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**QUALIFICATION WORK**  
on the topic: «**STUDY OF THE DEVELOPMENT OF CORPORATE  
CULTURE IN PHARMACEUTICAL COMPANIES**»

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## **АНОТАЦІЯ**

Дослідження присвячене дослідженню розвитку корпоративної культури у фармацевтичних компаніях. Кваліфікаційна робота охоплює 40 сторінок, містить 18 рисунків та 1 таблицю. У роботі представлено список використаних джерел, що налічує 30 найменувань.

*Ключові слова:* розвиток, корпоративна культура, фармацевтична компанія, фактори, модель.

## **ANNOTATION**

The study is devoted to the study of the development of corporate culture in pharmaceutical companies. The qualification work covers 40 pages, contains 18 figures and 1 table. The work presents a list of sources used, which includes 30 names.

*Keywords:* development, corporate culture, pharmaceutical company, factors, model.

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## INTRODUCTION

**Relevance of the research topic.** In today's rapidly changing business environment, corporate culture has become a critical factor influencing the success and sustainability of organizations across all industries. For pharmaceutical companies, which operate in a highly regulated, competitive, and innovation-driven sector, the development of a strong and adaptive corporate culture is particularly important. A well-established corporate culture not only enhances employee motivation, loyalty, and productivity but also supports the effective implementation of strategic goals, compliance with regulatory standards, and the promotion of ethical practices [11].

The pharmaceutical industry faces unique challenges, including the need for continuous innovation, strict quality requirements, and growing societal expectations for transparency and responsibility. In this context, corporate culture acts as a foundation for building organizational resilience, fostering teamwork, and maintaining high standards of professionalism and integrity. Understanding how corporate culture develops within pharmaceutical companies provides valuable insights into improving internal communication, leadership styles, employee engagement, and organizational performance [7].

Moreover, as globalization and technological advancements reshape the pharmaceutical market, companies must ensure that their corporate values align with the evolving expectations of stakeholders, including employees, patients, regulators, and investors. Studying the processes and factors that influence the development of corporate culture in pharmaceutical companies is therefore highly relevant for enhancing their competitive advantage and long-term success [19].

Given the growing importance of human capital in achieving business excellence, this research addresses an urgent need to explore effective strategies for fostering a positive corporate culture within pharmaceutical organizations. The findings of this study are expected to contribute to the theoretical understanding of

corporate culture development and offer practical recommendations for managers seeking to strengthen their corporate environments [25].

**The purpose of** the qualification work is to study of the development of corporate culture in pharmaceutical companies.

To achieve the goal of the qualification work, it is necessary to solve the following **tasks**:

- to consider definition and essence of corporate culture;
- to research key factors influencing corporate culture development;
- to assess of factors affecting corporate culture in the pharmaceutical sector;
- to conduct comparative analysis of corporate culture in different companies;
- to conduct identification of trends and patterns in the development of corporate culture;
- to develop of recommendations on the development of corporate culture in pharmaceutical companies.

**The object of the study** is the organizational environment and management practices of pharmaceutical companies that influence the formation and evolution of corporate culture.

**The subject of the study** is the processes, factors, and mechanisms involved in the development of corporate culture within pharmaceutical companies.

**Research methods:** theoretical analysis of scientific literature; comparative analysis; case study method; surveys and questionnaires; interviews with pharmaceutical company employees and managers; statistical analysis of collected data.

**Practical significance of the obtained results.** The results of the work can be used to develop practical recommendations for improving corporate culture in pharmaceutical companies. They can assist managers and HR specialists in creating strategies to enhance employee engagement, improve organizational

communication, strengthen ethical standards, and promote innovation. Additionally, the findings may serve as a basis for training programs and corporate development initiatives aimed at building a more resilient and competitive organizational environment.

**Approbation of research results and publication.** Qualification work was approved on II Scientific and practical Internet conference with international participation «Pharmaceutical technologies, standardization and quality assurance of medicines». Abstracts of the reports have been published: Malyi V.V., Bondarieva I. V., Benallal Z. Study of the development of corporate culture in pharmaceutical companies. Pharmaceutical technologies, standardization and quality assurance of medicines: materials II Scientific and practical Internet conference with international participation (May 22, 2025) – Kh.: NUPH, 2025. – P. 12.

**Structure and scope of the qualification work.** The qualification work includes an introduction, a literature review, an experimental part, generalized conclusions, a list of sources used, and appendices. The total volume of the qualification work is 40 pages and includes 18 figures, 1 table. The work also includes a list of references, which includes 30 titles.

## CHAPTER I

### THEORETICAL BACKGROUND OF CORPORATE CULTURE

#### 1.1. Definition and essence of corporate culture

Corporate culture is a complex and multifaceted phenomenon that plays a crucial role in shaping the identity, behavior, and performance of an organization. At its core, corporate culture encompasses the shared values, beliefs, traditions, norms, and practices that guide the actions and interactions of employees within a company. It acts as an invisible yet powerful force that influences every aspect of organizational life, from decision-making processes and leadership styles to communication patterns and employee motivation. The importance of corporate culture has been increasingly recognized in both academic research and business practice, as it directly affects an organization's ability to achieve its strategic objectives, adapt to changes in the environment, and sustain long-term success [20].

Features of corporate culture are presented on fig. 1.1.



Fig. 1.1. Features of corporate culture

The definition of corporate culture has evolved over time, reflecting changes in management theory and organizational dynamics. Early interpretations often linked corporate culture to organizational climate, viewing it primarily as the atmosphere or "feel" of the workplace. However, contemporary perspectives recognize corporate culture as a deeper and more stable system of meanings that provides employees with a sense of identity and belonging. It is not merely a set of surface-level behaviors but a profound internal framework that shapes the way

individuals perceive their roles, responsibilities, and relationships within the organization [10].

The essence of corporate culture lies in its ability to create a cohesive organizational identity and to align the behaviors of individuals with the broader goals of the company. Through the internalization of shared values and norms, employees are able to coordinate their actions more effectively, thus enhancing organizational performance. Culture serves both a socializing and a controlling function: it integrates new members into the organization by teaching them the accepted ways of thinking and behaving, while also regulating actions through implicit standards rather than formal rules. In this way, culture reduces uncertainty, promotes consistency, and fosters a sense of unity among employees [5].

Types of corporate culture are presented on fig. 1.2.



Fig. 1.2. Types of corporate culture

Corporate culture also acts as a source of competitive advantage. Companies with strong, adaptive cultures are better positioned to respond to external challenges and to innovate in response to new opportunities. A culture that encourages



openness, learning, and collaboration can stimulate creativity and resilience, while one that emphasizes ethics, responsibility, and customer focus can build trust and loyalty among clients and partners. In contrast, a misaligned or toxic culture can lead to disengagement, high employee turnover, ethical lapses, and ultimately, organizational failure. Thus, understanding and managing corporate culture is essential for effective leadership and strategic management [30]. Approaches of corporate culture. Approaches of corporate culture are presented on fig. 1.3.



Fig. 1.3. Approaches of corporate culture

The formation of corporate culture is influenced by a variety of factors, including the organization's history, the personalities and values of its founders and leaders, the industry and national context in which it operates, and the experiences of its members. Over time, culture becomes institutionalized through rituals, symbols, stories, language, and physical arrangements that reinforce the prevailing values and norms. Leadership plays a particularly critical role in shaping and maintaining corporate culture, as leaders serve as role models and are responsible for articulating and promoting the organization's core values [11].

In addition to providing a sense of direction and purpose, corporate culture impacts employee behavior and organizational outcomes through several

mechanisms. It sets expectations for behavior by defining what is considered acceptable and unacceptable within the organization. It also serves as a source of intrinsic motivation by aligning personal values with organizational goals. Furthermore, culture can foster organizational commitment by creating emotional attachment and identification with the company. When employees feel that their personal values resonate with the corporate culture, they are more likely to be engaged, satisfied, and loyal [20].

The study of corporate culture is not only important for understanding internal organizational dynamics but also for enhancing external reputation and performance. In today's globalized and highly competitive business environment, stakeholders increasingly expect companies to demonstrate strong ethical standards, social responsibility, and a commitment to diversity and inclusion. A positive and well-articulated corporate culture can serve as a key differentiator, attracting top talent, investors, and customers, and contributing to sustainable success [22].

In conclusion, corporate culture is an indispensable element of organizational life that shapes behavior, influences performance, and defines the identity of a company. It is a living system that evolves over time, reflecting both the internal dynamics of the organization and the external environment in which it operates. A deep understanding of the definition and essence of corporate culture is essential for managers, employees, and researchers alike, as it provides the foundation for building strong, adaptive, and successful organizations in an increasingly complex world [14].

## **1.2. Key factors influencing corporate culture development**

The development of corporate culture is a dynamic and multifaceted process influenced by a variety of internal and external factors. Corporate culture does not emerge spontaneously; it evolves over time through the continuous interaction of leadership practices, employee behavior, organizational structure, market forces, and broader societal trends. Understanding the key factors that shape corporate

culture is essential for organizations seeking to build a strong, adaptive, and sustainable culture that supports strategic objectives and long-term success [8].

Leadership is widely recognized as one of the most influential factors in the development of corporate culture. The values, behaviors, and communication styles of leaders, particularly those at the highest levels of the organization, set the tone for the entire company. Leaders act as role models, consciously or unconsciously signaling what behaviors are acceptable, what achievements are celebrated, and what ethical standards are upheld. Their decisions and interactions become templates that employees observe and emulate. A leader who consistently demonstrates integrity, transparency, and a commitment to shared goals fosters a culture of trust, accountability, and collaboration. Conversely, leadership that is inconsistent, authoritarian, or disconnected from employees' needs can lead to a culture characterized by fear, mistrust, or disengagement [9].

Guiding principles are presented on fig. 1.4.

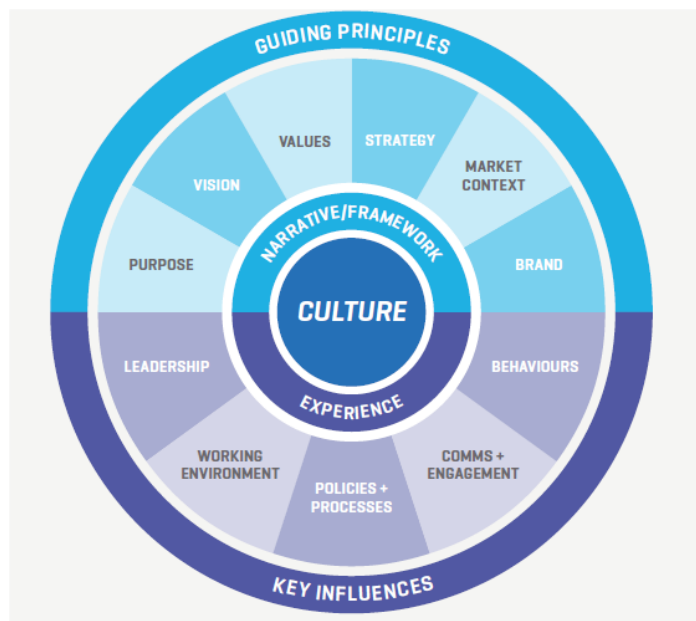


Fig. 1.4. Guiding principles

Another crucial factor influencing corporate culture is the organization's history and founding principles. The experiences, values, and visions of the company's founders often leave a lasting imprint on its culture, even long after the founders themselves have departed. These foundational narratives shape

organizational myths, traditions, and rituals that reinforce core values and provide employees with a sense of continuity and identity. Companies with strong historical legacies tend to emphasize pride in heritage and tradition, which can be both a source of strength and a potential obstacle to necessary change if the culture becomes rigid or outdated [4]. Influence of corporate culture is presented on fig. 1.4.

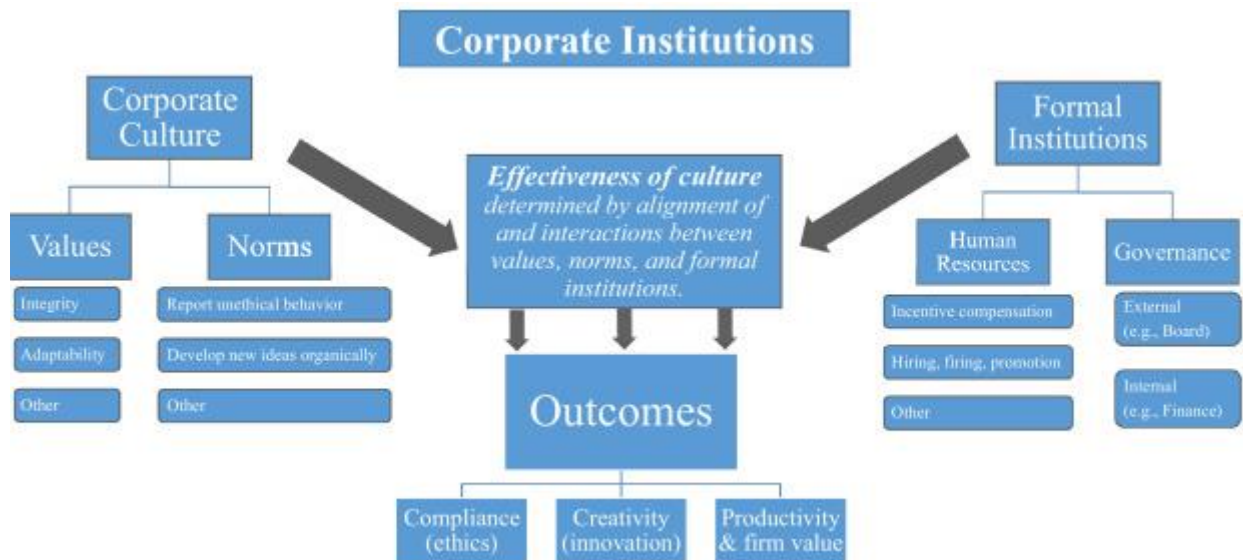


Fig. 1.5. Influence of corporate culture

Organizational structure and management practices also play a significant role in shaping corporate culture. Hierarchical structures, characterized by clear lines of authority and formalized procedures, tend to promote cultures of discipline, control, and stability. In contrast, flatter structures that encourage decentralization and empowerment are more likely to foster cultures of innovation, flexibility, and collaboration. Management practices, including performance evaluation systems, reward mechanisms, and communication channels, further reinforce certain cultural traits by highlighting what behaviors and outcomes are valued. For instance, a performance appraisal system that rewards teamwork and collective achievements promotes a collaborative culture, whereas systems that focus exclusively on individual results may cultivate competitiveness [19].

The nature of the workforce is another factor that influences corporate culture development. The demographics, skills, values, and expectations of employees

contribute to the shaping of organizational norms and behaviors. A diverse workforce brings varied perspectives and experiences, which can enrich the culture but also require deliberate efforts to create an inclusive and cohesive environment. Generational shifts, in particular, have profound cultural implications. Younger generations, such as Millennials and Generation Z, often prioritize values such as work-life balance, social responsibility, and openness to change, prompting companies to adapt their cultures to attract and retain top talent [6].

External environmental factors, including industry characteristics, market conditions, technological advancements, and sociopolitical trends, also exert considerable influence on corporate culture. Pharmaceutical companies, for example, operate in a highly regulated and innovation-driven environment, which necessitates cultures that prioritize compliance, ethical standards, scientific excellence, and continuous improvement. Economic pressures and competitive dynamics may push organizations toward cultures that emphasize efficiency, cost control, and customer responsiveness. Technological developments, such as digitalization and automation, are reshaping how work is performed, thereby influencing values related to agility, learning, and technological proficiency [2].

Moreover, national culture and societal values have a profound impact on corporate culture. Organizations are embedded within broader cultural contexts that shape employees' attitudes toward authority, individualism, risk-taking, and time orientation. For instance, companies operating in collectivist societies may emphasize loyalty, consensus-building, and group harmony, while those in individualist cultures may value personal initiative, autonomy, and competition. Multinational organizations face the additional challenge of reconciling diverse cultural influences and fostering a coherent global corporate culture while respecting local differences [1].

Organizational crises and transformative events, such as mergers and acquisitions, leadership transitions, financial downturns, or reputational scandals, can act as catalysts for cultural change. Such events often expose cultural weaknesses or misalignments and create opportunities for reassessment and renewal.

In these moments, leadership commitment to cultural transformation, effective communication, and active employee engagement are critical for successfully redefining and strengthening the corporate culture [4].

Employee engagement and participation also influence the evolution of corporate culture. Cultures are not imposed top-down; they emerge through the collective actions and interactions of all members of the organization. Initiatives that involve employees in defining values, shaping work environments, and participating in decision-making processes foster a sense of ownership and alignment with cultural goals. An engaged workforce is more likely to embrace and embody the desired cultural attributes, while disengaged employees may resist or undermine cultural initiatives [7].

Features of a corporate culture are presented on fig. 1.6.



Fig. 1.6. Features of a corporate culture

In summary, the development of corporate culture is a complex and ongoing process influenced by a myriad of interrelated factors. Leadership behavior, organizational history, structure, workforce demographics, external environment, national culture, critical events, and employee engagement all interact to shape the

unique cultural fabric of an organization. For pharmaceutical companies, where adherence to ethical standards, innovation, and collaboration are vital, understanding and actively managing these factors is particularly crucial. A deliberate and informed approach to cultivating corporate culture can enhance organizational performance, strengthen employee commitment, and secure a sustainable competitive advantage in an increasingly complex and demanding global market [13].

### **Conclusions to chapter I**

1. The definition and essence of corporate culture are considered.
2. Key factors influencing corporate culture development were analyzed.

**CHAPTER II**

**ANALYSIS OF CORPORATE CULTURE IN PHARMACEUTICAL COMPANIES**

**2.1. Assessment of factors affecting corporate culture in the pharmaceutical sector**

For analysis of corporate culture in pharmaceutical companies, a questionnaire of 62 employees of pharmaceutical companies was conducted (Appendix A).

The survey aimed to assess various dimensions of corporate culture and identify factors that influence it, as well as to perform a comparative analysis across different companies in the pharmaceutical sector. The questionnaire consisted of 24 structured questions, divided into thematic sections.

The first part gathered general information about the respondents. It was found that among the 62 respondents, 44% identified themselves as executives or managers, 29% as HR specialists, 15% as working in Research & Development, 9% in sales or marketing, and 3% selected the option «Other» (Fig. 2.1).

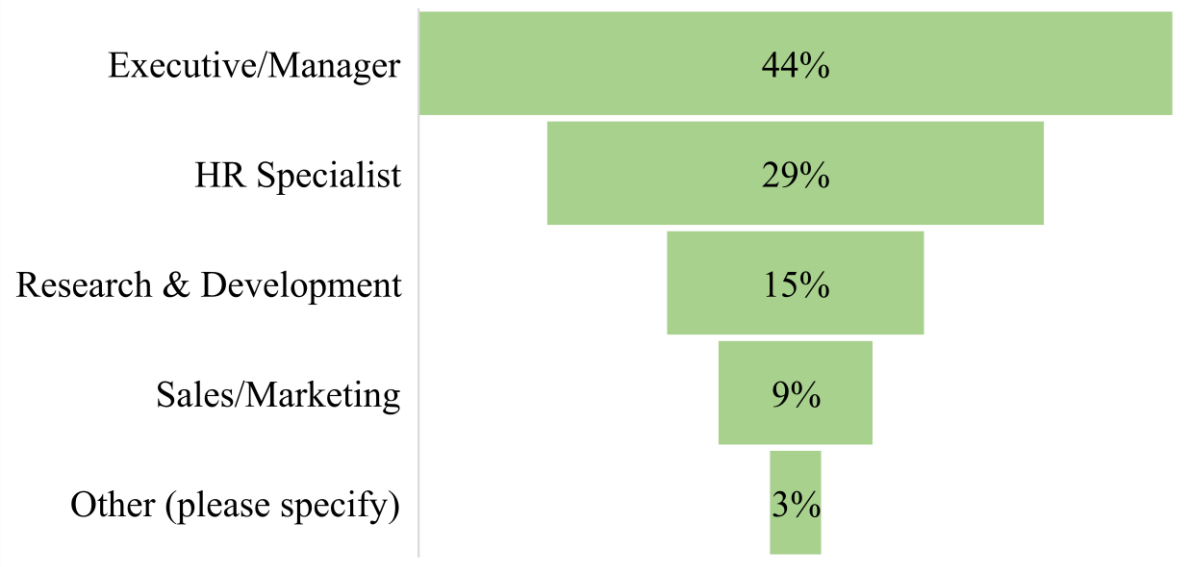


Fig. 2.1. Distribution of respondents by positions in the pharmaceutical companies



As part of the questionnaire conducted to analyze corporate culture in pharmaceutical companies, respondents were asked about their professional experience in the pharmaceutical industry. The question was aimed to assess the level of industry-specific experience among employees, which may influence their perception of corporate values, communication practices, and organizational behavior.

All 62 respondents answered this question, providing a complete dataset. The results revealed that the majority of participants had extensive experience in the sector.

Specifically, 53% of respondents indicated that they have worked in the pharmaceutical industry for over 7 years, demonstrating a strong representation of seasoned professionals. 29% reported having 4 to 7 years of experience, while 17% had worked in the field for 1 to 3 years. Only 1% of respondents had less than 1 year of experience, suggesting that new employees were minimally represented in the survey sample.

This distribution suggests that insights gathered from the questionnaire are grounded in the views of experienced professionals who are likely to have a well-developed understanding of corporate culture within their organizations (Fig. 2.2).

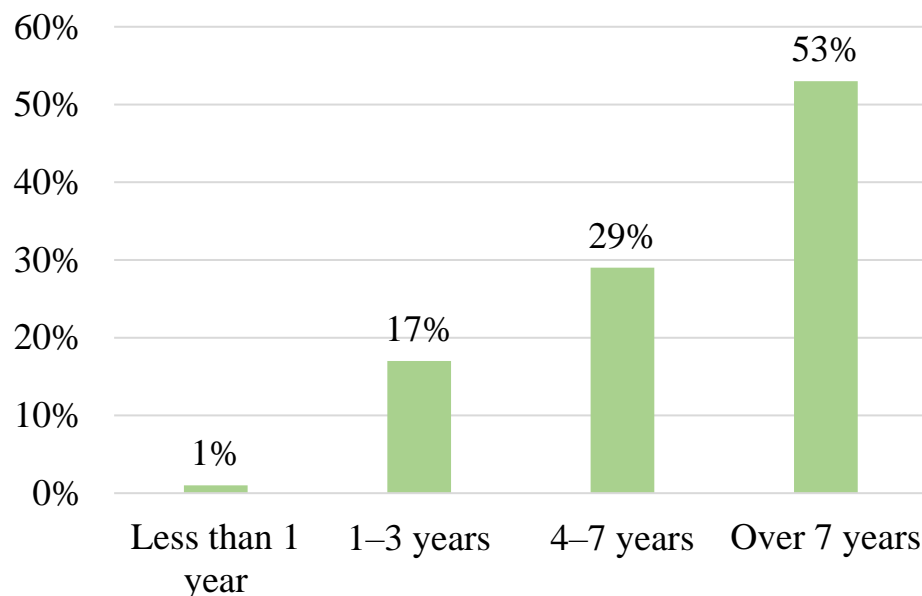


Fig. 2.2. Respondents' work experience in the pharmaceutical industry

Another important aspect explored in the questionnaire was the size of the organization in which the respondents are employed. The question “How many employees are in your organization?” was included to evaluate how company size might influence corporate culture, internal communication, leadership style, and employee engagement.

The results showed that the majority of respondents (60%) work in organizations with 50 to 199 employees, indicating that mid-sized pharmaceutical companies formed the core of the survey sample. A significant part — 36% of respondents — reported working in smaller organizations with fewer than 50 employees, suggesting a considerable representation of small or boutique pharmaceutical companies. Only 4% of participants indicated that their organizations employed 200 to 499 people, showing limited input from larger companies in this specific range.

This distribution highlights that the findings of the survey are most applicable to small and mid-sized pharmaceutical companies, where corporate culture may be more directly shaped by close interpersonal relationships and less formalized organizational structures (fig. 2.3).

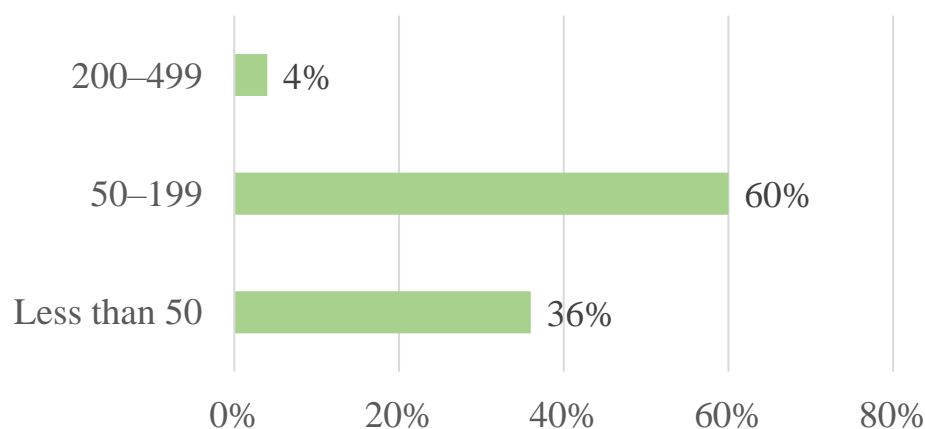


Fig. 2.3. Analysis of the size of the organization in which the respondents are employed

To gain deeper insights into how corporate culture is perceived by employees, the questionnaire included several key questions regarding the clarity of company

values, personal alignment with those values, and the level of trust between staff and management (fig. 2.4).

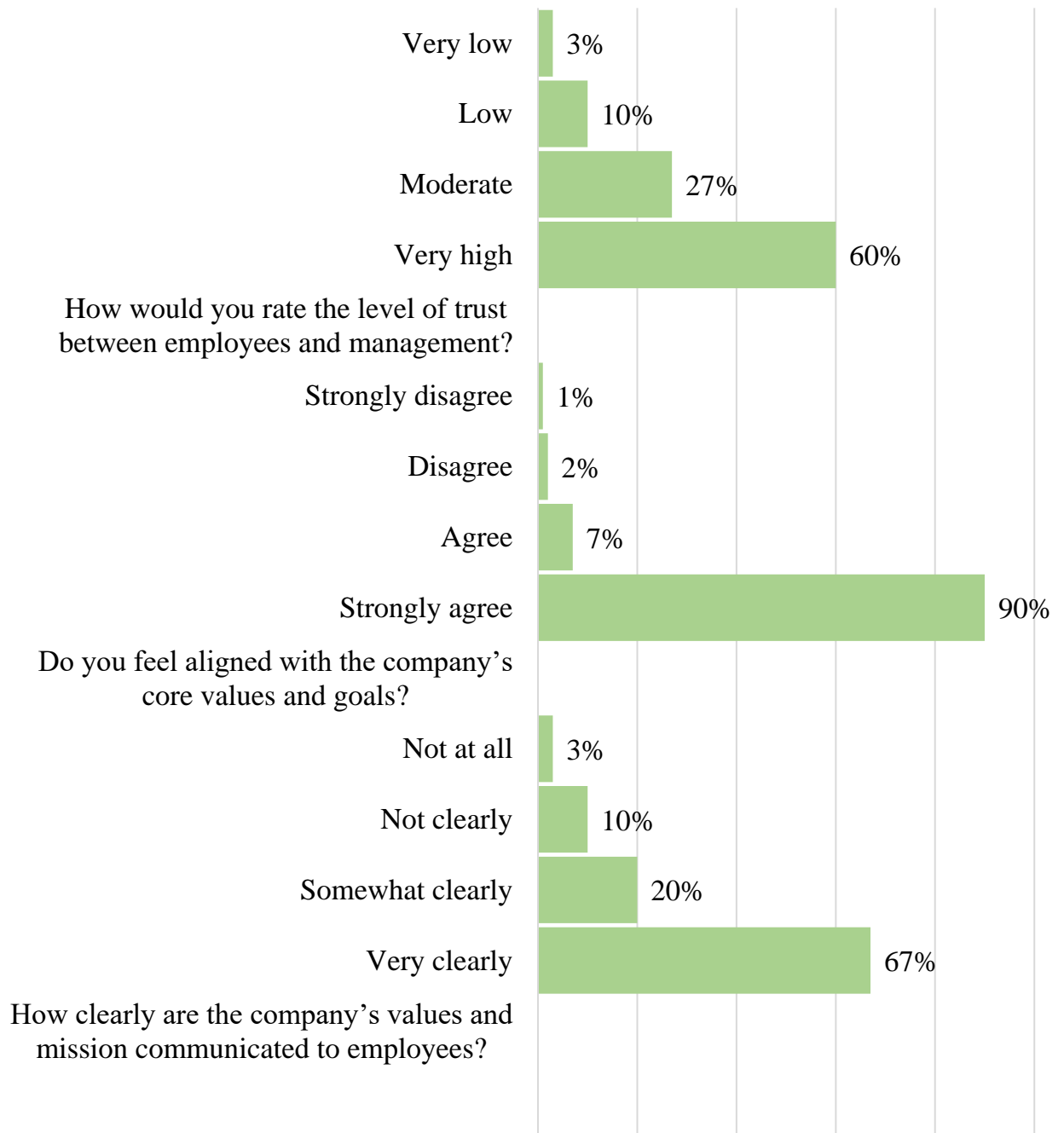


Fig. 2.4. Analysis of clarity of corporate values, employee alignment, and trust in leadership

The responses revealed that the majority of employees (67%) believe that the company's values and mission are communicated very clearly, while 20% feel they are communicated somewhat clearly. A smaller portion of respondents (10%) said

the values are not clearly communicated, and 3% felt they are not communicated at all. These findings suggest that most companies in the sample make a concerted effort to define and share their core principles with staff, though there is still room for improvement in reaching all employees effectively.

To further evaluate internal alignment, participants were asked if they feel aligned with the company's core values and goals. An overwhelming 90% of respondents strongly agreed with this statement, and 7% agreed, indicating that the vast majority of employees feel personally connected to their organization's direction and ethics. Only 2% disagreed and 1% strongly disagreed, showing a very low level of disconnection between staff and company objectives.

Finally, the survey explored interpersonal dynamics through the question about the level of trust between employees and management. Results showed that 60% of respondents rated the level of trust as very high, while 27% described it as moderate. However, 10% reported low levels of trust, and 3% rated it as very low, indicating that while overall trust levels are high, a portion of employees may still feel disconnected from or uncertain about leadership.

Collectively, these responses point to a generally strong internal culture in which values are clearly communicated, employees are highly aligned with organizational goals, and mutual trust is present, though targeted improvements could benefit specific segments of the workforce.

It was determined that the organizational culture in most surveyed pharmaceutical companies fosters a generally open and communicative environment. Analysis of the responses revealed that 59% of employees feel they are always encouraged to provide feedback or share ideas, while an additional 25% reported that this occurs often. However, 10% indicated that such encouragement happens rarely, and 6% stated that it never happens. These figures suggest that while most companies actively promote a culture of openness, a small portion of employees still experience limitations in voicing their thoughts (fig. 2.5).

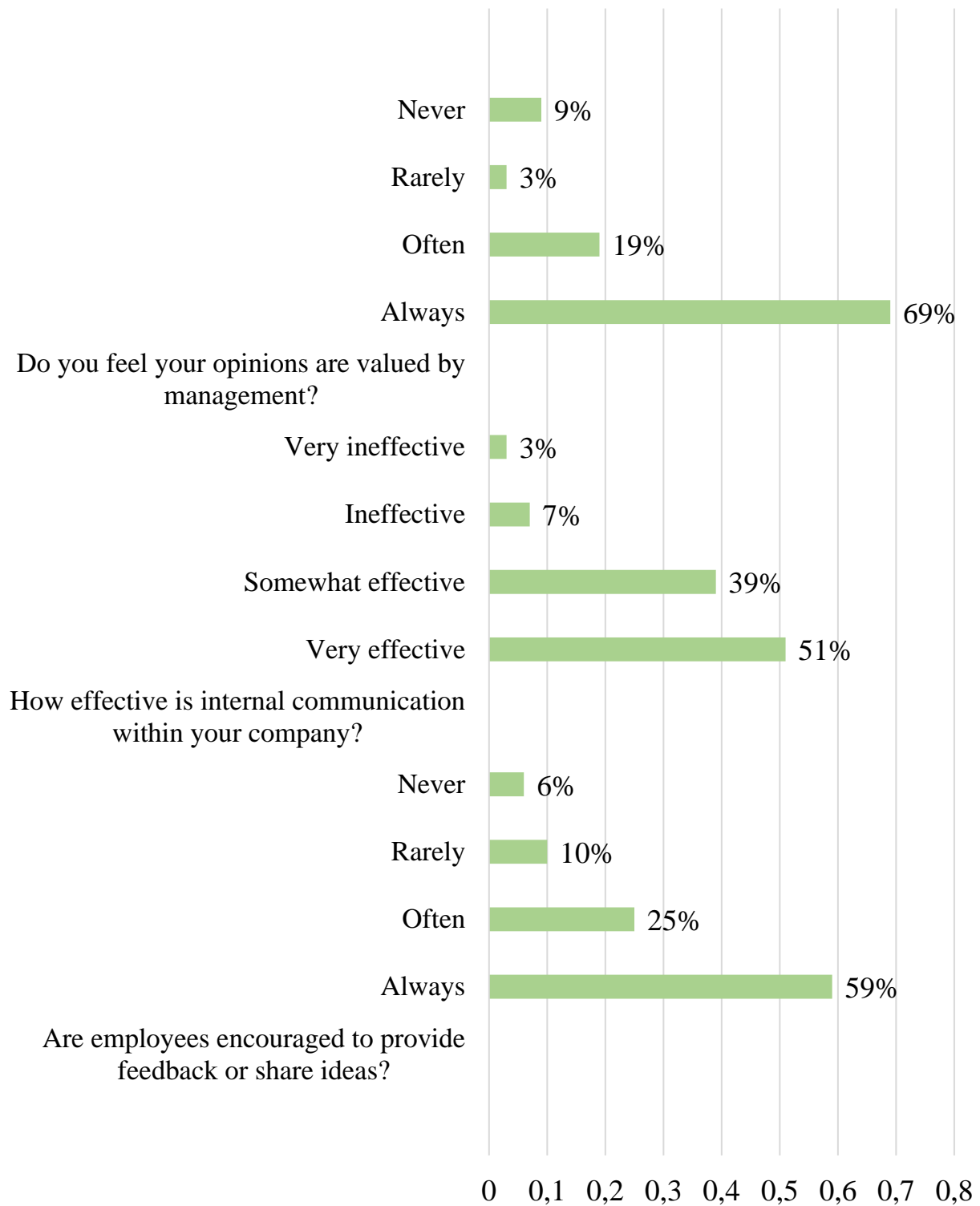


Fig. 2.5. Assessment of the employee feedback, communication effectiveness, and perceived value of opinions

Regarding the effectiveness of internal communication, 51% of respondents rated it as very effective, and 39% found it somewhat effective. Conversely, 7%

considered it ineffective, and 3% viewed it as very ineffective. This indicates that although the majority of employees are satisfied with communication within their organizations, a noticeable minority believe that improvements are needed in this area.

Additionally, it was found that a significant proportion of employees feel their voices are heard by leadership. 69% reported that their opinions are always valued by management, and 19% stated they are often valued. In contrast, 3% said their views are rarely considered, while 9% felt they are never valued at all. These results reflect generally strong employee-management relationships, though there remains a subset of staff who feel underappreciated or ignored.

Together, these findings suggest that many pharmaceutical companies have built a supportive atmosphere that encourages communication and feedback. Nevertheless, efforts should still be made to ensure inclusivity and recognition of all employees' contributions, particularly among those who currently feel unheard or disconnected (fig. 2.5).

It was determined that ethical standards and innovation play a critical role in shaping the corporate culture of pharmaceutical companies. According to the survey, 70% of employees reported that ethical standards and business conduct are discussed or reinforced regularly, such as on a quarterly basis. An additional 15% indicated that such discussions occur occasionally, while 10% stated they happen rarely, and 5% mentioned they never occur. These results suggest that most organizations prioritize ethics training, though a small percentage may lack consistency in this area.

When evaluating leadership ethics, the majority of respondents—65%—rated the ethical behavior of their company's leadership as very ethical, with another 19% describing it as mostly ethical. However, 9% of employees viewed leadership as sometimes unethical, and 7% described it as frequently unethical, indicating that while the overall ethical perception is positive, there remains a segment of concern regarding leadership behavior (Fig. 2.6).

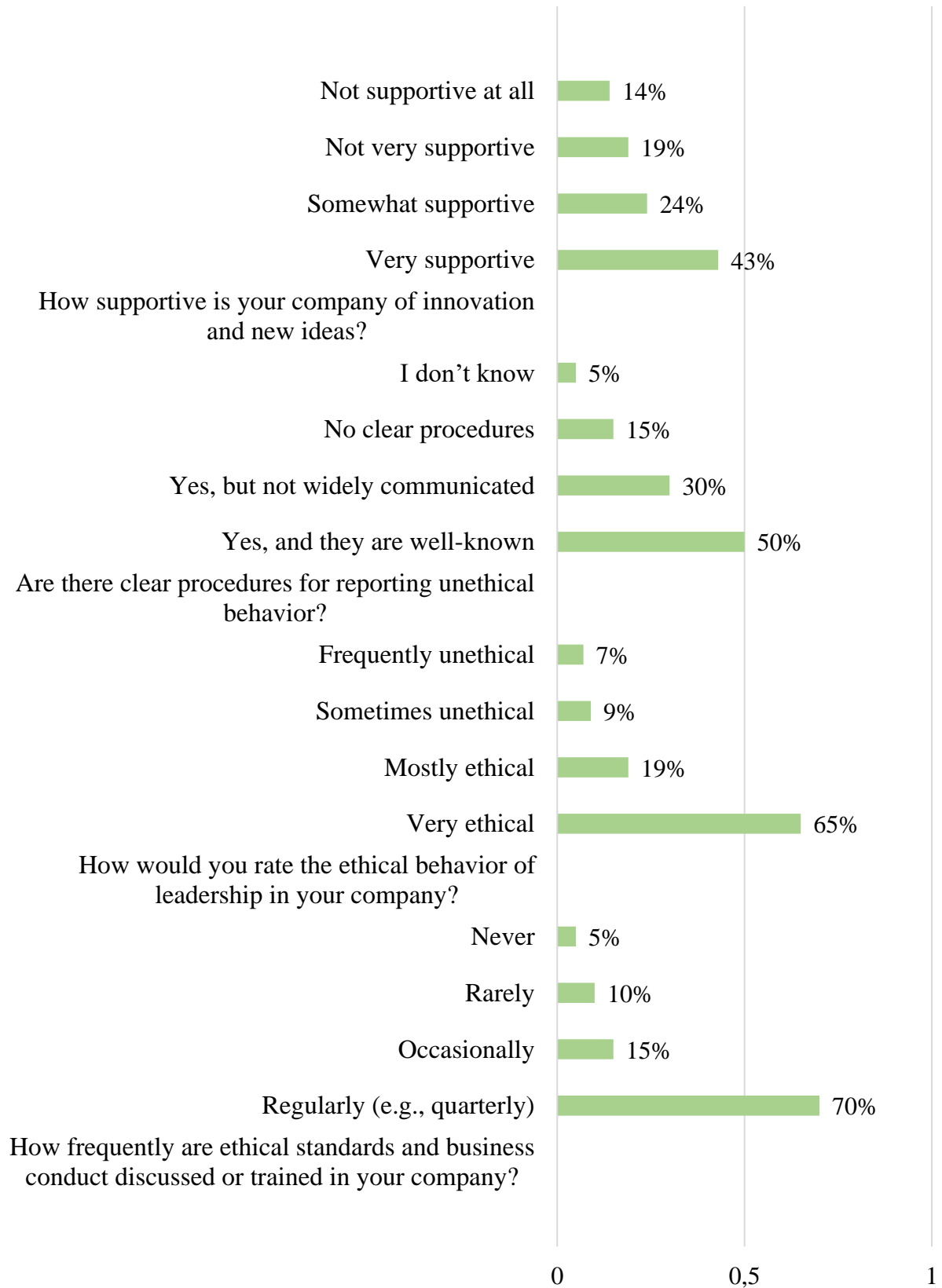


Fig. 2.6. Assessment of the ethical standards, leadership integrity, reporting procedures, and innovation support in pharmaceutical companies

Regarding the mechanisms for addressing unethical conduct, 50% of respondents confirmed that their company has clear procedures for reporting unethical behavior and that these are well-known, while 30% noted that procedures exist but are not widely communicated. In contrast, 15% stated that no clear procedures are in place, and 5% said they do not know whether any exist. This suggests a need for broader communication and accessibility of ethical reporting channels within certain companies.

Innovation support was also assessed. While 43% of employees described their companies as very supportive of innovation and new ideas, and 24% said they are somewhat supportive, a concerning 19% found their organizations not very supportive, and 14% said they are not supportive at all. This indicates that although many pharmaceutical companies promote innovation, a significant portion of employees perceive a lack of encouragement for creativity and progressive thinking.

Overall, the data reflects a generally ethical and moderately innovative work environment in most pharmaceutical companies surveyed, though opportunities remain to enhance transparency, strengthen leadership ethics, and foster a more open culture for innovation.

It was determined that the majority of pharmaceutical companies represented in the survey demonstrate a strong commitment to employee training and professional development. Specifically, 70% of respondents stated that their company frequently invests in training initiatives, while 13% indicated occasional investment. However, 7% reported that training occurs rarely, and 10% noted that their company never invests in such development, highlighting a minority of organizations where professional growth opportunities may be lacking.

When evaluating employee satisfaction with opportunities for career advancement, 81% of respondents expressed that they are very satisfied, and 9% indicated general satisfaction. Conversely, 10% of participants reported being dissatisfied, while no respondents selected "very dissatisfied". These results point to a broadly positive perception of career progression within the surveyed companies,



with a small but notable portion of employees feeling underserved in this area (fig. 2.7).

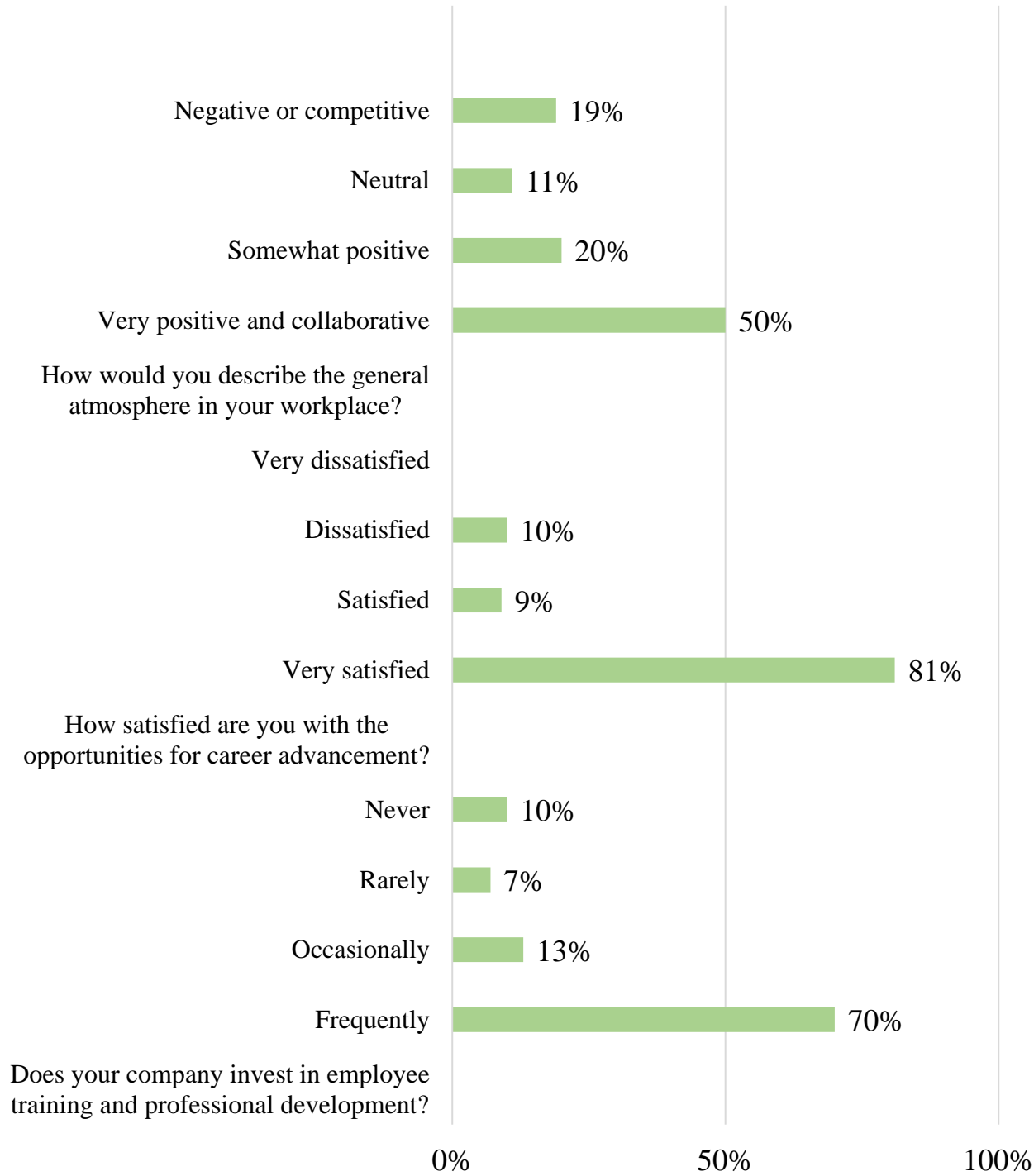


Fig. 2.7. Analysis of the implementation of innovative technologies for process optimization in pharmaceutical distribution company

The general workplace atmosphere was also assessed. 50% of respondents described their work environment as very positive and collaborative, and an

additional 20% found it somewhat positive. Meanwhile, 11% considered the atmosphere neutral, and 19% described it as negative or competitive. Although most respondents highlighted a healthy and team-oriented culture, the nearly one-fifth reporting a competitive or negative atmosphere suggests that some companies still face internal challenges that may hinder collaboration and morale.

Overall, the findings indicate that many pharmaceutical companies foster a supportive environment for learning and career development, accompanied by a largely positive workplace culture. However, the presence of dissatisfaction among a minority of respondents suggests the need for more inclusive development strategies and greater attention to organizational climate in certain settings (fig. 2.7).

It was determined that pharmaceutical companies differ significantly in their approach to work-life balance, diversity, and overall employee satisfaction. According to the survey findings, 37% of respondents stated that their company strongly supports work-life balance, while 20% felt there was moderate support. However, a substantial 31% reported only weak support, and 12% said their organization does not support work-life balance at all. These results indicate that while many companies recognize the importance of employee well-being, a notable portion still lacks adequate structures or policies to support it effectively.

The survey also examined how diversity and inclusion are valued within company culture. 39% of participants reported that these principles are strongly valued, with 28% saying they are somewhat valued. On the other hand, 20% noted that diversity and inclusion are not really valued, and 13% felt they are not valued at all. This split suggests that while efforts toward inclusivity are present in many organizations, others have significant room for improvement in embracing a more equitable and inclusive workplace culture.

When asked how likely they were to recommend their company as a great place to work, 64% of employees responded "very likely" and 10% responded "likely". However, 20% said they were unlikely to recommend their workplace, and 6% were very unlikely to do so. These findings reflect a generally positive level of

satisfaction but also underscore the need for some organizations to address internal challenges that may be affecting employee morale or perception.

In summary, the data indicates a mixed landscape within the pharmaceutical sector: many companies are making strides in promoting supportive work environments, valuing diversity, and ensuring employee satisfaction — yet gaps remain that could be addressed through more consistent organizational strategies and inclusive leadership practices (Fig. 2.8).

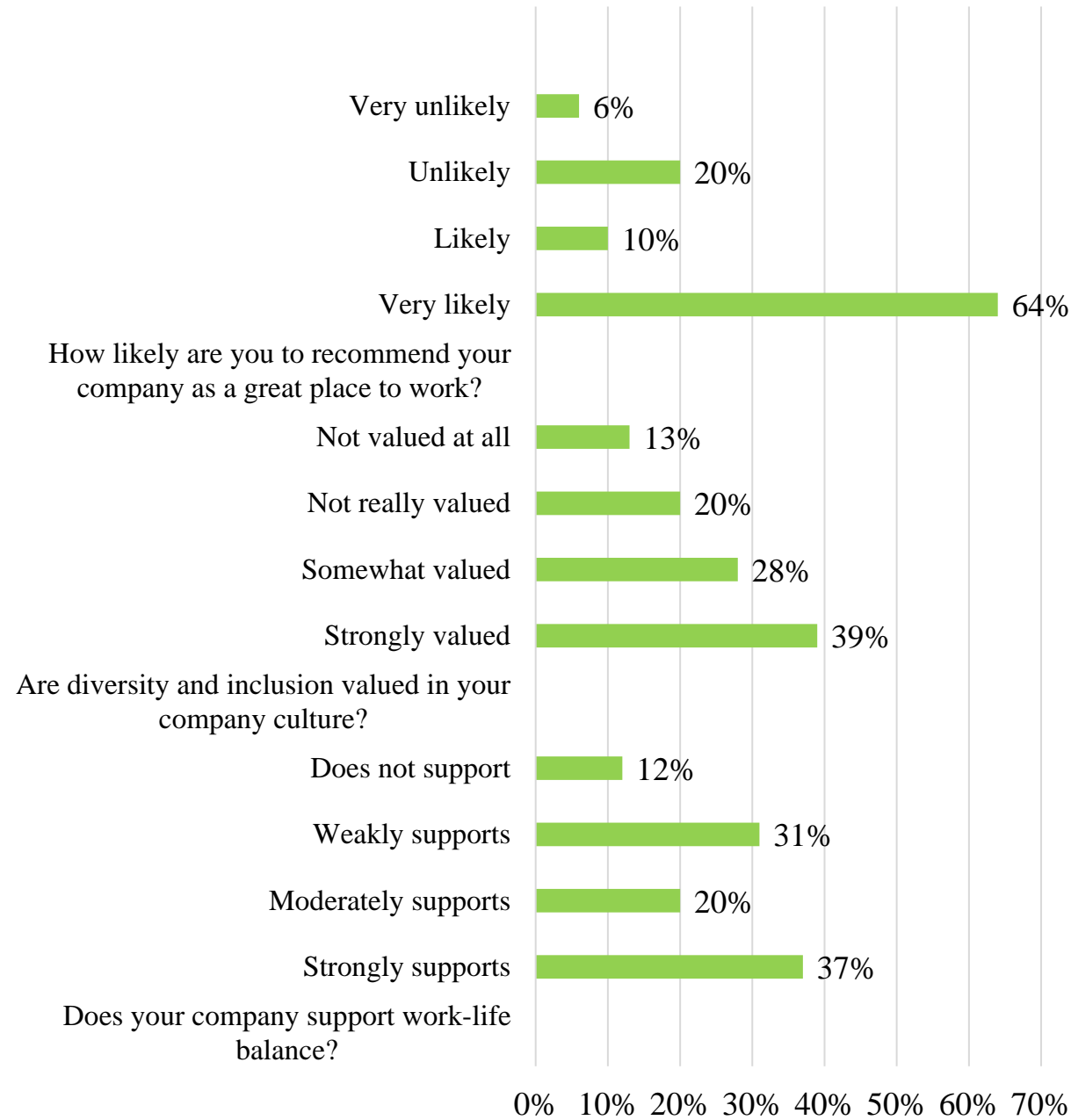


Fig. 2.8. Analysis of the work-life balance, inclusion, and employee advocacy in pharmaceutical companies

## 2.2. Comparative analysis of corporate culture in different companies

It was determined that several key factors significantly influence corporate culture within pharmaceutical companies, with leadership style emerging as the most impactful. According to the survey results, 25% of respondents identified leadership style as the strongest driver of corporate culture. This highlights the critical role that management approach and decision-making have on setting the tone for workplace behavior, values, and employee interaction (fig. 2.9).

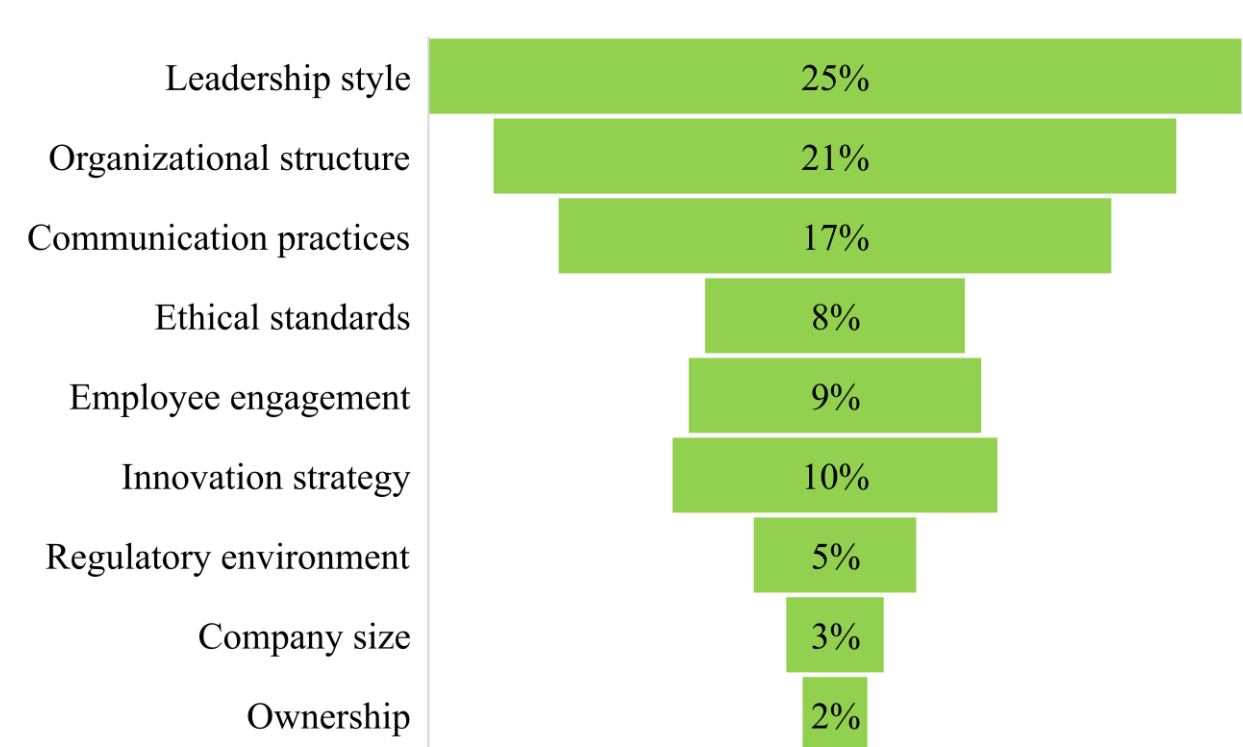


Fig. 2.9. Analysis of the key influencing factors on corporate culture in pharmaceutical companies

The organizational structure was also considered a major influence by 21% of participants, indicating that how a company is internally arranged its hierarchy, divisions, and chains of command can shape the overall working atmosphere and cultural norms. Communication practices followed closely at 17%, reflecting the importance of transparent, timely, and consistent information flow across teams and departments.

Other notable influences included innovation strategy (10%), employee engagement (9%), and ethical standards (8%), demonstrating that a company's

commitment to forward-thinking solutions, staff involvement, and moral principles also play important roles, though to a slightly lesser extent. Meanwhile, regulatory environment (5%), company size (3%), and ownership structure (2%) were seen as less significant cultural drivers. These results suggest that while external and structural factors are relevant, internal leadership dynamics and communication remain the primary forces shaping company culture in the pharmaceutical industry.

It was determined that the majority of respondents have limited experience working across different pharmaceutical companies. According to the survey findings, 77% of employees reported that they have worked in only one pharmaceutical company, while only 33% indicated that they have worked in more than one. This suggests that most participants have a single-company perspective on corporate culture, which may influence the depth of their comparative insights. However, the one-third of respondents with experience in multiple organizations may offer valuable perspectives for comparative analysis of corporate environments, including differences in leadership styles, communication practices, and cultural values. This data point is significant in understanding the range and diversity of employee experiences represented in the overall assessment of corporate culture in the pharmaceutical sector (fig. 2.10).

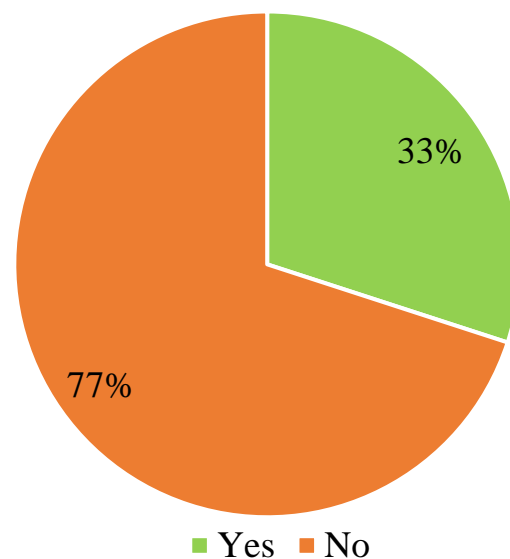


Fig. 2.10. Analysis of the employee experience across multiple pharmaceutical companies

It was determined that among employees who have experience working in more than one pharmaceutical company, perceptions of corporate culture vary, though the majority reported improvements in their current organizational environment. According to the survey results, 42% of respondents stated that the corporate culture in their current company is much better than in their previous one(s). An additional 23% rated it as slightly better, indicating a generally positive shift in their work environment. Meanwhile, 19% felt that the culture was about the same, suggesting continuity in workplace values and practices across their career transitions. However, 16% of participants viewed the corporate culture in their current organization as slightly worse, highlighting that some companies may still fall short in key areas such as leadership, communication, or employee engagement. Overall, these findings underscore the diversity of cultural experiences in the pharmaceutical sector and point to areas of best practice as well as opportunities for organizational improvement (fig. 2.11).

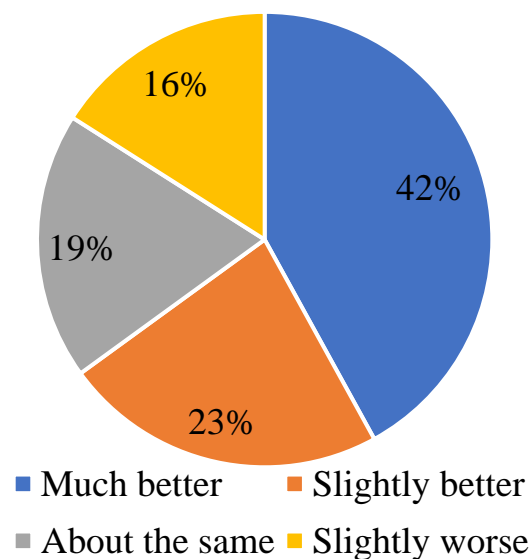


Fig. 2.11. Comparative evaluation of corporate culture across pharmaceutical companies

Next, it was determined that employees with experience in more than one pharmaceutical company identified several key differences in corporate culture across organizations. According to the survey findings, employee recognition

practices were the most frequently cited area of variation, noted by 18% of respondents. This suggests that how organizations acknowledge and reward staff contributions can differ substantially and may have a strong impact on employee motivation and satisfaction (fig. 2.12).

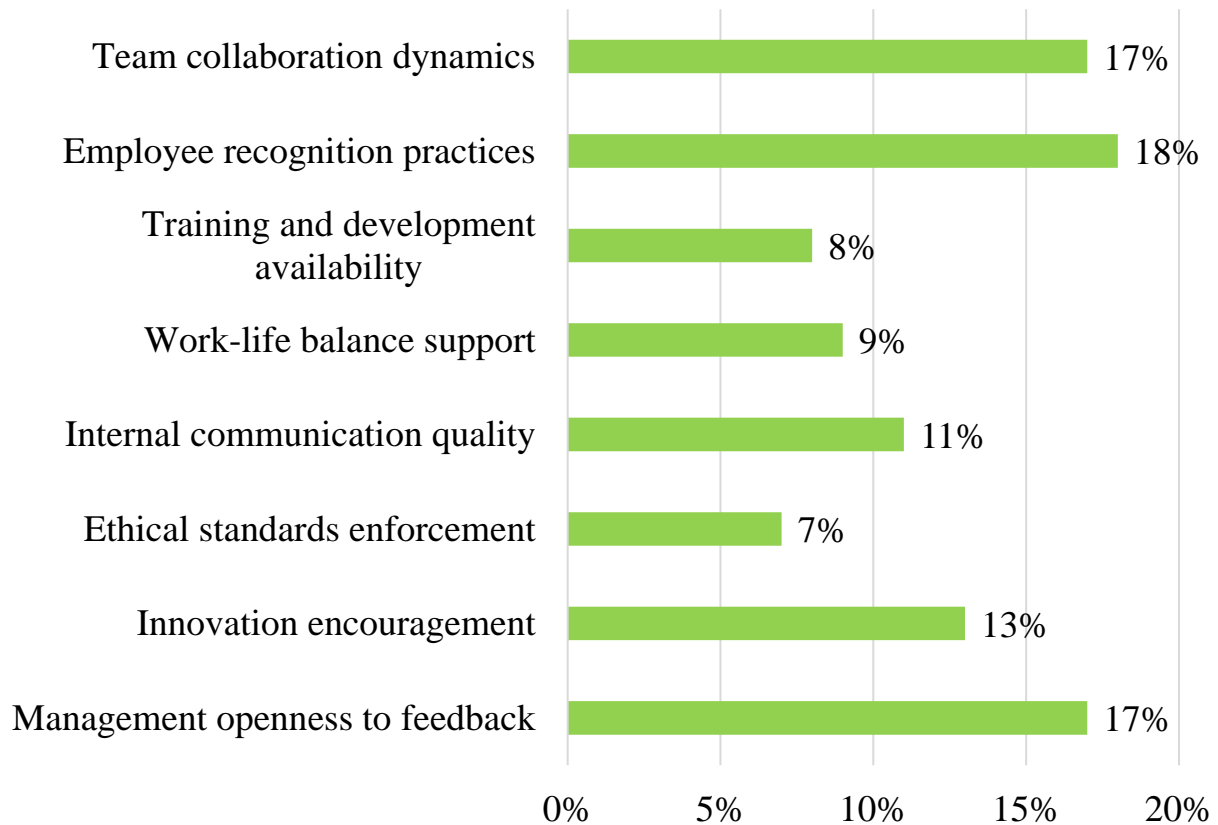


Fig. 2.12. Analysis of the importance of adaptation to international standards in pharmaceutical distribution company

Management openness to feedback and team collaboration dynamics were each identified by 17% of participants, underscoring the importance of inclusive leadership and cohesive teamwork in shaping corporate culture. Differences in innovation encouragement were observed by 13% of respondents, reflecting the varied emphasis companies place on creativity and forward-thinking approaches within their operations.

Additional distinctions were noted in areas such as internal communication quality (11%), work-life balance support (9%), and training and development availability (8%), pointing to inconsistencies in how organizations invest in

employee well-being and professional growth. Ethical standards enforcement was the least frequently mentioned, with 7% of respondents identifying it as a point of difference, possibly suggesting more uniformity in this area or lower visibility of variation.

These findings highlight the multifaceted nature of corporate culture in the pharmaceutical industry and emphasize the importance of leadership style, employee engagement, and communication practices in creating positive and effective work environments.

### **Conclusion to chapter II**

1. Based on the analysis of data collected through a structured questionnaire among 62 employees of pharmaceutical companies, key conclusions can be drawn regarding the nature and influencing factors of corporate culture in the sector.

2. The majority of respondents had extensive professional experience in the pharmaceutical industry, with over half having worked in the field for more than seven years. Most respondents represented managerial, HR, and R&D roles, ensuring a broad perspective on corporate culture.

3. Most participants worked in small to mid-sized pharmaceutical companies, which suggests that the findings are particularly applicable to organizations where interpersonal relationships and leadership visibility are high.

4. The majority of employees reported that their company's values are clearly communicated and that they personally align with those values. High levels of trust between employees and leadership were also observed, although some gaps still exist in inclusivity and consistent communication.

5. A large part of employees feels encouraged to provide feedback and believe their opinions are valued by management. Nevertheless, a minority reported limited opportunities to express their views, indicating room for improvement in inclusiveness.



6. Most companies demonstrated regular reinforcement of ethical standards and were perceived to have ethical leadership. However, there were cases where ethical procedures were poorly communicated. Similarly, while many companies support innovation, a significant part of employees felt their organizations lacked encouragement for new ideas.

7. Investment in training and employee development was prevalent across companies, and most respondents expressed satisfaction with career advancement opportunities. Still, some organizations lag in providing consistent development paths.

8. While many employees described their workplace as collaborative and positive, a notable segment reported a competitive or negative atmosphere, highlighting areas where organizational culture can be strengthened.

9. Support for work-life balance and diversity varied significantly across companies. While many reported strong support, others revealed limited or no policies in place, indicating inconsistent efforts in promoting employee well-being and inclusivity.

10. The most significant factor affecting corporate culture was leadership style, followed by organizational structure and communication practices. External factors such as company size or ownership had relatively minimal perceived influence.

11. Most respondents had only worked in one pharmaceutical company, which may limit their comparative insights. However, those with multi-company experience provided valuable perspectives on cultural differences. Among those with experience in multiple companies, most viewed their current corporate culture as better than in previous roles. Differences were most commonly observed in employee recognition, openness to feedback, and teamwork.

12. In conclusion, while pharmaceutical companies generally foster positive and ethical working environments with strong communication and developmental support, the findings indicate variability in employee experience, leadership effectiveness, and innovation support.

## **CHAPTER III**

### **IMPLEMENTATION OF PROPOSALS FOR THE DEVELOPMENT OF CORPORATE CULTURE**

#### **3.1 Identification of trends and patterns in the development of corporate culture**

Corporate culture, often described as the shared values, beliefs, and behaviors that shape an organization's identity, has become a critical factor in determining business success. As workplaces evolve in response to global trends, technological advancements, and societal shifts, identifying trends and patterns in the development of corporate culture is essential for organizations to remain competitive, attract talent, and foster innovation. One of the most prominent trends in corporate culture is the shift toward purpose-driven organizations. Employees increasingly seek workplaces that align with their personal values, such as sustainability, social responsibility, and ethical governance. Companies are embedding purpose into their mission statements, operations, and employee engagement strategies. For example, organizations are adopting environmental, social, and governance (ESG) frameworks to demonstrate commitment to societal impact, which enhances employee loyalty and customer trust [19].

The rise of remote and hybrid work, accelerated by the COVID-19 pandemic, has reshaped corporate culture. Organizations are redefining workplace norms to accommodate flexible schedules, virtual collaboration, and employee autonomy. This shift has led to a focus on trust-based cultures, where outcomes are prioritized over traditional metrics like hours worked [6].

DEI has transitioned from a compliance-driven initiative to a cornerstone of corporate culture. Organizations are prioritizing inclusive hiring practices, equitable career advancement, and cultural sensitivity training. Beyond demographics, inclusion now encompasses cognitive diversity, ensuring varied perspectives drive innovation [11].

Advancements in artificial intelligence, data analytics, and automation are transforming corporate culture. Organizations are cultivating data-driven decision-making and encouraging employees to embrace technological literacy. AI tools are also being used to monitor employee sentiment, predict turnover risks, and personalize learning and development programs [2].

The growing awareness of mental health has led to a cultural shift toward holistic employee well-being. Organizations are offering wellness programs, mental health resources, and flexible leave policies. Leaders are also being trained to recognize signs of burnout and foster supportive environments [12].

In an era of rapid change, organizations are cultivating cultures that emphasize agility and resilience. This involves flattening hierarchies, encouraging experimentation, and embracing failure as a learning opportunity. Agile cultures enable companies to respond swiftly to market disruptions and customer needs [8].

Employees increasingly expect to have a voice in decision-making processes. Organizations are adopting participatory cultures, where feedback is actively sought through surveys, town halls, and cross-functional teams. This trend aligns with the rise of “flat” organizational structures that prioritize collaboration over top-down directives [6].

While these trends offer opportunities, organizations face challenges in aligning culture with strategic goals. Resistance to change, particularly among long-tenured employees, can hinder cultural transformation. Additionally, global organizations must navigate cultural differences across regions, balancing local norms with a unified corporate identity. Measuring cultural impact also remains complex, as qualitative factors like trust and belonging are harder to quantify than financial metrics [11].

To effectively identify and leverage trends in corporate culture, organizations can adopt the following strategies: conduct regular culture assessments; align culture with business strategy; invest in leadership development; leverage technology; foster continuous learning. The development of corporate culture is shaped by dynamic trends, from purpose-driven missions to technology integration and employee

empowerment. By identifying and responding to these patterns, organizations can create cultures that attract top talent, drive innovation, and adapt to an ever-changing business landscape. The most successful companies are those that proactively assess their cultural health, align it with strategic objectives, and foster environments where employees feel valued and empowered. By staying attuned to these trends, organizations can build resilient, future-ready cultures that thrive in uncertainty [5].

Trends and patterns in the development of corporate culture are presented in table 3.1.

Table 3.1

Trends and patterns in the development of corporate culture

Trend	Description	Key Patterns	Impact
Purpose-Driven Culture	Emphasis on aligning organizational values with social and environmental goals.	Higher employee retention; 73% prefer mission-driven companies (2024 data).	Enhanced loyalty, improved brand reputation.
Hybrid and Flexible Work Models	Adoption of remote/hybrid work with focus on trust and autonomy.	Investment in digital tools; 65% struggle with cohesive culture (2025 survey).	Increased flexibility, challenges in maintaining cultural cohesion.
Diversity, Equity, and Inclusion (DEI)	Integration of DEI as a core value, emphasizing inclusivity and cognitive diversity.	20-30% increase in team performance (2024 research); focus on authentic DEI.	Improved innovation, higher team performance.
Technology and Data-Driven Culture	Use of AI and analytics for decision-making and employee engagement.	15% efficiency increase; concerns about privacy and job security (2024 data).	Operational efficiency, need for transparent communication.
Employee Well-Being and Mental Health	Prioritization of holistic wellness and mental health support.	25% reduced absenteeism, 40% higher engagement (2025 report).	Reduced burnout, increased employee engagement.
Agility and Adaptability	Cultures emphasizing resilience,	1.5x revenue growth vs. competitors (2024	Faster market response, improved competitiveness.

	experimentation, and flat hierarchies.	data); scaling challenges in large firms.	
Employee Empowerment and Voice	Encouraging employee participation in decision-making and feedback.	30% increase in innovation metrics (2024 data); trust erosion if feedback ignored.	Higher innovation, stronger employee trust when feedback is acted upon.

### **3.2. Recommendations on the development of corporate culture in pharmaceutical companies**

Recommendations on the development of corporate culture in pharmaceutical companies:

1) Embed a patient-centric mission. Pharmaceutical companies should make patient well-being the core purpose of their operations. This includes incorporating patient perspectives into training, product development, and performance evaluations. Aligning company culture with patient outcomes builds trust, improves engagement, and reinforces the social responsibility of the industry.

2) Strengthen ethical integrity and regulatory compliance. A strong culture of ethics and compliance is essential in a heavily regulated industry. Regular training, leadership accountability, transparent communication, and accessible reporting mechanisms for ethical concerns should be implemented to ensure integrity at every organizational level.

3) Foster innovation through cross-functional collaboration. Encourage cooperation across departments such as R&D, marketing, regulatory, and sales. Creating innovation labs, hosting internal hackathons, and incentivizing new ideas even if they fail can accelerate drug development and market responsiveness.

4) Integrate diversity, equity, and inclusion (DEI) into organizational practices. DEI should be embedded in hiring, leadership development, and clinical research. Measurable goals, mentorship programs, and data-driven tracking of diversity metrics help create an inclusive environment that reflects and serves diverse patient populations.

5) Prioritize employee well-being. Address the high-pressure nature of pharmaceutical work with robust well-being programs. Offer mental health support, flexible work arrangements, and stress management resources to prevent burnout and improve retention and productivity.

6) Utilize technology to support culture and connectivity. Adopt AI, virtual collaboration platforms, and immersive digital tools to connect global teams, personalize learning, and gauge employee sentiment. These technologies help maintain cultural cohesion, especially in hybrid or remote environments.

7) Promote continuous learning and professional growth. Support lifelong learning through partnerships with academic institutions, certifications in emerging scientific fields, and internal knowledge-sharing platforms. A learning-focused culture ensures employees stay adaptable in a rapidly evolving industry.

By implementing these recommendations, pharmaceutical companies can build resilient, ethical, and innovative cultures that accelerate scientific progress, and deliver meaningful impact to global health.

### **Conclusions to chapter III**

1. Identification of trends and patterns in the development of corporate culture was conducted.

2. Recommendations on the development of corporate culture in pharmaceutical companies were considered.

## GENERAL CONCLUSIONS

1. The definition and essence of corporate culture are considered. Key factors influencing corporate culture development were analyzed.
2. Based on the analysis of data collected through a structured questionnaire among 62 employees of pharmaceutical companies, key conclusions can be drawn regarding the nature and influencing factors of corporate culture in the sector.
3. The majority of respondents had extensive professional experience in the pharmaceutical industry, with over half having worked in the field for more than seven years. Most respondents represented managerial, HR, and R&D roles, ensuring a broad perspective on corporate culture.
4. Most participants worked in small to mid-sized pharmaceutical companies, which suggests that the findings are particularly applicable to organizations where interpersonal relationships and leadership visibility are high.
5. The majority of employees reported that their company's values are clearly communicated and that they personally align with those values. High levels of trust between employees and leadership were also observed, although some gaps still exist in inclusivity and consistent communication.
6. A large part of employees feel encouraged to provide feedback and believe their opinions are valued by management. Nevertheless, a minority reported limited opportunities to express their views, indicating room for improvement in inclusiveness.
7. Most companies demonstrated regular reinforcement of ethical standards and were perceived to have ethical leadership. However, there were cases where ethical procedures were poorly communicated. Similarly, while many companies support innovation, a significant part of employees felt their organizations lacked encouragement for new ideas.
8. Investment in training and employee development was prevalent across companies, and most respondents expressed satisfaction with career advancement

opportunities. Still, some organizations lag in providing consistent development paths.

9. While many employees described their workplace as collaborative and positive, a notable segment reported a competitive or negative atmosphere, highlighting areas where organizational culture can be strengthened.

10. Support for work-life balance and diversity varied significantly across companies. While many reported strong support, others revealed limited or no policies in place, indicating inconsistent efforts in promoting employee well-being and inclusivity.

11. The most significant factor affecting corporate culture was leadership style, followed by organizational structure and communication practices. External factors such as company size or ownership had relatively minimal perceived influence.

12. Most respondents had only worked in one pharmaceutical company, which may limit their comparative insights. However, those with multi-company experience provided valuable perspectives on cultural differences. Among those with experience in multiple companies, most viewed their current corporate culture as better than in previous roles. Differences were most commonly observed in employee recognition, openness to feedback, and teamwork.

13. In conclusion, while pharmaceutical companies generally foster positive and ethical working environments with strong communication and developmental support, the findings indicate variability in employee experience, leadership effectiveness, and innovation support.

14. Identification of trends and patterns in the development of corporate culture was conducted. Recommendations on the development of corporate culture in pharmaceutical companies were considered.



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## **APPENDICES**

**Dear respondent,**

**This anonymous survey is designed to assess various aspects of corporate culture in pharmaceutical companies. Your input will help develop practical recommendations for enhancing employee engagement, communication, ethics, and innovation.**

**Please answer all questions honestly. Thank you for your participation!**

1. What is your current role in the company?

- ☐ Executive/Manager
- ☐ HR Specialist
- ☐ Research & Development
- ☐ Sales/Marketing
- ☐ Other (please specify)

2. How many years have you worked in the pharmaceutical industry?

- ☐ Less than 1 year
- ☐ 1–3 years
- ☐ 4–7 years
- ☐ Over 7 years

3. How many employees are in your organization?

- ☐ Less than 50
- ☐ 50–199
- ☐ 200–499
- ☐ 500 or more

4. How clearly are the company's values and mission communicated to employees?

- ☐ Very clearly
- ☐ Somewhat clearly
- ☐ Not clearly
- ☐ Not at all

5. Do you feel aligned with the company's core values and goals?

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree

6. How would you rate the level of trust between employees and management?

- ☐ Very high
- ☐ Moderate
- ☐ Low
- ☐ Very low

7. Are employees encouraged to provide feedback or share ideas?

- ☐ Always
- ☐ Often
- ☐ Rarely

- ☐ Never
8. How effective is internal communication within your company?
- ☐ Very effective
  - ☐ Somewhat effective
  - ☐ Ineffective
  - ☐ Very ineffective
9. Do you feel your opinions are valued by management?
- ☐ Always
  - ☐ Often
  - ☐ Rarely
  - ☐ Never
10. How frequently are ethical standards and business conduct discussed or trained in your company?
- ☐ Regularly (e.g., quarterly)
  - ☐ Occasionally
  - ☐ Rarely
  - ☐ Never
11. How would you rate the ethical behavior of leadership in your company?
- ☐ Very ethical
  - ☐ Mostly ethical
  - ☐ Sometimes unethical
  - ☐ Frequently unethical
12. Are there clear procedures for reporting unethical behavior?
- ☐ Yes, and they are well-known
  - ☐ Yes, but not widely communicated
  - ☐ No clear procedures
  - ☐ I don't know
13. How supportive is your company of innovation and new ideas?
- ☐ Very supportive
  - ☐ Somewhat supportive
  - ☐ Not very supportive
  - ☐ Not supportive at all
14. Does your company invest in employee training and professional development?
- ☐ Frequently
  - ☐ Occasionally
  - ☐ Rarely
  - ☐ Never
15. How satisfied are you with the opportunities for career advancement?
- ☐ Very satisfied
  - ☐ Satisfied
  - ☐ Dissatisfied

- ☐ Very dissatisfied
- 16. How would you describe the general atmosphere in your workplace?
  - ☐ Very positive and collaborative
  - ☐ Somewhat positive
  - ☐ Neutral
  - ☐ Negative or competitive
- 17. Does your company support work-life balance?
  - ☐ Strongly supports
  - ☐ Moderately supports
  - ☐ Weakly supports
  - ☐ Does not support
- 18. Are diversity and inclusion valued in your company culture?
  - ☐ Strongly valued
  - ☐ Somewhat valued
  - ☐ Not really valued
  - ☐ Not valued at all
- 19. How likely are you to recommend your company as a great place to work?
  - ☐ Very likely
  - ☐ Likely
  - ☐ Unlikely
  - ☐ Very unlikely
- 20. Which factors do you believe most strongly influence corporate culture in pharmaceutical companies? (Select up to 3)
  - ☐ Leadership style
  - ☐ Organizational structure
  - ☐ Communication practices
  - ☐ Ethical standards
  - ☐ Employee engagement
  - ☐ Innovation strategy
  - ☐ Regulatory environment
  - ☐ Company size
  - ☐ Ownership (local vs. multinational)
- 21. Have you worked in more than one pharmaceutical company?
  - ☐ Yes
  - ☐ No
- 22. (If yes, continue with Questions 23–24)  
How does the corporate culture of your current company compare to your previous one(s)?
  - ☐ Much better
  - ☐ Slightly better
  - ☐ About the same



- ☐ Slightly worse
- ☐ Much worse

23. In your opinion, what key differences in corporate culture have you observed between pharmaceutical companies? (Select all that apply)

- ☐ Management openness to feedback
- ☐ Innovation encouragement
- ☐ Ethical standards enforcement
- ☐ Internal communication quality
- ☐ Work-life balance support
- ☐ Training and development availability
- ☐ Employee recognition practices
- ☐ Team collaboration dynamics

***Thank you for your answers!***

**National University of Pharmacy**

Faculty pharmaceutical

Department management, marketing and quality assurance in pharmacy

Level of higher education master

Specialty 226 Pharmacy, industrial pharmacy

Educational and professional program Pharmacy

**APPROVED**

**The Head of Department  
management, marketing and  
quality assurance in pharmacy**

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**Volodymyr MALYI**

«02» September 2024

**ASSIGNMENT  
FOR QUALIFICATION WORK  
OF AN APPLICANT FOR HIGHER EDUCATION**

Zineb BENALLAL

1. Topic of qualification work: «Study of the development of corporate culture in pharmaceutical companies», supervisor of qualification work: Volodymyr MALYI, D.Sc.Ph, prof.

approved by order of NUPh from “27” of September 2024 № 237

2. Deadline for submission of qualification work by the applicant for higher education: May 2025

3. Outgoing data for qualification work: sources of scientific literature, directories, retail sector of the pharmaceutical market, legislative and regulatory framework, statistical and reporting data, activity of pharmacy enterprises, analysis of professional periodicals.

4. Contents of the settlement and explanatory note (list of questions that need to be developed): to consider definition and essence of corporate culture; to research key factors influencing corporate culture development; to assess of factors affecting corporate culture in the pharmaceutical sector; to conduct comparative analysis of corporate culture in different companies; to conduct identification of trends and patterns in the development of corporate culture; to develop of recommendations on the development of corporate culture in pharmaceutical companies.

5. List of graphic material (with exact indication of the required drawings):  
Figures – 18, table – 1.

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## 6. Consultants of chapters of qualification work

Chapters	Name, SURNAME, position of consultant	Signature, date	
		assignment was issued	assignment was received
1	Volodymyr MALYI, professor of department management, marketing and quality assurance in pharmacy	09.09.2024	09.09.2024
2	Volodymyr MALYI, professor of department management, marketing and quality assurance in pharmacy	18.11.2024	18.11.2024
3	Volodymyr MALYI, professor of department management, marketing and quality assurance in pharmacy	03.02.2025	03.02.2025

7. Date of issue of the assignment: «02» September 2024.

## CALENDAR PLAN

№ з/п	Name of stages of qualification work	Deadline for the stages of qualification work	Notes
1	Collection and generalization of data from scientific literature by areas of qualification work	September 2024	done
2	Study of the the essence of corporate culture	September 2024	done
3	Comparative analysis of corporate culture in different companies	November 2024	done
4	Identification of trends and patterns in the development of corporate culture	February 2025	done
5.	Development of recommendations on the development of corporate culture in pharmaceutical companies	February 2025	done
6	Writing and design of qualification work	May 2025	done
7	Approbation of qualification work	May 2025	done
8	Submission of the qualification work to the EC of the National University of Pharmacy	May 2025	done

An applicant of higher education \_\_\_\_\_ Zineb BENALLAL

Supervisor of qualification work \_\_\_\_\_ Volodymyr MALYI

**ВИТЯГ З НАКАЗУ № 237**  
**По Національному фармацевтичному університету**  
**від 27 вересня 2024 року**

Затвердити теми кваліфікаційних робіт здобувачам вищої освіти 5-го курсу ФМ20(4,10д) 2024-2025 навчального року, освітньо-професійної програми – Фармація, другого (магістерського) рівня вищої освіти, спеціальності 226 – Фармація, промислова фармація, галузь знань 22 Охорона здоров'я, денна форма здобуття освіти (термін навчання 4 роки 10 місяців), які навчаються за контрактом (мова навчання англійська та українська) згідно з додатком № 1.

Прізвище, ім'я здобувача вищої освіти	Тема кваліфікаційної роботи		Посада, прізвище та ініціали керівника	Рецензент кваліфікаційної роботи
по кафедрі менеджменту, маркетингу та забезпечення якості у фармації				
Беналлал Зінеб	Дослідження розвитку корпоративної культури у фармацевтичних компаніях	Study of the development of corporate culture in pharmaceutical companies	проф. Малий В.В.	доц. Волкова А.В.



**ВИСНОВОК**

**експертної комісії про проведену експертизу  
щодо академічного плагіату у кваліфікаційній роботі**

**здобувача вищої освіти**

**«30» квітня 2025 р. № 331090700**

Проаналізувавши кваліфікаційну роботу здобувача вищої освіти Беналлал Зінеб, групи ФМ20(4.10) англ-05, спеціальності 226 Фармація, промислова фармація, освітньої програми «Фармація» навчання на тему: «Дослідження розвитку корпоративної культури у фармацевтичних компаніях / Study of the development of corporate culture in pharmaceutical companies», експертна комісія дійшла висновку, що робота, представлена до Екзаменаційної комісії для захисту, виконана самостійно і не містить елементів академічного плагіату (копіювання).

**Голова комісії,  
проректор ЗВО з НПР,  
професор**



**Інна ВЛАДИМИРОВА**

## REVIEW

**of scientific supervisor for the qualification work of the master's level of higher education of the specialty 226 Pharmacy, industrial pharmacy**

**Zineb BENALLAL**

**on the topic: «Study of the development of corporate culture in pharmaceutical companies»**

**Relevance of the topic.** In today's rapidly changing business environment, corporate culture has become a critical factor influencing the success and sustainability of organizations across all industries. For pharmaceutical companies, which operate in a highly regulated, competitive, and innovation-driven sector, the development of a strong and adaptive corporate culture is particularly important.

**Practical value of conclusions, recommendations and their validity.** The results obtained can be used by pharmaceutical companies as a basis for training programs and corporate development initiatives aimed at building a more resilient and competitive organizational environment.

**Assessment of work.** Zineb BENALLAL conducted a significant research work and successfully coped with it, showed the ability to analyze and summarize data from literary sources, to work independently. In the work, the research results are properly interpreted and illustrated with figures. While completing the qualification work, the higher education applicant showed creativity, purposefulness, independence, and perseverance.

**General conclusion and recommendations on admission to defend.** The qualification work of the 5th year applicant of higher education Phm20(4,10) eng-05 group Zineb BENALLAL on the topic: "Study of the development of corporate culture in pharmaceutical companies" is a completed scientific study, which in terms of relevance, scientific novelty, theoretical and practical significance meets the requirements for qualification works, and can be presented to the EC of the National University of Pharmacy.

Scientific supervisor  
15 May 2025

\_\_\_\_\_ Volodymyr MALYI

**REVIEW**

**for qualification work of the master's level of higher education, specialty 226 Pharmacy, industrial pharmacy**

**Zineb BENALLAL**

**on the topic: «Study of the development of corporate culture in pharmaceutical companies»**

**Relevance of the topic.** The pharmaceutical industry faces unique challenges, including the need for continuous innovation, strict quality requirements, and growing societal expectations for transparency and responsibility. In this context, corporate culture acts as a foundation for building organizational resilience, fostering teamwork, and maintaining high standards of professionalism and integrity. Understanding how corporate culture develops within pharmaceutical companies provides valuable insights into improving internal communication.

**Theoretical level of work.** The author has investigated definition and essence of corporate culture and key factors influencing corporate culture development.

**Author's suggestions on the research topic.** The author has developed practical recommendations for improving corporate culture in pharmaceutical companies.

**Practical value of conclusions, recommendations and their validity.** The results of the study have practical significance and can be used to improve the corporate culture in pharmaceutical companies.

**Disadvantages of work.** As a remark, it should be noted that some results of the literature review, which are presented in the first chapter, need stylistic refinement. In general, these remarks do not reduce the scientific and practical value of the qualification work.

**General conclusion and assessment of the work.** Zineb BENALLAL qualification work "Study of the development of corporate culture in pharmaceutical companies" is a scientifically based analytical study that has theoretical and practical significance. The qualification work meets the requirements for qualification papers and can be submitted to the EC of the National University of Pharmacy.

Reviewer \_\_\_\_\_ assoc. prof. Alina VOLKOVA  
15 May 2025

**МІНІСТЕРСТВО ОХОРОНИ ЗДОРОВ'Я УКРАЇНИ  
НАЦІОНАЛЬНИЙ ФАРМАЦЕВТИЧНИЙ УНІВЕРСИТЕТ  
ВИТЯГ З ПРОТОКОЛУ № 15**

16 травня 2025 року

м. Харків

**засідання кафедри менеджменту, маркетингу  
та забезпечення якості в фармації**

**Голова:** завідувач кафедри ММЗЯФ, доктор фарм. наук, професор  
Малий В. В.

**Секретар:** доцент ЗВО, канд. фарм. наук, доц. Жадько С.В.

**ПРИСУТНІ:** зав. кафедри ММЗЯФ, доктор фарм. наук, проф.  
Малий В.В., професор ЗВО, докт. фарм. наук, проф. Пестун І.В., професор ЗВО,  
докт. фарм. наук, проф. проф. Літвінова О.В., професор ЗВО, докт. фарм. наук,  
проф. проф. Коваленко С.М., професор ЗВО, докт. фарм. наук, проф. Крутських  
Т.В., професор ЗВО, докт. фарм. наук, проф. проф. Посилкіна О.В., доцент ЗВО,  
канд. фарм. наук, доц. Бабічева Г.С., доцент ЗВО, канд. фарм. наук, доц.  
Бондарєва І.В., канд. екон. наук, доц. Гладкова О.В., канд. екон. наук, доц.  
Глебова Н.В., канд. екон. наук, доц. Деренська Я.М., доцент ЗВО, канд. фарм.  
наук, доц. Жадько С.В., канд. фарм. наук, доц. Зборовська Т.В., канд. юрид. наук,  
доц. Коляда Т.А., канд. екон. наук, доц. Ковальова В.І., канд. фарм. наук, доц.  
доц. Лісна А.Г., доцент ЗВО, канд. фарм. наук, доц. Малініна Н.Г., доцент ЗВО,  
канд. фарм. наук, доц. Рогуля О.Ю., асистент, канд. фарм. наук Шуванова О.В.,  
здобувачі вищої освіти факультету фармацевтичного.

**ПОРЯДОК ДЕННИЙ:** Про допуск здобувачів вищої освіти випускного  
курсу факультету фармацевтичного спеціальності 226 Фармація, промислова  
фармація, освітньо-професійної програми Фармація до захисту кваліфікаційних  
робіт в Екзаменаційній комісії НФаУ.

**СЛУХАЛИ:** Про допуск здобувача вищої освіти факультету  
фармацевтичного випускного курсу спеціальності 226 Фармація, промислова  
фармація освітньо-професійної програми Фармація групи Фм20(4,10)англ-05  
Зінеб БЕНАЛЛАЛ до захисту кваліфікаційної роботи в Екзаменаційній комісії  
НФаУ. Кваліфікаційна робота на тему «Дослідження розвитку корпоративної  
культури у фармацевтичних компаніях».

**ВИСТУПИЛИ:** В обговоренні кваліфікаційної роботи взяли участь  
проф. ЗВО Пестун І.В., доц. ЗВО Бабічева Г.С. Керівник кваліфікаційної роботи:  
проф., д. фарм. наук Малий В.В.

**УХВАЛИЛИ:** Допустити здобувача вищої освіти Зінеб БЕНАЛЛАЛ до  
захисту кваліфікаційної роботи на тему «Дослідження розвитку корпоративної  
культури у фармацевтичних компаніях» в Екзаменаційній комісії НФаУ.

Зав. каф. ММЗЯФ, доктор фарм. наук,  
професор  
Секретар, доцент ЗВО,  
канд. фарм. наук, доцент

Володимир МАЛИЙ  
Світлана ЖАДЬКО



**НАЦІОНАЛЬНИЙ ФАРМАЦЕВТИЧНИЙ УНІВЕРСИТЕТ**

**ПОДАННЯ  
ГОЛОВІ ЕКЗАМЕНАЦІЙНОЇ КОМІСІЇ  
ЩОДО ЗАХИСТУ КВАЛІФІКАЦІЙНОЇ РОБОТИ**

Направляється здобувач вищої освіти Зінеб БЕНАЛЛАЛ до захисту кваліфікаційної роботи за галуззю знань 22 Охорона здоров'я спеціальністю 226 Фармація, промислова фармація освітньо-професійною програмою Фармація на тему: «Дослідження розвитку корпоративної культури у фармацевтичних компаніях».

Кваліфікаційна робота і рецензія додаються.

Декан факультету \_\_\_\_\_ / Микола ГОЛІК /

**Висновок керівника кваліфікаційної роботи**

Здобувач вищої освіти Зінеб БЕНАЛЛАЛ виконав на кафедрі менеджменту, маркетингу та забезпечення якості у фармації НФаУ кваліфікаційну роботу, яка присвячена дослідженню розвитку корпоративної культури у фармацевтичних компаніях

Перший розділ присвячено визначенню та сутності корпоративної культури. У другому розділі проаналізовано фактори, що впливають на корпоративну культуру у фармацевтичному секторі та проведено порівняльний аналіз корпоративної культури в різних компаніях. Третій розділ містить рекомендації щодо розвитку корпоративної культури у фармацевтичних компаніях.

У цілому подана до захисту кваліфікаційна робота Зінеб БЕНАЛЛАЛ на тему «Дослідження розвитку корпоративної культури у фармацевтичних компаніях» відповідає вимогам, що висувуються до кваліфікаційних робіт, оцінюється позитивно і може бути рекомендована для захисту в Екзаменаційну комісію НФаУ.

Керівник кваліфікаційної роботи

Володимир МАЛИЙ

15 травня 2025 року

**Висновок кафедри про кваліфікаційну роботу**

Кваліфікаційну роботу розглянуто. Здобувач вищої освіти Зінеб БЕНАЛЛАЛ допускається до захисту даної кваліфікаційної роботи в Екзаменаційній комісії.

Завідувач кафедри  
менеджменту, маркетингу та  
забезпечення якості у фармації

Володимир МАЛИЙ

16 травня 2025 року

Qualification work was defended  
of Examination commission on  
«   » of June 2025

With the grade \_\_\_\_\_

Head of the State Examination commission,

D.Pharm.Sc, Professor

\_\_\_\_\_ /Volodymyr YAKOVENKO/