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Research of the influence of emotional loyalty of a pharmaceutical worker on the socio-psychological climate of the team

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The paper reveals the theoretical foundations of loyalty management of pharmaceutical personnel, social technologies in personnel management of the pharmacy organization are analyzed, the peculiarities of the staff of pharmacy organizations are studied, the tools of management of loyalty of pharmaceutical workers are analyzed, the influence of the emotional loyalty of the pharmaceutical worker on the socio-psychological climate of the team is investigated.

Key words: personnel loyalty management, pharmacist, socio-psychological management style, pharmacy, manager.

STATEMENT OF THE PROBLEM

Currently, pharmacies, most of which are part of pharmacy chains, operate in difficult economic conditions, formed against the background of the socio-economic crisis in the world. In addition, the pharmacy segment of the pharmaceutical market over the past 30 years is characterized by a high degree of competition and staff shortages. In such conditions, the optimization of the pharmacy becomes a priority with limited financial resources.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

Thus, the mobilization of internal reserves of the pharmacy organization through the use of effective tools for the management of pharmaceutical workers becomes the least costly measure. Administrative, legal and economic ways of personnel management of pharmacy organizations, in which the relationship between employee and employer becomes exclusively economic, generally accepted and widely used. The

best methods of material influence on pharmacists are studied in detail in the scientific works devoted to economic methods of stimulation. At the same time, numerous studies show that the amount of monetary compensation does not affect job satisfaction, so material motivation has a very limited impact on the involvement and effectiveness of pharmacists. In this regard, the loyalty management of pharmaceutical workers is of particular importance.

The works of influence of emotional loyalty studied domestic and foreign scientists as: V. A. Barkov, L. V. Balabanova, O. V. Sardak, A. Ya. Kybanov, A. Martensen, L. Gronholdt. However, there are practically no works devoted to the peculiarities of managing the personnel potential.

ISOLATION OF PREVIOUSLY UNSOLVED PARTS OF THE GENERAL PROBLEM

At the same time, there is no research on the effect of the emotional loyalty of pharmacists on the socio-psychological climate of the team.

Purpose. The aim of work is research the influence of emotional loyalty of a pharmaceutical worker on the socio-psychological climate of the team.

The methods of expert estimations, statistical and graphical were used in the study.

OUTLINE OF THE MAIN RESEARCH MATERIAL

In personnel management, loyalty is seen as employee behavior in the context of organizational culture, organizational philosophy, goal management, staff efficiency, staff involvement, staff security and staff turnover, staff motivation and reward systems.

Thus, a loyal employee is one who shares the socio-cultural values of the organization, who performs his duties as best as possible in the interests of the organization, consciously works most productively.

Personnel management requires universal tools to manage the loyalty of a pharmacist, but methodological approaches to managing the loyalty of pharmacists in pharmacies have not yet received sufficient scientific justification.

The methodological approach to personnel loyalty management should take into

account:

- peculiarities of pharmacy functioning and peculiarities of pharmaceutical worker as a separate category of personnel;
- be universal regardless of the size, functional structure of the organizational and legal form of the pharmacy organization;
- have ease of execution;
- do not require additional education from performers, involvement of external consultants, economic from a financial and managerial point of view [1; 3].

Also important is the methodological approach as a factor that prevents threats to the socio-professional status of participants in the management process.

Scientific concepts of the source of employee loyalty are diverse, and the most modern of them come to the definition of loyalty as a socio-psychological attitude, a stable attitude of man to someone or something.

The most complete definition of loyalty is a socio-psychological attitude, which is characterized by a friendly, correct, sincere, respectful attitude to management, employees, others, their actions, the organization as a whole; conscious performance of the employee's work in accordance with the goals and objectives of the company and in the interests of the company, as well as compliance with norms, rules and obligations, including informal, regarding the company, management, employees and other actors.

Loyalty management can also be seen as a form of social interaction of the pharmacist with the team, manager and as a process of creating a single socio-cultural space, where there are different individuals who, despite the diversity of interests, must follow the general rules of the game. In this sense, the loyalty management of the pharmaceutical worker acts as a socio-psychological tool of personnel management. On the other hand, the management of the loyalty of the pharmaceutical worker is a strategic direction of personnel management, long-term continuous work in the direction of loyalty development and delayed effect [1].

Designing modern theories of social attitudes, we obtain that the loyalty of the pharmaceutical worker to the pharmacy organization contains three components: the

cognitive component - beliefs, thoughts, ideas, inferences formed as a result of knowledge of the pharmacy; affective component: emotions, feelings and experiences associated with the pharmacy; behavioral intentions: expectations, aspirations, plans, action plans for the pharmacy.

The loyalty of the pharmaceutical worker to the pharmacy acts as a summary assessment that includes all these components. The elements of the system are interconnected, and changing one of them can change the other.

Studies of loyalty scientists show that the pharmaceutical worker (as a trade, health and human-to-human) worker is dominated by an affective type of loyalty, which indicates the psychological commitment of employees to the organization, reflecting the emotional mood to set goals and values of activity.

Accordingly, the most effective methods of managing the loyalty of a pharmaceutical worker are methods that promote the formation of a positive emotional mood, such as improving the quality of the work process, optimizing communication processes in the pharmacy, establishing relationships between managers and subordinates. It is the development of emotional loyalty that will contribute to the successful management of loyalty in the long run. The emotional mood of the pharmaceutical worker and, consequently, his loyalty are formed through the socio-psychological climate of the team in which the pharmaceutical worker is located. The emotional component of a pharmaceutical worker's loyalty implies that the employee who is in the organization in these working conditions. In the process of work not only provides for themselves financially, but also feels positive feelings, the source of which is the organization itself, he is good in his workforce. Leading factors that determine the management of socio-psychological climate are: leadership style, its managerial competence, as well as the conditions and nature of work of employees and the degree of satisfaction of their dominant social needs. Leadership style is one of the reasons that reduces the satisfaction of pharmaceutical workers. Favorable socio-psychological climate in the pharmacy is the result of effective management of the pharmacy manager [2; 4].

We conducted a survey of 44 pharmaceutical workers to study the impact of emotional loyalty of a pharmaceutical worker on the socio-psychological climate of the team.

It was found that 93% of the surveyed pharmaceutical workers are women. We also analyzed the experience of their work (Fig. 1). According to the results of the survey, 59% of pharmaceutical workers have more than 10 years of experience.

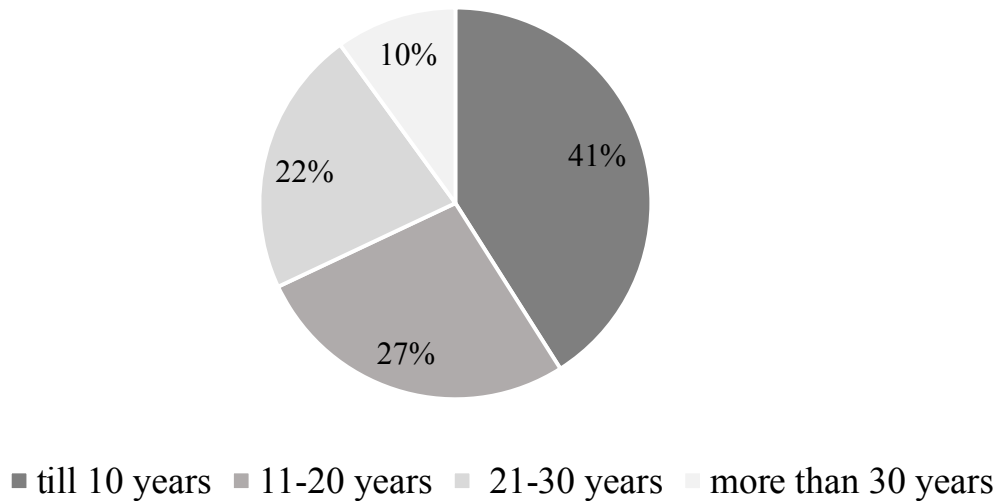


Fig. 1. Analysis of the length of service of pharmaceutical workers

The information was of interest on the definition of socio-psychological management styles in the heads of pharmacies (Fig. 2). It was found that 76% of pharmacy managers have an authoritarian management style, 18% — democratic and 6% — liberal.

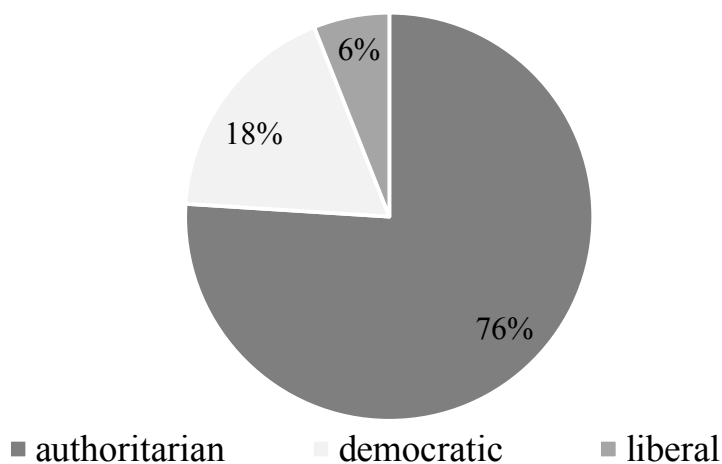


Fig. 2. Analysis of socio-psychological management styles of heads of pharmacies

The results of the study revealed the specifics of the socio-psychological climate of pharmacy teams: low degree of cohesion (27% of respondents); predominance of business relations over interpersonal ones (35% of pharmacists' answers); higher satisfaction of relations with colleagues at work than with managers (31%) (Fig. 3). It was found that high satisfaction with the relationship with the leadership was found in teams with democratic and mixed leadership styles.

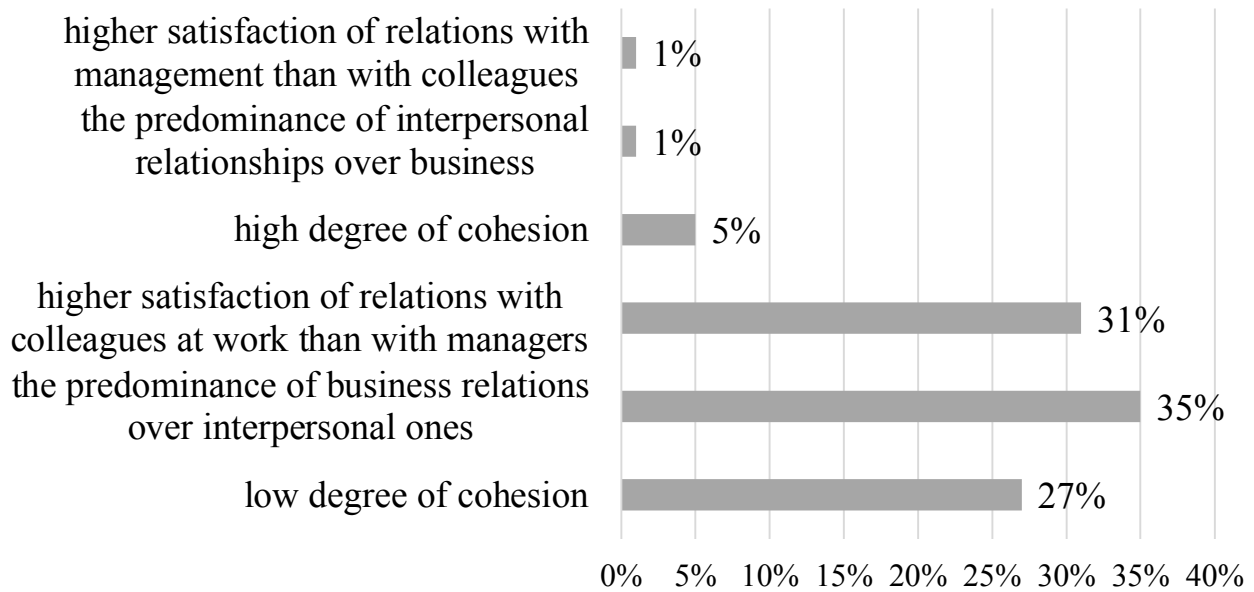


Fig. 3. Analysis of the specifics of the socio-psychological climate of pharmacy teams

It was found that a characteristic feature of 87% of pharmacy managers as line managers is the lack of additional management education, which would give them an advantage over subordinate pharmaceutical workers (specialists).

It was found that most pharmaceutical workers believe that the head of the pharmacy has the ability to this type of activity (91% of respondents), propensity for management (85%) and the presence of appropriate specialization (97%) (Fig. 4).

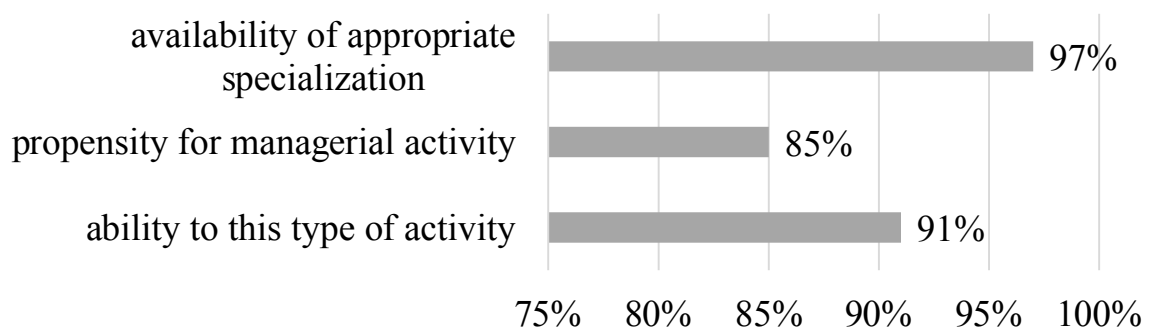


Fig. 4. Analysis of the inherent abilities of managers of pharmacies

Management style is closely related to the communicative function of the pharmacy manager. The concept of communication function of the head of the pharmacy includes emotional and intellectual process of dissemination of management information within the team, establishing and regulating constructive interpersonal relationships between subordinates, establishing the team to perform the tasks of the pharmacy. The means of implementing the communicative function are all the main functions of management: planning, organization, motivation, control, delegation, feedback. The effectiveness of the communicative function is higher the more it uses other management functions. Particular importance is given to feedback as a factor that ensures the understanding of subordinates of management information, and means of correcting their business behavior. To provide feedback, it is necessary that the head of the pharmacy was available and professionally open to subordinates.

Positive, open and interactive communications contribute to the creation of an optimal socio-psychological climate in the team to a greater extent than reliance on hierarchical structure, rigid subordination of relations «subordinate – boss», competition between employees and authoritarian communication «top down».

Thus, the optimization of the communication process can also serve as a tool for managing the loyalty of the pharmaceutical worker (Fig. 5).

Training pharmacy managers in the skills of using a democratic style in team leadership, delegation, building an effective communication process allows you to improve management skills. Pharmaceutical loyalty management tools are used at all levels of pharmacy personnel management.

The process of managing the loyalty of a pharmaceutical worker has an organizational structure that is interconnected with the main activities of the pharmacy in the field of personnel management, and takes into account the specifics of the pharmacy. The advantage of the proposed organizational structure of loyalty of a pharmaceutical worker is the ability to use it in any pharmacy, starting from any management level, without loss of efficiency. Thus, the loyalty of a pharmaceutical worker to the pharmacy should be considered as a socio-psychological attitude.

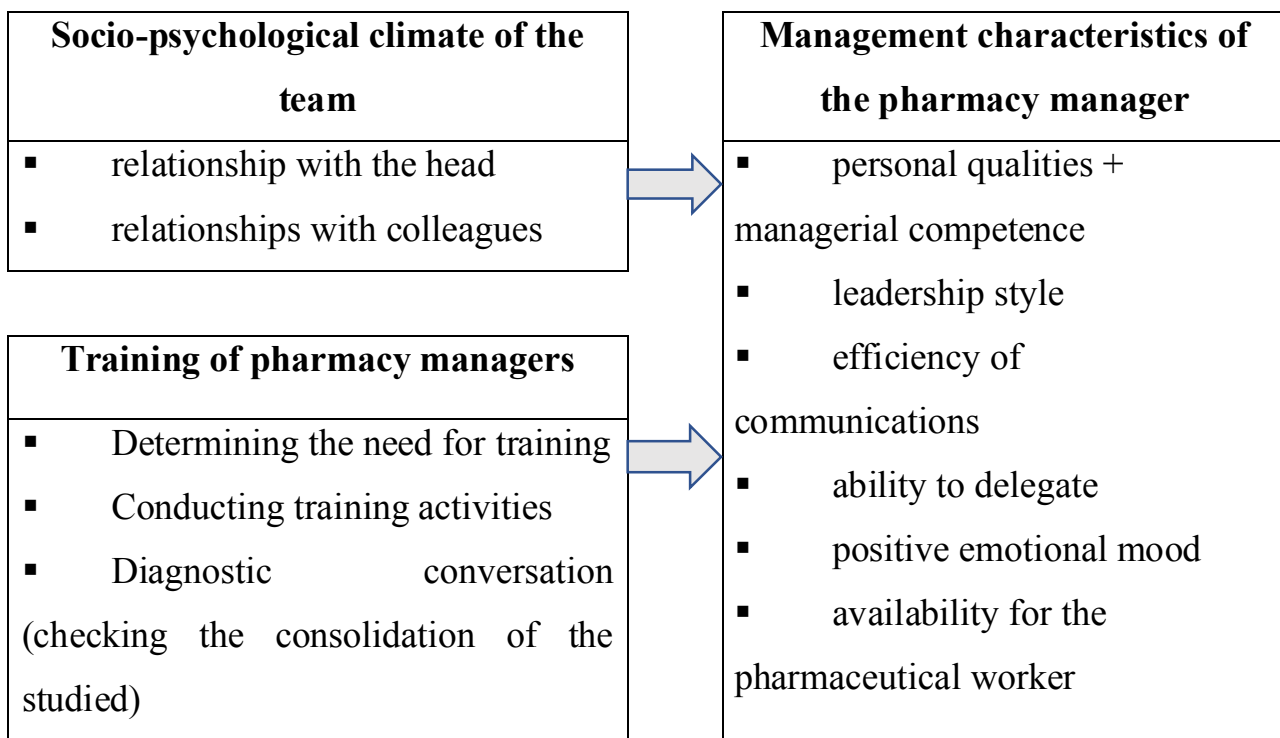


Fig. 5. Tools for managing the loyalty of a pharmaceutical worker in pharmacies

The loyalty of the pharmaceutical worker as a socio-psychological attitude contains three components: cognitive component, affective component and behavioral intentions; elements of this system are interconnected, and changing one of them can change the other. The emotional component of loyalty in a pharmaceutical worker is the most pronounced, so the directed formation and change of loyalty is possible by creating a positive emotional mood in the worker. The emotional mood of the pharmaceutical worker, and hence his loyalty, is formed through the socio-psychological climate of the team, through the use of the head of the pharmacy democratic management style, proper delegation of powers, effective communication process using feedback. The development of the necessary skills is achieved through the training of pharmacy managers.

CONCLUSIONS

1. We conducted a survey of 44 pharmacists to study the impact of emotional loyalty of a pharmacist. It was found that 93% of the surveyed pharmaceutical workers are women. It was found that 59% of pharmaceutical workers have more than 10 years of experience.

2. It was found that 76% of the heads of the surveyed pharmacies have an authoritarian management style, 18% — democratic and 6% — liberal.

3. The results of the study revealed the specifics of the socio-psychological climate of pharmacy teams: low degree of team cohesion (27% of respondents); predominance of business relations over interpersonal ones (35% of pharmacists' answers); higher satisfaction with relationships with colleagues than with managers (31%). It was found that high satisfaction with the relationship with the leadership was found in teams with democratic and mixed leadership styles.

4. It was found that a characteristic feature of 87% of pharmacy managers as line managers is the lack of additional management education, which would give them an advantage over subordinate pharmaceutical workers.

5. It was found that the majority of pharmaceutical workers believe that the head of the pharmacy has the ability to this type of activity (91% of respondents), propensity for managerial activity (85%) and the presence of relevant specialization (97%).

6. The tools of management of loyalty of the pharmaceutical worker were allocated.

PROSPECTS FOR FURTHER RESEARCH

The cohesion of the team, the satisfaction of the employees with their stay in it largely depends on: the psychological compatibility of the employees; satisfaction with working conditions; motivation system; relationships in the team as a whole. Therefore, in order to improve the efficiency and working capacity of workers, a motivation system must be formed, which is closely related to the type of temperament of each worker and system of management loyalty of the pharmacists should be used.

LIST OF USED SOURCES OF INFORMATION

1. Ausheva, A.S. (2015) Formation of clients' loyalty as a component of the enterprise efficiency. Topical issues of new drugs development: Abstracts of International Scientific And Practical Conference Of Young Scientists And Student, April 23, 2015, Kharkiv. Kh.: NUPh, 441.