

ANALYSIS OF THE FACTORS OF THE INTERNAL ENVIRONMENT OF THE PHARMACY INSTITUTION

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Резюме. У роботі проаналізовано інформаційне забезпечення аналізу середовища, проведено SWOT-аналіз фармацевтичної установи, оцінено сильні та слабкі сторони внутрішнього середовища аптечних закладів.

Ключові слова: оцінка, сильні та слабкі сторони, внутрішнє середовище, аптечні заклади, SWOT-аналіз

Introduction. Today, the desire to develop is very important for every pharmacy. Pharmacy institutions are making plans for it. But the plan is certain wishes. Desires must be in balance with capabilities. SWOT analysis shows where the weak points and where the danger is for pharmacy organizations. Then the heads of pharmacy institutions will be able to take measures in time, and no surprises will cause significant damage to the pharmacy business. The SWOT analysis includes an analysis of the situation in the pharmacy and an external analysis.

The strengths of the pharmacy distinguish it from its competitors, give it advantages, and its weaknesses, for example, deficiencies must be eliminated, otherwise competitors can use them in their interests.

The **goal** is to analyze of the factors of the internal environment of the pharmacy institution.

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

Research results. According to the system management approach, each pharmacy organization is an open system, the integrity and viability of which are

ensured by the elements from which it is created. The totality of these elements constitutes the internal environment of the organization. Design and preparation of the characteristics of the pharmacy organization's activities, the circle of consumers, market conditions, business conditions, etc. Creating the internal environment of the organization, the management system must ensure that the characteristics of its most important components match the external environment in which the organization operates [1, 2].

The internal environment of a pharmacy organization is formed by managers according to their ideas about what elements ensure effective functioning and development. This is due to the fact that there are different approaches to structuring the internal environment of organizations. Most often, five components are distinguished in it: goals, structure, technology, tasks and personnel who perform these tasks with the help of the appropriate technology. Thus, the internal environment is described as a combination of organizational structure, production technology with a complete material and technical base and corporate culture, which to the greatest extent forms the competitive advantages of a pharmacy institution. Some representatives of the modern school of management believe that the internal environment is the structure, resources and culture of the organization; others refer to the internal environment as the structure and level of division of labor and organizational communication, as well as the organization's personnel, workforce, and technological processes that transform resources into products needed by society [3].

Comparative characteristics make it possible to identify key, internal factors of competitiveness, which help the enterprise to ensure its long-term functioning and development in the conditions of an unstable, dynamic, often hostile environment.

Summing up, it is necessary to provide indicators that can be used to analyze the internal environment of an enterprise or organization.

To assess the strengths and weaknesses of the internal environment of pharmacies, we conducted a questionnaire survey of pharmacists. It was found that 98% of respondents are women and 2% are men. Next, we assessed the importance of

internal variables of pharmacy institutions on a 5-point scale. It was found that the highest score was given to goals (4.2 points) and people (4.1 points). Technologies are rated at 3.1 points, tasks at 2.9 points. The lowest number of points was given to the structure (2.2 points). At the next stage, we analyzed the goals of the investigated pharmacy institutions (Fig. 1).

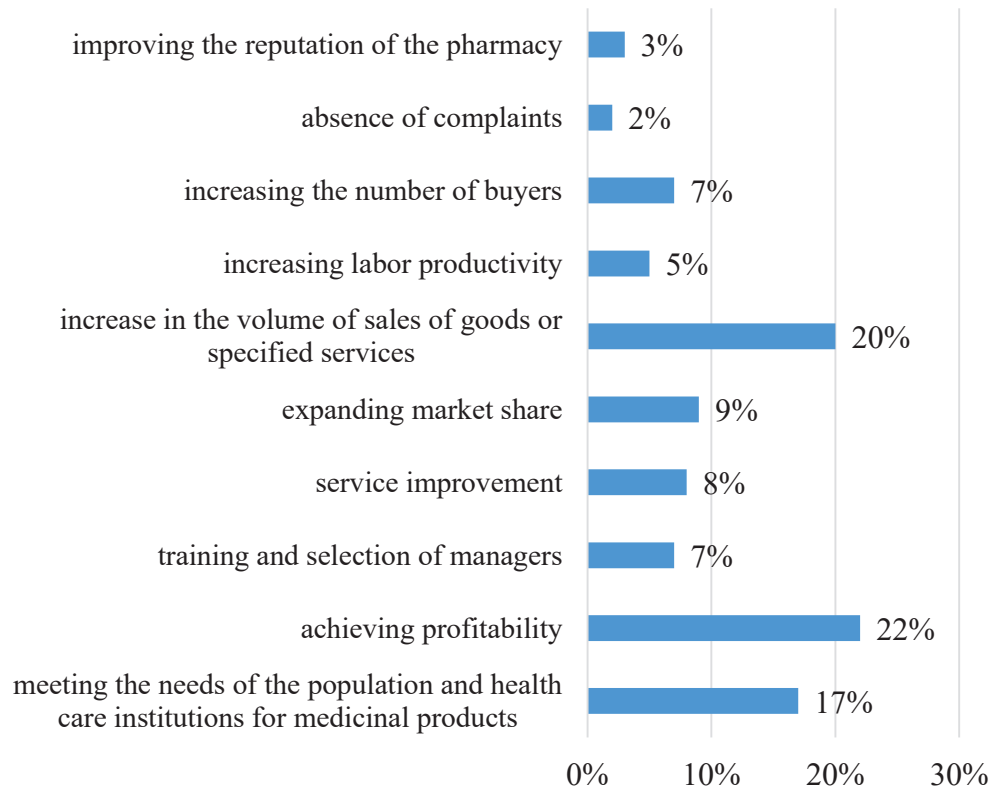


Fig. 1. Analysis of the goals of the researched pharmacy institutions

It was found that the most important goals are the achievement of profitability (22% of respondents' answers), followed by an increase in the volume of sales of goods or specified services (20%) and meeting the needs of the population and health care institutions for medicinal products (17%). 9%, 8%, 7%, and 7% of respondents respectively chose expanding the market share, improving service, training and selection of managers, and increasing the number of buyers as less priorities. The least popular goals are increasing work productivity, improving the pharmacy's reputation,

and the absence of complaints, with 5%, 3%, and 2% of pharmacist responses, respectively.

Next, we evaluated the categories of tasks, from 3 — the most important to 1 — the least important. It was found that working with people is the most important task category (2.7 points). Work with objects was rated at 2.5 points, and pharmacists gave the lowest number of points to work with information (2.2 points).

The structure of a pharmacy institution is a logical interrelationship of management levels and functional areas, built in such a way that allows to effectively achieve the goals of the pharmacy organization.

At the next stage of our work, it was established that 74% of respondents are satisfied with the structure of their pharmacy establishments, and 26% are not satisfied, which is related to the specialized division of labour and the sphere of control. It was established that 92% of respondents use computers in their work. It was found that 81% of pharmacists use electronic product search systems. It was found that only 9% of the respondents manufacture medicinal products in their pharmacies.

Conclusions

1. To assess the strengths and weaknesses of the internal environment of pharmacies, we conducted a questionnaire survey of pharmacists. The importance of internal variables of pharmacy institutions was evaluated on a 5-point scale. It was found that the highest score was given to goals (4.2 points) and people (4.1 points). Average marks were given to: technologies (3.1 points) and tasks (2.9 points). The lowest number of points was given to the structure (2.2 points).

2. The goals of the researched pharmacy institutions were analyzed. It was found that the most important goals are achieving profitability (22% of respondents' answers), increasing the volume of sales of goods or specified services (20%) and meeting the needs of the population and health care institutions for medicinal products (17%). 9%, 8%, 7%, and 7% of respondents respectively chose expanding the market share, improving service, training and selection of managers, and increasing the number of buyers as less priorities. The least popular goals are increasing work

productivity, improving the pharmacy's reputation, and the absence of complaints, with 5%, 3%, and 2% of pharmacist responses, respectively.

3. An assessment of the category of tasks was carried out. It was found that working with people is the most important task category (2.7 points). Work with objects was rated at 2.5 points, and pharmacists gave the lowest number of points to work with information (2.2 points).

4. It was established that 74% of respondents are satisfied with the structure of their pharmacy establishments, and 26% are not satisfied, which is related to the specialized division of labour and the sphere of control. It was established that 92% of respondents use computers in their work. It was found that 81% of pharmacists use electronic product search systems. It was found that only 9% of the respondents manufacture medicinal products in their pharmacies.

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Summary. The work analyzed the information support of the environmental analysis, carried out a SWOT analysis of the pharmaceutical institution, evaluated the strengths and weaknesses of the internal environment of pharmacy institutions.

Key words: *assessment, strengths and weaknesses, internal environment, pharmacy establishments, SWOT analysis*