

**MINISTRY OF HEALTH OF UKRAINE
NATIONAL UNIVERSITY OF PHARMACY
pharmaceutical faculty
department of management, marketing and quality assurance in pharmacy**

QUALIFICATION WORK
on the topic: **«IMPROVING APPROACHES TO HUMAN RESOURCE
MANAGEMENT IN THE PHARMACEUTICAL INDUSTRY»**

Prepared by: higher education graduate of group
Phm20(4,10)eng-03

specialty 226 Pharmacy, industrial pharmacy
educational program Pharmacy

Halima EL HAMDI

Supervisor: associate professor of higher education
institution of department management, marketing and
quality assurance in pharmacy, PhD, associate professor
Iryna BONDARIEVA

Reviewer: associate professor of higher education
institution of department social pharmacy, PhD, associate
professor Lyubov TERESHCHENKO

Kharkiv - 2025

АНОТАЦІЯ

У даній роботі досліджено підходи до управління персоналом у фармацевтичній галузі. Розроблено рекомендації для підвищення ефективності управління персоналом у фармацевтичних організаціях. Загальний обсяг кваліфікаційної роботи становить 40 сторінок та містить 24 рисунки. До роботи також включено список літератури, що налічує 30 джерел.

Ключові слова: управління персоналом, фармацевтичні організації, підвищення ефективності, персонал, фармацевтична галузь.

ANNOTATION

This work investigates approaches to human resource management in the pharmaceutical industry. Recommendations are developed to improve the efficiency of human resource management in pharmaceutical organizations. The total volume of the qualification work is 40 pages and contains 24 figures. The work also includes a list of references, which includes 30 sources.

Keywords: human resource management, pharmaceutical organizations, efficiency improvement, personnel, pharmaceutical industry.

CONTENT

	page
Introduction.....	4
Chapter I. THEORETICAL BASIS OF PERSONNEL MANAGEMENT	7
1.1. The essence and importance of personnel management in modern conditions...	7
1.2. Peculiarities of personnel management in the pharmaceutical industry.....	11
Conclusions to chapter 1	13
Chapter II. ANALYSIS OF THE EXISTING PERSONNEL MANAGEMENT SYSTEM IN A PHARMACEUTICAL ORGANIZATIONS.....	14
2.1. General characteristics of the activities of the pharmaceutical organizations...	14
2.2. Identification of key problems in the personnel management system.....	16
Conclusions to chapter 2	32
Chapter III. DEVELOPMENT OF WAYS TO OPTIMIZE PERSONNEL MANAGEMENT IN A PHARMACEUTICAL ORGANIZATION.....	35
3.1. Development of recommendations for improving the efficiency of human resources management	35
3.2. Use of innovative technologies and digital tools in personnel management	36
Conclusions to chapter 3	38
General conclusions	39
References.....	41
Appendices.....	45

INTRODUCTION

Relevance of the research topic. Effective human resource management (HRM) is a critical factor in ensuring the success and sustainability of pharmaceutical organizations. The pharmaceutical industry operates in a highly competitive and rapidly evolving environment, characterized by stringent regulatory requirements, technological advancements, and increasing demand for high-quality healthcare products. These factors necessitate the development and implementation of modern HRM approaches that enhance workforce efficiency, employee satisfaction, and overall organizational performance [22].

One of the key challenges in the pharmaceutical sector is the need to attract, develop, and retain highly skilled professionals, including pharmacists, researchers, production specialists, and sales representatives. The shortage of qualified personnel, coupled with high turnover rates and the need for continuous professional development, underscores the importance of optimizing HRM strategies. Furthermore, the integration of digital tools, artificial intelligence, and automation in HR processes presents new opportunities for improving personnel management efficiency [9].

This research is particularly relevant as it aims to analyze existing HRM practices in pharmaceutical organizations, identify key challenges, and propose innovative solutions to enhance workforce productivity and engagement. By improving HRM approaches, pharmaceutical companies can strengthen their competitive position, ensure compliance with industry standards, and contribute to the overall advancement of healthcare services. Therefore, the study of HRM optimization in the pharmaceutical industry is both timely and essential for addressing current industry demands and future workforce trends [15].

The purpose of the qualification work is to improve the approaches to human resource management in the pharmaceutical industry.

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

- to reveal the essence and importance of personnel management in modern conditions;
- describe the features of personnel management in the pharmaceutical industry;
- provide a general characteristic of the activities of the pharmaceutical organizations;
- identify key problems in the personnel management system;
- develop recommendations for improving the efficiency of human resources management;
- to explore the use of innovative technologies and digital tools in human resources management.

The object of the study is the personnel management system of the pharmaceutical organization.

The subject of the study is methods, tools, and approaches to improving personnel management in the pharmaceutical organization in order to increase its efficiency.

Methods were used for the research within the framework of the qualification work: analysis and synthesis – to study the theoretical foundations of personnel management, as well as to identify current trends and problems in this area; comparative analysis – to study the experience of personnel management in the pharmaceutical industry and other sectors of the economy, as well as to assess the effectiveness of various approaches; systemic approach – for a comprehensive analysis of the personnel management system of a pharmaceutical company. The method of expert assessments was also used to collect the opinions of specialists on key problems of personnel management and possible ways to solve them, and surveys and questionnaires were used to collect information on the level of motivation, employee satisfaction and the effectiveness of existing management practices. Economic and mathematical modeling was used to assess the economic efficiency of the implementation of the proposed measures, and graphic methods in

the form of graphs, diagrams and schemes were used to visualize the results of the analysis and recommendations.

Practical significance of the obtained results. The results of the study have significant practical value for pharmaceutical companies, as they contribute to improving the personnel management system, increasing the efficiency of employees and creating conditions conducive to the development of the organization. The proposed measures, which include the use of modern digital tools, the implementation of motivational programs and the application of a systematic approach to personnel management, can be implemented to optimize personnel management processes, increase employee satisfaction and reduce staff turnover. The developed solutions ensure the strengthening of the competitiveness of pharmaceutical companies by improving the quality of services, rational use of labor resources and increasing the economic feasibility of management decisions. In addition, the results of the study can be used to create corporate policies, develop training and personnel development programs.

Approbation of research results and publication. Qualification work is approved on III International Scientific and Practical Conference "Management and marketing as factors of business development". Abstracts of the reports have been published: Bondarieva I.V., Hamdi El Halima. Improving approaches to human resource management in the pharmaceutical industry. Management and marketing as factors of business development : mat. III International Scientific and Practical Conference. April 23-24, 2025. NATIONAL UNIVERSITY "KYIV-MOHYLA ACADEMY". – P. 260.

Structure and scope of the qualification work. The qualification work consists of an introduction, a literature review, an experimental part, generalized conclusions, a list of sources used and appendices. The total volume of the work is 40 pages, including 24 figures. 30 sources of literature were used and analyzed within the framework of the study.

CHAPTER I

THEORETICAL BASIS OF PERSONNEL MANAGEMENT

1.1. The essence and importance of personnel management in modern conditions

Human resource management is one of the key functions in the activities of any modern organization, which determines its effectiveness, adaptation to a changing external environment and the implementation of strategic goals. In the context of globalization, rapid technological progress, economic instability and increased competition, effective human resource management is becoming an important factor in achieving competitive advantages in the market [29].

Fig. 1.1. presents the place of personnel management in the organization [16].

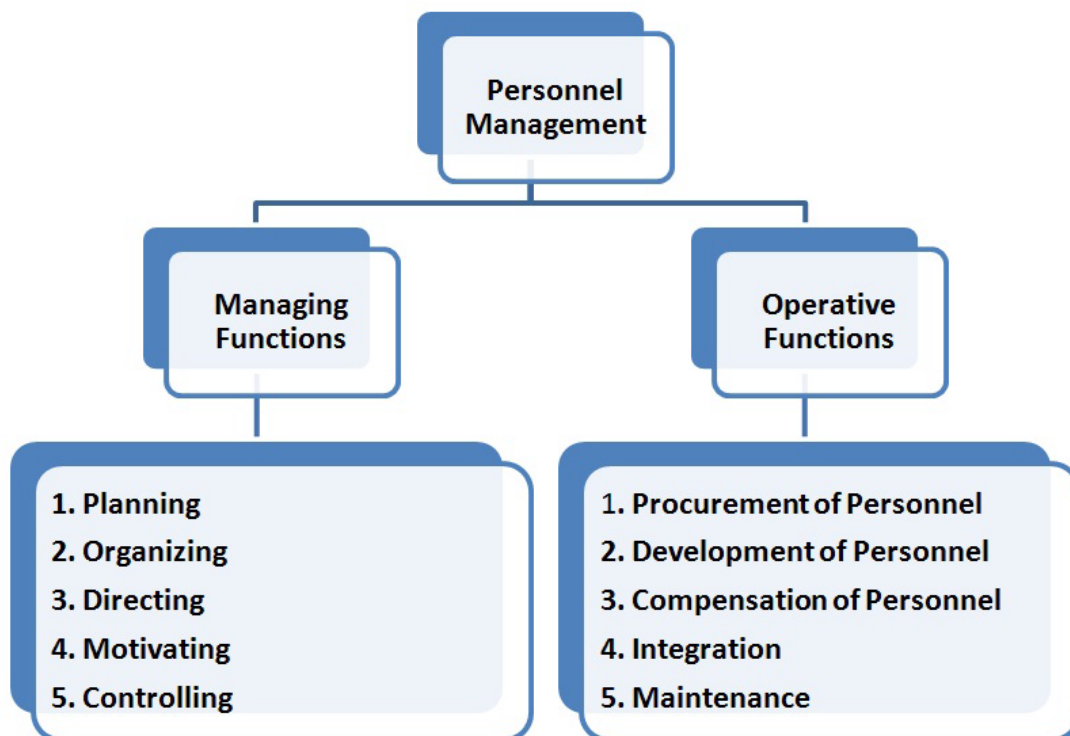


Fig. 1.1. The place of personnel management in the organization

Personnel management is a set of measures aimed at the rational use of human resources, ensuring the proper level of employee qualifications, motivating them, and maintaining a balance between the needs of the organization and the interests of employees [20].

The human resource management system includes various stages, such as recruitment, training, evaluation, development, motivation and retention of personnel, which in turn guarantees the effectiveness of the entire organization [5].

A key aspect of human resources management is creating conditions for the development of employees' professional abilities, improving their qualifications, and ensuring a high level of job satisfaction. This allows not only to achieve high productivity, but also to ensure the stability and loyalty of personnel to the organization [2].

The process of forming the effective personnel management is presented in Fig. 1.2 [26].

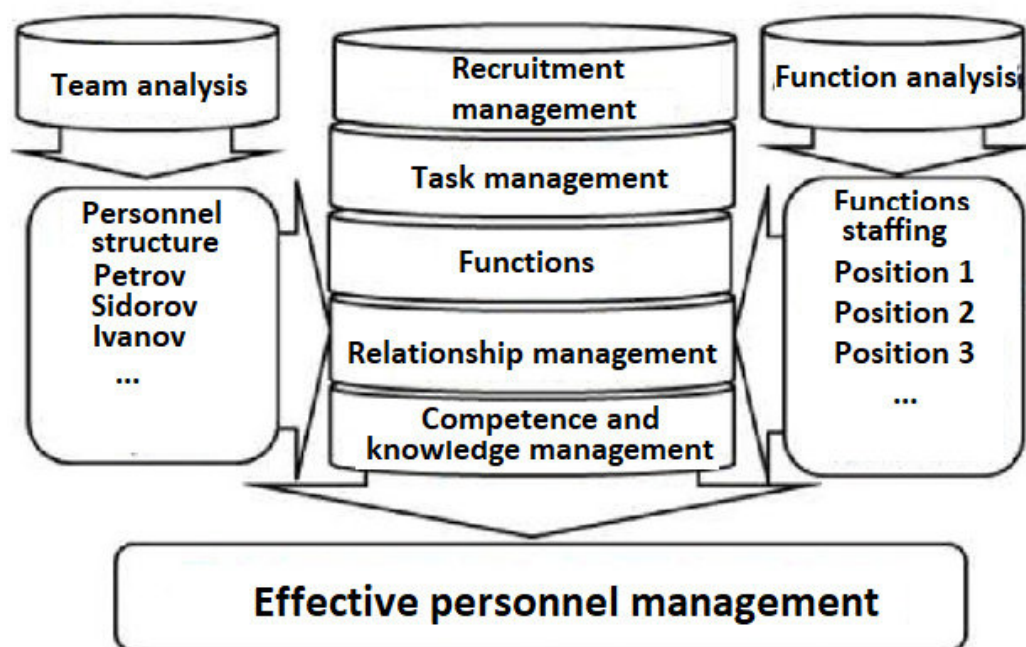


Fig. 1.2. The process of forming the effective personnel management

In the modern business environment, human resource management is undergoing significant transformations, as the role of new technologies and digital tools increases, the nature of work and approaches to motivation change [22].

Traditional methods focused on control and directive management are fading into the background, giving way to more flexible and democratic approaches, such as management through involvement, motivation and partnership [5].

The levels of personnel management are presented in Fig. 1.3 [30].

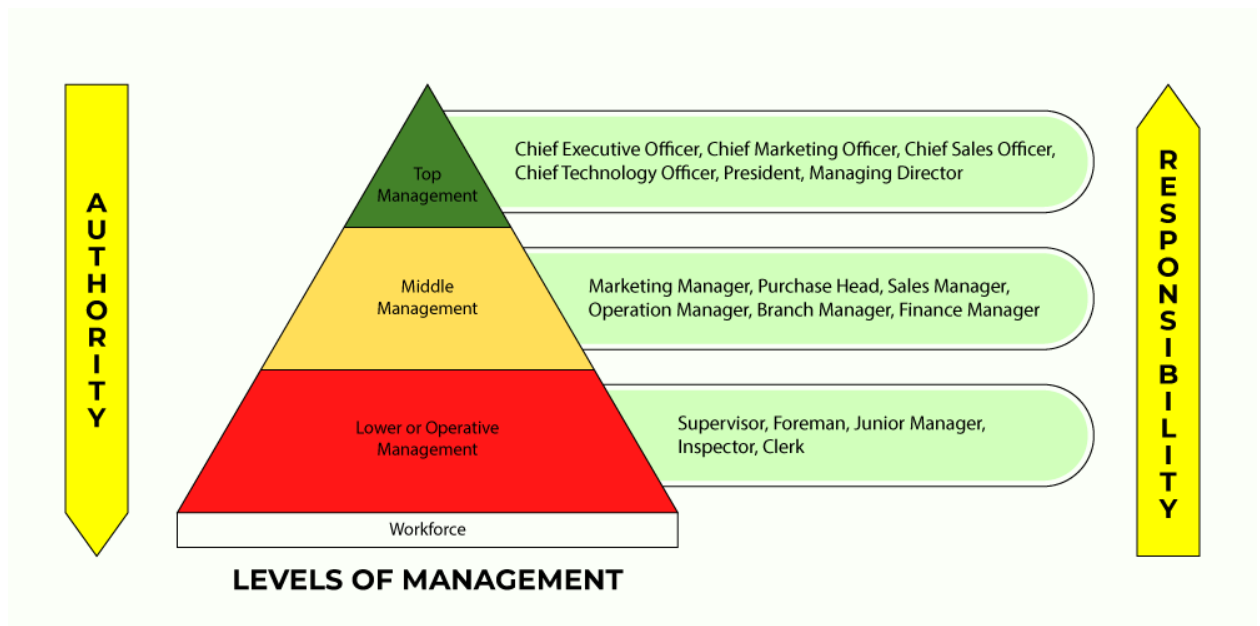


Fig. 1.3. Levels of personnel management

In particular, the use of information technologies to optimize personnel management processes is important. Automation of the stages of selection, training, assessment and management functions allows to significantly reduce the cost of time and resources, improve the accuracy and efficiency of decisions made [8].

Human resource management is of strategic importance for the development of an organization. Through effective recruitment and management of personnel, companies can significantly increase their competitiveness in the market. Improving the performance of personnel through motivation, training and development allows organizations to achieve high results even in difficult economic conditions [7].

One of the important tasks of personnel management is the formation of a team that will work synchronously and effectively to achieve the company's goals. An important component of this process is corporate culture, which determines the values, norms of behavior and interaction of employees among themselves and with management [12].

Fig. 1.4. presents the principles of the management system in the organization [4].



Fig. 1.4. Principles of the management system in the organization

In the context of globalization, human resource management allows organizations to be flexible and respond quickly to market changes, new technologies, and other external factors. The human resource management system ensures the correct allocation of resources, the formation of an adaptive and effective team, and the creation of conditions for the sustainable development of the organization [17].

Human resource management is not only a functional component, but also an important part of the company's development strategy. In modern conditions, effective human resource management becomes the basis for achieving high results, competitive advantages and stable development of the organization. The introduction of new approaches, technologies and modern methods of motivation allows you to form a productive, loyal and highly qualified team, which is the key to success in the conditions of dynamic development of the business environment [7].

Fig. 1.5. presents the organization structure of HRM Department.

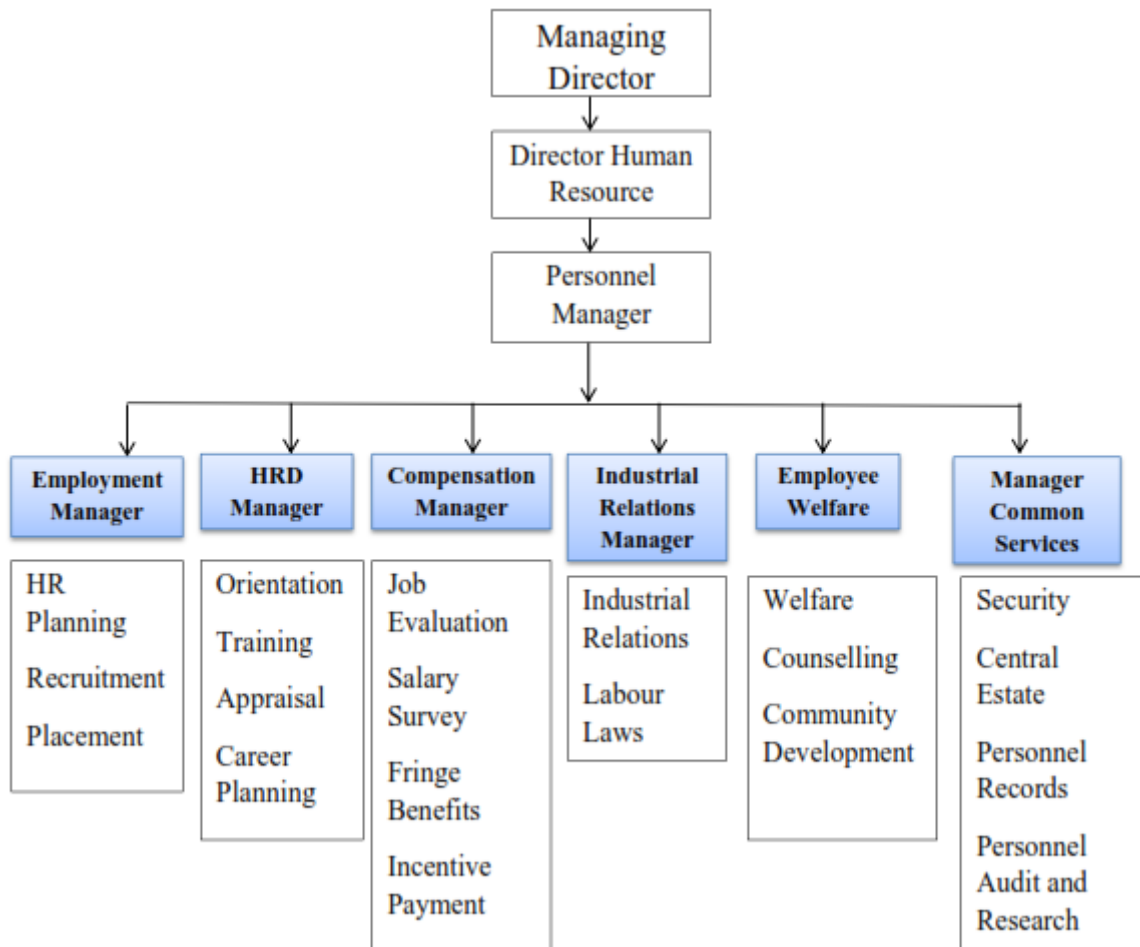


Fig. 1.5. Organization structure of HRM Department

Human resource management is not only a functional component, but also an important part of the company's development strategy. In modern conditions, effective human resource management becomes the basis for achieving high results, competitive advantages and stable development of the organization. The introduction of new approaches, technologies and modern methods of motivation allows you to form a productive, loyal and highly qualified team, which is the key to success in the conditions of dynamic development of the business environment [19].

1.2. Peculiarities of personnel management in the pharmaceutical industry

Personnel management in the pharmaceutical industry is a complex and

multifaceted process that requires a strategic approach due to the highly regulated nature of the sector. The industry's focus on research and development, strict compliance requirements, and rapid technological advancements make human resource management (HRM) a crucial component for success. This study explores the key peculiarities of personnel management in the pharmaceutical industry and the challenges faced by HR professionals in this sector [5].

The pharmaceutical industry demands a highly skilled workforce, including researchers, pharmacists, quality assurance specialists, regulatory affairs experts, and sales representatives. Recruiting and retaining professionals with the necessary expertise is a challenge due to the competitive job market. Companies must offer attractive compensation packages, continuous professional development, and a positive work environment to retain top talent [18].

Pharmaceutical companies operate under stringent regulatory frameworks imposed by organizations such as the FDA, EMA, and WHO. Employees must adhere to Good Manufacturing Practices (GMP), Good Laboratory Practices (GLP), and Good Clinical Practices (GCP). HR managers must ensure that employees receive regular training on compliance and ethical guidelines to prevent legal issues and maintain corporate integrity [8].

Given the industry's dynamic nature, HR departments must implement effective talent acquisition strategies. This includes: collaborations with universities and research institutions; internship and mentorship programs; competitive salaries and benefits; career growth opportunities and continuous education; retention strategies are equally important, involving employee engagement programs, work-life balance initiatives, and recognition programs to reduce turnover rates [11].

The pharmaceutical industry is characterized by rapid scientific advancements and technological innovations. Continuous training programs help employees stay updated with the latest developments in drug discovery, biotechnology, and regulatory changes. Companies invest in workshops, seminars, e-learning platforms, and professional certifications to enhance employees' competencies and maintain their competitive edge [10].

Pharmaceutical companies employ diverse teams, including scientists, medical professionals, and marketing specialists. Effective personnel management involves fostering collaboration between these disciplines, encouraging knowledge sharing, and managing cultural diversity within global organizations. Cross-functional teamwork is essential for successful drug development and market penetration [6].

Performance management in the pharmaceutical industry is driven by key performance indicators (KPIs) related to research output, regulatory approvals, and sales targets. HR professionals must implement robust performance appraisal systems, offer constructive feedback, and provide incentives for high achievers. Employee motivation is enhanced through recognition programs, career development pathways, and a culture of innovation [11].

The pharmaceutical industry is increasingly adopting digital solutions for HRM, including artificial intelligence (AI)-driven recruitment, human resource information systems (HRIS), and remote training platforms. Digitalization enhances efficiency in talent management, streamlines administrative processes, and supports data-driven decision-making [25].

Personnel management in the pharmaceutical industry requires a strategic approach to address the sector's unique challenges. Companies must focus on hiring and retaining skilled professionals, ensuring regulatory compliance, fostering continuous learning, and leveraging digital transformation. By implementing effective HRM strategies, pharmaceutical firms can enhance employee productivity, maintain regulatory standards, and drive long-term success in a competitive global market [1].

Conclusions to chapter I

1. The essence and importance of personnel management in modern conditions are characterized.
2. The peculiarities of personnel management in the pharmaceutical industry are revealed.

CHAPTER II

ANALYSIS OF THE EXISTING PERSONNEL MANAGEMENT SYSTEM IN A PHARMACEUTICAL ORGANIZATIONS

2.1. General characteristics of the activities of the pharmaceutical organizations

The pharmaceutical industry is a key pillar of global healthcare, focused on discovering, developing, producing, and marketing medications designed to prevent, treat, and cure a wide range of diseases. Through continuous medical advancements, it significantly enhances quality of life and extends life expectancy [10].

Encompassing companies and institutions dedicated to researching and manufacturing therapeutic solutions, the pharmaceutical industry spans various drug types, from traditional chemical compounds to cutting-edge biotechnologies like gene therapies and vaccines. Its operations involve fundamental and applied research, rigorous clinical trials to evaluate drug safety and efficacy, and strict adherence to regulatory standards to ensure patient well-being [11].

The pharmaceutical industry is a complex ecosystem comprising various key players, each contributing to the drug discovery, development, production, and distribution process. These stakeholders include pharmaceutical companies, biotechnology firms, academic research institutions, manufacturing subcontractors, contract service providers, regulatory agencies, and distributors, all driving innovation in healthcare [22].

Major multinational corporations such as Pfizer, Sanofi, Merck, and GlaxoSmithKline leverage their vast resources to conduct fundamental and clinical research, manufacture drugs at scale, and distribute them worldwide. Their portfolios range from small-molecule pharmaceuticals to advanced [8].

Pharmaceutical organizations play a crucial role in public health by researching, developing, manufacturing, and distributing medications. Their activities are highly regulated and involve a complex interplay of scientific innovation, regulatory compliance, and commercial strategy. This study outlines the

general characteristics of pharmaceutical organizations, highlighting key aspects of their operations and impact on healthcare systems worldwide. One of the most significant activities of pharmaceutical organizations is research and development, which involves the discovery of new drugs through extensive laboratory research, preclinical studies to assess safety and efficacy, and clinical trials in multiple phases to ensure effectiveness and regulatory approval. The R&D process is highly resource-intensive, requiring substantial financial investments and long timelines before new drugs reach the market. Pharmaceutical organizations must adhere to strict regulatory guidelines set by agencies such as the Food and Drug Administration (FDA), European Medicines Agency (EMA), and World Health Organization (WHO). Key aspects of regulatory compliance include Good Manufacturing Practices (GMP) for product quality and safety, Good Clinical Practices (GCP) for ethical clinical trials, and Good Distribution Practices (GDP) to ensure proper storage and transportation. Compliance with these regulations ensures that pharmaceutical products are safe, effective, and of high quality. Pharmaceutical manufacturing is a highly specialized process that involves large-scale production of active pharmaceutical ingredients (APIs), formulation of drugs in various dosage forms (tablets, injections, ointments, etc.), and stringent quality control and assurance measures to maintain product standards. Quality control is an essential aspect of manufacturing, with strict testing protocols at every stage to ensure the efficacy and safety of medications. The pharmaceutical supply chain is a critical component of organizational operations, encompassing the procurement of raw materials and active ingredients, efficient warehousing and inventory management, and secure and timely distribution of pharmaceutical products to healthcare providers and patients. Advanced logistics and technological solutions are used to ensure that medicines reach their intended destinations while maintaining their integrity and effectiveness. Pharmaceutical organizations engage in strategic marketing and sales efforts to promote their products, including market analysis to understand patient needs and competitor activities, educational campaigns targeted at healthcare professionals, and direct-to-consumer advertising in regions where

regulations permit. The pharmaceutical sales force plays a key role in building relationships with healthcare providers and ensuring that new medications are properly understood and prescribed. Given their impact on public health, pharmaceutical organizations are expected to operate ethically and contribute to society. Ethical considerations include ensuring fair pricing and accessibility of essential medicines, conducting clinical trials with full transparency and adherence to ethical guidelines, and reducing environmental impact through sustainable production practices. Corporate social responsibility (CSR) initiatives often involve partnerships with global health organizations, charitable contributions, and investment in healthcare infrastructure in underserved regions. Pharmaceutical organizations operate in a complex and highly regulated environment that requires a balance between scientific innovation, compliance, and business strategy. Their activities encompass research and development, manufacturing, distribution, and ethical considerations. By maintaining high standards and prioritizing public health, these organizations contribute significantly to the advancement of medical science and the well-being of populations worldwide.

2.2. Identification of key problems in the personnel management system

To analyze the existing human resources management system in pharmaceutical company, a survey of 67 company's employees was conducted (Appendix A).

We assessed the length of service of employees in the company. The analysis showed that the majority of employees (47%) have more than 5 years of service, which indicates a significant number of experienced employees in the company. At the same time, the share of newcomers with less than 1 year of experience is only 10%, which may indicate the stability of the staff (Fig. 2.1).

At the next stage of our work, we analyzed the distribution of pharmaceutical company employees by position (Fig. 2.2). The analysis shows that the majority of respondents hold managerial positions (75% of middle and senior managers combined). This may indicate the specifics of the company structure, in which

significant attention is paid to the management team. The share of workers and specialists in the total sample is relatively small (25%), which may reflect organizational priorities.

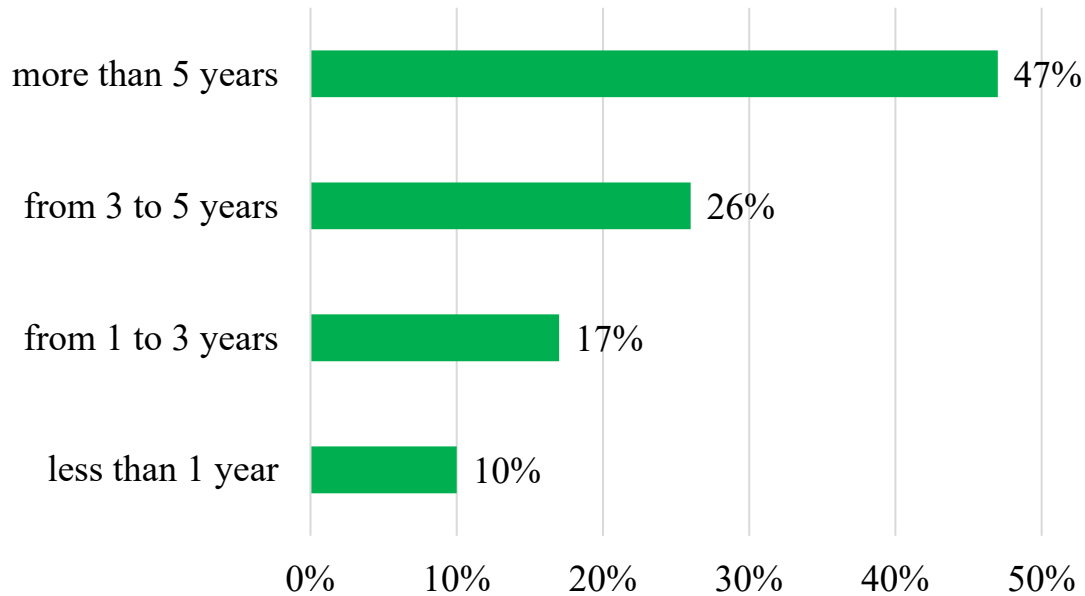


Fig. 2.1. Distribution of respondents by length of service

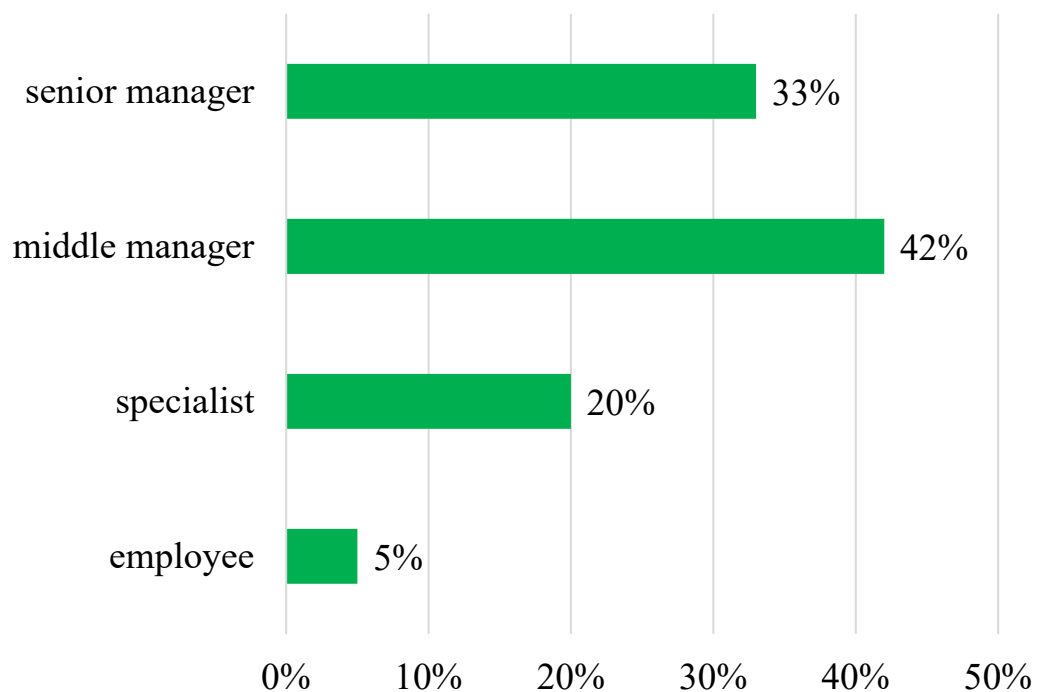


Fig. 2.2. Distribution of pharmaceutical company employees by positions held

At the next stage of our work, we investigated the presence of an adaptation period after hiring (Fig. 2.3).

It was found that the majority of employees (81%) did not undergo an adaptation period after being hired (Fig. 2.3). This may indicate insufficient attention to the integration of new employees into the work process, which could potentially affect their efficiency and engagement.

Only 19% of employees indicated that adaptation was organized, which may indicate the need to improve this process (Fig. 2.3).

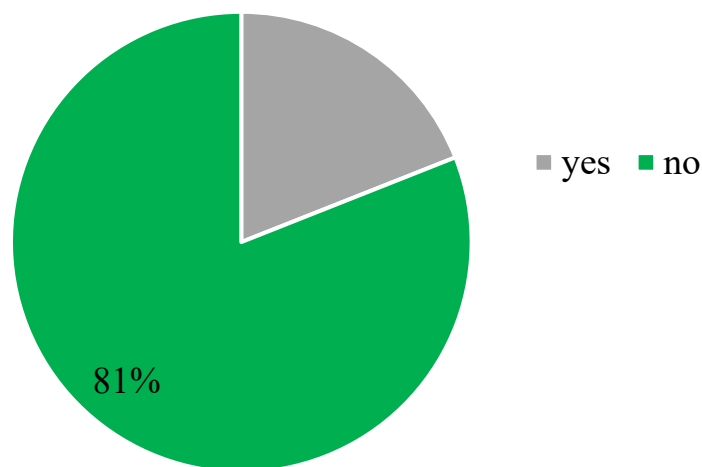


Fig. 2.3. Study of the presence of an adaptation period after hiring

Next, we assessed the effectiveness of the personnel selection process in a pharmaceutical company (Fig. 2.3).

The analysis shows that the majority of respondents (80% in the aggregate of the options "very effective" and "effective") positively assess the personnel selection process. This indicates a high level of employee satisfaction with the work of the HR department in this area.

At the same time, 10% left a neutral assessment, and 10% consider the personnel selection process ineffective, which may indicate the need to improve individual stages of this process.

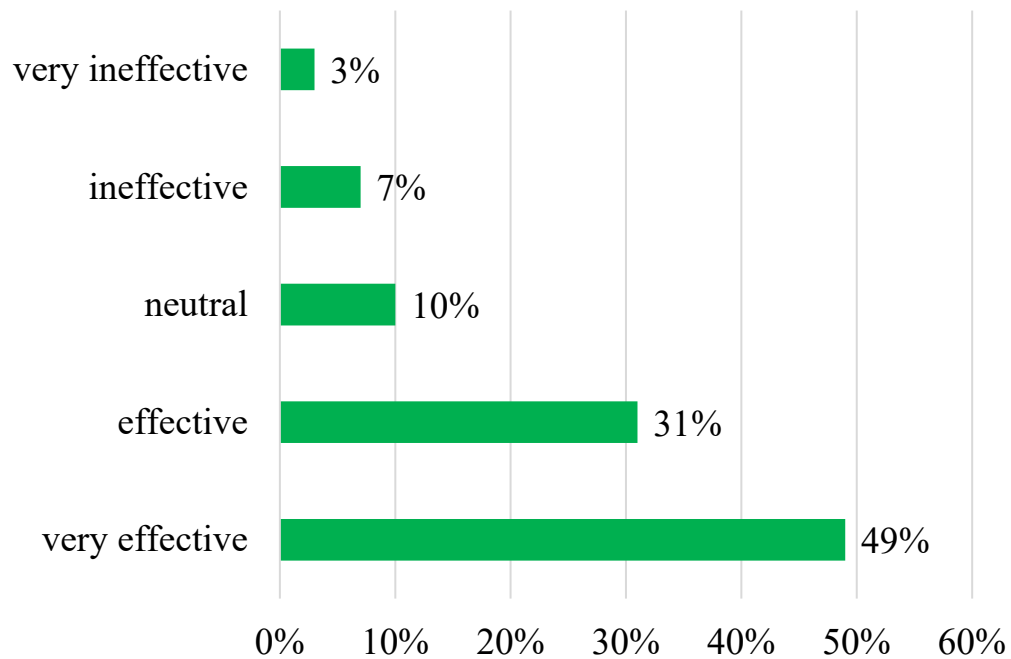


Fig. 2.4. Assessment of the effectiveness of the personnel selection process in the pharmaceutical company

At the next stage of our work, we analyzed the provision of regular training or advanced training for employees in the pharmaceutical company (Fig. 2.5). 78% of respondents noted that they regularly study or undergo advanced training. 22% of respondents do not undergo training or advanced training, and this is related to their position. This may indicate that some positions do not require regular training or qualification development due to the specifics of the work.

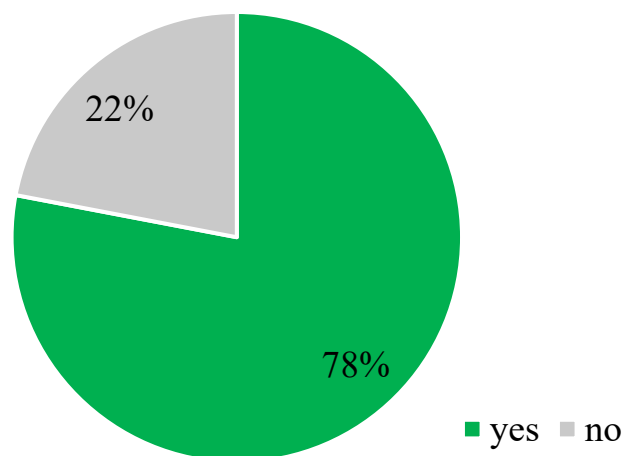


Fig. 2.5. Analysis of regular training or advanced training of employees

Next, we analyzed the pharmaceutical company's level of investment in employee skills development (Fig. 2.6).

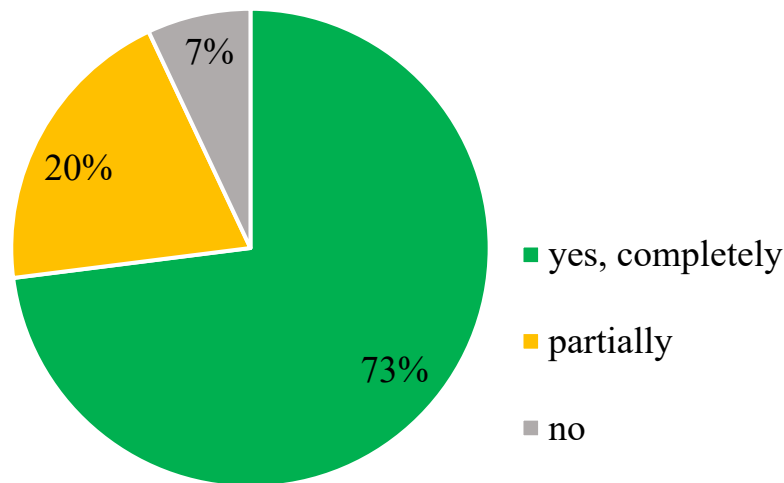


Fig. 2.6. Analysis of the pharmaceutical company's level of investment in employee skills development

73% of respondents believe that the company invests enough in developing the skills of its employees, answering “yes, completely”, 20% noted that the investment is made partially, and 7% do not consider the investment to be sufficient (Figure 2.6).

At the next stage of our work, we conducted an analysis of salary satisfaction among respondents (Fig. 2.7). The survey results revealed that 64% of respondents were satisfied with their salaries in a pharmaceutical company. Only 36% of respondents are not satisfied with the level of wages.

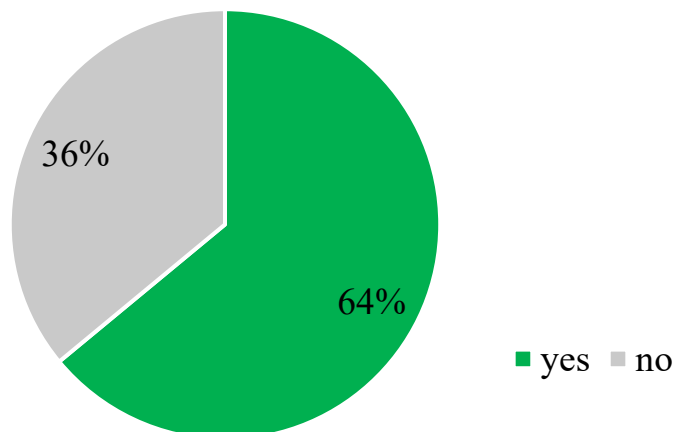


Fig. 2.7. Analysis of salary satisfaction among respondents in the pharmaceutical company

The next stage of our work was to analyze additional bonuses received by employees of a pharmaceutical company (Fig. 2.8). The survey results showed that the largest part of respondents — 48% receive bonuses as an additional bonus. 36% of respondents noted the presence of a social package, which is an important component of employee motivation and support. Only 16% of respondents indicated that they receive expense compensation. These results indicate that bonuses are the most popular type of bonus among company employees, while expense compensation is used less often.

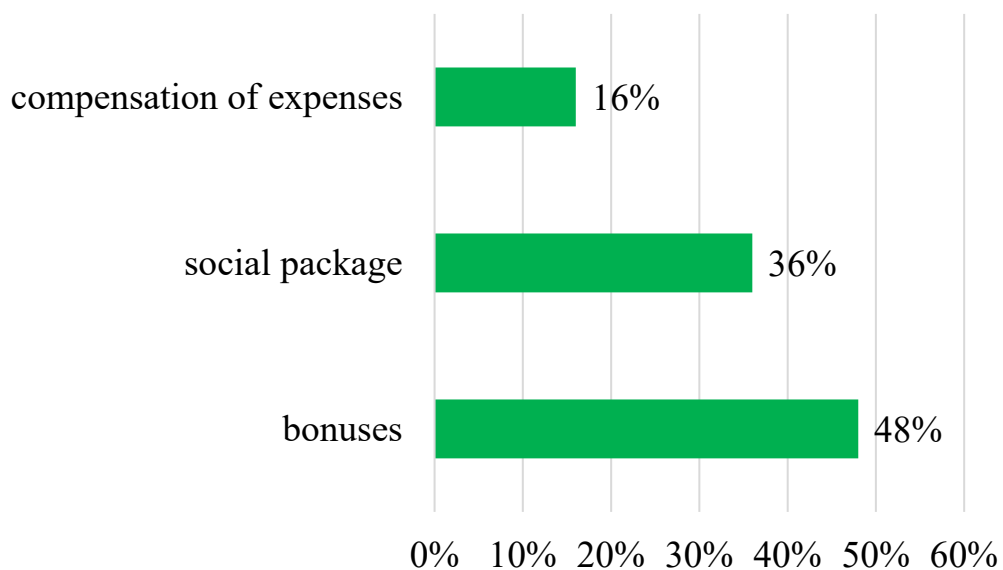


Fig. 2.8. Analysis of receiving additional bonuses by employees of a pharmaceutical company

The next stage of our work was to analyze the respondents' attitude towards the effectiveness of the motivation system in the pharmaceutical company (Fig. 2.9). According to the survey results, 48% of respondents consider the motivation system to be effective. This indicates that the majority of employees are satisfied with the existing conditions of motivation and remuneration (Fig. 2.9).

However, 35% of respondents rate the system as partially effective, which indicates that there are certain aspects that need improvement. Only 17% of respondents consider the motivation system ineffective, which may indicate dissatisfaction with certain elements of this system. These results allow us to

conclude that the overall assessment of the effectiveness of the motivation system is positive, but there is still room for improvement (Fig. 2.9).

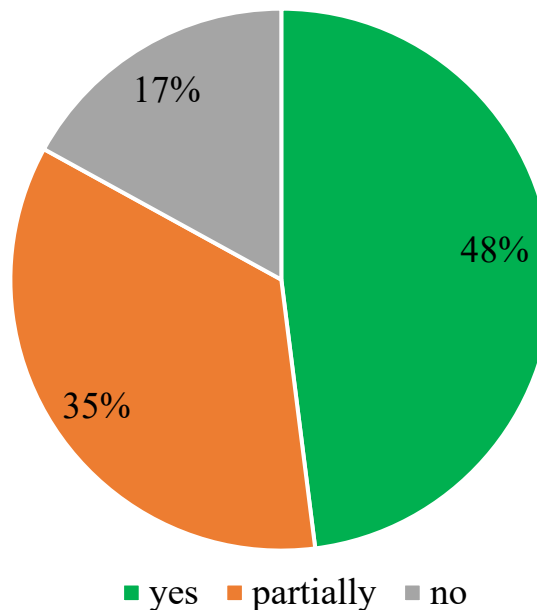


Fig. 2.9. Analysis of the effectiveness of the motivation system in a pharmaceutical company

The study analyzed the respondents' assessment of the level of communication between employees in a pharmaceutical company (Fig. 2.10). According to the survey results, 48% of respondents assessed the level of communication as excellent, which indicates a high quality of interaction and mutual understanding among employees.

Another 39% of respondents considered communication to be good, which indicates a mostly positive, although not perfect, interaction in the team. 12% of respondents gave the assessment "satisfactory", which may indicate individual problems or obstacles in communication.

Only 1% of respondents noted that the level of communication is unsatisfactory, which probably indicates local cases of communication difficulties.

The overall results demonstrate a positive picture of internal communication, although there are some aspects that can be improved to increase the effectiveness of teamwork.

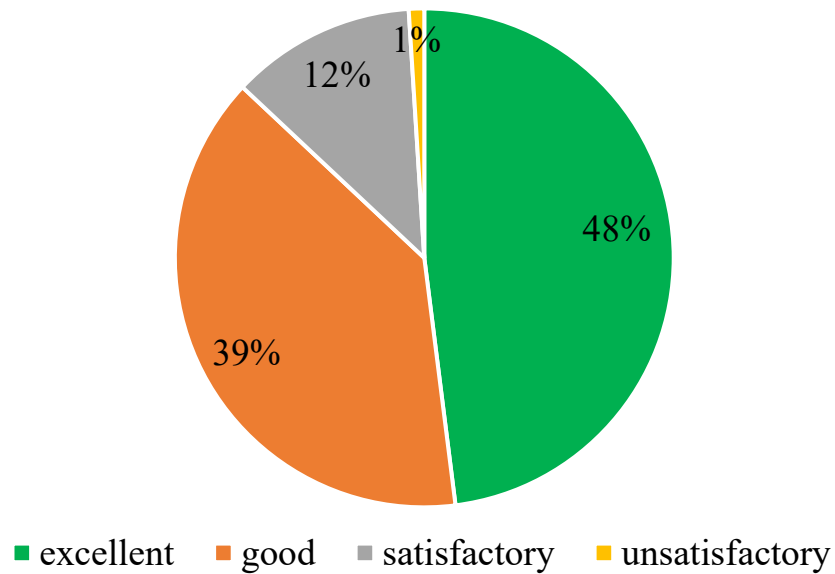


Fig. 2.10. Analysis of respondents' assessment of the level of communication between employees in a pharmaceutical company

The study analyzed the timeliness of feedback from management by respondents of a pharmaceutical company (Fig. 2.11).

The survey results showed that 75% of employees receive feedback from management on time. This indicates an adequate level of communication between managers and employees, which contributes to the effective performance of tasks and increased staff motivation.

At the same time, 25% of respondents noted that feedback from management is received untimely. This may indicate certain organizational or communication shortcomings that need to be addressed.

In general, most employees evaluate communication with management positively, but to increase work efficiency, attention should be paid to optimizing the feedback process.

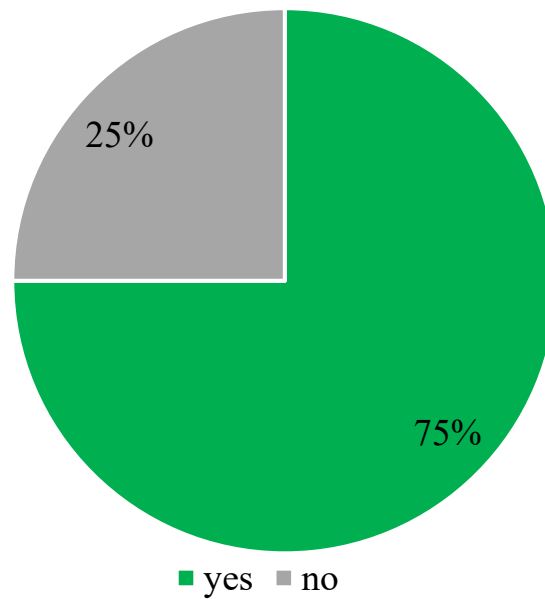


Fig. 2.11. Analysis of the timeliness of receiving feedback from the management of the pharmaceutical company respondents

The study analyzed the availability of a conflict resolution mechanism in a pharmaceutical company (Fig. 2.12).

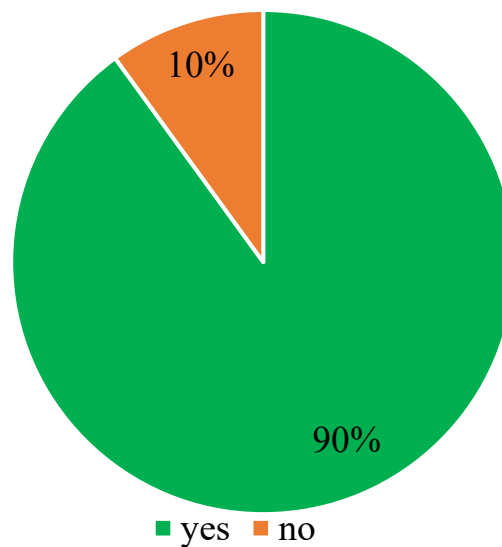


Fig. 2.12. Analysis of the presence of a conflict resolution mechanism in a pharmaceutical company

According to the survey results, 90% of respondents noted that the company has a conflict resolution mechanism. This indicates a systematic approach to

managing conflict situations, which allows maintaining a favorable working climate and preventing the escalation of tension in the team.

At the same time, 10% of respondents indicated that there is no such mechanism, which may be a signal that additional attention is needed to implement or improve policies and procedures in the field of conflict resolution. In general, the vast majority of employees appreciate the presence of effective tools for resolving conflicts, which has a positive effect on the general atmosphere in the company.

The study analyzed respondents' satisfaction with working conditions in a pharmaceutical company (Fig. 2.13). The survey results showed that 77% of employees are satisfied with working conditions. This indicates that most employees consider the working environment comfortable and conducive to performing professional duties.

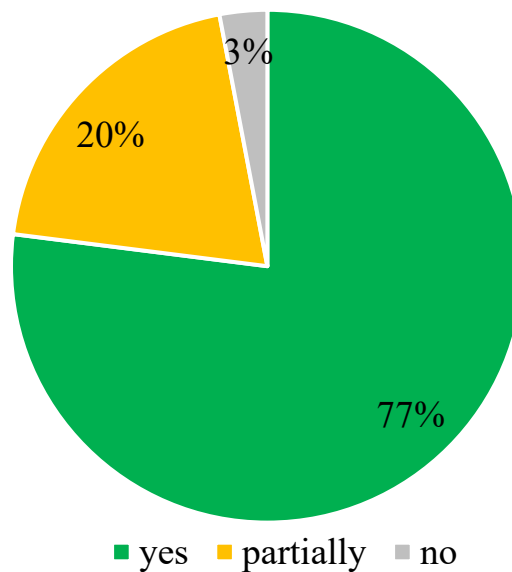


Fig. 2.13. Analysis of respondents' satisfaction with working conditions in a pharmaceutical company

At the same time, 20% of respondents assessed it as partial, which may indicate individual aspects that require improvement, such as material and technical support, organization of the workspace, or work schedule.

Only 3% of respondents indicated that they were dissatisfied with working conditions. This indicates the presence of local problems that should be analyzed in

more detail to eliminate the causes of discomfort. In general, the company demonstrates a high level of employee satisfaction with working conditions, which has a positive effect on staff productivity and loyalty.

The study analyzed factors that respondents believed needed improvement in the pharmaceutical company (Fig. 2.14). The survey results showed that employees pay the most attention to the work schedule — 49% of respondents noted its improvement. This suggests that the current work schedule may cause some difficulties or may not fully meet employees' expectations regarding work-life balance.

The second most important factor that needs improvement is the work environment (42%). This can include aspects such as the comfort of the workspace, logistical support, or the general atmosphere in the team.

Only 9% of workers indicated the need for improved safety measures. Although this is the lowest figure, it may indicate the presence of local occupational health and safety issues that require additional attention to ensure the safety of all workers.

Overall, the results suggest that the company's main efforts should be directed towards improving work schedules and improving the working environment, while continuing to maintain an adequate level of safety.

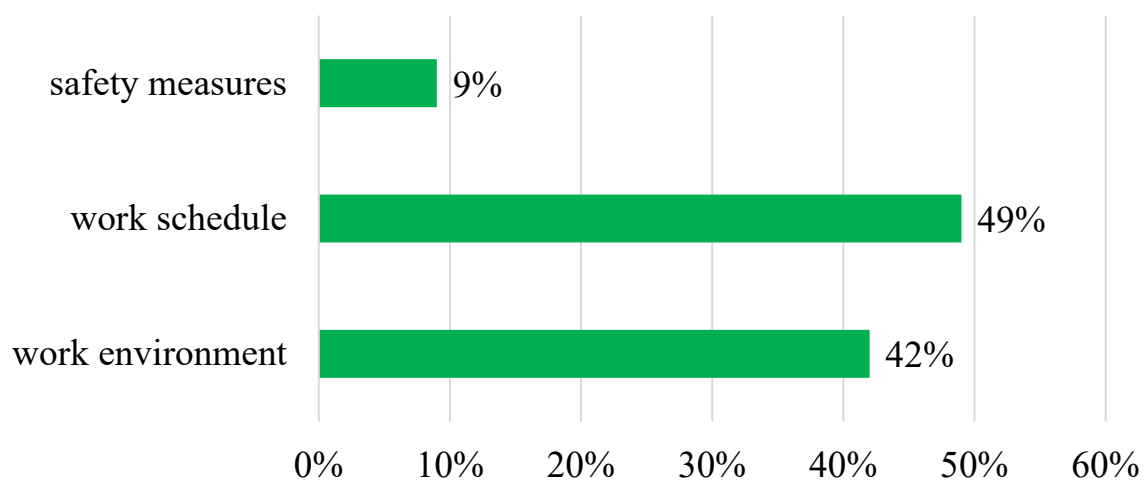


Fig. 2.14. Analysis of factors that, according to respondents, need improvement in the pharmaceutical company

The study analyzed respondents' assessment of the level of provision of technical resources by the company to perform work (Fig. 2.15).

According to the survey results, 65% of employees assessed the level of provision of technical resources as high. This indicates that most employees are satisfied with the availability and quality of technical equipment necessary for the effective performance of their duties.

31% of respondents indicated an average level of provision, which may indicate individual shortcomings or a lack of certain resources that affect the workflow.

Only 4% of respondents rated the level of technical support as low. This indicator is relatively small, but it indicates the need to review the availability of equipment or technologies for certain categories of employees or departments.

Overall, the results demonstrate that the company provides a predominantly high level of technical resources, but to increase overall efficiency, it is advisable to pay attention to improving and updating resources in those areas that were rated as medium or low.

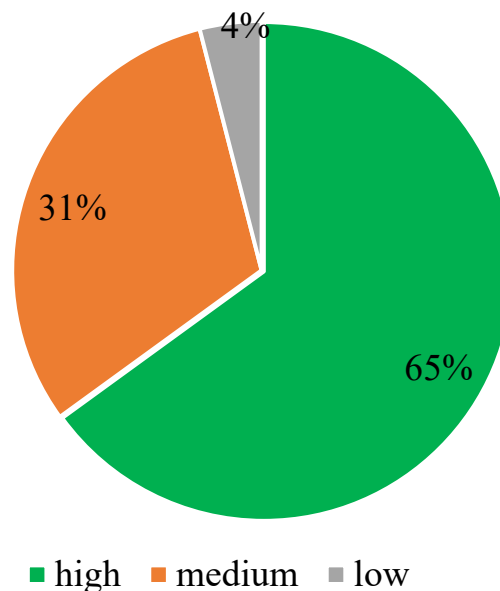


Fig. 2.15. Analysis of respondents' assessment of the level of provision of technical resources by the company to perform work

The study analyzed the aspects of the HR management system that respondents considered most effective, as well as those that needed changes (Fig. 2.16).

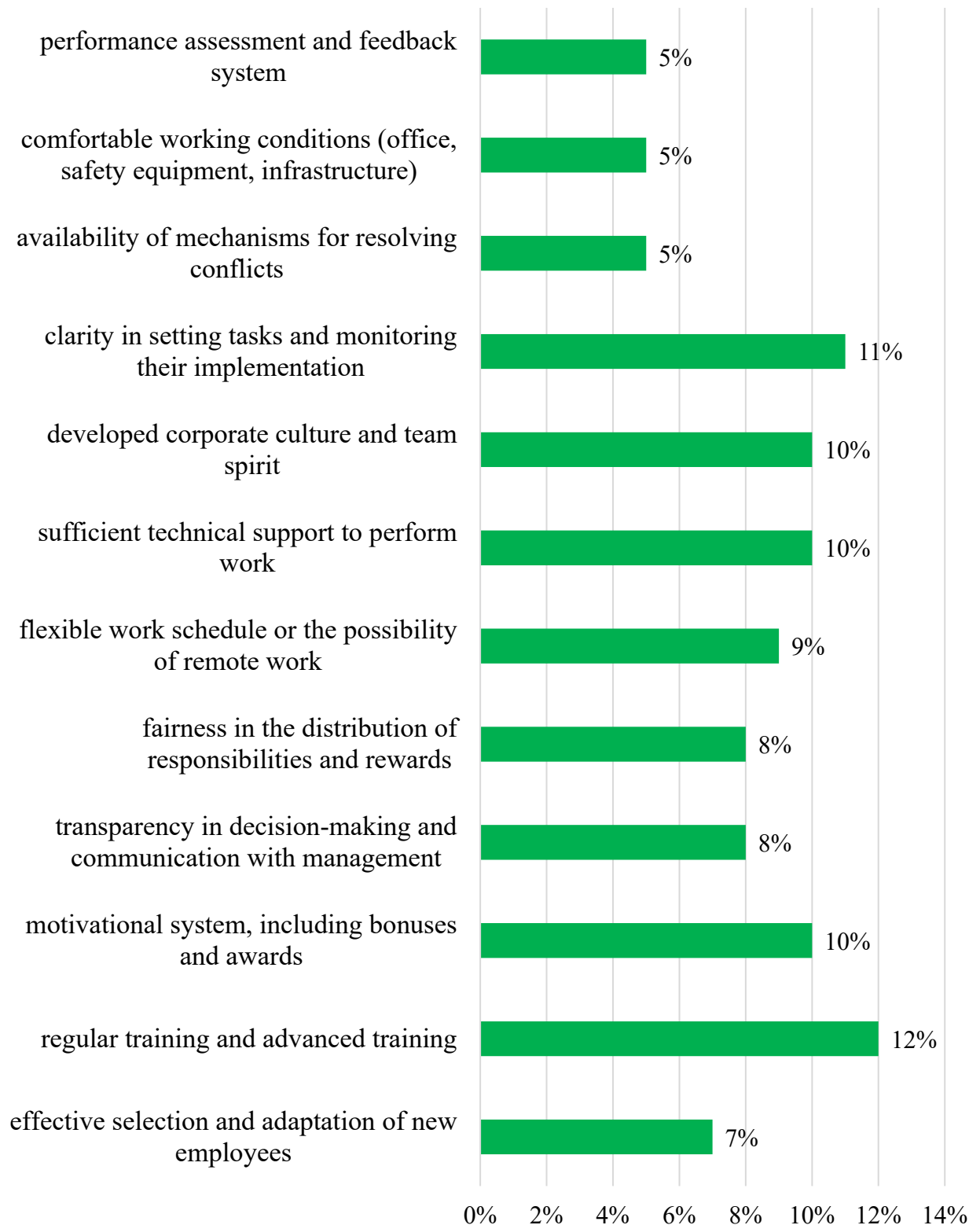


Fig. 2.16. Analysis aspects of the HR management system that respondents consider most effective

Among the most effective elements, respondents highlighted regular training and advanced training (12%), which indicates the importance of developing professional skills and supporting employees in their professional growth. Clarity in setting tasks and monitoring their implementation (11%) was also highly rated, as it ensures organization and efficiency of work processes. Sufficient technical support (10%), developed corporate culture and team spirit (10%), as well as a motivational system, including bonuses and prizes (10%), received the same number of votes, which emphasizes the importance of these aspects in ensuring comfortable and productive work.

Other aspects, such as flexible working hours (9%), transparency in decision-making and communication with management (8%), and fairness in the distribution of responsibilities and remuneration (8%), indicate the importance of transparency and flexibility in personnel management. Effective selection and adaptation of new employees (7%) and conflict resolution mechanisms (5%) received less attention, although they remain important elements of the management system. Comfortable working conditions, a performance evaluation and feedback system, and conflict resolution mechanisms each received 5% of the votes, which indicates their lower, but still significant role in the system.

The analysis of the results showed that the HR system is generally perceived positively. At the same time, the company should pay additional attention to those aspects that received fewer votes in order to ensure the even development of all areas and increase the efficiency of HR management.

The study analyzed the aspects of the HR system that respondents believed needed to be changed (Figure 2.17). The employees paid the most attention to the work schedule and work-life balance, which received 19% of the votes. This indicates the relevance of the problem of organizing working time, which affects the productivity and satisfaction of staff.

In second place among the areas requiring change were opportunities for learning and professional development, as well as transparency in decision-making in the field of human resources management - both aspects received 9% of the votes.

This indicates a request for expanding employee development programs and improving communication openness in decision-making processes.

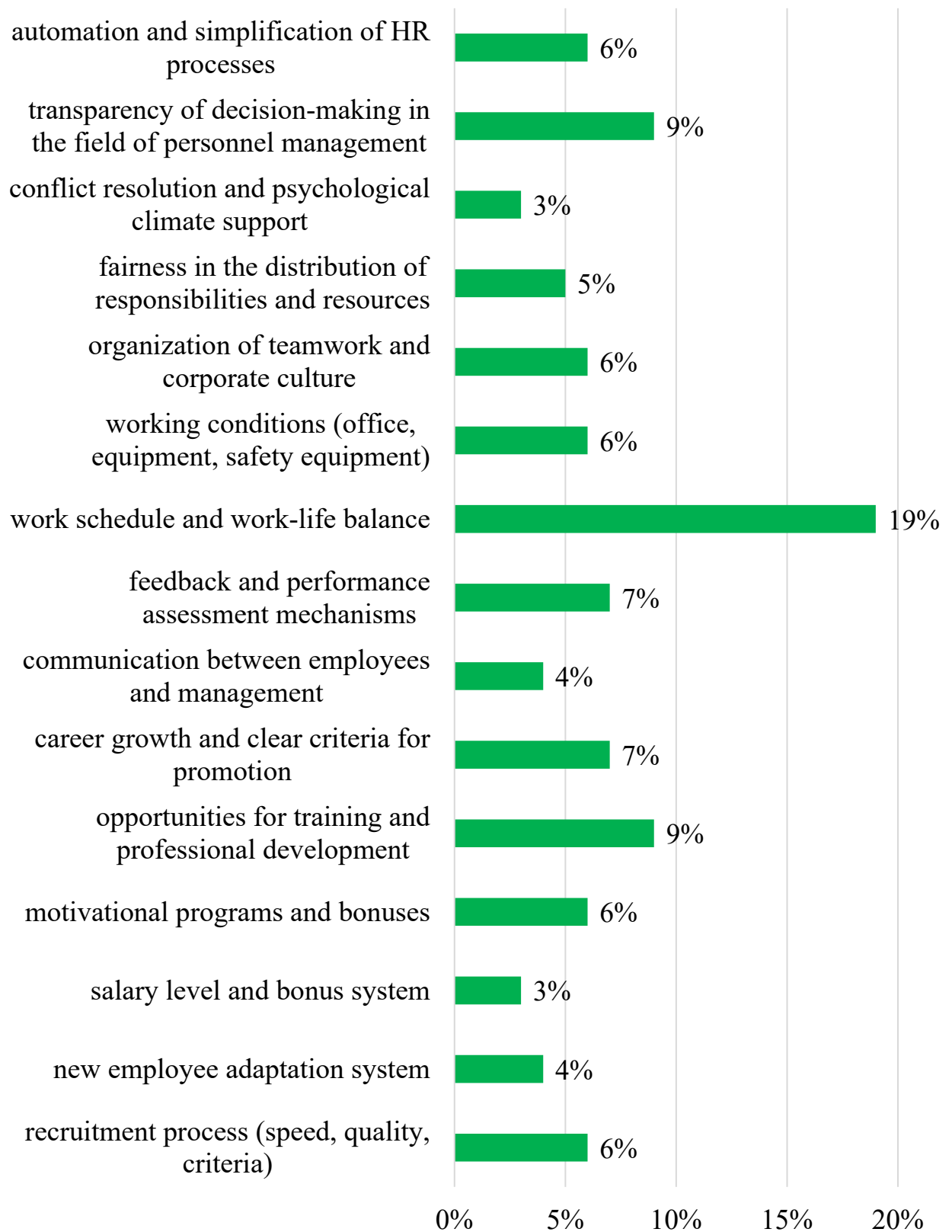


Fig. 2.17. Analysis of aspects of the personnel management system that, according to respondents, require changes

Career development and clear criteria for promotion (7%), along with feedback mechanisms and performance evaluation (7%), were also noted as important areas for improvement. This highlights the need for employees for a more structured approach to professional development and assessment of their achievements.

Other aspects, such as the recruitment process, motivational programs, working conditions, teamwork organization, and HR process automation, received 6% of votes each, indicating their equal importance. Fairness in the distribution of responsibilities (5%), the adaptation system for new employees (4%), and communication between employees and management (4%) indicate the need to improve these components to ensure effective team work.

Respondents named the level of wages, conflict resolution, and psychological climate support as less significant, but still relevant, problems (3% each).

Overall, the results of the analysis indicate that companies should pay special attention to improving work-life balance, professional development opportunities, transparency of management decisions, and career growth to ensure increased employee satisfaction and performance.

Next, we conducted an analysis of the overall assessment of the company's HR management system (Fig. 2.18). The survey results showed that 39% of respondents rated the HR management system as "very good". This indicates that a significant proportion of employees positively perceive management processes, including work organization, motivation, training, and support from management.

Another 28% of respondents rated the system as "good". This indicates that while respondents are mostly satisfied with the current state of the system, they may see potential for improvement.

22% of employees consider the HR system to be "satisfactory". This assessment may indicate the presence of certain shortcomings or aspects that do not fully meet employee expectations.

Only 11% of respondents gave an "unsatisfactory" rating, which indicates the need for a detailed analysis of individual problem areas in the personnel management system that cause negative perceptions.

Overall, most employees rate the HR system positively, but there are certain areas that need attention. To increase staff satisfaction, it is advisable to focus on improving communication, motivational programs, as well as optimizing working conditions and ensuring a balance between work and rest. This will help improve the overall perception of the HR system and increase the efficiency of the team.

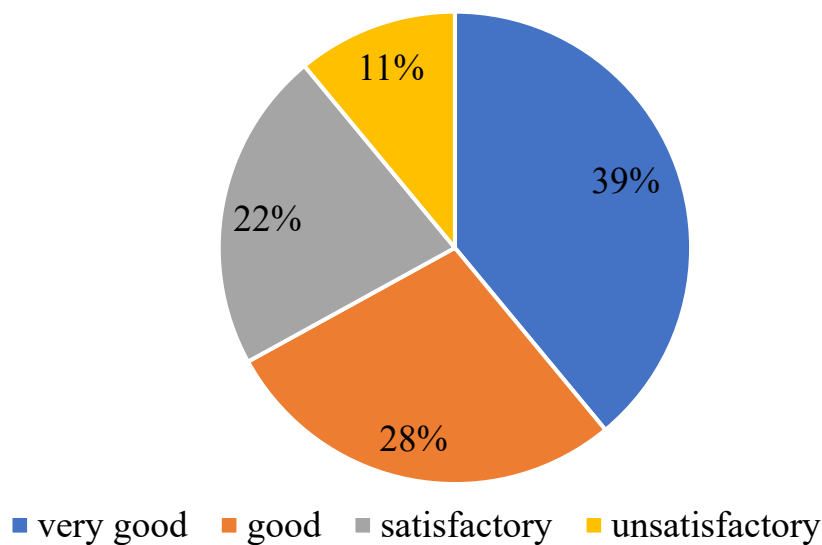


Fig. 2.18. Analysis of the overall assessment of the personnel management system in the company

Conclusions to chapter II

1. General characteristics of the activities of the pharmaceutical organizations were described. To analyze the existing human resources management system in pharmaceutical company, a survey of 67 company's employees was conducted. Based on the results obtained, several key conclusions can be drawn regarding employee tenure, position distribution, adaptation period, personnel selection process, training, investment in skills development, salary satisfaction, motivation system effectiveness, internal communication, and other HR-related factors.

2. Firstly, the analysis of employee tenure indicates a high level of staff stability, with 47% of employees having more than five years of service. This suggests that the company benefits from an experienced workforce. Additionally, the relatively low share of newcomers (10%) further supports the notion of a stable working environment.

3. The study also highlights the structure of employee positions within the company, showing that a majority (75%) of respondents hold managerial roles. This structure reflects the company's emphasis on management and leadership positions, while specialists and workers make up only 25% of the workforce. Such a distribution may be indicative of the company's organizational priorities.

4. The adaptation process for new employees was found to be underdeveloped, as 81% of respondents indicated they did not undergo any formal adaptation period. This could potentially impact employee engagement and efficiency, highlighting the need for improvement in onboarding programs.

5. Regarding the personnel selection process, 80% of employees rated it as either very effective or effective, suggesting a high level of satisfaction with the HR department's recruitment efforts. However, the 20% of respondents who provided neutral or negative feedback indicate that certain aspects of the hiring process still require refinement.

6. Employee training and development are crucial for maintaining a competitive workforce. The study found that 78% of employees participate in regular training programs or advanced training, reflecting the company's commitment to continuous professional growth. However, 22% do not engage in such training, which may be due to the nature of their job roles.

7. In terms of investment in skill development, 73% of employees believe the company invests sufficiently in this area, while 27% think the investment is either partial or insufficient. This suggests that while the company is making efforts, there is room for further enhancement in professional development initiatives.

8. Salary satisfaction was another critical aspect analyzed. The results indicate that 64% of employees are satisfied with their salaries, whereas 36% are

not. This signals the need for periodic reviews of compensation structures to ensure competitiveness and fairness in remuneration.

9. The motivation system in place was deemed effective by 48% of respondents, but 35% found it only partially effective, and 17% considered it ineffective. This demonstrates that while many employees are satisfied, improvements in motivational strategies are necessary to enhance overall job satisfaction.

10. Internal communication plays a vital role in fostering a productive work environment. The study found that 48% of employees rated communication as excellent, 39% as good, and 12% as satisfactory. Only 1% found it unsatisfactory, suggesting that while communication is strong, there is still potential for refinement.

11. The analysis of managerial feedback showed that 75% of employees receive timely feedback, while 25% do not. This discrepancy indicates the need for more structured and consistent feedback mechanisms to improve employee performance and engagement.

12. The presence of a conflict resolution mechanism was acknowledged by 90% of respondents, indicating an effective approach to workplace conflicts. However, 10% reported the absence of such mechanisms, suggesting the need for further development in conflict resolution strategies.

13. Overall, the study reveals a generally positive perception of HR management within the pharmaceutical company, with certain areas requiring attention. Improving adaptation programs, refining motivation strategies, enhancing training opportunities, and optimizing salary structures will contribute to a more effective HR system and a more satisfied workforce.

CHAPTER III

DEVELOPMENT OF WAYS TO OPTIMIZE PERSONNEL MANAGEMENT IN A PHARMACEUTICAL ORGANIZATION

3.1. Development of recommendations for improving the efficiency of human resources management

Human resource management is one of the key aspects of the effective functioning of a pharmaceutical company. Given the complexity of modern challenges, such as the shortage of qualified personnel, the need to increase productivity and compliance with safety standards, the development of optimal ways of managing personnel acquires particular importance. At the first stage of optimization, diagnostics should be carried out, which includes determining the level of employee satisfaction, assessing the professional level and competencies of employees, as well as analyzing the structure of communication and the distribution of responsibilities. The data from this analysis allow you to identify weaknesses in the organization of personnel work and form the basis for further changes [8].

An important stage is the implementation of modern HR management technologies. The use of information systems, such as ERP or HRM platforms, allows you to automate the processes of recruiting, training, certification and employee performance assessment. In particular, you can implement task performance control systems, such as Trello or Asana, as well as use software to monitor personnel KPI indicators. Creating an effective staff motivation system helps increase labor productivity and reduce staff turnover. Among the main measures, it is worth highlighting the introduction of material incentives in the form of bonuses and premiums, non-material incentives, such as opportunities for professional growth, training, participation in corporate events, as well as the formation of social security programs, in particular medical insurance and compensations [13].

Training and development of personnel play a key role in improving the skills of employees. It is recommended to regularly conduct technical training, implement mentoring programs and use online platforms for self-study [7].

To improve management, it is also necessary to optimize the organizational structure. This includes clearly defining the responsibilities of each employee, creating teams to implement projects involving representatives of different departments, and reducing unnecessary layers of management. Evaluating the effectiveness of changes is the final stage. To do this, it is worth organizing constant monitoring of results using regular employee surveys, analyzing the performance of key performance indicators (KPIs), and comparing the level of productivity before and after the implementation of changes [20].

Optimization of human resources management in a pharmaceutical company is a complex process that includes analysis of the current state, use of modern technologies, creation of a motivational system, training and constant monitoring of efficiency. The implementation of these measures will contribute to increasing the competitiveness of the company, its financial results and the level of employee satisfaction [7].

3.2. Use of innovative technologies and digital tools in personnel management

The use of innovative technologies and digital tools plays a key role in increasing the efficiency of human resources management. Thanks to their implementation, companies can automate routine processes, improve communication between employees, analyze performance, and create favorable conditions for the professional development of employees [16].

Modern HRM systems simplify tasks such as recruiting, personnel records, payroll, and leave management. Analytical tools allow you to assess employee satisfaction, monitor key performance indicators (KPIs), and forecast staffing needs. Online learning platforms such as Coursera or Udemy provide 24/7 access to

courses, personalized learning programs, and progress assessment through interactive assignments [12].

Digital communication tools, such as corporate messengers (Slack, Microsoft Teams), task management platforms (Trello, Asana), and cloud storage (Google Workspace, Dropbox), contribute to increasing the efficiency of teamwork, quick access to necessary documents and optimization of the project coordination process. In addition, innovative solutions allow implementing motivation programs, for example, through gamification of work processes, systems for recognizing achievements and online platforms for collecting employee ideas [22].

Examples of successful implementations of such solutions include SAP SuccessFactors, Workday, and BambooHR platforms that automate talent management, analyze performance, and simplify the work of HR professionals. This not only reduces HR process costs, but also increases employee satisfaction through a personalized approach, provides transparency in performance evaluation, and contributes to the formation of a competitive corporate culture [6].

Thus, the use of innovative technologies and digital tools is not just a trend, but a necessity for modern companies that seek to increase productivity, strengthen communication, and attract and retain the best personnel. The implementation of these solutions allows you to create a flexible and efficient environment that meets modern business challenges [7].

Improving the human resources management system of a pharmaceutical company is an important stage in increasing the efficiency of its activities, which includes optimizing the processes of selection, adaptation, motivation and development of employees. The main tasks are to ensure high-quality human resources, create comfortable working conditions, implement modern management methods and improve the skills of personnel. An important aspect is the introduction of innovative technologies, automation of routine processes and the formation of a corporate culture focused on interaction, efficiency and professional development. Effective human resources management helps to reduce staff turnover, increase productivity and improve the competitiveness of the company. Improving the

personnel management system of a pharmaceutical company is presented on Fig. 3.1 [5].

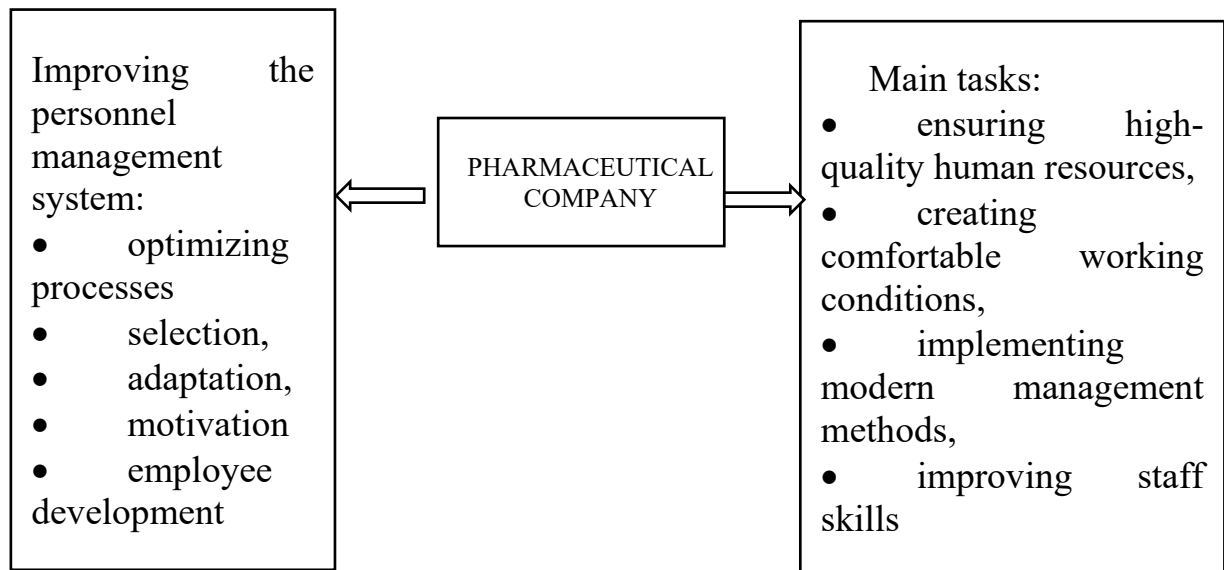


Fig. 3.1. Improving the personnel management system of a pharmaceutical company

Conclusions to chapter III

1. Recommendations have been developed to improve the efficiency of human resources management.
2. The use of innovative technologies and digital tools in personnel management was investigated.

GENERAL CONCLUSIONS

1. The essence and importance of personnel management in modern conditions are characterized. The features of personnel management in the pharmaceutical industry are revealed.
2. General characteristics of the activities of the pharmaceutical organizations were described. To analyze the existing human resources management system in pharmaceutical company, a survey of 67 company's employees was conducted.
3. Firstly, the analysis of employee tenure indicates a high level of staff stability, with 47% of employees having more than five years of service. This suggests that the company benefits from an experienced workforce. Additionally, the relatively low share of newcomers (10%) further supports the notion of a stable working environment.
4. The study also highlights the structure of employee positions within the company, showing that a majority (75%) of respondents hold managerial roles. This structure reflects the company's emphasis on management and leadership positions, while specialists and workers make up only 25% of the workforce. Such a distribution may be indicative of the company's organizational priorities. The adaptation process for new employees was found to be underdeveloped, as 81% of respondents indicated they did not undergo any formal adaptation period. This could potentially impact employee engagement and efficiency, highlighting the need for improvement in onboarding programs.
5. Regarding the personnel selection process, 80% of employees rated it as either very effective or effective, suggesting a high level of satisfaction with the HR department's recruitment efforts. However, the 20% of respondents who provided neutral or negative feedback indicate that certain aspects of the hiring process still require refinement.
6. Employee training and development are crucial for maintaining a competitive workforce. The study found that 78% of employees participate in

regular training programs or advanced training, reflecting the company's commitment to continuous professional growth. However, 22% do not engage in such training, which may be due to the nature of their job roles.

7. In terms of investment in skill development, 73% of employees believe the company invests sufficiently in this area, while 27% think the investment is either partial or insufficient. This suggests that while the company is making efforts, there is room for further enhancement in professional development initiatives. Salary satisfaction was another critical aspect analyzed. The results indicate that 64% of employees are satisfied with their salaries, whereas 36% are not. This signals the need for periodic reviews of compensation structures to ensure competitiveness and fairness in remuneration. The motivation system in place was deemed effective by 48% of respondents, but 35% found it only partially effective, and 17% considered it ineffective. This demonstrates that while many employees are satisfied, improvements in motivational strategies are necessary to enhance overall job satisfaction.

8. Internal communication plays a vital role in fostering a productive work environment. The study found that 48% of employees rated communication as excellent, 39% as good, and 12% as satisfactory. Only 1% found it unsatisfactory, suggesting that while communication is strong, there is still potential for refinement.

9. The analysis of managerial feedback showed that 75% of employees receive timely feedback, while 25% do not. This discrepancy indicates the need for more structured and consistent feedback mechanisms to improve employee performance and engagement. The presence of a conflict resolution mechanism was acknowledged by 90% of respondents, indicating an effective approach to workplace conflicts. However, 10% reported the absence of such mechanisms, suggesting the need for further development in conflict resolution strategies.

10. Recommendations have been developed to improve the efficiency of human resources management. The use of innovative technologies and digital tools in personnel management was investigated.

REFERENCES

1. Братішко Ю. С., Білозор В. Управління логістичним персоналом фармацевтичних підприємств. *Сучасні досягнення та перспективи розвитку апітерапії в Україні* : матеріали Всеукр. наук.-практ. конф. з міжнар. участю, м. Харків, 25 січ. 2020 р. Харків : Вид-во «Оригінал», 2020. С. 41-42.
2. Волобуєв М., Дідусь М. Розвиток персоналу підприємства – сучасні аспекти. *Економіка та Держава*. 2015. № 12. С. 77–79.
3. Грінь І. А., Посилкина О. В. Удосконалення управління персоналом закладу охорони здоров'я на основі впровадження системи КРІ. *Актуальні проблеми розвитку галузевої економіки, менеджменту та логістики* : матеріали X міжнарод. наук.-практ. internet-конф. з міжнар. участю, м. Харків, 10 листоп. 2022 р. Харків : НФаУ, 2022. С. 163-167.
4. Губін Ю. І., Ромелашвілі О. С., Зборовська Т. В. Розробка проекту автоматизованих елементів системи управління якістю. *Менеджмент та маркетинг у складі сучасної економіки, науки, освіти, практики* : матеріали VIII міжнар. наук.-практ. дистанц. конф., м. Харків, 19 берез. 2020 р. Харків : НФаУ, 2020. С. 307-318.
5. Демченко О. М., Сагайдак- Нікітюк Р. В. Лідерські компетенції персоналу організації. *Професійний менеджмент в сучасних умовах розвитку ринку* : матеріали IX наук.-практ. конф. з міжнар. участю, м. Харків, 1 листоп. 2020 р. Харків, 2020. С. 371-372.
6. Деренська Я. М. Характеристика компонент системи управління проектами. *Проблеми системного підходу в економіці*. 2019. № 1 (69). С. 125-133.
7. Заставнюк Л. І., Липовецька Т. Р. Проблематика системи мотивації персоналу в сучасному менеджменті підприємства. *Приазовський економічний вісник*. 2019. № 3 (14). С. 166–172.
8. Зборовська Т. В. Встановлення вимог до людських ресурсів при здійсненні процесу атестації персоналу на фармацевтичних підприємствах.

Управління якістю в фармації : матеріали XIII наук.-практ. конф., м. Харків, 17 трав. 2019 р. Харків : НФаУ, 2019. С. 215-221.

9. Зборовська Т. В., Губін Ю. І. Організація процесу атестації персоналу на фармацевтичних підприємствах. *Менеджмент та маркетинг у складі сучасної економіки, науки, освіти, практики* : матеріали VI Міжнар. наук.-практ. дистанц. конф., м. Харків, 21 берез. 2019 р. Харків : НФаУ, 2019. С. 107-109.

10. Іском А. П., Козирєва О. В. Управління та розвиток кадрового потенціалу фармацевтичного підприємства. *Професійний менеджмент в сучасних умовах розвитку ринку* : матеріали IX наук.-практ. конф. з міжнар. участю, м. Харків, 1 листоп. 2020 р. Харків : НФаУ, 2020. С. 376-378.

11. Кваша О. С. Конкурентоспроможність управлінського персоналу підприємств: методологія та актуальність оцінювання. *Бізнес-навігатор*. 2014. № 2. С. 140–147.

12. Коваленко С. М. Основні цілі проведення аудитів систем управління якістю. *Управління якістю в фармації* : матеріали XVI наук.-практ. internet-конф. з міжнар. участю, м. Харків, 20 трав. 2022 р. Харків : НФаУ, 2022. С. 54.

13. Коваленко С. М., Буднікова О. Г. Оптимізація управління персоналом як фактор поліпшення діяльності аптечних закладів. *Актуальні проблеми якості, менеджменту і економіки у фармації і охороні здоров'я* : матеріали I міжнар. наук.-практ. internet-конф. з міжнар. участю, м. Харків, 19 трав. 2023 р. Харків : НФаУ, 2023. С. 162-163.

14. Ковальова В. І. Особливості та проблеми інвестування в персонал підприємства. *Професійний менеджмент у сучасних умовах розвитку ринку* : матеріали VIII наук.-практ. конф. з міжнар. участю, м. Харків, 1 листоп. 2019 р. Харків : НФаУ, 2019. С. 243-245.

15. Літвінова О. В. Аналіз управління інтелектуальними ресурсами на провідних вітчизняних фармацевтичних підприємствах. *Управління, економіка та забезпечення якості в фармації*. 2015. № 5. С. 47-53.

16. Літвінова О. В., Посилкіна О. В. Діагностування основних проблем у сфері управління інтелектуальними ресурсами в фармації. *Управління, економіка та забезпечення якості в фармації*. 2018. № 1 (53). С. 54-62.

17. Літовченко О. В., Глебова Н. В. Впровадження сучасного етичного професійного кодексу в діяльність адміністративного персоналу. *Професійний менеджмент в сучасних умовах розвитку ринку* : матеріали ІХ наук.-практ. конф. з міжнар. участю, м. Харків, 1 листоп. 2020 р. Харків : НФаУ, 2020. С. 387-390.

18. Малініна Н. Г., Чегринець А. А. Рекомендації щодо підвищення ефективності управління персоналом в аптечних закладах. *Актуальні проблеми розвитку галузевої економіки та логістики* : матеріали ІХ міжнар. наук.-практ. internet-конф. з міжнар. участю, м. Харків, 28 жовт. 2021. Харків : НФаУ, 2021. С. 217-219.

19. Мисюк В. В., Світлична К. С. Формування та розвиток стратегічного управління персоналом на підприємстві. *Професійний менеджмент в сучасних умовах розвитку ринку* : матеріали Х наук.-практ. конф. з міжнар. участю, м. Харків, 1 листоп. 2021 р. Харків : Вид-во Іванченка І. С., 2021. С. 155-157.

20. Немченко А. С., Сушарина І. В., Хоменко В. М. Дослідження сучасних тенденцій забезпечення фармацевтичними кадрами в країнах ЄС та Україні. *Управління якістю в фармації* : матеріали ХІ наук.-практ. конф. з міжнар. участю, м. Харків, 19 трав. 2017 р. Харків : НФаУ, 2017. С. 122-124.

21. Павленко А. А. Система управління персоналом у закладах охорони здоров'я: проблеми та перспективи. *Науковий вісник охорони здоров'я*. 2018. Т. 4, № 3. С. 11–18.

22. Пестун І. В., Мнушко З. М. Роль та особливості емоційного інтелекту фармацевтичних працівників. *Соціальна фармація в охороні здоров'я*. 2023. Т. 9, № 1. С. 46-54.

23. Попов І. С., Ковальова В. І. Основні критерії оцінки кадрової політики на підприємстві. *Професійний менеджмент в сучасних умовах розвитку ринку* : матеріали ІХ наук.-практ. конф. з міжнар. участю, м. Харків, 1 листоп. 2020 р. Харків, 2020. С. 393-395.
24. Попова І. А., Куриленко Ю. Є., Подгайна М. В., Подколзіна М. В. Оцінка конкурентних переваг аптечних мереж в Україні. *Modern Economics*. 2022. № 31. С. 104–112.
25. Семенова Л., Заболотня А. Теоретичні аспекти розвитку персоналу на підприємстві. *Молодий вчений*. 2017. № 10 (50). С. 1041–1044.
26. Сулімовська А. А., Коляда Т. А. Удосконалення системи управління персоналом на сучасному підприємстві. *Youth Pharmacy Science* : матеріали ІV Всеукр. наук.-практ. конф. з міжнар. участю, м. Харків, 6-7 груд. 2023 р. Харків : НФаУ, 2023. С. 568-569.
27. Andriienko N. V., Sahaidak-Nikitiuk R. V. Monitoring of the psychosocial climate state in the personnel management system of a pharmacy institution. *Social Pharmacy in Health Care*. 2022. Vol. 8, No. 2. P. 35-43.
28. Bondarieva I. V., Malyi V. V., Laamim M. Study modern methods of motivating personnel of pharmacy. *Modern achievements of pharmaceutical science in the creation and standardization of medicines and dietary supplements containing components of natural origin* : materials of the V International Scientific-Practical Internet Conference, Kharkiv, April 14, 2023. Kharkiv : National University of Pharmacy, 2023. P. 212-214.
29. Kozyreva O. V., Demchenko N. V. Professional competence of government employee as a condition for public authorities' effectiveness. *International Journal of Innovative Technologies in Economy*. 2017. № 4 (10). С. 39-43.
30. Kozyryeva O. V., Sychenko V. V., Marenichenko V. V., Strapchuk S. I. State regulation of formation small and medium businesses quality development based on grading. *Financial and credit activity: problems of theory and practice*. 2017. № 2 (23). P. 205-212.

APPENDICES

Questionnaire
***to analyze the existing human resources management system in a
pharmaceutical company***

1. What is your experience working at the company?

- ☐ less than 1 year
- ☐ from 1 to 3 years
- ☐ from 3 to 5 years
- ☐ over 5 years

2. What position do you hold?

- ☐ worker
- ☐ specialist
- ☐ middle manager
- ☐ senior manager

3. Did you go through an adaptation period after being hired?

- ☐ yes
- ☐ no

4. How do you evaluate the effectiveness of the recruitment process in the company?

- ☐ very effectively
- ☐ effectively
- ☐ neutrally
- ☐ ineffective
- ☐ very inefficient

5. Is regular training or advanced training provided to employees?

- ☐ yes
- ☐ no

6. Does the company invest enough in developing employee skills?

- ☐ yes, completely
- ☐ partially
- ☐ no

7. Are you satisfied with your salary level?

- ☐ yes
- ☐ no

8. What additional bonuses do you receive (select multiple options if necessary)?

- ☐ awards
- ☐ social package
- ☐ compensation for expenses
- ☐ other (specify)

9. Do you think the motivation system is fair?

- ☐ yes

☐ partially

☐ no

10. How do you assess the level of communication between employees?

☐ distinctive

☐ good

☐ satisfactory

☐ unsatisfactory

11. Do you receive timely feedback from management?

☐ yes

☐ no

12. Does the company have a conflict resolution mechanism?

☐ yes

☐ no

13. Are you satisfied with your working conditions?

☐ yes

☐ partially

☐ no

14. What factors do you think need improvement?

☐ working environment

☐ work schedule

☐ safety equipment

☐ other (specify)

15. How do you assess the level of provision of technical resources by the company for work?

☐ high

☐ average

☐ low

16. What aspects of the personnel management system do you consider to be the most effective?

☐ effective selection and adaptation of new employees

☐ regular training and advanced training

☐ motivational system, including bonuses and prizes

☐ transparency in decision-making and communication with management

☐ fairness in the distribution of duties and rewards

☐ flexible work schedule or the possibility of remote work

☐ sufficient technical support to perform the work

☐ developed corporate culture and team spirit

☐ clarity in setting tasks and monitoring their implementation

☐ the presence of mechanisms for resolving conflicts

☐ comfortable working conditions (office, safety equipment, infrastructure)

☐ performance appraisal and feedback system

Continuation app. A

17. What, in your opinion, needs to be changed in the personnel management system?

- ☐ Recruitment process (speed, quality, criteria)
- ☐ New employee adaptation system
- ☐ Salary level and bonus system
- ☐ Incentive programs and bonuses
- ☐ Opportunities for learning and professional development
- ☐ Career growth and clear criteria for promotion
- ☐ Communication between employees and management
- ☐ Feedback and performance appraisal mechanisms
- ☐ Work schedule and work-life balance
- ☐ Working conditions (office, equipment, safety equipment)
- ☐ Organizing teamwork and corporate culture
- ☐ Fairness in the distribution of responsibilities and resources
- ☐ Conflict resolution and psychological climate support
- ☐ Transparency in decision-making in the field of personnel management
- ☐ Automation and simplification of HR processes

18. How would you overall assess the company's human resources management system?

- ☐ very good
- ☐ good
- ☐ satisfactorily
- ☐ unsatisfactorily

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 program Pharmacy

APPROVED

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

Volodymyr MALYI

«02» September 2024

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

Halima EL HAMDI

1. Topic of qualification work: «Improving approaches to human resource management in the pharmaceutical industry», supervisor of qualification work: Iryna BONDARIEVA, PhD, assoc. 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 reveal the essence and importance of personnel management in modern conditions; describe the features of personnel management in the pharmaceutical industry; provide a general characteristic of the activities of the pharmaceutical organizations; identify key problems in the personnel management system; develop recommendations for improving the efficiency of human resources management; to explore the use of innovative technologies and digital tools in human resources management.

5. List of graphic material (with exact indication of the required drawings):
Figures – 24

6. Consultants of chapters of qualification work

Chapters	Name, SURNAME, position of consultant	Signature, date	
		assignment was issued	assignment was received
1	Iryna BONDARIEVA, associate professor of higher education institution of department management, marketing and quality assurance in pharmacy	09.09.2024	09.09.2024
2	Iryna BONDARIEVA, associate professor of higher education institution of department management, marketing and quality assurance in pharmacy	18.11.2024	18.11.2024
3	Iryna BONDARIEVA, associate professor of higher education institution 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 peculiarities of personnel management in the pharmaceutical industry	September 2024	done
3	Identification of key problems in the personnel management system	November 2024	done
4	Development of recommendations for improving the efficiency of human resources management	February 2025	done
5.	Use of innovative technologies and digital tools in personnel management	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 _____ Halima EL HAMDI

Supervisor of qualification work _____ Iryna BONDARIEVA

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				
Ель Хамді Халіма	Удосконалення підходів до управління персоналом у фармацевтичній галузі	Improving approaches to human resource management in the pharmaceutical industry	доц. Бондарєва І.В.	доц. Терещенко Л.В.

Ректор
Вірно.



ВИСНОВОК

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

здобувача вищої освіти

«30» квітня 2025 р. № 331090682

Проаналізувавши кваліфікаційну роботу здобувача вищої освіти Ель Хамді Халіма, групи ФМ20(4.10) англ-03, спеціальності 226 Фармація, промислова фармація, освітньої програми «Фармація» навчання на тему: «Удосконалення підходів до управління персоналом у фармацевтичній галузі / Improving approaches to human resource management in the pharmaceutical industry», 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 НІР,
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

Halima EL HAMDI

on the topic: «Improving approaches to human resource management in the pharmaceutical industry»

Relevance of the topic. Effective human resource management (HRM) plays a vital role in ensuring the success and long-term viability of pharmaceutical organizations. The pharmaceutical industry operates in a competitive and fast-changing environment, marked by strict regulatory standards, rapid technological innovations, and growing demand for quality healthcare products. These factors demand the adoption of modern HRM strategies to boost workforce productivity, employee engagement, and overall organizational performance.

Practical value of conclusions, recommendations and their validity. The practical significance of the conducted research lies in contribution to improve the personnel management system, increasing the efficiency of employees and creating conditions conducive to the development of the organization.

Assessment of work. Halima EL HAMDI 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-03 group Halima EL HAMDI on the topic: "Improving approaches to human resource management in the pharmaceutical industry" 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

_____ Iryna BONDARIEVA

12 May 2025

REVIEW

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

Halima EL HAMDI

**on the topic: «Improving approaches to human resource management in the
pharmaceutical industry»**

Relevance of the topic. A major challenge in the pharmaceutical sector is the recruitment, development, and retention of highly qualified professionals, such as pharmacists, researchers, production experts, and sales staff. The shortage of skilled personnel, high turnover rates, and the need for continuous professional growth highlight the necessity of refining HRM approaches. Additionally, the integration of digital tools, artificial intelligence, and automation into HR processes opens up new possibilities for enhancing personnel management efficiency.

Theoretical level of work. The qualification work reveals theoretical approaches to personnel management.

Author's suggestions on the research topic. The author has developed recommendations for the improving the efficiency of human resources management.

Practical value of conclusions, recommendations and their validity. The findings of this research offer valuable insights for pharmaceutical companies improving the personnel management system, increasing the efficiency of employees.

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. Halima EL HAMDI qualification work "Improving approaches to human resource management in the pharmaceutical industry" 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. Lyubov TERESHCHENKO

14 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, освітньої 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 освітньої програми Фармація групи Фм20(4,10д)англ-03 Халіма ЕЛЬ
ХАМДІ до захисту кваліфікаційної роботи в Екзаменаційній комісії НФаУ.
Кваліфікаційна робота на тему «Удосконалення підходів до управління
персоналом у фармацевтичній галузі».

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

УХВАЛИЛИ: Допустити здобувача вищої освіти Халіма ЕЛЬ ХАМДІ до
захисту кваліфікаційної роботи на тему «Удосконалення підходів до управління
персоналом у фармацевтичній галузі» 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 Халіма ЕЛЬ ХАМДІ до захисту кваліфікаційної роботи за галуззю знань 22 Охорона здоров'я спеціальністю 226 Фармація, промислова фармація освітньою програмою Фармація на тему: «Удосконалення підходів до управління персоналом у фармацевтичній галузі».

Кваліфікаційна робота і рецензія додаються.

Декан факультету _____ / Микола ГОЛІК /

Висновок керівника кваліфікаційної роботи

Здобувач вищої освіти Халіма ЕЛЬ ХАМДІ виконав на кафедрі менеджменту, маркетингу та забезпечення якості у фармації НФаУ кваліфікаційну роботу, яка присвячена удосконаленню підходів до управління персоналом у фармацевтичній галузі.

У першому розділі роботи розглянуто сутність та важливість управління персоналом в сучасних умовах, а також особливості управління персоналом у фармацевтичній галузі. Другий розділ присвячено аналізу існуючої системи управління персоналом у фармацевтичних організаціях, зокрема загальній характеристиці діяльності фармацевтичних компаній та виявленню основних проблем у системі управління персоналом. У третьому розділі розроблено рекомендації щодо оптимізації управління персоналом у фармацевтичних організаціях, зокрема щодо покращення ефективності управління людськими ресурсами та використання інноваційних технологій і цифрових інструментів в управлінні персоналом.

У цілому подана до захисту кваліфікаційна робота Халіма ЕЛЬ ХАМДІ на тему «Удосконалення підходів до управління персоналом у фармацевтичній галузі» відповідає вимогам, що висувуються до кваліфікаційних робіт, оцінюється позитивно і може бути рекомендована для захисту в Екзаменаційну комісію НФаУ.

Керівник кваліфікаційної роботи

Ірина БОНДАРЄВА

12 травня 2025 року

Висновок кафедри про кваліфікаційну роботу

Кваліфікаційну роботу розглянуто. Здобувач вищої освіти Халіма ЕЛЬ ХАМДІ 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

_____/Maria ZARICHKOVA/