

FAST FACTS **FOCUS** SERIES:



TECHNICIAN ENGAGEMENT & SATISFACTION

Each Friday in this 4-week series focused on pharmacy technician engagement and satisfaction we will share what we have learned from our survey of nearly 1,000 pharmacy technicians from around the state of Wisconsin. We invite you to [SHARE](#) your own success stories of what you have done to improve technician engagement and satisfaction within your own pharmacy team.

WEEK 1: SHOW YOUR APPRECIATION

What is recognized as a “reward” to an employee or fellow coworker? Rewards are defined as anything tangible or intangible that an employer either intentionally or unintentionally provides to employees in exchange for one’s positive contributions.¹ On the receiving end, the employee also views the reward as having positive value and satisfies his or her self-identified needs. Given the variety of ways to show appreciation, the options for creating a rewards system are quite broad. HR literature describes this perspective as the “total reward” approach. The benefits of having a systematic rewards system include recruiting the right people, retaining top performers, and motivating employees to go above and beyond.

Elements of the total reward can be divided into extrinsic and intrinsic rewards:

| Extrinsic Rewards | Intrinsic Rewards |
|------------------------|-------------------------------|
| Financial based | Personal sense of fulfillment |
| Developmental | Job Challenge |
| - Learning, training | - Task variety |
| - Succession planning | - Task complexity |
| - Career progression | |
| Social | Responsibility |
| - Organization culture | - Autonomy |
| - Performance support | |
| - Work group affinity | |
| - Work-life balance | |

Taking advantage of opportunities to express appreciation can motivate employees, provide a sense of accomplishment, and help employees feel valued. Through recognition, employees will feel a stronger sense of loyalty to the organization which may help increase productivity and retention. Public recognition will highlight examples of positive behaviors and reinforce the desired culture in the workplace.

A Gallup poll revealed honesty, authenticity, and personalization are the key characteristics for effective recognition.² It is important for leaders to know how their employees appreciate being recognized and who they appreciate being recognized by. The most memorable recognition most often comes from a direct supervisor (28%), a high-level organizational leader (24%), the supervisor’s manager (12%), a customer (10%), and peers (9%). When a leader hears positive remarks about an employee or coworker, the individual may greatly appreciate if those praises are

shared with them to reinforce their hard work does not go unnoticed. The poll also identified 6 methods as top forms of recognition:

1. Public recognition: reward, certificate, commendation
2. Private recognition from an organization leader, peer, or customer
3. Receiving or obtaining a high level of achievement through performance evaluations
4. Promotion or increase in responsibility as a demonstration of trust
5. Monetary reward such as a prize or pay raise
6. Personal satisfaction or pride in work

Overall, recognition must be sincere, multimodal, and frequent to be most effective. Typical models utilize the top-down approach to feedback however appreciation should be encouraged to come from every direction within a pharmacy. Organizations with strategic recognition programs are less likely to report frequent turnover.³ Frequent and timely recognition can ensure that the individual sees the significance of the achievement and can reinforce the behavior immediately. Acknowledging accomplishments can go a long way to increasing an employee's sense of value and overall job satisfaction.

References

1. Shields J, Brown M, Kaine S, et al. *Managing Employee Performance & Reward: Concepts, Practices, Strategies*. Cambridge: Cambridge University Press, 2016. Print.
2. Mann A, Dvorak N. Employee recognition: low cost, high impact. *Gallup*. 28 June 2016. Web. Accessed 1 Mar 2017. Available at: <http://www.gallup.com/businessjournal/193238/employee-recognition-low-cost-high-impact.aspx>.
3. The business impact of employee recognition. *SHRM/ Globoforce*. 2012. Web. Accessed 1 Mar 2017. Available at: http://go.globoforce.com/rs/globoforce/images/SHRMFALL2012Survey_web.pdf.