

Original Research Article

An analysis of job satisfaction and demographic factors among community pharmacy support staff

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Abstract

Purpose: To investigate job satisfaction of community pharmacy support staff and its associated demographic factors.

Methods: A cross-sectional survey was conducted on support staff in 300 community pharmacies in South-eastern Nigeria using a validated 18-item structured questionnaire. Principal component analysis employed varimax rotation with Kaiser normalization and listwise deletion of missing data. Inferential analysis, Cronbach's Alpha and communalities determination were conducted using SPSS 27.0. while t-tests and One-Way ANOVA were used to determine associations between demographic variables and job satisfaction components at a 0.05 significance level.

Results: Respondents were predominantly female (65.4 %), single (83.5 %), and aged 18 – 25 years (55.9 %), with a mean age of 22.8 years. Most had tertiary education (56.7 %) and earned above \$14.8 (₦ 20,000) monthly (55.9 %). Seven key components of job satisfaction identified include work-life balance and organizational stability, supportive work environment, wellness and motivation systems, compensation and financial well-being, professional development, ethical climate, and organizational commitment and autonomy. Gender, age, marital status, education, income, and work shift were significantly associated with various job satisfaction components. Compensation and growth opportunities were major sources of dissatisfaction, and supportive leadership and autonomy were found to enhance job satisfaction.

Conclusion: Gender, age, marital status, education, income, and work patterns influenced the job satisfaction of support staff in south-eastern Nigeria community pharmacies. Commensurate compensation, flexible work shifts and opportunities for personal and career development can enhance job satisfaction.

Keywords: Job satisfaction, Community pharmacy, Support staff, Nigeria, Workforce motivation

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INTRODUCTION

Job satisfaction expresses how an employed individual perceives their roles and duties in an organization. The way staff members of an organization feel about their job depend mostly on the tasks they perform in the organization, the

environment they work in and the experiences at the workplace [1]. Job satisfaction is an organizational and human resource management component that is of interest and essence in business management. It requires attention since it directly reflects the contentment and fulfillment of employed staff with their duties. It influences

the dedication, efficiency and output of staff in the organization [2,3].

The possibilities for development and progress in a job, the terms of work engagement, recognition for output and commitment, and commensurate compensation are determinants of an employee's perception of job satisfaction [4,5]. Studies have highlighted the impact of job satisfaction on employee output and performance and the role a positive organizational culture plays in enhancing the job satisfaction of employees [6]. Other variables, which include an unstable economy, poor infrastructure, and reduced and inaccessible resources, can intensify job dissatisfaction [7]. Additionally, cultural norms regarding employment can influence perceptions of job satisfaction [8].

In Nigeria, pharmacies are actively involved in rendering essential health care services to members of the public. Pharmacy technicians, cashiers, auxiliary nurses, sales personnels and administrative staff are some of the support staff in a community pharmacy. They render daily healthcare and administrative services [9]. Support staff in community pharmacy encounter challenges of inadequate training opportunities, undefined job specifications, poor salaries and motivation, and a stressful work schedule [10].

Evidence has shown that customer service, increased patient safety, and improved health outcomes are achieved if the support staff have high job satisfaction [11]. Adequate knowledge of job satisfaction modulators is key to employees' well-being and an effective healthcare system in Nigeria. However, most of the previous studies focused on job satisfaction of pharmacists and other healthcare professionals, with scarce information on job satisfaction of pharmacy support staff [12-15]. This study investigates the job satisfaction of support staff in Southeastern Nigeria's community pharmacies.

METHODS

Study design

This research employed a cross-sectional survey design to investigate the influencing factors of job satisfaction among support staff in community pharmacies in Southeastern Nigeria between September 2025 and December 2025.

Study setting

Two states (Enugu and Imo States) were randomly selected out of the five states in Southeastern Nigeria. Enugu is situated in the

South-East geopolitical zone of Nigeria between latitudes 5°56' and 7°55' N and longitudes 6°53' and 7°66' E. It is the capital city. It has 17 local governments and comprises one tertiary hospital, one secondary hospital, and many private hospitals. There are about 200 registered community pharmacies in Enugu State.

Imo State is in Southeastern Nigeria. It comprises 27 local government areas (LGAs) and covers approximately 5,100 – 5,530 km², ranking among the smallest states in Nigeria in terms of size. As of 2022, the population is estimated at around 5.46 million, making it the 13th most populous state in the country. Imo State has Owerri as its state capital, which is a vibrant commercial and cultural hub. There are about 200 registered community pharmacies, one tertiary hospital, one state hospital, and many private hospitals in Imo State.

Participants

The study involved support staff in 300 community pharmacies (150 from each state) within the two selected states in Southeastern Nigeria who consented to participate in the study. A sample size of 400 participants was determined using the Raosft sample size calculator (www.raosft.com/samplesizecalculator).

Ethical consideration

Ethical approval was obtained from the research and ethics committee of the University of Nigeria Teaching Hospital, Ituku-Ozalla, with the reference number NHREC/05/01/2008B-FWA00002458-1RB00002323. Verbal consent was obtained from each respondent before they participated in the study, and they were informed that they could withdraw from the study at any time. Confidentiality of information from respondents was ensured throughout the study.

Inclusion and exclusion criteria

Inclusion criteria required participants to be employed as support staff in a community pharmacy for a minimum of six months to ensure they had adequate experience to provide informed responses about their job satisfaction. Support staff who are on leave and support staff who have been employed for less than six months in the community pharmacy were excluded from this study.

Data collection instrument

A panel of assessors consisting of two clinical pharmacists, two community pharmacists, and

two public health pharmacists with not less than 10 years' experience was assembled. Based on the professional experience of the panel and the researchers, combined with literature evidence [14,15], 18 items were identified and agreed on as possible influencing factors that affect the level of job satisfaction. A structured two-section questionnaire with these 18 items was thus developed for this study. The panel discussed all items to ensure face and content validity.

Section A gathered data on participants' age, gender, educational background, marital status, number of working hours per day, time spent getting to work per day, and whether they work in shifts. Section B comprises the 18 items designed to assess potential influencing factors of job satisfaction. Respondents rated their agreement with each statement on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) [16]. Some of the items were negatively worded to prevent mechanical responses.

A pilot study was conducted with 30 support staff from community pharmacies in Ebonyi State (not selected for the study) to test the clarity and reliability of the questionnaire. The questionnaire was modified to reflect the observations and comments from the pilot study. The reliability and internal consistency of the item statements in the revised questionnaire were determined using Cronbach's alpha (Cronbach's alpha > 0.7) [17], resulting in a final version of the questionnaire with satisfactory reliability (Cronbach's alpha > 0.7).

Data analysis

Retrieved and usable copies of the questionnaires were coded and entered into a Microsoft Excel spreadsheet, cross-checked for accuracy, sorted, and loaded into SPSS 27.0 (SPSS Inc., Chicago, IL) for descriptive statistics, calculations of factor loading, and Cronbach's alpha. GraphPad InStat (version 3.0, GraphPad Software Inc., San Diego, CA) was used for inferential analysis.

Principal component analysis employed Varimax rotation with Kaiser normalization, with listwise deletion of missing data. Following the determination of communalities, none of the items had a low loading factor of less than 0.4. Hence, none of the 18 items were excluded since they were contributing adequately to the summary scores. Where appropriate, Student's t-test and one-way ANOVA were used for determining possible associations between the

respondents' sociodemographic characteristics and the categorical variables at $p < 0.05$ level of significance.

RESULTS

Out of 400 respondents that were sampled, only 381 responded, giving a response rate of 95 %; there were no missing responses. The instrument's reliability, as determined by Cronbach's alpha, was 0.834 for the 18-item statements, and none of the items had a loading factor of below 0.4. Factor loading ranged from 0.405 to 0.860.

Sociodemographic characteristics of respondents

More than half of the respondents ($n = 249$, 65.4 %) were mainly between the ages of 18 and 25 years, with a mean age of 22.8 years. The majority ($n = 318$, 83.5 %) are single, have obtained a tertiary level of education (216, 56.7 %), and 213 (55.9 %) have an income of above \$ 14.8 (N20,000). Details of the respondents' sociodemographic characteristics are shown in Table 1.

Table 2 presents the questionnaire item statements, their components and their mean scores. All the items had a mean score of above 2.50, with the lowest rating of 2.78 ± 1.393 for the item statement "I feel my pay is not fair and competitive for my position and experience." The item statement "I would recommend working at this pharmacy to others" had the highest rating of 4.18 ± 0.818 . Other items with high ratings were "The pharmacy is financially stable and has a positive future outlook" and "I am satisfied with the level of autonomy and responsibility I have in my job," which rated 4.17 ± 0.834 and 4.15 ± 0.712 , respectively.

The principal component analysis extracted seven (7) subscales. The largest component, consisting of 4 items (Component 2 of Table 2), was identified as "Job Satisfaction and Supportive Work Environment. Component 3 was identified as Employee Wellness and Motivation Systems with item statements such as "The pharmacy does not offer incentives and rewards that motivate me to perform my best," "The pharmacy does not provide resources and support to help employees manage stress," and "The pharmacy promotes a culture of well-being and encourages employees to take care of their mental and physical health."

Table 1: Socio-demographic variables of respondents (n = 381)

Variable	Frequency (n)	Percentage (%)
Gender		
Male	132	34.6
Female	249	65.4
Age		
< 18	54	14.2
18-25	213	55.9
26-35	102	26.8
36-45	9	2.4
45-55	3	0.8
Marital status		
Married	60	15.7
Single	318	83.5
Others	3	0.8
Educational level		
None	24	6.3
Primary	12	3.1
Secondary	129	33.9
Tertiary	216	56.7
Income (₦)	Income (\$)	
≤10,000	≤ 7.4	7.1
10,001-15,000	7.4 – 11.1	15.7
15,001-20,000	11.1-14.8	21.3
>20,000	>14.8	55.9
Shift you are on today		
None	120	31.5
Morning	180	47.2
Afternoon	54	14.2
Evening	27	7.1
Work on Sundays		
No	195	51.2
Yes	186	48.8
Work daily (hour)		
4-6	42	11.0
7-9	183	48.0
10-12	81	21.3
>12	75	19.7
The time it takes to get to work from where you live		
< 30 mins	246	64.6
30-60 mins	117	30.7
61-90 mins	12	3.1
> 90 mins	6	1.6

The average scores for each component are presented in Table 2. Component 3 recorded the lowest average score (3.44 ± 1.142), while Component 7 had the highest average score (4.17 ± 0.765). The overall level of job satisfaction of the sample of staff investigated was found to be 3.74 on a scale of 1 to 5, which was above the mid-point.

Table 3 shows the relationship between the respondents' sociodemographic characteristics and the components of job satisfaction. Results obtained revealed that male support staff had significantly high scores in the work-life balance and organizational stability and ethical climate and organizational integrity components of job satisfaction when compared to their counterparts ($p < 0.0001$ & 0.0219 , respectively). However, it appears that the female pharmacy support staff

scored high in the job satisfaction and supportive work environment component of job satisfaction when compared to their counterparts ($p = 0.0009$). However, the age of the respondent was not associated with "Employee Wellness and Motivation Systems" ($p = 0.6123$). Details are shown in Table 3 and Table 4.

Support staff who work on Sunday had high scores in the "Employee Wellness and Motivation Systems" component of job satisfaction compared to their counterparts. Support staff who are married, within the age of 46 to 55 years, and who are on the afternoon shift have significantly higher scores in the "Compensation Satisfaction and Financial Well-Being" components of job satisfaction ($p = 0.0035$, 0.0102 , 0.0010 , respectively). Details are shown in Table 3 and Table 4.

DISCUSSION

The support staff of community pharmacies was mainly female, as revealed in this study, just as it is in most Nigerian healthcare facilities, where women take up more patient caregiving roles [18]. Most respondents (83.5 %) were single, young adults with a mean age of 22.8 years. A workforce that comprises young staff represents increased vigor and drive, more flexibility in working hours and shifts, and adaptability to technical and marketing innovations. These attributes are beneficial to dynamic community pharmacy operations [19-21]. About half (47.2 %) of respondents worked morning shifts, and more than half (64.6 %) lived within 30 minutes of their workplace, indicating punctuality, work-life balance, and motivation.

The seven components of job satisfaction of support staff in community pharmacies in this study include: Work-Life Balance and Organizational Stability, Job Satisfaction and Supportive Work Environment, Employee Wellness and Motivation Systems, Compensation Satisfaction and Financial Well-Being, Health Impacts and Professional Development, Ethical Climate and Organizational Integrity and Organizational Commitment and Role Autonomy.

Gender disparities were associated with Component 1, Component 2 and Component 6 of job satisfaction. Higher scores in component 2 were recorded among female support staff, reflecting the value of emotional support, teamwork, and a positive work climate [22].

Table 2: Component distribution

Item	Loading Factor	Mean±SD
Component 1: Work-life balance and organizational stability		
I have a flexible work arrangement that allows me to meet my personal needs.	0.751	3.69±1.106
The pharmacy is financially stable and has a positive outlook.	0.742	4.17±0.834
I have a good work-life balance	0.778	3.64±1.210
Mean Total		3.83±1.05
Component 2: Job satisfaction and supportive work environment		
I am satisfied with my job.	0.566	4.35±0.681
There is a positive and supportive work environment at my workplace.	0.744	4.32±0.753
My workload is fair, and stress-free.	0.729	3.69 ±1.055
Adequate resources and equipment to perform my job effectively are available at work.	0.549	4.06±0.963
Mean Total		4.11 ±0.863
Component 3: Employee wellness and motivation systems		
The offer of incentives and rewards does not motivate me to perform better.	0.803	3.53±1.080
Resources and support to help employees manage stress are not available at work.	0.698	3.36±1.183
The pharmacy promotes a culture of well-being and encourages employees to take care of their mental and physical health.	0.751	3.43±1.162
Mean Total		3.44±1.142
Component 4: Compensation satisfaction and financial well-being		
I am satisfied with my current salary and benefits package.	0.860	3.22±1.359
I feel like I am financially secure in my current job.	0.806	3.12±1.345
I feel my pay is not fair and competitive for my position and experience.	0.405	2.78±1.393
Mean Total		3.04±1.366
Component 5: Health impacts and professional development		
My job does not negatively impact my physical or mental health.	0.655	3.78±1.036
The training and development opportunities the pharmacy provides are not adequate.	0.744	3.25±1.185
Mean Total		3.52±1.111
Component 6: Ethical climate and organizational integrity		
I am satisfied with the ethical standards and practices of the pharmacy.	0.851	4.05±0.860
Component 7: Organizational commitment and role autonomy		
I would recommend working at this pharmacy to others.	0.766	4.18±0.818
I am satisfied with the level of autonomy and responsibility I have in my job.	0.630	4.15±0.712
Mean total		4.17±0.765

Table 3: Relationship between the demographic variables and the components

Variable	Frequency (n)	Component 1	Component 2	Component 3
Gender				
Male	132	4.26±0.45	3.28±0.87	3.28±0.87
Female	249	3.81±0.89	4.02±0.68	3.52±0.91
P-value		0.0001	0.0009	0.5692
Age				
< 18	54	3.98±0.77	3.90±1.01	3.44±1.24
18-25	213	3.75±0.89	4.96±0.53	3.47±0.82
26-35	102	3.85±0.83	4.26±0.47	3.36±0.90
36-45	9	4.56±0.17	4.42±0.25	3.22±0.67
46-55	3	4.33±0.00	5.00±0.00	4.00±0.00
P-value		0.0238	0.0001	0.6123
Marital status				
Married	60	4.30±0.47	4.25±0.42	3.77±0.91
Single	318	3.75±0.89	4.09±0.64	3.38±0.90
Others	3	4.00±0.00	3.25±0.00	3.33±0.00
P-Value		0.0001	0.0092	0.0001
Educational level				
None	24	3.17±0.92	3.75±0.31	3.58±0.61
Primary	12	4.00±0.25	3.75±0.32	3.67±0.60
Secondary	129	4.12±0.62	4.30±0.52	3.65±0.87
Tertiary	216	3.73±0.93	4.05±0.67	3.28±0.94
P-value		0.0001	0.0001	0.9219
Income (N) Income (\$)				
≤10,000 ≤ 7.4	27	4.30±0.74	4.53±0.39	3.38±1.10
10,001-15,000 7.4 – 11.1	60	3.95±0.95	4.04±0.79	3.42±1.04
15,001-20,000 11.1-14.8	81	3.90±0.67	3.99±0.58	3.40±0.71
>20,000 >14.8	213	3.72±0.89	4.12±0.58	3.47±0.91
P-value		0.0088	0.0007	0.9806
Shift				
None	120	3.88±0.68	4.18±0.51	3.57±0.85
Morning	180	3.66±0.10	3.96±0.68	3.26±0.92
Afternoon	54	4.09±0.70	4.39±0.53	3.96±0.76
Evening	27	4.26±0.50	4.17±0.48	3.04±0.78
P-value		0.0001	0.0001	0.0001
Work on Sundays				
No	195	3.76±0.86	4.14±0.50	3.29±0.34
Yes	186	3.91±0.85	4.07±0.72	3.60±0.95
P-value		0.0878	0.2692	0.0001
Daily working hours				
4-6	42	4.19±0.73	4.29±0.42	3.74±0.76
7-9	183	3.78±0.84	4.06±0.50	3.32±0.86
10-12	81	3.83±0.86	4.00±0.96	3.49±1.09
>12	75	3.77±0.92	4.23±0.45	4.49±0.83
P-value		0.0039	0.0062	0.0039
Transit time				
< 30 mins	246	3.83±0.84	4.17±0.54	3.54±0.94
30-60 mins	117	3.86±0.90	3.96±0.76	3.30±0.84
61-90 mins	12	3.50±0.87	4.00±0.00	2.83±0.30
> 90 mins	6	4.33±0.37	4.63±0.41	3.17±0.55
P-value		0.7562	0.0027	0.0193

Component 1: Work-life balance and organizational stability; Component 2: Job satisfaction and supportive work environment; Component 3: Employee wellness and motivation systems

Aligning with studies conducted on health workers in south-western Nigeria, which reported female health workers' priority for relational and emotional stability at work [22,23]. In this study, age was associated with most domains of job satisfaction (Components 1, 2, 4, 5, 6, and 7). Support staff who are between the ages of 46 and 55 years had the highest score in Components 2 and 4. Thus implying that older

employees might derive satisfaction from job stability, experience, and stronger organizational ties when compared to younger staff (18 – 25 years) who may be having difficulty in establishing a career and achieving financial goals. These findings are aligned with a study conducted on medical doctors and nurses in Calabar, which associated younger age and job dissatisfaction [19].

Table 4: Relationship between the demographic variables and the components

Variable	Frequency (n)	Component 4	Component 5	Component 6	Component 7
Gender					
Male	132	3.17±0.99	3.42±0.89	4.13±0.76	4.20±0.63
Female	249	2.97±1.09	3.57±0.85	4.00±0.91	4.14±0.61
P-value		0.2190	0.5354	0.0219	0.6607
Age					
< 18	54	3.07±1.14	3.28±0.83	4.17±0.61	4.39±0.55
18-25	213	3.08±0.93	3.61±0.78	3.92±0.98	4.05±0.63
26-35	102	3.03±1.21	3.57±0.93	4.18±0.67	4.25±0.61
36-45	9	1.78±1.17	1.83±0.50	5.00±0.00	4.33±0.25
46-55	3	4.00±0.00	4.00±0.00	4.00±0.00	4.5±0.00
P-value		0.0035	0.0001	0.0006	0.0011
Marital status					
Married	60	3.42±0.89	3.73±1.03	4.15±0.86	4.50±0.36
Single	318	2.97±1.08	3.47±0.83	4.03±0.86	4.11±0.63
Others	3	3.00±0.00	4.00±0.00	4.00±0.00	3.00±0.00
P-value		0.0102	0.0637	0.6076	0.0001
Educational level					
None	24	3.25±0.56	4.13±0.66	4.25±0.68	3.94±0.47
Primary	12	3.00±0.89	3.75±0.45	4.00±0.00	3.75±0.26
Secondary	129	3.43±0.90	3.47±4.13	3.98±0.98	4.35±0.51
Tertiary	216	2.78±1.12	3.47±0.89	4.07±0.82	4.10±0.67
P-value		0.1933	0.7137	0.4094	0.0001
Income (₦) Income (\$)					
≤10,000 ≤ 7.4	27	3.22±0.62	3.61±0.82	4.11±0.58	4.28±0.59
10,001-15,000 7.4–11.1	60	3.47±1.00	3.58±0.96	4.25±0.77	4.50±0.42
15,001-20,000 11.1-14.8	81	3.23±1.04	3.54±0.85	3.89±0.88	4.17±0.55
>20,000 >14.8	213	2.82±1.08	3.48±0.85	4.04±0.90	4.13±0.67
P-value		0.3025	0.9273	0.0305	0.0011
Shift					
None	120	3.28±0.81	3.56±0.83	3.95±0.87	4.06±0.65
Morning	180	2.86±1.19	3.43±0.85	4.10±0.85	4.18±0.57
Afternoon	54	3.30±1.13	3.67±0.92	4.11±0.82	4.19±0.48
Evening	27	2.67±0.60	3.61±0.79	4.00±0.96	4.17±0.87
P-value		0.0010	0.1450	0.2824	0.1784
Work on Sundays					
No	195	2.97±1.09	3.48±0.91	4.02±0.80	4.19±0.53
Yes	186	3.11±1.03	3.56±0.82	4.08±0.92	4.14±0.70
P-value		0.1988	0.3687	0.4968	0.4310
Daily working hours					
4-6	42	2.95±1.27	3.32±1.02	4.07±1.05	4.00±0.57
7-9	183	2.93±1.03	3.57±0.76	4.07±0.87	4.12±0.56
10-12	81	3.14±1.14	3.33±0.97	4.11±0.84	4.26±0.73
>12	75	3.25±0.89	3.70±0.87	3.92±0.75	4.26±0.67
P-value		0.9138	0.0740	0.9999	0.2132
Transit time					
< 30 mins	246	3.12±0.99	3.52±0.87	4.01±0.92	4.16±0.59
30-60 mins	117	2.95±1.10	3.53±0.90	4.15±0.74	4.15±0.68
61-90 mins	12	2.00±1.04	3.00±0.00	3.50±0.52	4.25±0.26
> 90 mins	6	3.33±1.83	4.25±0.27	4.50±0.55	4.25±0.82
P-value		0.1412	0.9194	0.1510	0.8859

Component 4: Compensation satisfaction and financial well-being; Component 5: Health impacts and professional development; Component 6: Ethical climate and organizational integrity; Component 7: Organizational commitment and role autonomy

The marital status of the support staff was associated with work-life balance and organizational stability, job satisfaction and supportive work environment, employee wellness and motivation systems, compensation satisfaction and financial well-being, and organizational commitment and role autonomy. These findings could be due to increased stability

and long-term organizational commitment, contrary to job insecurity or the exploratory nature of early career stages [22].

Work-life balance and organizational stability, job satisfaction and supportive work environment, organizational commitment, and role autonomy were influenced by the educational level of the

support staff. Support staff who had attained secondary education reported the highest satisfaction in Components 1, 2, and 7. However, those support staff who had acquired tertiary education had the lowest satisfaction with compensation and professional growth, possibly due to higher career expectations.

Components 1, 2, 6, and 7 of job satisfaction in this study were associated with the income of the support staff job. Staff who earn \$ 7.4 (₦ 10,000) and below had high satisfaction in the work-life balance and organizational stability (Component 1) and job satisfaction and supportive work environment (Component 2). However, higher incomes > \$ 14.8 (₦ 20,000) were linked to ethical climate and organizational autonomy, probably from improved financial security and empowerment. Staff who earn between \$7.4 and \$11.1 (₦ 10,001 and ₦ 15,000) had the highest satisfaction scores in compensation (Component 4), an indication of varying expectations across income groups. Similarly, a study conducted on support staff in an Ogun state hospital in Nigeria revealed that support staff with higher monthly incomes had higher scores in organizational autonomy and work climate, contrary to their counterparts with lower incomes, who scored higher in compensation satisfaction [20].

The shift pattern of the support staff in the community pharmacies influences their work-life balance (Component 1), job satisfaction (Component 2), motivation systems (Component 3), and financial satisfaction (Component 4) of job satisfaction. Higher satisfaction scores were identified with staff who usually work afternoon shifts. This could be attributed to reduced stress and anxiety from having to wake up early to get to work on time, reduced patient load, and better work-life balance compared to morning shift workers. Evidence has shown that excessive workloads during morning and evening shifts are linked to burnout and lower satisfaction [20].

This study revealed an association between employee wellness and motivation systems and working on Sundays. Staff who work on Sundays had higher motivation and wellness scores, signifying greater job dedication, possibly from additional pay in the form of shift allowances. Notwithstanding, evidence has identified increased stress and reduced family time in staff who do regular weekend duty [20]. Working hours were associated with Components 1, 2, and 3. Higher satisfaction with work-life balance and motivation was identified among staff who work for 4 to 6 hours daily, contrary to their counterparts who work more than 10 hours daily. These findings highlight that

workload and fatigue negatively affect well-being and morale. A 2025 study on early-career pharmacists in Nigeria also identified a link between poor job satisfaction and increased workload and long working hours. Fatigue and burnout were explicitly connected with extended shifts [15].

Job satisfaction, supportive work environment, employee wellness, and motivation systems were influenced by the distance the support staff travels to get to work daily. Staff who travel shorter distances to get to work (< 30 minutes away) had higher job satisfaction. Evidence has revealed that shorter commutes result in reduced stress and increased punctuality, motivation, and organizational commitment. Fatigue and low motivation are usually associated with employees who spend a longer time on the road when going or returning from their workplace, especially after long working hours spent at work [15].

Limitations of the study

This study was a cross-sectional study and captured data during the duration of the study. Hence, there is a possibility that the results of the findings will be different if this study is conducted at a different time in the future. Secondly, this study was conducted on support staff in the south-eastern Nigerian community pharmacies. The results from this study may not be generalized to the support staff who are in other geopolitical zones.

CONCLUSION

Age, marital status, education, income, and work patterns influenced the job satisfaction of support staff in community pharmacies. There is a need for promotion of fair compensation, flexible work shifts, professional progress and skill development for support staff in community pharmacies.

DECLARATIONS

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Ethical approval

Ethical approval was obtained from the research and ethics committee of the University of Nigeria Teaching Hospital, Ituku-Ozalla, with the reference number NHREC/05/01/2008B-FWA00002458-1RB00002323.

Use of Artificial intelligence/Large language models

We also declare that we did not use Generative artificial intelligence (AI) and AI-assisted technologies in writing the manuscript.

Availability of data and materials

The datasets used and/or analyzed during the current study are available from the corresponding author on reasonable request.

Conflict of interest

No conflict of interest is associated with this work.

Contribution of authors

We declare that this work was done by the author(s) named in this article, and all liabilities pertaining to claims relating to the content of this article will be borne by the authors. Chinelo Nneka Ikeanyi: Conceptualization and design of the study, Literature review, data collection and analysis, writing of the Manuscript. Anthony Waka Udezi: Conceptualization, design, and Supervision of the study. Penaere Clark Osahon: supervision and review of manuscript.

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