

Identifying preferred organisational characteristics and remuneration types for retail pharmacists

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“Chop your own wood, and it will warm you twice.”

Henry Ford

Abstract

Title: Identifying preferred organisational characteristics and remuneration types for retail pharmacists

Objective: The primary objective is to determine the preferred organisational characteristics and remuneration types for pharmacists and university students in South Africa.

The primary objective will be realised and supported by meeting the secondary objectives, which are:

- What organisational characteristics and remuneration types exist in the literature that could influence the employee's perception of the organisation?
- How do these characteristics and remuneration types differ between students and pharmacists?
- How do these characteristics and remuneration types differ between different age groups?
- How do these characteristics and remuneration types differ between different levels of experience?

Methods: The research of this study will be conducted by means of a comparative literature review and a quantitative empirical study.

The literature review will discuss the staffing situation in the pharmacy as it is currently experienced, as well as the aspects that might influence potential applicants in the future.

The empirical investigation will be done by analysing pharmacists currently employed by a retail pharmacy chain organisation and the final-year pharmacy student class of a South African university. Quantitative research will be conducted by way of an anonymous questionnaire.

Part one will be used to determine the demographics of the study populations.

Part two will determine the current level of motivation as well as aspects pertaining to their preferred organisational characteristics and will include the following:

- To determine the current organisational characteristics sought after by the pharmacists and pharmacy students in the study population; and
- To determine the most preferred remuneration types for the pharmacists and pharmacy students in the study population.

Results: It was noted that many organisational characteristics could influence the employee perceptions. From the analysed questionnaires, characteristics that include growth opportunities inside the organisation, using your pharmaceutical skills, physical working location, as well as manageable intensity of work were cited as the most important characteristics.

The most important remuneration packages in the studied population were analysed to be:

- A basic plus benefit system was preferred
- A skills-based pay as the base of the remuneration package
- A performance-based incentive system where benefits are rewarded according to merit
- Incentives calculated from amount of personal output and not by business unit or organisational profit
- Share options were popular as an added benefit

It should be noted that the preferred remuneration packages do differ between students, pharmacists, pharmacy managers, different age groups and experience groups and can be personalised for each group.

Conclusion: This study highlighted preferred organisational characteristics and remuneration types for retail pharmacists and final-year pharmacy students.

It is recommended that a more in-depth study of the preferred organisational characteristics and remuneration types for retail pharmacists should be conducted. This study should also include the cost implications of hiring the most suitable candidate for a position versus the least suitable candidate.

Keywords: Characteristics, Healthcare, Job satisfaction, Motivation, Pharmacist, Remuneration, Retail, Retention

Opsomming

Titel: Identifisering van voorkeur organisasie-karaktereienskappe en vergoedingspakkettipes vir kleinhandel-aptekers

Doelstellings: Die primêre doelstelling is om die verkose organisatoriese karaktereienskappe en vergoedingspakkettipes vir aptekers en universiteitstudente te bepaal.

Die primêre doelstelling sal realiseer en ondersteun word deur die bereiking van die volgende sekondêre doelstellings:

- Watter organisatoriese karaktereienskappe en vergoedingspakkettipes kom in die literatuur voor wat die persepsie van die werknemer teenoor die organisasie kan beïnvloed?
- Hoe verskil hierdie karaktereienskappe sowel as verkose vergoedingspakkette tussen studente en aptekers?
- Hoe verskil hierdie karaktereienskappe sowel as verkose vergoedingspakkette tussen verskillende ouderdomsgroepe?
- Hoe verskil hierdie karaktereienskappe sowel as verkose vergoedingspakkette tussen verskillende vlakke van ondervinding?

Metodes: Die navorsing van hierdie studie word in twee gedeeltes verdeel, naamlik 'n vergelykende literatuurstudie en 'n kwantitatiewe, empiriese studie.

Die literatuurstudie verwys na die huidige personeelsituasie sowel as die aspekte wat potensiële werknemers in die toekoms kan beïnvloed.

Die empiriese ondersoek word verrig deur aptekers te analiseer wat tans by 'n kleinhandelapteekgroep werksaam is sowel as die finalejaar-aptekersklas van 'n Suid-Afrikaanse universiteit. Kwantitatiewe navorsing word by wyse van 'n anonieme vraelys verrig.

Die eerste gedeelte van die vraelys word gebruik om die demografie van die studiepopulasie te bepaal.

Die tweede gedeelte van die vraelys word gebruik om die huidige vlak van motivering te bepaal sowel as om die aspekte van die verkose organisatoriese karaktereienskappe te bepaal. Dit sluit die volgende in:

- Om die verkose organisatoriese karaktereenskappe van aptekers sowel as aptekerstudente te bepaal; en
- Om die verkose vergoedingstipes van aptekers sowel as aptekerstudente te bepaal.

Resultate: Daar is opgemerk dat 'n aantal organisatoriese karaktereenskappe die persepsie van 'n gesogte organisasie kan voortbring. Uit die analyses van die vraelyste is opgemerk dat die belangrikste organisatoriese karaktereenskappe die volgende insluit: groeigeleenthede in die organisasie, gebruik van farmaseutiese vaardighede, fisiese werksplek, sowel as hanteerbare intensiteit van werk.

Die mees verkose vergoedingstipes soos opgemerk uit die totale studiepopulasie lyk soos volg:

- 'n Basiese salaris met addisionele voordele word verkies
- 'n Vaardigheidsgebaseerde salaris as basis van die vergoedingspakket
- 'n Prestasie-gebaseerde aansporingstelsel waar die voordele volgens meriete bereken en toegeken word
- Die aansporingspakket bereken uit persoonlike uitsette en nie sake-eenheid of organisatoriese winsgewendheid nie
- Aandele in die organisasie was ook 'n gewilde opsie as addisionele voordeel

Daar moet gelet word dat die verkose vergoedingstipes verskil tussen studente, gekwalifiseerde aptekers, apteekbestuurders sowel as oor verskillende ouderdomsgroepe en oor verskeie ervaringsgroepe en kan dus vir elkeen van die groepe verpersoonlik word.

Gevolgtrekking: Hierdie studie beklemtoon die verkose organisatoriese karaktereenskappe sowel as die verkose vergoedingstipes vir kleinhandelaptekers en finalejaar-farmasiestudente.

'n Meer indieptestudie van die verkose organisatoriese karaktereenskappe sowel as die verkose vergoedingstipes vir kleinhandelaptekers en finalejaar-farmasiestudente word voorgestel. So 'n studie moet die koste-implikasies van die aanstelling van die mees bekwame kandidaat teen die aanstelling van 'n minder bekwame kandidaat vergelyk en analiseer.

Sleutelwoorde: Karaktereenskappe, Gesondheidsorg, Werksbevrediging, Motivering, Apteker, Vergoeding, Kleinhandel, Werknemerbehoud

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Abbreviations, definitions and terms

In this section, the abbreviations and definitions used in this study will be discussed.

Abbreviations

ANOVA: Analysis of variance

CSR: Corporate Social Responsibility

n: Amount or Number

NWU: North-West University

PBS: Potchefstroom Business School

SD: Standard deviation

U.S: United States of America

U.K.: United Kingdom

$\bar{X}$: Mean (Geometric mean)

Definitions

For the purpose of this study, the following definitions of terms will be used:

Community pharmacist: A place where pharmacy practices are provided to the general public or any defined group of the general public (DoH, 2003).

Competitive organisation: The opportunity for high salary and career advancement even though this means sacrificing one's personal life, outperforming peers, competing for rewards, and working independently.

Employees: Those employed by an organisation and also known as workers.

Extrinsic factors: A stimulation that drives a person to adopt an action is are provoked from outside influences instead of from one's own feelings (intrinsic factors) (BusinessDictionary, 2013,b)

Flexi-hours: Working hours that are not set, such as a nine-to-five position and working hours could vary on a daily basis.

Intrinsic factors: A stimulation that drives a person to adapt, for his or her own internal satisfaction or fulfilment (BusinessDictionary, 2013,a)

Job turnover intention: Defined as the likelihood of leaving one's employer, whereas affective organizational commitment refers to an employee's emotional attachment to, identification with and involvement in the organization (Gaither *et al.*, 2008:232).

Job satisfaction: The match between an individual's expectations and the perceived reality of the job as a whole (Gaither *et al.*, 2008:232). Job satisfaction could be simplified as how much an employee likes his/her job (Ferguson *et al.*, 2011:307).

Organisational attractiveness: A positive attitude toward an organisation as well as the possibility to initiate some form of relationship with the organisation (Work and Family, 2013).

Organisational culture: The organisation's shared belief systems, values and personality.

Remuneration: The financial and non-financial extrinsic rewards given to an employee for his/her time, effort and skills by the employer.

Shift work: Typically, a 24-hour day is divided into three eight-hour shifts, each shift filled by an alternative person or group to do the desired work.

Supportive organisation: An organisation encouraging balance between work and family life, working together for rewards, and collaborating with other employees, with the trade-off of a lower salary.

Vacancy: Available position in the organisation; also referred to in this study as an open position.

Terms

Terms explained in this section are used throughout and have similar meanings within this context.

Organisation = Company

Community pharmacy = Retail pharmacy

Nature and scope of the study

1.1 Introduction

The 2011 census concluded that South Africa has a population of more than fifty million people (StatsSA, 2011:5). These people should all be served by 12 838 pharmacists (SAPC, 2012), which accounts to approximately 3 895 patients per pharmacist. This is a relatively small number of registered persons to effectively treat this amount of people.

It is currently difficult to attract qualified workers to an organisation and this trend is expected to continue into the next century (Turban, 2001:293). Pharmacists are also regarded as the first face of healthcare, especially as found in the private sector and a requirement for opening a pharmacy is that it should be manned by a responsible pharmacist at all times of it being open (SAPC, 2010:10).

Creating an attractive package to recruit the most suitable candidate for the organisation, as well as showing the most desirable organisational characteristics, is of great importance. It was stated that the turnover rate for pharmacists in the US was 7.5-17% per annum from 1998 to 2005, with the highest turnover rate found for pharmacists working in hospitals (Lui & White, 2011:51). Increased employee turnover has an increasing financial implication (Gaither, Kahaleh, Doucette, Mott, Pederson & Schommer, 2008:23; Lui & White, 2011:51).

With the help of Kreitner and Kinicki (2012), a number of characteristics could be identified as important and sought after by those in the business as well as those applying for a position. These characteristics include the following:

- Job security
- Purposeful hiring
- Decreasing hierarchy (Power of the people)
- Remuneration
- Further training

An article by Turban (2001:306) indicated that the attractiveness of the organisation and the familiarity to the organisation may lead to an increase in the number of applicants.

Gaither *et al.* (2008:233) have indicated that better treatment by management increases the organisational attractiveness. This will also include the following:

- trust, as well as
- the 'we' feeling in the organisation.

Another work aspect to consider is working alternative hours. Working from home, working flexi hours as well as shift work can be considered alternative working hours. This leads to less down time (stuck in traffic), absence from work or time wasting on the job and more happy families, better moods and working when it is best suited. This, in most cases, leads to higher productivity (Smith, 2013).

Employee dissatisfaction is associated with poor mental health, stress and anxiety. This will lead to lower effectiveness, increased turnover and workers reducing their working hours until absent from work (Seston, Hassell, Ferguson & Hann, 2009:122).

Research by Tomczyk (2013) and his research team have found that higher productivity prevails in a caring environment. This is a characteristic sought after by applicants, and needs to be established by organisations.

Pharmacists resign from their current contracted jobs to enter the locum market to buffer themselves from the work-related stress, long hours and reduced job satisfaction. For this reason, the gap between the supply of locum pharmacists and the demand thereof might reach problematic states in the future (Seston *et al.*, 2009:129).

1.2 Problem statement

In an article by Gaither *et al.* (2008:232), it was noted that there was a 44% increase in the number of prescriptions in the US between 2000 and 2005. Pharmacist vacancies increased 2.5 fold in a two-year period following 2005. The cause of this was an increase in work-related stress and resulted in an increase in the job turnover rate by pharmacists.

Organisations are doing more to attract suitable candidates. The organisation that generates the most interest will receive the most applications and this will result in a bigger pool of applicants to choose the most appropriate applicant for the position (Turban, 2001:293).

On the basis of the previous introduction and discussion, the following research questions come to mind:

- What characteristics are pharmacists looking for in an organisation?
- What remuneration types do pharmacists prefer above other remuneration types?
- How do these characteristics and remuneration types differ between students entering into the practice and pharmacists already in the practice?
- How do these characteristics and remuneration types differ between genders?
- How do these characteristics and remuneration types differ between different age groups?

Based on the discussion above, the following research question can be formulated:

“What are the organisational characteristics and remuneration types that practising pharmacists and pharmacy students at a university prefer?”

1.3 Objectives

On the basis of the formulated research question, the research objectives can be divided into the primary research objective and the secondary research objectives.

1.3.1 Primary objective

The primary objective is to determine the preferred organisational characteristics and remuneration types for pharmacists and university students in South Africa.

1.3.2 Secondary objectives

The primary objective will be realised and supported by meeting the secondary objectives, which are:

- To determine what organisational characteristics exist in the literature and how this could influence the employee's perception of the organisation.
- To determine how these characteristics and remuneration types differ between students and pharmacists.
- To determine how these characteristics and remuneration types differ between different age groups.
- To determine how these characteristics and remuneration types differ between different levels of experience.

1.4 Research methodology

This study is exploratory of nature and the research of this study will be conducted by means of a comparative literature review and a quantitative empirical study. These two phases will be discussed in the following sections.

1.4.1 Phase 1: Literature review

In order to establish a sound theoretical background for the study, the literature review will discuss the staffing situation in the pharmacy as it is experienced currently as well as the aspects that might influence potential applicants in the future. The focus will be on the following:

- To determine the current organisational characteristics sought after by all job applicants;
- To determine the most preferred remuneration type by all job applicants; and
- To determine the possible future scope of practice of a pharmacist and how this might possibly change from the current.

Sources to be used to understand the human resource issues experienced in the pharmacy include the following:

- Textbooks
- Journal articles
- Articles on the World Wide Web

1.4.2 Phase 2: Empirical investigation

The empirical investigation will be done by analysing pharmacists currently employed by a retail pharmacy chain organisation and the final-year pharmacy student class of a South African University. Quantitative research will be conducted by way of an anonymous questionnaire that will be developed, with the literature research as basis, and this will then be used to determine the organisational characteristics and preferred remuneration types for pharmacists to be used by organisations to attract the best candidate.

Pre-testing of the questionnaire will be done with employees in the pharmacy group as well as pharmacy students at a university. This will determine whether the questionnaire is clear and easy to follow; whether the statement is fully understood; whether statement sequence is logical; and whether the language and wording are understandable and non-contradictive.

1.4.2.1 Questionnaire

The questionnaire will consist of two parts:

Part one will be used to determine the demographics of the study populations.

Part two will determine the aspects about their preferred organisational characteristics and remuneration package, and will include the following:

- To determine the current organisational characteristics sought after by the pharmacists and final year pharmacy students in the study population
- To determine the most preferred remuneration type for the pharmacists and final year pharmacy students in the study population

A convenience sample size of 150 will be taken from the study population, which will represent the pharmacists already employed by a specific retail pharmacy group and final-year pharmacy students enrolled at a South African university, about to start practising.

The questionnaires will be distributed personally to ensure confidentiality and a cover page will be included to ensure clarity in the study process. The data collected will be analysed with the assistance of the Statistical Counselling Services of the North-West University. Tables and graphs will be drawn with Excel®, and SPSS® software will be used to perform statistical analyses and to determine results.

1.5 Research process flow chart and chapter division

Figure 1.1 below illustrates the research process flow chart and chapter division for this mini-dissertation.

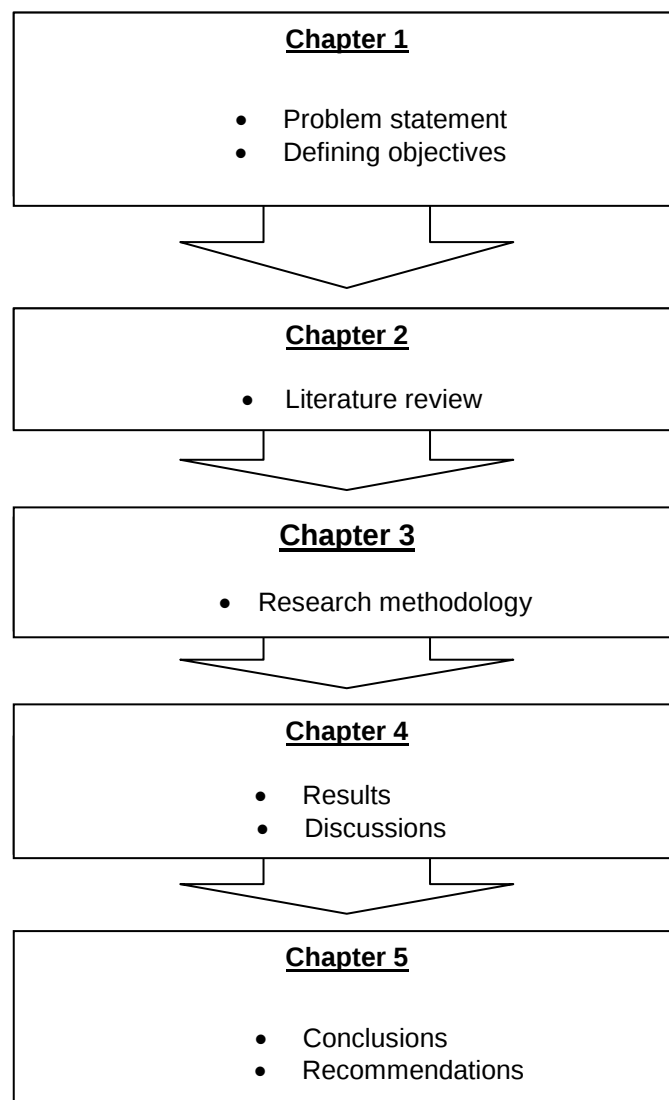


Figure 1.1: Research process flow chart and chapter division

1.6 Summary

This chapter indicated the background of the study and the need for this study to understand the pharmacy sector and those employed within it. In this study, the organisational characteristics and remuneration types preferred by pharmacists will be determined.

The following chapter will cover a study of the literature that forms the basis of and supports the study.

Theoretical background

2.1 Introduction

The approach to be followed towards the theoretical background of this study is depicted in Figure 2.1. The key factors to be addressed are the factors having an impact on the applicants' attitude as well as reward factors that impact on the attitude of the current employees. The literature study will, through an evaluation of other researchers' views and findings, contribute to the basis from which the empirical study will be done in order to meet the set objectives.

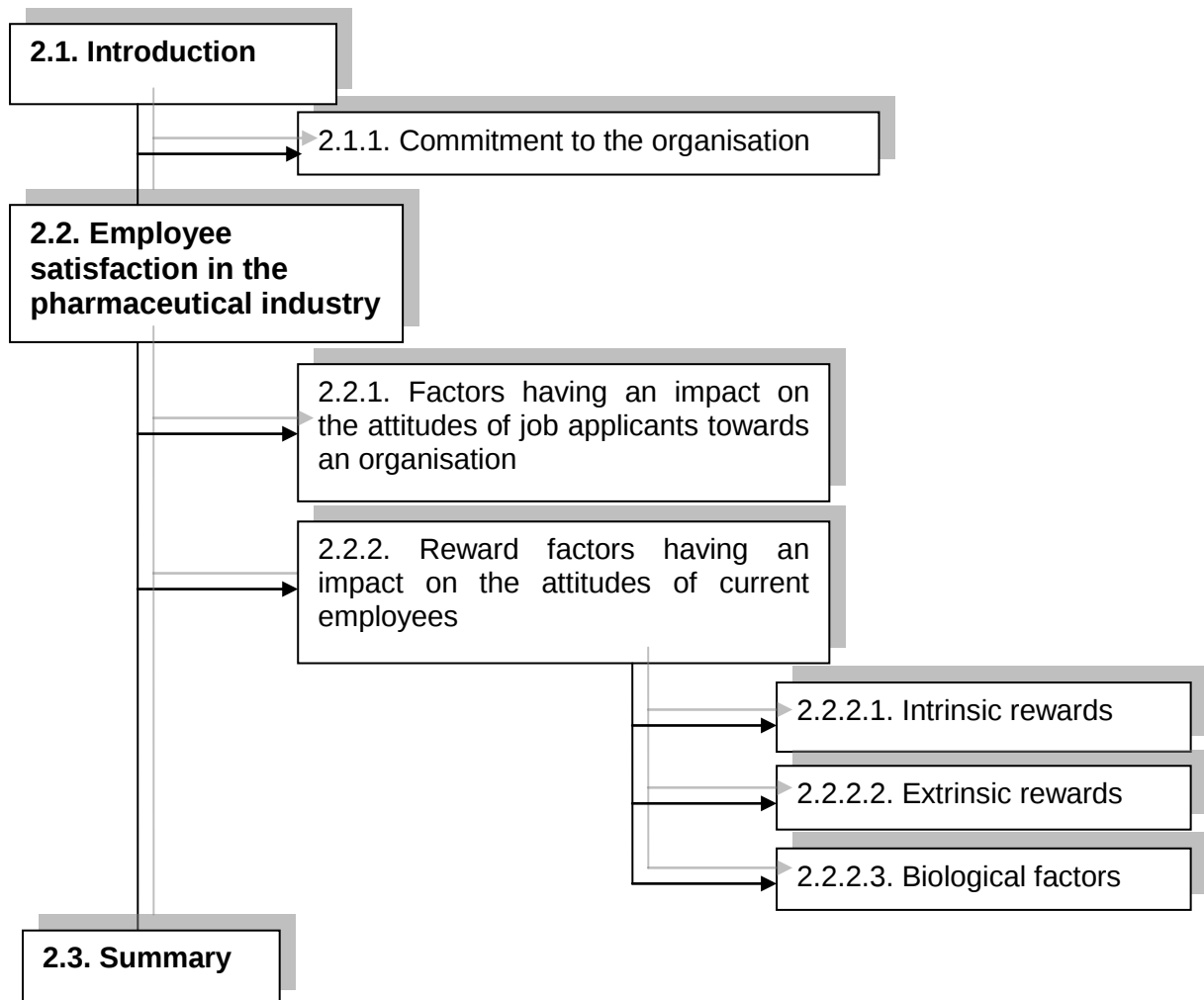


Figure 2.1: The graphical layout of Chapter 2

It is currently difficult to attract qualified workers to an organisation and it is expected to continue into the next century (Turban, 2001:293). Organisations have been doing more to attract suitable candidates and it was reported that some organisations spend up to 31% of their human resources budget on the recruitment and retention of employees (Leonard, 1999:37). The organisation that generates the most interest will receive the most applications and this will result in a bigger pool of applicants from which to choose the most appropriate applicant for the position (Turban, 2001:293; Williamson, King, Lepak & Sarma, 2010:669).

During the 1950s, Herzberg (1959) introduced the motivator-hygiene theory, which entails that employees experience increased job satisfaction when they experience growth and esteem needs, also known as motivators. Five factors were emphasised as determinants of job satisfaction, namely achievement, recognition, the work itself, responsibility, and advancement. Motivators could also be interpreted as long-term 'satisfiers'. Employees experience dissatisfaction when they experience poor levels of job security and salary, poor working conditions and environments, and other needs communally known as hygies. Hygies could also be interpreted as short-term 'satisfiers'.

Correlations between the above-mentioned motivator-hygiene theory and the elementary hierarchy of needs theory (1954) of Maslow could also be found. The Maslow theory entails that certain needs should be satisfied first before moving to a next level of needs to be satisfied. The pure necessities for life are found at the lowest level and complexity increases as the levels increase.

The Office of National Statistics in the UK did a study and been able to rank the factors which contribute to happiness and well-being. Health and employment are found to be the two most important factors while marriage is found in the third position (Swinford, 2013).

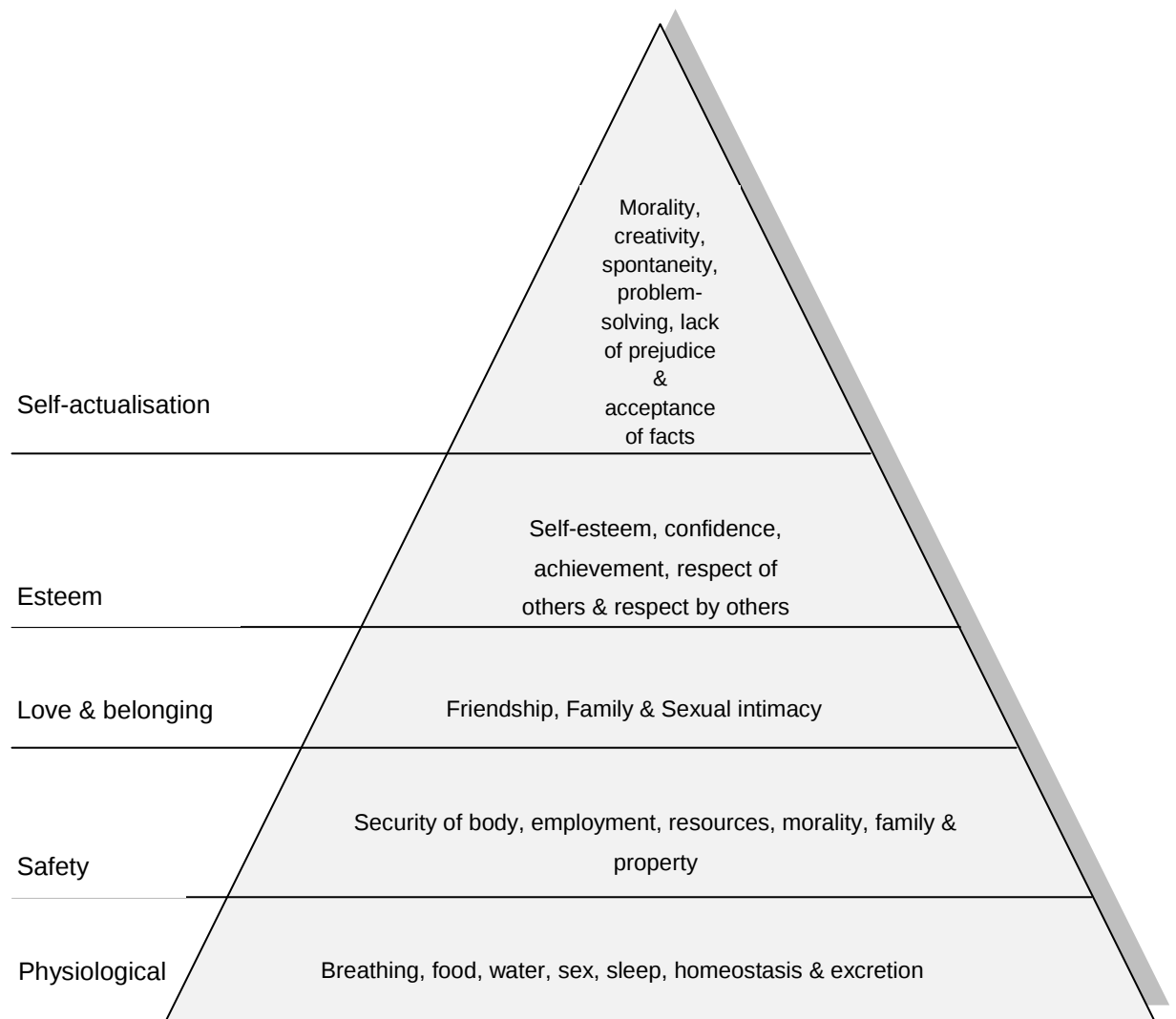


Figure 2.2: Maslow's hierarchy of needs theory

In 1974, Hackman and Oldham (1974:8) compiled an equation to calculate employee motivation by using identified factors.

Equation 2.1: Motivating potential score (adapted from Hackman and Oldham (1974:8))

$$\text{Motivation} = \left[\frac{\text{Skill variety} + \text{Task identity} + \text{Task significance}}{3} \right] \times \text{Autonomy} \times \text{Feedback}$$

It was documented that the experienced meaningfulness of the work is enhanced by the skill variety, task identity and task significance of the work. An increased responsibility for work outcomes was seen with increased autonomy. Autonomy will be discussed in section 2.2.2.1.7 below. The results of the task at hand were mentioned to increase with thorough feedback from managers and supervisors (Hackman & Oldham, 1974:8). The relationship with managers and supervisors will be discussed in section 2.2.2.2.5 below.

2.1.1 Commitment to the organisation

Commitment appears to act as a precursor to the intention of employee turnover (Cronklin & Desselle, 2007:6). Commitment should be measured in an organisation and this could well be used as a tool to analyse job satisfaction and to even predict intention to quit in the future.

A suggestion made by Gaither and his team of researchers (2008:239) stated that organisations should invest more in the interpersonal aspects of the working environment. This should be done by providing training in interpersonal communication, resolution of conflict and empathy towards the workforce. This will increase organisational commitment and job satisfaction in the employees. Monetary incentives alone will not ensure lower employee turnover. It stands to be noted that those more satisfied with their working conditions take less sick leave (Quinones & Pullin, 2011:446).

Seston *et al.* (2009:122) published that pharmacists who resign from their current employment do so for extrinsic (lack of breaks, work-related stress, long hours and poor working conditions) as well as intrinsic reasons (work not challenging enough and unhappy with the profession). Pharmacists resign from their current contracted jobs to enter the locum market to buffer themselves from the work-related stress, long hours and reduced job satisfaction. For this reason, the gap between the supply of locum pharmacists and the demand thereof might reach problematic states in the future (Seston *et al.*, 2009:129).

2.2 Employee satisfaction in the pharmaceutical industry

According to an article placed in *Drug Topic* (Lowery, 2013), pharmacists were cited as the third best profession in the US following dentists and registered nurses. This high ranking is because of high salaries on offer, future openings and high percentages of employment growth.

According to this article, the drawbacks of a pharmacy profession are high stress levels, imbalance in work-life relationships and below average flexibility.

It was said that patients are now taking record numbers of prescription medication annually (Manasse & Speedie, 2007:1). In an article by Gaither, Kahaleh, Doucette, Mott, Pederson and Schommer (2008:232), it was noted that there was an increase of 44% in the number of prescriptions in the United States of America between 2000 and 2005. In 2003, 3.4 billion prescriptions were filled in the US alone (Manasse & Speedie, 2007:1). Pharmacist vacancies increased by 2.5 fold in a two-year period following 2005. The cause of this was an increase in work-related stress and an increase in the job turnover rate by pharmacists.

In this article, it was advised to examine a way to decrease pharmacist turnover in an organisation (Gaither *et al.*, 2008:233). Lui and White (2011:51) found that the turnover rate for pharmacist in the US was 7.5-17% per annum from 1998 to 2005, with the highest turnover rate found in hospital pharmacists. Increased employee turnover has an increasing financial implication for the pharmaceutical industry (Gaither *et al.*, 2008:239; Lui & White, 2011:51). Staffing of pharmacists is a great concern, as noted in an article by Reupple, Scheider and Lawton (2003:1991).

The turnover rate discussed above can be associated with employee dissatisfaction. This, in turn, according to Seston, Hussell, Ferguson and Hunn (2009:122), is associated with poor mental health, stress and anxiety. The impact of these elements on the pharmacist will lead to lower effectiveness, increased turnover and workers reducing their working hours resulting in an increase in absenteeism.

It should be evident that, in order to prevent dissatisfaction that impacts on the industry by way of cost escalations, poor competitiveness, and slower, even negative, growth rates, the pharmaceutical organisations should attempt to rule out negative elements that contribute to job dissatisfaction.

Increasing organisational commitment and job satisfaction, while decreasing job-related stress and role conflict, will contribute to employee retention. In order to address this statement, the following section will elucidate the factors influencing the attitudes of potential pharmaceutical employees (job applicants). Section 2.2.2 will then pay attention to the reward factors that affect the attitudes of current employees.

2.2.1 Factors having an impact on the attitudes of job applicants towards an organisation

Competition exists between employers encouraging students (and other future employees) to perceive their organisation as attractive. This may ultimately lead to them apply for a position and accepting an offer (Spitzmuller, Neumann, Spitzmuller, Rubino, Keeton, Sutton & Manzey, 2008:403).

The organisation that generates the most interest through modifying compensation packages will receive the most applications and this will result in a bigger pool of applicants to choose the most appropriate applicant for the position from (Turban, 2001:293, Li & Roloff, 2007:210; Swanepoel, Erasmus & Schenk. 2010:478).

Organisational reputation perceived by the applicants may influence the type and number of applicants (Cable & Graham, 2000: 929). New recruiting tools meant to enhance the attractiveness of organisations and the intention to be employed are being developed and tested (Spitzmuller *et al.*, 2008:404). Some documented factors having an impact on the attitudes of job applicants towards an organisation will be discussed below.

2.2.1.1 Organisational reputation

Organisational reputation, also known as corporate reputation, is considered as a component of identity as *defined* by others. Organisational reputation is important to job applicants (Williamson *et al.*, 2010:678) and is influenced by financial performance, including accounting, profitability, market value and dividend yield; as well as non-financial attributes, including media visibility, firm size, institutional ownership and demonstrations of social concern (Cable & Graham, 2000:930).

Organisational reputation is important as it can influence workforce composition, brand equity, and the future marketing success of the organisation. Organisational reputation does have an impact and does determine the applicants at a specified organisation and it should be highlighted that the reputation perceptions of applicants could possibly be based on different factors than what organisations may think (Cable & Graham, 2000:945).

2.2.1.2 Attractiveness of the organisation

A study done by Turban (2001: 306) indicated that the attractiveness of an organisation to an applicant is related to the recruitment activities, and suggests that more attention should be given to recruitment activities (Rynes, Bretz & Gerhart, 1991:487; Turban, 2001:306). Recruitment activities influence attractiveness by influencing perceptions of the job and organisational culture (Turban, 2001:306).

Organisations participate in university job exhibitions and they sponsor university events. These actions are utilised as ways to establish a desirable employer brand and possibly become an employer of choice (Spitzmuller *et al.*, 2008:403).

Policies may have a relatively large impact on the organisational climate and culture (Cronklin & Desselle, 2007:8), and for this reason, special care should be taken when writing, compiling and considering policies in an organisation. The attractiveness of the organisation might be altered through policies and care should therefore be taken to address policy issues in such a manner that they contribute to the attractiveness of the organisation.

2.2.1.3 Familiarity with the organisation

Familiarity with an organisation also has a mentionable impact on the attractiveness of that specific organisation (Cable & Graham, 2000:943; Turban, 2001:306; Williamson *et al.*, 2010:678). The study indicated that familiarity may be increased in applicants by means of certain recruiting activities such as sending current employees to campus or distributing material that describes the organisation in a positive manner. This will increase the organisational attractiveness (Turban, 2001:307).

2.2.1.4 Promoting attractiveness through a web presence

In present times, there is a great deal of emphasis on a respectable and reasonable Web presence. It was found that more than half of the new appointments in 2005 originated from websites and most of these appointments originated from the company's own website (Van Birgelen, Wetzels & Van Dolen, 2008:732), which shows the importance of a good and attractive website. A superior presence will result in a positive influence of the confidence in an organisation.

Recruiting websites have been found to exhibit better and more immediate communication and relevant information to possible applicants about the organisation and its culture, thereby improving organisational attractiveness (Williamson *et al.*, 2010:670; Van Birgelen *et al.*, 2008:744). A website would not only advertise an available position, but also evaluate and sort the applicants and will do this at a fraction of the cost of a recruiting company or adverts in printed or broadcasted formats (Williamson *et al.*, 2010:670; Van Birgelen *et al.*, 2008:733).

Williamson *et al.* (2010:678) suggested that the higher the belief of the applicants in the Internet's abilities to assist in their job finding processes, the higher the attractiveness of the firm advertising vacancies online (Van Birgelen *et al.*, 2008:746).

2.2.1.5 Career mentoring

It was noted that companies that successfully utilise a mentoring programme enhance the organisational attractiveness. This was done by identifying a student expressing the necessary characteristics and then mentoring that student to be utilised by the organisation after graduation. A study by Spitzmuller *et al.* (2008:403) noted that high-level psychosocial mentoring enhanced organisational attractiveness and the intention to pursue employment there. Another benefit mentioned was the increased person-organisation fit that was enhanced.

There are two major ways of mentoring, namely face-to-face and online mentoring. It was noted that there were no added benefits for face-to-face mentoring over online mentoring when it comes to enhancing organisational attractiveness and it was advised that excessive time and money should not be invested in face-to-face meetings (Spitzmuller *et al.*, 2008:413).

2.2.1.6 Respect

Respect is also part of the Maslow's hierarchy of needs theory and is grouped at the 2nd position from the top as it is of great importance (see figure 2.2). It was reported that pharmacy students were proud to be in the profession, but they believe that patients and society do not show pharmacists the appropriate amount of respect.

It was also reported that, although students regard pharmacists as important members of the healthcare team, the practice of pharmacy may be perceived by other healthcare workers as being a non-professional activity. Medical practitioners and other healthcare workers inquiring about the pharmaceutical properties of medicine and dosage forms increased the possible future job satisfaction for the students questioned (Mihm, Mihm, Lonie & Dolinsky, 2011:188).

There should be a strong connection between an organisation's image and a person's identity during the job pursuit process. It was also stated that individuals' self-concepts are connected to their employer (Cable & Graham, 2000:930).

2.2.1.7 Opportunity for growth

According to Cable and Graham (2000:930), personal growth is criteria used to evaluate an opportunity and could also be used to evaluate organisational reputation. Personal growth will be discussed in section 2.2.2.1.2.

2.2.1.8 The industry of the organisation

According to research done by Cable and Graham (2000:943), the job seekers' reputation perceptions are greatly affected by the industry in which the employers operate.

2.2.1.9 Organisation profitability

It has been indicated that an organisation with increased profitability was more favourable to applicants than an organisation without increased profits. More profitable organisations were a big factor influencing the perception of the applicants. Increased profitability could lead to increased organisational reputation. Profitable organisations have the perception of better management, better growth potential and a bigger desire for applicants to be associated with it (Cable & Graham, 2000:943).

2.2.1.10 Organisational culture

Job seekers may match up their personalities to the culture of the organisation (Li & Roloff, 2007:210). An organisational culture matching the job seekers' personality may lead to increased interest in the organisation and increased organisational reputation (Cable & Graham, 2000:944; Li & Roloff, 2007:211). It was also noted that merit-based compensation drives a reward-orientated organisational culture and is perceived as a more aggressive organisational culture (Li & Roloff, 2007:211), i.e. a driven culture.

A study by Catanzaro, Moore and Marshall (2010:657) has indicated that men and women would pursue a position in an organisation with a perceived supportive culture. The stronger pursuit for a position in a supportive organisation is motivated by a family-work balance in life. It was also found that more males than females would pursue a vacancy in a perceived competitive organisation.

Organisations should lay down their true organisational culture to applicants applying for specific positions, as this will encourage more suitable candidates to apply and will increase their fit in the organisation (Catanzaro *et al.*, 2010:657).

It should be noted that all the factors discussed in the current chapter have an impact on the organisational culture and these should be managed to maintain a good image and ultimately organisational attractiveness.

2.2.2 Reward factors that have an impact on the attitudes of current employees

It was noted that job satisfaction enhances job performance (Lui & White, 2011:51). According to Mihm *et al.* (2011:185), factors that have an impact on job satisfaction can be divided into intrinsic and extrinsic factors, as shown in Figure 2.3.

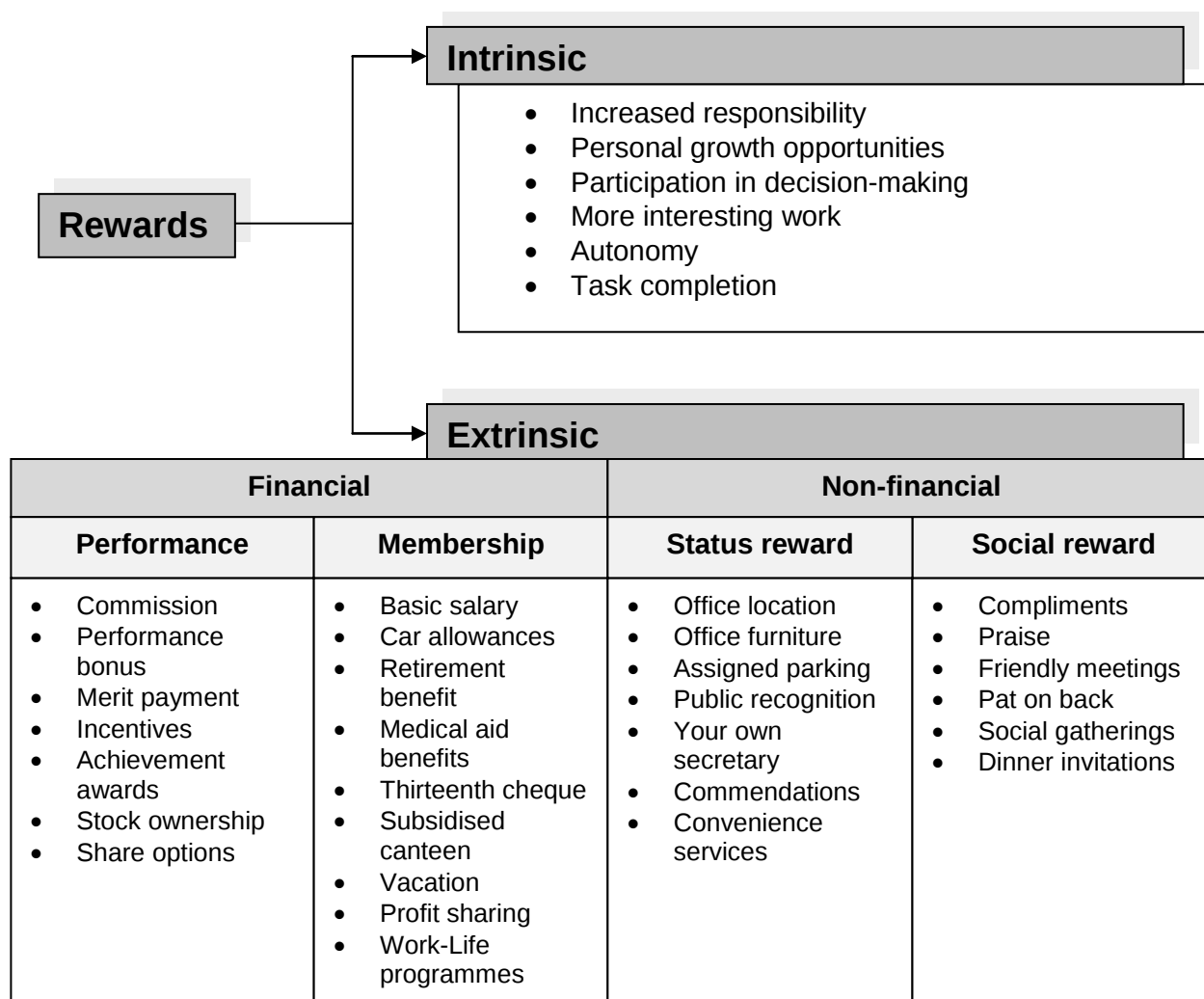


Figure 2.3: Types of rewards (Swanepoel *et al.*, 2010:477)

The influencing factors discussed in the following sections were divided by using the Figure 2.3 as guidance. From the above figure, Figure 2.4 was compiled which indicates the factors as discussed in this study.

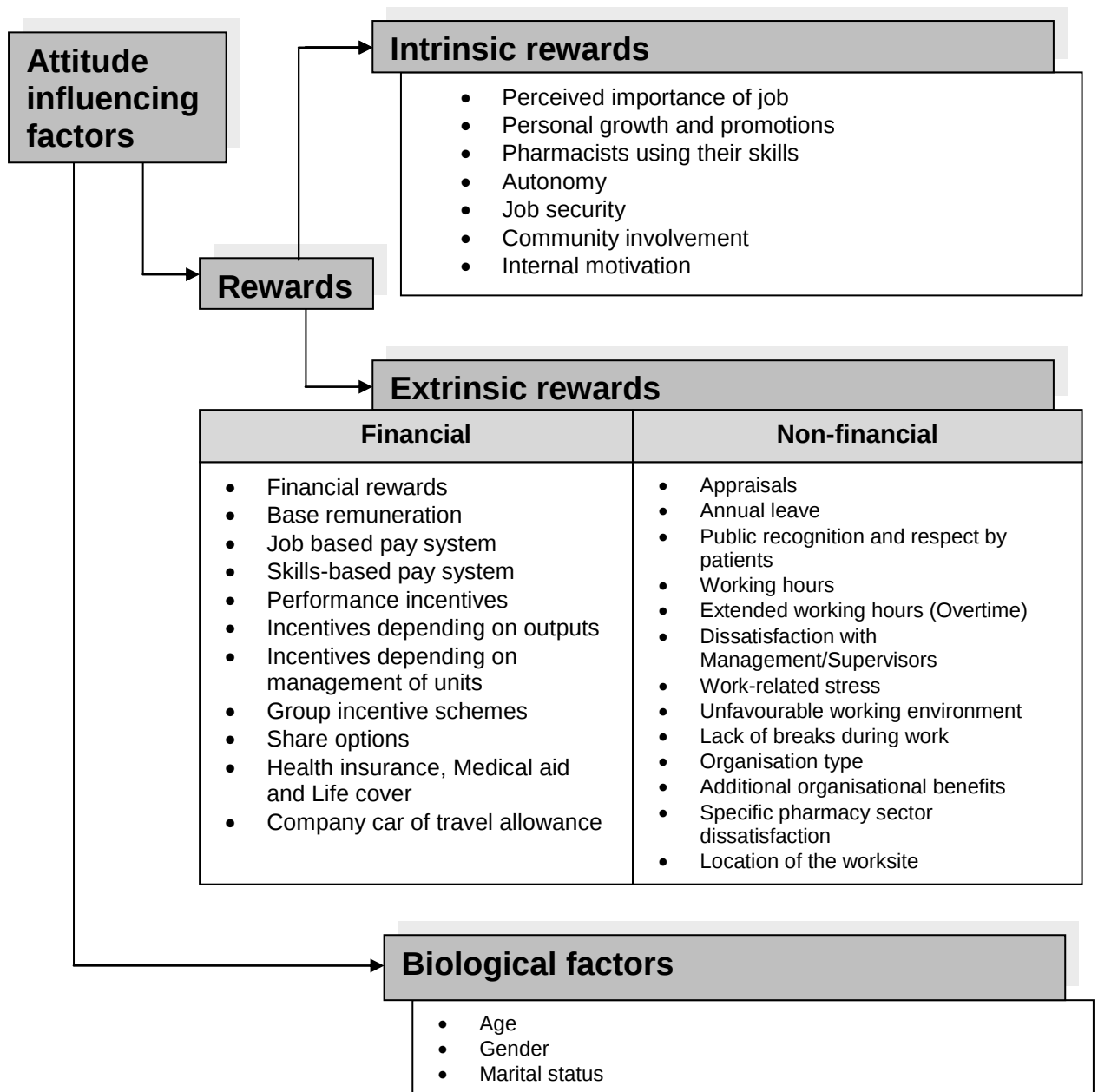


Figure 2.4: Factors influencing employee attitude

Remuneration or reward systems' purpose is not only to attract new employees, but also to retain current employees (Swanepoel *et al.*, 2010:478). The correct remuneration package would consist of a mix of different rewards to retain an employee and keep him/her happy while encouraging the employee to perform at his/her best and be a team player to achieve the organisational goals (Swanepoel *et al.*, 2010:480).

2.2.2.1 Intrinsic rewards

Intrinsic factors, as shown in Figure 2.3 and 2.4, are defined by the Business Dictionary (2013a) as a stimulation that drives a person to adopt for his or her own internal satisfaction or fulfilment. Herzberg (1959) termed these as motivating factors that focused on achievement, advancement, growth, recognition, responsibility and the work itself. These are satisfactory factors for a longer term and are also known as motivators (Maslow, 1954). A number of intrinsic factors are discussed in the sections below.

2.2.2.1.1 Internal motivation

According to Oldham and Hackman (1981:15), it was suggested that internal motivation plays a relatively big part in job satisfaction, and the inability to motivate you could have a negative impact on staff turnover over a period of time.

2.2.2.1.2 Personal growth and promotions

According to Oldham and Hackman (1981:15), it was suggested that the ability of growth and promotion plays the biggest role in job satisfaction of all the other factors analysed. Promotions are seen as vertical career moves and would be the instance where an employee moves to a higher level in the organisation with more responsibility and an increased difficulty in the duties that should be done (Swanepoel *et al.*, 2010:413).

Growth could also be horizontal, where an employee moves on the same level of responsibility and similar duties within the organisation, but would require of the employee to obtain new skills (Swanepoel *et al.*, 2010:413).

2.2.2.1.3 Pharmacists using their skills

A low level of job satisfaction was found with pharmacists who felt their skills were not used in the best way or being underused. Using a variety of skills as well as task identity, which entails a job requiring the completion of a task as a whole, was identified as a core job characteristic by McShane and Von Glinow (2010:17), and could contribute to motivation in the workplace as well as job satisfaction. It is reported that pharmacists in the US and UK are over educated for the job they do (Seston *et al.*, 2009:129).

2.2.2.1.4 Autonomy

Autonomy refers to the amount of freedom granted to an employee from managers and supervisors (McShane & Von Glinow, 2010:178). It was identified as a core job characteristic by McShane and Von Glinow (2010:17) and could contribute to motivation in the workplace as well as job satisfaction. A previous article states that increased autonomy indicated increased job satisfaction (Ferguson, Ashcroft & Hassell, 2011:307). Autonomy may lead to inflexibility and inflexibility may lead to dissatisfaction (Reuppel *et al.*, 2003:1991). Cronklin and Desselle (2007:8) also mentioned autonomy as a frequently cited factor for increasing intention to resign.

2.2.2.1.5 Job security

Oldham and Hackman (1981:15) noted a relatively large impact of job security on job satisfaction. If employees feel safe in their jobs, they are less tempted to look for other employers. Employees are also more prone to be innovative, be supportive of colleagues and take control if they have the backing of a supportive company. Poor job security decreases organisational commitment and increases the probability to resign.

2.2.2.1.6 Community involvement

According to Saunderson (2012), employees are motivated by community involvement through corporate social responsibility (CSR). While organisations show commitment by sponsoring events, it is important for employees to experience the involvement and feel like they are making a difference by leading projects. Efforts of initiation, involvement and motivation should be recognised. CSR, if correctly managed, would contribute to a positive organisational culture and decrease the intention to resign through involvement – inside the organisation and beyond. While organising a project, it could be arranged for the executives to be visual, even if it is a walk-through with a handshake and a personal thank you.

Successful CSR projects would be ideal to encourage initiation by the employees. It was also stated that true commitment to a CSR programme can lead to a true and defining differentiation from competitors, experienced by the community, employees and suppliers, creating a true competitive advantage (Saunderson, 2012).

2.2.2.1.7 Perceived importance of job

Task significance entails a job that serves the greater community/organisation and this characteristic was identified as a core job characteristic by McShane and Von Glinow (2010:17) and could contribute to motivation in the workplace as well as job satisfaction.

Mihm *et al.* (2011:187) suggested that, although they want their prescriptions to be filled as fast and inexpensive as possible, patients also value the pharmacist's advice. This may translate into positive expected job satisfaction.

It was also noted that pharmacy students believed that they have high levels of skills and knowledge and could contribute to offering these properties to patient healthcare as well as contributing to patient healthcare and other healthcare professionals (Mihm *et al.*, 2011:187). This passion and motivation seem to die off in practice.

2.2.2.2 Extrinsic factors

Extrinsic factors are defined by the Business Dictionary (2013b) as a stimulation that drives a person to adopt action that are provoked from outside influences instead of from one's own feelings (intrinsic factors). Herzberg (1959), as already mentioned in Figure 2.3 and Figure 2.4, identified the following factors to be extrinsic (also known as hygies): supervision, working conditions, co-workers, remuneration, policies and procedures, job security, status, and personal life. These are factors that influence satisfaction in the shorter term. If these factors are negatively perceived, it could be more de-motivational as it reflects back on the intrinsic factors in a negative way (Cronklin & Desselle, 2007:6).

Extrinsic factors are also known as remuneration or reward or pay systems (Li & Roloff, 2007:210) and could be divided into financial (direct pay) and non-financial rewards (indirect pay), as shown in Figures 2.3 and 2.4, and will be divided in this manner throughout this section of Chapter 2.

2.2.2.2.1 Financial rewards

Financial rewards may take on different forms, as will become evident in the discussion to follow. Swanepoel *et al.* (2010: 526) stated that different components of a specific package should be analysed and compiled in such a way that they address the organisational need;

and at the same time supporting the organisation's compensation and satisfying and maintaining competent and wanted employees.

Although different pay systems exist, not all may be applicable to the pharmaceutical industry as a whole. It is, however, deemed necessary to discuss the different types, since the industry is made up of different pharmaceutical entities, such as retail pharmacies, community pharmacies, hospital pharmacies, warehouse pharmacies and manufacturing pharmacies. Present and potential new employees may differ in their requirements for job satisfaction depending on the type of organisation they are working for or intend to work for.

2.2.2.2.1.1 Base remuneration

Base remuneration, also known as pay, salary or wages, was classified by Herzberg (1959) as an extrinsic factor, but more recent research by Gawel (1997) does differ from the original theory. For the simplicity of this study, financial remuneration will be categorised under extrinsic factors with other hygienes of shorter term.

In research by Seston *et al.* (2009:128), it was found that employee wages directly correlated with job satisfaction, and higher salaries in the pharmacy sector decreased the intention to resign. Poor salaries were also cited by Cronklin and Desselle (2007:5) as a major cause of dissatisfaction in the pharmaceutical sector. In the US, the employers strategised to increase pharmacist salaries to address employee shortages in this sector (Seston *et al.*, 2009:128). Oldham and Hackman (1981:15) found that financial remuneration was the lowest motivating factor when it comes to job satisfaction measured against the other factors. Different types of base pay systems exist and will be discussed in the following two sections.

2.2.2.2.1.1.1 Seniority-based pay system

The Seniority-based pay system, also called the job-based pay system was noted as an older system to calculate the payment package of an employee. This is usually calculated taking into account the seniority of the employee and the employee's worth as indicated through a market survey (Swanepoel *et al.*, 2010:484).

2.2.2.2.1.1.2 Skills-based pay system

The skills-based pay system is also known as the knowledge-based or competency-based system, and was reported as being an unconventional method where the employee's pay would be dependent on his/her depth, range and type of skills used to do the assigned job (Swanepoel *et al.*, 2010:484).

Although it was stated that a higher financial reward may decrease productivity, it was noted that a higher-paying organisation was perceived as a more attractive organisation to lure possible employees. Li and Roloff (2007:211) also determined that merit-based compensation drives a reward-orientated organisational culture and is perceived as a more aggressive organisational culture, i.e. a driven culture.

2.2.2.2.1.2 Performance incentives

Performance incentives are also known as bonuses paid to those performing well in the organisation and delivering acquired results. Research has shown that bonus payment was preferred to be measured on an individual basis and not within a group context and should be job related and not skills related. A company offering salaries and bonuses according to performance (merit-based) and not seniority or service term are perceived as more attractive (Li & Roloff, 2007:211). Swanepoel *et al.* (2010:484) believe that a "pay for performance" culture should be established in the organisation in order to make the organisation attractive to its employees.

Pink (2009) discussed using financial rewards to encourage work results. Through his speech, he indicated that financial rewards could successfully be used in production line work where the outcome and the exact steps to achieve that outcome are known. It actually became known that a financial reward may influence results negatively in a cognitive process where the end result as well as the steps of achieving it were not known.

The above indicates that remuneration should not be used without the support of other motivating factors to try and improve job satisfaction and decrease employee turnover in an organisation while maintaining organisational growth. A number of different incentive schemes exist and will be discussed in the following sections.

2.2.2.2.1.2.1 Incentives depending on outputs

The amount of the incentive to be received is dependent on the amount of output produced. Commission received from sales would be included in this category. Extra units produced or sold would result in an increased incentive (Swanepoel *et al.*, 2010:484).

Some caution should be exercised with this incentive scheme, because employees may focus so much on producing the measured outcomes that they forget about the organisational objectives (Swanepoel *et al.*, 2010:506).

2.2.2.2.1.2.2 Incentives depending on the management of units

This category of incentive is management orientated and is dependent on the effective management of a specific business unit. These incentives include bonuses based on work unit performance, deferred compensation, supplementary benefits (travel allowances) and even share options (Swanepoel *et al.*, 2010:509).

Share options and travel allowances will be discussed in sections 2.2.2.2.1.3 and 2.2.2.2.1.5 respectively.

2.2.2.2.1.2.3 Group incentive schemes

These incentives depend on the overall performance of the organisation and every department in the organisation is taken into account with the pay-outs. This scheme is most effective where tasks are interlinked and personal performance cannot be singled out and includes profit sharing, gain sharing, employee share ownership plans (ESOPs) and other bonuses based on group performance (Swanepoel *et al.*, 2010:509).

2.2.2.2.1.3 Share options

Offering company shares, also known as stock, to an employee was cited as an innovative value-adding proposition, but could lose its impact on negotiations in a volatile economic environment (James & LaMotta, 2002:59).

Employee share ownership plans, also known as ESOPs, were a relatively old initiative, but only recently offered to employees other than directors or managers. This is a simple way of perceived power sharing by the employees (Swanepoel *et al.*, 2010:514).

ESOPs are also associated with Black Economic Empowerment (BEE) codes for good practice. This allows organisations to increase their ownership scores on the BEE scorecard (Swanepoel *et al.*, 2010:514).

2.2.2.2.1.4 Health insurance, medical aid and life cover

It was indicated that a new health insurance may have a 90-day waiting period and it could be negotiated with the new employers to take over the payment of the previous health insurers from the previous employer until you are covered by the new health insurer (James & LaMotta, 2002:59).

Waiting periods on other cover might also be enforced for those who have moved from a previous insurance to a new one and cover around this should be negotiated.

2.2.2.2.1.5 Company car or travel allowance

Applicants could be lured to apply for a position to obtain a company car. Some companies offer a flat monthly reimbursement, which stays constant no matter the mileage clocked (James & LaMotta, 2002:59).

2.2.2.2.2 Non-financial rewards

In this section, the non-financial rewards of compensation will be discussed.

2.2.2.2.2.1 Appraisals

Performance appraisal is the process whereby individual performance is measured and feedback should be provided to employees individually. This could then be used to calculate an incentive or bonus (i.e. extrinsic rewards) or to guide the employee in his/her personal growth and development process (i.e. intrinsic rewards) (Swanepoel *et al.*, 2010:371).

Performance appraisals are a well-researched way of motivating employees, but it is indicated that this way of motivating employees has its shortfalls and problems. It was seen that the appraisals could easily be perceived as unfair and biased.

A review audit system should be developed to prevent manager bias or personal feelings from impacting on the appraisal. The process of performance appraisal should be transparent and credible for all employees (Swanepoel *et al.*, 2010:376).

2.2.2.2.2 Annual leave

Annual leave was cited by James and LaMotta (2002:59) as an important part of the offer made by a possible new employer. Companies may offer increased leave when the achieved results are good. It was noted that companies may use increased annual leave to substitute highly increased remunerations.

Applicants who are active in the community or other associations should enquire about time off work to practice these entrants. An example is that students should enquire about time off to study and other academic interests related to the cause (James & LaMotta, 2002:59).

2.2.2.2.3 Public recognition and respect by patients

According to Mihm *et al.* (2011:187), patients do not realise the amount of time necessary to perform the professional services required to fill the patient's prescription. This may lead to job dissatisfaction and increased intention to resign. This is difficult to manage, as it requires the education of the wider community and not a relatively smaller organisation.

2.2.2.2.4 Working hours

Some pharmacists would like to work alternative working hours, according to research done in the US (Quinones & Thompson, 2009:74). It was found that between 14.5 and 18% of pharmacists employed were employed as shift workers. The highest percentage of shift workers was dispensing pharmacists. The reasons for preference to tailored working hours would include more time with family and children, higher salaries and more vacation time (Quinones & Thompson, 2009:74; Quinones & Pullin, 2011:446). Inflexibility may lead to dissatisfaction, and better working hours are a common reason for pharmacists resigning, especially from the hospital sector (Reuppel *et al.*, 2003:1991).

Research done by Quinones and Pullin (2011:444) found that hospital pharmacists working shifts were female pharmacists who had children. Reuppel *et al.* (2003:1991) cited that 80% of female pharmacists indicated shift work as important to them as it restores the balance between their personal and professional lives. It was also found that more time was spent dispensing when compared to pharmacists without children who were more occupied with business management activities and administration-related activities.

One should be reminded that the percentage of errors increases during the night shift compared to the morning shift, but this could also be because of the extra hours worked in a month compared to non-shift working pharmacists (Quinones & Pullin, 2011:444).

Improving pharmacist work schedules and building a sense of flexibility into them are of great importance in these times, where pharmacist shortages are experienced (Reuppel *et al.*, 2003:1991).

An intervention by a hospital group proved the most favourable method of scheduling work and shifts. It entails a team member assigned to create a draft work schedule. This is then forwarded to a second team member to review and validate for fairness. Necessary changes are then made by the rest of the team members the day before being finalised and is then sent to the pharmacy manager for a final review and posting (Reuppel *et al.*, 2003:1992). In time, the team will develop a process of submitting special requests and other alterations according to the perceived fairness of the schedule and complaints will decline as the team contributed to increase the flexibility of the schedule (Reuppel *et al.*, 2003:1992).

In the US, night shift working pharmacists will be scheduled for seven 10-hour days, followed by seven days off. This accounts for more off days in a year compared to non-shift working pharmacists (Quinones & Pullin, 2011:446; Reuppel *et al.*, 2003:1991).

2.2.2.2.2.5 Extended working hours (Overtime)

An article by Miller and his research team (2004:135) mentioned that 70% of medical doctors in the United States of America would rather apply for a job where working hours are restricted than occupying a position with enforced overtime. Less overtime would mean more free time for relaxation and furthering studies.

2.2.2.2.2.6 Dissatisfaction with management/supervisors

The relationship with managers has a significant effect on job satisfaction. A study by Furguson *et al.* (2011:306) found that the main factor of dissatisfaction of their study population was management related. Oldham and Hackman (1981:15) also found a relatively large impact that supervisors and managers have on job satisfaction. The pharmacists who were studied indicated inadequate line management, which is the direct source of supervision and management, low levels of recognition and support from management as the main factors of dissatisfaction. These factors may lead to reduced job satisfaction and may even increase turnover rates (Furguson *et al.*, 2011:307).

Cronklin and Desselle (2007:4) also mentioned department chair support as an important contributor to the intention to resign or not. Disagreements, conflicts and lack in trust in management increase the levels of dissatisfaction in the job (Furguson *et al.*, 2011:307). A good relationship between managers and their workers was indicated to increase job satisfaction by ways of leadership style and positively affecting them, as seen with nurses (McNeese-Smith, 1997:47). A previous study done found that pharmacists managed by pharmacists had increased job satisfaction when compared to the satisfaction experienced with a non-pharmacist manager (Furguson *et al.*, 2011:307). A manager should lead from the front, known as a leader.

Robinson, who is also the author of *Work to Live*, mentioned that leaders who communicate more than just via e-mail have a bigger effect on the level of motivation of his/her employees. He refers to positive feedback and recognition of efforts that motivate employees. This may ensure that the best employees stay on and do not leave the organisation in search of greener pastures (Robinson, 2013:46).

Managers who did not force targets onto employees and who allow some free will are easier to work for and this indicated an increased level of job satisfaction (Furguson *et al.*, 2011:313). Organisations that encourage better treatment by management have shown higher organisational commitment, job satisfaction and less job stress (Gaither *et al.*, 2008:239). Better treatment by management would also include timely and constructive feedback from management (Gaither *et al.*, 2008:233).

2.2.2.2.7 Work-related stress

An increase of 44% in the number of prescriptions in the United States of America between 2000 and 2005 resulted in pharmacist vacancies to increase by 2.5 fold. The cause of this was an increase in work-related stress and resulted in an increase in the job turnover rate by pharmacists (Gaither *et al.*, 2008:233; Lui & White, 2011:51).

The most common factors causing stress in the pharmacy work environment are inadequate staffing and interruptions while performing job duties (Gaither *et al.*, 2008:233). Other factors contributing to stress are not being able to practice pharmacy the way one feels it should be practiced, not receiving feedback from supervisors (see section 2.2.2.2.6) and experiencing job policies and procedures that are enforced inconsistently (Gaither *et al.*, 2008:234). Poor salaries, no promotions, and all other factors listed below add to the stress experienced at work (Cronklin & Desselle, 2007:4). Poor work-family balance would also be categorised here, which leads to work-family-related conflicts and increasing stress levels at work.

2.2.2.2.8 Unfavourable working environment

Poor working conditions contribute to job dissatisfaction. It was stated that community pharmacists were the least satisfied with their working environment (Seston *et al.*, 2009:128). Pharmacists in this sector seem to be dissatisfied as they feel their remuneration is not compensating enough for the physical environment they have to work in.

2.2.2.2.9 Lack of breaks during work

It was noted by Seston *et al.* (2009:128) that pharmacists leave retail pharmacies because of a lack of breaks during work. A lack of breaks could also have an impact on the safety of patients as these pharmacists tend to be tired and overworked, making more mistakes. A little distraction during a short break would decrease mistakes associated with exhaustion.

2.2.2.2.10 Organisation type

Oldham and Hackman (1981:2) suggested that the type or culture of organisation could affect the motivation of the employees, but the factors motivating the employees inside these organisations were noted to be identical.

The values associated with a supportive or a competitive organisational culture would be expected to influence post-hire outcomes such as retention, organisational commitment and job satisfaction (Catanzaro *et al.*, 2010:658).

Weiss (2013:40) made a comment that those organisations that communicate true facts and with transparency build trust in that organisation. Fewer rumours go around in these organisations that might distort the truth. From his article it was noted that 36% of employed Americans plan to look for a new job; 48% of them assign this to a loss of trust in the organisation, while 46% blame a lack of transparent communication.

2.2.2.2.11 Additional organisational benefits

According to Miller *et al.* (2004:135), benefit packages offered to doctors had the second biggest impact on making a job offer more attractive, just behind “Working Hour Limitations”. Also referred to as fringe benefits, it was one of the most cited contributing factors increasing the intention to stay in an organisation and not to resign (Cronklin & Desselle, 2007:8).

It was advised that the applicant should decide on the factors important to the specific individual and negotiate around the known factors for the most appropriate offer (James & LaMotta, 2002:59).

2.2.2.2.12 Specific pharmacy sector dissatisfaction

According to Lui and White (2011:51), there are lower satisfaction patterns found with hospital pharmacists when compared to pharmacists in the community sector. In Australia, positions in this sector only opened because of the current pharmacists exiting their positions instead of positions opening up because of growth in the sector.

The same factors that contribute to dissatisfaction and increase the intention to resign were noted in the hospital, academic as well as the retail pharmaceutical sectors (Cronklin & Desselle, 2007:8).

2.2.2.2.13 Location of the worksite

The current location of the worksite was frequently cited by respondents intending to remain with their current institution (Cronklin & Desselle, 2007:8). A specific location could contribute a relative amount towards the attractiveness of an employment offer.

2.2.3 Biological factors

In this section, the impact of the specified biological factors on job satisfaction is discussed.

2.2.3.1 Age

Swinford (2013) stated that people are happiest in their youth and when they are older. These were finding from the Office of National Statistics in the UK and also stated that middle-aged people are the least happy because they have the most responsibility.”

A correlation was found between the age of the employed pharmacist and the level of dissatisfaction experienced. Younger pharmacists tend to be less satisfied in their current jobs and tend to have a higher intent to resign (Seston *et al.*, 2009:129). This is an important point to notice by management and, if managed correctly, an employer could have a motivated and satisfied young pharmacist who is energised in the practice. Lui and White (2011:59) stated the following: “If younger pharmacists are not gaining satisfaction in their job and career, pharmacy, as a whole, may risk the consequences of long-term dissatisfaction.”

2.2.3.2 Gender

It was mentioned that female pharmacists tend to be more satisfied in their jobs than males are, and pharmacist working in the private sector tend to be happier than pharmacists in any other sector (Seston *et al.*, 2009:128; Lui & White, 2011:51). Females also tend to be more attracted to shift work and flexi-hour working conditions (Reuppel *et al.*, 2003:1991).

A study by Catanzaro *et al.* (2010:657) has indicated that men and women would pursue a position in an organisation with a perceived supportive culture. A supportive organisation would be more encouraging of a work-family balance in life. It was also found that males would pursue a vacancy in a perceived competitive organisation more than their female counterparts would.

Men view a competitive organisational culture as being consistent with the male 'breadwinner' gender role as perceived by society, while females would pursue a supportive organisation, which would allow them to fulfil their role of the family 'caretaker'. The motivation for those wanting to pursue a career in a competitive organisation would be to make money and for future advances (Catanzaro *et al.*, 2010:657).

2.2.3.3 Marital status

It has stated that being married is 20 times more important to a person's well-being than their earnings, and 13 times more important than owning a home. It was stated that marriage gives people a sense of stability, and a greater sense that their life is worthwhile (Swinford, 2013).

Quinones and Pullin (2011:446) noted that single pharmacists were less satisfied in their occupation compared to their married counterparts. Married pharmacists show an increased level of satisfaction in life and their work. It was also indicated that married pharmacists adjusted to different shifts better than single pharmacists.

2.3 Summary

This chapter indicated the theoretical background that forms the basis of the research question and from which the questionnaire was compiled. Evidence exists to show that factors enhancing the employees' perception of him-herself and his/her importance to the organisation increase organisational attractiveness and commitment and decrease the intention to resign.

The reward factors that have an impact on employees were divided into intrinsic and extrinsic factors. Intrinsic factors are compiled from factors that fulfil his/her own satisfaction. Extrinsic factors are more external factors. Financial rewards are extrinsic factors and are good motivators for the short term, but are not long-term motivators as seen with personal growth opportunity and self-actualisation. Biological factors are also of importance and should be managed to increase organisational commitment and decrease intention to resign.

The following chapter will cover the methodology followed in this study.

Research methodology

3.1 Introduction

In this chapter, a discussion of the research methodology of the empirical investigation is given. The measuring instruments, as well as the selection criteria used in this study are provided. A brief discussion of the ethical aspects of this study will also enjoy attention.

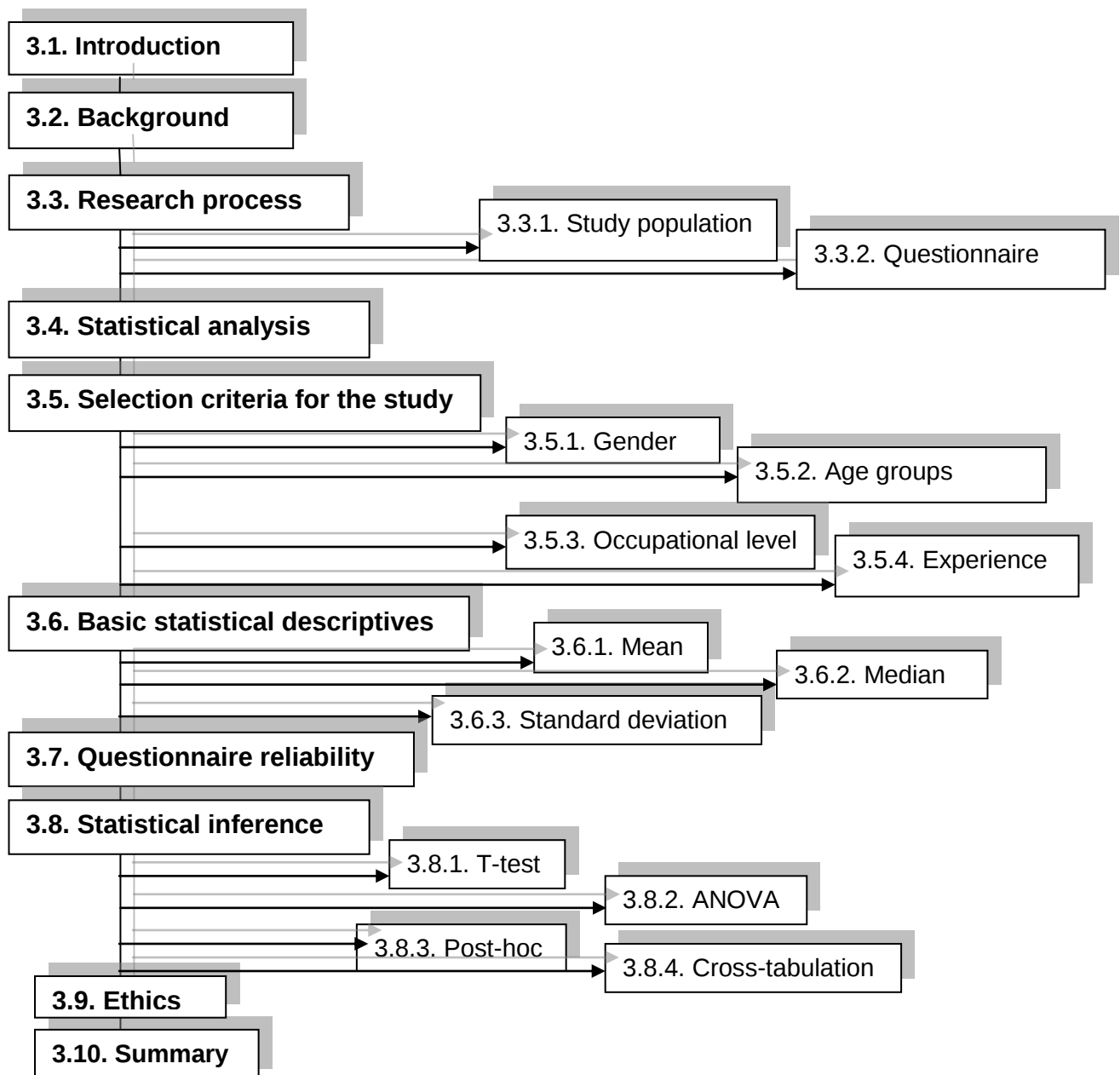


Figure 3.1: The graphical layout of Chapter 3

3.2 Background

An organisation can easily have a decrease in attractiveness to potential and current employees. Many factors, such as reputation, familiarity, organisational culture, growth and a combination of intrinsic and extrinsic reward factors may have an influence on how current or future employees may perceive an organisation. These factors will also affect the level of motivation, level of satisfaction, the intention to resign and finally personnel turnover, in this case pharmacist turnover. These are also true in a pharmaceutical organisation.

In the previous chapter, a review of the literature concerning the characteristics that could influence employee perceptions of an organisation was provided.

3.3 Research process

The research process followed in this study started with the problem identification, which is the need to identify the preferred organisational characteristics for pharmacists working in the retail pharmaceutical industry. The need to compile the ideal remuneration package for pharmacists was also identified, as specified in Chapter 1. Final-year pharmacy students from the North-West University (NWU) were also used to determine their perceptions and preferences with regard to organisational characteristics and remuneration packages.

The following step in the research process would be to determine the research objectives, as set out in Chapter 1. In order to understand the organisational characteristics of an attractive and, more importantly, a preferred employer, influencing the satisfaction and motivation of its employees, a literature study was conducted in Chapter 2.

These steps are shown in Figure 3.2.

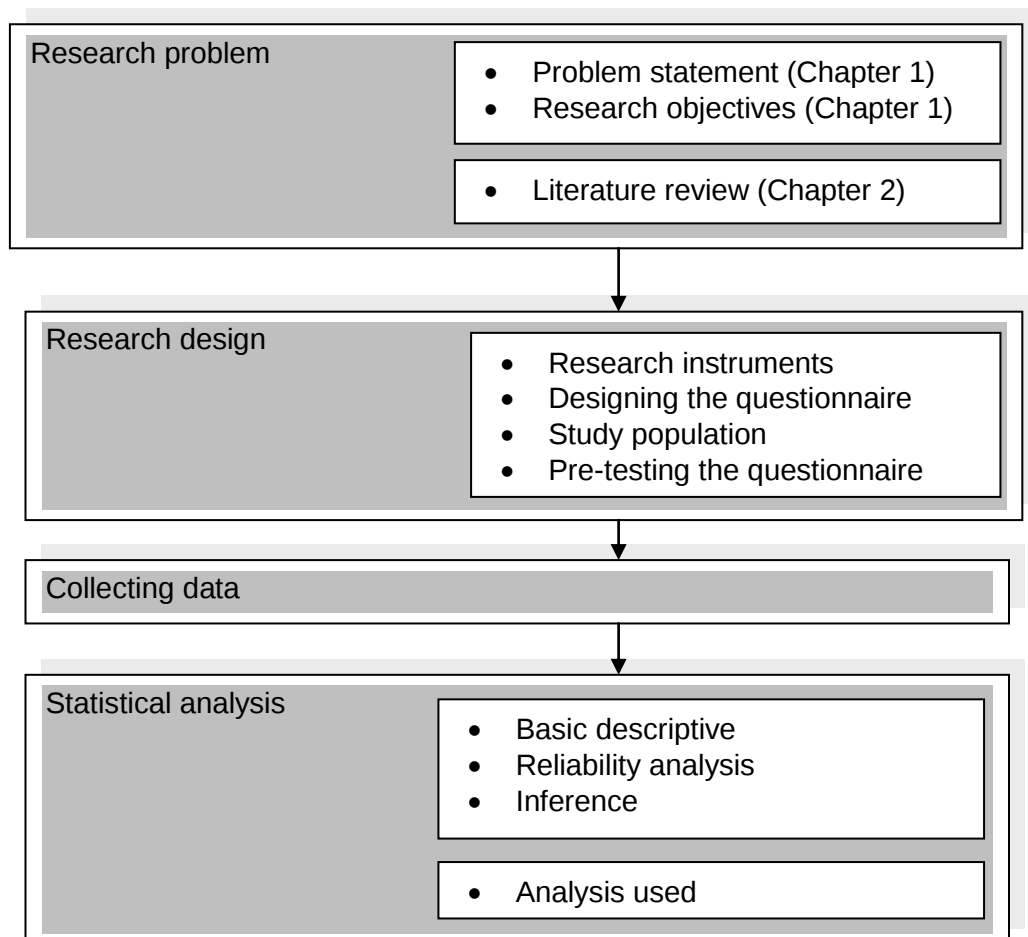


Figure 3.2: The research process

The exploratory, empirical investigation will be done by analysing pharmacists currently employed by a retail pharmacy chain organisation and the final-year pharmacy student class of a South African University. Quantitative research will be conducted by way of an anonymous questionnaire, which will be developed, and this will then be used to determine the organisational characteristics and preferred remuneration type for pharmacists to be used by organisations to attract the best candidate.

3.3.1 Study population

The study population used in this study was compiled out of the following two groups:

- Pharmacists employed by the specified pharmacy group (from here referred to as the pharmacists)
- Final-year pharmacy students at the North-West University (from here referred to as the students)

Currently, there are 298 pharmacists employed at the analysed organisation. 39.3% (n=117) of those employed pharmacists returned a completed questionnaire within the allowed timeframe of one week (7 days). Of the 199 final-year pharmacy students at the NWU, 32.7% (n=65) of them returned a completed questionnaires. A total of 497 questionnaires were handed out to the employed pharmacists and final-year pharmacy students. A completion rate of 36.6% was achieved.

The study population is shown in Table 3.1.

Table 3.1: Total study population

	Employees			Students		
Total questionnaires returned	117			65		
Gender	Male	Female		Male	Female	
	52	65		14	51	
Married	Yes	No		Yes	No	
	77	40		3	62	
Language	Afrikaans	English	Other	Afrikaans	English	Other
	72	44	1	58	4	2

3.3.2 Questionnaire

The questionnaire used in this study was self-compiled from the issues that arise from the literature review and consisted of two parts:

- Part one will be used to determine the demographics of the study populations.
- Part two will determine the aspects about their preferred organisational characteristics and remuneration package, and will include the following:
 - To determine the current organisational characteristics sought after by the pharmacists and final-year pharmacy students in the study population
 - To determine the most preferred remuneration type for the pharmacists and final-year pharmacy students in the study population

The questionnaires to the student population were handed out, completed and returned at the end of class. This ensured the optimal concentration of final-year pharmacy students. The questionnaires to the pharmacists already in practice were sent to the human resource manager, from where they were distributed to the dispensary managers via e-mail.

The dispensary managers made a single printout for each pharmacist in the store to complete, including themselves. Participants were advised to fax the completed questionnaires directly to the researcher. This would ensure anonymity and confidentiality and would also mean including all the branches' feedback from all the provinces.

A cover page with a brief background and instructions was included with each questionnaire. Those who wished not to be involved with the study were not forced to complete the questionnaire and could withdraw at any time without any consequences. Questionnaires are anonymous and confidential and no way exists to identify the person who completed it. Three days were granted to complete and return the questionnaires to the supplied fax number.

The completed questionnaires were received and analysed in conjunction with the Statistical Consultation Services at the NWU by using SPSS®.

3.3.2.1 Pre-testing of the questionnaire

Pre-testing the questionnaire is considered as good practice in ensuring a good quality questionnaire, which will result in good data collections.

Through pre-testing the questionnaire, the researcher would determine whether:

- the instructions of the questionnaire are clear and easy to follow;
- every statement on the questionnaire is fully understood by the respondent;
- the language and wording are understandable and not contradictory; and
- the sequence of the statements on the questionnaire is logical.

The questionnaire was tested on three pharmacists and three students to ensure the questions were understood and interpreted correctly. After completion, the test pharmacists and students were asked whether everything was clear on the questionnaire and whether they have any suggestions. It should be noted that the pharmacists and students who were involved in the pre-testing phase were not used to complete the questionnaire in the final study.

3.4 Statistical analysis

The data were collected and statistically analysed using SPSS® and tables and graphs drawn up using Excel®.

The statistical analysis consisted of two phases:

Descriptive statistics were done for each of the statements, and the reliability of the different components of the questionnaires was addressed by way of calculating Cronbach's alpha coefficients with the main focus to provide evidence that the components are reliable and support the purpose of the study.

The second phase of analysis entails the inferential section of the study. Relationships between the different components of the questionnaire were statistically explored by means of independent sample t-test and analysis of variance tests (ANOVA).

3.5 Selection criteria for the study

The following selection criteria were used in this study.

3.5.1 Gender

In the questionnaire, respondents were asked to supply their gender.

3.5.2 Age groups

The following age groups were identified to analyse to establish correlations across the age groups on specific factors as extracted by the questionnaire:

- Age group 1: Those younger than 30 years
- Age group 2: Between 30 and 55 years of age
- Age group 3: Those respondents older than 55

The different age groups could be used to analyse the wants and needs across all ages and compare these, analysing how the wants and needs of new job entrants compare to those almost exiting the job market.

3.5.3 Occupational level

In the questionnaire, respondents were asked to supply their current occupational level.

Five options were available for selection, namely:

- Dispensing
- Store management
- Regional management
- Top management
- Student

The different occupational levels could be used to analyse the wants and needs across all groups and compare these, analysing how the wants and needs of different occupation levels compare.

3.5.4 Total years' experience

The following groups were identified to analyse correlations across these groups on specific factors as extracted by the questionnaire:

- Experience group 1: Those with less than 10 years' experience
- Experience group 2: Between 10 and 30 years' experience
- Experience group 3: Those respondents with more than 30 years' experience

The different groups could be used to analyse the wants and needs across them and compare these, analysing how the wants and needs of inexperienced employees compare to those more experienced.

3.6 Basic statistical descriptive

The following descriptive statistics were used in the analysis:

3.6.1 Mean ($\bar{X}$)

The mean is the average score for a group (Levine, Stephan, Krehbiel & Berenson, 2011:118). This is the most commonly used measure to describe tendencies in the data.

$$\bar{X} = \frac{(X_1 x X_2 x \dots)}{n}$$

Where n = the number of observations.

3.6.2 Median

The median is the middle value in an ordered array of data (Levine *et al.*, 2011:116).

$$Median = \frac{n + 1}{2} \text{ in ranked order}$$

3.6.3 Standard deviation (μ or SD)

SD is used to describe the dispersion around the mean.

$$SD = \sqrt{\frac{\sum_{i=1}^n (X_i - \bar{X})^2}{n}}$$

Where X_i = the i th value of the variable X.

SD is a direct form of variance and will be used instead when reporting in this study.

SD will be used as short for standard deviation in this study.

3.7 Questionnaire reliability and validity

Reliability analysis is done to determine the extent to which the statements are measuring the same underlying concept or component. The reliability of a subsection of a questionnaire is determined by way of the Cronbach alpha, also known as the coefficient alpha (α). A numeric value is calculated by determining the correlation of items within a test. The greater the Cronbach alpha coefficient is, the more reliable that section will be. A value greater than 0.7 is generally accepted as reliable (Field, 2013:53).

It should be noted that a Cronbach alpha factor can only be calculated where the sections of the questionnaire had two or more options to choose from as an answer. A Cronbach alpha factor could only be calculated for the two sections of Section 2 of the questionnaire as these were the only sections that used a Likert scale and had more than two possibilities.

Section B1 analysed the current level of motivation. Section B2 analysed the preferred remuneration package among the combined study population.

Table 3.2: Cronbach alpha factor for the different sections of the questionnaire

Section of the questionnaire tested for reliability	Cronbach's alpha factor
Section B1 (motivational level)	0.779
Section B2 (financial rewards)	0.721

3.8 Statistical inference

The following statistical inference will be used during this study.

3.8.1 The p -value

The p -value is used in hypothesis testing and is the probability of getting a test statistic equal to or bigger than the sample test result the null hypotheses is true and should not be rejected (Levine *et al.*, 2011:333).

3.8.2 Independent sample t-test

This is also known as the two-sample t-test. This test is used for comparisons by using mean values between groups of two variables (Field, 2013:321; Levine *et al.*, 2011:654), such as gender. The term t-test, short for independent sample t-test, will be used from here on.

3.8.3 Analysis of variance (ANOVA)

The ANOVA is an extension of the t-test, as an ANOVA creates a single value over more than two categories. ANOVAs were performed between the mean values to examine the relationship between the extracted factors.

In simple terms, the ANOVA determines whether a statistical and practical difference exists between the above-mentioned groups. If the p -value is found to be less than 0.05, then the variable analysed has a statistically significant relationship with the factor at hand (Field, 2013:348).

The ANOVA is used to test the hypothesis that several means are equal.

3.8.4 Post-hoc test

If the means analysed by ANOVA (as discussed in section 3.8.3) are not found to be equal, a post-hoc test is conducted to determine which groups differ from the mean (Field, 2013:378).

3.8.5 Cross-tabulation

Cross-tabulation, also referred in short to as cross-tabs, is a procedure performed on SPSS that cross-tabulates two variables and displays their relationship in a table. It is important to note that frequencies summarise information about one variable, where cross-tabs generate information about the relationship between two variables (Field, 2013:696).

This method generates a table stating the frequency of an option selected in one group, the frequency of that option not selected in the same group and compares this to another selected group's variable selections and produces a *p*-value (Field, 2013:696).

If this *p*-value is smaller than 0.05, there is a statistically significant difference between the groups analysed. If it is larger, there is no significant difference between the two groups analysed (Field, 2013:697).

This was selected as the analysis method of choice generating information about the preferred organisational characteristics between different groups in the study population.

3.9 Ethical consideration

Permission was obtained from the human resource manager of the retail pharmacy group, as well as from the School of Pharmacy at the North-West University. The measuring instruments used in the study were given to them to ensure that no sensitive information was asked. All questionnaires were completed of own will and in confidentiality and respondents could withdraw at any time without any consequences.

The Potchefstroom Business School (PBS) ethics committee granted permission to continue with the study on 20 August 2013 (see Appendix A.1).

3.10 Summary

This chapter indicated the design and methodology on which the research of this mini-dissertation was done. The research process followed and the total study population were shown. The processes involved in preparing the questionnaire and the pre-testing process were discussed. Chapter 3 also contained information on the ethical considerations encountered during the study. An exploratory of the statistical analysis was provided to supply clarity of the results and discussions in Chapter 3.

The following chapter will cover the results as analysed from the questionnaire.

Results and discussions

4.1 Introduction

In this chapter, the data from the questionnaire completed by the practicing pharmacists as well as the final-year students will be tabulated, and the results will be calculated and discussed.

This chapter will be divided based on each of the five sections of the questionnaire to enjoy attention. Firstly, the demographical statistics will be analysed and the level of motivation and motivational factors will follow. The preferred remuneration package will then be analysed, followed by the factors of an attractive organisation. Lastly, factors affecting job satisfaction will be discussed.

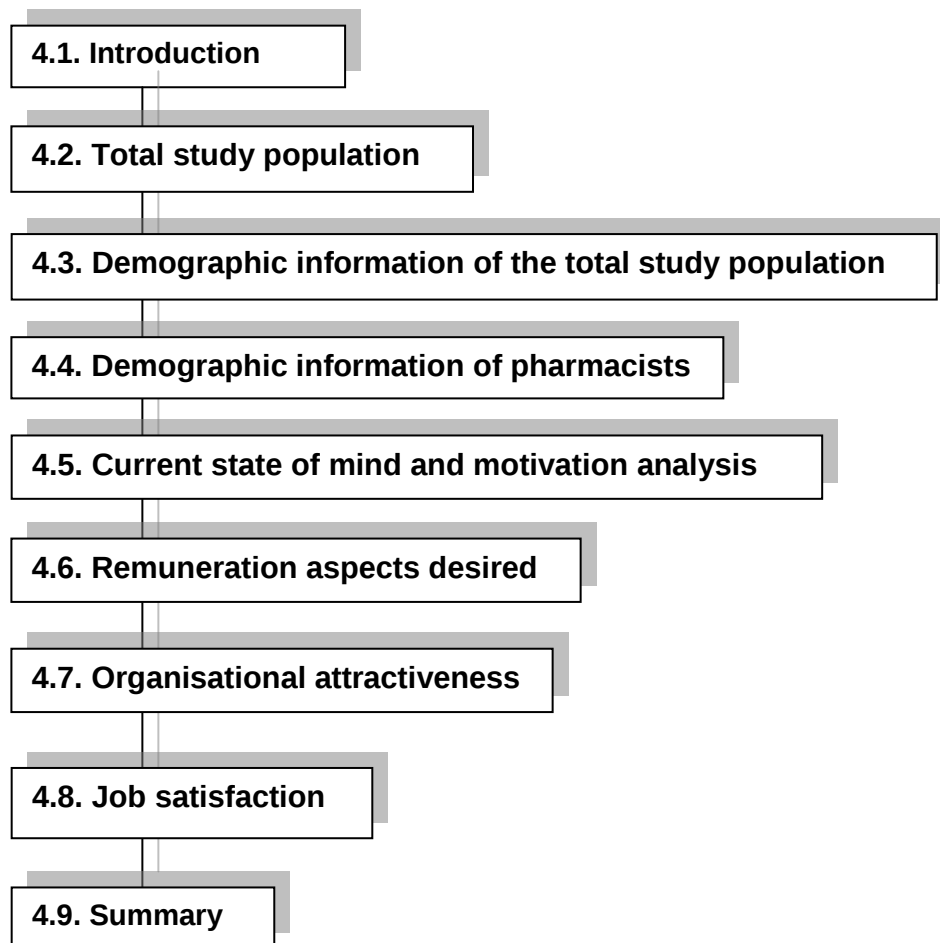


Figure 4.1: Graphical layout of Chapter 4

4.2 Total study population analysed

The total number of returned questionnaires was firstly divided into two main groups, namely those currently employed by a specific retail pharmacy group and pharmacy students enrolled in their final year at the NWU.

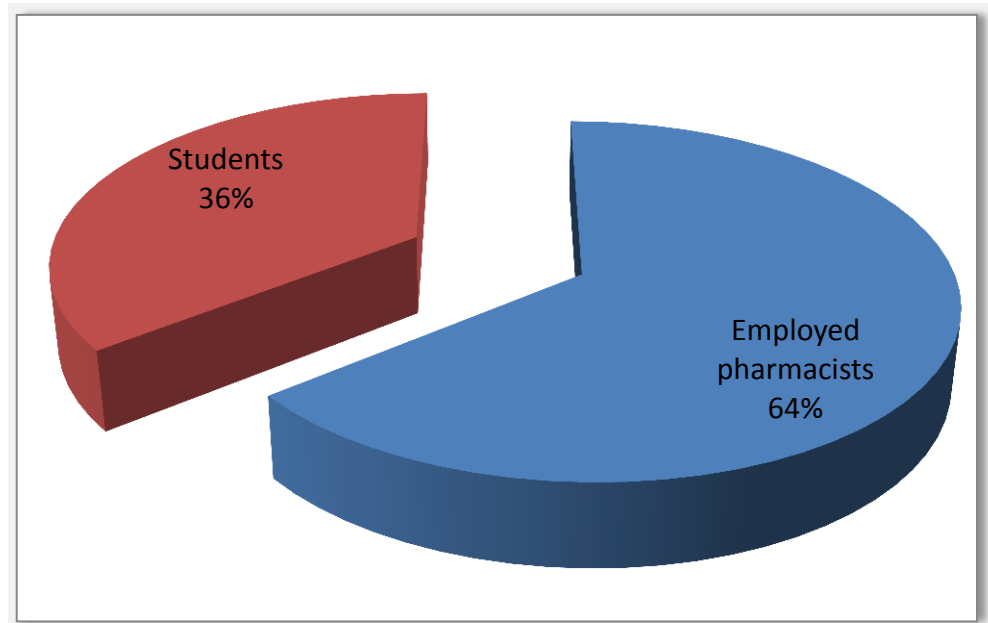


Figure 4.2: The total study population

From this, it was noted that only 39.3% ($n = 117$) of pharmacists employed by the specific retail pharmacy group returned a completed questionnaire. Of the 199 final-year pharmacy students at the NWU, only 32.7% ($n = 65$) returned completed questionnaires.

4.3 Demographic information of the study population

The demographic information was extracted from all the returned questionnaires and is listed in Table 4.1.

From the two study populations, it was clear that pharmacy is predominantly a female occupation with 63.7% ($n = 116$) of all the returned questionnaires received from females. It could also be noted that most of the pharmacists as well as students analysed had Afrikaans as mother tongue. It was calculated that 90.7% of the students who completed the questionnaire are Afrikaans speaking.

The reason could be that many pharmacists in practice are Afrikaans, as the NWU who has predominantly Afrikaans speaking students, produces the biggest percentage of pharmacists in South Africa.

It was noted that the average age of the pharmacists employed by the specific retail group is 42.5 years. This is 22.5 years away from the average retirement age and could be seen as a young age. It could hold value to the organisation if the organisation could retain the knowledge acquired during this time up to retirement.

Table 4.1: Demographic information of the total study population

	Employees (n)			Students (n)		
Average age $\bar{X}$ (SD)	42.5 (11.9)			22.6 (2.7)		
Gender	Male	Female		Male	Female	
	52	65		14	51	
Married	Yes	No		Yes	No	
	77	40		3	62	
Language	Afrikaans	English	Other	Afrikaans	English	Other
	72	44	1	58	4	2

4.3.1 Age of practicing pharmacists

From the literature, it was noted that younger pharmacists tend to be less satisfied in their current jobs and tend to have a higher intent to resign (Seston *et al.*, 2009:129).). This is an important point to notice by management and, if managed correctly, an employer could have a motivated and satisfied young pharmacist who is energised in the practice. Lui and White (2011:59) stated the following: “If younger pharmacists are not gaining satisfaction in their job and career, pharmacy, as a whole, may risk the consequences of long-term dissatisfaction.”

From the analysed questionnaires, the average age of the pharmacists in the organisation was 42.5 years (SD= 11.9). This could be seen as relatively young.

It should be noted, from Figure 4.3, that the number of respondents decreases with an increase in age. This is not only due to leaving the organisation to go to another organisation, but also due to death or retirement.

It should be noted that it is important to feed young pharmacists into the organisation, having information constantly transferred and keeping on growing and developing the skills and knowledge and retaining it in the organisation.

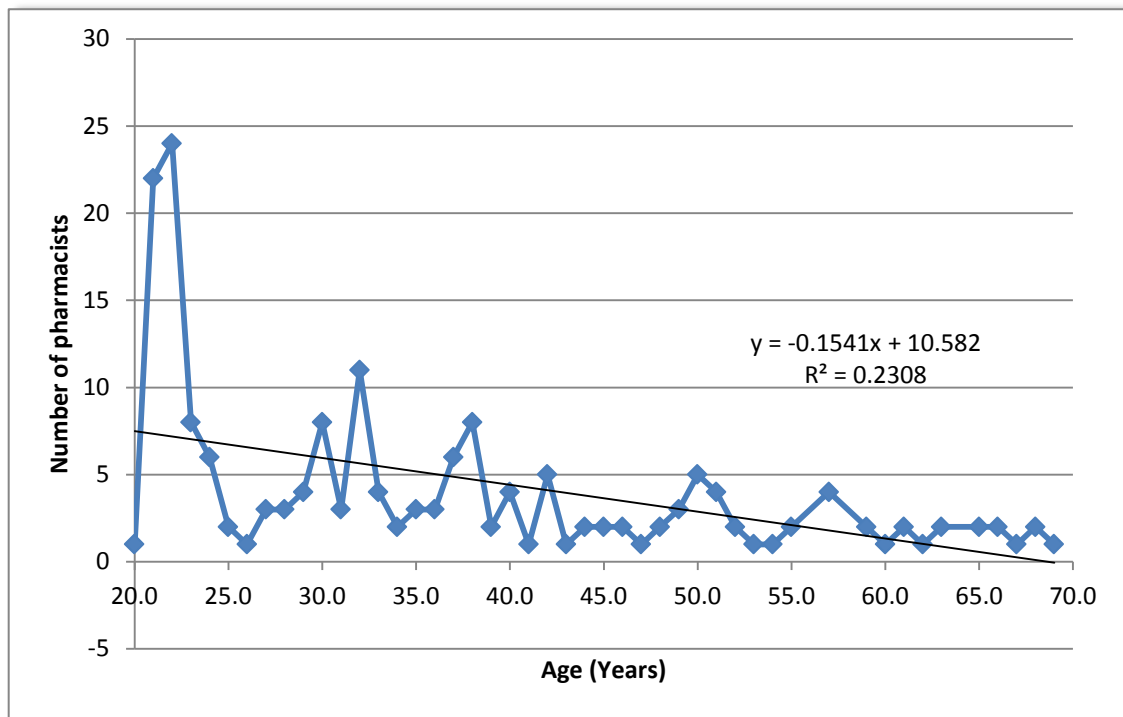


Figure 4.3: Age of the total study population

4.4 Demographic statistics of practicing pharmacists

In this section, the demographic statistics of the pharmacists will be discussed. This information could be used to analyse the current situation of pharmacist employees.

4.4.1 Occupational level

In this section, only the pharmacists already employed and practicing in the organisation will be analysed, as this information by the students would not be meaningful, as they are all at student level.

Of the practicing pharmacists analysed, it was noted that the majority of those who completed the questionnaire were dispensing pharmacists (69.2%). Only one returned questionnaire did not contain the occupational level of the respondent.

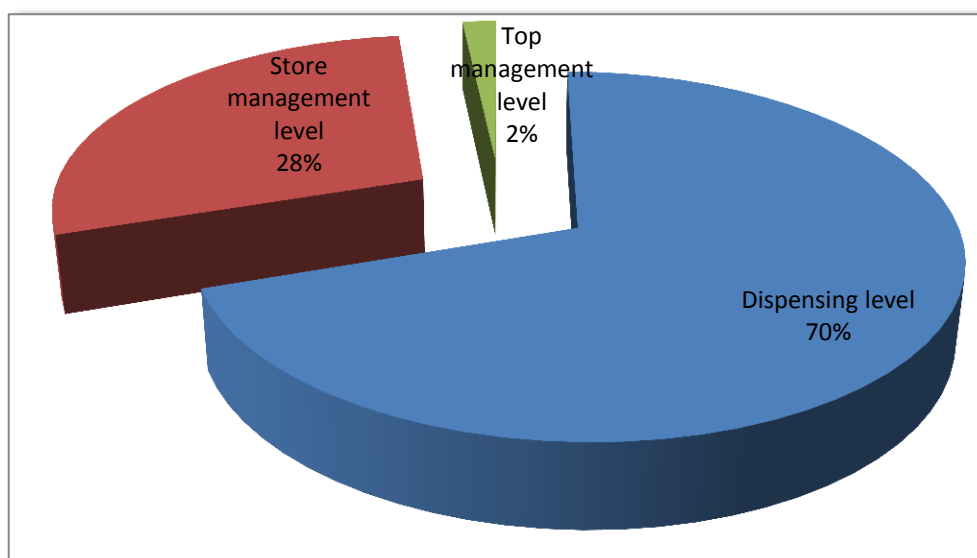


Figure 4.4: Occupational level of the practicing pharmacist respondents

4.4.2 The occupational statistics

Table 4.2 indicates the occupational statistics of the practicing pharmacist respondents, namely the working experience, the number of years in the current position and the number of prescriptions done in a day.

The occupational statistics (number of prescriptions dispensed, total experience and time in the current position) were not tabulated from the questionnaires returned by the students, as these are not applicable to the study.

Table 4.2: Occupational statistics of the practicing pharmacist respondents

	Minimum value	Maximum value	Median	Average value (SD)
Total years of working experience	1	45	23	18.8 (11.4)
Total years in the current position	0	45	22.5	10.7 (9.8)
Number of prescriptions dispensed per day	10	200	105	59.8 (31.1)

The wide spread around the average number of prescriptions done in a day by the responding pharmacists indicates how pharmacists are occupied by other operations in the pharmacy besides dispensing. This indicates a diverse number of tasks of the pharmacist in this organisation, and from the literature (McShane & Von Glinow, 2010:17; section 2.2.2.1.3), this is experienced as positive by the employee.

It is interesting to note from Table 4.2 that more than half of the respondents were still less experienced than the median, which means that the study population is still young and has years of service to offer the employer if they can be retained. Figure 4.5 indicates the decline in the number of experienced employees. A strong decline could be noted in pharmacists with 30 years or more experience. A possibility for this could be retirement and not necessarily leaving the organisation for the greener pastures of another organisation or sector. This indicates the importance of retaining experience inside the organisation.

The total years in a current position (experience) also indicates that many of the respondents are relatively new in their positions and could offer years of service to the employer and build up experience inside the organisation.

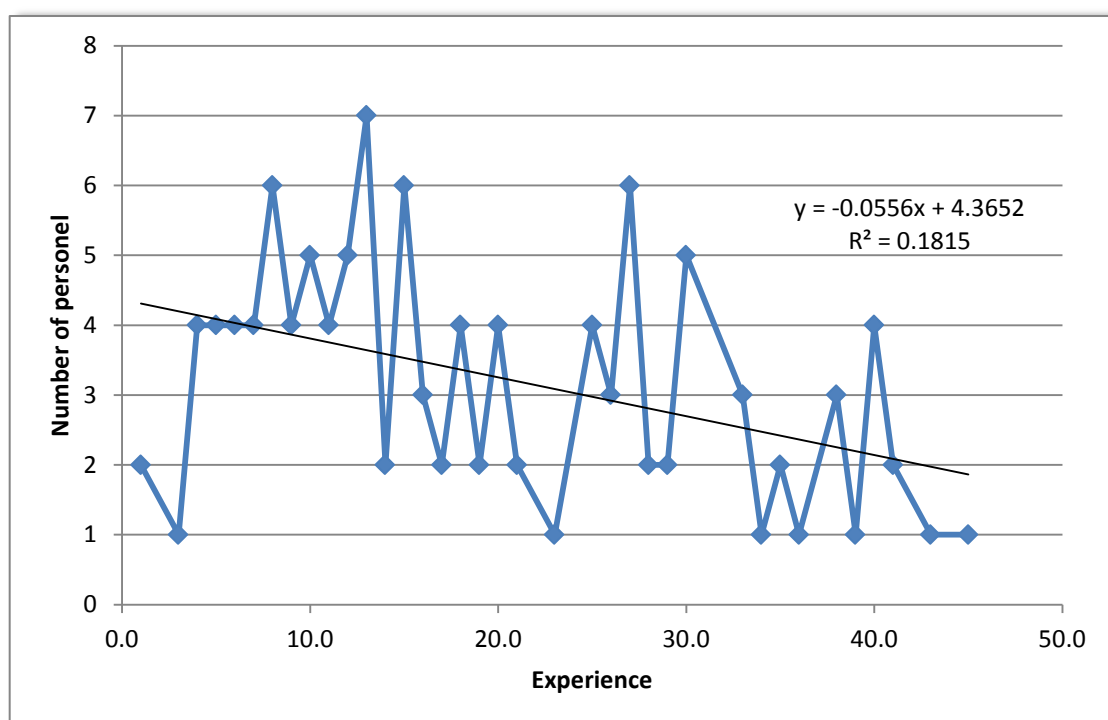


Figure 4.5: Working experience of practicing pharmacist respondents

4.4.3 The geographical distribution

The geographical distribution of the practicing pharmacists as well as the students will be shown and discussed separately.

4.4.3.1 Practicing pharmacists

From Figure 4.6 it can be seen that participating pharmacists represented eight of the nine provinces in South Africa. Only representation from the Northern Cape was absent.

The majority of responding pharmacists was from Gauteng (55.6%), but the Western Cape (12.8%), North West (12%) and KwaZulu-Natal (9.4%) were well represented with a good number of returned questionnaires. The Free State province had only one respondent (0.9%).

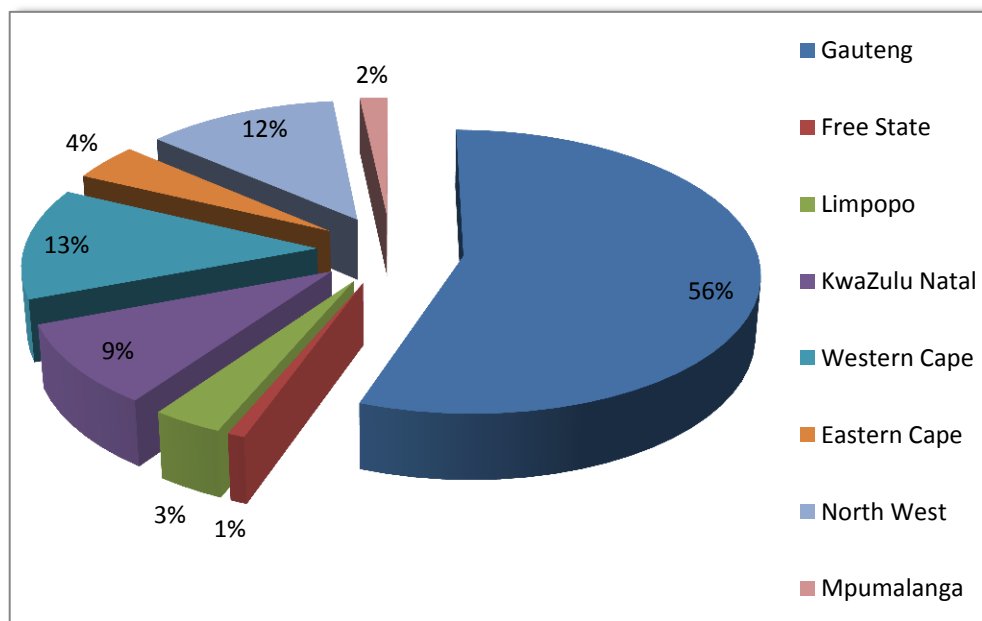


Figure 4.6: Geographical distribution of the practicing pharmacist respondents

4.4.3.2 Students

Figure 4.7 indicates that the students who participated by completing the questionnaire represented all nine provinces in South Africa.

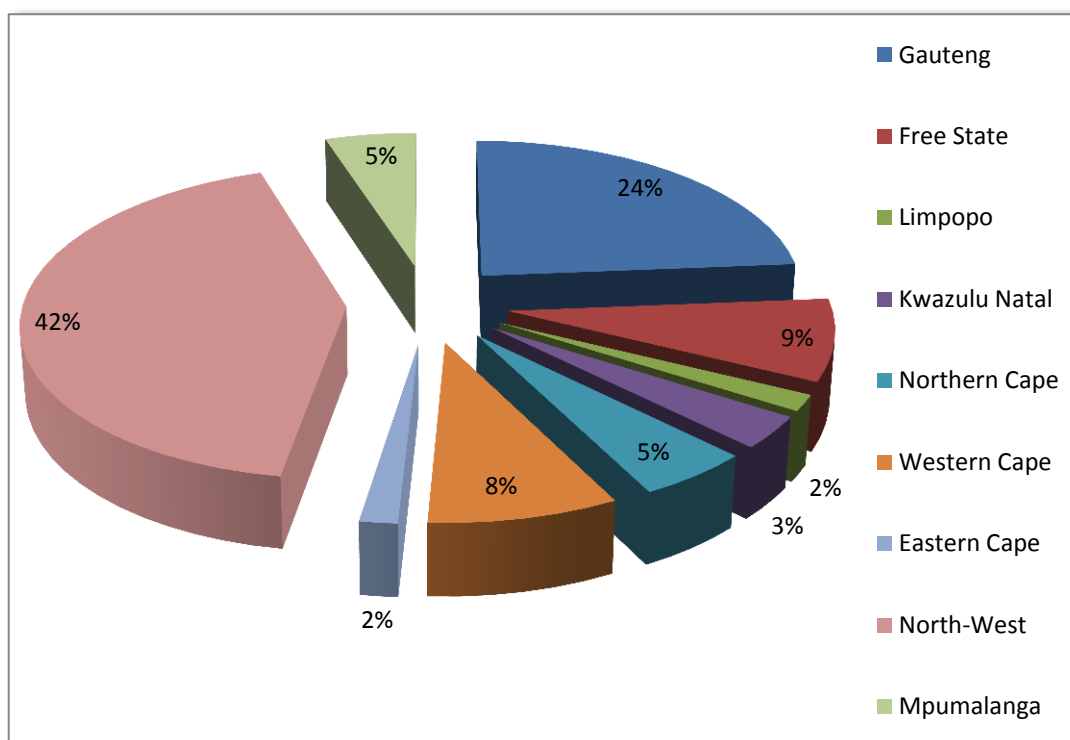


Figure 4.7: Geographical distribution of the student respondents

Students from the North West Province represented the majority of the student respondents (42.4%). It should be noted that the NWU is situated in the North West Province and attracts more students from the vicinity. Students from Gauteng were the second best represented (23.7%).

From this, some motivation can be drawn to expand the studied pharmacy group to provinces outside Gauteng, as there are pharmacy students (soon-to-be pharmacists) representing all provinces in South Africa.

Six (n=6) of the 65 returned questionnaires did not have this specific section completed correctly.

4.4.4 The preferred pharmacy sector

The preferred pharmacy sector by the practicing pharmacists as well as the students will be shown and discussed separately.

4.4.4.1 Practicing pharmacists

Question 9 of the questionnaire enquired about the preferred pharmacy sector of employment among the practicing pharmacists.

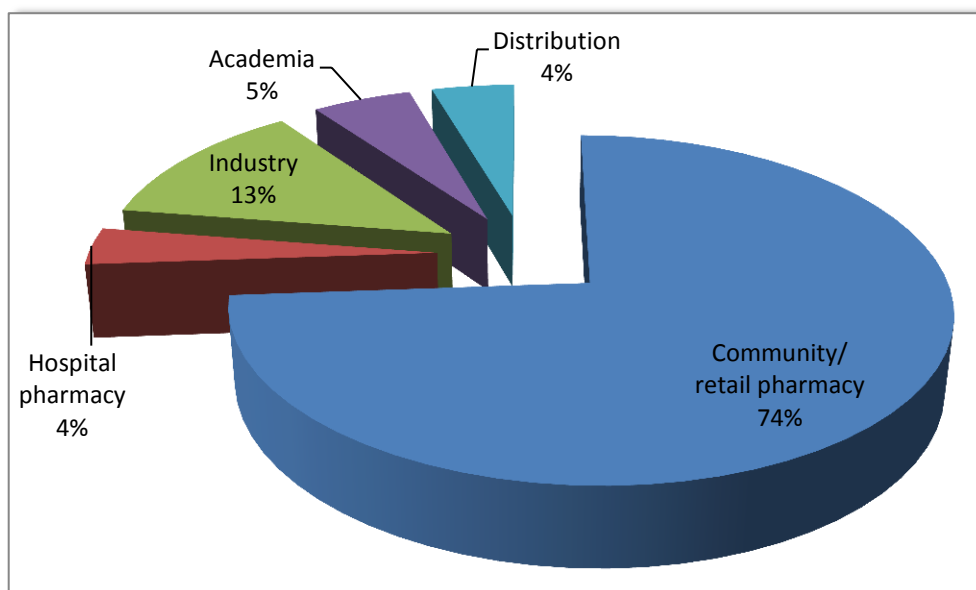


Figure 4.8: Preferred pharmacy sector of the pharmacist respondents

The majority of respondents stated that they were already working in their preferred pharmaceutical sector, namely community pharmacies, also known as retail pharmacies (73.9%). This is important to note, as these pharmacists are where they prefer to be and will most probably not leave for the greener pastures of another sector. In literature (section 2.2.2.2.8), it was stated that community pharmacists were the least satisfied with their working environment (Seston *et al.*, 2009:128), which contradicts the findings of this study.

The pharmaceutical industry was also relatively well preferred (12.6%), and was the second most preferred pharmaceutical sector to work in, according to the already practicing and employed pharmacists.

Hospital pharmacies were least preferred in this study population. This is interesting as the students prefer the hospital sector above all the rest (section 4.4.4.2). A total of six questionnaires completed by the pharmacist respondents did not contain information on the preferred pharmaceutical sector.

4.4.4.2 Students

Question 9 of the questionnaire enquired about the preferred pharmacy sector of employment among the final-year pharmacy students (Figure 4.9).

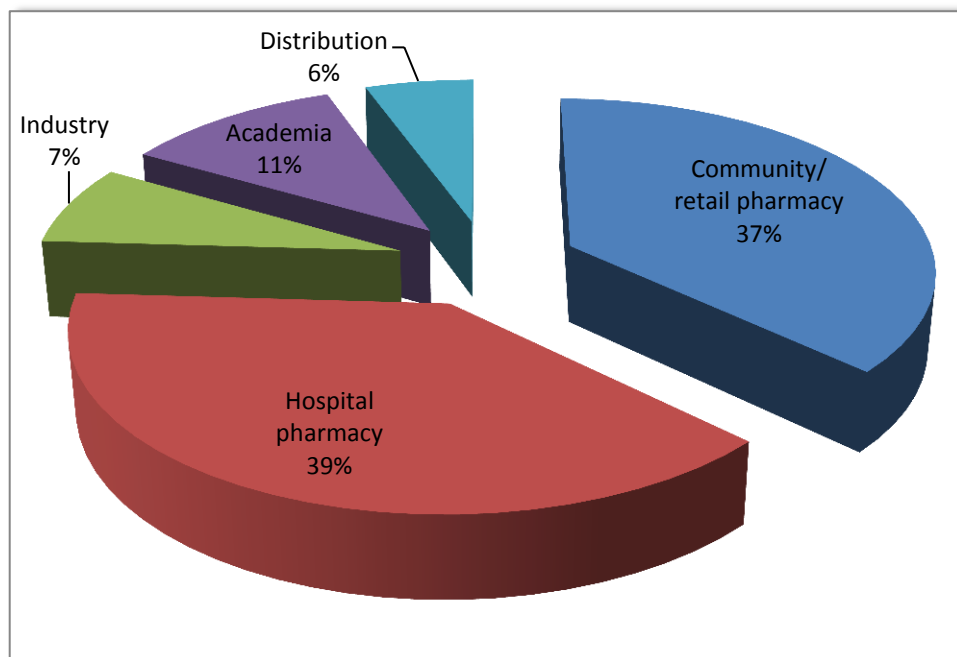


Figure 4.9: Preferred pharmacy sector of the student respondents

According to Lui and White (2011:51), there are lower satisfaction patterns found with hospital pharmacists when compared to pharmacists in the community sector, although more students (38.9%) prefer hospital pharmacies above community pharmacies (37%) as places of employment. Industry was only preferred by 7.4% of the student respondents.

According to the above-mentioned percentage, 73 students from the total final-year pharmacy class prefer working in retail. The reason for this could be the increased personal recruiting done by hospital groups at the NWU and the perceived increased impact the pharmacist has on patient health in the hospital pharmacy sector.

4.4.5 Charity involvement

Charity involvement and the need/want thereof have been analysed and the results by the practicing pharmacists as well as the students will be shown and discussed separately.

4.4.5.1 Practicing pharmacists and their charity involvement

Charity involvement and the need to help others were collected by the questionnaire and analysed below (Figure 4.10).

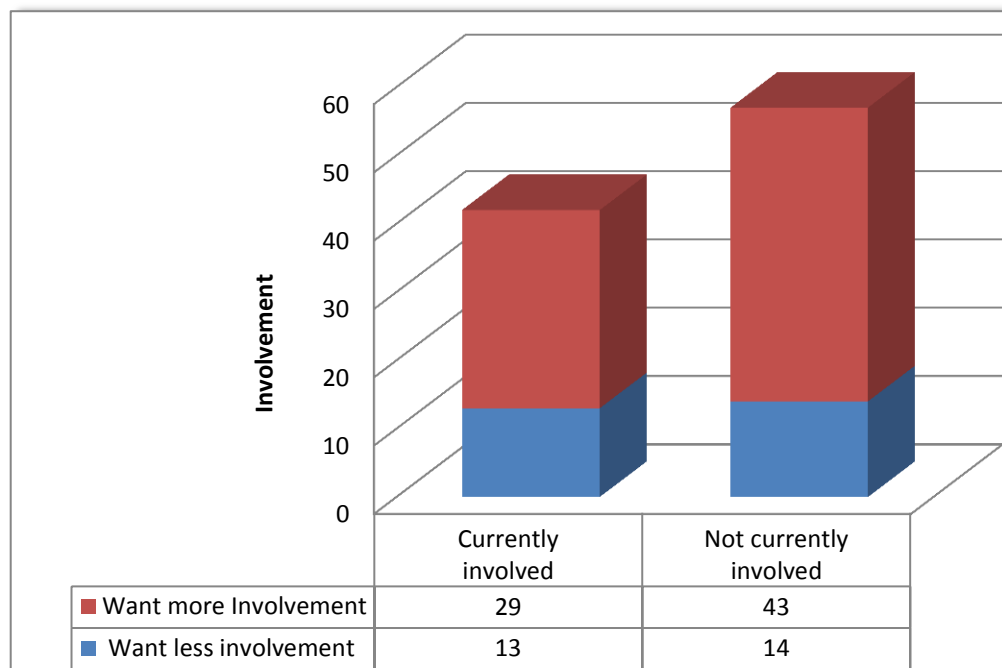


Figure 4.10: Charity involvement of the pharmacist respondents

It was interesting to note that a majority of respondents (72.7%) would like to be more involved in charity projects. From the 42 pharmacists currently involved in charity projects, 29 of them (69%) would like even more involvement. It was seen that 43 of the 57 respondents who are not currently involved in charity projects would like to be involved.

According to literature, employees who are involved in charity projects feel like they give back to the community and are respected by others (section 2.2.2.1.6). Charity involvement has a positive impact on the level of motivation and the positivity shows in the poor intention to resign (section 4.4.1 and Table 4.3).

It should be noted that 18 of the 117 returned questionnaires did not have the related part of the questionnaire completed correctly.

4.4.5.2 Students and their charity involvement

Charity involvement and the need to help others were collected by the questionnaire and analysed below.

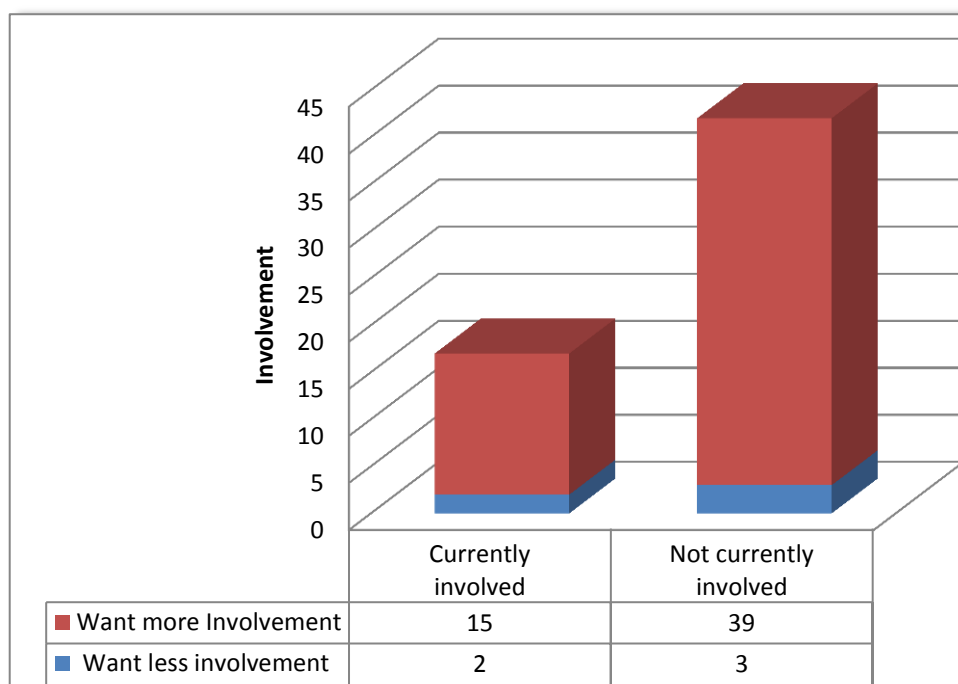


Figure 4.11: Charity involvement of the student respondents

It was interesting to note that 54 of the 59 respondents who completed the section correctly (91.5%) would like to be more involved in charity projects. From the 17 students currently involved in charity projects, 15 of them (88.2%) would like even more involvement.

It was seen that 39 of the 42 respondents who are not currently involved in charity projects would like to be involved (92.9%).

According to Saunderson (2012), employees who are involved in charity projects feel like they give back to the community and are respected by others. Charity involvement has a positive impact on the level of motivation and should be taken note of.

It should be noted that six of the 65 returned questionnaires did not have the related part of the questionnaire completed correctly.

4.5 The current state of mind and motivation analysis

In this section, the current state of mind and the level of motivation will be analysed and tabulated below. This could be used to attract pharmacists as well as students into employment and retain those already employed. The darker the green the more frequently the option was selected and should be taken note of.

4.5.1 The current state of mind and motivation analysis for practicing pharmacists

The current state of mind and the level of motivation can have an impact on job satisfaction. The desired organisational characteristics could be used to attract pharmacist and retain those already employed.

Table 4.3: The current state of mind of practicing pharmacists

Desired organisational characteristics by practicing pharmacists	Strongly disagree	Disagree	Agree	Strongly agree
You are optimistic about the future of pharmaceuticals.	6	11	73	27
You are motivated in the current industry you are working.	3	20	76	18
You enjoy your current work.	2	21	64	30
You feel the work you do is important.	1	9	63	44
You have an uplifting relationship with management.	1	14	64	36
You feel management is interfering with your job.	24	76	14	1
You think the level of interference by management influences your job satisfaction.	13	69	27	7
You receive sufficient support and guidance from your manager.	1	17	69	28
You receive sufficient recognition from your manager.	3	22	66	21
You receive support and guidance from your current organisation.	3	16	81	14
You receive sufficient recognition from your current organisation.	5	26	73	10
You are motivated by the location of your workplace.	1	21	66	29
You are motivated by the growth experienced in the organisation.	2	12	76	25
Your motivation increases when you do your job well.	0	6	63	48
You have a variety of tasks in your current job.	3	14	66	34
You find your job meaningful to others.	0	12	71	32
Your future looks secure in the current organisation.	1	11	68	36
You exercise independent thoughts and actions at work regularly.	0	18	76	22
You often think of quitting your job.	43	44	23	5

From Table 4.3, the positivity toward the organisation can be noted. Other influencing characteristics include the following:

- Feeling the importance of the job done
- The job being a motivational factor
- Independent thinking
- The job being meaningful to others
- Growth experienced in the organisation
- Sufficient recognition from the organisation
- Sufficient guidance from the organisation
- Motivated by the industry
- Non-interference from management in daily tasks

Eighty-seven (87) of the possible 115 pharmacist respondents (75.7%) indicated that they do not think of resigning, which reflects positively on the organisation and the patriotism of its employees.

4.5.2 The current state of mind and motivation analysis of pharmacy students

The current state of mind and the level of motivation can have an impact on job satisfaction. This could be used to attract students into employment and retain those already employed by the organisation during holiday work.

From Table 4.4, the positivity toward the organisation where the students are currently working and the profession can be noted. Characteristics with the biggest influence include the following:

- Motivation by the organisation, industry and the future
- Feeling the importance for the job done
- The job being a motivational factor
- Independent thinking
- The job being meaningful to others
- Location of the workplace
- Having a variety of tasks
- Growth experienced in the organisation
- Sufficient recognition from the organisation
- Sufficient recognition from the manager
- Sufficient guidance from the organisation
- Sufficient guidance from the manager
- Having an uplifting relationship with the manager
- Motivated by the industry
- Non-interference from management in daily tasks

It should be noted that 400 hours of holiday working experience is compulsory for pharmacy students before they graduate. These working hours were presented as experience on the questionnaire.

Table 4.4: The current state of mind of pharmacy students

Desired organisational characteristics by pharmacy students	Strongly Disagree	Disagree	Agree	Strongly Agree
You are optimistic about the future of pharmaceuticals.	0	0	32	31
You are motivated in the current industry you are working.	0	3	42	17
You enjoy your current work.	0	3	38	20
You feel the work you do is important.	0	1	22	39
You have an uplifting relationship with management.	1	4	33	24
You feel management is interfering with your job.	25	28	7	2
You think the level of interference by management influences your job satisfaction.	15	25	17	4
You receive sufficient support and guidance from your manager.	1	2	39	20
You receive sufficient recognition from your manager.	1	6	39	16
You receive support and guidance from your current organisation.	1	6	37	17
You receive sufficient recognition from your current organisation.	0	7	36	18
You are motivated by the location of your workplace.	1	4	34	23
You are motivated by the growth experienced in the organisation.	0	3	40	18
Your motivation increases when you do your job well.	0	1	26	34
You have a variety of tasks in your current job.	0	7	32	23
You find your job meaningful to others.	0	2	31	28
Your future looks secure in the current organisation.	0	8	29	25
You exercise independent thoughts and actions at work regularly.	0	8	37	17
You often think of quitting your job.	34	24	4	5

Fifty-eight (n= 58) of the possible 67 student respondents (75.7%) indicated that they do not think of resigning, which reflects positively on the organisation they are currently working at. This could also indicate positivity towards the future of pharmacy and not thinking of resigning their studies.

4.5.3 Comparative analysis of the current state of mind and motivational level according to age

The ANOVA will assist in identifying the differences in the current state of mind and the level of motivation across the studied age groups. These factors may have an impact on job satisfaction and could be used to retain pharmacists in the organisation or even attract new employees.

Table 4.5: ANOVA test across the age groups

Age groups	Number of respondents (n)	Mean ($\bar{X}$)	SD
Younger than 30 years	80	3.0231	0.26141
Between 30 and 55 years	78	2.9174	0.31092
Older than 55 years	22	2.9234	0.27979

A p -value of 0.054 was calculated. From the above table and the p -value greater than 0.05 it could be stated that the state of mind and the motivational level with regard to current occupation and the pharmaceutical sector are similar across all the studied groups. No statistical difference between the age groups exists in this matter.

4.5.4 Comparative analysis of the current state of mind and motivational level according to the occupational level

The ANOVA will assist in identifying the differences in the current state of mind and the level of motivation across the studied occupational levels. These factors may have an impact on job satisfaction and could be used to retain pharmacists in the organisation or even to attract new employees.

It should be noted that no completed questionnaires from regional management were received. Two completed questionnaires were received from top management level, but were not analysed as these numbers did not produce statistically significant results.

Table 4.6: ANOVA test across the occupational levels

Occupational level	Number of respondents (n)	Mean ($\bar{X}$)	SD
Dispensing	81	2.8921	0.27442
Store management	33	2.9219	0.29689
Student	61	3.0602	0.26848

A p -value of 0.002 was calculated. From the p -value smaller than 0.05, it is clear that the state of mind and the motivational level across all the analysed occupational levels were not similar. A statistical difference between the occupational levels exists.

A *post-hoc* test was done to establish the group that differs from the others and the results are shown below.

Table 4.7: *Post-hoc* test of occupational levels with regard to motivation

Occupational level	Number of respondents (n)	Subset for alpha = 0.05	
		1	2
Dispensing	81	2.8921	
Store management	33	2.9219	
Student	61		3.0602

From Table 4.7 it was notable that the student group was responsible for the sectional differences in the level of motivation. Students are not employed on a full-time basis and the level of motivation could differ from those employed full time.

4.5.5 Comparative analysis of the current state of mind and motivational level according to years of experience

The levels of experience were divided into three groups (section 3.5.4) to simplify the study and to analyse the differences associated with the level of experience of employed pharmacists.

The ANOVA will assist in identifying the differences in the current state of mind and the level of motivation across the studied work experience groups. These factors may have an impact on job satisfaction and could be used to retain pharmacists in the organisation, especially those with a great deal of experience and in-house knowledge or could even attract new employees.

Table 4.8: ANOVA test across the levels of experience

Years of experience	Number of respondents (n)	Mean ($\bar{X}$)	SD
Less than 10 years	81	3.0125	0.25917
Between 10 and 30 years	59	2.9271	0.33694
More than 30 years	24	2.9123	0.27705

A p -value of 0.145 was calculated. From the above table and the p -value greater than 0.05, it could be stated that the state of mind and the motivational level with regard to current occupation and the pharmaceutical sector are similar. No statistical difference between the experience groups exists in this matter.

4.6 Remuneration aspects desired

In this section, the most desired remuneration aspects for different studied groups will be analysed and tabulated below. The darker the green the more frequently the option was selected and should be taken note of.

Swanepoel *et al.* (2010:526) stated that different components of a specific package should be analysed and compiled in such a way that it addresses the organisational need while being preferred by the employees.

4.6.1 Remuneration aspects desired by practicing pharmacists

Financial rewards may take on different forms. Swanepoel *et al.* (2010:526), as mentioned before, stated that different components of a specific package should be analysed and compiled in such a way that they address the organisational need; and at the same time support the organisation's compensation and satisfy and maintain competent and wanted pharmacists.

Respondents were asked to consider the following statements and indicate to what extent each of these pay systems they find attractive on a scale of 1 (Strongly Disagree) to 4 (Strongly Agree) and mark the appropriate answer with a (X).

As noted in Table 4.9, practicing pharmacists analysed in this section seem to be more in favour of the payment structures influenced by the work they do and not by the group or business unit. The biggest preference was noted towards basic pay plus benefits. A skills-based pay system, where your pay is calculated according to knowledge and competencies to do the required job, and performance-based incentive system, where salaries and bonuses are related to performance, were also preferred by the practicing pharmacists. Skills are not only medicine related, but also customer service related and this should be taken into account.

Table 4.9: Remuneration aspects desired by practicing pharmacists

Desired remuneration aspects by practicing pharmacists	Strongly disagree	Disagree	Agree	Strongly agree
Basic pay plus benefits Benefits include health insurance, pension fund and other allowances	0	6	57	52
Seniority-based pay system Pay calculated according to the seniority of the employee in the organisation	2	26	61	28
Skills-based pay system Pay calculations according to knowledge and competencies to do the required job	1	7	70	38
Performance-based incentive system Salaries and bonuses are related to performance (Merit-based)	3	7	60	47
Output-based incentive system Amount of incentive received is dependent on the amount of personal output (Commission-based)	9	23	55	30
Unit-based incentive system Amount of incentive received is dependent on the amount of output by the business unit (Dispensary)	8	43	48	18
Group incentive schemes Incentives depend on overall performance of the entire organisation	12	42	53	10
Share options Base pay system plus share options for power sharing in the organisations.	7	23	49	36

4.6.2 Remuneration aspects desired by students

Financial rewards may take on different forms. Swanepoel *et al.* (2010:526), as mentioned before, stated that different components of a specific package should be analysed and compiled in such a way that they address the organisational need; and at the same time support the organisation's compensation, while attracting competent employees.

Respondents were asked to consider the following statements and indicate to what extent each of these pay systems they find attractive on a scale of 1 (Strongly Disagree) to 4 (Strongly Agree) and mark the appropriate answer with a (X).

Table 4.10: Remuneration aspects desired by students

Desired remuneration aspects by students	Strongly disagree	Disagree	Agree	Strongly agree
Basic pay plus benefits Benefits include health insurance, pension fund and other allowances	2	2	33	23
Seniority-based pay system Pay calculated according to the seniority of the employee in the organisation	2	6	38	13
Skills-based pay system Pay calculations according to knowledge and competencies to do the required job	0	4	31	24
Performance-based incentive system Salaries and bonuses are related to performance (Merit-based)	2	9	32	16
Output-based incentive system Amount of incentive received is dependent on the amount of personal output (Commission-based)	6	20	26	6
Unit-based incentive system Amount of incentive received is dependent on the amount of output by the business unit (Dispensary)	3	23	28	3
Group incentive schemes Incentives depend on overall performance of the entire organisation	7	26	21	4
Share options Base pay system plus share options for power sharing in the organisations.	3	27	23	5

The final-year pharmacy students who were analysed in this section seem to be more in favour of the payment structures influenced by the work they do and not by the group or business unit. The biggest preference was noted towards seniority-based pay, where pay is calculated according to the seniority of the employee in the organisation. This is unexpected, as these students are about to enter the workplace with up-to-date academic knowledge and would not like to be rewarded for that as a first choice remuneration system.

A skills-based pay system, where your pay is calculated according to knowledge and competencies to do the required job, and performance-based incentive system, where salaries and bonuses are related to performance, were also preferred by the students.

Interesting was that the students were neutral to negative towards share options where there is power sharing in the organisation. According to James and LaMotta (2002:59), share options should be seen as a motivation to be employed in that organisation, which is contradicted in the findings.

4.6.3 Comparative analysis of the preferred remuneration packages according to age groups

Different age groups may have different remuneration needs to be satisfied and to retain pharmacists and attract new possible employees.

Table 4.11: ANOVA test across the age groups

Age groups	Number of respondents (n)	Mean ($\bar{X}$)	SD
<30	77	2.9142	0.43088
30-55	78	2.9516	0.46315
>55	22	3.0511	0.41665

A *p*-value of 0.442 was calculated. From the above table and the *p*-value greater than 0.05, it could be stated that the preferred remuneration packages over the age groups are similar. No statistical difference between the age groups exists in this matter.

4.6.4 Comparative analysis of the preferred remuneration packages according to occupational level

It should be noted that no completed questionnaires from regional management were received. Two completed questionnaires were received from top management level, but were not analysed as these numbers do not produce statistically significant results.

Only dispensing pharmacists, store management and students were analysed to evaluate the remuneration package.

Table 4.12: ANOVA test across the occupational levels

Occupational level	Number of respondents (n)	Mean ($\bar{X}$)	SD
Dispensing	81	2.9488	0.47025
Store management	33	3.0795	0.40241
Student	58	2.8451	0.38733

A *p*-value of 0.045 was calculated. From the *p*-value smaller than 0.05, it is clear that the preferred remuneration packages across the studied occupational levels were not similar. A statistical difference between the occupational levels does exist.

Although this is a relatively small difference, a *post-hoc* test was done to establish the group that differs from the other and the results will be shown below.

Table 4.13: *Post-hoc* test of occupational levels with regard to motivation

Occupational level	Number of respondents (n)	Subset for alpha = 0.05	
		1	2
Students	58	2.8451	
Dispensing	81	2.9488	2.9488
Store management	33		3.0795

From Table 4.13, it was notable that the student group and the store management group were responsible for the sectional differences preferred remuneration packages. Dispensing pharmacists shared similarities with both students as well as store management. The dispensing group of pharmacists can be viewed as a between group.

4.6.4.1 A frequency analysis of preferred remuneration packages according to occupational level

The most desired remuneration aspects for the different studied groups will be analysed by way of frequency percentages. The darker the green, the more frequently the option was selected and should be taken note of.

4.6.4.1.1 Dispensing pharmacist

The 80 completed questionnaires by dispensing pharmacists were analysed to determine the preferred remuneration package.

Table 4.14: The percentages of remuneration aspects preferred by dispensing pharmacists

Remuneration aspects	Strongly disagree	Disagree	Agree	Strongly agree
Basic pay plus benefits	0.0%	5.1%	50.6%	44.3%
Seniority-based pay system	2.5%	21.0%	54.3%	22.2%
Skills-based pay system	1.3%	7.5%	61.3%	30.0%
Performance-based incentive system	3.7%	8.6%	46.9%	40.7%
Output-based incentive system	7.4%	19.8%	46.9%	25.9%
Unit-based incentive system	4.9%	42.0%	37.0%	16.0%
Group incentive schemes	11.1%	40.7%	44.4%	3.7%
Share options	8.6%	21.3%	45.0%	25.0%

The dispensing pharmacists analysed in this section seem to agree with a remuneration system based on basic pay plus benefits and a seniority-based system according to seniority of an employee. More respondents chose the payment structures influenced by the work they do and not by the group or business unit.

The performance-based incentive system, where salaries and bonuses are related to performance, was also preferred by the practicing pharmacists. Share options also represented some positive feedback.

4.6.4.1.2 Pharmacy managers

The 33 completed questionnaires of dispensary managers were analysed to determine the preferred remuneration package.

The results from the analysed dispensary managers showed a great deal of similarities to that of the dispensing pharmacists.

The dispensary managers analysed in this section seem to be more in favour of the payment structures influenced by the work they do and not by the group or business unit. The biggest preference was noted towards basic pay plus benefits.

Table 4.15: The percentages of remuneration aspects preferred by pharmacy managers

Remuneration aspects	Strongly Disagree	Disagree	Agree	Strongly Agree
Basic pay plus benefit:	0.0%	6.1%	51.5%	42.4%
Seniority-based pay system	0.0%	24.2%	51.5%	24.2%
Skills-based pay system	0.0%	3.0%	63.6%	33.3%
Performance-based incentive system	0.0%	0.0%	63.6%	36.4%
Output-based incentive system	6.1%	18.2%	51.5%	24.2%
Unit-based incentive system	9.1%	24.2%	54.5%	12.1%
Group incentive schemes	6.1%	27.3%	51.5%	15.2%
Share options:	0.0%	18.2%	39.4%	39.4%

A skills-based pay system, where your pay is calculated according to seniority, and performance-based incentive system, where salaries and bonuses are related to performance were also preferred by the dispensary managers. A higher percentage of dispensary managers showed interest in share options.

4.6.4.1.3 Students

A total of 57 completed questionnaires from students were analysed to determine the preferred remuneration package.

The students analysed seem to agree with a remuneration system based on basic pay plus benefits and a seniority-based system according to seniority of an employee. More respondents chose the payment structures influenced by the work they do and not by the group or business unit.

Table 4.16: The percentages of remuneration aspects preferred by students

Remuneration aspects	Strongly Disagree	Disagree	Agree	Strongly Agree
Basic pay plus benefits	3.4%	1.7%	56.9%	37.9%
Seniority-based pay system	3.4%	10.3%	62.1%	22.4%
Skills-based pay system	0.0%	6.9%	53.4%	37.9%
Performance-based incentive system	3.4%	15.5%	53.4%	25.9%
Output-based incentive system	10.3%	32.8%	44.8%	8.6%
Unit-based incentive system	5.2%	37.9%	48.3%	3.4%
Group incentive schemes	12.1%	43.1%	34.5%	6.9%
Share options	5.2%	44.8%	41.4%	6.9%

As noted in Figure 4.16, a skills-based incentive system was preferred over performance-based incentive system, where salaries and bonuses are related to knowledge and competencies. This is an approach aimed at quality of service and not quantity associated with unit-based performance. Share options did not receive an overwhelmingly positive reaction as expected.

4.6.5 Comparative analysis of the preferred remuneration packages according to experience

The levels of experience were divided into three groups (section 3.5.4) to simplify the study and to analyse the differences in preferences of little experienced employees and more experienced employees.

Table 4.17: ANOVA test across the levels of experience

Years of experience	Number of respondents (n)	Mean ($\bar{X}$)	SD
Less than 10 years	80	2.9362	0.43448
10 to 30 years	59	2.9466	0.47882
More than 30 years	24	3.0938	0.44577

A *p*-value of 0.31 was calculated. From the above table and the *p*-value greater than 0.05, it could be stated that the preferred remuneration package is similar over the studied groups divided by experience. No statistical difference between the experience groups exists in this matter.

4.6.6 The compiled preferable remuneration package for different studied groups

In this section, all the analyses will be summarised and the preferred remuneration for the studied groups will be provided.

4.6.6.1 The preferred remuneration package identified by students

From Table 4.16, the preferred remuneration package could be compiled and is as follows:

- A basic plus benefit system was preferred
- A skills-based pay as the base of the remuneration package (knowledge and competencies)
- A performance-based incentive system, where benefits are rewarded according to merit.
- Incentives calculated from a combination of:
 1. business unit output (dispensary); and
 2. personal output with reference to knowledge and competencies.

4.6.6.2 The preferred remuneration package identified by dispensing pharmacists

From Table 4.11 and Table 4.17, it was noted that the preferred remuneration package did not differ between age groups or experience, but did differ between occupational levels (Table 4.13). The preferred remuneration package for dispensing pharmacists could be compiled and is as follows:

- A basic plus benefit system was preferred
- A skills-based pay as the base of the remuneration package
- A performance-based incentive system, where benefits are rewarded according to merit
- Incentives calculated from amount of personal output and not by business unit or organisational profit
- Share options were popular as an added benefit

4.6.6.3 The preferred remuneration package identified by pharmacy managers

From Table 4.11 and Table 4.17, it was noted that the preferred remuneration package did not differ between age groups or experience but did differ between occupational levels (Table 4.13). The preferred remuneration package for pharmacy managers could be compiled and is as follow:

- A basic plus benefit system was preferred
- A skills-based pay as the base of the remuneration package
- A performance-based incentive system, where benefits are rewarded according to merit
- Incentives calculated from amount of personal output and organisational profit
- Share options were more popular as an added benefit

It was clear that share options were received more positively with higher occupational levels. Although only two questionnaires were returned from top management, both cited share options as part of their preferred remuneration package.

4.7 Organisational attractiveness

Factors affecting organisational attractiveness were analysed from the returned questionnaires for both the practicing pharmacists as well as the pharmacy students. This section could be deemed important to those who are compiling remuneration packages, as it shows factors identified as important for different employees.

These were the top eight factors affecting the organisational attractiveness as selected by the total study population:

- The remuneration package
- Growth opportunities inside the organisation
- The reputation of the organisation
- Using your pharmaceutical skills
- Contracted working hours
- Physical working location
- Respect by colleagues
- Manageable intensity of work

With the analysis of all the questionnaires returned from the practicing pharmacists and students it was seen that the remuneration package (n= 106) was the most selected attribute to an attractive organisation. Although remuneration was mentioned as an extrinsic motivator (Herzberg, 1959) as well as a short-term motivator in section 2.2.2, practicing pharmacists see it as most important (Table 4.18).

Growth opportunities inside the organisation (n= 104), the reputation of the organisation (n= 94) and using your pharmaceutical skills (n= 94) were also among the top five contributing factors to an attractive organisation.

In the seventh position was respect by colleagues (n= 51), but it seems as if this should be a non-negotiable fact in an organisation. Respect is also found in Maslow's hierarchy of needs theory and is grouped close to the top (see Figure 2.2). Career mentoring (n= 26) was listed a lot lower than expected.

Interesting to note was that, according to Williamson *et al.* (2010:670) and Van Birgelen *et al.* (2008:733), a web presence and a working website increased organisational attractiveness, but this was not chosen once by a practicing pharmacist respondent.

This list of factors should be used to create an attractive organisation for students about to enter into employment, for the more effective recruitment of students as well as retaining those already employed in the organisation.

4.7.1 Top factors affecting organisational attractiveness for practicing pharmacists

As shown below, is a table of the factors selected to influence the perception of organisational attractiveness among practicing pharmacists.

As seen from Table 4.18, the remuneration package is the most affecting factor when it comes to organisational attractiveness for pharmacists.

The reputation of the organisation, the growth opportunities inside the organisation as well as the working hours have an effect on the attractiveness of the organisation. Using the studied pharmaceutical skills was sixth on the list of factors affecting organisational attractiveness.

Table 4.18: Factors affecting organisational attractiveness for practicing pharmacists

Factors that affect the attractiveness of an organisations for practicing pharmacists	
The remuneration package	93
The reputation of the organisation	68
Growth opportunities inside the organisation	67
Contracted working hours	48
Physical working location	45
Using your pharmaceutical skills	42
Recognition and respect by patients	27
Leave days awarded	26
Meaningfulness of job to others	22
Manageable intensity of work	21
Variety of tasks in your job	20
Organisational profitability	18
Organisational culture	18
Respect by colleagues	17
Overtime on offer	14
The industry/sector of pharmacy	13
Effective career mentoring	9
Familiarity with an organisation	3
Involvement in community projects	1
A great web presence	0

4.7.2 Top factors affecting organisational attractiveness for students

Table 4.19 serves as an indication of the factors selected to influence the perception of organisational attractiveness among students.

Growth opportunities inside the organisation have been cited as the most influencing factor affecting organisational attractiveness for student respondents. Respect by colleagues, using your pharmaceutical skills and the reputation of the organisation are also important factors affecting organisational attractiveness.

Interesting to note was that leave days awarded were in the fifth position, while the remuneration package, which was the most important factor to practicing pharmacists, was found in position 13 of Table 4.19.

Table 4.19: Factors affecting organisational attractiveness for students

Factors that affect the attractiveness of an organisations for students	
Growth opportunities inside the organisation	37
Respect by colleagues	34
Using your pharmaceutical skills	28
The reputation of the organisation	26
Leave days awarded	24
Recognition and respect by patients	19
Variety of tasks in your job	18
Physical working location	18
Effective career mentoring	17
Contracted working hours	16
Overtime on offer	15
Meaningfulness of job to others	14
The remuneration package	13
The industry/sector of pharmacy	11
Familiarity with an organisation	7
Organisational profitability	6
Involvement in community projects	6
Organisational culture	5
Manageable intensity of work	5
A great web presence	0

4.7.3 The factors affecting organisational attractiveness between students and employed pharmacists

The process of cross-tabulation will be used to analyse the factors having an impact on the organisational attractiveness between students and employed pharmacists. Only the top selections will be analysed as mentioned in section 4.7.

Some similar factors were analysed affecting the perception of an attractive organisation between students and practicing pharmacists. These factors were those calculated to have a *p*-value above 0.05, which is the significance level. These factors include the following:

- Growth opportunities inside the organisation
- Using your pharmaceutical skills
- Physical working location
- Manageable intensity of work

Table 4.20: The top identified factors affecting organisational attractiveness between students and employed pharmacists

The factors affecting organisational attractiveness		Student	Employed	P-value
The remuneration package	Count	13	93	0.000
	% within group	20.0%	79.5%	
Growth opportunities inside the organisation	Count	37	67	0.964
	% within group	56.9%	57.3%	
The reputation of the organisation	Count	26	68	0.019
	% within group	40.0%	58.1%	
Using your pharmaceutical skills	Count	28	42	0.340
	% within group	43.1%	35.9%	
Contracted working hours	Count	16	48	0.026
	% within group	24.6%	41.0%	
Physical working location	Count	18	45	0.143
	% within group	27.7%	38.5%	
Respect by colleagues	Count	34	17	0.000
	% within group	52.3%	14.5%	
Manageable intensity of work	Count	5	21	0.058
	% within group	7.7%	17.9%	

Other factors affecting the perception of an attractive organisation were not similar between students and practicing pharmacists. These factors were those calculated to have a *p*-value smaller than 0.05 (significance level). These factors include the following:

- The remuneration package
- The reputation of the organisation
- Contracted working hours
- Respect by colleagues

The remuneration package played a more significant role with the pharmacists than the students. Compared to students (20%), pharmacists (79.5%) are significantly more likely to perceive an organisation with a preferred remuneration package as attractive. As seen in Table 4.18, the remuneration package was 13th on the list of important factors for an attractive organisation for students. It is therefore important to note that students should not only be recruited by way of remuneration packages.

Respect by colleagues was more important to students (52.3%) compared to pharmacists (14.5%) to perceive an organisation as attractive. Contracted working hours were more important to pharmacists (41%) than students (26.4%) when perceiving an organisation as attractive.

4.7.4 The factors affecting organisational attractiveness for the total study population according to age

The process of cross-tabulation will be used to analyse the factors having an impact on the organisational attractiveness between different age groups in the study population. Only the top selections will be analysed as mentioned in section 4.7.

Some similar factors were analysed affecting the perception of an attractive organisation for different age groups. These factors were those calculated to have a p -value above 0.05, which is the significance level. These factors include the following:

- Growth opportunities inside the organisation
- Using your pharmaceutical skills
- Contracted working hours
- Physical working location
- Manageable intensity of work

“Using your pharmaceutical skills” was an important factor over all age groups for organisational attractiveness and all the groups felt strongly about its importance (0.974).

The importance of the “Manageable intensity of work” factor increased with an increase in age. Only 9.8% of respondents younger than 30 years of age feel this is an important factor, as opposed to the 27.3% of those respondents over 55 years of age.

Table 4.21: The top identified factors affecting organisational attractiveness for the total study population according to age

The factors affecting organisational attractiveness		<30	30-55	55<	P-value
The remuneration package	Count	26	62	18	0.000
	% within group	31.7%	79.5%	81.8%	
Growth opportunities inside the organisation	Count	51	45	8	0.093
	% within group	62.2%	57.7%	36.4%	
The reputation of the organisation	Count	34	46	14	0.042
	% within group	41.5%	59.0%	63.6%	
Using your pharmaceutical skills	Count	32	30	8	0.974
	% within group	39.0%	38.5%	36.4%	
Contracted working hours	Count	23	33	8	0.167
	% within group	28.0%	42.3%	36.4%	
Physical working location	Count	24	30	9	0.381
	% within group	29.3%	38.5%	40.9%	
Respect by colleagues	Count	38	11	2	0.000
	% within group	46.3%	14.1%	9.1%	
Manageable intensity of work	Count	8	12	6	0.106
	% within group	9.8%	15.4%	27.3%	

Other factors affecting the perception of an attractive organisation were not similar between the three studied age groups. These factors were those calculated to have a *p*-value smaller than 0.05 (significance level). These factors include the following:

- The remuneration package
- The reputation of the organisation
- Respect by colleagues

The remuneration package played a more significant role with the older studied respondents. Compared to the under 30s (31.7%), the respondents over 30 are significantly more likely to perceive an organisation with a preferred remuneration package as attractive. Nearly 82% of respondents over 55 years of age perceive the remuneration package as important to identify an organisation as attractive. This was also the factor most frequently cited as important by respondents between 30 and 55 years of age.

Respect by colleagues was more important to respondents younger than 30 (46.3%) compared to those 30 to 55 years of age (14.1%) and those respondents older than 55 (9.1%) to perceive an organisation as attractive.

Table 4.18 in combination with Table 4.21 could be used well in compiling remuneration packages for pharmacists of different age groups as the influencing factors are now more known.

4.7.5 The factors affecting organisational attractiveness for the total study population according to working experience

The process of cross-tabulation will be used to analyse the factors having an impact on the organisational attractiveness between different levels of experience in the study population. Only the top selections will be analysed as mentioned in section 4.7.

Factors were analysed that affect the perception of an attractive organisation for different levels of experience. These factors were those calculated to have a p -value above 0.05, which is the significance level. These factors include the following:

- The remuneration package
- The reputation of the organisation
- Using your pharmaceutical skills
- Contracted working hours
- Physical working location
- Manageable intensity of work

The remuneration package was the factor noted most by respondents with more than 10 years of experience. It was also cited by employees with less than 10 years of experience as a factor that would influence organisational attractiveness.

“Using your pharmaceutical skills” and “Contracted working hours” were both important factors over all the different experience groups for organisational attractiveness and all the groups felt strongly about its importance (0.713).

The importance of the “Manageable intensity of work” factor increased with an increase in experience. Only 11.0% of respondents with less than 10 years of experience feel this is an important factor, as opposed to the 25% of those respondents with more than 30 years of experience.

Table 4.22: The top identified factors affecting organisational attractiveness for the total study population according to working experience

The factors affecting organisational attractiveness		<10	10-30	30<	P-value
The remuneration package	Count	38	46	19	0.347
	% within group	46.9%	78.0%	79.2%	
Growth opportunities inside the organisation	Count	55	33	9	0.024
	% within group	67.9%	55.9%	37.5%	
The reputation of the organisation	Count	39	34	15	0.347
	% within group	48.1%	57.6%	62.5%	
Using your pharmaceutical skills	Count	28	24	8	0.713
	% within group	34.6%	40.7%	33.3%	
Contracted working hours	Count	28	24	8	0.713
	% within group	34.6%	40.7%	33.3%	
Physical working location	Count	23	26	9	0.155
	% within group	28.4%	44.1%	37.5%	
Respect by colleagues	Count	31	8	4	0.002
	% within group	38.3%	13.6%	16.7%	
Manageable intensity of work	Count	9	9	6	0.236
	% within group	11.1%	15.3%	25.0%	

Other factors affecting the perception of an attractive organisation were not similar between the three studied experience groups. These factors were those calculated to have a *p*-value smaller than 0.05 (significance level). These factors include the following:

- Growth opportunities inside the organisation
- Respect by colleagues

Only two factors were shown where the feelings by the studied groups of experience were not statistically similar.

It was noted that “Growth opportunities inside the organisation” were not perceived as equally important over all the experience groups. It was perceived as important to those respondents with less than 30 years of working experience, with 67.9% of those with less than 10 years’ experience and 55.9% of those with between 10 to 30 years of experience.

Only 37.5% of respondents with more than 30 years of experience experienced this factor as important. A reason for this could well be a decrease in the need for growth in the more experienced respondents, as they may currently be in the preferred position or close to retirement.

Respect by colleagues was yet again seen to be of more importance to those respondents with less than 10 years' experience (38.3%), compared to those with 10 to 30 years of experience (13.6%) and those respondents with more than 30 years' experience (16.7%) to perceive an organisation as attractive.

Table 4.22 could be used well in compiling remuneration packages for pharmacists with different levels of experience as the influencing factors are now more known.

4.7.6 The comparison in some biological factors affecting organisational attractiveness for the total study population

In section 2.2.3, it was seen that some biological factors may have an influence on the factors that make an organisation attractive. Some biological factors and their influence on organisational attractiveness will be analysed below.

4.7.6.1 Gender

In section 2.2.3.2, it was noted that there are differences in the factors making an organisation attractive across genders. Female pharmacists tend to be more satisfied in their jobs than males are (Seston *et al.*, 2009:128; Lui & White, 2011:51).

All factors were analysed to be of similar importance affecting the perception of an attractive organisation between male and female respondents. These factors were all calculated to have a *p*-value above 0.05, which is the significance level.

Compared to males (66.7%), females (53.4%) are significantly less likely to perceive an organisation with a preferred remuneration package as attractive, but this is not a statistically significant difference.

"Using your pharmaceutical skills" was cited as the factor with most similar effect on the attractiveness of the organisation (0.845).

Table 4.23: The top identified factors affecting organisational attractiveness for the total study population according to gender

The factors affecting organisational attractiveness		Male	Female	P-value
The remuneration package	Count	44	62	0.082
	% within group	66.7%	53.4%	
Growth opportunities inside the organisation	Count	37	67	0.824
	% within group	56.1%	57.8%	
The reputation of the organisation	Count	40	54	0.068
	% within group	60.6%	46.6%	
Using your pharmaceutical skills	Count	26	44	0.845
	% within group	39.4%	37.9%	
Contracted working hours	Count	26	38	0.367
	% within group	39.4%	32.8%	
Physical working location	Count	21	42	0.550
	% within group	31.8%	36.2%	
Respect by colleagues	Count	14	37	0.123
	% within group	21.2%	31.9%	
Manageable intensity of work	Count	12	14	0.257
	% within group	18.2%	12.1%	

It should be noted that there are no statistically significant differences in the factors making an organisation attractive between the male and female respondents.

4.7.6.2 Marital status

Quinones and Pullin (2011:446) noted that single pharmacists were less satisfied in their occupations compared to their married counterparts. Married pharmacists show an increased level of satisfaction in life and their work. It was also indicated that married pharmacists adjusted to different shifts better than single pharmacists do.

The influence on the top identified influencing perceived organisational attractiveness will be analysed and tabulated below.

Table 4.24: The top identified factors affecting organisational attractiveness for the total study population according to marital status

The factors affecting organisational attractiveness		Married	Unmarried	P-value
The remuneration package	Count	62	44	0.000
	% within group	77.5%	43.1%	
Growth opportunities inside the organisation	Count	48	56	0.490
	% within group	60.0%	54.9%	
The reputation of the organisation	Count	41	53	0.924
	% within group	51.3%	52.0%	
Using your pharmaceutical skills	Count	28	42	0.395
	% within group	35.0%	41.2%	
Contracted working hours	Count	36	28	0.014
	% within group	45.0%	27.5%	
Physical working location	Count	33	30	0.096
	% within group	41.3%	29.4%	
Respect by colleagues	Count	9	42	0.000
	% of Total	11.3%	41.2%	
Manageable intensity of work	Count	12	14	0.807
	% of Total	15.0%	13.7%	

Factors were analysed that affect the perception of an attractive organisation between married and unmarried respondents in a statistically similar manner. These factors were those calculated to have a *p*-value above 0.05, which is the significance level. These factors include the following:

- Growth opportunities inside the organisation
- The reputation of the organisation
- Using your pharmaceutical skills
- Physical working location
- Manageable intensity of work

“The reputation of the organisation” was perceived as an important feature of an attractive organisation with a *p*-value of 0.924, the highest recorded value in this section.

Other factors affecting the perception of an attractive organisation were not calculated to be similar between married and unmarried respondents. These factors were those calculated to have a p -value smaller than 0.05 (significance level). These factors include the following:

- The remuneration package
- Contracted working hours
- Respect by colleagues

The remuneration package played a more significant role with the married than the unmarried respondents. Compared to unmarried respondents (43.1%), married respondents (77.5%) are significantly more likely to perceive an organisation with a preferred remuneration package as attractive.

Respect by colleagues was more important to unmarried respondents (41.2%) compared to the married respondents (11.3%) to perceive an organisation as attractive. Contracted working hours were more important to married respondents (45%) than unmarried respondents (27.5%) when perceiving an organisation as attractive. A reason for this could be the married respondents wanting less contracted working hours and more family time. This is an important finding that should be noted by those compiling remuneration packages.

Quinones and Pullin (2011:446) found that single pharmacists were less satisfied in their occupations compared to their married counterparts. Married pharmacists show an increased level of satisfaction in life and their work.

4.7.6.3 Occupational level

Crosstabs will assist in identifying the factors affecting a perceived attractive organisation between different occupational levels.

It should be noted that no completed questionnaires from regional management were received. Two completed questionnaires were received from top management level, but were not analysed as these numbers were not statistically significant for analysis.

Factors were analysed that affect organisational attractiveness between different occupational levels as discussed in section 3.5.3. These factors were those calculated to have a p -value above 0.05, which is the significance level and were calculated to be statistically similar.

These factors include the following:

- Job security
- Self-motivation
- Using your pharmaceutical skills

Table 4.25: The top identified factors affecting organisational attractiveness for the total study population according to occupational level

The factors affecting organisational attractiveness		Dispensing	Store management	Student	P-Value
Promotion opportunities in the organisation	Count	63	28	12	0.000
	% within group	77.8%	84.8%	19.0%	
Job security	Count	10	7	6	0.263
	% within group	12.3%	21.2%	9.5%	
The remuneration package	Count	14	3	34	0.000
	% within group	17.3%	9.1%	54.0%	
Self-motivation	Count	46	20	25	0.063
	% within group	56.8%	60.6%	39.7%	
Using your pharmaceutical skills	Count	20	7	18	0.719
	% within group	24.7%	21.2%	28.6%	
Meaningfulness of job	Count	19	2	5	0.010
	% within group	23.5%	6.1%	7.9%	

“Self-motivation” was one of the factors for those already in management positions (60.6%) compared to dispensing pharmacists (56.8%) and students (39.7%) for attractive organisations and all the groups felt statistically similar about its importance (0.063).

“Using your pharmaceutical skills” increases in importance from dispensary managers (21.2%) to dispensing pharmacists (24.7%) to reach a peak with student respondents (28.6%). This shows that pharmacy managers do not experience their skills as important as the other respondents.

Other factors affecting the perception of an attractive organisation were not similar between the three studied occupational groups. These factors were those calculated to have a *p*-value smaller than 0.05 (significance level). These factors include the following:

- Promotion opportunities in the organisation
- The remuneration package
- Meaningfulness of job

Promotion opportunities in the organisation were noted as important among those pharmacists already practicing. Approximately 85% of pharmacy managers and 78% of dispensing pharmacists cited promotion opportunities as important for organisational attractiveness compared to 19% of students.

The low percentage of the students can most probably be contributed to their idea of firstly getting a job and then worrying about promotion opportunities.

The remuneration package (p-value = 0.000) played a more significant role in attractive organisations with student respondents (54%) compared to those respondents in management positions (9.1%) and dispensing pharmacists (17.3%).

4.8 Job satisfaction

Factors affecting their level of job satisfaction were analysed from the returned questionnaires for the total study population and then analysing the practicing pharmacists as well as the pharmacy students separately.

These were the top six factors affecting the level of job satisfaction as selected by the total study population:

- Promotion opportunities in the organisation
- Job security
- The remuneration package
- Self-motivation
- Using your pharmaceutical skills
- Meaningfulness of job

According to Oldham and Hackman (1981:15), it was suggested that internal motivation plays a relatively big part in job satisfaction, and the inability to motivate you could have a negative impact on staff turnover over a period of time. Employees experience increased job satisfaction when they experience growth and esteem needs, also known as motivators. Five factors were emphasised as determinants of job satisfaction, namely achievement, recognition, the work itself, responsibility, and advancement (Hertzberg, 1959).

According to Oldham and Hackman (1981:15), it was suggested that the ability of growth and promotion plays the biggest role in job satisfaction of all the other factors analysed.

This was confirmed as promotion opportunities (n= 75) were cited from the completed questionnaires as the biggest influencing factor on job satisfaction.

Job security (n= 73) and remuneration packages (n= 68) formed part of the top three and could be expected as it was cited as important by Oldham and Hackman (1981:15) and Seston *et al.* (2009:128), respectively.

Self-motivation could also be seen at the top of Maslow's hierarchy of needs theory (see Figure 2.2) and could be found in the fourth position of factors affecting job securities (n= 63).

Using pharmaceutical skills was found in the fifth position and is of importance as this sets pharmacists apart from the rest of the health workers as stated in section 2.2.2.1.3.

A high level of supervision (n= 5) was cited as the factor having the least effect on job satisfaction. Emphasis should be placed on supervisors to realise the ideal level of supervision, as too much or too little could well impact job satisfaction.

4.8.1 Top factors affecting job satisfaction for practicing pharmacists

The table below presents the top factors selected to influence the perception of job satisfaction among practicing pharmacists.

As also seen in Table 4.26, the remuneration package has the biggest impact on job satisfaction. Other factors having an impact on job satisfaction for practicing pharmacists were job security, promotion opportunities in the organisation (which were also cited as a factor impacting on organisational attractiveness), using your pharmaceutical skills, self-motivation and contracted working hours.

Table 4.26: Factors affecting job satisfaction for practicing pharmacists

Factors having the biggest impact on job satisfaction for practicing pharmacists in from most important to least important	
The remuneration package	63
Job security	50
Promotion opportunities in the organisation	49
Using your pharmaceutical skills	37
Self-motivation	36
Contracted working hours	36
Meaningfulness of job	31
The physical working location	28
Share options in the organisation	28
Recognition by patients	24
Appraisals for work done by yourself	20
Respect by colleagues	20
The organisational culture	19
Variety of tasks in your job	19
Organisational support systems	18
Relationship with your supervisor	17
Independent thoughts and actions	15
Manageable intensity of work	15
Overtime offered	11
Leave awarded	11
A level of transparency in the organisation	11
Regular breaks during work	3
Career mentoring	3
A high level of supervision	2
Involvement in community projects	2

4.8.2 Top factors affecting job satisfaction for students

The table below shows the top factors selected to influence the perception of job satisfaction among the student group studied.

Table 4.27: Factors affecting job satisfaction for students

Factors having the biggest impact on job satisfaction for pharmacy students in from most important to least important	
Self-motivation	27
Promotion opportunities in the organisation	26
Job security	23
Respect by colleagues	22
Using your pharmaceutical skills	20
Leave awarded	18
Meaningfulness of job	17
Relationship with your supervisor	16
The physical working location	14
Appraisals for work done by yourself	14
Independent thoughts and actions	13
Recognition by patients	12
Variety of tasks in your job	12
Overtime offered	11
Contracted working hours	10
Manageable intensity of work	10
A level of transparency in the organisation	8
Share options in the organisation	7
The organisational culture	6
Regular breaks during work	6
The remuneration package	5
Career mentoring	5
Organisational support systems	4
Involvement in community projects	4
A high level of supervision	3

According to Oldham and Hackman (1981:15), it was suggested that internal motivation plays a relatively big part in job satisfaction and the inability to motivate yourself could have a negative impact on staff turnover over a period of time. The responding student population also cited self-motivation as the most important factor having an impact on job satisfaction.

4.8.3 The factors affecting job satisfaction when analysing students and employed pharmacists

Promotion opportunities in the organisation were also cited by the practicing pharmacists as important and should be noted to ensure job satisfaction for both students and already employed pharmacists and to retain employees and knowledge in the organisation.

The utilisation of pharmaceutical skills should be of importance as the new information is still fresh and ready to be used by students in preparing a prescription.

Table 4.28: The top identified factors affecting job satisfaction for students and practicing pharmacists

The factors affecting job satisfaction		Student	Employed	P-value
Promotion opportunities in the organisation	Count	26	49	0.399
	% within group	40.0%	41.9%	
Job security	Count	23	50	0.332
	% within group	35.4%	42.7%	
The remuneration package	Count	5	63	0.000
	% within group	7.7%	53.8%	
Self-motivation	Count	27	36	0.143
	% within group	41.5%	30.8%	
Using your pharmaceutical skills	Count	20	37	0.905
	% within group	30.8%	31.6%	
Meaningfulness of job	Count	17	31	0.960
	% within group	26.2%	26.5%	

Factors were analysed that affect job satisfaction between students and pharmacists. These factors were those calculated to have a *p*-value above 0.05, which is the significance level. These factors include the following:

- Promotion opportunities in the organisation
- Job security
- Self-motivation
- Meaningfulness of job
- Using your pharmaceutical skills

“Promotion opportunities in the organisation” were one of the more important factors for students (40%) as well as pharmacists (41.9%) for job satisfaction and both groups felt strongly about its importance.

“Job security” was also often selected as an important factor contributing to job satisfaction. Compared to students (35.4%), pharmacists (42.7%) are significantly more likely to experience job satisfaction at an organisation with a preferred remuneration package, but the difference was not statistically significant (0.332).

Oldham and Hackman (1981:15) noted a relatively large impact of job security on job satisfaction. If employees feel safe in their jobs, they are less tempted to look for other employers.

Not all factors were of similar importance between students and practicing pharmacists. These factors were those calculated to have a *p*-value smaller than 0.05 (significance level).

The remuneration package played a more significant role in job satisfaction with the pharmacists than the students. Compared to students (7.7%), pharmacists (53.8%) are significantly more likely to experience job satisfaction at an organisation with a preferred remuneration package. As seen in Table 4.19, “The remuneration package” was 21st on the list of important factors for an attractive organisation for students. The remuneration package was found to be the most impacting factor on job satisfaction for pharmacists. It is therefore important to not only attempt to recruit students by means of attractive remuneration packages. Practicing pharmacists could well be recruited and employed with remuneration as a lure.

4.8.4 The factors affecting organisational attractiveness for the total study population according to age

Employees of different age groups will value different factors having an impact on perceived job satisfaction differently. The process of cross-tabulation will be used to analyse the factors having the impact on the job satisfaction between different age groups in the study population.

Table 4.29: The top identified factors affecting job satisfaction according to their age groups

The factors affecting job satisfaction		<30	30-55	55<	P-value
Promotion opportunities in the organisation	Count	32	38	5	0.181
	% within group	39.0%	48.7%	22.7%	
Job security	Count	31	31	11	0.582
	% within group	37.8%	39.7%	50.0%	
The remuneration package	Count	17	38	13	0.000
	% within group	20.7%	48.7%	59.1%	
Self-motivation	Count	51	52	16	0.662
	% within group	37.8%	33.3%	27.3%	
Using your pharmaceutical skills	Count	24	24	9	0.574
	% within group	29.3%	30.8%	40.9%	
Meaningfulness of job	Count	26	17	5	0.334
	% within group	31.7%	21.8%	22.7%	

Factors were analysed that affect job satisfaction between different age groups as discussed in section 3.5.2. These factors were those calculated to have a *p*-value above 0.05, which is the significance level and were calculated to be statistically similar. These factors include the following:

- Promotion opportunities in the organisation
- Job security
- Self-motivation
- Meaningfulness of job
- Using your pharmaceutical skills

These were all the same factors discussed in the previous section (section 4.8.3).

“Promotion opportunities in the organisation” were one of the more important factors for those younger than 30 (39%) as well as those between 30 and 55 (48.7%), but slightly less chosen by those older than 55 years of age (22.7%) for job satisfaction and all the groups felt statistically similar about its importance.

A reason for this could be a decrease in the need for growth in the more experienced respondents as they may currently be in the preferred position or close to retirement.

Not all factors were of similar importance between students and practicing pharmacists. These factors were those calculated to have a *p*-value smaller than 0.05 (significance level).

The remuneration package played a more significant role in job satisfaction with those respondents 30 years of age and older. The importance of the remuneration package decreased in importance with a decrease in age. As seen in Table 4.19, “The remuneration package” was 21st on the list of important factors for students. It is therefore important to not only attempt to recruit students by means of attractive remuneration packages. Practicing pharmacists could well be recruited and employed with remuneration as a lure

“Job security” increased in importance with an increase in age as analysed from the respondents. This could be explained by the fact that older pharmacists would like to be occupied until retirement age.

4.8.5 The factors affecting organisational attractiveness for the total study population according to working experience

This analysis was done to indicate the impact of certain factors contributing to job satisfaction. The process of cross-tabulation will be used to analyse the factors that have an impact on the job satisfaction between different levels of experience in the study population.

Table 4.30: The top identified factors affecting job satisfaction according to their experience

The factors affecting job satisfaction		<10	10-30	30<	P-Value
Promotion opportunities in the organisation	Count	32	28	6	0.164
	% within group	39.5%	47.5%	25.0%	
Job security	Count	29	26	10	0.600
	% within group	35.8%	44.1%	41.7%	
The remuneration package	Count	22	31	14	0.002
	% within group	27.2%	52.5%	58.3%	
Self-motivation	Count	29	21	6	0.593
	% within group	35.8%	35.6%	25.0%	
Using your pharmaceutical skills	Count	22	18	10	0.339
	% within group	27.2%	30.5%	41.7%	
Meaningfulness of job	Count	30	10	5	0.023
	% within group	37.0%	16.9%	20.8%	

Factors were analysed that affect job satisfaction for different levels of experience. These factors were those calculated to have a p -value above 0.05, which is the significance level. These factors include the following:

- Promotion opportunities in the organisation
- Job security
- Self-motivation
- Using your pharmaceutical skills

The remuneration package was the factor noted most with respondents with more than 10 years of experience. It was also cited by employees with less than 10 years' experience (27.2%) as a factor that would influence organisational attractiveness.

"Using your pharmaceutical skills" and "Self-motivation" were both important factors over all the different experience groups affecting job satisfaction and all the groups felt strongly about their importance.

Other factors affecting the perception of an attractive organisation were not similar between the three studied experience groups. These factors were those calculated to have a p -value smaller than 0.05 (significance level). These factors include the following:

- The remuneration package
- Meaningfulness of job

Only two factors were shown where the feelings by the studied groups of experience were not statistically similar.

It was noted that "The remuneration package" was not perceived as equally important over all the experience groups. It was perceived as important to those respondents with more than 30 years of working experience and only 27.2% of those with less than 10 years' experience. A reason for this could be an increase in the need for financial stability with the older employed pharmacists as they may currently be looking after a family or close to retirement.

Meaningfulness of the job was yet again seen to be of more importance to those respondents with less than 10 years' experience (37%) compared to those with 10 to 30 years of experience (16.9%) and those respondents with more than 30 years' experience (20.8%) to contribute to job satisfaction.

The findings in Table 4.30 could be used well in compiling remuneration packages for recruiting as well as retaining pharmacists with different levels of experience as the influencing factors are now more known.

4.8.6 The comparison in some biological factors affecting organisational attractiveness for the total study population

In section 2.2.2.3, it was seen that some biological factors may have an influence on the factors that affect the level of job satisfaction. Some biological factors and their influence on job satisfaction will be analysed below.

4.8.6.1 Gender

In section 2.2.2.3.2, it was noted that there are differences in the factors affecting job satisfaction across genders. It was noted that female pharmacists tend to be more satisfied in their jobs than males were (Seston *et al.*, 2009:128; Lui & White, 2011:51).

Table 4.31: The top identified factors affecting the level of job satisfaction for the total study population according to gender

The factors affecting job satisfaction		Male	Female	P-value
Promotion opportunities in the organisation	Count	27	48	0.747
	% within group	40.9%	41.4%	
Job security	Count	32	41	0.082
	% within group	48.5%	35.3%	
The remuneration package	Count	35	33	0.001
	% within group	53.0%	28.4%	
Self-motivation	Count	20	43	0.356
	% within group	30.3%	37.1%	
Using your pharmaceutical skills	Count	20	37	0.824
	% within group	30.3%	31.9%	
Meaningfulness of job	Count	18	30	0.836
	% within group	27.3%	25.9%	

Factors were analysed that affect the job satisfaction between male and female respondents. These factors were those calculated to have a p -value above 0.05, which is the significance level and could be said to be statistically similar. These factors include the following:

- Promotion opportunities in the organisation
- Job security
- Self-motivation
- Using your pharmaceutical skills
- Meaningfulness of job

“Promotion opportunities in the organisation” and “Using your pharmaceutical skills” were factors cited as statistically important for job satisfaction for both male and female respondents.

“Meaningfulness of job” was cited as the factor with the most similar effect on job satisfaction (0.836).

Compared to males (53%), females (28.4%) are significantly less likely to be satisfied in a job with a preferred remuneration package as attractive and this is the only statistically significant difference between the male and female respondents analysed.

It should be noted that only the remuneration package was cited as a feature with statistically significant difference in the factors resulting in a satisfying job between male and female respondents.

4.8.6.2 Marital status

The influence on the top identified factors influencing perceived organisational attractiveness will be analysed and tabulated below.

Table 4.32: The top identified factors affecting organisational attractiveness for the total study population according to marital status

The factors affecting job satisfaction		Married	Unmarried	P-value
Promotion opportunities in the organisation	Count	34	41	0.652
	% within group	42.5%	40.2%	
Job security	Count	35	38	0.375
	% within group	43.8%	37.3%	
The remuneration package	Count	42	26	0.000
	% within group	52.5%	25.5%	
Self-motivation	Count	24	39	0.246
	% within group	30.0%	38.2%	
Using your pharmaceutical skills	Count	26	31	0.761
	% within group	32.5%	30.4%	
Meaningfulness of job	Count	16	32	0.084
	% within group	20.0%	31.4%	

Factors were analysed that affect the perception of job satisfaction between married and unmarried respondents in a statistically similar manner. These factors were those calculated to have a *p*-value above 0.05, which is the significance level. These factors include the following:

- Promotion opportunities in the organisation
- Job security
- Self-motivation
- Using your pharmaceutical skills
- Meaningfulness of job

“Using your pharmaceutical skills” was perceived similarly important in achieving job satisfaction with a *p*-value of 0.761, the highest recorded value in this section.

Only one other factor affecting job satisfaction was not calculated to be similar between married and unmarried respondents.

The remuneration package had a *p*-value of 0.000, and played a more significant role with the married than the unmarried respondents. Compared to unmarried respondents (25.5%), married respondents (52.5%) are significantly more likely to achieve job satisfaction with a preferred remuneration package.

Quinones and Pullin (2011:446) noted that single pharmacists were less satisfied in their occupations compared to their married counterparts. Married pharmacists show an increased level of satisfaction in life and their work.

An article by Swinford (2013) also stated that marriage gives people a sense of stability, and a greater sense that their lives are worthwhile.

4.8.6.3 Occupational level

Crosstabs will assist in identifying the factors that affect job satisfaction between different occupational levels.

It should be noted that no completed questionnaires from regional management were received. Two completed questionnaires were received from top management level, but were not analysed as these numbers were not statistically significant for analysis.

Factors were analysed that affect job satisfaction between different occupational levels as discussed in section 3.5.3. These factors were those calculated to have a *p*-value above 0.05, which is the significance level and were calculated to be statistically similar. These factors include the following:

- Promotion opportunities in the organisation
- Job security
- Self-motivation
- Using your pharmaceutical skills
- Meaningfulness of job

“Promotion opportunities in the organisation” were one of the more important factors for those already in management positions (45.5%) compared to dispensing pharmacists (42%) and students (39.7%) for job satisfaction and all the groups felt statistically similar about its importance.

“Self-motivation” increased in importance from dispensing pharmacists (27.2%) to dispensary managers (39.4%) and reached a peak with student respondents (41.3%).

Table 4.33: The top identified factors affecting organisational attractiveness for the total study population according to the occupational level

The factors affecting job satisfaction		Dispensing	Store management	Student	P-value
Promotion opportunities in the organisation	Count	34	15	25	0.726
	% within group	42.0%	45.5%	39.7%	
Job security	Count	35	14	22	0.576
	% within group	43.2%	42.4%	34.9%	
The remuneration package	Count	44	17	5	0.000
	% within group	54.3%	51.5%	7.9%	
Self-motivation	Count	22	13	26	0.169
	% within group	27.2%	39.4%	41.3%	
Using your pharmaceutical skills	Count	25	12	19	0.808
	% within group	30.9%	36.4%	30.2%	
Meaningfulness of job	Count	23	7	16	0.724
	% within group	28.4%	21.2%	25.4%	

Not all factors were of similar importance between the studied occupational groups. The remuneration package (p-value = 0.000) played a more significant role in job satisfaction with those respondents in management positions (54.3%) and dispensing pharmacists (51.5%) compared to students (7.9%). As seen in Table 4.19, “The remuneration package” was 21st on the list of important factors for students. It is therefore important to not only attempt to recruit students by means of attractive remuneration packages. Dispensing pharmacists and pharmacy managers could well be recruited and employed with remuneration as a lure.

4.9 Summary

The focus of this chapter was to tabulate and analyse the data gathered from the questionnaires for both the practicing pharmacists and the final-year students study groups. Results were scrutinised, calculated and discussed accordingly.

Firstly, the demographics of the total population were analysed. Emphasis was placed on age, occupational level and experience. The need for charity involvement was also analysed.

The four remaining sections of the questionnaire were each analysed and discussed, with an emphasis on age, occupational level and experience to perform comparisons. The four sections were the current level of motivation, preferred remuneration, organisational attractiveness and job satisfaction.

The need for customised remuneration packages was highlighted throughout the analyses, as different study groups prefer different remunerations and characteristics in an organisation to increase job satisfaction and organisational attractiveness.

The following chapter will cover the conclusions and recommendations of the study emanating from the theoretical and empirical research discussed in Chapter 4.

Conclusions and recommendations

5.1 Introduction

In this chapter, the conclusions of this study will be discussed. Recommendations will also be made for future studies and limitations of the current study will enjoy attention.

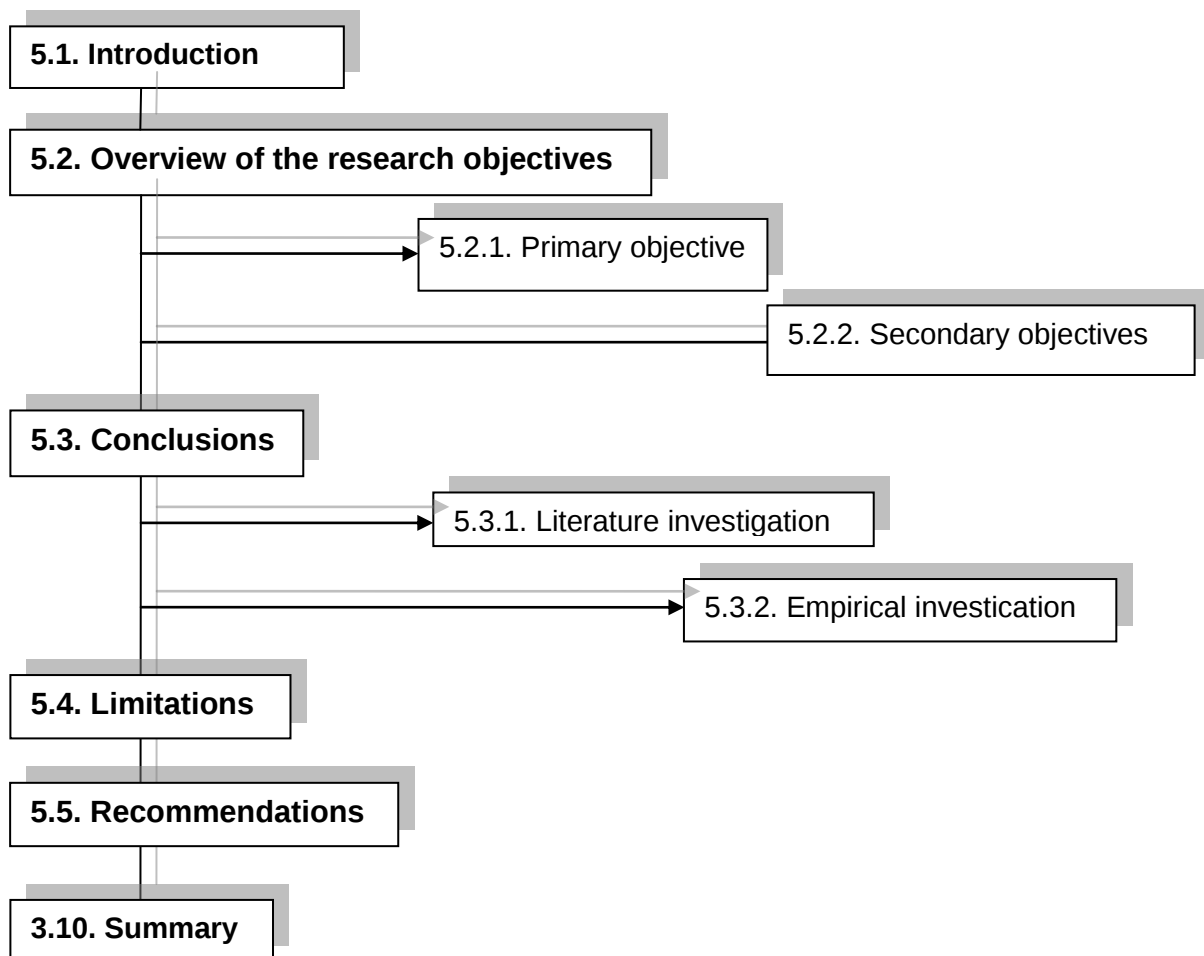


Figure 5.1: Graphical layout of Chapter 5

5.2 Overview of the research objectives

The research objectives were divided into a primary objective and 4 secondary objectives.

5.2.1 Primary objective

The primary objective was to determine the preferred organisational characteristics and remuneration types for pharmacists and university students studying pharmacy in South Africa.

5.2.2 Secondary objectives

The primary objective was realised and supported by meeting the secondary objectives, which are:

- What organisational characteristics and remuneration types exist in the literature that could influence the employees' perception of the organisation?
- How do these characteristics and remuneration types differ between students and pharmacists?
- How do these characteristics and remuneration types differ between different age groups?
- How do these characteristics and remuneration types differ between different levels of experience?

5.3 Conclusions

The conclusions made in this study will be discussed in line with objectives as formulated in Chapter 1 of this study.

5.3.1 Literature investigation

In order to meet the objectives set out in Chapter 1, the researcher had to establish a basis derived from theories found in scientific literature.

5.3.1.1 The first objective was to analyse what organisational characteristics and remuneration types exist in the literature that could influence the employees' perceptions of the organisation?

From the literature, characteristics were found that influence the employee perception of the organisation. These characteristics include:

- Organisational reputation
- Attractiveness of the organisation
- Familiarity with the organisation
- Promoting attractiveness through a web presence
- Career mentoring
- Respect among colleagues
- Opportunity for growth
- The industry of the organisation
- Organisation profitability
- Organisational culture
- Internal motivation
- Personal growth and promotions
- Pharmacists using their skills
- Autonomy
- Job security
- Community involvement
- Perceived importance of job
- Financial rewards
- Remuneration
- Allowance
- Appraisals
- Annual leave
- Public recognition and respect by patients
- Working hours
- Extended working hours (Overtime)
- Dissatisfaction with management/supervisors
- Work-related stress
- Unfavourable working environment
- Lack of breaks during work
- Organisation type
- Additional organisational benefits
- Specific pharmacy sector dissatisfaction
- Location of the worksite
- Age
- Gender
- Marital status

Remuneration types include:

- Performance incentives
- Incentives depending on outputs
- Incentives depending on the management of units
- Company car or travel allowance
- Health insurance, medical aid and life cover
- Group incentive schemes
- Base remuneration
- Seniority-based pay system
- Skills-based pay system
- Share options
- Appraisals

5.3.2 Empirical investigation

The theoretical study was followed by an empirical investigation using statistical methods to analyse results obtained from the returned questionnaires.

5.3.2.1 The second objective was to analyse how preferred organisational characteristics and remuneration types differ between students and pharmacists?

Some preferred **organisational characteristics that did not differ between students and pharmacists include** the following:

- **Growth opportunities inside the organisation**
- **Using your pharmaceutical skills**
- **Physical working location**
- **Manageable intensity of work**

Favour towards all organisational characteristics was not similar. Differences towards the following characteristics were noted.

- The remuneration package played a more significant role with the pharmacists than the students. Compared to students (20%), pharmacists (79.5%) are significantly more likely to perceive an organisation with a preferred remuneration package as attractive.
- Respect by colleagues was more important to students (52.3%) compared to pharmacists (14.5%) to perceive an organisation as attractive.
- Contracted working hours were more important to pharmacists (41%) than students (26.4%) when perceiving an organisation as attractive.
- The reputation of the organisation was statistically more significant to pharmacists than students.

When analysing the differences between the preferred remuneration packages over the different occupational levels, a p -value smaller than 0.05 indicated that the preferred remuneration packages across the studied occupational levels were not similar.

A *post-hoc* test had to be done to establish the group that differs from the other. Dispensing pharmacists shared similarities with both students and store management.

The preferred remuneration package had to be compiled for all three occupational levels identified.

5.3.2.1.1 The preferred remuneration package identified by students

The following remuneration package was statistically analysed to be preferred by students:

- **A basic plus benefit system was preferred**
- **A skills-based pay as the base of the remuneration package (knowledge and competencies)**
- **A performance-based incentive system where benefits are rewarded according to merit**
- **Incentives calculated from a combination of :**
 - 1. business unit output (dispensary) and**
 - 2. personal output with reference to knowledge and competencies**

5.3.2.1.2 The preferred remuneration package identified by dispensing pharmacists

The following remuneration package was statistically analysed to be preferred by dispensing pharmacists:

- **A basic plus benefit system was preferred**
- **A skills-based pay as the base of the remuneration package**
- **A performance-based incentive system where benefits are rewarded according to merit**
- **Incentives calculated from amount of personal output and not by business unit or organisational profit**
- **Share options were popular as an added benefit**

5.3.2.1.3 The preferred remuneration package identified by pharmacy managers

The following remuneration package was statistically analysed to be preferred by pharmacy managers:

- **A basic plus benefit system was preferred**
- **A skills-based pay as the base of the remuneration package**
- **A performance-based incentive system where benefits are rewarded according to merit**
- **Incentives calculated from amount of personal output and organisational profit**
- **Share options were more popular as an added benefit**

It was clear that share options were received more positively with higher occupational levels. Although only two questionnaires were returned from top management, both cited share options as part of their preferred remuneration package.

5.3.2.2 The third objective was to analyse how preferred organisational characteristics and remuneration types differ between different age groups

Some preferred **organisational characteristics that did not differ between the different age groups** were:

- **Growth opportunities inside the organisation**
- **Using your pharmaceutical skills**
- **Contracted working hours**
- **Physical working location**
- **Manageable intensity of work**

Favour towards all organisational characteristics was not similar. Differences towards the following characteristics were noted.

- The reputation of the organisation was more important to those respondents older than 55 years and decreased with a decrease in age.
- The remuneration package was more important to those respondents older than 55 years and decreased with a decrease in age. Remuneration package is not a preferred characteristic for respondents younger than 30 years of age.
- Respect by colleges was more important to respondents younger than 30 (46.3%) compared to those 30 to 55 years of age (14.1%) and those respondents older than 55 (9.1%) to perceive an organisation as attractive.

When analysing the differences between the preferred remuneration packages over the age groups, a *p*-value of 0.442 was calculated, which is greater than 0.05. This means that the preferred remuneration packages over the age groups are similar. No statistical difference between the age groups exists in this matter.

The preferred remuneration for all age groups was as follows:

- **A basic plus benefit system was preferred**
- **A skills-based pay as the base of the remuneration package**
- **A performance-based incentive system where benefits are rewarded according to merit**
- **Share options were popular as an added benefit**

5.3.2.3 The fourth objective was to analyse how preferred organisational characteristics and remuneration types differ between different levels of experience

Some preferred **organisational characteristics that did not differ between the different experience levels** were:

- **The remuneration package**
- **The reputation of the organisation**
- **Using your pharmaceutical skills**
- **Contracted working hours**
- **Physical working location**
- **Manageable intensity of work**

Favour towards all organisational characteristics was not similar. Differences towards the following characteristics were noted.

- It was perceived as important by those respondents with less than 30 years of working experience, with 67.9% of those with less than 10 years' experience and 55.9% of those between 10 to 30 years of experience. Only 37.5% of respondents with more than 30 years of experience find this factor important.
- Respect by colleagues was more important to respondents younger than 30 (46.3%) compared to those 30 to 55 years of age (14.1%) and those respondents older than 55 (9.1%) to perceive an organisation as attractive.

When analysing the differences between the preferred remuneration packages over the different levels of experience, a *p*-value of 0.31 was calculated, which is greater than 0.05. This means that the preferred remuneration packages over the different levels of experience are similar. No statistical difference between the preferred remuneration packages of different age groups exists in this matter.

The preferred remuneration was as follow:

- **A basic plus benefit system was preferred**
- **A skills-based pay as the base of the remuneration package (knowledge and competencies)**
- **A performance-based incentive system where benefits are rewarded according to merit**
- **Incentives calculated from a combination of:**
 - 1. business unit output (dispensary) and**
 - 2. personal output with reference to knowledge and competencies**

5.4 Limitations

Due to time constraints in the execution of the study, as well as limited resources, the research was restricted to one South African university's final-year students as well as one retail pharmacy business. As a result of this, statistical inference to the study population and extrapolation of findings to the retail pharmaceutical industry as a whole in South Africa will not be possible.

- This study was done with data collected from pharmacists of one organisation as well as students in the final year class and only one university. These findings cannot be generalised into the pharmacy community. These findings would not be true reflections of requirements over different pharmacy sectors.
- The questionnaire was self-developed and compiled and no prior studies could be used to prove the validity or accuracy of the questionnaire. However, it is an exploratory study of one organisation and one group of students from a single university, and a pilot study of the questionnaire was performed. Based on the literature, the researcher is satisfied with the results achieved.
- There is no guarantee that the information completed by the respondents was true reflections.
- The study population did not represent all the study groups equally (e.g. different occupational levels) as it was attempted and statistical analysis could not be done on all of them.

5.5 Recommendations

The following recommendations for future studies could be made:

- The impact of personality types on the motivators, preferred remuneration package, organisational attractiveness factors and job satisfaction factors identified in this study could be further investigated.
- Including pharmacists from different organisations and different pharmaceutical sectors as well as including all pharmacy students of different universities will give a more complete view and better understanding.
- Analysing the preferred organisational characteristics and remuneration types between pharmacists employed in the public and private sectors.
- A more in-depth study of exactly what benefits are preferred as part of a remuneration package could be undertaken.
- The results in Chapter 4 should be taken note of as remuneration packages and advertised characteristics could be used in recruiting specialised processes.

5.6 Summary

This chapter provided the results of the study to conclude the research. Firstly an overview of the research objectives was given.

Conclusions were discussed from the literature investigation, which concluded the analysis of what organisational characteristics exist in the literature that could influence the employee perception of the organisation.

The empirical investigation concluded the analysis of how preferred organisational characteristics and remuneration types differ between students, dispensing pharmacists and dispensary managers. How preferred organisational characteristics and remuneration types differ between different age groups as well as at different levels of experience were also discussed.

The limitations of the current study were discussed, followed by recommendations for future studies that were listed. The findings of this study could be of help to those involved in compiling remuneration packages and organisational image to recruit and employ new pharmacists as well as adjusting current remuneration packages to retain experienced pharmacists in the organisation.

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A.1 Proof of Ethics



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20 August 2013

TO WHOM IT MAY CONCERN

Mr RuanSmit received permission from the PBS Ethical panel to complete his research for his Dissertation.

The panel regarded the ethical risk in this study to be of a low risk and granted permission to continue.

Kind regards

A handwritten signature in black ink, appearing to read 'CJ Botha'.

Prof CJ Botha

Chairperson

A.2. Questionnaire

Purpose

This questionnaire is aimed at establishing the organisational characteristics and remuneration preferences of existing pharmacists as well students about to enter the industry.

Confidentiality

The questionnaire is for research purposes only and should be filled out of free will and without influence or pressure from any individual.

The responses are confidential. Completed questionnaires will be dealt with in an ethical manner as underwritten by the North West University's Ethics commission.

Expected Benefits

The responses will be analysed and the characteristics of a preferred organisation established. In addition, the remuneration methods sought after by employees of that organisation will also be determined.

This information may be used by organisations to adapt and potentially become the pharmaceutical employer of choice. The results of this questionnaire could also result in the recruitment of better equipped pharmacists and ability of an organisation to retain employees by keeping them happy and motivated.

The information from this study is thus beneficial for pharmacists as well as the organisations employing them.

Time

The questionnaire will take an individual between 10-15 minutes to complete.

Completion of this questionnaire will indicate willing consent which can be withdrawn without consequences. Please complete all the questions provided as this will enhance the quality and the validity of the study.

Completed questionnaires should be faxed to **086 768 4786** before **9 August 2013**.

Please feel free to contact the researcher (Ruan Smit) with any suggestions or queries related to this matter.

Researcher

Ruan Smit Cell: 083 7822273

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Section A: Demographical Information

1	Your gender?	Male	1
		Female	2

2	Your age?		Years
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3	What is your home language?	Afrikaans	1
		English	2
	Other: (Specify)		

4	Are you married?	Yes	1
		No	2

5	Your current occupational level?	Dispensing	Store management	Regional management	Top management	Student
		1	2	3	4	5

6	Total years in current occupational level?		Years
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7	Total years of working experience?		Years
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8	In which province are you currently working?	Gauteng	1
		Free state	2
		Limpopo	3
		Kwa-Zulu Natal	4
		Northern Cape	5
		Western Cape	6
		Eastern Cape	7
		North West	8
		Mpumalanga	9

9	In which sector of the pharmaceutical industry would you like to work?	Community/Retail	Hospital	Industry	Academy
		1	2	3	4
Other: (Specify)					

10	What is the average number of prescriptions you do in a day?	
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11	Are you involved in charity projects and to what level? Please specify yes/no and if more or less involvement is required.	Yes		No	
		Want less involvement	Need more involvement	Want less involvement	Need more involvement
		1	2	3	4

Section B: Internal and Financial reward systems

1	Consider the following general statements and answer them by marking the most appropriate answer on scale 1 (Strongly Disagree) to 4 (Strongly Agree) with a (X)	Strongly Disagree	Disagree	Agree	Strongly Agree
1	You are optimistic about the future of pharmaceuticals?	1	2	3	4
2	You are motivated in the current industry you are working?	1	2	3	4
3	You enjoy your current work?	1	2	3	4
4	You feel the work you do is important?	1	2	3	4
5	You have a uplifting relationship with management?	1	2	3	4
6	You feel management is interfering with your job?	1	2	3	4
7	You think the level of interference by management influences your job satisfaction?	1	2	3	4
8	You receive sufficient support and guidance from your manager?	1	2	3	4
9	You receive sufficient recognition from your manager?	1	2	3	4
10	You receive support and guidance from your current organisation?	1	2	3	4
11	You receive sufficient recognition from your current organisation?	1	2	3	4
12	You are motivated by the location of your workplace?	1	2	3	4
13	You are motivated by the growth experienced in the organisation?	1	2	3	4
14	Your motivation increases when you do your job well?	1	2	3	4
15	You have a variety of tasks in your current job?	1	2	3	4
16	You find your job meaningful to others?	1	2	3	4
17	Your future looks secure in the current organisation?	1	2	3	4
18	You exercise independent thoughts and actions at work regularly?	1	2	3	4
19	You often think of quitting your job?	1	2	3	4

2	Financial rewards may take on different forms and this may impact on the attractiveness of the organisation to you. Consider the following statements and indicate to what extent each of these pay systems you find attractive on a scale of 1 (Strongly Disagree) to 4 (Strongly Agree) and mark the appropriate answer with a (X)	Strongly Disagree	Disagree	Agree	Strongly Agree
1	Basic pay plus benefits: Benefits include health insurance, pension fund and other allowances	1	2	3	4
2	Seniority based pay system: Pay calculated according to the seniority of the employee in the organisation	1	2	3	4
3	Skill based pay system: Pay calculations according to knowledge and competencies to do the required job	1	2	3	4
4	Performance based incentive system: Salaries and bonuses are related to performance (Merit based)	1	2	3	4
5	Output based incentive system: Amount of incentive received is dependent on the amount of personal output (Commission based)	1	2	3	4
6	Unit based incentive system: Amount of incentive received is dependent on the amount of output by the business unit (Dispensary)	1	2	3	4
7	Group incentive schemes: Incentives depend on overall performance of the entire organisation	1	2	3	4
8	Share options: Base pay system plus share options for power sharing in the organisations.	1	2	3	4

Section C: Factors impacting organisational attractiveness and job satisfaction

1	Whether already employed or intend on working for a specific organisation, one usually considers certain factors that determine the attractiveness of certain organisations . Please mark the 5 factors with the biggest impact on making an organisation attractive for you with a (X)	
1	The Reputation of the organisation	1
2	The remuneration package	2
3	Leave days awarded	3
4	Familiarity to an organisation	4
5	A great web presence	5
6	Effective career mentoring	6
7	Recognition and respect by patients	7
8	Respect by colleges	8
9	Variety of tasks in your job	9
10	Meaningfulness of job to others	10
11	Contracted working hours	11
12	Overtime on offer	12
13	Growth opportunities inside the organisation	13
14	Organisational profitability	14
15	Organisational culture	15
16	The industry/sector of pharmacy	16
17	Physical working location	17
18	Involvement in community projects	18
19	Using your pharmaceutical skills	19
20	Manageable intensity of work	20
21	Other: (Specify)	

2	There are certain factors that impact your job satisfaction at a certain organisations. Please mark the 5 factors with the biggest impact on increasing your job satisfaction with a (X)	
1	Self-motivation	1
2	Promotion opportunities in the organisation	2
3	The organisational culture	3
4	Organisational support systems	4
5	Contracted working hours	5
6	Overtime offered	6
7	The physical working location	7
8	Appraisals for work done by yourself	8
9	Regular breaks during work	9
10	Using your pharmaceutical skills	10
11	The remuneration package	11
12	Share options in the organisation	12
13	Leave awarded	13
14	Job security	14
15	A high level of supervision	15
16	Relationship with your supervisor	16
17	Recognition by patients	17
18	Respect by colleges	18
19	Independent thoughts and actions	19
20	Meaningfulness of job	20
21	A level of transparency in the organisation	21
22	Career mentoring	22
23	Involvement in community projects	23
24	Manageable intensity of work	24
25	Variety of tasks in your job	25
26	Other(Specify):	

