

# Organizational Development Focused on Improving Job Satisfaction for Healthcare Organizations With Pharmacists

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## ABSTRACT

Pharmacists are accessible healthcare providers who also gatekeep between drug manufacturers, healthcare providers, and patients. Pharmacists are responsible for safe, effective, and rational use of medicine in the communities they serve; therefore, they play important roles in global healthcare delivery. This paper explores a pharmacy where there was high turnover of pharmacists. The average tenure for employees was 18 months. As a result, organizational development consultants were brought in to provide recommendations to review and make recommendations to resolve misalignments. Essentially, organizational success is dependent upon employee performance and employee retention. This paper aims to address this issue in a manner strictly focused on the world of practice in health administration and healthcare management with of goal of implementing real-world approaches.

## KEYWORDS

Health Administration, Healthcare Job Satisfaction, Leadership Engagement, Pharmacists Job Satisfaction, Public Health Leadership

## INTRODUCTION

The COVID-19 pandemic has allowed pharmacists to deliver more hands-on care and redefine their role (Arya et al., 2020). Patients often do not know pharmacists can perform complex clinical functions around therapy optimization, not just dispensing pills (Arya et al., 2020). Today, 53% of US-licensed pharmacists are doctors of pharmacy who receive as much classroom clinical instruction as medical doctors (Arya et al., 2020). If more pharmacists were to operate to the full potential of their professional education and skill sets, they could play an essential role in elevating the well-being of healthcare consumers (Arya et al., 2020)

Pharmacists are accessible healthcare providers who also gatekeep between drug manufacturers, healthcare providers, and patients (Bates et al., 2016). Pharmacists are responsible for the safe,

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effective, and rational use of medicine in their communities (Anderson, 2002); therefore, they play essential roles in global healthcare delivery.

Changes in legislative frameworks, political arrangements, and management styles in the workplace affect health service delivery (Molnar et al., 2019). Pharmaceutical care has shifted the orientation of pharmacists and transferred attention from products to patients (Anderson, 2002). Pharmaceutical care demands a responsible provision of drug therapy to achieve defined health outcomes that improve quality of life (Hepler & Strand, 1990). As a result, pharmacists are directly accountable to patients for drug therapy outcomes (Anderson, 2002).

The global healthcare workforce continues to face dramatic changes, unequal distribution of the burden of disease, and disease management, which could overwhelm and threaten the sustainability of the existing healthcare infrastructure (Bates et al., 2016). World Health Organization (WHO) estimates a workforce shortage of 7.2 million healthcare workers, and this deficit is expected to increase to 12.9 million by 2035 (Bates et al., 2016). The pharmacy workforce also continues to change, and shortages have been reported in all practice sectors (Bates et al., 2016). The need to plan pharmacy service delivery and ensure optimal workplace conditions for efficient delivery in the current healthcare market cannot be overemphasized.

Due to the sustainability of service delivery being of paramount importance, of particular interest to healthcare organizations are retention, job satisfaction, and output of pharmacists. Job satisfaction is the extent to which employees are content with their jobs (Govender et al., 2013). Job satisfaction is “the match between an individual’s expectations and the perceived reality of the job, which is affected by personal and organizational factors” (Urbanas & Kubiliene, 2016, p. 253). Job satisfaction includes employees’ perceptions of their working environments, relationships with colleagues, earnings, and promotion opportunities in the workplace (Belias, 2014). As a multidimensional concept, job satisfaction compares the reality of a work environment to the pharmacist’s desires and expectations (Carvajal et al., 2018). Job satisfaction allows pharmacist to analyze their well-being based on experiences in a position and work setting (Carvajal et al., 2018). Job satisfaction also affects employee retention, well-being, patient outcomes, and business performance (Al Nadabi et al., 2019; Mufarrih et al., 2019). Good working conditions enhance job satisfaction, and job-satisfied employees are more committed to their jobs and organizations (Govender et al., 2013).

Job satisfaction can be addressed through theories of motivation. Organizational success is tied to employees’ motivation levels, as motivated employees typically show more significant commitment to their organizations (Al Nadabi et al., 2019; Mufarrih et al., 2019). Lower turnover, increased efficiency, and organizational well-being are achieved through motivation, which correlates with the job (Alise, 2021; Nilipour, 2021; Al-Ahmadi, 2021; Thomas-Dean, 2022). Motivation theories that address job satisfaction include needs, equity, and job characteristics (Alise, 2021; Nilipour, 2021; Al-Ahmadi, 2021; Thomas-Dean, 2022), all collectively called job satisfaction theories (Govender et al., 2013). Humanitarian values demand that employees be treated honorably and respectfully; therefore, job satisfaction indicates the extent to which employees are treated right based on these values. High levels of job satisfaction could also be a sign of mental and emotional wellness (Mishra, 2013). For organizations inclined to utilitarian values, employees’ behaviors are expected to influence organizational modes of operation according to their degree of job satisfaction or dissatisfaction (Mishra, 2013). Job satisfaction can then be expressed through positive behavior or job dissatisfaction through negative behavior (Mishra, 2013). Simply put, job satisfaction predicts the organizational stability of operations. Assessment of job satisfaction might identify various levels of satisfaction among organizational departments and may help identify areas needing improvement (Mishra, 2013).

Pharmacists and other healthcare personnel cannot meet patient needs if their own needs are not met. This challenge demands that managers and leaders take responsibility for the satisfaction of both staff and patients because management and upper leadership attitudes significantly affect employee satisfaction (Mishra, 2013). Job satisfaction can be increased by attending to motivational factors, such as making work more enjoyable, requiring more initiative, and fostering creativity and planning

(Mishra, 2013). Paying attention to job satisfaction is especially relevant when budget constraints limit increases to pay and benefits. Managers who understand the importance of factors affecting the well-being of staff are more likely to gain improved performance from various groups of staff (Mishra, 2013). It is crucial to seek employees' opinions and include them in decision-making and problem-solving processes (Mishra, 2013).

This study examined the impact of redesigning performance incentive practices to increase job satisfaction in a pharmacy with a high turnover rate for pharmacists. Motivational factors stimulate design concept changes to ensure employees develop high satisfaction in their job and experience fulfillment from work in their organizations (Lambrou et al., 2010). Professional development experts report a positive correlation between dissatisfaction and a lack of fulfillment in employment, which stems from a lack of motivation and incentives (Chomal, 2014; García-Chas, 2016). Performance incentives and practices motivate desired behaviors. Incentives are a set of rewards provided in an organizational system that relies on high-quality performance to support the infrastructure that ensures occupational tasks execute organizational goals (Abdullah, 2013; Akhter, 2016). Organizations seeing problems with talented and skilled employees underperforming and dissatisfied with their work-life determine a lack of appreciation for professional contributions (Westover, 2010; Burton, 2015). Poor interpersonal relationships with their manager, unfavorable climates causing emotional distress, and a higher value placed on consumers rather than on the well-being of employees are negative causes of dissatisfaction (Hughes, 2005; Westover et al., 2010).

Underperforming and dissatisfied employees lose motivation to reach their potential. Organizations are deterred from investing in performance incentive practices (Burton, 2015). A rise in absenteeism, labor turnover, pilfering, a lack of commitment to adapt to the workforce culture, and low morale are increasing behaviors limiting organizational success (Ashraf, 2013; Ko, 2013; Burton, 2015). Management of resources, lack of leadership engagement, and divergent organizational norms and values discourage skilled and competent employees from remaining in the organization and achieving professional goals (Oni-Ojo, 2015; Westover, 2010; Farahod, 2014). Inadequate salary structure, limited professional mobility opportunities, weak incentive schemes, favoritism to employees with seniority, and an absence of motivational strategies are the salient determinants for employees with low performance to develop dissatisfaction in the workplace (Sattar, 2015; Ram, 2013; Burton, 2015).

A review of performance incentives practices examines motivations that impact high job performance that lead to high job satisfaction. Examining reward systems triggers exploration of the leadership and employee relational impact on high job satisfaction. Reviewing practice deficiencies revealed that redesigning the performance-based incentive practices model would shift job satisfaction and organizational success into a competitive position to retain human capital. Motivating practice strategies will provoke employees to reach their full professional development potential and employ high job performance (Oni-Ojo, 2015; Ashraf, 2013). Performance strategies induce employees, who enjoy their job responsibilities, to achieve high job performance when incentives match the employees' sense of value and offer timely rewards for continual motivation (Westover, 2010; Farahod, 2014).

Steps toward redesigning an organizational practical practice concept direct review of existing models that integrate a performance-based incentive practice model to achieve successful employee and organizational outcomes (Ashraf et al., 2013). Review reward systems that offer incentive programs that honor employees' values, incorporate individual value needs, and invest timely rewards in motivating employees to perform well (Abdullah, 2013; Akhter, 2016). Explore successful implementation and oversight of high job satisfaction processes that result in successful organizational outcomes (Oni-Ojo et al., 2015). Identify motivational incentives that lead to practitioners increasing job satisfaction and garner a distinctive advantage to capitalize on individual and professional group contributions (Lambrou et al., 2010).

- **Design/methodology/approach:** The paper initially uses O.D. development action research and content analysis exploration of the literature to find solutions to some complex real organizational

development problems. O.D. development action research employed the reviewing organizational and theoretical leadership concepts to infer that the effect on employees' performance and organizational commitment unveils correlating factors that attribute success with achievement incentives and leader-employee motivating exchanges. The engagement allows for the discovery of effective performance incentive practices and evaluates motivational rewards that increase the probability of skilled employees sustaining high job performance. The focus of the engagement is to identify performance incentive practices that mitigate organizational climates managing commitments to determine talent retention, job fulfillment, and sustainable satisfaction outcomes in an organization with a high turnover rate for pharmacists. Keywords in the literature search included: Pharmacists' Job Satisfaction, Healthcare Job Satisfaction, Leadership Engagement, Transformational Leadership, and Employee engagement.

- **Practical implications:** In this regard, it is recommended to redesign and implement rewards systems that promote ongoing leader-employee prosocial relationships. To achieve a competitive advantage by retaining high performers, incentives must contribute to a preferred workforce culture with ethical practices.
- **Originality/value:** This paper adds to the academic literature on effective practices that increase job satisfaction presenting leader-employee exchanges critical for organizations to create sustainable high job satisfaction to reduce turnover costs and misalignments in pharmacies.

## RESEARCH ON PERFORMANCE INCENTIVES DESIGN PRACTICES

Researchers examine organizational designs that seek to implement performance incentive practices. The engagement process requires a comprehensive review of the correlating factors that play a vital role in counteracting low-performance presented strategic measures to reform unmotivated employees with incentives to provoke positive behavioral changes (Ashraf, 2013; Westover, 2010; Yanador, 2014). Practitioners reported that design concepts offering performance incentives correlate with sensed value with professional contributions (Lambrou, 2010; Hsieh, 2016). Employees reported a sense of interconnectivity with the workforce culture when positive reinforcement encouraged employees to experience individualized rewards with intrinsic and extrinsic values (Abdullah, 2013). Organizational leaders facilitating complementary value systems optimized a competitive advantage, created special accommodations for high performers, and cultivated positive attitudes and behavioral changes (Oni-Ojo, 2015; Burton, 2015; Ashraf, 2013). Rewards significantly increased job satisfaction, and experts agreed on assessing productivity, effectiveness, and efficiency in labor relations and employee development processes (Akhter, 2016; Chomal, 2014; García-Chas, 2016). Researchers noted that qualifying leader-member exchanges elicited positive organizational outcomes and increased employees' organizational commitment (Northouse, 2012; Hsieh, 2016; Ko, 2013). Studies argued that organizations implementing performance incentive practices that offer desirable positions and work assignments qualify a preferred workforce culture with high job-performing employees and create a good person-organization fit (Chomal, 2014; Ram, 2013; Ko, 2013).

### Examine Theoretical Concepts Enhancing Performance and Job Satisfaction

Interventions through conversations with pharmacists that had left the organization pointed to the importance of investigating theoretical implications that pointed to high-quality leader-member exchanges. A conducive approach involves motivating leaders to encourage positive behavioral changes in employee performance, organizational commitment, job climate, empowerment, and career pathing (Chomal, 2014; Burton, 2015; Oni-Ojo, 2015; Northouse, 2012). By linking high-quality leader-membership exchanges to desired performance and organizational outcomes, the practical approach links increased high levels of performance to high job satisfaction (Ashraf, 2013; Northouse, 2012; Hughes, 2005). Implications revealed that retaining committed, competent, and diligent employees revolutionized compliance motivations with positive reinforcement (Ko, 2013; Hsieh, 2016; Burton,

2015). Inequality in reward systems implicated low contribution to performance and low morale (Ram, 2013; Akhter, 2016). Ongoing reviews on practice effectiveness implicated modified ethical oversight ensure incentives are adequate and distributed fairly without biases (Farabod, 2014; Ashraf, 2013). Executive management empowering employees implicated in incorporating valued incentive concepts induces longevity in sustaining reward systems with a collective commitment to achieve successful performance outcomes (Hsieh, 2016; Akhter, 2016; García-Chas, 2016).

### **Implementing Rewards Systems Motivate Sustainable Performance Improvement**

The organization beyond pay still needed to develop a formal, structured, and innovative rewards system. The effective use of reward systems that stipulate policies to improve employee performance processes, performance incentive procedures, and strategic decision-making on resource allocation are critical in developing desired workplace cultures (Burton, 2015; Ram, 2013). The critical features of reward systems encourage mutual trust and appreciation between the employee and the organization, increasing prosocial knowledge sharing and eliciting efficiency and effectiveness in distributing performance incentives (Burton, 2015; Chomal, 2014). The impact of sustainable performance improvement and innovative design concepts implementing rewards systems to improve sustainable and optimal performance activities is a crucial aspect of employee engagement and employee satisfaction (Chomal & Baruah, 2014). Organizational priorities that sustain high productivity and performance elicit using a multifunctional approach to entice high performers to experience high job satisfaction through adaptable reward measures to catapult motivation for goal attainment with performance incentives (García-Chas, 2016; Ko, 2013; Ram, 2013).

Creating a reward system provides tangible and non-tangible rewards to ensure equitable, valued, and adaptable returns within the organization's design capability (Burton, 2015). Effective reward systems encourage collaborative attention to individualized incentives that drive high job performance (Chomal & Baruah, 2014). Formal and informal practices specify how to earn rewards, what type of rewards match certain levels of performance, and determine when rewards are distributed and set clear guidelines for employees (García-Chas, 2016; Abdullah, 2013; Ashraf, 2013). This result clearly outlines effective methods to motivate sustainable desired behaviors and implement collaborative approaches to structuring alignment of employee values, performance activities, and organizational strategies (Hsieh, 2016; Lambrou, 2010).

Building performance management improvement standards that include performance monitoring, feedback, and job recognition are critical in creating the right organizational culture for employees to flourish (García-Chas, 2016; Sattar, 2015). Rewards for individual achievements target desirable behaviors that reflect positive responses to incentives, and measurable efforts provoke sustainable performance improvement, help with employee retention, and help promote job satisfaction (Abdullah, & Wan, 2013). Some of these rewards include paid time off, support for additional education, student loan repayment, and other non-cash incentives.

The organization needed to be more effective in addressing conflating unfavorable reward systems, which attributed to a lack of recognition and low motivation, which incited dissatisfaction with practical incentive schemes to disproportionate to individual contributions (Oni-Ojo et al., 2015). Favorable rewards stimulate continued progress in leader-employee engagement and develop partnerships that are powerful motivators to encourage high-quality performance in any job (Chomal & Baruah, 2014). In today's business world, leaders and employees are influential and instrumental in the efficacy of performance evaluation processes. Action plans and follow-ups to resolve unfavorable feedback with positive solutions strengthen interpersonal communication to implement effective professional development plans (Akhter et al., 2016). Knowledge sharing provokes positive reinforcement to define employee behavior goals and strategies to achieve performance expectations (Hughes, 2005; Abdullah, 2013). Eliciting encouragement to achieve team expectations offers selective rewards that decrease stagnation or regression in team productivity (Akhter et al., 2016). Rewards involve a combination of integrated, adequate resources to drive employee engagement to thrive from performance incentive

practices and implement monetary and non-monetary rewards that underscore meaningful, critical, and timely performance improvement accomplishments (Akhter, 2016; Abdullah, 2013).

### **Monetary Versus Non-Monetary**

Performance-oriented incentives are a form of positive reinforcement associated with a higher level of organizational commitment, organizational effectiveness, and job satisfaction (Ko et al., 2013). Monetary incentives awards are financial benefits. Adequate funding is critical in allocating monetary rewards to improve workers' motivation and commitment, while non-financial incentives have a long-term motivational effect (Lambrou, 2010; Oni-Ojo et al., 2015). Financial compensation motivates employees to pursue professional mobility and qualifies for continued career advancement (Akhter et al., 2016). Offering monetary rewards comparable to the employees' contribution adds value to the employee as an asset to the company, which incites an organizational commitment to perform well and improve with continued skill development and professional growth (Abdullah, 2013; Chomal, 2014). The core idea of performance-oriented monetary rewards management is that financial rewards elicit positive work attitudes and secure higher job satisfaction and retention (Oni-Ojo et al., 2015).

Experts posited that non-monetary rewards elicited improved workers' job enrichment, positive engagement in employment relations, and increased competency in establishing team-oriented labor-management relations (Abdullah, & Wan, 2013). Employer-employee relations strategically encourage reciprocal relationships that stem from cultivating shared values in an interactive climate (Oni-Ojo et al., 2015; Abdullah, 2013). Non-monetary rewards encourage employees to influence job performance based on the satisfaction experienced from positive emotional responses to interconnectivity with their employer and form positive professional team-oriented relationships (Abdullah, & Wan, 2013). Non-monetary rewards are cost-effective for garnering holistic professional wellness (2013). Professional wellness intersects emotional, social, and psychological impacts to procure social responsibility, team-oriented achievement, interpersonal growth, and enrichment from organizational citizenship (Burton, 2015; Oni-Ojo, 2015; Abdullah, 2013).

### **Motivate Intrinsic and Extrinsic Rewards**

Professional enrichment and effective labor-management relations are strategic determinations that experts noted facilitated harmony, recognition, and fairness crucial for efficient performance and enhancing organizational effectiveness through intrinsic and extrinsic rewards (García-Chas, 2016; Oni-Ojo, 2015). An advantage of quality performance improvement, rewards systems establish incentive interventions with adaptable rewards that accompany cutting costs and restructuring how leaders recognize sources of motivation. (Ko, 2013; Oni-Ojo, 2015; Akher, 2016). Performance-linked rewards can be extrinsic or intrinsic and are instrumental in cultivating organizational citizenship (Ko, 2013; Hughes, 2005). Motivational rewards play a critical role in knowledge-sharing to the workforce's intrinsic and extrinsic values to increase employees' willingness to enhance tacit knowledge (Lambrou, 2010; Chomal, 2014). Extrinsic and intrinsic rewards influence job fulfillment and achieve the organizational mission (Akhter et al., 2016). A motivational valued reward system provides meaningful recognition of positive social exchanges that stimulate employees to improve performance (Lambrou, 2010; Chomal, 2014).

Extrinsic motivation includes incentives such as pay, job security, and favorable working conditions and results in positive behavioral and attitudinal outcomes (Lambrou et al., 2010). In contrast, intrinsic motivation fulfills an employee's self-actualization needs (Abdullah, & Wan, 2013). Motivating incentives that spike and enhance intrinsic and extrinsic rewards address conflating practices that affect turnover and low-performance outcomes (Hsieh, 2016; García-Chas, 2016). Intrinsic rewards strengthen mutual trust and reinforce a unified commitment to achieving performance goals (Abdullah, & Wan, 2013). Intrinsic rewards improve the propensity to facilitate continual learning processes and overcome barriers that confine motivation when constraints with monetary

compensation and stressful factors impede job satisfaction and performance outcomes (Abdullah, 2013; Chomal, 2014; García-Chas, 2016).

Social and personal identities enlarge employees' self-confidence and sense of value and belonging. Multidimensional rewards should be an inclusive aspect of an evaluative behavioral assessment essential to solicit performance at peak levels and provides clarity to leaders on how to provide optimal working condition for all employees (Hsieh, 2016). Organizations committed to contributing to optimal working conditions regularly evaluate and modify incentives for improved effectiveness (Ko et al., 2013). Motivating employees with affirmative rewards garners a leader-employee exchange that engages a streamlined process to converge complementary values in a cross-functional climate (Sattar et al., 2015).

### **Cross-Functional Incentive Practices Improve Organizational Climates**

Cross-functional performance incentive practices implement ongoing assessments and evaluations that recognize employee accomplishments and identify how individual and group performance outcomes interplay in climates (Hsieh, 2016). Organizational climates present a conceptual framework with affective influences on employees' and leaders' emotional and behavioral states. Improving a workplace climate requires formulating performance improvement incentive strategies that underscore cross-functional practices (Ashraf, 2013; Burton, 2015; Ko, 2013). Cross-functional strategic decision-making teams employ ethical oversight on performance incentive practices with equal investment in development and design processes (Westover et al., 2010). Legitimizing alignment of value systems, employee behaviors, and organizational objectives underscores ownership of multi-directional impacts to individuals and groups to engage in an ethical and prosocial climate is key to improving an organizational climate (Ashraf et al., 2013). Extending meaningful incentives in rewards systems increase the likelihood of employees experiencing a greater degree of interconnectivity, ethicality, and mutual accountability (Abdullah, & Wan, 2013).

Developing a strategy for motivating employees evokes performance incentive practices to procure empowerment with decentralization in a climate that thrives on determination and motivation with high morale (Sattar et al., 2015). Performance incentives compel ethical, strategic decisions that fit within design characteristics and enhance interconnectivity with cross-functional productivity (Ashraf, 2013; Burton, 2015). Employees achieve target performance goals, meet objectives, and accept ownership performance results (Farahbod & Arzi, 2014). Leader-employee exchange evokes transparency while recognizing cross-functional achievements that underscore high job satisfaction (Akhter et al., 2016). Cross-functional performance incentive practices motivate interdependent and equal contributions to organizational success. Job involvement is critical to evoke a collectivist approach to fulfilling a socially responsible role (Ram, 2013; Sattar, 2015). Job involvement creates an organizational climate that fosters mutual accountability to create a prosocial work environment with high morale (Sattar, 2015; Ko, 2013). Implementing cross-functional incentive practices execute plans to infuse corporate responsibility to procure performance with empowerment and decentralization (Hsieh, 2016).

### **Practice Empowerment and Decentralization**

Cross-functional incentives are critical to encouraging and reinforcing empowerment and decentralization that promotes flexible and adaptive healthy work balance (Ko et al., 2013). Empowerment processes account for an individual's intensity, direction, and persistence toward attaining a goal (Yanadori & Jaarsveld, 2014). Decentralization approaches performance improvement decision-making responsibility by creating a climate of autonomy and flexibility to enable multilevel managers to govern incentive practices (Westover, 2010; Burton, 2015). Decentralization detangles control from a hierarchal structure to empower employees to participate in developing practice strategies (Burton, 2015; Hughes, 2005). Empowerment processes and decentralization fulfills a need to leverage job fulfillment through mutual accountability (Lambrou et al., 2010). Job fulfillment

positively impacts employees' high job performance, which employs self-determination to acquire skills that meet career advancement goals and organizational objectives (Sattar et al., 2015).

Design models with less constraining rules that conflate individualized performance incentive practices deregulate preferential or ineffective practices (Burton, 2015; Ram, 2013). Operational freedom allotted for managers and employees exercises interactive relationships with direct and honest communication that defines practice abilities without arbitrary coercion (Hughes, 2005; Hsieh, 2016). Operational decision-making adapts infrastructure changes to challenge the effectiveness of reward systems (Burton et al., 2015). Soliciting feedback on the impact of rewards and incentive practices invites oversight and approval and solidifies qualifying practice strategies (Oni-Ojo et al., 2015). Empowerment and a decentralized environment value and incorporate employees' input to change task design and leadership effectiveness and offers many avenues for enrichment and self-development as part of the workforce culture (Oni-Ojo, 2015; Northouse, 2012).

### **Performance Incentive Practices Increase a Preferred Workforce Culture**

Workforce culture orientations adopt guiding principles that direct beliefs and practices (Ashraf et al., 2013). Managing workforce prosocial engagement, trusting relationships, openness, knowledge-sharing, equality, and transparency in the workforce culture implements professional development practices, cultural competency training, and activities (Yanadori, 2014; Westover, 2010). Special attention to fairness, equality, and diversity infuse concepts into a preferred organizational climate that sustains constant positive engagement cultivating high morale in an interdependent cross-cultural climate (Westover, 2010; Ashraf et al., 2013). Employees who feel their well-being is a concern of the organization are likely to adapt to preferred organizational culture norms and values (Burton, 2015; Hughes, 2005). Driving the directional course of the climate with high job satisfaction and high job performance upholds ethicality in practices, evokes organizational trust and citizenship, and inspires longevity in high job performance in the company (Northouse, 2012; Burton, 2015; Hughes, 2005).

Organizational commitment strengths involve combined investments to implement professional development strategies that converge preferred workforce cultural norms and values (Hsieh, 2016). Professional development norms measures employees' skills, capacity, and values, which generate a professional commitment to progress and be a good fit for the organization (Hughes, 2005; Lambrou et al., 2010). If the employees' performance and values match the workforce culture, then employees are more likely to become high performers (Ko et al., 2013). The workforce culture assessments and evaluations identify fits and misfits. Leaders evaluating workforce culture communicate a vision to motivate employees to reach their full potential and stimulate professional growth (Ram, 2013; Northouse, 2012; Ashraf et al., 2013). Positive workforce cultures aid in adapting to shared values of ethics, fairness, and collaboration (Ko et al., 2013). Teamwork drives a collective response to achieve common goals to motivate and improve job satisfaction.

Motivational factors characterize organizational commitment to exert a substantial effort to adopt a resilient belief in the organization's mission and values; and evoke a desire to sustain a membership to the organization (Hsieh, 2016). A commitment to loyalty incites an active relationship with the organization, where employees willingly contribute to the organization's well-being (Ram, 2013). An employee's and the organization's well-being are synergistic and require compatible features of moral attitudes and ethical behaviors (Burton, 2015; Hughes, 2005). Performance incentives cultivate a preferred culture. Increasing high job satisfaction and sustaining a positive commitment to collective and individual achievement demonstrate value in meeting employee needs (Oni-Ojo et al., 2015). Leaders impose preferable incentives and rewards that impact positive emotional states with high morale and longevity within the company (Lambrou et al., 2010). Employers sustain high satisfaction by identifying links to incentives and rewards with provisions encouraging interconnectivity and high performance (Sattar et al., 2015).

## Performance Incentive Practices Linked to High Job Satisfaction

Performance incentive practices provoke an investigation into the effectiveness of organizational management design processes. Organizations that design performance-based incentives to manage employees' behaviors effectively seek to create a multifaceted approach that cultivates positive interpersonal relationships and leadership effectiveness in professional development practices (Yanadori, 2014; Farahbod, 2014). Setting objectives to achieve sustainable high-satisfaction outcomes indicates that a performance incentive system will provoke positive emotional and behavioral responses resulting in high satisfaction with their work-life (Farahbod & Arzi, 2014). To embark on restructuring design concepts, a closer look into performance motivation, leadership engagement, and positive behavioral exchanges facilitates the strategic advantage for meeting performance objectives. A clear link between performance incentives to high job satisfaction explores leader and employee engagement in the workplace. Incentive practices motivate prosocial experiences that aggregate optimal expectations.

Incentive practices assert leadership efforts toward performance optimization and suggest that employees' determination to directly impacts performance enhancement encourages an increase in job satisfaction (Abdullah, & Wan, 2013). Employers engaging employees to work for positive reinforcement motivates the ideology that implies a mutual understanding to contribute to the value of prosocial motivation (Akhter et al., 2016). Inviting employees to determine how incentive practices legitimize positive emotional and behavioral responses from incentive practices leads to mutual positive investments and ownership of performance plans (Oni-Ojo, 2015; García-Chas, 2016). Performance incentive practices delineate organizational and leadership contributions to developing a partnership. To ensure employees have positive experiences from performance incentives, supervisors must foster constructive employee partnerships and commit to managing performance with positive reinforcement (Oni-Ojo et al., 2015). Incentive practices focus attention on linking prosocial experiences to motivating high performance and high satisfaction (Hsieh, 2016).

## CONCLUSION

Implications of job satisfaction for pharmacists and pharmacies are many. As a measure of the degree to which employees favorably view their work, job satisfaction is a significant contributing factor toward a person's motivation and productivity (Ehtisham, 2022). Not only does job satisfaction influence longevity in a position or seeking work elsewhere (Ehtisham, 2022), but job satisfaction also influences the quality of work produced (Al-Ahmadi, 2021; Thomas-Dean, 2022). Both job satisfaction and motivation play essential roles in job retention, increased productivity, and overall health system performance (Ehtisham, 2022). Professional achievement correlates with healthcare providers' perceptions of the quality of care they provide (Ehtisham, 2022). Additionally, pharmacists' job satisfaction affects not only employees and employers but also patients who receive pharmacists' services (Ahmad et al., 2016).

The consequences of poor job satisfaction for pharmacists go beyond high turnover (London, 2021; Bailey, 2021; Bryant, 2021; McGee, 2022). Job satisfaction has implications for employee commitment, as it plays a vital role in pharmacists' decisions to leave the profession (Al-Ahmadi, 2021; Thomas-Dean, 2022). Moreover, poor job satisfaction leads to poor job performance, especially for all health professionals, affecting patient care (Ehtisham, 2022). Decreased interactions between patients and pharmacists or dispensing errors are possible consequences of poor job performance, which might increase the risk of patient harm (Ehtisham, 2022). Job satisfaction is also necessary for the individual because it affects well-being in other aspects of life (London, 2021; Bailey, 2021; Bryant, 2021; McGee, 2022).

Francis (2012) further explained that job satisfaction is intangible and multivariable but affected by organizational variables and personal variables. Some organizational variables identified by Francis (2012) included:

- **Wages:** People expect a fair, reasonable, and equitable reward. A feeling of fairness and equity produces job satisfaction.
- **Nature of Job:** New skills, challenges, and greater freedom make the employee satisfied on the job, whereas a feeling of boredom, monotony, and frustration leads to job dissatisfaction.
- **Working Condition:** Good working conditions provide safety, comfort, and motivation, whereas poor working conditions demotivate employees.
- **Job Content:** Various tasks and less repetitive activities result in higher job satisfaction.
- **Organizational Level:** Higher-level jobs result in greater job satisfaction for employees than lower-level jobs because prestige is associated with higher-level jobs. ‘
- **Opportunities for Promotion:** Everybody loves promotion, which often grants higher pay, responsibility, authority, independence, and status attracting job satisfaction.
- **Work Groups:** Isolated workers are more likely to be dissatisfied than people who have work groups. Satisfaction depends mainly on the relationship with group members, group dynamics, group cohesiveness, and an individual’s own need for affiliation.
- **Leadership Styles:** Leadership style has a significant influence on job satisfaction. Democratic leadership styles enhance job satisfaction, and democratic leaders promote friendship among employees; however, employees working under authoritarian leaders experience low levels of job satisfaction.

A link between high-quality leader-employee exchanges positively correlates to job satisfaction and job performance (Northouse, 2012). Leaders are responsible for promoting prosocial partnerships with employees, building effective cross-functional relationships, and creating mutual respect and a positive rapport (Northouse, 2012; Akhter, 2016). As leaders motivate high-performing employees with performance incentives, low-performing employees are encouraged to improve their efforts to meet their individual performance expectations (Burton, 2015; García-Chas, 2016). Creating continued positive exchanges between leaders and employees invests consistent efforts for a reciprocal contribution to impact performance levels (Hughes, 2005). Consistency in positive emotional responses from positive reinforcement induces professional development and high job satisfaction. When leaders and employees experience a concerted effort to evoke positive partnerships, a link between performance incentive practices and high job satisfaction develops (Hsieh, 2016). Positive exchanges with mutual respect, prosocial communication with positive reinforcement, and professional motivations employ continuity in exchanges that result in high job satisfaction (Farahbod, 2014; Lambrou, 2010).

Effective performance incentive practices stem from mutually beneficial relationships between the organization and employees. Health organizational cultures with constructive employee engagement measures focused on promoting performance efficiency and organizational effectiveness link to the harmonious leader and employee relationships that achieve desired relational outcomes stimulating determination to optimize their prosocial experiences in the workplace (Northouse, 2012; Burton, 2015; Ko, 2013). Motivation harnesses job satisfaction and enhances organizational growth with a collective approach to increase productivity (Hsieh, 2016). As such, the more positive reinforcement employees receive from leaders, the improved clear operational expectations increase throughout the labor force.

Hence, job satisfaction expectations link to positive experiences in the workplace, and positive emotional and behavioral experiences link to employee reciprocal contributions (Farahbod & Arzi, 2014). As such, different incentive motivators provoke feelings of achievement. Incentive practices bring pleasurable emotional states, indirectly benefiting high performance (Westover, 2010). Examining an in-depth approach to understanding how to sustain high performance linked motivators to funding, leadership styles, and appreciated employee values. Thus, implementing rewards systems entail an ongoing effort to review and revise performance incentive strategies and design concepts.

## FINDINGS AND RECOMMENDATIONS ALIGNING HIGH PERFORMERS AND HIGH JOB SATISFACTION

1. Link performance incentive practices with professional development to manage good person-job and persona organization fit to increase organizational commitment and citizenship.
2. Use individualized and group reward systems to stimulate strategic drivers that increase retention in higher performers and elicit strengthening leadership, employee, and organizational interconnectivity.
3. Be intentional in employing specific motivators to secure a preferred workforce culture and climate, and evaluate intrinsic and extrinsic values to solidify high job satisfaction.
4. Organizations regulate empowerment and decentralization to promote constant leader-employee exchanges that generate strategic decision-making and prosocial relationships.
5. Match incentives to employees need to achieve a competitive advantage and distinctive positioning.
6. Provide open, direct, and honest dialogues where employees feel rewarded for performance contributions within the organization's scope of ethical practices.

The role of modern-day pharmacists goes beyond just counting pills. Engaged leadership focused on job satisfaction and job enlargement will find new ways to leverage the talents and abilities of pharmacists in many ways that, include:

1. **Primary care:** Pharmacists can supplement or extend the services of primary care providers in chronic condition management, prevention and wellness, diagnosing and treating minor acute illnesses, supporting mental health, and aging in place.
2. **Specialty care:** As therapies become more complex, pharmacotherapy expertise will be in great demand in specialty areas such as oncology, cell and gene therapy, and rare diseases.
3. **Digital health:** Pharmacists could provide access to point-in-care diagnostics, prescribe digital therapeutics, and help customers identify digital health tools for their needs. They might even help with the setup and configuration of medical devices and health apps, as well as interpreting the data from these tools.
4. **Population health analytics:** Pharmacists can also move into analytical roles to identify health improvement opportunities, develop algorithms for clinical decision support and population health analytics, and design programs that improve population health.

Leadership is a crucial component of the strategy to strengthen health systems for optimal performance (Ehtisham, 2022). Leadership style is a significant factor in influencing employee motivation, job satisfaction, and teamwork (Alise, 2021; Nilipour, 2021; Al-Ahmadi, 2021; Thomas-Dean, 2022). Job satisfaction is an essential indicator of staff turnover and retention (Ehtisham, 2022). Factors identified with increased pharmacist retention in the United States include good wages, good relationships with managers, and flexible schedules, whereas employee turnover is often caused by stress, poor salaries, and inadequate staff training (London, 2021; Bailey, 2021; Bryant, 2021; McGee, 2022).

Transformational leadership, job performance, job satisfaction, and organizational citizenship commitment correlate (Hoch et al., 2018). Transformational leaders enhance subordinates' skills through development and career advancement opportunities. Although healthcare is a high-pressure environment, transformational leadership can establish a sense of self-control among employees and enhance job satisfaction (Nielsen et al., 2009). Nurses believe transformational behaviors address employees' individual needs (Ehtisham, 2022), thereby reducing staff attrition resulting from low job satisfaction (Choi et al., 2016). The positive effect of transformational leadership has also been documented in that it enhances job performance, trust, and organizational commitment

(Ehtisham, 2022). This significance stems from the understanding that transformational leadership creates a vision and delivers a sense of belonging (Ehtisham, 2022). Transformational leadership builds a mission-oriented culture within the organization (Ehtisham, 2022). Employees' positive perceptions of transformational leaders affect job satisfaction (London, 2021; Bailey, 2021; Bryant, 2021; McGee, 2022). Such leaders encourage stakeholder participation in decision-making and recognition of individual contributions to organizational goals (Choi et al., 2016). Job satisfaction increases when individuals are inspired and valued (London, 2021; Bailey, 2021; Bryant, 2021; McGee, 2022). The reciprocal exchange between transformational leadership and job satisfaction boosts employee commitment and better job outcomes (Choi et al., 2016). Team perceptions of transformational leadership correlate with job satisfaction (Alise, 2021; Nilipour, 2021; Al-Ahmadi, 2021; Thomas-Dean, 2022); leaders consider individual and group motivations (Choi et al., 2016). Transformational leaders communicate vision and encourage all team members to work together to achieve organizational goals (Choi et al., 2016). A transformational leader or manager balances power and provides opportunities for dialogue with their staff, and this balance reduces internal conflict (Ehtisham, 2022). Balancing these attributes makes a leader responsive and supportive to staff and successful in their roles (Alkassabi et al., 2018). The leader attracts respect in the organization and creates a positive work environment for employees (Alise, 2021; Nilipour, 2021; Al-Ahmadi, 2021; Thomas-Dean, 2022). This respect impacts employee morale and job satisfaction (Alise, 2021; Nilipour, 2021; Al-Ahmadi, 2021; Thomas-Dean, 2022)

Varying practical methods increase engagement, participation, retention, competence, commitment, and involvement (Hsieh, 2016). High job satisfaction explains the propensity for an employee to experience a positive attitude toward the job and the organization (Abdullah, 2013; Farahbod, 2014). Organizations that redesign procedures to stimulate continuity in high performance are working to place a higher value on employee-focused motivation to retain human capital and secure high-quality performance from talented people. Practitioners challenge reform in organizational practices and address the confounding impacts of misalignments. Adopting specialized individual and group rewards strengthens interconnectivity and sustain a preferred organizational climate driven by employee engagement activities (Akhter, 2013; Oni-Ojo, 2015). Creating a transparent platform to explore further leadership and organizational impact of effective performance incentive practices garners additional insight to explicate organizational antecedents' impact on job satisfaction and confining employee success (Ram, 2013; Burton, 2015). Practitioners interested in leading a process to stimulate performance must implement effective rewards systems to increase high performance and job satisfaction.

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