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## MOTIVATING FACTORS EFFECTING WORK EFFICIENCY OF EMPLOYEES IN UKRAINIAN PHARMACEUTICAL SECTOR

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**ABSTRACT.** The article presents the analysis of extrinsic and intrinsic motivational factors inherent to employees of pharmacies and pharmaceutical organizations in Ukraine. On the basis of literature review on the key motivation theories, motivational factors for employees in the pharmacy sector are defined. The survey of pharmacies' and pharmaceutical organizations' employees was conducted; as a result, the most efficient motivators were identified which influence employees' work efficiency, as well as the frequency of these motivational factors' use in practical activity. Depending on the impact degree of the determined motivators, the corresponding clusters were developed which enable the formation of optimal motivation schemes for the employees of Ukrainian pharmaceutical sector. Practical recommendations are suggested for managers of pharmacies and pharmaceutical organizations aimed at the efficiency increase of their staff performance and the achievement of corporate goals.

**JEL Classification:** M12,  
M52, M59

**Keywords:** extrinsic and intrinsic motivational factors, motivator, personnel, pharmacies and pharmaceutical organizations, Ukraine

### Introduction

Motivation is a multi-factor and complex phenomenon of the contemporary society which is influenced by the system of values, commitments and perceptions of various people. The well-known British writer and social psychologist John Raven (1984) argues that behavior is determined by motivation far stronger than by one's abilities. In a company having a certain structure, purposes, organizational culture and the system of values, motivation depends not only on personal features of each individual, but also on the company's corporate policy.

Even though the issues referring to personnel motivation are of rather universal nature, organizations working in the pharmaceutical sector have their specific features. As pharmacists provide services for the patients who usually have certain health problems, pharmacists' longing for their competence improvement and for obtaining new knowledge aimed at exercising effective pharmaceutical care is an important element of people's welfare and lives' quality.

A pharmacist is a full-scale specialist of the healthcare system, bearing the responsibility for the rational use of medicines, for appropriate application of pharmaceutical care standards,

responsible self-medication, communication with other healthcare specialists, self-development and self-improvement according to the Regulation of the World Health Organization (2006). This is why state bodies, public organizations, higher education institutions and also business leaders of the pharmaceutical sector must pay attention to pharmacists' needs, to peculiarities of their professional motivation in order to raise the level of pharmaceutical care provision overall.

The leadership of Ukrainian organizations, including pharmaceutical ones, often pays attention to the extrinsic factors depending on a company itself, neglecting or underestimating those which rest on the values, wishes and longing of employees, reflecting their needs and consequently – their behavioral motives. Professional and highly competent staff is the core asset of any organization, that is why leadership's understanding of the employees' needs and motivators is the key factor for reaching corporate targets and for successful long-term development.

*The object of the research* is extrinsic and intrinsic motivational factors of Ukrainian employees of pharmacies and pharmaceutical organizations.

*The purpose of the research* is the analysis of motivation factors influencing the performance of employees at pharmacies and pharmaceutical organizations in Ukraine and then constructing the optimal motivation model for this sector. This purpose is very much practice-oriented, as it enables defining the basic needs and motives of employees, the satisfaction of which improves their work efficiency, and as a result, improves financial and economic indicators of the companies operating in the pharmaceutical sector. According to the research purpose, the following *research tasks* have been formulated:

- on the basis of the analysis of the most prominent motivation theories, to point out the factors of extrinsic and intrinsic motivation as applied to the employees of pharmacies and pharmaceutical organizations;
- to define the most effective motivation factors for the employees of pharmacies and pharmaceutical organizations as well as the frequency of their practical application;
- to develop scientific and practical recommendations on motivation and inspiring for employees of pharmacies and pharmaceutical organizations.

## 1. Literature review

*Conception of motivation and motivators.* There are various definitions of motivation describing basic characteristic features of this management function. Sloccum and Henrigel (2007) stated that motivation «represents forces within a person arousing specific, goal-oriented behavior». The definition introduced by Robbins and Decenzo (2004) reveals additional characteristics of these forces, which are based on employees' needs and the desire to meet them: «the willingness to exert high levels of effort to reach organizational goals, conditioned by the effort's ability to satisfy some individual need». In an organization, motivation is based on defining the employees' motives reflecting the fulfillment of internal needs and impulses that the employees try to pursue while working in an organization. Employees' motives are determined by personal values and convictions, as well as by the understanding of their place in the organization. The basic needs, as the foundation of motives, were emphasized in classical content theories of motivation.

*Needs and motives according to Abraham Maslow's theory.* Abraham Maslow (1954) alongside with the basic needs (the physiological and safety needs) which usually are reflected both in extrinsic financial and non-financial organizational motivators, also distinguished the higher needs: the belongingness and love needs, the esteem needs, the need for self-actualization, the desires to know and to understand the aesthetic needs. The belongingness and love needs, as Maslow argues, imply that a person feels «hunger for affectionate relations with people in general,

namely, for a place in his group or family, and he will strive with great intensity to achieve this goal». This need can be partially satisfied by a friendly and supporting corporate relationship, by building a positive organizational climate. Maslow studied two aspects of the esteem needs: on the one hand, these needs are reflected in a person's desire to achieve the goals leading to feelings of satisfaction and self-respect; on the other hand, an individual yearns for recognition, for respect from other people and for a certain status and reputation.

According to Maslow, the need for self-actualization relates to «the desire for self-fulfillment, namely, to the tendency for him to become actualized in what he has the potential», which reflects personal intrinsic aspirations and desires, including fulfillment of one's potential in the process of achieving certain organizational goals. Alongside with self-fulfillment, Maslow also paid attention to such a higher level need as the need for comprehension and understanding, «a desire to understand, to systematize, to organize, to analyze, to look for relations and meanings, to construct a system of values». It is gratification of the cognitive needs, in the scholar's view, that is «subjectively satisfying and yields end experience». The aesthetic needs, studied by A. Maslow as well, also refer to the higher needs that influence the individuals' sense of satisfaction and aspiration for harmony and beauty.

*Needs and motives according to Clayton Alderfer's theory.* In his ERG theory, formulated on the basis of empirical findings, Clayton Alderfer (1972) points out the following needs: existence needs, relatedness needs, and growth needs. C. Alderfer's existence needs correspond to the primary needs suggested by A. Maslow, whereas the relatedness needs imply a desire to belong to a certain group, a determination to feel the support of team members, their affection, respect and recognition. This kind of needs depends on the external conditions and factors which, nevertheless, attach importance to a personality. However, C. Alderfer also accentuated those needs, which do not depend on other people's approval and recognition, but only on the intrinsic desires and determinations of an individual. The growth needs imply self-esteem and self-actualization attained through a person's achievements, development, inner potential fulfillment, and talents. Employees who are determined to satisfy their growth needs, strive for new knowledge, skills, competence growth, and consequently for goal achievement. Alderfer also noted that this need does not only imply one's own growth and development, but manifests to other people's potential, which is currently a major concern for managers and leaders.

*Needs and motives according to David McClelland's theory.* David McClelland (1961, 1985) focused on the needs for affiliation, success and power which determine individuals' behavior and motivation. The affiliation needs reflect a desire of friendly, positive and supportive interpersonal relationships. People with a need for power strive for domineering, keeping the situation under their personal supervision and control, and influencing other people. The need for success, in D. McClelland's opinion, facilitates long-term motivation of people for goal achievement in the long run, and is normally a characteristic of creative and enterprising people. It means that employees are ready to work hard only if their work is interesting in itself; the most important things for them are the fulfillment of goals, the opportunity to obtain necessary knowledge and skills, and real achievements. These people demonstrate readiness to take responsibility while developing and implementing innovative approaches to solve certain tasks, the remuneration is of no value for them unlike the opportunity to attain the objective and produce a positive outcome. It should be noted that D. McClelland's need for success correlates with a process theory of motivation, that is the theory of goal setting by Harry Latham and Edwin Locke (1990); according to this theory individuals' motivation and work efficiency grow if they are assigned the definite (quantitatively measurable), fairly difficult (challenging) but attainable goals. It should be noticed that the complexity of tasks and levels of standards should be gradually raised, thus enabling to disclose the individuals' potential; however, the individuals should be energized and filled with enthusiasm, mutual efforts should be coordinated, willpower and insistence should be potentiated, etc.

*Needs and motives according to Frederick Herzberg's theory.* According to a well-known two-factor motivation theory of Frederick Herzberg (1968, 1987, 2003), there are two groups of factors which influence employees' motivation in an organization: hygiene factors, the lack of which leads to job dissatisfaction, and motivational factors which cause job satisfaction. To hygiene factors Herzberg refers a company policy, relationship with management, working conditions, wages, relationship with colleagues and subordinate employees, status, stability and safety, etc.; with motivational factors he relates achievement, recognition, work itself, responsibility, growth, and advancement. Hygienic motivational factors, which normally include the external financial and non-financial instruments, fail to lead to a complete satisfaction with job performance, unlike the motivational factors that promote long-lasting and effective motivation of the staff. In his article GBR (2003), Frederick Herzberg wrote the following: «Forget praise. Forget punishment. Forget cash. You need to make their jobs more interesting». Considering the importance of motivational factors, Herzberg suggested certain steps to be introduced into companies' policy to improve work environment.

*Transformational leadership theory of Bernard Bass as the basis for motivation and inspiration of the staff.* Considering that an effective and long-term staff motivation is based not only on the external, but also on the internal inspiring factors, the transformational leadership theory of Bernard Bass (1990) should be observed. It emphasized that employees are more effectively motivated for organizational goal achievement if they are supervised by a transformational leader. This leader should have the following main traits: the attentiveness to the followers' (employees') needs, ability to upraise the followers' understanding of importance and meaning of the goals set, ability to inspire employees to reach not only personal but the common corporate goals, ability to provide the followers with a high-level motivation and aspire to creative work and innovations. Besides, Bass observed that the effect of 'building up' effectiveness by combining the transformational and transactional leadership lies in a contingent reward between an employee and a manager. Independent researches, including the international ones, over the next several years confirmed the ability of transformational leadership to improve the effect of transactional leadership (Dubinsky *et al.*, 1995; Judge, and Piccolo, 2004; Zwingmann *et al.*, 2014).

*Self-determination theory of Edward L. Deci and Richard Ryan.* Edward L. Deci and Richard Ryan (2000) suggested their differentiation model or the continuum of intrinsic and extrinsic motivational factors. To the extrinsic factors they refer controlled motivation which consists of external regulation – when an individual's behavior is controlled either by fear of punishment, or by expectation of external gratification, as a striking example – and interjected regulation – when behavior is based on desires for recognition and encouragement from the social medium, unwillingness to experience feelings of guilt. Except for controlled motivation, the authors of the self-determination theory defined other kinds of extrinsic motivation, which are close to intrinsic motivational factors: identification (understanding of values and goals determines the behavior consciousness, an individual's acceptance and sharing of certain rules and procedures) and integration (complete acceptance of external regulators in the individual's system of values, and congruence with existing rules and behavior patterns). Except four extrinsic motivational factors, the authors specify intrinsic motivation based on self-determination, on the aspirations to goal achievement, because all this provides self-satisfaction, happiness, interest, pleasure and the like. All together, the identification, integration and intrinsic motivation form an autonomous motivation, which has the most positive impact on the aspirations for self-development, studying, obtaining new knowledge and professional skills. For instance, the pharmacist likes to provide patients with pharmaceutical care and feels that this practice is going well showing a positive impact on the pharmacy's visitors (intrinsic motivation). On the other hand, the pharmacist understands the necessity of following the basic rules of Good Pharmacy Practice (GPP), which include

requirements of storing, purchasing and selling of medications and other pharmaceutical products (extrinsic motivation components, such as the identification and integration). It is the autonomous motivation that enables integration of external regulators and internal aspiration for personal development into positive outcomes not only for a pharmacist, but for the pharmacy in general.

It should be noticed that it was the self-determination theory to become the foundation of many researches on motivation of studying and professional competence improvement of pharmacists and other specialists in the health care sector (Tjin A Tsoi *et al.*, 2016; Haggera *et al.*, 2014; Williams *et al.*, 1999). According to researches conducted (Tjin A Tsoi *et al.*, 2016), when taken separately, the controlled motivation and autonomous motivation have a negative correlation with continuing education; however, their combination – relative autonomous motivation (RAM) – has a positive impact on pharmacists' desire to study and obtain new knowledge. The given results testify that the existing teaching approaches, in the Netherlands in particular, do not adequately stimulate the autonomous motivation which is the most important and effective kind of motivation for continuous professional development. Besides, according to the researches (Tjin A Tsoi *et al.*, 2016; Power *et al.*, 2008), there are differences in pharmacists' motivation for continuing education, depending on the specifics of their position, gender, work experience and other factors. It appeared that the highest level of autonomous motivation was typical of women with less than 10 years of work experience in hospital pharmacies who were not the owners. The researches conducted among Flemish Community Pharmacists (Driesen *et al.*, 2005) revealed the main forms of pharmacists' motivation for continuing education alongside with the barriers to obtaining new knowledge and skills, and to the professional competence growth among pharmacists, and namely: lack of spare time, family problems, uninteresting subjects, distance to classes.

However, researches conducted in the countries of European Union do not take into account the specific features of the Ukrainian pharmacy business that operates under poor social and economic conditions, where a great part belongs not only to higher needs, according to the content theories of motivation, but also to basic needs influencing the pharmacists' satisfaction level with material welfare.

At the same time, this topic is popular among the Ukrainian researchers' works where the extrinsic motivational factors are accentuated, while the intrinsic inspiring factors are studied poorly and practically not substantiated (Zbritska, 2014; Muzychenko-Kozlovskiy, Kolodiychuk, 2011; Melnyk *et al.*, 2012), in particular, in relation to employees of the pharmaceutical field (Korniyenko *et al.*, 2008; O.M. Tututchenko *et al.*, 2010; Nemchenko *et al.*, 2011; Teterich, 2015).

## **2. Research methodology**

### **2.1. Literature search**

To develop the list of extrinsic and intrinsic motivational factors which influence the pharmacists' work efficiency and their professional competence growth, we have analyzed the basic content theories of motivation (A. Maslow's theory, C. Alderfer's theory, F. Herzberg's theory), as well as B. Bass's transformational leadership theory and self-determination theory of E. L. Deci and R. Ryan). The content theories of motivation were analyzed from the point of view of the higher and basic needs, however, a greater emphasis was made on the intrinsic needs, as these needs, unlike the extrinsic needs, do not require additional financial and material resources. Besides, the theoretical underpinning of their influence on work efficiency of pharmacies' and pharmaceutical enterprises' employees is of a shallow and non-systemic

character. To apply a complex approach to the formation of motivational factors, the transformational leadership theory of B. Bass was analyzed and the factor of a leader's personality and ability to inspire was pointed out; a leader's personality, behavior in organization, relations with employees can be strong motivational factors influencing the employees' work efficiency. The self-determination theory also allowed to differentiate motivational factors influencing the performance improvement of pharmacists, into extrinsic and intrinsic ones; however, this theory was used only partially, the qualitative and quantitative analysis of motivational factors suggested by Edward L. Deci and Richard Ryan (depending on their various combinations) was not conducted.

## 2.2. Quantitative analysis

To achieve the objective of the research and to find out which motivational factors are being used in relation to pharmacies' and pharmaceutical enterprises' personnel, and which of them are most suitable for their performance improvement, the quantitative analysis was conducted: the survey of pharmacies' and pharmaceutical enterprises' employees. In the survey there participated the students having a secondary special pharmaceutical education, working currently in pharmacies and pharmaceutical enterprises and engaged in distance learning for the Specialist's degree in pharmacy at Bogomolets National Medical University. The random simple sampling was used; sampling error (related to a comparatively small number of respondents) constituted 5%. Overall, 127 questionnaires were processed and analyzed (the survey was conducted during May-June 2017. Most respondents were women (about 83%), up to 25 years of age (77,2%), with pharmaceutical education (93,7%), working in pharmaceutical retailing (in pharmacies) – 83,5%, with work experience up to 5 years (85,8%). The detailed characteristics of the Respondents are presented in *Table 1*.

Table 1. Respondents' characteristics

Evaluation criteria	Number of respondents	Percentage (%)
<i>Gender:</i>		
male	22	17,3
female	105	82,7
<i>Age:</i>		
up to 25	98	77,2
25-34	18	14,2
35-44	10	7,9
45-54	1	0,8
<i>Education:</i>		
pharmaceutical	119	93,7
medical	1	0,8
economic	2	1,6
pedagogical	1	0,8
chemical	1	0,8
biological	3	2,4
<i>Sphere of Pharmacy:</i>		
retail trade	106	83,5
wholesale trade	2	1,6
domestic pharmaceutical manufacturer	9	7,1
distributor of a foreign pharmaceutical company	8	6,3
other	2	1,6

<i>Work experience:</i>		
up to 5	109	85,8
5-10	13	10,2
10-15	3	2,4
15-20	1	0,8
25 and above	1	0,8

The work sheet consisted of the following structural parts: respondents' characteristics (age, gender, education, field of work and work experience), factors grading scale (from 'inefficient' to 'very efficient') and frequency scale of applying these factors in practice (from 'never used' to 'is constantly used'). The validity of the given research can be proved by means of the classical Likert scale for evaluation of the factors proposed, and also for the formation of extrinsic and intrinsic motivational factors on the basis of the content theories of motivation, transformational leadership theory and self-determination theory. The research reliability is proved by rather high congruity of the pharmacists' opinions, especially as concerns their evaluation of motivational factors: the mean value of variation coefficient does not exceed 10%.

### 3. Research results

On the basis of literature review on the key content theories of motivation, research works on leadership, the factors of motivation of the employees were determined which were divided, for our purposes, into the following clusters: extrinsic negative motivators (F. Herzberg (1987) described them as 'pushing' but not motivating factors); extrinsic financial and relatively financial positive motivators (promotion was also included into this list, as this motivational stimulus, except additional responsibilities, also implies financial remuneration); extrinsic non-financial positive motivators (the factors reflecting a company's corporate policy); intrinsic motivators (not depending on external stimulation and based on each employee's internal needs, desires, perceptions and aspirations) (*Table 2*).

Table 2. Classification of motivators for employees of pharmacies and pharmaceutical organizations

Extrinsic motivators		
positive		negative
<i>financial and relatively financial</i>	<i>non-financial</i>	
<ul style="list-style-type: none"> <li>• cash bonuses</li> <li>• benefits package (medical insurance, mobile communication compensation, automobile, etc.)</li> <li>• promotion possibilities</li> </ul>	<ul style="list-style-type: none"> <li>• recognition and respect</li> <li>• participation in making organizational decisions</li> <li>• feedback</li> <li>• clear organizational goals</li> <li>• creation and support of friendly corporate climate</li> <li>• keeping balance of work and recreation</li> </ul>	<ul style="list-style-type: none"> <li>• disciplinary action</li> <li>• use of penalty scheme</li> <li>• cancelling cash bonuses or diminishing their extent</li> </ul>
Intrinsic motivators		
<ul style="list-style-type: none"> <li>• achievement of organizational goals</li> <li>• interesting and motivating work</li> <li>• feeling of pride for one's work</li> <li>• leader's personality and ability to inspire</li> <li>• opportunity to obtain new knowledge and skills</li> </ul>		

It should be noted that the choice of these factors is of relatively subjective nature, as there is no fixed gradation to be referred to, for instance, to intrinsic motivational factors. For example, such factor as the personality of a leader (manager) is not included into the content theories of motivation and into the present research on the topic; however, it was included in our research on the basis of B. Bass's transformational leadership theory (1990). Besides, this factor is referred to intrinsic motivational factors, as it implies not the external stimulation but the internal inspiring impact on an employee.

The next stage of the research was a survey conducted among the employees of pharmacies and pharmaceutical organizations in Ukraine. Among the proposed motivational factors which, in respondents' opinions, would facilitate their work efficiency and achievement of corporate goals, the mark 'very efficient' was given to such factors as the possibility of promotion (64,6%) and cash bonuses (58,3%) (Figure 1).

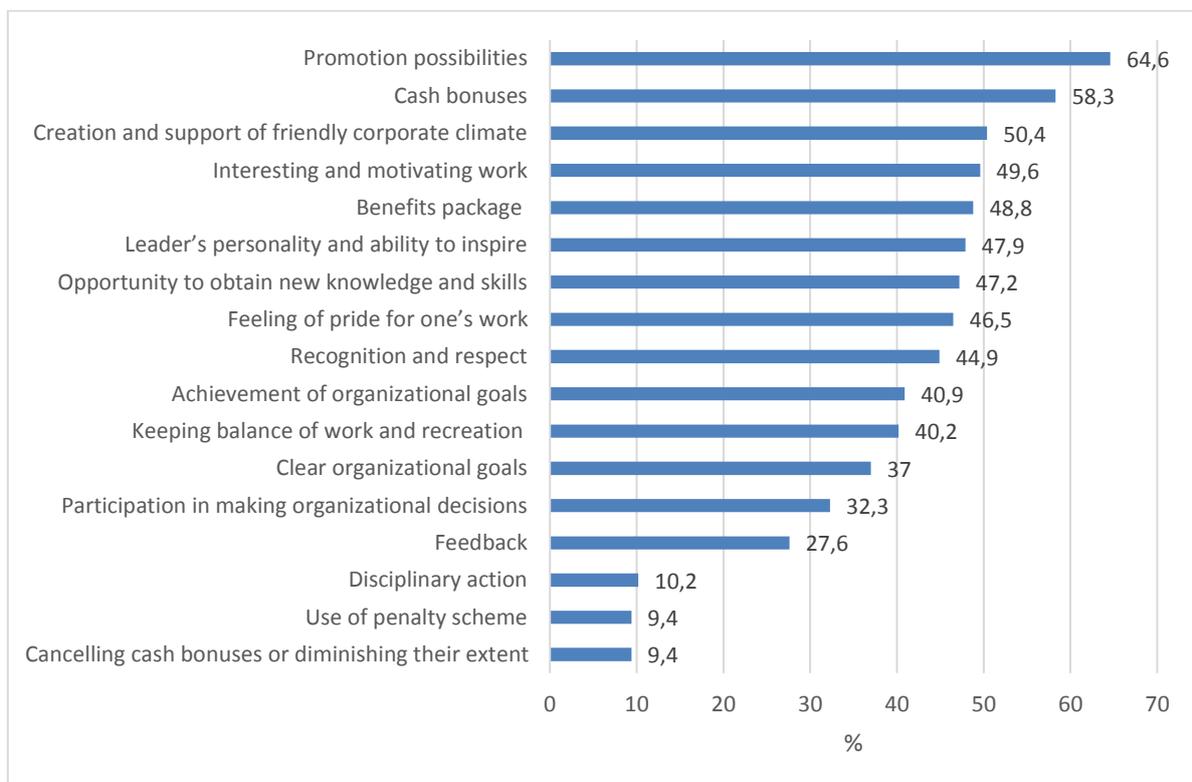


Figure 1. Distribution of motivational factors, which, in respondents' opinions, influence their work efficiency and achievement of corporate goals marked as 'very efficient'

According to the results obtained, motivational factors for the personnel of pharmacies and pharmaceutical organizations can be divided into the following groups depending on the impact degree on respondents (Table 3).

Table 3. Motivators distribution according to impact degree on employees of pharmacies and pharmaceutical organizations

Strong motivators ≥ 55%	Medium motivators < 55% ≥ 45%	Moderate motivators < 45% ≥ 25%	Poor motivators < 25%
<ul style="list-style-type: none"> <li>• promotion possibilities</li> <li>• cash bonuses</li> </ul>	<ul style="list-style-type: none"> <li>• creation and support of friendly corporate climate</li> <li>• interesting and motivating work</li> <li>• benefits package</li> <li>• leader's personality, ability to inspire</li> <li>• opportunity to obtain new knowledge and skills</li> <li>• feeling of pride for one's work</li> <li>• recognition and respect</li> </ul>	<ul style="list-style-type: none"> <li>• achievement of organizational goals</li> <li>• keeping balance of work and recreation</li> <li>• clear organizational goals</li> <li>• participation in making organizational decisions</li> <li>• feedback</li> </ul>	<ul style="list-style-type: none"> <li>• disciplinary action</li> <li>• use of penalty scheme</li> <li>• cancelling cash bonuses or diminishing their extent</li> </ul>

It was found out that a group of the strongest motivators included extrinsic positive financial and relatively financial motivators (EPF(RF)M) – 100%; the majority of medium motivators – about 60% – referred to intrinsic motivators (IM); 80% of the moderate motivators group consisted of extrinsic positive non-financial motivators (EPNfM), and the poor motivators group made 100% of extrinsic negative motivators (ENM). Schematically this distribution can be represented by the following formula:

$$Effective\ motivation = EPF(RF)M > IM > EPNfM > ENM$$

It should be considered that the distribution of 'very efficient' motivators for the employees of pharmacies and pharmaceutical organizations within the suggested groups demonstrates rather high consistency of respondents' opinions (Table 4).

Table 4. Consistency of respondents' opinions on the importance of 'very efficient' motivational factors

Groups of motivators	Mean, %	St. Deviation	Coefficient of variation, %
Strong motivators	61,45	4,45	7,2
Medium motivators	47,9	1,88	3,9
Moderate motivators	35,6	5,6	15,7
Poor motivators	9,6	0,46	4,7

Figure 2 presents a distribution of the proposed motivators according to their application frequency in the activities of employees of pharmacies and pharmaceutical organizations, marked as 'fairly often' and 'constantly'.

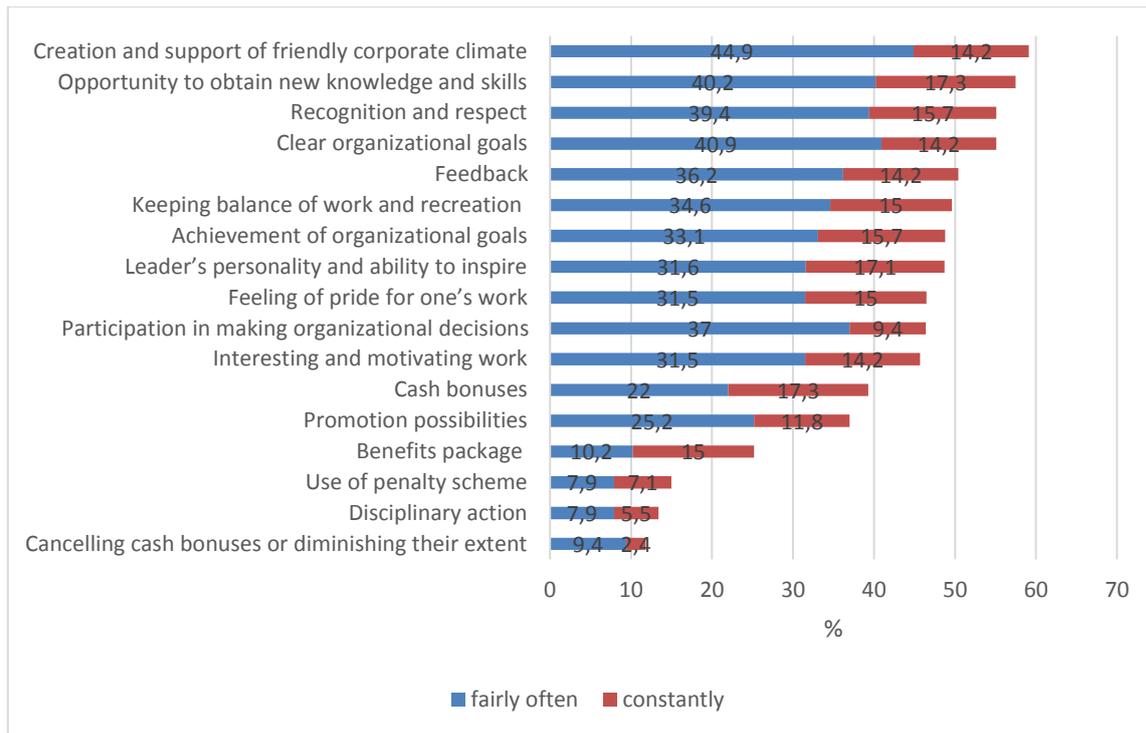


Figure 2. Distribution of motivational factors used in respondents' activities

As *Figure 2* shows, the most frequently applied factors, in respondents' opinions, are the creation and support of friendly corporate climate: 44,9% marked as 'fairly often' and 14,2% – as 'constantly'; the possibility of obtaining knowledge for further development – 40,2% and 17,3% respectively; recognition and respect: marked by 39,4% as 'fairly often' and by 15,7% – as 'constantly'.

*Table 5* demonstrates the consistency of respondents' answers concerning the frequency of motivators applied marked as 'fairly often' and 'constantly' (*Table 5*).

Table 5. Consistency of Respondents' views concerning the frequency of motivational factors application in their activities

Groups of motivators	Mean		St. Deviation		Coefficient of variation, %	
	Fairly often	Constantly	Fairly often	Constantly	Fairly often	Constantly
Strong motivators	23,6	14,55	2,26	3,88	9,57	26,6
Medium motivators	32,75	15,5	11,25	1,27	34,35	8
Moderate motivators	36,36	13,7	2,94	2,48	8	18
Poor motivators	8,4	5	0,86	2,38	10,23	47,6

Overall, the results obtained, except for the low indices of extrinsic negative motivators, show no correspondence with those which were evaluated by employees of pharmacies and pharmaceutical organizations as the factors facilitating their work efficiency for the achievement of their corporate goals (*Figure 3*).

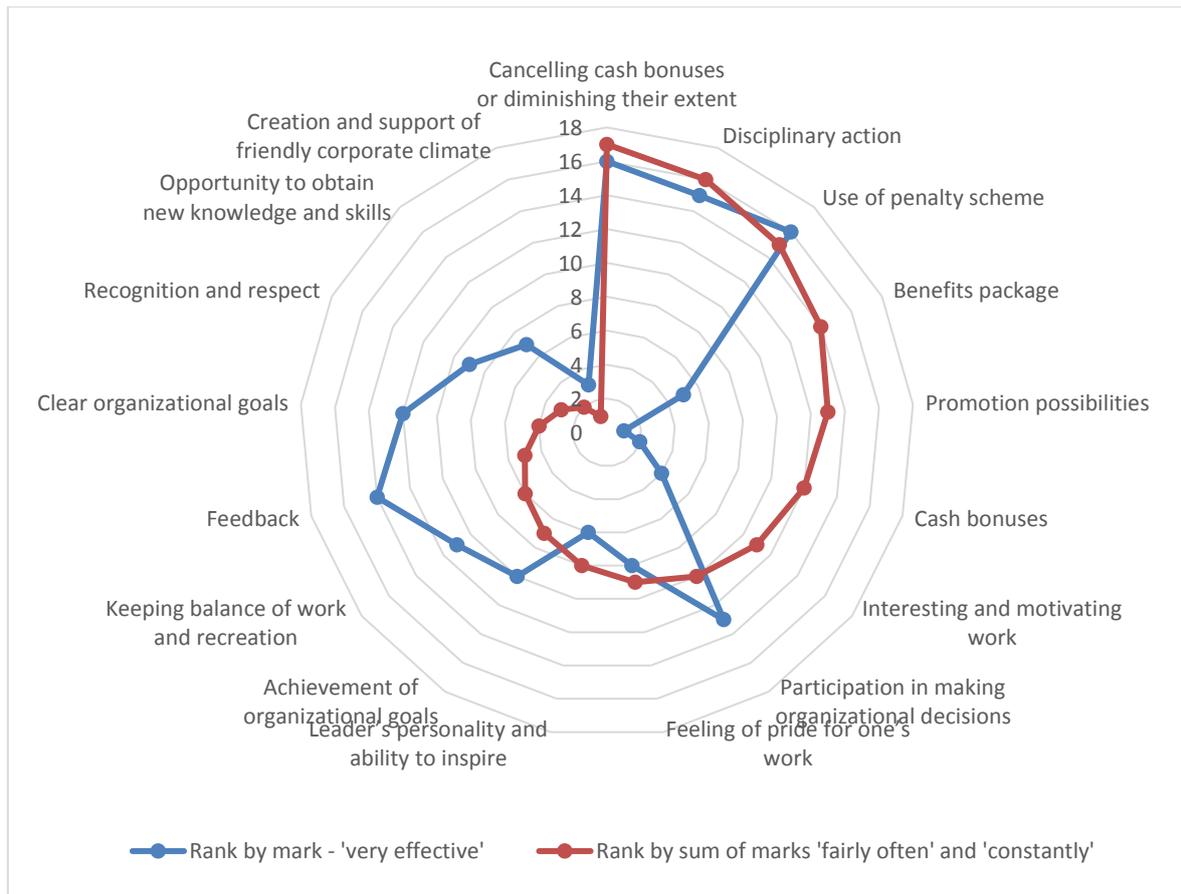


Figure 3. Motivational factors ranks depending on their efficiency and application frequency in the respondents' view (1 – the first place ranked out of importance or application frequency; 17 – the last place ranked out of importance or application frequency)

#### 4. Limitations

Research participants are the students taking distance courses to obtain the Specialist's degree in pharmacy and working in pharmacies and pharmaceutical enterprises. And this can influence the specific features of their motivational factors, for instance, the high index rate of promotion possibilities (the respondents' young age and their little working experience also influence the index rate). The great majority of respondents work in pharmacies, that is why the research results characterize the Ukrainian pharmaceutical retail market to a greater extent. Though the sampling structure testifies to representative character of the research, its size is relatively small; a greater number of respondents would reduce the sampling error. The validity of the questionnaire used in the research is not supported by earlier researches; it is only supported by the use of classical scales and the list of motivational factors based on the content theories of motivation, the transformational leadership theory and the self-determination theory.

#### 5. Scientific application

Notwithstanding the fact that the classical content theories of motivation were used in this research during the formation of extrinsic and intrinsic motivational factors, B. Bass's transformational leadership theory was taken into consideration, though it is not related to motivation theories; besides, such factor as a leader's personality and ability to inspire was

added. This factor was referred to intrinsic inspiring factors, as it influences the employees' inner determinants to achieve their goals declared by a leader, to reveal their potential and good points while improving their professional competence.

In earlier studies, a leader's role was considered to be an extrinsic factor providing the environment for the employees' efficient work, like for instance, a hygienic factor according to F. Herzberg's motivation theory. However, further theoretical development in the field of organizational behavior demonstrated a considerable importance of a leader's personality and influence on the people working in organization. As the research data show, a leader's inspiring role takes an important place in the motivation of pharmacies' and pharmaceutical enterprises' personnel in Ukraine. It is close to such intrinsic motivational factor as interesting and motivating work. Besides, it directly influences such an important for pharmacists extrinsic non-financial instrument as the creation and support of a friendly corporate climate.

There is no doubt that the specific features of the corporate environment of pharmacies and pharmaceutical enterprises in Ukraine, the scarcity of resources influencing external material motivation of the personnel underline a considerable inspiring role of a leader. However, this factor can be considered as the universal one; it is especially effective in innovative and knowledge-based fields of work, with a high risk and uncertainty rates, but with high incomes at the same time.

## **6. Practical implementation**

On the basis of the results analysis, practical recommendations for managers of pharmacies and pharmaceutical organizations were developed.

1. For the effective work of employees of pharmacies and pharmaceutical organizations and for the achievement of organizational goals, a complex of extrinsic and intrinsic motivational factors should be used.
2. Extrinsic positive financial and relatively financial motivation is the basic one for employees of pharmacies and pharmaceutical organizations; the lack of it or its inadequate level considerably influences employees' desire and interest for fulfilling corporate goals and tasks.
3. Motivation effectiveness of employees of pharmacies and pharmaceutical organizations grows greatly if, except for basic financial and relatively financial motivators, intrinsic motivational factors are used which produce an inspiring impact on the staff, specifically: interesting and motivating work, a leader's personality, an opportunity to obtain knowledge for further development and being proud of one's work.
4. The most important among the extrinsic non-financial factors for the employees of pharmacies and pharmaceutical organizations are those which can produce a positive psychological and inspiring impact: building and support of creative and friendly corporate climate, as well as recognition and respect.
5. Extrinsic negative motivational factors have the least motivation effect; and when perceived as unfair ones they can be strong demotivators; however, in certain situations they can serve as an effective boost for the employees' performance on some particular tasks.

## **Conclusion**

According to the results obtained, the most important motivators for employees of pharmacies and pharmaceutical organizations are extrinsic positive financial and relatively financial ones; this fact, considering a low index of their practical application, can testify to inadequate financial remuneration of the staff of Ukrainian pharmacies and pharmaceutical

organizations. Besides, financial motivators under Maslow's hierarchy of needs, enable satisfaction (to a degree) of all kinds of needs: except the primary ones, they promote the formation of a desirable status, they can also serve as indices of merits recognition, give the possibility to invest in education and development. However, intrinsic motivators, which take the second important place for employees of pharmacies and pharmaceutical organizations, and characterized by theoreticians of management and organizational development, are the most effective ones and the most durable as to their influence and effect. However, the managers of organizations of pharmaceutical sector, in view of the results obtained, undervalue the importance of these factors paying a higher attention to extrinsic positive non-financial motivators. The results obtained in the research also correlate with B. Bass's (1990) transactional and transformational leadership theory, according to which transformational leadership being based also on inspirational factors intensifies the effect of transactional leadership; the main idea of the latter is providing employees with a reasonable remuneration for the work they perform.

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