

**THE SCIENTIST- VETERINARIAN IN THE MOTIVATIONAL PROCESS**

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**Abstract**

Adapting knowledge about the motivational process to the specifics of veterinary science and higher education and developing model schemes for effective motivational impact on scientific research veterinary personnel would allow a purposeful, reasoned managerial impact on human resources in the field, in sync with the needs of the relevant organizations. Subordinate to this idea is the current article, which aims to contribute to increasing the quality and competitiveness of the national veterinary science.

**Keywords:** *veterinary science; motivational impact; human resource management.*

The topicality of the topic, referring to the modern problems facing Bulgarian science and higher education in the conditions of a competitive environment and increasing requirements for quality, innovation, competitiveness, and achieving a high rating, logically requires the need for purposeful management of the system and the employed human resource. Despite their variations, the existing variants of proposed approaches to the success of organizations unite around the supreme importance of motivation. Modern scientific achievements in the field of HR management bring to a top position as a means of achieving optimal organizational results the engagement motivation of people based on the individuality of the person and recommend a selective approach to the individual or groups of individuals with similar individual characteristics.

Achieving high quality in veterinary science is possible through purposeful management of human capital and reasoned impacts on the scientist-veterinarian in the motivational process, based on knowledge of the features of the system and consideration of its specifics. The effectiveness of managerial influences in a positive direction of motivation is possible after determining the place of the subject "veterinary medical researcher" in the motivational process and the factors that influence it. The logic of the above judgments motivates us for the present development.

Our clarity on an overview of modern trends and practices in human resources management and establishing the current state of HR management in Bulgarian veterinary science and higher education will allow formulate the position of the scientist-veterinarian in the motivational process. The goal set in this way requires solving the following tasks:

1. Analysis of the main theoretical and methodological issues of human resources management.
2. Adaptation of the adopted methods of human resource management for the needs of veterinary science.

The methodological approach and structure of the analysis are subordinated to the objectives of the study: adapting the knowledge of the motivational process to the specifics of the study and developing model schemes for effective motivational impact on research personnel in the field of higher veterinary medical education and science. The theoretical basis is theoretical works and scientific publications, institutional analytical and statistical documents, and materials. In the overall preparation of the analysis, the traditional humanities methods of comparison and analogy<sup>10</sup>, content analysis<sup>6</sup>, the methodology of deductive analysis<sup>20</sup>, and the method of inductive conclusions<sup>24, 21</sup> were used.

Successful motivational impact on the human resource constitutes the management of the employed personnel in the desired direction. Personnel management aims at the successful realization of individuals, ensuring good working conditions and corresponding financial remuneration.<sup>16</sup> Nowadays, part of the management and functioning of organizations is important. Its ultimate goal is the successful implementation of the relevant structure in the conditions of a free market.<sup>14</sup> The prevailing theory is that successful HR management is the basis of the effectiveness of organizations and increases their efficiency in general.<sup>21</sup> It is necessary for every organization to have a personnel policy and a comprehensive strategy for managing the human factor, aimed at creating conditions and

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motivation for the fullest use of personnel, but also for the full realization of the individual person<sup>2</sup>, as at the current stage the success of society, organizations and the individual is bound.

Organizations are influenced by factors affecting the employed human resources, which are: factors of the internal organizational environment and factors external to the organizations (Table 1 and Table 2).

FACTORS OF THE EXTERNAL ENVIRONMENT (Organizational Environment) factors on which the organization cannot influence, but whose impact the management team must take into account when making management decisions			
EXTERNAL FACTORS WITH INDIRECT IMPACT (Macro Environment)	EXTERNAL FACTORS WITH DIRECT IMPACT (Micro Environment)	GLOBALIZATION FACTOR (Globalization)	
Political Technological Cultural	Economical Social Ecological International	Competition Users Organizations of interaction	Market integration The significant change in competition Digitization

**Table. 1- External factors affecting organizations (modified according to Kuzmanova and Aleksandrova, 2013)<sup>15</sup>**

FACTORS OF THE INTERNAL ORGANIZATIONAL ENVIRONMENT (Internal Environment) - organizational climate	
Organizational internal variables	Human resource planning Job analysis and design Selection and hiring of personnel Induction, training, and development of staff Evaluation and separation of personnel with consideration of individual achievements Compensation of personnel - tangible and intangible benefits Manage groups in the organization Labor relations, communication, organizational culture, work ethics Staff motivation

**Table 2 - Elements of "organizational climate" in relation to human resource management (modified from Carlisle, 1987)<sup>7</sup>**

Motivation as a tool for human resource managers gains importance as:

- a means of achieving optimal organizational results, based on the individuality of the person and a selective approach to the individual or groups of individuals with similar individual characteristics;
- development of methods for retention and development of quality personnel in the conditions of a dynamic competitive environment for organizations and free movement on the labor market.

Discussions about "employee turnover" (according to Deighan K., 2016)<sup>11</sup> and "lack of motivation" to start and/or continue a career in a given field, branch, or organization (according to Sylqa, 2020)<sup>23</sup> are gaining more and more popularity in the modern global services market. The digital society creates opportunities for remote work, easy job switching, and instant access to information and naturally, generates the concepts of "attractiveness of professions" and "attractiveness of employers", reinforced and reinforced by the COVID-19 pandemic.

The attractiveness of professions is a variant of the manifestation of the modern understanding of functioning HR systems aimed at the "well-being" of employees (according to Ho H. & Kuvaas B., 2019).<sup>13</sup> Named "well-being" systems aim to achieve a balance between professional and private life and reduce the risks of burnout.<sup>4</sup> There are increasing demands on HR managers to work in unison with the expectations and needs of employees. The experts studying and developing the HR field call for the expansion and shift of the familiar perspective of studying "well-being" in the light of

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performance and productivity towards the study of well-being in essence - the conditions under which human resources are used and their associations with health, happiness and well-being of relationships (after Hauff, Guerci, Gilardi, 2020).<sup>12</sup> An understanding is emerging that attracting as many potential employees as possible is an important criterion for the success of organizations. As a relatively new dimension of HR management, the theoretical-applied field of "attractiveness of professions" is a management technique based on a combination of the motivation to choose a certain profession and the motivation to build a career in it. The concept of "attractiveness of professions" is imposed in the theoretical frameworks of HR management in parallel with the affirmation of the ideas of well-being systems for human resource management aimed at achieving maximum emotional stability and life satisfaction.<sup>13,19</sup>

The individuality and specific characteristics of human beings, the variety of interactions between them, the variety of people in organizations, the different types of work and activities in organizations, the differences in the flow of information, etc. prevent finding an accurate answer and a generally valid formula, methodology and way to motivate people.<sup>2</sup> In this regard, modern theoreticians and practitioners of HR management recommend a permanent diagnosis of work motivation according to a developed methodology, covering a series of surveys to determine the most suitable methods and means of motivating personnel for high work achievements, loyalty, and attachment to the organization<sup>17</sup>, etc. At the same time, the modern conditions of the labor market require an in-depth study of the attractiveness of the professions, in which "a sign of identity is placed between the attractiveness of the profession and factors/models/techniques for employee motivation and their career development" (according to Chengelova E., Angelova M., Petranov S., 2017), as the factors influencing organizations and the employed human resource are summarized into exogenous and endogenous, based on their importance for the actual motivation of individuals.<sup>9</sup>

Motivational influences use two main groups of incentives or motivators: monetary and non-monetary. The study of the motivational process has naturally led to the conclusion that the unilateral application of only one group of methods is irrational and has a short-term positive effect, on the basis of which many motivational models have been developed. **Today, it is considered appropriate to combine the two main groups of incentives (monetary and non-monetary) to obtain the maximum from each member of the staff, bringing him to the goals of the organization, combined with ensuring the quality of life, satisfaction, and well-being of the individual, and public prestige and ensuring of the quality parameters in the organization.**

In order to successfully use different strategies to increase staff motivation, it must be taken into account that a given strategy can have a different motivational impact on different people.<sup>22</sup> Modern techniques for increasing motivation are practical combinations of characteristics of the main groups of motivational methods tied to the concept of human individuality.

The evolution of the understanding of the importance of human resources for organizations not only finds application but also acquires a special meaning and emphasis in the field of science, research, and innovation. The trends in the research system in the 21st century are toward internationalization, mobility, cooperation, and diversification. A sign of equality is placed between the career development of scientists, achievement of higher results, and generation of innovations. Following the established methodology of human resources specialists, researchers of the "scientist" profession preserve the scheme of main directions in HR-management in science, and the study of the work motivation of researchers is important for understanding scientific achievements because of the information it provides about individual and organizational factors affecting the direction, intensity and persistence of behavior of the researched scientist.<sup>19</sup>

In the literary sources - world and national, there is a known deficiency of systematized study of factors of professional development and working conditions of scientific workers-veterinarians. In the world "library" there are sources on management techniques, incl. human resource management, applicable and developed in and for veterinary medicine, a review of which leaves the impression that discussions of professional and career problems of veterinary practitioners predominate; those

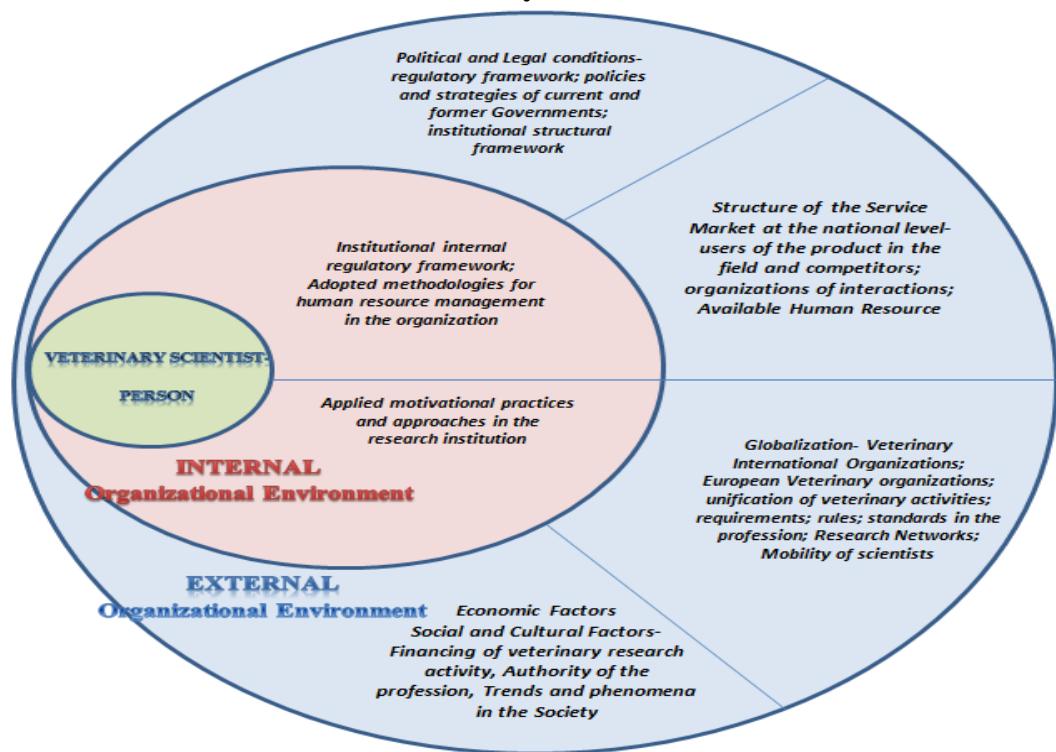
working with laboratory animals; support staff; occupational risk factors; problems and challenges facing the training in the specialty, etc.

At the international forum, the factors and challenges in the career development of veterinary scientists are part of the priorities of the unifying organization of national and European associations of veterinarians employed in the sectors of education, research, and/or industry - EVERI (European Veterinarians in Education, Research and Industry). Scientific and research veterinary medical activity in Bulgaria is concentrated and carried out by different categories of subjects, with the main part of scientists being concentrated in academic institutions - higher schools and scientific research institutes. At the time of the current survey, Bulgaria was not found in the list of EVERY- members.<sup>22</sup>

The review of the literary sources clearly shows a shortage of authors who have worked purposefully on HR-management issues in the field of higher veterinary medical education and science in Bulgaria. There are fragmented, partial data obtained and mentioned in the light of research on other issues - veterinary medical education, science, diagnostics, practice, professional problems, risk factors, occupational pathology, traumatology, etc.

Following the modern achievements of science and practice of human resource management and taking into account the peculiarities of the veterinary medical profession worldwide, we could present the factors of the career development of scientific research personnel in the field of veterinary medical science and education schematically in Figure 1.

**Figure 1. Factors influencing researchers in the higher veterinary education and science system.**

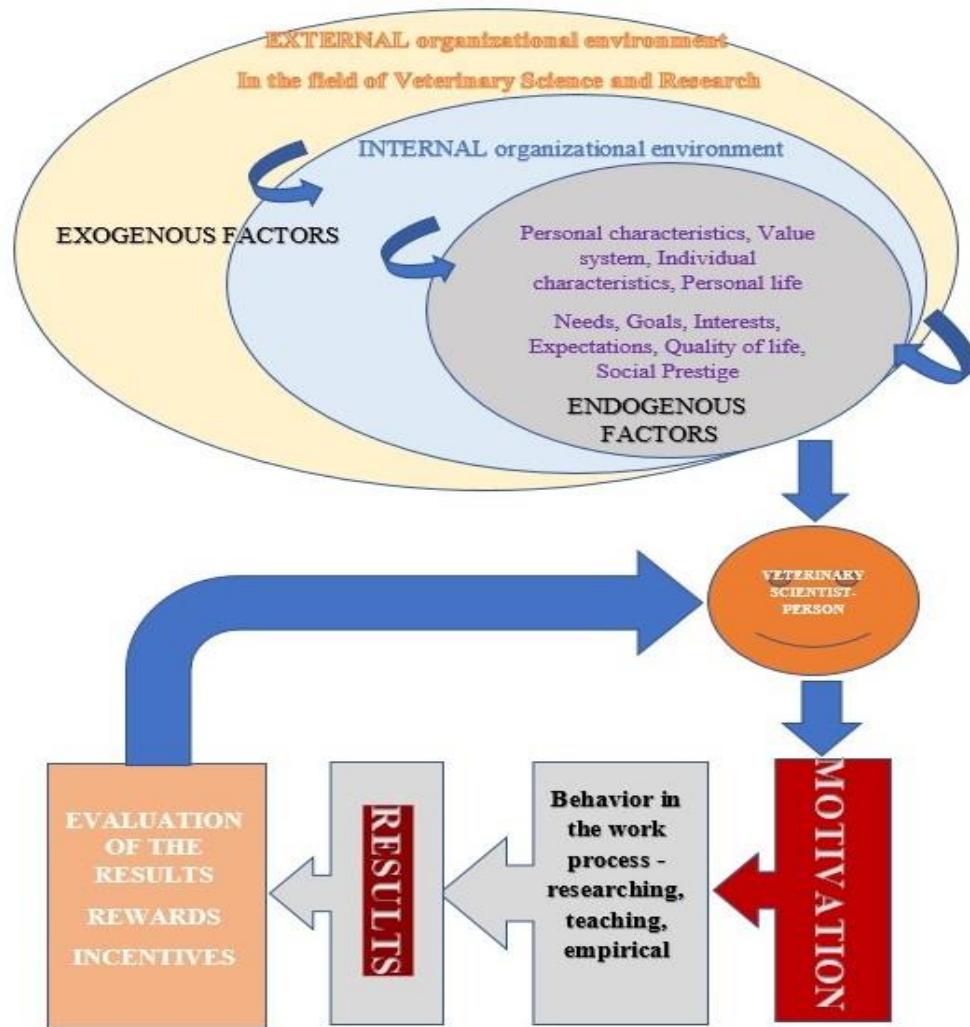


In the field of veterinary medical science and higher education, modern concepts of motivational effects, as an important management toolkit for directing the behavior of employees in the implementation of the work process, could be subordinated to the established general methodology of motivation, according to the peculiarities of the profession and its specific manifestation. It is necessary to take into account the influence of exogenous (external in relation to the actual motivation of individuals for work and professional realization) and endogenous (internal in relation to the true motivation for work and professional realization) factors.<sup>8</sup> Endogenous factors cover the personal characteristics determining the individuality of people. Exogenous factors constitute a set of intra-

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institutional characteristics and the peculiarities of national and international impacts on the organization (Figure 2).

**Figure 2: The scientist-veterinarian in the motivational process.**



In conclusion, the lack of systematized data for the study of the conditions and factors of career development and motivation in the field of veterinary medical science and higher education in conditions of constantly increasing requirements for quality and competitiveness in science creates a feeling of a gap and necessitates the development of the field. In order to start a targeted HR monitoring of veterinary science, it is necessary to take into account and adapt the latest achievements of the science and practice of people management, taking into account the influence of both factors external to the organization and the internal organizational climate, considered in the context of globalization globally and human individuality and uniqueness. The effective "diagnostics of work motivation" requires adapting the imposed motivational models and techniques to the specifics of veterinary medical science, taking into account the motivational practices and concepts adopted in scientific organizations and their continuous updating.

The specificity of the veterinary medical activity and the presence of unified international rules, norms, and requirements for its implementation necessitates their inclusion as specific factors of impact on HR management in the field to the group of globalizing factors. For the achievement of success in organizations from veterinary science and research, the purposeful, reasoned management impact of the most important resource - the active veterinary scientists - is decisive.

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