

# C-35 JOB SATISFACTION, COMMITMENT AND INTENTION TO STAY IN PUBLIC WORKFORCE

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## INTRODUCTION

Job satisfaction is positively linked to motivation, job performance, productivity, organizational commitment, patient's safety and satisfaction. Understanding the factors affecting job satisfaction and organizational commitment is important to decrease pharmacists' turnover and to increase productivity<sup>1,2</sup>. In this study, we aimed to 1) determine job satisfaction score and organizational commitment score and their correlation, 2) explore factors affecting job satisfaction, 3) compare job satisfaction score and organizational commitment score based on respondents' demographic characteristics, 4) explore the proportion of fully registered pharmacists (FRP) who intend to stay in public workforce and 5) explore aspects that can be improved to ensure job satisfaction in Hospital Miri.

## METHODS

Study design	Sample population	Data collection
Cross sectional study	<b>Inclusion:</b> All FRP in Hospital Miri (n=47). <b>Exclusion:</b> Provisionally registered pharmacists (PRP), contract pharmacists	Questionnaire was obtained with permission to use from original author <sup>3</sup> . Questionnaires were distributed to all FRP in Hospital Miri.

Statistical analysis:

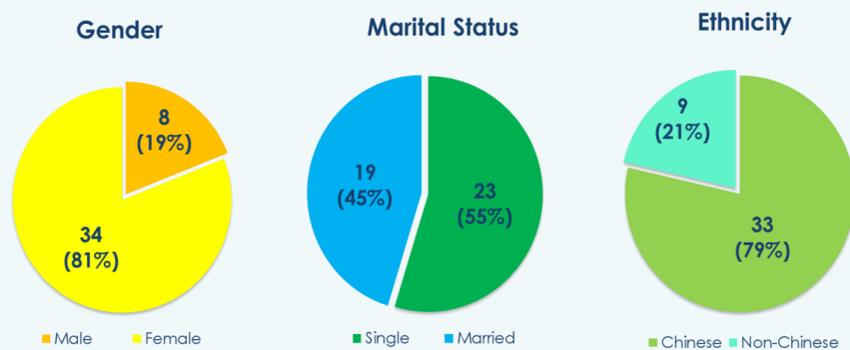
- Quantitative data were analyzed with SPSS version 23.0.
- Responses for the questionnaire were summed across all items. Pearson's correlation test was used to determine correlation between job satisfaction and organizational commitment.
- Mann-Whitney test was used to compare the job satisfaction score and organizational commitment score based on respondents' demographic characteristics.
- The written responses to the open-ended question in this questionnaire were analyzed, grouped and described thematically.

## RESULTS

Response rate: 85.7% (42 out of 47 responded)

### Part 1: Demographic characteristics

Age in years, Median (IQR)	31 (5.25)
Length of employment in Ministry of Health (MOH) in years, Median (IQR)	7 (4.25)



### Part 2: Factors affecting job satisfaction

- Workload
- Co-workers (colleagues)
- Treatment by management
- Work schedule
- Benefits (annual leaves, allowance)

### Part 3: Job satisfaction (JS) score and organizational commitment (OC) score (maximum possible score =90)

JS score, mean (SD)	OC score, mean (SD)	Pearson Correlation Coefficient, r
60.81 (8.7)	56.48 (7.21)	0.550 (P<0.001)

Demographic characteristic	JS score (Median, IQR)	Z statistics	P-value †	OC score (Median, IQR)	Z statistics	P-value †
<b>Gender</b>						
Male (n=8)	58.5(13.5)	-0.74	0.46	51.5(9.8)	-2.29	0.02*
Female (n=34)	60.0(13.8)			58.5(9.3)		
<b>Marital Status</b>						
Single (n=23)	63.0(16.0)	-0.43	0.67	54.0(13.0)	-1.89	0.06
Married (n=19)	59.0(9.0)			58.0 (9.0)		
<b>Ethnicity</b>						
Chinese (n=33)	59.0 (12.0)	-0.17	0.87	56.0 (8.0)	-0.88	0.38
Non-Chinese (n=9)	61.0 (14.5)			61.0(16.0)		

## RESULTS

### Part 4: Likelihood to leave MOH

- Likely: 2 (4.8%); Unlikely: 40 (95.2%)

Example of responses for open-ended question: What are the aspects that can be improved in order to ensure your job satisfaction with current employer?

Theme	Examples
Remuneration scheme	"Pharmacists should be given pay by rate for extra/weekend shifts instead of time-off on working days." [ID12] "Claim overtime allowance for pharmacists." [ID29]
Improvement in organization management	"Abolish involuntary transfer or placement." [ID36] "Better career achievement option and merit-based promotion." [ID33]
Working environment	"To provide better workplace environment (or proper room to do counselling session for patients)." [ID5]
Opportunity for personal development	"To send me for conferences or course to update my knowledge." [ID2]

## DISCUSSION



- Possible explanation for high proportion of respondents willing to stay in MOH – limited job opportunities in Sarawak (mainly restricted to hospital and community pharmacies).
- Female showed higher organizational commitment:
  - Most female pharmacists see this profession as one holding good prospects for them<sup>4</sup>.
  - More flexibility in work arrangement, thereby allowing them to attend to family responsibilities<sup>4</sup>.

Aspect	How to improve job satisfaction?
Workload	Increase staff to share work burden.
Treatment by management	Take staffs' opinions into considerations, abolish unnecessary policies/restrictions, provide adequate amenities.
Extra benefits	Compensate monetarily for extended working hours/on call similar to other healthcare professionals.
Opportunity for personal development	Sending staffs for conferences/courses/trainings.

Study limitation: The small number of the sample size in this study makes generalization difficult.

## CONCLUSION

- The mean JS score and organizational commitment score for FRP in Hospital Miri are 60.81 (SD 8.70) and 56.48 (SD 7.21) respectively.
- Significant correlation was found between job satisfaction and organizational commitment.
- Workload, co-workers, treatment by management, work schedule and benefits are important factors influencing job satisfaction.
- Female respondents tend to have a better organizational commitment compared to their male counterparts.
- Majority expressed their intention to stay with MOH.

## REFERENCES

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