

## EDUKACJA FARMACEUTYCZNA: EKONOMIKA I ZARZĄDZANIE

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### PROBLEMS AND PROSPECTS OF THE MODERN SYSTEM ADAPTIVE MANAGEMENT DEVELOPMENT IN PHARMACEUTICAL ESTABLISHMENTS

### ПРОБЛЕМИ ТА ПЕРСПЕКТИВИ РОЗВИТКУ СУЧАСНОЇ СИСТЕМИ АДАПТИВНОГО УПРАВЛІННЯ ПЕРСОНАЛОМ ФАРМАЦЕВТИЧНИХ ЗАКЛАДІВ

**Artyukh T.O., Zarichkova M.V. Problems and prospects of the modern system adaptive management development in pharmaceutical establishments**

To accomplish a PhE economical effectiveness the determined system should be adapted to the demands of its internal environment, their environment uncertainty, the job market and an economical situation in the country that is the most relevant issue currently. The carried out analysis of the scientific literature emphasizes that the following researches can be directed to the ASM PhE improvement developing the mechanisms of the PhE system post-graduate training in modern conditions, the determination of the prior directions of the legislative regulation of the system as well as the improvement of the OK PhE level with the creation a typical model of the compliance code as an instrument of the adaptive OK management that is a subject of our following researches.

*Keywords:* pharmaceutical establishments, motivation, system, an adaptive management

**Артюх Т.О., Зарічкова М.В. Проблеми та перспективи розвитку сучасної системи адаптивного управління персоналом фармацевтичних закладів**

Стаття присвячена актуальним та науково не достатньо дослідженим проблемним питанням адаптивного управління персоналом фармацевтичних закладів у сучасних умовах інтеграційних і глобалізаційних процесів у суспільстві. Проаналізовані публікації присвячені дослідженням окремих аспектів системи управління персоналом фармацевтичних закладів України, мотивації персоналу фармацевтичних закладів, зокрема мотивації до підвищення кваліфікації спеціалістів фармації в межах Європейської рамки кваліфікацій для навчання протягом життя (Lifelong Learning Programme), як ключової складової організаційної культури фармацевтичних закладів з роздрібною реалізацією лікарських засобів, лояльності та прихильності спеціалістів фармації.

*Ключові слова:* фармацевтичні заклади, адаптивне управління персоналом, організаційна культура, мотивація спеціалістів фармації, підвищення кваліфікації.

**Артюх Т.А., Заричкова М.В. Проблемы и перспективы развития современной системы адаптивного управления персоналом фармацевтических учреждений**

Статья посвящена актуальным и научно проблемным вопросам адаптивного управления персоналом фармацевтических учреждений в современных условиях интеграционных и глобализационных процессов в обществе, которые на сегодня остаются недостаточно исследованными. Авторами проанализированы публикации, посвященные исследованиям отдельных аспектов системы управления персоналом фармацевтических учреждений Украины, мотивации персонала фармацевтических учреждений, в частности мотивации к повышению квалификации специалистов фармации в пределах Европейской рамки квалификаций для обучения в течение жизни (Lifelong Learning Programme), лояльности и приверженности специалистов фармации.

*Ключевые слова:* фармацевтические учреждения, адаптивное управление персоналом, организационная культура, мотивация специалистов фармации, повышение квалификации.

Analyzed publications deal with staff motivation researches in pharmaceutical establishments particularly the motivation of specialists' qualifications upgrading in pharmacy as a key part of an organizational culture in pharmaceutical establishments with retail sales of pharmaceutical drugs.

In modern conditions of integration and globalization processes in the society the pharmaceutical branch development gives place to the necessity of existing of a modern staff management system (SMS) in pharmaceutical establishments (PhE). To accomplish a PhE economical effectiveness the determined system should be adapted to the demands of its internal environment, their environment uncertainty, the job market and an economical situation in the country that is the most relevant issue currently.

This issue determines the purpose of our research which involves the study of PhE staff management problems from the positions of an adaptive management (AM). Vetutneva N.O., Galii L.V., Gromovyk B.P., Mnushko Z.M., Nemchenko A.S., Pestun I.V., Ponomarenko M.S., Posylkina O.V., Tolochko V.M., Skulkova R.S., Homenko V.M. and others' works were devoted to the particular SMS PhE aspects researches [1-5].

In different periods of the development

and till currently in conditions of an uncertainty and an environmental responsiveness a great attention to the SMS PhE functioning was devoted by scientists and practitioners in conditions of general medical practice (GMP) implementation [3-4]. Different AM PhE aspects [1,3,5], one of the management functions' influence – the motivation to the staff activity effectiveness in PhE [1]; the pharmacy specialists' (PhS) loyalty and partiality to PhE were studied [3,4].

However, a complex research to the issue of the adaptive staff management (ASM) of PhE with retail sales of pharmaceutical drugs (PhD) has not been carried out or has a fragmentary character.

A great number of scientific methods namely historic, complex and system-functional analysis of scientific cognition was used in the research. Pursuant to these methods all phenomena and processes influencing the staff management effectiveness are studied in the dynamics, interconnection and interdependence to achieve the given purpose. Scientific literature data displaying the developing dynamics of a SMS PhE pharmaceutical market segment at the level of particular establishments of the region and country were studied and analyzed by means of cabinet (traditional) methods.

The problem of PhE adapting to the macro- and micro-environmental changes is a very popular topic in our country. Currently scientific publications' analysis showed a presence of developed modern adaptive actions for PhE in conditions of a changing environment. They involve, in particular, a PhE organizational structure transformation, an introduction of new positions, an expansion of all spheres of activity; an environmental factors' analysis, namely, a study of legislative and regulatory basis changes' influence to PhE activity; a new computer programs usage; providing PhS self-development programs taking part in meetings, congresses, conferences, seminars, trainings, qualifications upgrading; an organization of PhE information work; a consumers' loyalty increase; the improvement of the work with suppliers; service improving; clients' bases creating and others [3].

The issues of the constituents' confirmation of saving and increasing the PhE economical effectiveness studying different models for PhE dynamics are also used in the scientific literature. [3] Although, the environment where Ukrainian

PhE functionize have a characteristics of a great level of the uncertainty whereby in their activity they continually deal with an unpredictable environmental affect. Certain actions for using namely the staff as a main PhE resource have not been researched yet. In our opinion PhE success in the market greatly depends on the staff possibility to learn how to use the PhE mission, strategy and functioning plans to these influences and this in turn depends on the staff adaptation degree implementing events of ASM by PhE authorities.

Accordingly, ASM of PhE needs a more detailed research as a specific and separate part of AM PhE, because SMS PhE has to have adaptive peculiarities to use their characteristics to the PhE tasks' changing, the strategy of their governing and have the orientation to the principle of the PhE staff governing perspective adaptation. And one of the main ASM tasks that has not been determined by practitioners of our scientific researches is a presentation of a clear explanation of ASM PhE itself and its constituents. It can give the opportunity not only to maintain the functioning as well as improve the effectiveness of the PhE staff activity in conditions of the severe competing and the economical uncertainty of the pharmaceutical market in Ukraine. [5]

Mentioned above needs SMS PhE adaptation to the future changes in requiring to PhS by introducing some effective mechanisms to the rapid in time reaction and increasing the PhE effectiveness and marketability, implementing an organizational culture (OK) conceptual model. The OK's main elements are a compliance code with an included system of the motivation and the PhE staff system development upgrading the qualifications because ASM of PhE has a multiple character. ASM of PhE different spheres are connected with the realization of different projects and the usage of financial, physical resources and human forces that make these researches interesting and relevant. According to modern views to the staff governing paradigm, a great resource of the competitive advantage development, a key resource of the PhE stability increasing is not only professional and personal qualities of each PhS and PhE authorities, but the ability of all staff to work in the collective that is connected with their competence. [1] The competences are researched as a basic statement that can be used to increase the PhE effectiveness at the stage of the staff planning, choosing and re-

cruiting organization, studying and management of the motivation career, the stimulation and work payment, staff reservation assessment and preparation. To pay attention, to assure the qualitative functioning of mentioned processes SMS can not exist without predicting of some requirements to the development of PhS and the determination of PhS needed competences in future. [1] That in our opinion can be viewed as a source to separate ASM PhE as a particular direction of researching.

Currently, the modern OK, as a part of ASM PhE instrument, permits to compile and hand on the knowledge and experience to the PhE staff, create collective values and determine their norms of interacting with the environment, influence the staff and consumers' partiality to PhE.

The confirmation of this fact is an introduction of the corporation (organizational) culture notion, as one of the main statements of a strategy planning realization. [3] According to sources in the literature, a corporation culture, namely that of PhE, is presented as a complex of PhS behavioral values and norms which are mostly in the enterprise and reflects its peculiarities to assure a high profit of the enterprise with improving of SMS.[4] General stages of the process of PhE OK foundation are showed. [4] But, the OK foundation is mentioned only as a new direction of the strategy activity. Unfortunately, till nowadays only some PhE pay attention to the OK foundation as an important marketing resource. Moreover, the attention to the following OK management and correction under the factors of external and internal environment as a ASM PhE part is not paid at all.

The facts mentioned above give the relevant practicability to make new researches in this sphere and improve ASM PhE mechanisms by determining the PhE OK level. Using its diagnostics, the determination of its weak places and strategy important factors of influence that have the need of the adaptation and creating a new PhE OK model with given standards of the compliance code adapted to the ethical code of pharmaceutical workers in Ukraine to use the possibilities of the resource to obtain market advantages and a stable commercial success.

General statements concerning OK have been outlined in the researches of the industrial pharmaceutical human potential management under the conditions of implementing international standards of the quality. So, a given industrial SMS

PhE under the conditions of implementing international standards of the quality predicts the change of the management methods using from administrative and economical to socio-psychological and the appearance of a new subject of management, that is PhS and their subculture. Therefore, the PhS motivation to the development as well as the corporation culture take place. And the approach to the management becomes more individual and predicts the consequence of production purposes with personal purposes of PhS. Accordingly, the assurance of SMS processes in PhE are made by means of the motivation processes reglamentation, the social assurance diagnostics socio-psychological climate and so on. It must be pointed out that persuading the data in the literature the SMS PhE peculiarities under the conditions of the management system of the quality implementation can be: special criteria of the staff professional preparation; the necessity of creating a system of its continuous preparation; staff recruiting peculiarities; a high role of the staff motivation; following standards of the pharmaceutical production; the assurance of the staff stability; the necessity of skills selfmanagement forming; the relevance of the work with the staff; SMS OK correspondence to the needs of the management system of the quality; the necessity of the staff management process standardization and so on [4].

In contrast not paying attention to the mutual traits characterizing the establishments of the pharmaceutical branch the difference between strong and weak places, possibilities and dangers characterizing the huge pharmaceutical production enterprises and small pharmaceutical establishments and their structural subdivisions or the pharmacy chain consolidating them has to be outlined. Due to this fact ASM methods must take different meanings and fulfill them with the contents. Using this analogue main aspects of the motivation processes' reglamentation, processes of socio-psychological climate diagnostics, processes of OK creating, the systems of PhS qualifications' upgrading, particularly for PhE with retail MD not enough presented in scientific publications have to be emphasized.

Moreover, the stimulation of PhS work according to the given strategy purposes has been also presented in the publications concerning scientific-practical statements with directions of the development and the strategy planned realization in

PhE. [3] But determining the main PhS directions of the motivation the emphasis was made to their work material stimulation. The PhS work payment system in PhE according the results (an average sum of the cheque, the sales turnover per hour, the quantity of clients per hour, following standards of a clients' service) has been studied. In our opinion some details characterizing particular parts and elements of the OK PhE are as following: a positive image creating, consumers' needs accomplishment, increasing of the PhS quantity which are loyal to PhE, an effective motivation system development, the development of a career prospects long-term program, upgrading of professional skills. In the publications some data from the carried out analysis of extra services influencing the PhE effectiveness have been presented researching the strategy planned effectiveness. the PhE effectiveness leads to the increase of the consumers' quantity which are as a result of PhE determining the factors of the influence on their PhE choice. These factors are shown as the quality of goods, a PhS professionalism, the service standards, extra services, the comfort (a good environmental atmosphere, an excellent design, the use of a high-quality equipment, the absence of the queues) and also non-material attributes as (an image, the reputation, the trend) and the price. It must be pointed out that only particular components of OK PhE have been studied by the researchers and the emphasis has been made to the PhS material stimulating that in our opinion presents the top point of ASM PhE. The research of this top point is the aim of our future researches evaluating the OK PhE current position, creating the methodological bases for the diagnostics of the OK level and confirming fundamental components of ASM PhE improvement at the stage of the OK foundation.

As it was mentioned above, a great number of the scientific works were devoted to the problems of the PhS motivation as one of the functions of PhE management. [1,5] According to the analysis of these scientific sources their purpose is to analyze the individual work motives of a PhE staff as well as determine the motivation principles leading to the improvement of SMS PhE effectiveness. Due to the fact that the PhE staff motivation is a PhS inducement to present an effective activity to get individual or collective purposes and takes the most important place among the factors of PhE survival, especially, under the condi-

tions of an economical crisis, [3] the direction of PhS on themselves, communication or the deal has been determined by the authors with the help of B. Bass' approach. But in our opinion using of this method to create a PhS motivation profile is enough general and needs a more detailed analysis of the motivation factors in the context of their OK development. Carrying out the research these factors have been found by the authors and using the ranging method are presented as PhS needs: salary; conditions of the work; the career prospects; upgrading of the professionalism; the environment in the team; relations with the authorities and the contents of the work. Unfortunately, the methodological approaches to build the optimal model of the motivation and a PhE staff partiality particularly the ASM system have not been determined. The mechanisms of the PhE staff motivation as an element of OK needs the following improvement.

The motivation principles of the staff management as an organization of a material motivation system, namely, non-material motivations with the organization of some conditions of the professional upgrading and PhS career prospects have been outlined by the researchers. [6] Although, currently, rapid conditions of the pharmaceutical business give requirements to the PhS motivation system taking into consideration system, process and adaptation approaches.

Taking into account the social direction of the pharmaceutical branch the factors of the PhE staff motivation to upgrade the qualification need a great consideration. Because the quality of the presentation of the professional activity and taking the main PhE function to provide the population with ME of a high quality depends on this direction. While general bases of the legislative documents regulating the pharmaceutical activity do not respond the present requirements. In particular it should be noted that the legislative-regulating basis of the PhE staff post-graduating studies does not take into consideration the changes in the professional activity. This situation needs developing of the conceptual approaches to ASM PhE which leads to the staff development to PhE providing with the specialists of a needed level of education, the professional training and qualifications.

It should be noted that authors studied some issues of solving the following problems, as a rule they included only the management of the staff development in PhE and qualifications' upgrading

in the pharmaceutical production and distribution enterprises. [1,3-4] The organizational PhE staff partiality has been shown. The consequence and generalization types of PhS enterprise training issues have been successfully solved. The issues of a primary, periodic and urgent training in PhE have been developed. The principles of this kind of training, the analysis of PhS implementing and following international standards of GDP and GPP practices have been determined. [4] But the problem of the development of the PhE staff system post-graduating studies in Ukraine, the analysis of the peculiarities of the PhE staff preparation in the system of post-graduate training as a basis for AM have not been studied yet. The confirmation of the conceptual directions of the motivation stimulating to upgrade PhS qualifications in the process of The OK formation, the improvement of mechanisms to increase the motivation for upgrading the PhS qualifications in Ukraine has not been taken under a detailed analysis in the scientific research of the pharmaceutical branch. Moreover, the demonstration of the interconnection between the system of PhS qualifications' upgrading and the system of their work stimulating at the legislative level has become a relevant issue of SMS in modern conditions. Because the speed of the adaptive management of PhE and in particular the staff to adapt the changes in the environment is the competitive advantage to permit PhE to develop continually and functionize effectively for the benefit of the population of Ukraine.

The carried out analysis of the scientific literature emphasizes that the following researches can be directed to the ASM PhE improvement developing the mechanisms of the PhE system post-graduate training in modern conditions, the determination of the prior directions of the legislative regulation of the system as well as the improvement of the OK PhE level with the creation a typical model of the compliance code as an instrument of the adaptive OK management that is a subject of our following researches.

Reviewer

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