

PROSPECTS FOR INCREASE IN WORK EFFICIENCY OF MANAGERS OF PHARMACY NETWORKS

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Introduction. The consequence of the expansion of the pharmacy chain is an increase in the number of management personnel, primarily the heads of retail departments (branches, pharmacies), who are middle managers who implement the policy of the top management of the pharmacy chain in their departments and at the same time manage the work of subordinates in a specific branch, often located thousands of kilometers from the head office. In high-level pharmacy chains, the number of heads of retail departments is up to 1000, therefore, for the pharmacy chain, the issue of forming and retaining the personnel of heads of retail departments and increasing the efficiency of personnel is especially important. The motivational environment of the organization plays a significant role in achieving these goals.

Many scientists have been involved in the issues of organizing the work and motivation of pharmacy personnel in recent years. However, their studies examined the problems of personnel management of individual pharmacies in general. The specifics of the work of managers of retail departments of pharmacy chains were not studied in these studies, so the topic of the study is relevant.

The purpose of the study is to develop theoretical and methodological approaches to increasing the motivation of managers of retail departments of pharmacy chains.

We have defined a number of tasks for ourselves that we will perform in the course of the study first of all, these are:

1. To study and theoretically generalize the literature data on the fundamentals of personnel management and motivation in pharmacy chains and methodological approaches to conducting a motivational audit.
2. To conduct a quantitative assessment of the significance of motivational factors for managers of retail divisions of private and municipal pharmacy chains.
3. To study the organizational culture of pharmacy chains, to quantitatively assess the levels of organizational loyalty and job satisfaction of managers.

Research Methods. In the course of the study, we will use the following methods: general scientific (generalization, content analysis, logical analysis), systems approach and complex analysis; statistical (calculation of the Spearman rank correlation coefficient), sociological methods (questionnaires).

Research Results. As a result of the conducted comprehensive analysis of literary sources, it was revealed that the development of the retail segment of the pharmaceutical market occurs along the path of reducing the number of state and individual private pharmacies and increasing the number and size of pharmacy chains. In 2023, the share of chain pharmacies was 60% of the total pharmacy market. The huge number of retail divisions in existing pharmacy chains leads to an increase in the need for mid-level management personnel and the improvement of the personnel management system. Pharmacy chains experience a shortage of qualified pharmaceutical specialists at all management levels, so the issue of attracting and

retaining managers of retail divisions of the pharmacy chain is extremely relevant. In order to retain the personnel, as well as to increase the efficiency of its use, various personnel motivation systems are developed and applied in each organization.

Conclusions. When developing a personnel motivation system, it is necessary, firstly, to take into account the differences in the priority of motivational factors for employees at different levels of the hierarchy, and secondly, to conduct an analysis of the current motivation system through a motivational audit, which allows us to assess the effectiveness of motivational procedures in terms of their compliance with the motivational expectations and preferences of personnel.