

Workplace Engagement in Expanded Roles in the Pharmacy: A Test of Motivation Crowding

*A Presentation for NABP/AACP
District Five*

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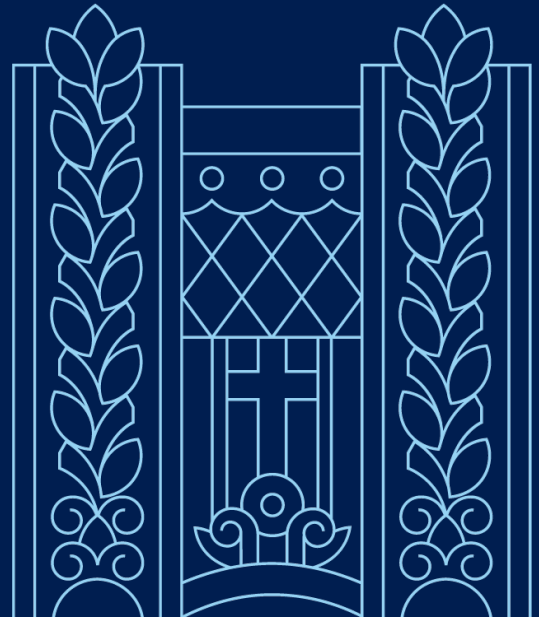
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Agenda

- Motivation in the Pharmacy Workforce
 - The Motivation Crowding Theory
- Our Study
 - Sample
 - Methods
- Results
- Conclusions

Motivation in the Pharmacy Workforce



Workforce Research in Pharmacy

- The expansion of roles among pharmacy technicians has been a popular area for research for the past twenty-plus years.
- Policy changes in many states have expanded the roles of pharmacy technicians in response to much of this research.
- Despite research showing the successes of implementing expanded roles for technicians, anecdotal evidence showed varying interest among technicians taking on advanced roles.

Motivation among Pharmacy Technicians

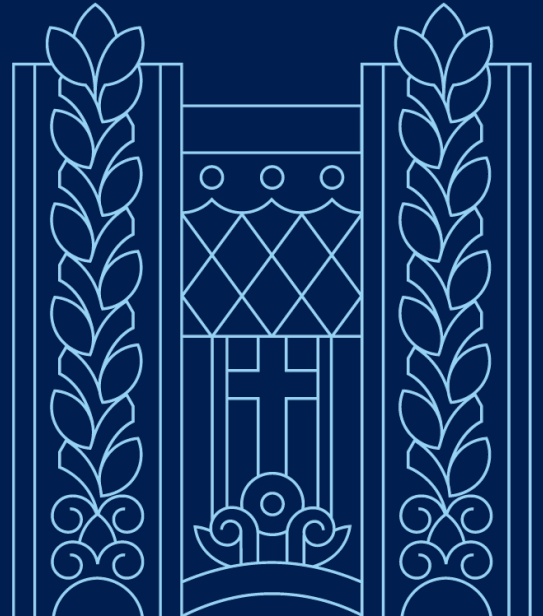
- A previous study (Sparkmon et al.) focused on the motivations of pharmacy technicians within their work lives.
- It was seen that what pharmacists believed motivated technicians did not fully align with pharmacy technicians' actual beliefs.
- Additionally, it was found that technicians were more likely to take on additional responsibilities when role expansion messaging from pharmacists was tailored to occupational values which technicians found more personally important.



Motivation Crowding Theory

- First posited in the management literature around the turn of the 21st Century, the motivation crowding theory asserted that motivation was not an unchanging belief among individuals.
 - The theory argues that an external factor such as extrinsic motivators (e.g., monetary incentives) may undermine the impacts of an individual's intrinsic motivation.
- The theory has been criticized by scholars across the academy and tests of the theory have been inconclusive. Additionally, studies have not investigated workers in the pharmacy sector.

Our Study



Our Study

- With limited research testing the Motivation Crowding Theory (particularly in the healthcare sector), this study utilized a quantitative survey to build preliminary understanding of work motivation within the pharmacy sector.
- In doing this, we incorporated elements from the management literature that have been minimally utilized within pharmacy practice research prior to this study.
 - Our study adapted the work of Putra et al. (2015) in hospitality.

Sample

- Our study population was pharmacy technicians who were registered in the five US states which are a part of NABP/AACP's District Five from registration lists obtained from the respective state boards of pharmacy.
- A random sample of 500 technicians from each state with active licenses or registrations were selected among from each state's roster.

Methods - Distribution

- Surveys were distributed to sampled technicians through mailed recruitment letters which contained both the web address and a QR code to direct recipients to the electronic survey.
 - Following the first recruitment letter, a second letter was distributed to technicians yet to complete the survey two weeks later, and a final invitation sent two weeks after the reminder.
 - Participants who complete the survey will be entered into a lottery for a \$100 gift card. Five respondents from each state will be selected to receive a gift card.



Methods - Variables

- Demographic variables were collected from each respondent
- Job Satisfaction was measured using the Job Satisfaction survey (JSS) developed by Paul Spector.
- Work engagement was measured by the 9-item version of the Utrecht Work Engagement Scale (UWES-9), a previously validated measure of work engagement.

Specific Aims and Hypotheses

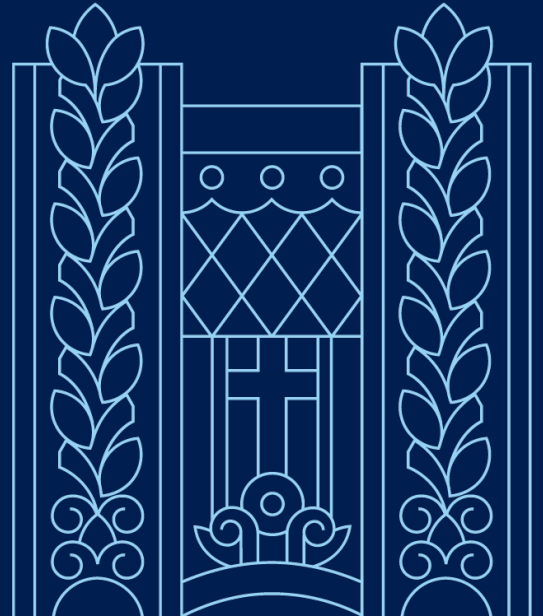
Specific Aim 1: Examine the relationship between both intrinsic and extrinsic motivators and work engagement among pharmacy technicians.

- **Hypothesis 1A:** An increase in wages will be more important to a technician than any intrinsic motivator in terms of work engagement within the pharmacy.
- **Hypothesis 1B:** Providing a technician an opportunity for job promotion will be more important than any intrinsic motivator in terms of work engagement within the pharmacy.

Specific Aim 2: Identify whether extrinsic motivators have a “crowding-out” or “crowding-in” effect on intrinsic motivators of pharmacy technicians.

- **Hypothesis 2A:** The effects of intrinsic motivation will be diminished among pharmacy technicians when technicians are presented with increased pay.
- **Hypothesis 2B:** The effects of intrinsic motivation will be diminished among pharmacy technicians when technicians are presented with opportunities for promotion.

Results





Descriptive Statistics – JSS Subscales

Subscale	Mean	Std. Deviation	N
Pay	12.21	5.461	193
Promotion	13.55	3.266	193
Supervision	19.7	4.322	193
Fringe Benefits	14.64	4.701	193
Contingent Rewards	14.25	5.255	193
Operating Conditions	15.68	3.592	193
Coworkers	17.49	3.962	193
The Nature of the Work	20.06	3.116	193
Communication	15.84	4.596	193





Descriptive Statistics – UWES-9

	Mean	Std. Deviation	N
Engagement	5.28	1.131	200
Vigor	5.02	1.359	200
Dedication	5.53	1.254	200
Absorption	5.3	1.237	200



Hypothesis 1B

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	SE	Beta		
1 (Constant)	0.337	0.409		0.823	0.412
Pay	0.01	0.013	0.048	0.802	0.424
Supervision	-0.001	0.015	-0.005	-0.083	0.934
Nature of Work	0.243	0.02	0.681	11.884	<.001

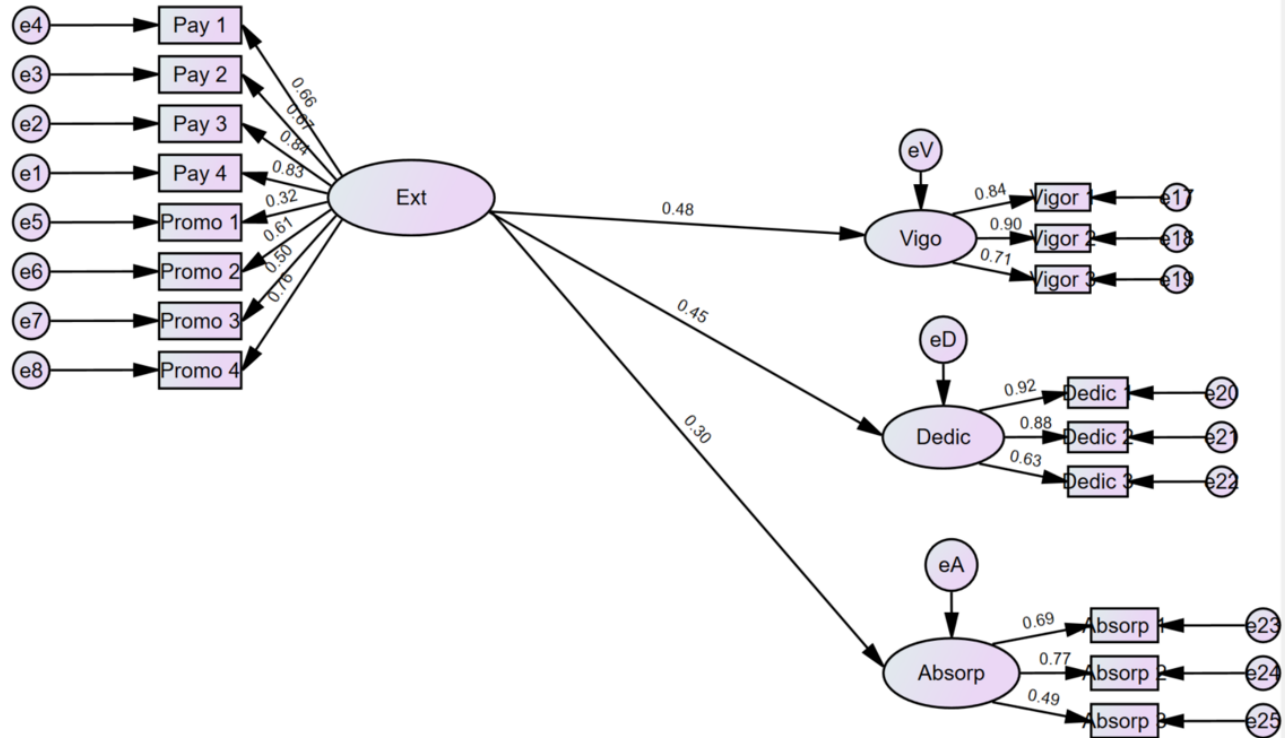


Hypothesis 1A

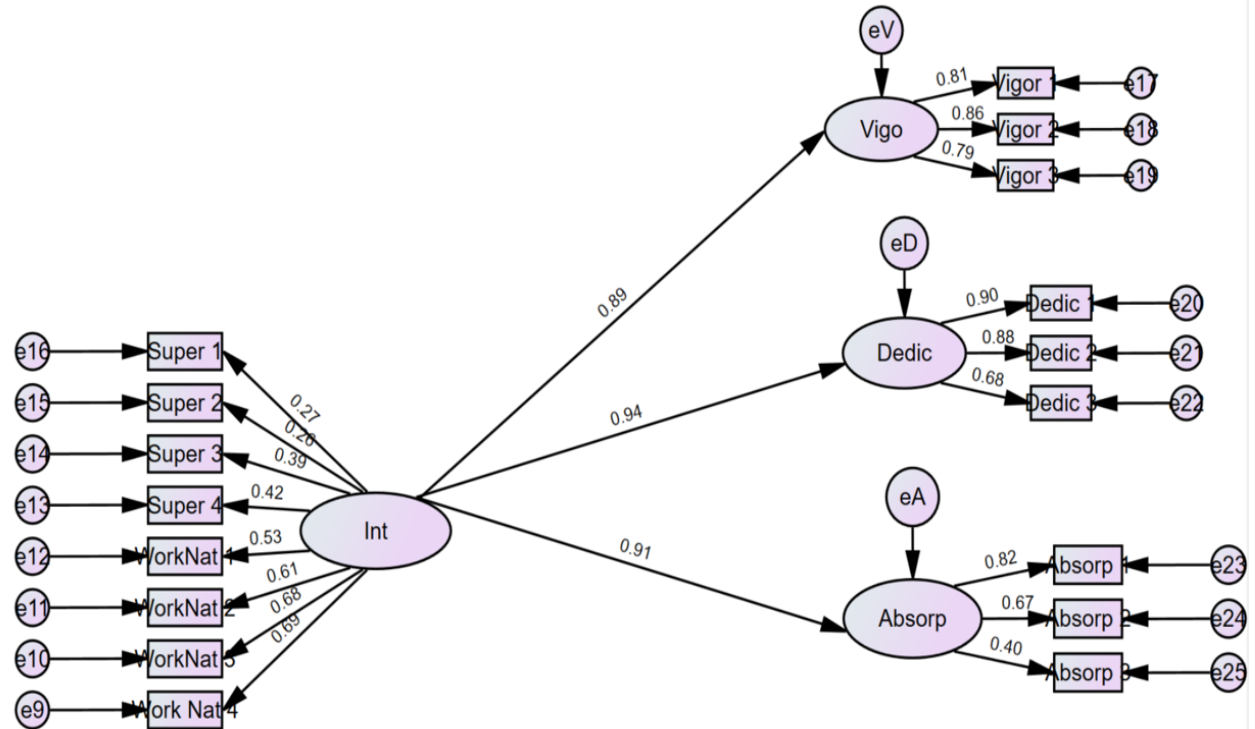
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	SE	Beta		
1 (Constant)	0.25	0.416		0.601	0.549
Promotion	0.012	0.021	0.035	0.596	0.552
Supervision	0	0.015	0.002	0.031	0.975
Nature of Work	0.244	0.021	0.68	11.765	<.001



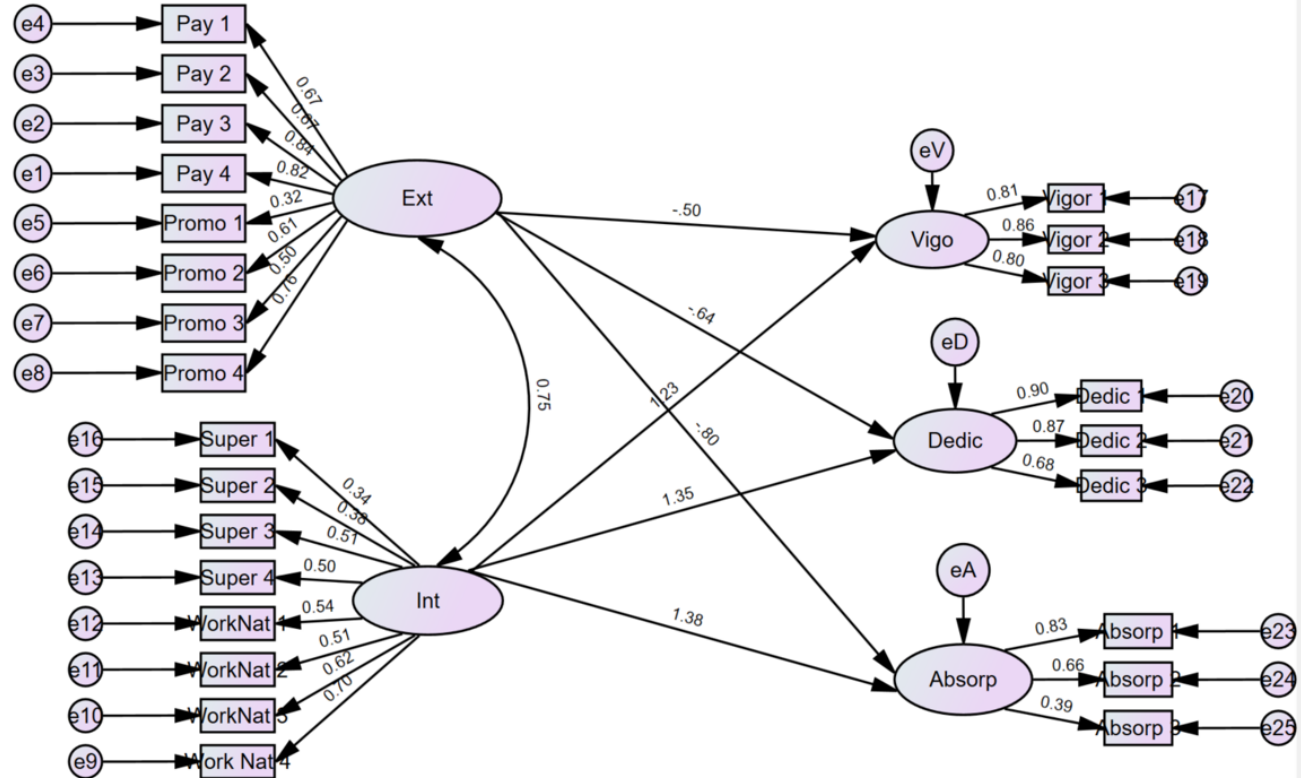
Path Analysis - Extrinsic



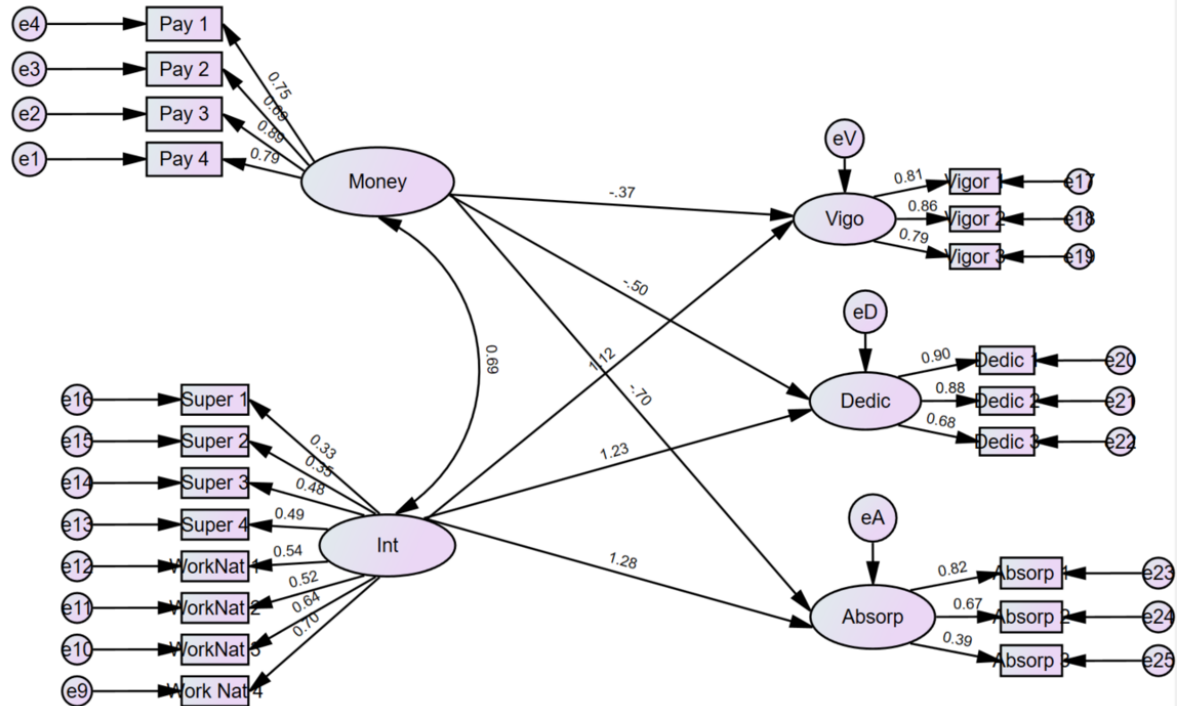
Path Analysis - Intrinsic



Path Analysis – Combined Model



Hypothesis 2A



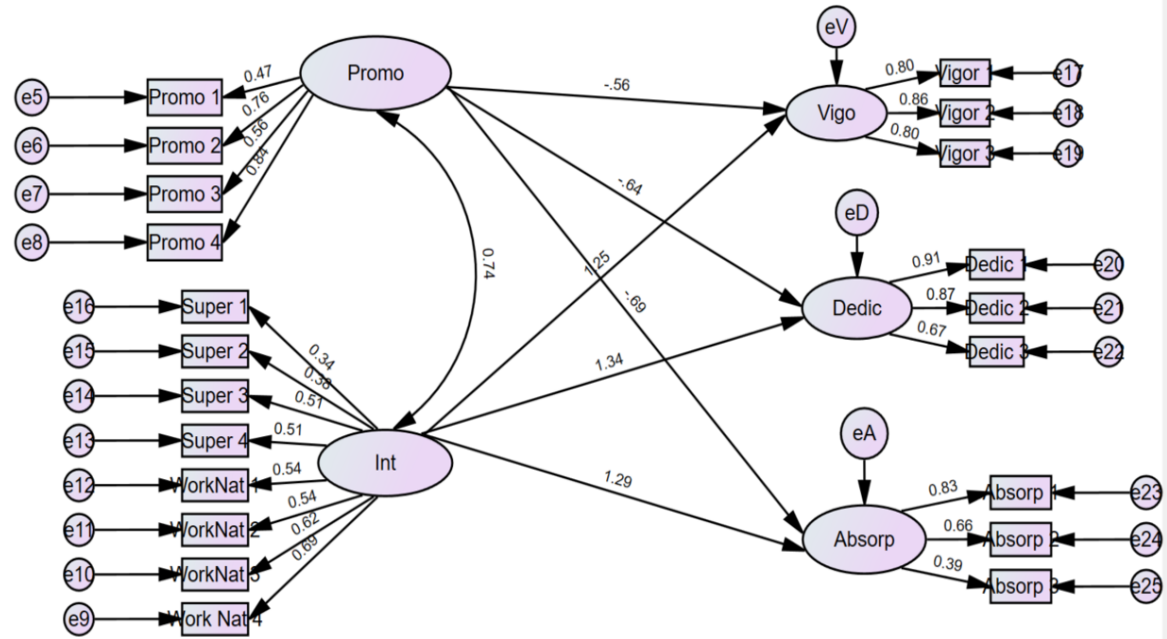


Hypothesis 2A

			Stan. Est.
Vigor	<---	Pay	-0.366
Dedication	<---	Pay	-0.5
Absorption	<---	Pay	-0.699
Vigor	<---	Intrinsic	1.121
Dedication	<---	Intrinsic	1.23
Absorption	<---	Intrinsic	1.279



Hypothesis 2B



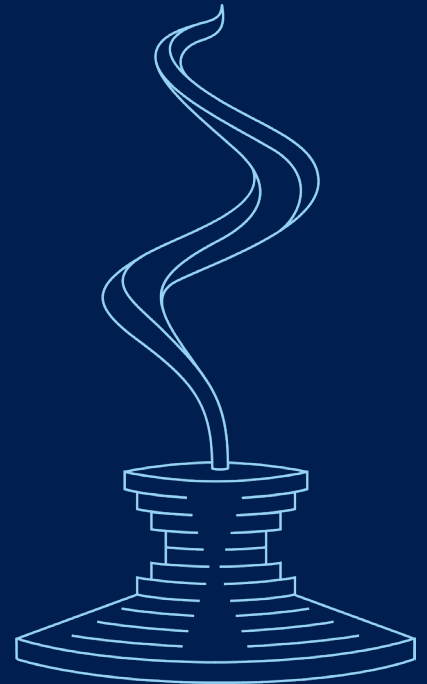


Hypothesis 2B

			Stan. Est
Vigor	<---	Promotion	-0.563
Dedication	<---	Promotion	-0.642
Absorption	<---	Promotion	-0.686
Vigor	<---	Intrinsic	1.254
Dedication	<---	Intrinsic	1.335
Absorption	<---	Intrinsic	1.293



What Does This Mean?



Discussion

- Our findings do not support the Motivation Crowding Theory as posited by management scholars.
- How can this shape future practice in pharmacy?
 - Improve the understanding of motivators for the pharmacy workforce
 - Adapt messaging regarding expanded roles following policy changes
 - Find ways to think about role expansion and other policy changes in a different way prior to implementation.

Future Opportunities

- Expand research into pharmacy workforce motivation in the effort to improve uptake of new policies and procedures in the pharmacy
- Find new areas to investigate the pharmacy workforce beyond strictly workplace efficiencies.
- Look for new areas of motivation and occupational values research in the pharmacy workforce in the current era of pharmacy practice.

Questions?

