

IMPLEMENTATION OF CORPORATE CODES IN PHARMACEUTICAL INSTITUTIONS OF UKRAINE

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Introduction. The current state of corporate governance in pharmaceutical institutions of Ukraine is characterized by low level of organizational culture, inconsistency of existing practice of corporate governance with pharmaceutical institutions to generally accepted worldwide principles of re-orientation of personnel management system for individual work with personnel, as the most valuable asset of the pharmaceutical institutions. An effective human resources management system of a pharmaceutical institution involves a strong adaptive organizational culture that stimulates the development of atmosphere of mutual responsibility among pharmacy professionals as employees and managers of the pharmaceutical institution (employers). It can be possible provided the effective use of all resources of the pharmaceutical institutions, especially immaterial ones, which are involved in the development of the organization basing on the theory of corporate culture by developing corporate standards covering various aspects of pharmacy professionals in the pharmaceutical institution and corporate code of the pharmaceutical institution.

The purpose. That is why the purpose of this work is the conduct of comprehensive study of theoretical and methodological aspects of the relevance of introduction of the corporate code into the activity of a pharmaceutical institution as a tool of organizational culture management within the framework of adaptive personnel management and systematic substantiation of scientific approaches to the study of historical formation, possibilities to apply and implement various types of corporate codes in pharmaceutical institutions of domestic pharmaceutical sector of the health care industry of Ukraine, taking into account the international experience of applying the ethical principles of the activity of pharmaceutical institutions and pharmacy professionals.

Materials and methods. The study subjects are special scientific literature, fundamental publications on labour organization, scientific reviews and monographic publications of domestic and foreign scientists on human resources management of organizations, Internet resources covering methodology, approaches

and tests aimed at analysis of various aspects of the organization personnel activity and its culture. Sociological methods and personal observations carried out among 1940 pharmacy professionals from 23 regions of Ukraine have been applied to confirm the desk results of the study.

Results and discussion. A corporate code is actually a form of implementation of corporate regulations, which, in turn, are the rules of conduct that are established in the organization for the purpose of regulating the relationships and they are aimed at achieving goals. The corporate code is perceived as a step towards improving corporate governance improvement. The most widespread option in the modern world is Business Ethics Code, which is a set of moral principles, moral regulations and rules of conduct of one person or group of individuals, which determines evaluation of their actions in terms of relationships with other business entities, relationships in the team and in society basing on the observance of moral regulations and principles, divided among them. One of the leading organizations in the world-class pharmaceutical sector is the International Pharmaceutical Federation (FIP), which establishes global pharmaceutical standards through professional and scientific principles of management, policy guidance and declarations, and through collaboration with other international organizations, including the World Health Organization (WHO) and other establishments of the United Nations.

So far, there is no doubt about economic and social benefits of implementing the corporate code in organizations. The desk analysis of domestic literature and international experience has shown that there are positive examples of firms and corporations, which introduce ethics codes along with psychologists and ethics professionals to the staff arrangement. The calculation of economic efficiency from the implementation of optimal and psychologically comfortable conditions for productive activity of the employees far exceeds the additional costs of training and retraining of new people or for reimbursement of expenses due to conflicts and strikes within the conditions of staff turnover and non-loyal behaviour of the staff.

However, experimental researches of corporate activity of pharmaceutical institutions of Ukraine, carried out by interviewing pharmacy professionals, and the desk method analysis of the existing corporate codes, in particular the availability of corporate standards for the management of any processes of pharmacy professionals activity within the organizational culture of pharmaceutical institutions, have shown that significant reserves for increasing the productivity of pro-

professionals and pharmacy institutions activity in general are available in the pharmaceutical market. This is possible if the impact of the following factors is eliminated or reduced: the management of the pharmaceutical institution does not pay enough attention to standards and regulations, which are approved by the existing corporate codes of the pharmaceutical institution; formal approach to writing and defining the philosophy, mission, objectives and values of the pharmaceutical institution; non-observance or partial compliance with the rules of conduct of pharmacy professionals, prescribed in the corporate code; lack of understanding or misunderstanding of corporate relations of pharmaceutical institution by pharmacy professionals; existence of significant differences between the realities of pharmacy professionals activity and the proclaimed standards, etc.

Conclusion. Not paying attention to these factors, having explained this by the availability of the Ethics Code of Pharmacists (“why do we need one more document?”), causes a decrease in the level of satisfaction of pharmacy professionals with the following: the prestige of the profession – a chemist/ a pharmacist; front-office policy for managing the pharmaceutical institution; the degree of involvement of pharmacy professionals in the pharmaceutical institution management; microclimate in the team; relations with colleagues (a considerable degree of proximity of relationships, trust) and with the supervisor/subordinates; possibilities for job promotion in the pharmaceutical institution; professional advancement (career advancement, training, etc.); improvement, growth and development as a person; using of initiative and creativity of pharmacy professionals; labour during the working day and intensity of the labour process, variety and content of work, degree of responsibility for the results; availability of feedback to reduce uncertainty, system of motivation and adaptation of staff, etc.