The Role of employee satisfaction in enhancing employee' performance– An empirical study on a sample of pharmacies of the state of Khenchela (Algeria)-

Abstract:

The aim of this study is to empirically examine the employee satisfaction and its relationship with the enhancing of *employee performance* in Algerian pharmacies. We found that: "*employee satisfaction*" is positively associated with "*employee performance*" in Algerian pharmacies. There is a statistically significant difference amongst the employees in Algerian pharmacies due to privacy determinants (gender, experience, and education level).

Key words: employee satisfaction, employee performance, Algerian pharmacies.

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ملخص:

الهدف من هذه الدراسة هو دراسة تطبيقية حول رضا الموظفين وعلاقته بتعزيز أداء الموظفين في الصيدليات الجزائرية. وجدنا أن: "رضا الموظف" يرتبط بشكل إيجابي مع "أداء الموظفين" في الصيدليات الجزائرية. كما أن هناك فرق ذو دلالة إحصائية بين العاملين في الصيدليات الجزائرية بسبب محددات الخصوصية (الجنس، والخبرة، ومستوى التعليم).

الكلمات المفتاحية: رضا العاملين، أداء العاملين، الصيدليات الجزائرية.

Introduction:

There has been a great deal of research conducted on how organizations can become more competitive and profitable. Part of that research indicates that there are two factors that successful companies share: employee satisfaction and strong performance for employees[1].

The concept of employee performance has received considerable scholarly research attention over the past 15 to 20 years. Researchers agree that employee performance has to be considered as a multi-dimensional concept [2]. It must be distinguished from effectiveness and from productivity or efficiency [3]. And a great deal of attention has been paid to the distinction between task and contextual and adaptive performance. Where task performance covers a person's contribution to organizational performance and contextual performance consists of behavior that does not directly contribute to organizational performance but supports the organizational, social and psychological environment. However, due to changing and dynamic work environments, the need for adaptive employees has become increasingly important [4]. And to enhance this performance they need to be satisfied with their employee.

Research problem:

This research paper tries to explore the importance and the relationship between the satisfaction of employees and their performance in Algerian Pharmaceutical organizations. And we choose the state of khenchela as a sample.

So, we can ask the main question of this research, which is: ***what is the role of employee satisfaction in enhancing their performance in Algerian Pharmaceutical organizations?***

Research model:

To seek the research object, we can present the factors affecting employee performance of Pharmaceutical organizations in our model of research:

Independent Variable	Dependent Variable
employee satisfaction in Algerian Pharmaceutical organizations	
- rewards/pay in Algerian Pharmaceutical organizations; - promotion in Algerian Pharmaceutical organizations; - Safety and securityin Algerian Pharmaceutical organizations; - relationship with supervisorsin Algerian Pharmaceutical organizations; - relationship with co-workersin Algerian Pharmaceutical organizations;	*employee performance*

Research hypotheses:

We developed four principle hypotheses to test that interrelation and impact:

H1. The statistical tests used in this research proving the existence of **"*employee satisfaction*"** in Algerian pharmaceutical organizations;

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H2. The statistical tests used in this research proving the existence of the *"employee performance"* in Algerian pharmaceutical organizations;

H3. The statistical tests used in this research proving the relationship between *"employee satisfaction"* and *"employee performance"* in Algerian pharmaceutical organizations;

H4. There is a statistically significant difference amongst Algerian pharmaceutical organizations due to privacy determinants (gender, experience, and education level).

The objectives of our research:
- To determine the existence the employee satisfaction and performance in Algerian pharmaceutical organizations;
- To determine the level of satisfaction between the employees in pharmaceutical organizations, and the degree of difference between pharmacists and other qualifications;
- To test the relation and the impact of employee satisfaction on their competences in Algerian pharmaceutical organizations.

Literature Review

1. Employee performance:

1.1. Definition of employee performance:

It is defined as the outcome or contribution of employees to make them attain goals [5] while performance may be used to define what an organization has accomplished with respect to the process, results, relevance and success Uganda National Development Program (1995). Also it can be defined as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed [6]. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers [7]. It is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior [8]. Employee performance is defined as a role of the individual's performance on particular objectives that consist of defined standard employee descriptions [9]. And it is of high relevance for organizations and individuals alike. Showing high performance when accomplishing tasks results in satisfaction, feelings of self efficacy and mastery [10].

1.2. Employee performance measure:

A variety of measures of employee performance has been used over the past decades[11]. For example, rating scales, tests of employee knowledge, hands-on employee samples, and archival records have been used to assess employee performance [12]. From these measurement options, performance ratings (e.g. peer ratings and supervisor ratings) are the most frequent way of measuring employee performance [13]. Often, 'objective' criteria such as sales figures and production records are requested. However, even these criteria involve

subjective judgments of which specific type of criteria pictures performance [14] and are, like other performance measures, not perfect [15].

Using meta-analysis, Viswesvaran et aI. (1996) compared the reliability of supervisor ratings and peer ratings. They concluded that supervisory ratings showed higher interrater reliability than peer ratings [16].

1.3. Performance appraisal:

Performance appraisal is a process that is carried out to enable both the individual and the organization to analyze, examine and evaluate the performance of specified objectives over a period of time. This process can take up formal and informal forms [17]. The purposes of performance appraisal have been classified into two groups that is the developmental and administrative purposes. The developmental purposes of performance appraisal include providing performance feedback, identifying individual strengths/weaknesses, recognizing individual performance, assisting in goal identification, evaluating goal achievement identifying individual training needs, determining organizational training needs, improving communication and allowing employees to discuss concerns. On the other hand, administrative Under the developmental purposes are purposes of performance appraisal include but are not limited to documenting personal decisions, determining promotion candidates, determining transfers and assignments, identifying poor performance, deciding layoffs, validating selection criteria, meeting legal requirements to mention a few [18].

1.4. Factors Affecting Employee Performance:

According to some researchers and practitioners, there are certain factors individually and collectively effect on the performance of employees in a positive or negative way, including:

- Leadership: The leadership style within an organization has a bearing on encouraging or inhibiting employee's performance [19].
- Coaching: Coaching has become an important technique to improve performance [20]. It addresses the belief and behaviors that hinder performance [21].
- Empowerment: it had significant positive correlations with both performance and satisfaction [22].
- Participation: The overall impact of participation is increased employee performance and low turn-over.
- Organizational Culture: Strong culture in the organization is very helpful to enhance the performance of the employees that leads to the goal achievement and increase the overall performance of the organization [23].

2. Employee satisfaction:

Despite its vide usage in scientific research, as well as in everyday life, there is still no general agreement regarding what employee satisfaction is.

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In fact there is no final definition on what employee represents. Therefore before a definition on employee satisfaction can be given, the nature and importance of work as a universal human activity must be considered.

The term employee satisfactions refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the employee indicate employee satisfaction. Negative and unfavorable attitudes towards the employee indicate employee dissatisfaction [24]. Employee satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her employee, particularly in terms of intrinsic motivation [25].

Employee satisfaction is defined as the extent to which employees like their work. Based on perceptions, an employee develops a positive or negative attitude towards their employee and environment. Also it is defined as a pleasurable or positive emotional state resulting from the appraisal of one's employee or employee experiences [26].

3.Employee Satisfaction and Performance Relationship:

The relationship between employee satisfaction and performance has been critically assessed in a variety of organizational settings. Cummings (1970) identified three major points of view concerning this relationship. Satisfaction causes performance, performance causes satisfaction and rewards cause both performance and satisfaction. Kornhanuser and Sharp (1976) have conducted more than thirty studies to identify the relationship between satisfaction and performance in industrial sector. Many of the studies have found that a positive relationship existed between employee satisfaction and performance. Smith and Cranny (1968) reviewed the literature and concluded that satisfaction is associated with performance as well as effort, commitment and intention. Porter and Lowler (1969) suggested that satisfaction will affect a worker's effort, arguing that increased satisfaction from performance possibility helps to increase expectations of performance leading to rewards. Carroll, Keflas and Watson (1964) found that satisfaction and productivity are crucial relationship in which each affects the other. They suggest that performance leads to more effort because of high perceived expectancy. The effort leads to effective performance, which again leads to satisfaction in crucial relationship. David, Joseph and William (1970) suggest that the type of reward system under which workers perform strongly influence the satisfaction performance relationship [27].

4. Impact of employee Satisfaction determinants on their performance:

Here, we address various determinants of employee satisfaction and their impact on employee performance.

Job satisfaction is an outcome of different factors like pay, promotion, the work itself, supervision, relationships with co-workers and opportunities for promotions [28].

4.1. Impact of rewards/pay on employee performance:
One of the most important factors is pay. [29] found that there is positive relationship between equity based compensation and performance. Here are some empirical evidences that there is positive correlation between compensation and performance [30].

4.2.Impact of promotion on employee performance:
Teseema and Soeters concluded that there is positive relationship between promotion practices and perceived performance of employee[31].

4.3. Impact of job safety and security onemployee performance:
Important factors like low job security, working conditions and the nature of work, low wages and lack of promotion, low job autonomy have adverse affect on the level of job satisfaction of employees (Guest, 2004; Silla et al.,2005).

4.4. Impact of working conditions on and employee performance:
The researcher found that work environment is an important determinant of job satisfaction of employees [33].

4.5. Impact of relationship with co-workers on employee performance:
James concluded that the working as a team has significant impact on the satisfaction level of employees as it affects their performance[34].

4.6. Impact of relationship with supervisors on employee performance:
The productivity and performance of the subordinates is significant toward the managerial actions and supervision of the workers [35].

4.7. Impact of nature of work on job satisfaction and performance:
Robbins et al. refer to the work itself as "the extent to which the job provides the individual with stimulating tasks, opportunities for learning and personal growth, and the chance to be responsible and accountable for results"[36].

5. Research methodology:
5.1. Instruments of the research:
Table (1) describes the dimensions of the study. Where we have been relying on questionnaire includes 4 fields and 26 items, to be briefing the components of employee satisfaction and their competences in Algerian pharmaceutical organizations.

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Table (1): Dimensions of the research.

5.2. Sampling:

Nº	Dimension	No. of Items
1	Rewards/pay and safety in Algerian Pharmaceutical organizations.	5
2	Relationship with supervisorsin Algerian Pharmaceutical organizations.	7
3	relationship with co-workersin Algerian Pharmaceutical organizations;	5
4	Employees Competences	9
	Total	**26**

Sampling techniques can be divided into two types: probability and non probability sampling [37]. In this research, we prefer to use probability sampling. We are used a simple random sample, where 83 employee in 16 Pharmaceutical organizations in the State of khenchela were surveyed and 51 employee responded (response rate 61.44%).

6. The statistical treatment used in our research:

For each type of measurement there is an appropriate method that can be applied and not others. As table (2) illustrate, in this research, we use the ordinal scales, which is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the importance (1,2,3,4,5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels.

Table (2): The Likert scale model in answering the questionnaire

Weight	Descriptive interpretations
5	Strongly agree
4	agree
3	neutral
2	disagree
1	Strongly disagree

In statistical treatment of the instrument of our research we use Kolmogorov-Smirnov test of normality, validity to choosing tests that suite our research. From table (3), the p-value for each field is smaller than 0.05 the level of significance, then the distribution of each one is not normally distributed and the instrument of research (questionnaire) is valid, so it can be used to measure what it supposed to be measuring[38].

Table (3): Kolmogorov-Smirnov Test of Normality, Validity and reliability

	Kolmogorov-Smirnov[a]		
	Statistique	ddl	(Sig)
- Rewards/pay and safety in Algerian Pharmaceutical organizations.	,130	51	0.031
- Relationship with supervisorsin Algerian Pharmaceutical organizations.	,232	51	0.000
- relationship with co-workersin Algerian Pharmaceutical organizations	,158	51	0.003
- Employees Competences.	,222	51	0.000

a. La distribution à tester est gaussienne.
b. Calculée à partir des données.

Consequently, we will use non-parametric tests to analyze the statistical data of this research. The data will be analyzed by (spss), and we would utilize the following statistical tests:

- Cronbach's Alpha to test the reliability statistics;
- Spearman rank to test the correlation coefficient;
- Frequency and descriptive analysis;
- Nonparametric tests.

7. Questionnaire:
7.1. Questionnaire validity and reliability:
The statistical validity of the questionnaire is used to evaluate the instrument validity for using it in measuring what it supposed to be measuring. And it refers to the correlation degree between each field in the questionnaire and the whole questionnaire, what is named structure validity.

In table (4) we have tested the structure validity of the questionnaire by using Spearman Rank Correlation Test for Validity to calculate the correlation coefficient for the questionnaire. The result shows that, there is a high degree of consistence and validity of the instrument of research (questionnaire). Where the test of Spearman-Brown gives high levels of correlation they were in the range from 0.790 and 0.797, and (Cronbach's Alpha the test of reliability statistics is equal to 0,655), and split half the test of reliability is equal to 0,790).

Table (4): validity of the questionnaire (Split Half Method).

	Partie 1	Valeur	,029
Alpha de Cronbach		Nombre d'éléments	3[a]
	Partie 2	Valeur	,792
		Nombre d'éléments	2[b]
	Nombre total d'éléments		5
	Corrélation entre les sous-échelles		,655
Coefficient de	Longueur égale		,792

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Spearman-Brown	Longueur inégale	,797
Coefficient de Guttman split-half		,790
a. the elements are: rewards and pay, Relationship with supervisors in Algerian Pharmaceutical organizations., Relationship with the team.		
b. the elements are: Relationship with the team, Efficiency of work performance, all questionnaire.		

7.2. Profile of the study sample:

To perform the aim of our research we choose some profiles of the study sample table (5), which includes the gender of employees in Algerian pharmaceutical organizations, their specialties, and their experience, to illustrate the impact of these profiles on the employee's competences in these organizations.

Table (5): Profile of the study sample.

Gender	Frequency	Percent
Male	32	63
Female	19	37
Total	51	100.00
experience	**Frequency**	**Percent**
Less than 5 years	20	39
Between 5 to 10 years	6	12
More than 10 years	25	49
Total	51	100.00
specialty	**Frequency**	**Percent**
Pharmacist	32	63
Other specialty	19	37
Total	**51**	**100**

8. Results of research:

H.1: The statistical tests used in this research proving the existence of **"*employee satisfaction*"** in Algerian pharmaceutical organizations. This hypothesis can be divided into the following sub-hypothesis:

H1a: There is statistically significant on the existence of **"*awards and safety in Algerian pharmaceutical organizations*"**. Table (6) shows these results:

The mean of paragraphs number (5, 2 and1) are successively equal to (3.37, 3.25 and 3.10) their S.D = (0.979, 1. 185 and 1.446), and their test value=(24.602, 15.303, and 19.689), and their p-value=0.00 which is smaller than the level of significance α=0.05. So we can conclude that the employees in

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Algerian pharmaceutical organizations are ***neutral*** to these paragraphs, because its mean is less than 4 and the sign of its test is positive.

The mean of paragraphs number (3and 4) are successively equal to (2.84 and 2.61) their S.D = (1.065 and 0.874), and their test value= (19,059 and 21.319), and their p-value=0.00 which is smaller than the level of significance α=0.05. So we can conclude that the employees in Algerian pharmaceutical organizations are ***disagree*** to these paragraphs, because its mean is less than 3 and the sign of its test is positive.

The mean of the existence of awards *and safety in Algerian* pharmaceutical organizations" is equal to 3.034 and its P value =0.000. So we can conclude that the employees in Algerian pharmaceutical organizations are ***neutral*** to this paragraph, because its mean is equal to 3 and the sign of its test is positive.

Table (6): **mean and test values for "*awards and safety in Algerian pharmaceutical organizations*".**

N	Items	Mean	S.D	Test value	p-value
1	I am satisfied with my salary and compensation.	3.10	1.446	15.303	0.00
2	I am satisfied with the security level provided in the organization.	3.25	1.185	19.689	0.00
3	The organization contributes to professional development	2.84	1.065	19.059	0.00
4	The organization offers special training at its own expense.	2.61	0.874	21.319	0.00
5	The organization is interested in encouraging continuous learning.	3.37	0.979	24.602	0.00
6	All paragraphs	3.034	0.787	22.654	0.00

H1b: There is statistically significant on the existence of **"**relationship between supervisor and the employees *Algerian* pharmaceutical organizations". Table (7) shows the following results:

The mean of paragraphs number (1, 3, 4 and 2) are successively equal to (4.76, 4.47, 4.08) their S.D = (0. 651, 0.504, 0.796), and their test value= (52.285, 63.33, 34.890, 35.263), and their p-value=0.00 which is smaller than the level of significance α=0.05. So we can conclude that the employees in Algerian pharmaceutical organizations are ***strongly agreeing*** to these paragraphs, because its mean is greater than 4 and the sign of its test is positive. Also, the mean of paragraphs number (5, 6) are successively equal to (3.73, and 3.14) their S.D = (0.961, 1. 040), and their test value=(27.691, 21.551), and their p-value=0.00 which is smaller than the level of significance α=0.05. So we can

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conclude that the employees in Algerian pharmaceutical organizations are *neutral* to these paragraphs, because its mean is less than 4 and the sign of its test is positive.

The mean of the existence of *relationship between employers and their employees in Algerian* pharmaceutical organizations" is equal to 4.081 and its P value =0.000. So we can conclude that the employees in Algerian pharmaceutical organizations are *agreeing* to this paragraph, because its mean is equal to 4 and the sign of its test is positive.

Table (7): **mean and test values for "*Good relationship between employers and their employees in Algerian* pharmaceutical organizations".**

N	Items	Mean	S.D	Test value	p-value
1	I am satisfied with my relationship with the employer.	4.76	0.651	52.285	0.00
2	I am satisfied with the level of respectful treatment of workers at different levels	4.08	0.796	35.263	0.00
3	I am satisfied with the level of trust between the employees and the employer	4.47	0.504	63.333	0.00
4	The employer recognizes the efficiency of the employee	4.31	0.883	34.890	0.00
5	I am satisfied with the level and type of dialogue between the employee and the employer	3.73	0.961	27.691	0.00
6	The objectives and strategy of the organization are discussed with the staff	3.14	1.040	21.551	0.00
7	All paragraphs	4.081	0.652	36.587	0.00

H1c: There is statistically significant on the existence of **"**goodrelations inside the work teams of *Algerian* pharmaceutical organizations". Table (8) shows the following results:

Table (8): mean and test values for "*Good relationship inside the work teams in Algerian pharmaceutical organizations".*

N	Items	Mean	S.D	Test value	p-value
1	I am satisfied with my relationship with most of the staff	4.71	0.460	73.030	0.00
2	I am satisfied with my mutual trust with my colleagues	4.69	0.735	45.559	0.00
3	We have a cohesive team and I do not	4.06	1.121	25.859	0.00

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N	Items	Mean	S.D	Test value	p-value
	want to break away from them				
4	When making a decision all the members of the team contributes	4.08	0.796	36.587	0.00
5	Staff have the necessary autonomy	4.16	0.784	37.857	0.00
6	All paragraphs	4.34	0.659	25.361	0.00

The mean of paragraphs arranged between 4.06 and 4.71, and their P value =0.000. So we can conclude that the employees in Algerian pharmaceutical organizations are *strongly agreeing* to these paragraphs, because their means are bigger than 4 and the sign of its test are positive.

H2. There is statistically significant on the existence of *"employee performance"* in Algerian pharmaceutical organizations; Table (9) shows the following results:

Table(9): mean and test values for *"employee performance in Algerian pharmaceutical organizations"*.

N	Items	Mean	S.D	Test value	p-value
1	Work is done according to the required level in terms of accuracy, completion, cost and speed.	4.20	0.693	43.217	0.00
2	Employees contribute to improving the profitability of the organization	4.20	0.693	43.217	0.00
3	Contributing staff in providing high quality services.	4.22	0.702	42.897	0.00
4	Employees have the ability to use modern technology easily and efficiently.	4.14	0.917	32.222	0.00
5	Employees deal with emergencies, crises, work pressures and uncertainties.	4.08	0.796	36.587	0.00
6	Employees have the ability to solve problems creatively	4.02	0.720	39.284	0.00
7	Staff have the ability to adapt collectively and culturally	4.08	0.627	46.417	0.00
8	Employees have the desire and ability to learn continuously	4.20	0.849	35.296	0.00
9	All paragraphs	4.15	0.652	43.256	0.00

The mean of paragraphs arranged between 4.02 and 4.22, and their P value =0.000. So we can conclude that the employees in Algerian pharmaceutical organizations are *strongly agreeing* to these paragraphs, because their means are bigger than 4 and the sign of its test are positive.

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H3. There is statistically significant on the relationship between **"*employee satisfaction*"** and "***employee performance***" in Algerian pharmaceutical organizations; this hypothesis can be divided into the following sub-hypotheses:

H3a. There is a statistically significant relationship between *"Rewards &pay"* and the "*employee performance*" in Algerian pharmaceutical organizations.

The table (10) of spearman coefficient correlation shows Test value= **-0.256** the p-value **(sig) =0.69** which is bigger than the level of significance 0.05. The sign of test is negative, so there is no statistically significant relationship between "*"Rewards &pays in Algerian* pharmaceutical organizations*"* and the "*employee performance"* amongst *Algerian* pharmaceutical organizations.

H3b. There is a statistically significant relationship between the "Relationship with supervisors" and the "*employee performance*", in Algerian pharmaceutical organizations.

The table (10) of spearman coefficient correlation shows Test value= +**0.625** the p-value (sig) =0.03 which is smaller than the level of significance 0.05. The sign of test is positive, so there is a statistically significant relationship between **"**Relationship with supervisors***"** and "*efficiency work performance"*

H3c. There is a statistically significant relationship between the "Relationship with the teamwork" and the "*employee performance*", in Algerian pharmaceutical organizations.

The table (10) of spearman coefficient correlation shows Test value= +**0.948** the p-value (sig) =0.00 which is smaller than the level of significance 0.05. The sign of test is positive, so there is a statistically significant relationship between *"Relationship with teamwork***"** and the "*employee performance"*.

Table (10): correlation coefficient of each field and the whole of questionnaire

		Rewards &pay	Relationship with supervisors	Relationship with the teamwork	Employee performance	All quitionnaire
awards and safety	**Coef**	1.00	-0.263	-0.19	-0.256	0.176
	(Sig)	….	0.63	0.893	0.690	0.217
	N	51	51	51	51	51
Relationship with supervisors	**Coef**		1.00	0.231	0.625	0.522
	(Sig)			0.103	0.03	0.00

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	N				51	51	51
Relations hip with the teamwork					1.00	0.948	0.869
						0.000	0.000
						51	51
Employee performa nce						1.00	0.766
							0.000
							51
All quitionna ire						0.766	1.00
						0.000	
						51	

H4. There is a statistically significant difference amongst Algerian pharmaceutical organizations due to privacy determinants (gender, experience, and education level).

H4 a: There is a statistically significant difference amongst Algerian pharmaceutical organizations toward the *employee performance* due to *gender as personal determinants*.

Table (11) shows that the p-value (sig) =0.000 of all fields are smaller than the level of significance 0.05, and then there is significant difference in respondents' answers toward these dimensions.

Table (11): Mann-Whitney test of the fields and p-value for workers' gender.

N°	Field	Test value	(sig)
1	Rewards &pay	-8.199	0.000
2	Relationship with supervisors	-9.26	0.000
3	Relationship with the teamwork	-8.55	0.000
4	Employee performance	-8.69	0.000
5	All quitionnaire.	-8.64	0.000

**The mean difference is significant a 0.05 level.

H4 b: There is a statistically significant difference amongst Algerian pharmaceutical organizations toward the "*employee performance*" due to *experience of workers* as personal determinants.

Table (12) shows that the p-value (sig) =0.000 of all fields are smaller than the level of significance 0.05, and then there is significant difference in respondents' answers toward these dimensions.

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Table (12): Kruskal-Wallis test of the fields and their P-values for experience.

N°	Field	Khi-deux	N	Sig
1	Rewards &pay	76.113	2	0.000
2	Relationship with supervisors	89.405	2	0.000
3	Relationship with the teamwork	76.0.86	2	0.000
4	Employee performance	76.38	2	0.000
5	All quitionnaire.	100.625	2	0.000

**The mean difference is significant a 0.05 level.

H4 c: There is a statistically significant difference amongst Algerian pharmaceutical organizations toward the "*employee performance*" due to *education level* as personal determinants.

Table (13) shows that the p-value (sig) =0.000 of all fields are smaller than the level of significance 0.05, and then there is significant difference in respondents' answers toward these dimensions.

Table (13): Kruskal-Wallis test of the fields and their P-values for education level.

N°	Field	Khi-deux	N	Sig
1	Rewards &pay	94.207	2	0.000
2	Relationship with supervisors	110.010	2	0.000
3	Relationship with the teamwork	116.962	2	0.000
4	Employee performance	88.428	2	0.000
5	All quitionnaire.	104.633	2	0.000

**The mean difference is significant a 0.05.

Conclusion:

The previous analysis of the data revealed the following conclusions:

- Pharmacy workers in Algeria are not satisfied with the level of security provided and the level of reward granted to them, especially the pharmacists, where they receive a certain wage, and is almost equal with other whom have lower levels of education;
- Pharmacy owners are not interested in developing their workers by providing special training to avoid costs;

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- There is a good and trust-based relationship between the employer and the workers in Algerian pharmacies, but they do not share them in setting goals and developing work plans;
- There are strong relationships among workers, which greatly affects their competence;
- Pharmacists' workers have a good level of competence to deal with critical situations;
- There is a strong relationship between the efficiency of the workers and the quality of the relationship between them as a team and their relationship with the employer.
- The degree of impact of the wage paid, the relationship with the employer and the relationship with the work team differ on the efficiency of the workers in pharmacies with different sex, since the males are more sensitive to the impact of the female;
- The degree of impact of the remuneration awarded, the relationship with the employer and the relationship with the work team differ on the efficiency of the workers in the pharmacies with different experience, since the experienced are more sensitive to the impact;
- The degree of impact of the wage paid, the relationship with the employer and the relationship with the work team differ on the efficiency of the workers in pharmacies at different levels of education, as the pharmacists are more sensitive to the impact.

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