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STUDY MODERN METHODS OF MOTIVATING PERSONNEL OF PHARMACY

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Introduction. Motivation is the fuel that drives us and others to use our knowledge to achieve positive change. If pharmacists consider their role as motivators, this will lead to greater job satisfaction and improved patient health [1]. Pharmacists should think about motivation on three levels: self-motivation, staff motivation, and patient motivation [2]. Staff motivation is critical to the success of most pharmacy operations. Whether it's retail, long-term care, a hospital, or industry, motivated employees tend to perform better and be more engaged than unmotivated employees. Pharmacists can set the tone [3].

Pharmacists need to motivate themselves for many reasons. For example, the field of pharmacy is constantly changing. Staying on top of things requires motivation and effort. In addition, for many pharmacists, the working environment in which they have to perform their profession is far from ideal. Take, for example, the atmosphere of a retail pharmacy. Modern pharmacists must wake up and start fighting against numerous obstacles, such as stunning refusals to manage business processes, inept policies and sometimes even incompetent management [4]. Self-motivation keeps pharmacists from becoming discouraged. Self-motivation encourages facing the day and focusing on the good things the pharmacist can do and the positive changes the pharmacist can contribute [5]. A tip for self-motivation is to set specific, achievable goals, along with a plan of small steps—emphasis on small—to help pharmacists achieve them [6].

Pharmacists rarely work in isolation. Most likely, they have tangible connections with other pharmacists or non-pharmacists on a daily basis. Regardless of position, pharmacists are often looked upon as leaders within their ranks and are likely to have a significant impact on the motivation level of their team. Staff motivation is critical to the success of most pharmacy operations. Whether in retail, long-term care, hospital, or industry, motivated employees tend to perform better and be more engaged than unmotivated employees.

The aim of the study is study modern methods of motivating personnel of pharmacy.

Research methods. In the process of work, we used the following research methods: questionnaire survey, analysis, system, graphic.

Main results. The pharmacists who participated expressed a low intention to stay in the same job, more than half of them (52%) were thinking of leaving their job, of which only 20% actually went for an interview at another pharmacy organization, and 60% were ready to accept a good offer work.

Among all participating pharmacists, 80% trusted their management, while 15% did not have enough trust. There was no significant relationship between pharmacists' satisfaction and their desire to leave their jobs. A minority (16%) of pharmacists are satisfied with staff support, (44%) reported a lack of motivation in pharmacy departments, (53%) were not satisfied with the incentives provided by the

hospital pharmacy, (83%) agreed with the presence of good relations between colleagues.

59% of pharmacists felt that product safety measures were implemented in their pharmacy and 39% of pharmacists felt that they received recognition for teamwork. The overall results show that the job satisfaction of 62% of pharmacists has changed significantly compared to last year. About 80% are motivated by a combination of financial and non-financial incentives. 81% of pharmacists believe that financial incentives are also important for their motivation and have a big impact on their results.

So, the most important modern methods of motivating personnel are:

1. Development of clear and transparent personnel evaluation criteria.
2. Analysis of the real needs of employees.
3. Development of a differentiated reward system.
4. Recognition of the merits of subordinates: personal praise, public recognition of merits (at meetings, meetings), letters of commendation.
5. Provision of "time off" for overtime work.
6. Improvement of working conditions of the employee.
7. Provision of prizes and valuable gifts.
8. Provision (extension) of a social package.
9. Providing opportunities for career growth or transfer to a more prestigious unit.
10. Expanding the capabilities of employees, ensuring the opportunity to participate in decision-making.

However, you should always remember that people quickly get used to everything and every bonus looks familiar. Therefore, it is important to always leave something in reserve or constantly invent new ways of encouraging them.

In fact, people find motivation on their own, and the job of a manager in a pharmacy is to create a favorable environment for the development of motivation. It is based on the ability to link achievement and reward to the things the employee values most. So you need to learn how to study and analyze surveys and situational data about your employees, communicate with them, find out what they like and what they like to do best.

Already now, even in a difficult economic period, the management of pharmacies must think about the future, correctly shape the psychological and general atmosphere of the enterprise, and not lose the interest of employees who can make a significant contribution after successfully overcoming temporary difficulties for business development.

The main methods of motivating personnel in modern conditions are: monetary payments for the fulfillment of set goals. The punishment is to prevent the employee from committing actions that could harm the pharmacy.

Social policy is related to the provision of additional benefits, services and social benefits to employees, intangible incentives (rewards, written thanks from management, even praise).

Professional training is an opportunity to develop personal qualities and acquire special knowledge that will open wide horizons.

Career growth encourages hard work and efficient and quick performance of tasks.

In modern conditions, it is necessary to apply methods and measures for the dissemination of work results, both financial and non-financial means of motivation. Which of them will be more appropriate in a particular situation depends on the characteristics of the enterprise, personnel and its structure, the size and level of the subdivision of the working group of development and industrial democracy.

So, no matter how great ideas, innovative technologies, the most favorable external conditions are, nothing is good, it is impossible to achieve high efficiency of trained and motivated personnel. Human investments and resources become a long-term factor of competitiveness and sustainable functioning of the enterprise.

A modern manager must consider all factors for the successful operation of a business. In order to create an optimal motivation system, which is classic for modern company managers, motivational theories must take into account the mentality of employees, the members of the working group study.

Conclusions. The motivation of pharmacists was studied as a factor influencing the efficiency of pharmacies. The influence of the theory of self-determination on the motivation of pharmacists was studied. Factors related to the motivation of pharmacists were studied. The motivation and job satisfaction of pharmacists were analyzed. A survey of pharmacists was conducted in order to assess the role of motivation in the pharmacist's work.

Modern methods of motivating personnel of pharmacy were determined. It was found that 80% are motivated by a combination of financial and non-financial incentives. 81% of pharmacists believe that financial incentives are also important for their motivation and have a big impact on their results.

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