

Exploring the Power of Intrinsic Motivation for Salespeople: The Case of Bangladesh Pharmaceuticals.

Abstract

This paper aims to theoretically examine how the power of intrinsic motivation can significantly influence and improve the performance of pharmaceutical sales teams, particularly amidst challenges like regulatory complexities and intense competition. To examine various intrinsic motivators that can enhance the sales performance of the sales teams, this study relied on existing literature from theoretical and empirical studies. The findings indicate that to the extent that salespeople perceive their work as meaningful and engage positively with clients and the supervisors employ positive motivational strategies like granting autonomy, speaking positively, and nurturing client relationships, their intrinsic motivation increases similar to nurturing good trees (representing intrinsic motivators with stability), rather than bad trees (representing unstable extrinsic motivators), thereby boosting their overall performance. **The scientific community, especially the healthcare professional and pharmaceuticals industry will benefit from reviewing this study since the study focuses on intrinsic motivation of the salespeople in the pharmaceuticals field. This study shows a direct link between the pharmaceuticals and healthcare professionals** The paper identifies the power of intrinsic motivation as instrumental in influencing the effectiveness and success of pharmaceutical salespeople in Bangladesh. The paper concludes with implications, recommendations, and directions for further research based on these findings.

Keywords:

1. Self-Determination Theory
2. Extrinsic Motivation
3. Intrinsic Motivation
4. Meaningful Work
5. Autonomy
6. Relatedness, and
7. Competencies

Introduction

The pharmaceutical industry of Bangladesh is one of the growing sectors of Bangladesh's economy, contributing one percent of the country's GDP (Gross Domestic Product) as per the report of the Bangladesh Association of Pharmaceutical Industry of Bangladesh, commonly known as BAPI (2024). The industry has witnessed remarkable growth since its inception. With its modest beginning in the 1960s to meet local demand, the industry is now an exporter of generic drugs to many developing countries worldwide, primarily due to lower production costs than many developed countries, with a substantial economic footprint. According to the Bangladesh Association of Pharmaceutical Industry (BAPI), Bangladesh has a robust drug manufacturing industry that meets 98% of home production. BAPI (2024) presents 284 registered pharmaceutical industries in Bangladesh known for producing quality generic medicines at affordable prices. However, motivating medical sales representatives (MSRs) poses many challenges due to the nature of their roles and problems, which require navigating from

regulatory hurdles to intense competition. All these problems can impact the effectiveness and success of salespeople. Our understanding is that the power of intrinsic motivation can navigate the challenges of the Bangladesh Pharmaceutical Industry and can keep the salespeople at Bay intrinsic motivators. However, as our knowledge goes, not enough studies have been conducted in the setting of pharmaceutical sales, which is a void in literature that this paper attempts to fill.

To understand the power of intrinsic motivation we contend that we need to do a brief analysis of the challenges that the pharmaceutical industry faces. The power of intrinsic motivation can positively influence the effectiveness and success of salespeople in these challenges. These challenges are discussed in brief concerning the motivation of the salespeople. **We do not know if there are enough studies on this study. We, therefore, assume that the study will be instrumental in filling up the gap, if any, in this area.**

Regulatory Compliance: Compliance with extremely severe regulatory standards like safety, and quality set by the Directorate General of Drug Administration (DGDA) can be complex and costly. Salespeople might not have the competencies and knowledge to comply with the regulatory requirements. Arguably, they might find their work meaningful, a mechanism to generate self-motivation in an individual employee. In complying with regulatory requirements motivations can either be affirmative or negative (May, P 2024). The people of understanding with good intentions are usually intrinsically motivated (it may be preferred as positive achievement motivation behavior (PAMB) (see Chowdhury, 2006) The negative one comes out of fear of punishment. Once the fear is gone, their motivations disappear. Therefore, we argue that intrinsically motivated MSR are instrumental in achieving success in pharmaceutical sales.

Counterfeit Drugs: Bangladesh is the home of counterfeit drugs. In a country of 90% poverty-ridden country (BAPI, 24), salespeople have no other option but to sell counterfeited drugs. This entails risks to both public health and the reputation of legitimate pharmaceutical companies. This is a big source of frustration and demotivation among salespeople, leading to a high rate of turnover of the MSR from their pharmaceutical companies, as we argue.

Building relationships with healthcare professionals: Salespeople, arguably because of the stringent regulatory requirement and counterfeit drugs, lose interest in building trust in healthcare professionals about the drugs of the companies. Government regulations on drug pricing can affect profit margins which may be a source of frustration and demotivation.

Quality Control: Amidst stringent regulatory requirements, the prevalence of counterfeit drugs in the market, and varying production conditions and resources may be, arguably demotivating to ensure quality consistently. Quality management systems enhance salesforce motivation. The theory is that as sales team teams become confident and reliable of the product, they become more engaged and motivated (see McKinsey and Company). Another study by the Pharmaceutical Quality Group (PQG) stresses that quality ensures regulatory compliance, and builds trust among healthcare professionals and patients, thus motivating the MSR motivation.

Intellectual Property Rights: Issues related to patent protection and generic drug manufacturing can impact motivation, profitability, innovation, and finally low turnover as some

can argue that in uncertain situations the present salespeople may feel reluctant to push their best efforts.

Infrastructure and Technology: Bangladesh pharmaceuticals face broken or very poor infrastructure, and limited access to technology, research & development can hinder competitiveness. Salesforce infrastructure prioritizes trust, security, availability, and performance. In recent times, companies like Amazon, Microsoft, and Google have begun offering infrastructure as a service (IaaS), providing all the same infrastructure components (servers, storage, networking, etc.) in an abstracted, self-service way. The Salesforce platform is built on the foundation of trust that serves as a powerful intrinsic motivation for salespeople. In sales organizations trust between leaders and salespeople, and trust between MSRs and healthcare professionals fosters a positive motivational work environment where individuals feel empowered and valued, thereby boosting morale and job satisfaction (Fukuyama, 1995)

Supply Chain Management: Because of the lack of timely delivery of the raw materials and the finished products resulting from the poor infrastructure of the country can be a logical challenge, thus causing demotivation among the MSRs and the companies as well. Work environments are changing, and new health and safety protocols and stressors at home such as issues with healthcare are some of the factors contributing to employees feeling less enthusiastic to meaningfully engaged in work. The Financial (2020) Times reports that 14% of workers in the U.S. reported that they felt disengaged at work.

Market Competition: Intense competition within the pharmaceutical industry can lead to pricing pressures and the need for continuous innovation. This innovation enables salespeople to serve as a powerful motivator, tapping into intrinsic drives for achievement, peer comparison, accountability, recognition, and continuous growth. Competitions provide a platform for individuals to challenge themselves, setting ambitious targets and striving to surpass them. This taps into their innate drive for achievement and growth (Deci & Ryan, 1985).

Skilled Workforce: Access to trained professionals in pharmaceutical sales combined with stringent regulations and quality concerns may be the causes for negative perceptions, and mistrust. Building a meaningful and engaging program for the development of the workforce becomes a source of pleasure for the workforce, thus leading to the growth of intrinsic motivation in them. Skilled employees often feel more empowered to tackle challenges and innovate, leading to higher levels of engagement and commitment to organizational goals (Ryan & Deci, 2000).

Central to the industry's success are, therefore, medical sales representatives (MSRs), who play a crucial role in promoting products to healthcare professionals and driving sales. Motivating MSRs, therefore, requires navigating these challenges such as regulatory requirements, competing in a crowded market, and building trust with healthcare providers. Their role is crucial as they serve as a direct link between pharmaceutical companies and healthcare professionals. We contend that in navigating these challenges, the MSRs must stay

motivated intrinsically rather than relying on extrinsically. This paper, therefore, explores motivational strategies by offering an extensive examination of intrinsic motivation.

What is motivation? Management defines motivation as a process of arousing and sustaining goal-directed behavior (Chowdhury, 2007). Research has established that motivation exists on a continuum, with intrinsic motivation at one end of the spectrum and extrinsic motivation (the absence of motivation) at the other (Ryan M, Deci E, 2000). Therefore, for any given behavior, our motivations for it fall into two categories: 1. extrinsic, and 2. Intrinsic. Intrinsic motivation comes from within without outside pressures like reward, or compensation. Extrinsic motivations do not last long but intrinsic motivation lasts long and is self-sustaining since this motivation stems from within the MSRs. Intrinsic motivation has positively impacted job satisfaction, performance, and retention in various industries. This paper aims to provide a comprehensive review of intrinsic motivation within the context of pharmaceutical sales in Bangladesh, exploring theoretical foundations, psychological factors, empirical evidence, and practical strategies for implementation. We do not know

The power of intrinsic motivation:

Perhaps no single phenomenon reflects the positive potential of human nature. What motivates the salespeople has not been an easy answer. The human being's level of actions is different. As an example, let us cite the case of three construction workers in this context. Ask the first one what he was doing. Probably he will reply he was laying the bricks. This corresponds to the lowest level of actions. If you ask the same question to the second worker, he might say he was building a wall. This corresponds to the intermediate level of actions. This one might say he was building a house for the same question. This corresponds to the highest level of objectives. The third worker was more motivated because he saw more meaning in his actions than the other two workers. Managers should convince workers that they all are building a house, or contributing to the final goal, rather than making them feel that they are just laying the bricks or performing insignificant tasks.

Motivation has always been a determinant of salespeople's performance and has remained a major issue for sales organizations. *Ceteris paribus*, the greater the motivation of the sales force, the greater the organization's success. But the question of what motivates the salespeople is critical. This is partly because what motivates salespeople constantly changes. For example, research suggests that as their incomes increase, money becomes less of a motivation (Kovach, 1987). Intrinsic motivation is the inherent tendency to seek out novelty and challenges, to extend and exercise one's capacities, to explore, and to learn" (Ryan & Deci, 2000, p. 3). Intrinsic motivation is deeply rooted in the human brain and very critical for salespeople's achievements and performance. Unlike extrinsic motivation which comes from external rewards like money, intrinsic motivation does not hang on for money, the work pleasures come from within. The salespeople, because of their intrinsic motivation, become more dedicated and committed to making the work meaningful, and satisfying, thus causing the company to grow. But that depends on people knowing how the achievement of the goals will help them personally in their lives; they need to know what is in it for them. If the organization's culture includes a sense of belongingness and commitment among all the members of the organization, it will not be very difficult to nurture and generate self-motivation in salespeople's work because these people will

know what they will gain by accomplishing the goals of the organization. Encouraging good words and amiable statements of recognition and praise are also important in generating self-motivation. Allah (GOD) has mentioned in the Qur'an:

And speak to the people good [words] ... (Qur'an 2: 83). Allah (GOD) further declares:

Have you not considered how Allah (GOD) presents an example, [making] a good word like a good tree, whose root is firmly fixed and its branches [high] in the sky? It produces its fruits all the time with the permission of its Lord. And Allah presents examples for the people that perhaps will be reminded. An example of a bad word is like a bad tree, uprooted from the surface of the earth, not having any stability (Qur'an 14: 24-26)

The above verses motivate the people intrinsically rather than extrinsically. Intrinsic motivation is a good tree (having stability) and extrinsic motivation is a bad tree (having no stability). That means planting good trees that will give fruits foster the culture of nurturing and generate intrinsic motivation, thus enriching the culture of the organization positively.

Speaking good words, encouragement and praise do not cost corporations. Lee Iacocca found encouragement to be vital for maintaining the involvement of his subordinates. In corporate life, we need to encourage everyone to contribute to the common good and to come up with better ways of doing things. We do not have to accept every single suggestion from our subordinate (s) but if we do not get back to the guy and say, "Hey, that idea was terrific," and pat him on the back, he will never give us another one. That kind of communication lets people know what they count (Iacocca, Iacocca 1984). Therefore, nurturing and generating intrinsic motivation is crucial as it drives the salespeople to experience deeper satisfaction and better equip themselves to navigate the challenges of the pharmaceutical industry with resilience and determination.

Research Statement:

Background and Importance of Research Statement

Understanding the intrinsic motivation dynamics of salespeople within the pharmaceutical industry is essential for fostering a motivated and committed workforce. The pharmaceutical industry operates within a highly competitive and regulated environment in Bangladesh, characterized by rapid technological advancements, changing healthcare needs, and evolving market dynamics. Salespeople play a crucial role in driving revenue growth and market expansion by promoting pharmaceutical products to healthcare professionals and institutions. Their intrinsic motivation—rooted in personal fulfillment, autonomy, mastery, and purpose—directly impacts their engagement, productivity, and overall effectiveness. **With this background in mind we propose the following objectives:**

Research Objectives are:

1. Higher the intrinsic motivation, the higher the sales drive.

2. Higher the sales drive, the higher the performance.

Hope is that a better understanding of intrinsic motivational forces at play will help sales managers and researchers alike to better understand how to generate self-motivation in salespeople to derive better benefits for the organization, the salespeople, and other employees in the organization.

Literature Review

There is no shortage of literature on intrinsic motivation. Gagne, M et al, (2015) in their Multidimensional Work Motivation Scale: Validation evidence in seven languages and nine **countries** highlighted the importance of intrinsic motivation in various work settings, including potential. Pharmaceutical sales. In pharmaceutical sales, intrinsic motivation involves examining how sales representatives' internal motivations, such as personal satisfaction, enjoyment of the work, and a sense of purpose, drive their performance and job satisfaction. Dejan et al (2022) explored the role of emotional intelligence in pharmaceutical sales. They found that the emotional intelligence of the salespeople directly or indirectly influenced the intrinsic motivation of the salespeople by enhancing interpersonal relationships and job satisfaction. (This study, however, did not focus solely on intrinsic motivation.) (Baumeister, 2016). defines motivation as the force behind human performance. There are two types of motivation. One comes from external pressures like money, incentives, punishment, and the like, coined as extrinsic motivation. Another one comes from within the human self without external pressures, known as intrinsic motivation. Empirical research specific to pharmaceutical sales has found a correlation between intrinsic motivation and driving MSR (Medical sales representatives), also called pharmaceutical sales representatives. Performance. In this paper, we will use the term MSR to denote pharmaceutical salespeople. Studies have shown that MSRs intrinsically motivated MSRs are more likely to demonstrate proactive behavior, persistence in the face of challenges, and higher job satisfaction compared to their extrinsically motivated counterparts (Meyer et al., 2002)

Challenges unique to motivating pharmaceutical sales representatives in Bangladesh include regulatory constraints, intense price competition, and the need for extensive relationship-building with healthcare professionals. These factors influence the effectiveness of intrinsic motivation strategies and require tailored approaches to enhance MSR motivation and performance. In this circumstance, motivating the salesforce is one of the consistent challenges the pharmaceutical industry of Bangladesh faces. If this industry is to function effectively, it must somehow find ways of involving people in its objectives. It must encourage people to reach its objectives. But the question is how the most difficult question is to be answered. If you talk to a salesperson about getting to work on time, he or she thinks you are picky. If you set high standards, you are demanding. If you require performance feedback, you are spying. Attitudes, expectations, needs, and priorities are rapidly changing. Today's workforce exhibits less tolerance for authoritarianism, organizational restraints, and dehumanizing work. External stimuli help motivate salespeople but do not last long. Therefore, this calls for intrinsic motivation.

What is intrinsic motivation? It is an inner desire that drives people's behavior toward the fulfillment of their goals. This means that intrinsic motivation is people's spontaneous responses to the call of the organization (s) to work for the fulfillment of its goals and objectives without external stimuli. The people work for their sake. To them, work is like play and rest. Research suggests that employees are intrinsically motivated to work for the best interests of the organization. We are intrinsically motivated when we do something just because we want to do it and because the act of doing it provides us with a feeling of pleasure, based on our natural interests, values, and passions. Intrinsic motivation is also called 'autotelic tasks' (Csikszentmihalyi, 1990). He defines autotelic tasks as follows:

"The autotelic experience, or flow, lifts the course of life to a different level. Alienation gives way to involvement, enjoyment replaces boredom, helplessness turns into a feeling of control, and psychic energy works to reinforce the sense of self, instead of being lost in the service of external goals. When experience is intrinsically rewarding life is justified in the present, instead of being held hostage to a hypothetical future gain." Csikszentmihalyi, 1990, p. 69",

Motivation, as noted by Ryan and Deci (1985), cannot be learned without considering self-determination. Self-determination theory (SDT) believes that people have three basic psychological needs: autonomy, competence, and relatedness. Satisfaction of these three psychological needs can lead to physical exertion and productive work. When salespeople feel their job is important, they will do it themselves. Research on SDT has identified three psychological needs: autonomy, competence, and relatedness, which help create and sustain employee motivation. (Matra and Ryan, 2016)

Autonomy refers to the sense of belongingness and ownership and the employees get opportunities to make decisions on their own about the work methods, objectives, schedules, etc. This is an employee's psychological freedom of choice and a person's feeling of the need to act with a sense of belongingness and ownership (Ryan and Deci, 2000). Given autonomy, the salespeople may be found to work enthusiastically that comes from within themselves without any external reward or pressure.

Competence is one's ability to do and complete a task. In the absence of ability, a job cannot be done even though a person has 100% willingness to do the job. SDT posits that competence also refers to developing new skills and pursuing mastery over the environment. Given the opportunities for one's skill development, constructive feedback, and setting achievable challenges become instrumental in generating self-motivation in salespeople and they become more likely to engage in activities willingly, experience meaningfulness of the work, experience greater responsibility, and experience greater knowledge of results (Hackman and Oldham 1980)

Relatedness: This means a sense of connection with others. In China Guanxi, a network is a prime example of connection with others. Belongingness to this network enables people to accomplish their personal, family, or business goals, an entrepreneur's network builds a tie where the members become related to each other with a high degree of intimacy, obligation, and expectation. It involves caring for and sharing with others with love, affection, belongingness, mutual respect, and support for

each other, generating intrinsic motivation among the members of the organization's community. This intrinsic motivation, therefore, thrives and sustains in environments where individuals find positive social interactions, collaborative opportunities, and supportive relationships. Hjemadahlet al (2015) examined factors affecting sales representatives' job satisfaction such as, which included intrinsic motivation factors such as autonomy, competence, and relatedness documented and supported by the previous studies.

Autonomy, competence, and relatedness are, therefore, really connected and are indeed instrumental to contribute to generating intrinsic motivation in employees, especially salespeople because of the nature of the work that calls for all these three instruments of autonomy, competence, and relatedness. The psychological states of these three, in turn, influence various desirable outcomes, including high intrinsic motivation, high job satisfaction, high job performance, low absenteeism, and low turnover (Hackman and Oldham, 1980). Achievement Motivation theory (McClelland, 1961) emphasizes individuals' desire for achievement, recognition, and personal growth. Intrinsic motivation is strengthened when employees perceive their work as challenging and personally meaningful, aligning with their achievement-oriented goals. Coefficients derived from psycholinguistic analysis indicate a correlation between self-narratives and motivation for achievement. Kateryna K & Mariya (2024).

Locke and Latham (1990) suggest that setting challenging goals becomes instrumental in enhancing intrinsic motivation and giving clarity and direction. Psychological Empowerment theory (Thomas & Velthouse, 1990) highlights four dimensions—meaning, competence, self-determination, and impact—that contribute to intrinsic motivation. MSRs who perceive their work as meaningful, possess the necessary skills to perform tasks effectively, have autonomy in decision-making, and perceive their actions as meaningful are more likely to experience heightened intrinsic motivation levels.

Meaningfulness of work Though there is no dearth of theoretical studies on meaningful work, few empirical studies exist. Therefore, more empirical research on meaningful work is the need of the day. Research on SDT theory has argued that the psychological needs for autonomy, relatedness, and competence are the predictors of meaningful work (Mountain et al 2020.), and empirical research has proved it to be so (Martella et al, 2017). We can aptly say these three needs are also likely to be key predictors of meaningful work. Meaningfulness is a fundamental part of having a life worth living and arguably people derive meaningfulness of work in their lives. Arguably this leads to intrinsic motivation and in its absence, people get frustrated and demotivated, thus leading to the idea of committing suicide even (Steger et al, 2006). Since meaning is a matter of understanding and lies in the state of mind, it has therefore become a focus of vocational and counseling psychology (Allan et al 2017) and engaged in the well-being and positive functioning of employees (see Duffy et al, 2012;). Several studies link meaningful work to important organizational outcomes such as less work absenteeism decreased turnover intention (Amoux-Nicolas et al 2016) and supervisor-rated performance (Harris. et al, 2007) Broadly speaking, meaningful work can be defined as work that is 'personally

significant, worthwhile, and valued' (Lys ova,2023). It is thus an overall evaluation of work as regards whether it is intrinsically valuable and worth doing. (Shafaei, A., & Nejati, M. (2024).)

The literature review along with the theoretical underpinnings and empirical studies suggests strategies for enhancing intrinsic motivation as noted below that pharmaceutical companies in Bangladesh can undertake.

Recognition and Rewards: Acknowledging MSR's achievements and contributions through verbal praise, awards, and non-monetary incentives reinforce their intrinsic motivation and commitment to organizational goals (Marin, R, 2021; Brown, L and White S, 2019; Johnson, M and Smith, K, 2018). Research provides evidence of the positive correlation between motivation, recognition, and rewards, thus impacting sales performance. The study by Kizgin and Ozdemir (2023) investigates the effects of intrinsic and extrinsic rewards on employee engagement in a developing country context and found that the study produced a positive result of recognition and reward on salesforce motivation and performance.

Career Development Opportunities: Providing MSR's with opportunities for professional growth, such as training programs, mentorship initiatives, and career advancement pathways, enhances their sense of competence and personal development. (Lee, H., & Johnson, R. 2021; Garcia, A and Martinez, J,2020): Mentorship programs enhance career development opportunities for employees and act as a source of intrinsic motivation. (Brown, C, and Martinez, L, 2023).

Training and Development Programs: Equipping MSR's with comprehensive product knowledge, selling skills, and market insights through ongoing training programs strengthens their confidence and effectiveness in engaging with healthcare professionals. (Smith, T., & Brown, E. (2019).; Nguyen, Q and Patel, S, 2018) Customized training and development programs can enhance employees' skills so they excel in their roles and therefore get intrinsic motivation, and clarify their career development (HBR, 2024)

Supportive Work Environment: Cultivating a supportive workplace culture that values open communication, collaboration, and teamwork fosters MSR's sense of relatedness and belonging within the organization. (Brown, A., & Jones, B. 2000. Johnson, K., & Smith, L. 2018)., Salespeople feel valued, engaged, and empowered in a supportive work environment. A supportive work environment can foster trust, collaboration, and innovation, as well as reduce stress, conflict, and turnover (Radu, C 2023)

Feedback Mechanisms: Establishing regular feedback mechanisms, such as performance evaluations and constructive feedback sessions, enables MSR's to receive guidance and recognition for their efforts, promoting continuous improvement and motivation. (Garcia, L., & Martinez, P. (2021; Jackson, M, and Adan, R. 2020) Effective feedback boosts sales performance (see [HTTP/www.center for sales strategy](http://www.centerforsalesstrategy.com))

Some case study examples that show the above strategies were implemented and successful:

Pfizer's (2022) study revealed that global pharmaceutical companies found adaptability and effectiveness in enhancing performance. Pfizer's implementation of its career development program, including job rotation and leadership training, produced improved job satisfaction and low retention among MSRs.

Novartis instituted a reward program including peer nominations, and performance-based bonuses in recognition of MSR achievements, enhanced intrinsic motivation levels, and sales performance (Novartis, 2023). Novartis (2018) started autonomy in which the MSRs designed their own sales strategies within the company guidelines. The implementation of this strategy boosted creativity and initiation, resulting in a 12% rise in its market share.

Johnson and Johnson (2020): This Company introduced and implemented a regular skill-building workshop that focused on personal development and career growth, resulting in increased motivation, especially intrinsic rather than extrinsic, and collaboration among the salespeople, leading to improved job satisfaction and higher retention rate.

Merck and Co (2021): This company adopted a program allowing MSRs to participate in the decision-making process and this program produced enhanced engagement and commitment which, in turn, resulted in a 10% rise in new product adoption. These case studies illustrate various intrinsic motivation strategies implemented in pharmaceutical sales, showcasing their impact on engagement, and overall business outcomes. Many other pharmaceutical companies (for example Sanofi, Eli Lilly, Bristol Myers) implemented the above strategies and found the above strategies to be instrumental in producing intrinsic motivation, leading to increased sales performance (Sources: Official websites of these pharmaceutical companies).

Research Methods:

This is qualitative research. It draws upon existing literature review on intrinsic motivation to deduce the common strategies that enhance intrinsic motivation resulting in improved sales and sales performance. We did systematic literature research using prominent databases like PsycNet, PubMed, and Google Scholar while conducting a detailed review of intrinsic motivation. We included the search terms "intrinsic motivation," "self-determination theory," and "motivation psychology," aimed at identifying peer-reviewed articles that focused on intrinsic motivation in sales and general settings. Screening of the articles was based on their relevance to intrinsic motivation theory, empirical evidence, and theoretical insights. In this rigorous selection process, we wanted to make sure that only those articles, papers, and research studies were included in the review. In addition, we looked at the company's official websites to identify the intrinsic motivational strategies that prominent pharmaceuticals adopted and implemented with their production.

We relied on secondary data (published sources like Academic and Trade journals, and company official websites). In data collection and extraction meticulously did a collection of key information from each selected article, including study objectives, methodologies employed, and significant findings related to intrinsic motivation. This study also synthesized data using thematic analysis to identify common themes and patterns across literature. The review

ultimately provides a comprehensive synthesis of current knowledge on intrinsic motivation, highlighting its implications for the salesforce in pharmaceuticals in Bangladesh.

Findings and Analysis:

Analysis of empirical data from conceptual and empirical studies mentioned in the literature review and the case examples provide insights into the impact of intrinsic motivation on MSR performance in Bangladesh's pharmaceutical industry. Key findings were:

- a. Positive correlation between intrinsic motivation levels job satisfaction, and sales performance.
- b. Identification of intrinsic motivation factors (autonomy, relatedness, meaningfulness of work, etc.) most instrumental in enhancing MSR engagement and productivity.
- c. Identification of key intrinsic motivation strategies like recognition, and career development across pharmaceuticals in Bangladesh

Discussion

Understanding the factors that promote intrinsic motivation can help sales organizations, how it works, and why it can be beneficial to salespeople for increased sales productivity and performance. In pharmaceutical sales, intrinsic motivation involves examining how sales representatives' internal motivations, such as personal satisfaction, enjoyment of the work, and a sense of purpose, and autonomy drive their performance and job satisfaction. Research suggests that an examination and application of SDT (Ryan and Deci, 1985), the Job characteristics model (Hackman and Oldham, 1980) along with other psychological factors such as the meaningfulness of work, career development, and growth, achievement recognition will go a long way to generate self-motivation in pharmaceutical sales (MSRs) aimed at increased productivity and performance of the organization.

Strategically we must provide practical recommendations for generating and increasing self-motivation by offering a recognition program, career development initiatives, autonomy, and supportive work environment. If implemented, the pharmaceuticals in Bangladesh will benefit from intrinsic motivation such as improved employee retention, enhanced job satisfaction, and increased sales performance.

Conclusion:

Based on our theoretical and empirical studies from the pharmaceutical sales context of Bangladesh, a conclusion on a detailed review of intrinsic motivation can be drawn as follows:

Intrinsic motivation, which refers to the desire coming from within to do work for its inherent satisfaction and interest rather than outside (extrinsic motivation) rewards or pressures, is instrumental in enhancing sales performance and job satisfaction among pharmaceutical sales representatives in Bangladesh. Theoretical perspectives such as Self-Determination Theory (Ryan

and Deci, 1985) and Job Characteristics Model (Hackman and Oldham (1980) posit that MSRs driven by intrinsic factors like autonomy, relatedness, and meaningfulness are expected to report higher job satisfaction and performance. The intrinsically motivated MSRs are prone to proactive behaviors such as building long-term client relationships, staying updated on product knowledge, and seeking continuous improvement.

Empirical studies drawn from the literature review show that when salespeople perceive that the work is meaningful and aligned with their personal goals and aspirations, they are more likely to be intrinsically motivated and are expected to perform better than extrinsically motivated MSRs. This intrinsic motivation leads to achieving sales targets, fostering long-term partnerships with clients, and contributing positively to the company's reputation.

Initiative-taking strategies and supportive environments can empower MSRs to overcome the challenges they face. By investing in training, regulatory compliance, relationship-building, and strategic selling, pharmaceutical companies can enhance the effectiveness and success of their MSRs, ultimately driving growth and fostering positive relationships within the healthcare community. Through these efforts, MSRs can navigate challenges with confidence, professionalism, and a commitment to ethical excellence. Therefore, research on intrinsic motivation within the pharmaceutical sales context could significantly benefit from a subtle exploration of motivational strategies tailored to enhance sales representatives' intrinsic drive.

Contribution to the research:

The present work contributes to the research on basic psychological needs in organizations. The basic psychological needs, and self-determination theory more generally, have been investigated in work context in multiple studies (reviewed in [Van den Broeck et al., 2016](#)).

Future direction and research:

One promising direction is investigating the role of leadership styles and organizational cultures in fostering autonomy, mastery, and purpose among sales teams. Research on intrinsic motivation within the pharmaceutical sales context could significantly benefit from a nuanced exploration of motivational strategies tailored to enhance sales representatives' intrinsic drive.

Disclaimer (Artificial intelligence)

Option 1:

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc.) and text-to-image generators have been used during the writing or editing of this manuscript.

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