

## **SYSTEMS OF MOTIVATION OF PERSONNEL OF THE PHARMACEUTICAL ORGANIZATION**

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Specialists are a basis of competitiveness of the company in the market. It is especially actual for the pharmaceutical companies in which workers who have vocational professional education dominate.

According to analysts, the average Ukrainian company uses human potential only for 9-16%. In the last decades, it became obvious to all who are engaged in the theory and practice of management that the high motivation of personnel is a major condition of success of any organization.

The labor motivation can be presented in the most general view as the difficult psychological phenomenon defining behavior of the person in the course of work. The labor motivation is shown in three interconnected and interpenetrating states: interest in the end results of work, in satisfaction with work and in degree of commitment of the employee of the organization, that is in degree of his devotion to the purposes and interests of the organization. The solution of a problem of effective management of personnel, first of all, is consolidated to improvement of skills of workers and to research of the best ways of motivation of employees to productive work.

Studying of features of a motivational profile, development of the system of motivation of personnel of the pharmaceutical organization became a research objective. The analysis of motivational structure of the personality at personnel of the studied drugstore according to V. E. Milman has been carried out.

V. E. Milman's technique considers special qualities of the population, mentality, a way of life and features of the organization of work. The technique allows to diagnose motivational and emotional profiles of the personality. The

motivational profile of the personality pays off separately both for work, and for customary (not connected with work). The constructed profiles allow to distinguish a real (current) situation and ideal (the potential put in the person). 5 main types of a motivational profile are allocated: progressive, regressive, expressional, impulsive, flattened.

During researches the following results have been received. In administrative and managerial category of 72,3%, 27,7% for a progressive and expressional motivational profile are the share of an expressional motivational profile. In category top pharmaceutical personnel of 42% are the share of an expressional motivational profile, 36% for a progressive and impulsive profile and 22% for the flattened profile. In category medium pharmaceutical personnel 71,4%, on progressive and expressional and expressional equally on 14,3% are the share of the flattened profile. In category the support personnel of the flattened motivational profile is the share 86,6%, of a regressive and impulsive profile of 13,4%.

Considering employees of any organization from positions of modern management, it is necessary to look at them not as on a source of problems, and as on an important resource. In the conditions of limitation of resources any head is faced by a task in providing high-quality services at the smallest expenses. To help to solve this problem the effective system of motivation of personnel which has to include both material, and not material incentives has to.

At creation of system of motivation of pharmaceutical personnel we suggest to use three-stage model which realization demands use of the principles of feedback when at each stage the analysis of his introduction is carried out and compliance of the received results to goals is estimated. Introduction of this model has to lead to improvement of quality of medical care of patients, decrease in fluidity of medical shots, growth of satisfaction with results of the work by health workers, growth of their welfare.