Discipline and Motivation

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Learning Objectives

• Distinguish two types of behavior problems in the pharmacy: problems of performance and problems of conduct
• Explain the basis for motivating pharmacy personnel according to the Motivation-Hygiene Theory and Hierarchy of Needs Theory and specific techniques for motivation employees
• Describe the key elements to include in a corrective interview when attempting to correct problems of performance
Learning Objectives

• Describe the steps of progressive discipline that are used to correct problems of conduct
• Explain what is meant by employment-at-will and exceptions to this doctrine recognized by state legislatures
• Describe characteristics of documentation that will help counteract claims of wrongful discharge
Behavior Problems

• Examples
  – Chronic Rx errors, absenteeism, theft, insubordination

• Result
  – Financial loss
Two Types of Behavior Problems

• Performance problems
  – How well the job is done
  – Why: unmotivated, incapable

• Conduct problems
  – Adherence to rules, regulations, and policies
  – Why: willful
Prevention Via Communication

• Performance problems
  – Use: JD, standards, appraisal form

• Conduct problems
  – Use: handbook
Knowledge Isn’t Always Enough!

• Behavior = problem → persist
Diagnose

• Does the employee have the skills to perform?
• Does the employee receive adequate feedback?
Diagnose

- Does the employee have the needed time, tools and support?
- Is the desired behavior inadvertently discouraged?
- Does the desired behavior matter?
Correcting Behavior Problems

• Performance problems
  – Use motivation

• Conduct problems
  – Use progressive discipline
Performance Problems

• Basis for correction through motivation:
  – Motivation – Hygiene Theory
  – Hierarchy of Needs Theory
### Motivation - Hygiene Theory

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<tr>
<th>Factors</th>
<th>Examples</th>
<th>Results</th>
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<td>Neutral</td>
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**Motivators:**
- Responsibility
- Advancement
- Growth
- Recognition

**Examples:**
- The work itself

**Results:**
- Motivated
## Motivation - Hygiene Theory

<table>
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<tr>
<th>Factors</th>
<th>Examples</th>
<th>Results</th>
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<tr>
<td>Hygiene:</td>
<td>Salary</td>
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This diagram illustrates the factors and examples under the Hygiene Theory, along with their results.
Hierarchy of Needs Theory

Self-fulfillment
Independence
Self-esteem
Belonging
Security
Motivational Technique

• Disclose financial information
Motivational Technique

• Ask for input and listen
Motivational Technique

• Assign responsibility
Motivational Technique

• Draw-up a development plan
Motivational Technique

- Provide continual feedback
Motivational Technique

• Provide financial awards for success
Motivational Technique

- Provide non-cash awards for success
Motivational Technique

• Personally recognize success
Motivational Technique

• Provide the right tools and physical environment
Motivational Technique

- Minimize personal distractions
Motivational Technique

• Treat temps like regular staff
When Motivation Fails:

• The formal corrective interview
  – Review job standard not being met
  – Develop an action plan in writing
  – Monitor progress
When Motivation Fails:

• The Formal Corrective Interview
  – If improvement, repeat process
  – If no improvement, issue final date
  – Dismissal for “failure to meet job standards”
Conduct Problems

• Basis for correction through discipline
  – Conduct problems are willful
  – Discipline vs. punishment
  – Adopt the “hot stove” rule
Steps of Progressive Discipline

1. Counseling
2. Oral warning
3. Written warning
4. Suspension
5. Discharge
Process of Progressive Discipline

• Can begin at any step, based on severity of infraction

• Repetition of infraction = move to next step

• Notify employee

• Create a file record
Objectives of Progressive Discipline

• Gives employee opportunity to correct the conduct problem
• Demonstrates to outsiders that employee was given ample opportunity for correction
Step 1: Counseling

- Similar to “corrective interview”
- Explain violation of rules, regulations, policies
- Explain consequences = formal disciplinary action
- Document in critical incident log or personnel file
Step 2: Oral Warning

- State: “This behavior cannot continue”
- Document
Step 3: Written Warning (Letter)

- State problem, dates, describe violations
- Summarize previous attempts at correction
- Describes consequences if continues
Step 3: Written Warning (Letter)

- Deliver in private
- Ask employee to sign, date
- Provide copy, retain
Step 4: Suspension

- Removal from workplace
- Notify in writing – include length of suspension, consequences if continues
- Without pay – typically 3 days
- With pay – typically $\frac{1}{2}$ - 1 day
- Alternative: 2nd written warning
Step 5: Discharge

• “There is nothing more either of us can do to rectify this problem. I am terminating your employment”
• Allow employee to express feelings
• Restate “decision is final”
Step 5: Discharge

- Request company property
- Provide severance check, detailed termination letter. Retain copy
Employment at Will

• The employment relationship may be ended at any time, by either the employee or employer, for any reason, or for no reason at all, provided there is no written employment contract covering a fixed term of employment
Exceptions to Employment at Will

- Anti-discrimination laws:
  (Cannot discharge on basis of race, color, religion, sex, national origin, age, pregnancy, disability)
Exceptions to Employment at Will

• Public policy exceptions:
  (Cannot discharge for refusing to commit an unlawful act, whistle blowing, refusing to violate a professional code of ethics, serving on a jury, filing workers’ compensation claim)
Exceptions to Employment at Will

- Implied contract
  (Verbal or written statements that the employee will have a job as long as performance is satisfactory)
Documentation: Best Defense

- Critical incident logs, personnel files
- Timely
- Accurate
- Detailed
Conclusion