

ANALYSIS OF THE EFFECTIVENESS OF THE MANAGERIAL ACTIVITY OF PHARMACY MANAGERS

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Introduction. Effective management in the pharmaceutical sector, particularly at the level of pharmacy managers, plays a critical role in ensuring smooth operations, customer satisfaction, and compliance with regulations. As pharmacies face increasing challenges such as regulatory changes, market competition, and evolving customer expectations, the managerial skills of pharmacy leaders are more crucial than ever. This study seeks to analyze the effectiveness of managerial activities performed by pharmacy managers, assessing key areas such as leadership, decision-making, communication, and performance management, in order to provide insights into how managerial practices influence overall pharmacy success.

The aim of the study is to analyze of the effectiveness of the managerial activity of pharmacy managers.

Methods of research. Content analysis, survey were used in the study.

Main results. The managers who adopt a participative leadership style and involve their teams in decision-making tend to report higher levels of employee engagement and customer satisfaction. Pharmacy staff felt more valued and motivated when they were consulted on key decisions, leading to improved productivity and service quality.

Effective communication between pharmacy's managers and their teams is a significant factor in ensuring smooth daily operations. Managers who regularly communicate goals, expectations, and feedback in a clear and timely manner are more likely to achieve positive outcomes, including reduced errors, higher team morale, and better customer service.

Pharmacy's managers who actively monitor and provide constructive feedback on employee performance contribute to a culture of continuous improvement. Performance management systems that incorporate regular reviews and professional development opportunities were found to correlate with higher job satisfaction and reduced turnover rates.

Some challenges highlighted in the research included the difficulty of managing regulatory compliance while maintaining customer satisfaction and managing financial pressures. Pharmacy managers also reported challenges in balancing operational efficiency with maintaining high-quality customer service.

Conclusions. The study concludes that the effectiveness of pharmacy managers' activities is closely linked to their ability to lead, communicate, and manage performance. Managers who adopt participatory leadership, clear communication, and proactive performance management practices create a more productive and satisfied workforce, which ultimately contributes to the overall success of the pharmacy. However, challenges related to regulatory compliance, financial pressures, and operational efficiency must be addressed for pharmacy managers to fully optimize their roles. Continuous training and development of managerial skills are essential to enhancing the effectiveness of pharmacy management.