orientation' covers 'skill variety', 'task identity' and 'task significance' of the JCM and the result obtained shows it has a significant positive

relationship with motivation which agrees with the work of Hackman and Oldham. Task orientation makes employees experience meaningfulness on their jobs this has a positive influence on motivation of hospital pharmacists.

#### 4. CONCLUSION

The main determinants of motivation amongst the hospital pharmacists are 'retirement plans' and 'mission orientation' (which is a construct combination of factors). Managers of health care facilities can benefit from these findings in the management of their pharmacist resource.

#### ETHICAL APPROVAL

This work was approved by the Research and Ethics Committee of the Institute of Public Health, Obafemi Awolowo University, Ile-Ife, Nigeria.

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#### COMPETING INTERESTS

Authors have declared that no competing interests exist.

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