

Motivation sources study of pharmacy specialists within their cooperation with the pharmacy

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ABSTRACT

The purpose of the work is to determine the motivation sources of the pharmacy specialists within their cooperation with the pharmacy as a guarantee of creating a system of adaptive personnel management of the pharmacy. The search and systematization of various motivation sources is an actual attempt to find the ways to increase the productivity of a particular pharmacy specialist and pharmacy staff as a whole. The motivation questionnaire "Motivation Sources Inventory" has been proposed as a basis, which had been adapted based on the specific of activity in the pharmacy. Five modern motivation sources have been chosen, the study of which will allow to improve the personnel management system of pharmacy. The categorical distribution of the indicators based on motivation sources according to the pharmacy specialists' length of service has been made. Group integral indicators for each source for individual groups of respondents have been calculated. The integrated group profiles of pharmacy specialists' motivation sources have been organized according to their length of service. Thus, internal motivation - is the most important motivation sources for the category of young pharmacy specialists who work for a short period of time (up to 5 years). Instrumental motivation plays the main role for motivation in the group of up to 5 years and the "external concept "I" (J3) has a big priority for pharmacy specialists with length of service of up to 10 years. The obtained results indicate the prospects of using further study to improve the system personnel management through the development and further introduction of technologies for managing the pharmacy specialist motivational profile, taking into account their indicators and orientation of the motivation sources.

Keywords: pharmacy specialists, pharmacy, motivation, adaptation.

Introduction

The functioning of a modern Pharmacy in conditions of economic, political and legislative reforms in pharmacy is impossible without modernizing the methods of personnel management, finding a creative, innovative approach of decision making, nonstandard view of a problem and without moving beyond the already known methods of work. Such an approach requires the expansion of the horizons to manage the system of specialists' motivation in pharmacy, as an integral part in

shaping and correcting the organizational culture of the institution from the point of view of adaptive personnel management in the rapidly changing conditions of the European integration [1-6].

Considering the fact that the management of motivation is complicated by the uncertainty and unpredictability of the pharmacy specialists motives of behavior, the variability of their motivational factors depending on the particular situation, the variety of motivational structures and the availability of lots of ways and means to meet the particular need of the pharmacy specialists and the specifics of the pharmacy specialists' occupation, the search and systematization of various motivation sources is an actual attempt to find the ways to increase the productivity of a particular pharmacy specialist and Pharmacy staff as a whole [7-9]. The study of motivation sources will permit pharmacy managers to make the pharmacy specialists "motivational card", taking into account the specific situation and the mental or cultural features of a particular employee: all motivation sources and degree of their expression

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can be identified from each pharmacy specialist (as well as from a group of employees). In the future, the information obtained can be used to develop a set of measures to motivate the pharmacy specialists, as a basis for decision making to meet the requirements and stimulate the work. In addition, the identification of the motivation sources, and not the specific need or factor of the pharmacy specialist motivation, will allow the pharmacy management depending on the available funds, time, organizational culture, pharmacy development stage, and other factors to choose the most appropriate way to meet the needs of the same source of pharmacy specialist motivation^[10-13].

At various times a lot of scientists paid sufficient attention to the study of certain aspects of personnel management in pharmacy, in particular, the analysis of the pharmacy specialist motivation, the pharmacy specialist socio-psychological characteristics, their competencies and the organization of work, etc.^[14-19]. However, it is necessary to note the dynamism of such a category as the pharmacy specialist motivation, the modern version of which is formed under the influence of globalization and the integration of the latest information space, and the transience of changeable socio-cultural features of society and the circumstances of the modern market functioning to which the pharmacy specialist must adapt. It is the present source, which form the system of pharmacy specialist motivation in pharmacy, remain unascertained and require to be researched^[20-23].

In addition, taking into account the influence of various factors (age of pharmacy employees and the peculiarities of their value system, cultural and educational level, moral qualities, competencies, gender, status, orientation, awareness, etc.) on the formation of specific needs of the pharmacy specialists; the creation of motivation profiles of the pharmacy specialist according to certain groups is actual, and until now remains an unresolved issue.

The above defined purpose of the work was to determine the pharmacy specialist motivation sources within their cooperation with the pharmacy and creation of the profiles of pharmacy specialist motivation sources.

Materials and Methods

Modern methods of study were used to achieve the goal, including sociological methods, analytical analysis, logical, typological grouping and comparison^[24]. All statistical calculations were performed using StatSoft's statistical package Inc. (2014). The motivation questionnaire "Motivation Sources Inventory" – MSI, by the authors - John Barbuto and Richard Scholl, was used as a basis and adapted to determine the pharmacy specialist motivation sources, taking into account the specifics of their occupation^[25]. Thus, the authors of the questionnaire proposed to use the informative model of motivation within "human-organization" relationship, which played a key role in choosing research methods in the framework of establishing the cooperation of pharmacy

specialists with the pharmacy in the system of adaptive personnel management and improving the questionnaire in the form of a questionnaire.

Thus, 1940 pharmacy specialist' questionnaires were processed by a personal study of the pharmacy specialist activities, which were representatives of 23 regions of Ukraine. In particular, the research has been conducted in Kharkiv - 39.17%, Poltava - 23.20%, Vinnytsia - 6.21%, Chernihiv - 5.27%, Luhansk - 3.79%, Kiev - 2.49%, Sumy - 2.49%, Odessa - 2.19%, Donetsk - 2.19%, Kirovohrad - 2.01%, Volyn - 1.78%, Chernovtsy - 1.72%, Rivne - 1.60%, Zhytomyr - 1.42%, Dnipropetrovsk - 0.95%, Crimea - 0.89%, Cherkasy - 0.77%, Transcarpathian - 0.48%, Mykolaiv - 0.47%, Ternopil - 0.36%, Lviv - 0.36%, Zaporozhye - 0.36%, and Ivano-Frankivsk - 0.18% areas. Thus, sociological survey covered almost all of Ukraine. The largest number of the pharmacy specialists, whose work was investigated, is from the eastern region (44.38%) and the lowest number represents the southern region (3.40%). For convenience, the results were grouped by geographic region (Table 1).

Table 1. Categorical distribution of respondents by geographic region

Geographic region	%
Eastern	44,38
Northern	13,30
Central	33,56
Southern	3,40
Western	5,36

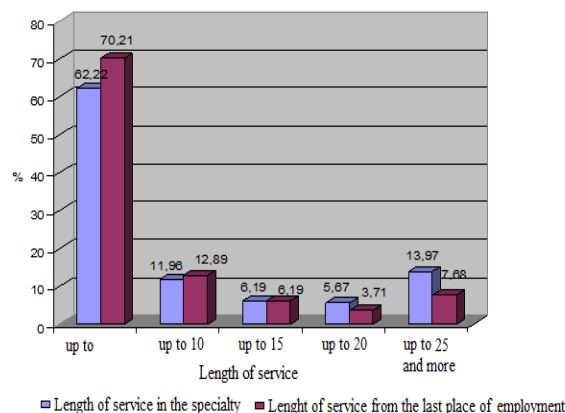


Figure 1. Categorical distribution of respondents by the general length of services in the specialty and length of services from the last place of employment.

As can be seen from Fig. 1, the highest number of respondents was young pharmacy specialists with a total length of service in the specialty and the length of service from the last place of employment of up to 5 years (62.22% and 70.21% respectively), and with a length of service of up to 10 years (11.96% and 12.89% respectively). More experienced pharmacy specialist with a length of service of up to 15 years and over made up a total of 25.83% (6.19% + 5.67% + 13.97%) and 17.58% (6.19% + 3.71% + 7.68%). This

categorical distribution of respondents made it possible to determine the differences between sources of PS motivation and to show their expression depending on their length of service.

Results and Discussion

Given that motivation is a dynamic phenomenon, the questionnaire is focused on the main motivation sources as the fundamental personal entities of the pharmacy specialist. A total of five such sources were selected for analysis, the study of which will improve the personnel management system of pharmacy through motivation.

1. *Internal processes*: the desire to get pleasure from the process.
2. *Instrumental motivation*: the desire to get the external rewards (surcharges, bonuses, social guarantees, benefits, etc.).
3. *The external concept of "I"*: the desire that your own features, competencies and values will be accepted and supported by other employees, the reference group and the staff of the pharmacy as a whole.
4. *The internal concept of "I"*: the pharmacy specialists' desire to comply with their own standards of features, competencies and values.
5. *Internalization of the goal*: the pharmacy specialist desire to achieve the goals corresponding to their internal values.

The questionnaire structure contains all motivation sources in order to determine the expression of each of them in the pharmacy specialist' individual motivational profile, and their tension in the overall motivation balance. The internal filling of the questionnaire in form of questions has been composed according to each category (six questions in each). In total, the pharmacy specialists have answered to 30 questions of the questionnaire. It was suggested to answer on a seven-point scale for each point from "-3" to "3" (Fig. 2).

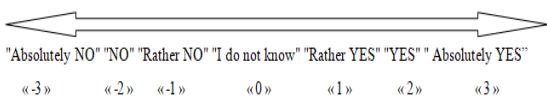


Figure 2. The scale for pharmacy specialists' answers analyzing.

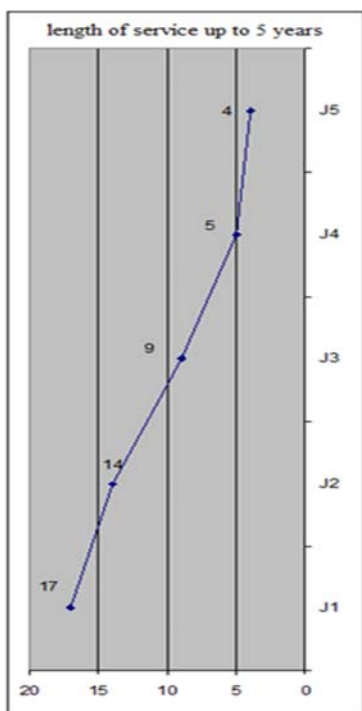
Individual indicators have been calculated for each source to summarize the results of the first study stage. It should be noted that both positive and negative values are possible for each motivation source. At the next stage, the group integrated indicators for each source for individual groups of respondents have been calculated: for young pharmacy specialists up to 5 years, up to 10 years and for experienced pharmacy specialists (up to 15 years and over). According to the study results, the following data were obtained (Table 2).

Table 2. Distribution of integral indicators of motivation sources for respondents with different length of service (by groups)

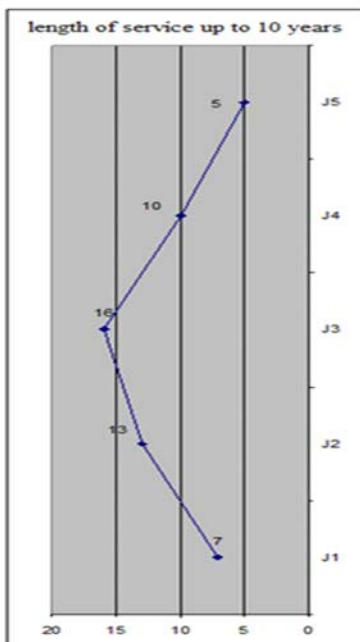
Category of respondents	Category, integral indicators				
	Internal processes, J1	Instrumental motivation, J2	External concept of "I", J3	Internal concept of "I", J4	Internalization of the goal, J5
length of service up to 5, zgroup	17	14	9	5	4
length of service up to 10, g group	7	13	16	10	5
length of service up to 15 and more, fgroup	3	16	7	14	10
Average indicator	9	14	11	10	6

As can be seen from Table 2, the group integral indicators of motivation sources (J1 - J5) vary considerably depending on the respondents' length of service. Thus, group J1 - internal motivation, is the most important motivation source for the category of young pharmacy specialists who work for a short period of time - up to 5 years (the group integral indicator was by far the highest score among other motivation sources with figure being 17). The above-mentioned motivation source involves the desire to get pleasure from the processes. Such a choice of motivation is not accidental, since the impact of modern worldview and technology on young pharmacy specialists is significant, and it is reflected in their desire to find an interesting job, to communicate, to improve their activity with the help of information technologies, various gadgets, the capabilities of the internet, since this is the generation that has grown and raised in the current conditions and with many opportunities, among which, in particular, there is the possibility of having an internship abroad and gaining practical experience and knowledge [26-28]. The above-mentioned pharmacy specialists look at the problem and the possibilities of its solving more widely, respond quickly and having a high level of information access by using and intruding the foreign experience, and by integrating of knowledge through on-line systems: internships, conferences, seminars and training, etc. In addition, J2 - instrumental motivation that is represented by external motivation (financial leverage represented by various surcharges, bonuses, social guarantees, benefits, etc.) ranks the second place for young pharmacy specialists who work for a short period of time - up to 5 years among the motivation sources. Such a division is explained by the desire of young pharmacy specialists to receive high wages for immediate realization of their plans and dreams, based on the fact that they have already put the efforts and finances into their education [29].

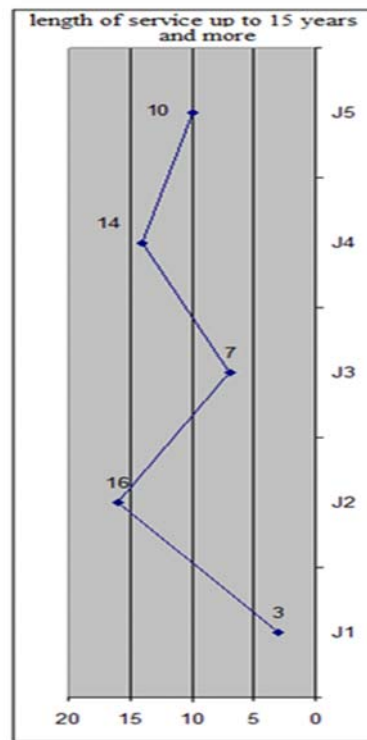
³⁰. The “external concept of I” (J3) - 9 takes the third place, and it is characterized by the desire that your own personal features, competencies and values will be accepted and supported by other employees, the reference group and the staff of the pharmacy as a whole. As for “Internal concept of I” - J4 and “Internalization of the goal” - J5, both have similar figures: 5 and 4 respectively. According to the results of the study, integrated group motivational profiles of the pharmacy specialists have been compiled according to the length of service (Fig. 3).



(a)



(b)



(c)

Figure 3 (a, b, c). Integrated group profiles of pharmacy specialist’ motivation sources according to their length of service.

The indicators of motivation sources for pharmacy specialists with length of service up to 10 and over 15 years are similar in general. However, it can be admitted that the indicators of categories J2 for pharmacy specialists with length of service up to 10 and over 15 years have a difference reaching 3 scores: 13 and 16 for pharmacy specialists with length of service up to 10 and over 15 years respectively. Apart from category J2, the internal concept of “I” – category J4 is a priority too for both groups (the pharmacy specialists’ desire to comply with their own standards, competencies and values). However, this indicator is significantly higher (14) for the older group than for a group of pharmacy specialists with a length of service of up to 10 years (10). In addition, for the older group the characteristic feature of the distribution between the indicators of motivation sources is their duality as in the case of young pharmacy specialists. So, the pharmacy specialists placed the “Internalization of the goal, J5” with indicator 10 on the third priority in comparison with indicator 5 for a group of pharmacy specialists with a length of service of up to 10 years and indicator 4 for young pharmacy specialists who work for a short period of time. Due to the mentioned above fact it must be said that there are ample opportunities for leadership in managing the system of motivation in the specified categories of pharmacy specialists. Moreover, both motivation sources such as “Internal processes” and “External concept of I” do not play the main role for the older group than for a group of pharmacy specialists.

Comparison of motivation sources among different categories of pharmacy specialists is presented in Fig.4.

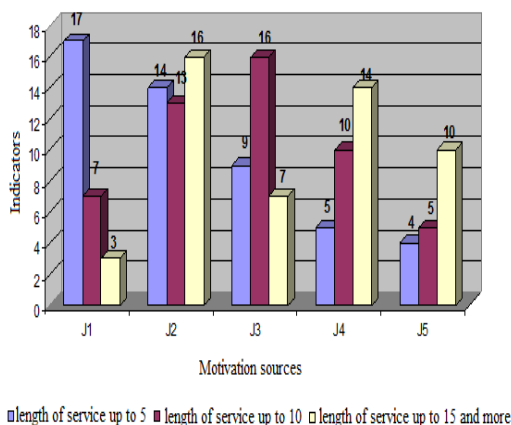


Figure 4. Comparison of sources of motivation among different pharmacy specialists.

As can be seen from Fig. 4, “the desire to receive satisfaction from the processes” has the lowest value for the pharmacy specialists with a length of service of up to 10 years (3). In the group of up to 5 years, the indicator of the motivation source is – 17 and it is significantly higher, which is explained by the enthusiasm and desire of young pharmacy specialists to learn new information, gain experience, etc. This is due to the high degree of awareness of the importance to fulfill the duties and the desire to focus on the results of their work, the desire to hold down the workplace no matter what.

On the basis of the conducted research, given the identified motivation sources inherent in each of the pharmacy specialist categories the following recommendations can be defined. Thus, in order to meet the needs of the instrumental motivation source, most managers see a way out only in material incentives - financial surcharges, taking into account the general socio-economic status of the country as a whole and the financial situation of the pharmacy specialists. This is especially evident in the underdeveloped regions and villages or, conversely, in the regions with a high level of competitiveness in the labor market among the pharmacy specialists, (especially where the National University of Pharmacy and pharmaceutical faculties with a significant number of graduates are located). Thus, there is an imbalance between the salary level of the pharmacy specialists from different regions (according to the statistics of the State Statistics Committee and the data analysis of job seeking websites), which creates a wide range for management to use the indicated incentive ^[19, 24]. However, the falsity of such opinion should be mentioned: the presence of a psychological aspect from the use of this type of stimulus, and short-term effect due to the quick addiction to the availability of a certain number of financial payments. That is, having received a surcharge or a bonus, or a wage increase, at first the pharmacy specialist may feel a stimulus that will last at best three months, and then the pharmacy specialist will wait for the next increase, and sometimes to receive such an increase as an undeniable

right to a decent pay for their work. In this case, incentives will not occur, as opposed using a non-material motivation that is perceived by the pharmacy specialist as an award. Moreover, according to research by M. Armstrong, money alone does not stimulate better work, although its lack can be a very serious demotivating factor ^[29, 30]. That is, increasing wages does not guarantee that the employee will work better and better, however, if he feels that his salary is too low, then the productivity of his labor can significantly decrease. That is why the best option is to focus on the “The External Concept of “I” and “The Inner Concept of “I” sources of motivation to meet these particular needs of the pharmacy specialist.

Conclusion

It is established that today the socio-cultural features of the development of society, the circumstances of the functioning of the modern market, as well as the level of globalization and integration in modern society have a significant influence on the pharmacy specialist’ motivation.

The motivation questionnaire “Motivation Sources Inventory” (MSI), by the authors John Barbuto and Richard Scholl, has been proposed to use as the best informative motivation model within the relationship between pharmacy specialist and Pharmacy and has been adopted according to the specifics of the activity in the pharmacy.

The categorical distribution of indicators based on motivation sources according to the length of service of the pharmacy specialist has been carried out. The group integral indicators for each source for individual groups of respondents have been calculated. The integrated group profiles of pharmacy specialist’ motivation sources have been formed according to their length of service. Recommendations on stimulating the pharmacy specialist by motivation sources have been given.

Group J1 - internal motivation, is the most important motivation sources for the category of young pharmacy specialists who work for a short period of time - up to 5 years (the group integral indicator was by far the highest score among other motivation sources with figure being 17). J2 - instrumental motivation ranks the second place for young pharmacy specialists who work for a short period of time (up to 5 years among the motivation sources). The “external concept “I” (J3) - 9 takes the third place. The indicator of categories J2 for pharmacy specialists with length of service up to 10 years is 13 in comparison with the indicator of categories J2 for pharmacy specialists with length of service over 15 years – 16. “The desire to receive satisfaction from the processes” has the lowest value for the pharmacy specialists with a length of service of up to 10 years (3) in comparison with the indicator of the motivation source in the group of up to 5 years, where it is 17.

The obtained results indicate the prospects of using further study to improve the system of adaptive personnel management through the development and further introduction of technologies for managing the pharmacy specialist motivational

profile, taking into account their indicators and orientation of the motivation sources.

Conflict of interest

The authors declare that they do not have a conflict of interest to disclose.

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