

Pharmacists: research on job satisfaction and work-related stress

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Why is job satisfaction important?

- Strong correlation with job stress
- Leads to poor mental health, anxiety, depression
- Physical illness
- Low productivity
- Low organisational effectiveness
- Absenteeism
- High turnover
- Reduction in hours
- Exit from job or profession
- Working practices??????



Which pharmacists are dissatisfied?

- Evidence so far suggests it's:
 - Younger pharmacists
 - Male pharmacists
 - Ethnic minority pharmacists
 - Community pharmacists
 - Locums and managers in CP
 - Those working in multiples
 - Full-time workers

Why are they dissatisfied?

The theory

- Job-demand-control model

Use of skills
Development of skills
Participation or latitude
in decision-making
Autonomy

- Effort-reward-imbalance

- Organisational justice

Job benefits
Recognition
Prestige
Esteem
Status
Career opportunities

The reality?

Work-related stressors among community pharmacists in GB

- Daily demands of the job/**workload**
- The professional role
- Long hours/no break
- Under-use of skills
- Autonomy
- Recognition
- Work conditions
- Remuneration

Work-related stressors among community pharmacists in NZ

- Excessive paperwork
- Health reforms
- Bureaucratic interference
- Excessive workload
- On-call work



Work-related stressors among hospital pharmacists in GB

- Promotion prospects
- Personal support for PG education or training
- Duties
- Autonomy

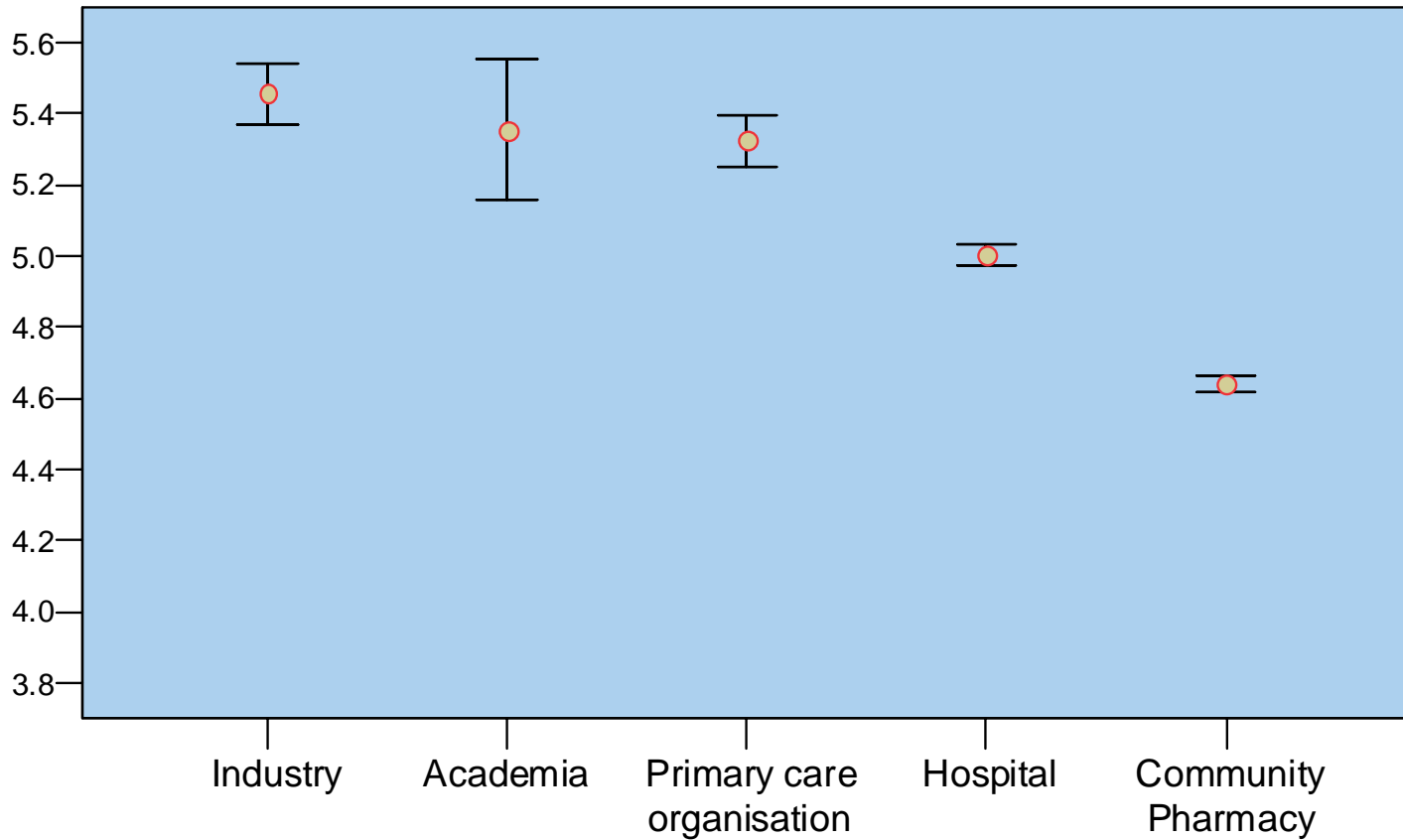
“Moral distress”

- Resources
- Rules versus praxis
- Conflicts of interest
- Lack of supporting structures

Work satisfaction: all (census 2005)

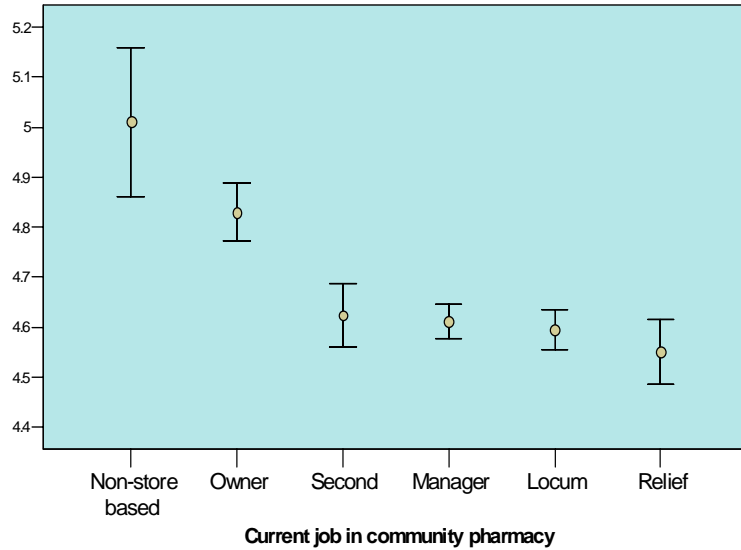


Overall satisfaction with main job (mean score & 95% CI) by sector of employment

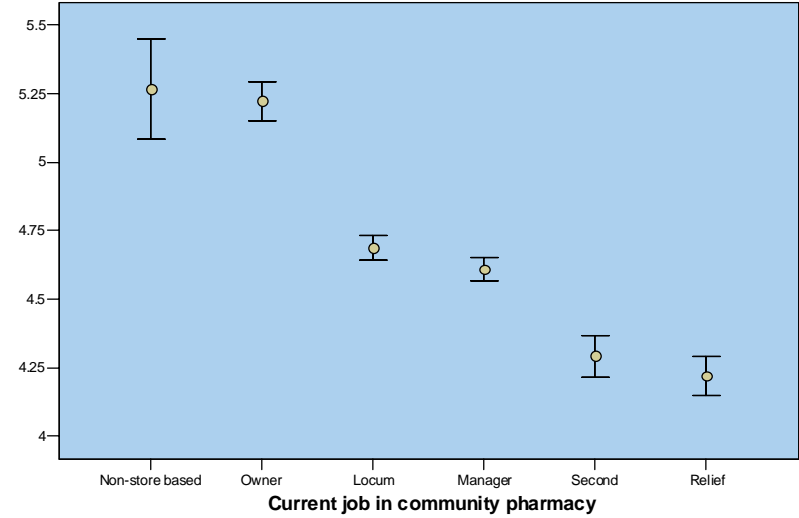


(1 = extremely dissatisfied, 7 = extremely satisfied)

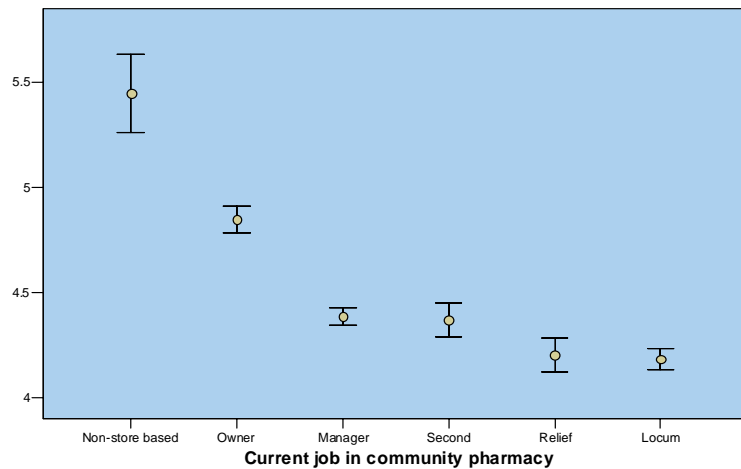
Satisfaction with main job (mean score and 95% CI)



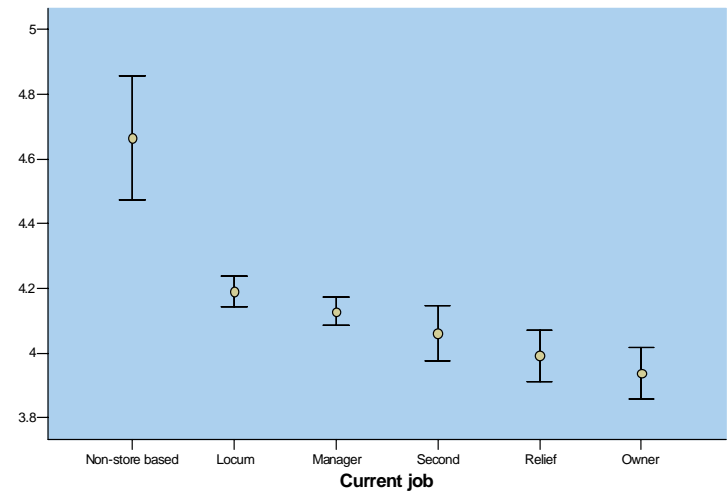
Satisfaction with freedom to choose own methods of working (Mean score and 95% CI)



Satisfaction with amount of variety in job (Mean score and 95% CI)



Satisfaction with remuneration (Mean score and 95% CI)



Job satisfaction

Experiences of work

	overall satisfaction	highest/lowest mean score	agree/neither/disagree with statement
Female	5.48	colleagues 5.71* remuneration 4.87	<ul style="list-style-type: none"> > likely to enjoy their post* > likely to feel post provided opportunities for growth > likely to feel overloaded
Male	5.35	patient contact 5.50 remuneration 4.70	<ul style="list-style-type: none"> < likely to feel involved in decision making < likely to feel post became more interesting over year
White	5.58	colleagues 5.81* remuneration 4.93*	<ul style="list-style-type: none"> > likely to feel post provided opportunities for growth* > likely to feel post became more interesting over year* > likely to enjoy their post*
Minority ethnic	5.24*	colleagues 5.42 remuneration 4.67	<ul style="list-style-type: none"> > likely to feel overloaded* < likely to feel post provided training opportunities < likely to have difficulty managing others
CP	5.41	colleagues 5.69 variety 4.65*	<ul style="list-style-type: none"> > likely to feel involved with decision-making* > likely to feel overloaded* > likely to have difficulty managing others*
HP	5.49	variety 5.76 remuneration 4.79	<ul style="list-style-type: none"> > likely to feel post provided opportunities for growth* > likely to feel post became more interesting over the year* < likely to feel part of the healthcare team*

mean score [*diffs significant at 5% level (t-test)]

*diffs significant (p<0.001)

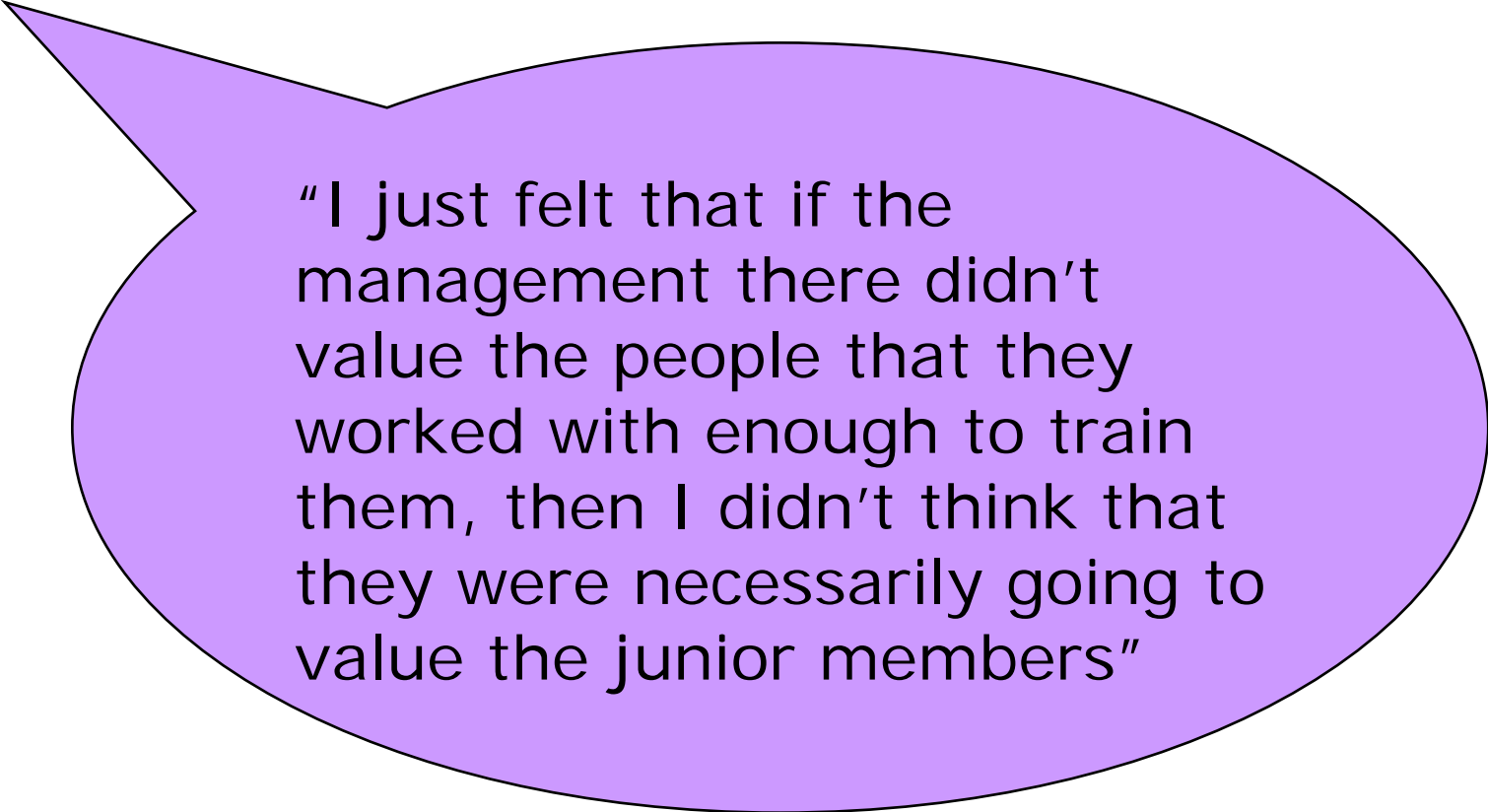
Work overload

“MURs- I was heavily involved with them. They were unpopular with a lot of pharmacists because they didn't have the time to do them”

Skill under-utilisation

"I thought community would be good for a few years; it's good to make money but I thought I'd probably get bored after a little while, as its pretty much the same thing day in day out. Whereas in hospital you can specialise and it's a lot more interesting"

Poor management



"I just felt that if the management there didn't value the people that they worked with enough to train them, then I didn't think that they were necessarily going to value the junior members"

Effect on working practices?

- Medication errors
- PDA study on patient safety
- Ashcroft and Parker et al
- Elsewhere: 1/3rd of hospital staff reported recent incidents where they considered that symptoms of stress had negatively affected their patient care:
 - 50% concerned lower standards of care
 - 40% lead to expressions of anger/irritability
 - 7% to serious mistakes
 - 2 patient deaths

What makes pharmacists stay?

- They devise coping strategies
- They make trade offs
- Job embeddedness

Mediators of stress

- Recognition
- More control over work environment
- Better (or fairer?) remuneration

- Flexible and 'visible' job
- Met expectations
- Career commitment