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QUALIFICATION WORK

on the topic: «**A STUDY OF THE INFLUENCE OF LEADERSHIP ON THE EFFICIENCY OF PHARMACY NETWORKS**»

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АНОТАЦІЯ

Кваліфікаційна робота присвячена дослідженню впливу лідерства на ефективність аптечних мереж. Розроблено рекомендації щодо підвищення ефективності лідерства за допомогою стратегій розвитку персоналу та використання сучасних цифрових інструментів. Кваліфікаційна робота складається з 42 сторінок, містить 20 рисунків та 1 таблицю. Список використаної літератури містить 30 джерел.

Ключові слова: лідерство, аптечні мережі, операційна ефективність, розвиток лідерства, цифрові інструменти.

ANNOTATION

The qualification work is devoted to the study of the influence of leadership on the efficiency of pharmacy networks. Recommendations were developed to enhance leadership effectiveness through staff development strategies and the use of modern digital tools. The qualification work consists of 42 pages, includes 20 figures and 1 table. The list of references contains 30 sources.

Keywords: leadership, pharmacy networks, operational efficiency, leadership development, digital tools.

CONTENT

INTRODUCTION

Relevance of the research topic. In the context of rapid transformations in the pharmaceutical industry, pharmacy networks are under constant pressure to improve their operational efficiency, customer service quality, and adaptability to change. One of the most significant yet often underestimated factors that influences these aspects is leadership. Effective leadership has a profound impact on employee motivation, service delivery, innovation, and ultimately the performance of the entire organization. As the pharmaceutical market becomes increasingly competitive, the need to understand how leadership can be used as a tool to enhance efficiency is more important than ever [7].

Modern pharmacy networks operate in a complex environment characterized by regulatory challenges, technological advancements, changing customer expectations, and workforce management issues. In such conditions, traditional models of administration and control are no longer sufficient. Strategic leadership, capable of aligning organizational goals with employee potential and market needs, becomes a key success factor. The effectiveness of a pharmacy network depends not only on the availability of high-quality pharmaceutical products or modern infrastructure but also on how efficiently its teams are led and inspired toward achieving common goals [5].

Moreover, the pharmaceutical sector is highly regulated and subject to constant updates in terms of quality standards, legal frameworks, and digital integration. Leaders in pharmacy chains must not only comply with these regulations but also proactively lead changes, ensure staff training, implement quality assurance practices, and foster a culture of continuous improvement. In this context, leadership is directly linked with the organization's capacity to meet high operational standards, manage risks, and ensure patient safety [21].

Another relevant aspect is the human resources challenge faced by many pharmacy networks. The profession demands high levels of responsibility, knowledge, and customer focus, often resulting in burnout and staff turnover.

Effective leadership can mitigate these challenges by promoting employee engagement, satisfaction, and development. Transformational leadership, in particular, has been shown to positively impact team morale and reduce attrition rates. By cultivating a supportive and motivating environment, leaders can significantly increase productivity and quality of service across pharmacy outlets [7].

The current trends in digitalization of healthcare, including the rise of e-prescriptions, automated stock management, and telepharmacy, further reinforce the importance of leadership. Leaders must possess not only managerial but also digital competencies to implement and leverage such innovations effectively. The ability to lead digital transformation, train staff, and maintain high-quality performance amidst change has become an essential component of leadership effectiveness in pharmacy networks [6].

Globally, pharmacy chains are undergoing rapid consolidation, with larger players acquiring smaller ones to expand market share. As organizations scale, the complexity of management increases, and leadership becomes critical to ensuring consistency, operational alignment, and cultural integration across all units. This makes the study of leadership not only relevant but strategically vital for the sustainable growth and competitiveness of pharmacy networks [9].

Despite its clear importance, leadership in pharmacy networks remains a relatively underexplored area in academic and practical research. Much attention is given to pharmaceutical quality management systems and logistics, while the human factor — especially the role of leadership — is often sidelined. By focusing on this topic, the present qualification work aims to fill this research gap and provide evidence-based insights into how leadership influences the overall performance of pharmacy chains [12].

This research is particularly timely in the post-COVID era, where leadership has proven to be a decisive factor in how effectively pharmacy networks adapted to emergency conditions, managed supply disruptions, and responded to changing consumer behavior. The pandemic revealed vulnerabilities in healthcare systems and

simultaneously highlighted the value of strong leadership in managing uncertainty and crisis [11].

In conclusion, the relevance of the study lies in its potential to contribute to both theory and practice. From a theoretical perspective, it helps develop a deeper understanding of leadership models in the pharmacy sector. From a practical standpoint, the study offers actionable recommendations for enhancing leadership effectiveness to improve organizational efficiency, employee satisfaction, and customer outcomes in pharmacy networks [5].

The purpose of the qualification work is to study of the influence of leadership on the efficiency of pharmacy networks.

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

■ to research essence of the concept of leadership and its importance in the pharmaceutical sector;

■ to study theoretical approaches to leadership and organizational efficiency;

■ to analyze the influence of leadership on the efficiency of pharmacy networks;

■ to conduct comparative analysis between leadership style and network outcome;

■ to develop recommendations to enhance leadership effectiveness in pharmacy chains;

■ to implement application of modern digital tools for leadership efficiency.

The object of the study is organizational structure and functioning of pharmacy networks as a component of the pharmaceutical industry.

The subject of the study is the influence of leadership styles and practices on the operational efficiency, employee performance, and service quality within pharmacy networks.

The study is based on a combination of theoretical and empirical research **methods**, including: literature review of modern theories of leadership and pharmacy management; comparative analysis of leadership styles and their outcomes in selected pharmacy networks; surveys and interviews conducted among pharmacy employees and managers to assess perceptions of leadership impact; SWOT analysis to identify strengths and weaknesses in current leadership approaches; statistical analysis of key performance indicators (KPIs), such as staff turnover, sales volume, and customer satisfaction.

Practical significance of the obtained results. The practical significance of this research lies in the development of recommendations aimed at improving leadership effectiveness in pharmacy networks, which can directly lead to better organizational performance, increased employee motivation, and higher customer satisfaction. The findings can be used by managers of pharmacy chains, HR departments, and healthcare consultants to implement leadership training programs, optimize team management, and enhance overall efficiency. Moreover, the proposed strategies for digital leadership tools offer practical pathways for innovation and transformation within pharmacy networks.

Approbation of research results and publication. Qualification work is 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., Jarmouni M. Study of the influence of leadership on the efficiency of pharmacy networks. 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 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 42 pages, including 20 figures and 1 table. 30 sources of literature were used and analyzed within the framework of the study.

CHAPTER I

THEORETICAL PRINCIPLES OF LEADERSHIP AND ITS ROLE IN PHARMACY MANAGEMENT

1.1. The essence of the concept of leadership and its importance in the pharmaceutical sector

In the modern world, leadership is recognized as one of the key categories that determines the success of any organization, in particular in the field of healthcare and pharmacy. Leadership is a complex socio-psychological phenomenon that includes the ability to influence the behavior, motivation and productivity of people in order to achieve common goals. In the classical sense, a leader is a person who leads others, has a vision, forms strategic directions for development and ensures effective interaction within the team. In the conditions of the pharmaceutical sector, which combines high quality standards, regulatory regulation, a competitive market and social responsibility, the role of a leader acquires special importance [5].
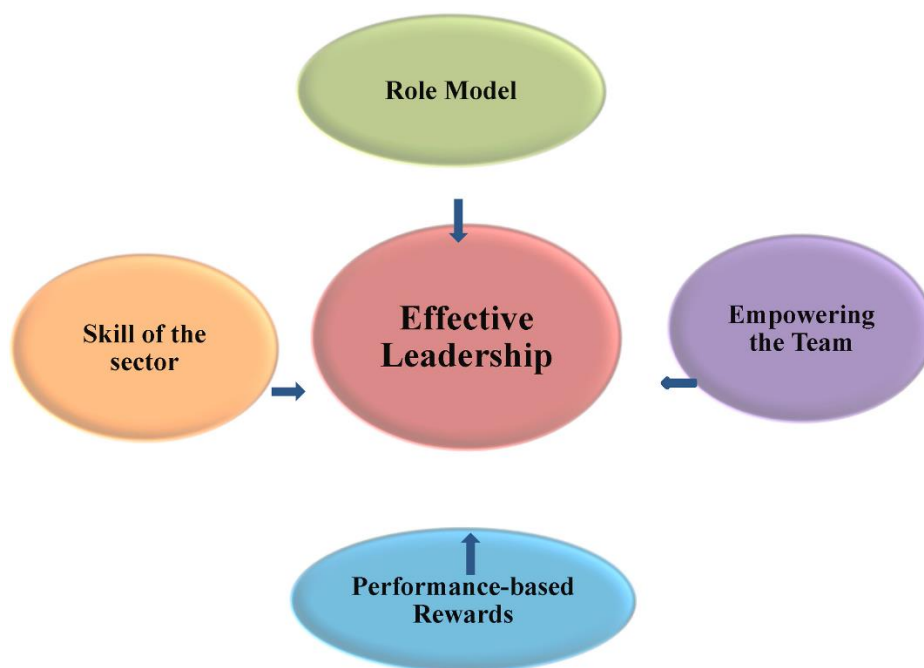
Fig. 1.1. presents an effective leadership [9].

Fig. 1.1. Effective leadership

The pharmaceutical industry is extremely dynamic, which is due to the

intensive development of technologies, digitalization of processes, growing patient needs and increasing requirements from state regulators. In such conditions, traditional management models, based solely on administrative control and a rigid hierarchy, often prove insufficient to ensure the flexibility and adaptability of the organization. Instead, effective leadership allows you to stimulate innovation, activate human potential and ensure sustainable development of a pharmaceutical company or pharmacy chain [7].

Fig. 1.2. presents the essence of leadership [20].

Fig. 1.2. The essence of leadership

The essence of leadership is not only management, but also inspiration. A true leader is able to create an atmosphere of trust, support and a shared vision of the goal, which is critically important in the pharmaceutical context, where employees have high professional responsibility, face emotional stress and need a clear understanding of their contribution to the overall result. In this context, the motivational function of a leader plays an important role – the ability to inspire employees not only to perform their duties, but also to develop, take initiative and improve their professional competence [25].

In pharmaceutical chains, leadership is especially important at the level of

pharmacy managers, regional managers and top management. It is these individuals who shape the organizational culture, determine service standards, make decisions on personnel policy and implement new approaches to management. A leader who possesses strategic thinking, sociability, emotional intelligence and the ability to adapt quickly is able not only to maintain the current effectiveness of the pharmacy, but also to contribute to its long-term development [11].

It is worth noting that in modern science there are many approaches to defining types of leadership. One of the most common is the division into transformational and transactional leadership. A transformational leader is a person who is able to inspire employees, form a new vision, implement changes and support the development of the organization in conditions of uncertainty. In turn, a transactional leader focuses on control, rewards and punishments to achieve the established results. In the pharmaceutical sector, both approaches have a right to exist, but transformational leadership is more effective in the long term, as it contributes to the formation of a proactive position of employees, increasing their involvement and reducing staff turnover [17]. Leadership styles are presented on Fig. 1.3.

Fig. 1.3. Leadership styles

Another important aspect is the situational approach to leadership, which involves adapting the management style depending on the specific situation, the level of maturity of the team, the complexity of the tasks and the external environment. In the field of pharmacy, where situations of uncertainty often arise (for example, during drug shortages, changes in legislation or epidemic threats), the leader must be able to quickly assess the situation and make an effective decision, ensuring the stability of the pharmacy network [20].

Separately, the issue of digital leadership should be considered, which is becoming increasingly relevant due to the introduction of electronic prescriptions, CRM systems, automated accounting systems and other digital technologies. A leader who understands the potential of digital tools is able not only to modernize processes, but also to form a digital culture in the team. This, in turn, contributes to increasing accuracy, speed of service, minimizing errors and increasing customer loyalty [7].

The importance of leadership also lies in shaping the image of the pharmacy network. In the consumer sector, the quality of service is a critical factor in choosing a pharmacy. It is the leader who sets the tone for internal standards, forms a customer-oriented model of staff behavior and promotes the professional development of pharmacists. Experience shows that pharmacies with a high level of leadership demonstrate better sales performance, higher staff satisfaction and lower staff turnover [6].

Thus, leadership in the pharmaceutical sector is not only an element of management, but also a strategic resource that determines the competitiveness, innovation and resilience of the organization to change. An effective leader not only ensures the fulfillment of tasks, but also creates conditions for continuous development, growth and achievement of high results for both the company and society as a whole. In the context of modern challenges, the role of the leader in pharmacy is only growing [19].

Fig. 1.4. presents a model representing the positive relationships between leadership roles [23].
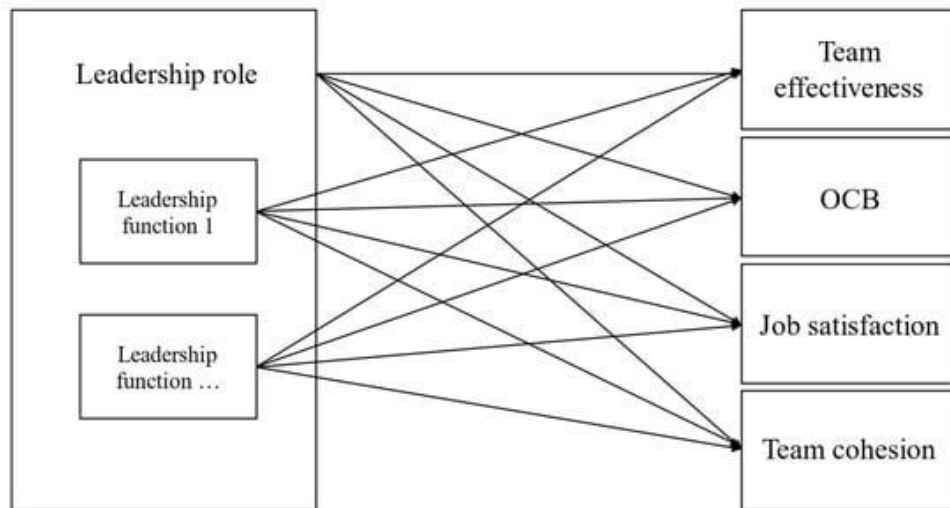
Fig. 1.4. Model representing positive relationships between leadership roles

Model representing moderating effects of team size, team tenure, and team identification on the relationship between each leadership role is presented on Fig. 1.5.
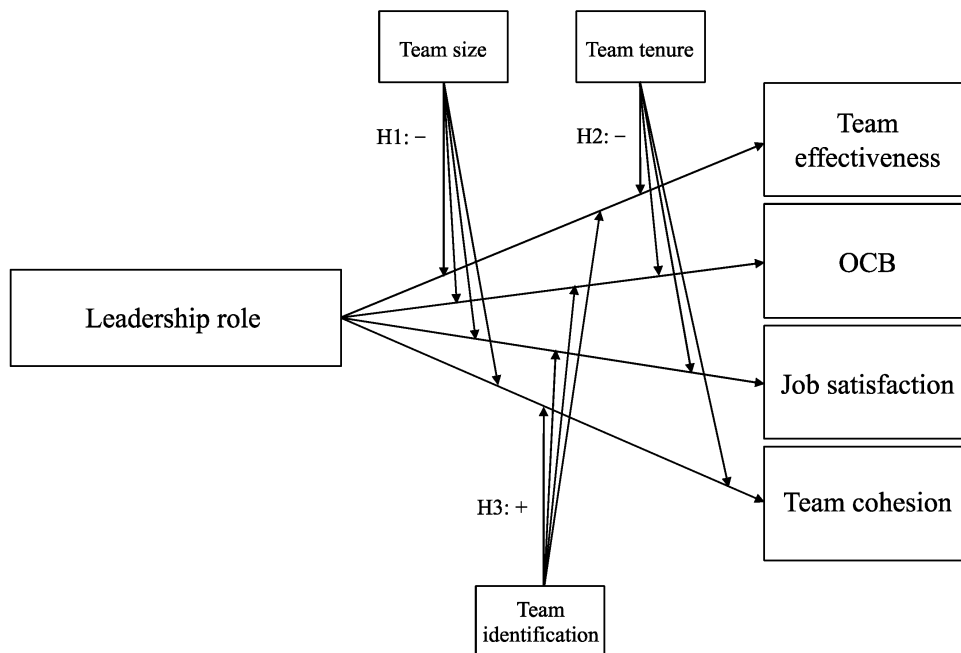

Fig. 1.5. Model representing moderating effects of team size, team tenure, and team identification on the relationship between each leadership role

1.2. Study of theoretical approaches to leadership and organizational efficiency

The issue of leadership and its impact on organizational effectiveness is the

subject of numerous studies in management, sociology, psychology, and organizational theory. Over the decades, several key theoretical approaches have been developed that allow for different interpretations of the nature of leadership, the mechanisms of its impact on employees, and the effectiveness of organizations [10].

One of the earliest approaches was trait theory, which focused on the personal qualities that distinguish leaders from other people. Researchers looked for stable characteristics — such as charisma, intelligence, self-confidence, and sociability — that ensure effective leadership. Although this theory could not unambiguously identify a universal set of qualities, it laid the foundation for further study of individual characteristics of leaders, in particular in areas such as emotional intelligence and adaptability, which are of particular importance in the pharmaceutical sector [18].

The next stage of development was the behavioral theory of leadership, which focused not on personal qualities, but on specific models of leader behavior. Within the framework of this approach, two main styles were identified: task orientation (directive leadership) and people orientation (supportive leadership). Research conducted within the Ohio and Michigan schools of leadership showed that the most effective leaders are those who are able to balance between achieving goals and supporting employees. In the context of a pharmacy chain, this means simultaneous attention to compliance with standards of pharmaceutical care and creating a comfortable environment for staff [22].

Leadership theory has gained significant development in the form of a situational approach, proposed by Fred Fiedler and later developed in the Hersey-Blanchard model. This approach states that the effectiveness of a leader depends on the context: the level of maturity of employees, the nature of the tasks, the structure of the organization. Accordingly, the leadership style must adapt to specific conditions. For example, in a pharmaceutical environment where accuracy and responsibility are important, a leader needs to flexibly change his management style - from directive in crisis situations to delegation when working with experienced

specialists [6].

An important place in modern science is occupied by the concept of transformational and transactional leadership, proposed by Bass and Aviolio. Transformational leaders inspire, motivate employees, form a vision of the future, support innovation and development. They act as agents of change and form the value basis of the team's activities. In turn, transactional leadership is based on exchange: the employee performs the task, and the leader provides appropriate reward or control. In the pharmaceutical context, a combination of both approaches is appropriate: transformational leadership stimulates the development and involvement of personnel, while transactional leadership ensures compliance with quality standards [17].

It is worth noting the development of the emotional leadership approach (Goleman et al.), according to which the key competence of a leader is the ability to emotional self-regulation, empathy and management of the emotional atmosphere in the team. In the stressful working conditions of pharmacists, which are often associated with high workload and conflicts with customers, the emotional competence of a leader is crucial for maintaining the psychological climate in the team [9].

The concept of organizational effectiveness is closely related to the theory of leadership, which is considered as the ability of an organization to achieve its goals with minimal costs and maximum results. Effectiveness is measured by several criteria: productivity, quality of service, customer satisfaction, staff involvement, innovation. Theoretical studies prove that there is a positive correlation between the level of leadership and organizational effectiveness. Successful leaders contribute to the formation of corporate culture, optimization of internal processes, reduction of staff turnover and improvement of financial indicators [11].

In today's environment, the role of digital leadership the ability to lead digital transformation processes is growing. Such a leader not only possesses digital competencies, but is also able to innovate using analytics, automation, and digital channels to improve the efficiency of human resource management and customer

engagement [15].

Contemporary theory of leadership is presented on Fig. 1.6.

CONTEMPORARY THEORY OF LEADERSHIP

LMX theory

Servant leadership theory

Authentic leadership theory

Complexity Leadership

Power-and-influence theory

Charismatic leadership theory

Participative leadership theory

Management theory or Transactional leadership theory

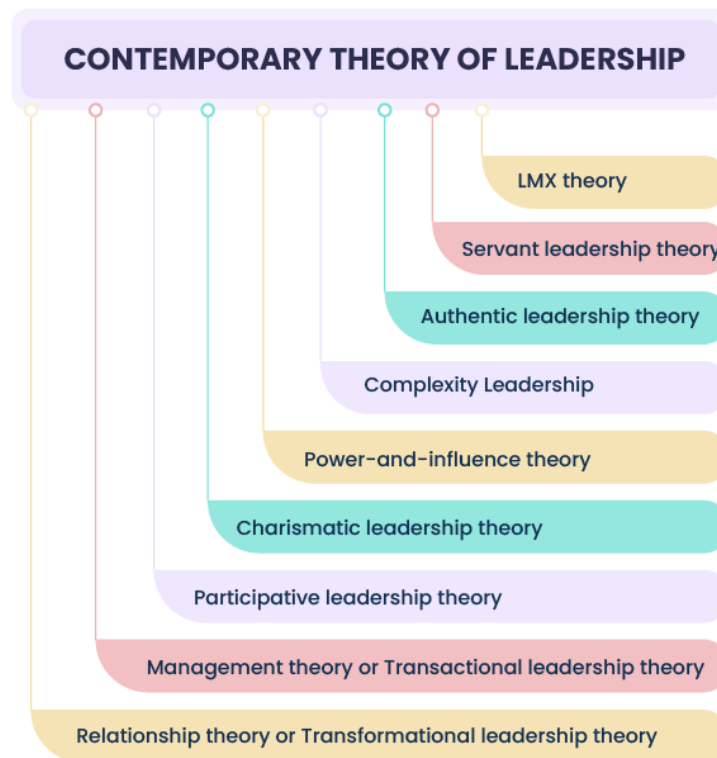Relationship theory or Transformational leadership theory

Fig. 1.6. Contemporary theory of leadership

Thus, the diversity of theoretical approaches to leadership provides a deeper understanding of the mechanisms of a leader's influence on employee behavior and organizational performance. In the pharmaceutical sector, which combines demands for accuracy, humanity, and constant knowledge updating, it is adaptive, transformational, and emotionally competent leaders who have the greatest potential to ensure high organizational effectiveness [7].

Conclusions to chapter I

1.   The essence of the concept of leadership and its importance in the pharmaceutical sector were described.

2.   The approaches to leadership and organizational efficiency were analyzed.

CHAPTER II

ANALYSIS OF THE INFLUENCE OF LEADERSHIP ON THE EFFICIENCY OF PHARMACY NETWORKS

2.1. Assessment of leadership impact on operational efficiency

To analyze the influence of leadership on the efficiency of pharmacy networks a survey was conducted among 72 pharmacy networks employees (Appendix A).

The respondents were categorized according to their roles within the organization. As shown in the figure titled distribution of pharmacy network employees by position, the largest group of participants were pharmacy heads, who constituted 49% of the total. This was followed by pharmacists, making up 38% of respondents. A smaller proportion, 13%, were pharmacy owners. This distribution reflects a strong representation of managerial and operational staff, offering a well-rounded perspective on how leadership practices influence the daily functioning and overall performance of pharmacy networks (Fig. 2.1).
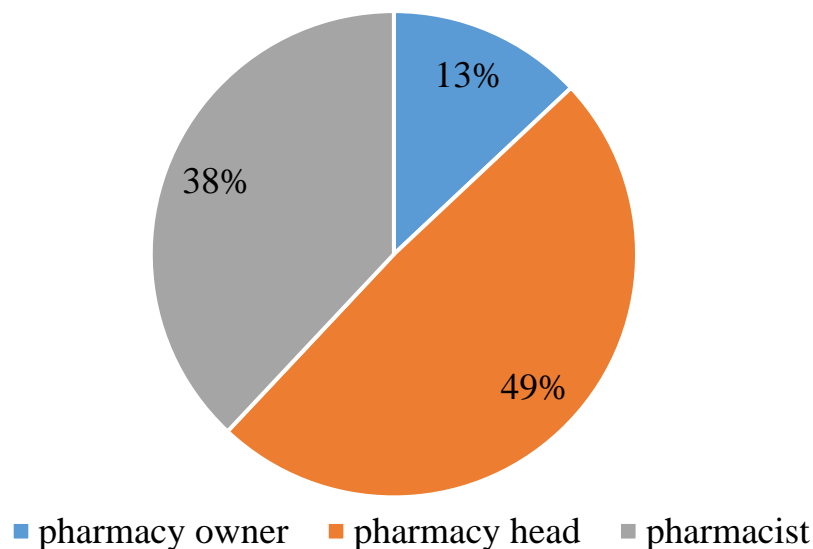

Fig. 2.1. Distribution of pharmacy networks employees by positions held

To further understand the leadership dynamics and its impact on pharmacy network efficiency, respondents were asked about their length of experience in the pharmacy sector. As illustrated in the fig. 2.2, the majority of participants reported

substantial work experience. Specifically, 39% of employees had worked in the pharmacy sector for 7–10 years, while 31% had accumulated over 10 years of experience. A smaller group, 22%, had 4–6 years of experience. Newer professionals were underrepresented, with only 7% having worked for 1–3 years, and a mere 1% indicating less than 1 year of experience. This data suggests that the survey results largely reflect the views of seasoned professionals, whose insights are shaped by significant practical exposure to pharmacy operations and leadership practices. (Fig. 2.2).
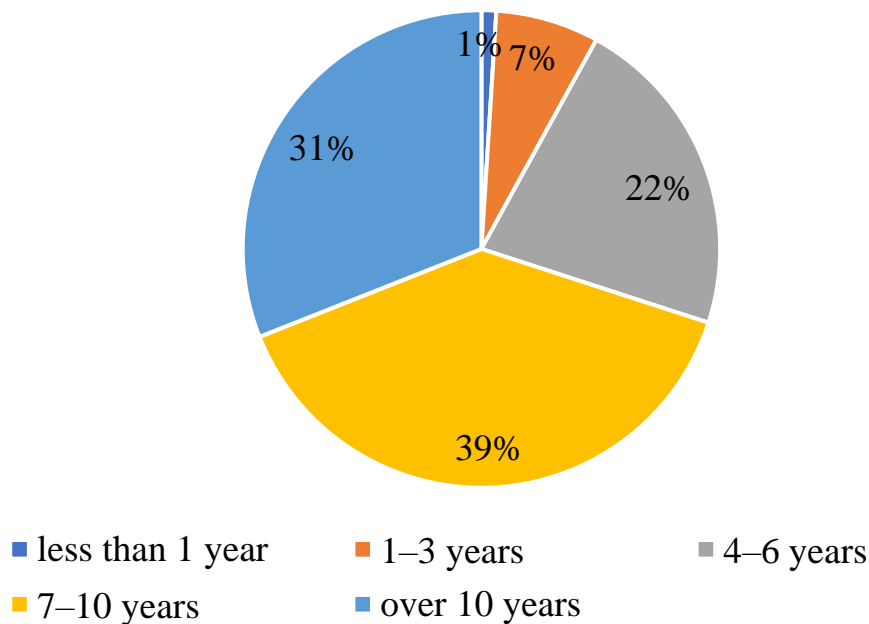
Fig. 2.2. Study of experience levels of pharmacy network employees

As part of the study on leadership's influence on the efficiency of pharmacy networks, respondents were asked to indicate the type of pharmacy in which they work. The fig. 2.3 shows a relatively balanced representation across different pharmacy chain sizes. The largest group of participants 37% reported working in large pharmacy chains comprising 21 or more branches. 34% of respondents were employed in medium-sized chains with 6 to 20 branches, while 29% worked in small chains consisting of 2 to 5 branches. This diverse distribution across pharmacy chain types provides a comprehensive view of how leadership may vary and function

across organizational scales, from small local networks to large corporate structures (Fig. 2.3).
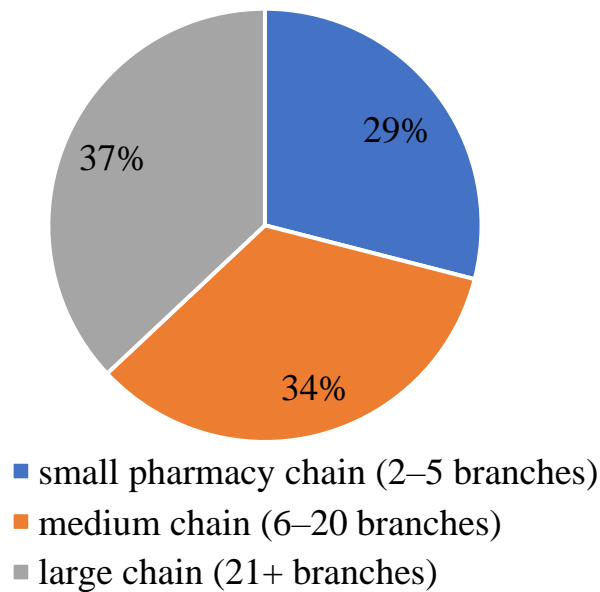

Fig. 2.3. Distribution of respondents by type of pharmacy chain

As part of the assessment of leadership's role in pharmacy network efficiency, participants were asked to identify the leadership style that best describes their manager or supervisor. The data, illustrated in the Fig. 2.4, reveals a variety of leadership approaches across the pharmacy sector.

The most commonly reported style was autocratic, characterized by centralized decision-making and limited staff input, selected by 34% of respondents. This indicates that a significant proportion of managers maintain strict control over operations with minimal delegation.

Following this, 24% of respondents identified their manager's style as democratic, which promotes staff participation and values input from the team. This style is often associated with higher engagement and collaborative decision-making.

The transformational leadership style focused on motivating and inspiring staff toward change was selected by 15% of participants, highlighting a subset of leaders who actively drive innovation and development.

Meanwhile, 13% reported a laissez-faire approach, where heads are minimally involved in daily activities, potentially leading to ambiguity in direction or accountability.

The transactional style, which emphasizes task completion and reward-based performance, was noted by 10% of respondents. This approach may support structure and order but can lack long-term vision.

Finally, 4% of participants were unsure or unable to clearly define their manager's leadership style, which may reflect inconsistent or unclear leadership behaviors.

This distribution suggests that while autocratic leadership remains prevalent, there is a growing presence of more inclusive and motivational styles, which could influence the operational efficiency and workplace dynamics within pharmacy networks (Fig. 2.4).

Fig. 2.4. Assessment of the perceived leadership styles of pharmacy network heads

In the context of evaluating leadership effectiveness within pharmacy networks, respondents were asked how frequently their managers communicate goals and expectations. The data, presented in the Fig. 2.5, reveals varying levels of communication regularity among leadership.

The most common response was monthly communication, reported by 42% of participants. This suggests that many managers prefer a structured, periodic approach to setting expectations and reviewing progress.

30% of respondents indicated that their managers communicate weekly, pointing to a more consistent and hands-on leadership style that keeps staff regularly informed and aligned with operational objectives.
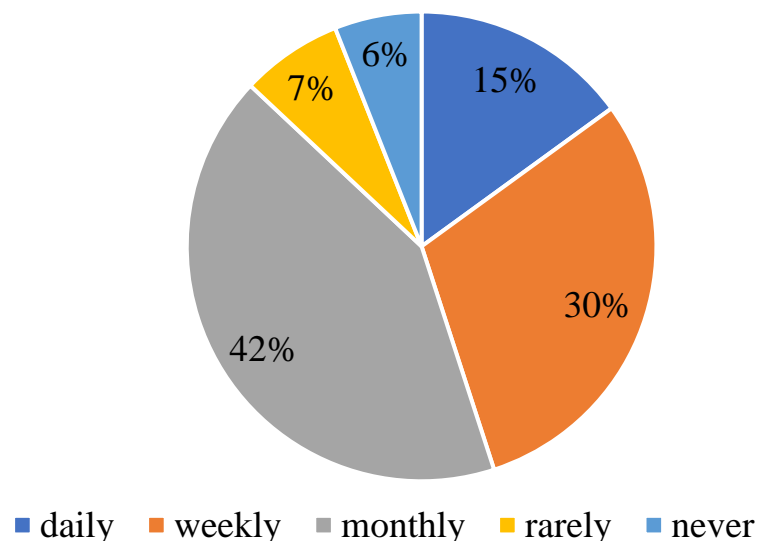
Fig. 2.5. Assessment of the frequency of managerial communication of goals and expectations

Daily communication of goals and expectations was reported by 15% of the respondents, reflecting a highly engaged leadership approach with close monitoring and frequent updates. This level of interaction may be especially beneficial in dynamic or high-volume pharmacy environments.

Conversely, 7% of participants noted that their managers rarely communicate goals, and 6% stated that this communication never occurs. These responses

highlight potential gaps in leadership engagement that may negatively affect staff coordination, motivation, and overall efficiency.

Overall, the data shows that while most managers provide some form of regular communication, there remains a portion of pharmacy staff who experience insufficient or inconsistent leadership interaction, which could undermine the effectiveness of team efforts and strategic alignment (Fig. 2.5).

At the next stage of the work to gain insight into organizational structure and leadership effectiveness within pharmacy networks, respondents were asked to evaluate how clearly roles and responsibilities are defined in their workplace. The results, presented in the Fig. 2.6, reveal that while clarity is present in most settings, there is still room for improvement.

A significant part of respondents 39% reported that roles and responsibilities are defined very clearly, indicating strong organizational communication and well-established job structures. This level of clarity can contribute positively to workflow efficiency, accountability, and staff satisfaction.

An additional 29% indicated that roles are defined somewhat clearly, suggesting that although general duties are understood, occasional ambiguity or overlaps may exist. These situations could potentially lead to confusion or inefficiencies if not addressed.

15% of participants expressed a neutral stance, implying that their experience lies somewhere between clarity and uncertainty. This middle-ground perspective may reflect inconsistent communication or varying clarity across different departments or branches.

On the other end of the spectrum, 10% reported that roles are somewhat unclearly defined, and 7% indicated they are very unclearly defined. Together, this 17% represents a notable minority who experience a lack of structure in their workplace. Such conditions could lead to task duplication, errors, or decreased employee morale.

In summary, while a majority of pharmacy network employees perceive their roles as clearly defined, a meaningful percentage work in environments where

improved leadership communication and role delineation could enhance operational clarity and overall efficiency (Fig. 2.6).
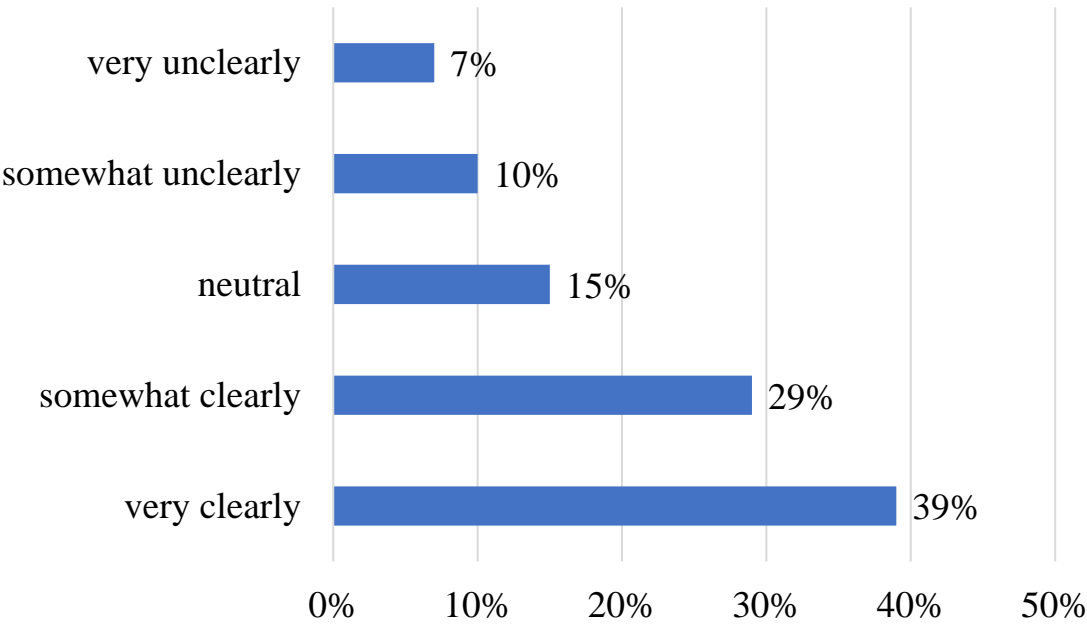

Fig. 2.6. Analysis of the clarity of roles and responsibilities in the pharmacy workplace

Next, we analyzed the perceptions of leadership's impact on pharmacy network efficiency (Fig. 2.7).
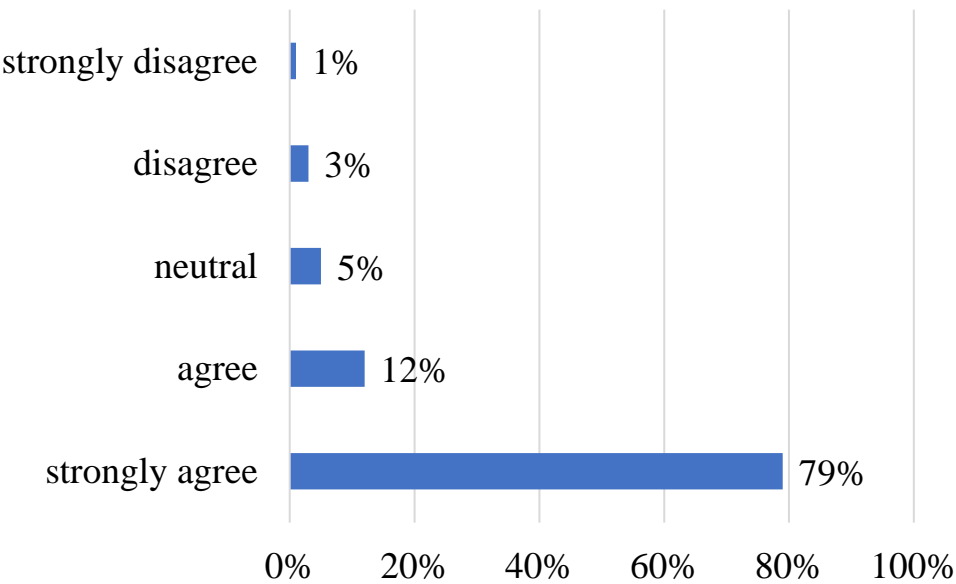

Fig. 2.7. Analysis of the perceptions of leadership's impact on pharmacy network efficiency

As a core part of the study, respondents were asked to what extent they agree with the statement: "Effective leadership improves the overall efficiency of our pharmacy network". The responses, visualized in the Fig. 2.7, demonstrate a strong consensus among pharmacy professionals regarding the critical role of leadership.

An overwhelming 79% of participants strongly agreed with the statement, reflecting a deep belief that effective leadership is a driving force behind operational success. This dominant response suggests that most employees directly associate strong leadership with improvements in workflow, productivity, and organizational performance.

An additional 12% indicated that they agree, reinforcing the overall positive perception while also acknowledging that leadership may not be the sole factor affecting efficiency.

5% of respondents selected a neutral position, perhaps indicating limited personal experience with different leadership styles or uncertainty about the direct correlation between leadership and efficiency.

A small minority disagreed (3%) or strongly disagreed (1%) with the statement, suggesting either negative past experiences with leadership or a belief that other factors (such as staffing, technology, or external policies) play a more dominant role in determining efficiency.

Overall, the data underscores a widely held view among pharmacy network employees that leadership quality is not just influential, but essential to the effective functioning and growth of the pharmacy sector (Fig. 2.7).

To further explore the practical impact of leadership within pharmacy networks, respondents were asked to identify the areas they believe are most improved by strong leadership. The results, illustrated in the figure 2.8 highlight the multifaceted role of leadership across both human and operational dimensions.

The most frequently selected area was operational efficiency including inventory management and workflow optimization chosen by 26% of respondents. This indicates that effective leadership is widely perceived as a critical factor in streamlining daily processes and ensuring smooth pharmacy operations.

Customer satisfaction was the next most cited area at 16%, reflecting the view that good leadership translates into better service quality, responsiveness, and overall client experience.

Financial performance was selected by 14% of participants, suggesting that strong leadership can drive better resource allocation, cost control, and profitability.

Communication and teamwork followed at 13%, pointing to leadership's role in fostering collaboration and reducing internal misunderstandings or conflict.

Staff retention, identified by 11% of respondents, underscores the belief that competent, supportive leaders help create stable and loyal teams.

Both staff motivation and morale and innovation and adaptation were selected by 10% of respondents, emphasizing the importance of leadership in maintaining a positive workplace atmosphere and encouraging continuous improvement in a changing healthcare environment.

Collectively, these results confirm that strong leadership influences nearly every aspect of pharmacy network performance from internal culture to customer-facing outcomes making it a central pillar of organizational success (Fig. 2.8).
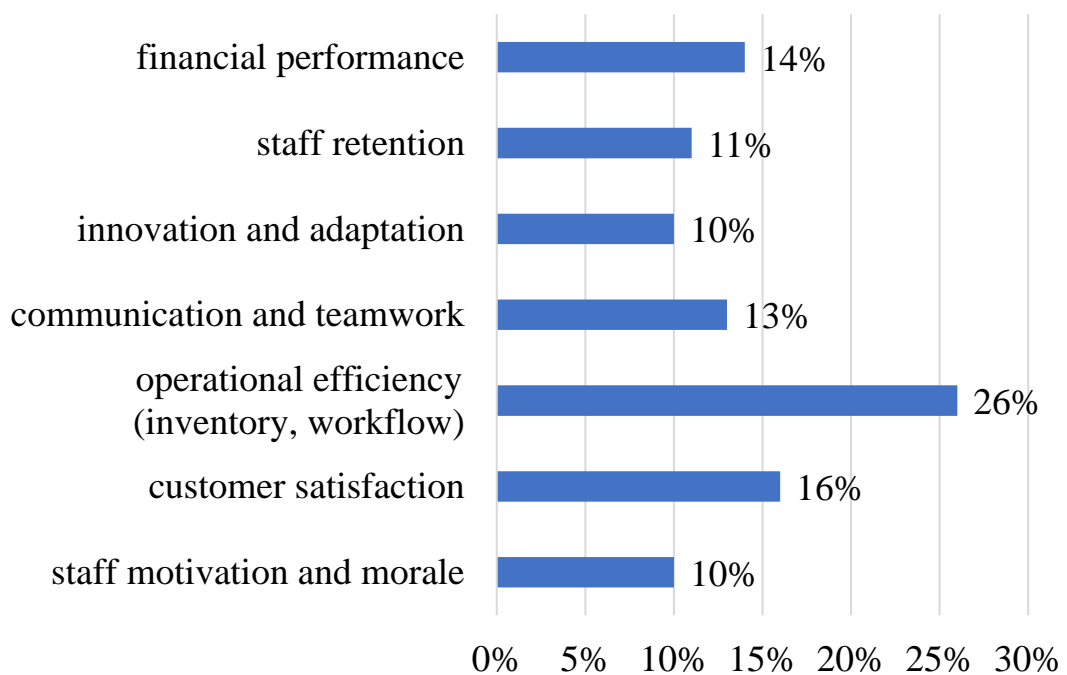

Fig. 2.8. Analysis of key areas positively influenced by strong leadership in pharmacy networks

Next, we analyzed the received any leadership training of current position of respondents (Fig. 2.9). It was found that 17% of the respondents received leadership training of current position, indicating that a minority of participants have received leadership training in their current roles.

On the other hand, 83% answered no that shows that the majority of participants have not undergone any leadership training in their current positions.

The chart highlights a significant gap, with the overwhelming majority of respondents not having received formal leadership training. This could imply a need for leadership development programs or increased opportunities for skill-building in leadership within the surveyed group (Fig. 2.9).
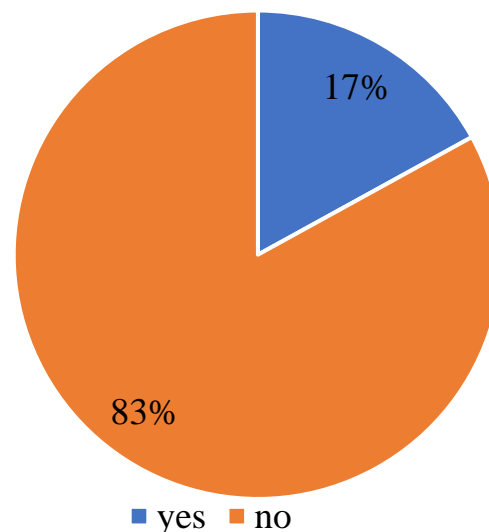
Fig. 2.9. Analysis of the received any leadership training of current position of respondents

It was found that the frequency of team meetings in pharmacies varies considerably among respondents. According to the data, the most common frequency is weekly meetings, reported by 34% of participants. Monthly meetings follow closely, with 30% indicating that their pharmacy teams convene once a month. Biweekly meetings are held in 19% of the pharmacies surveyed. Meanwhile, 14% of respondents stated that meetings are held only occasionally or irregularly, suggesting a lack of structured communication in those settings. A small minority,

3%, reported that team meetings are never held in their pharmacy, pointing to a potential gap in team coordination and collaboration (Fig. 2.10).
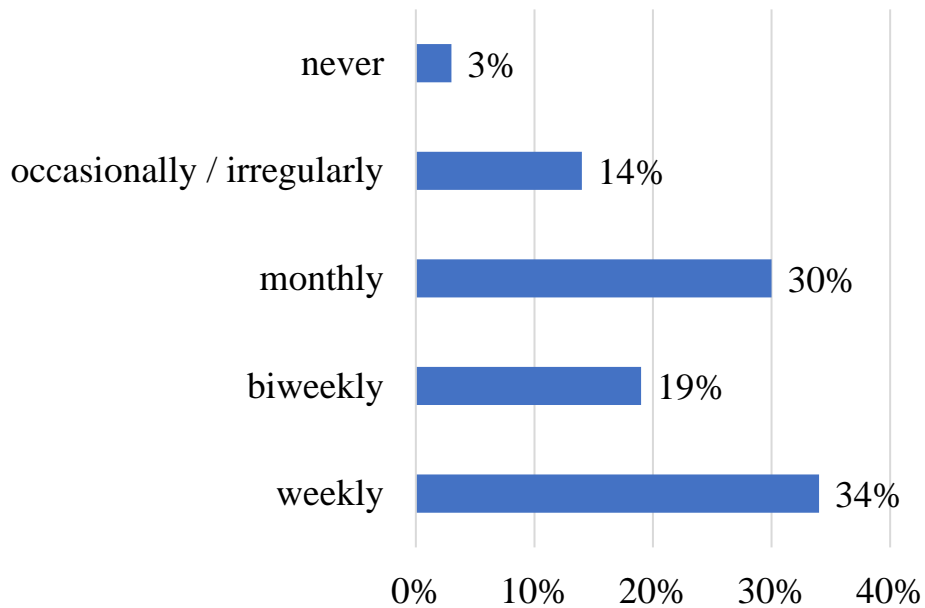
Fig. 2.10. Analysis of the frequency of team meetings in pharmacies

It was found that employee involvement in decision-making processes within pharmacies varies significantly, with a strong tendency toward limited participation (Fig. 2.11).
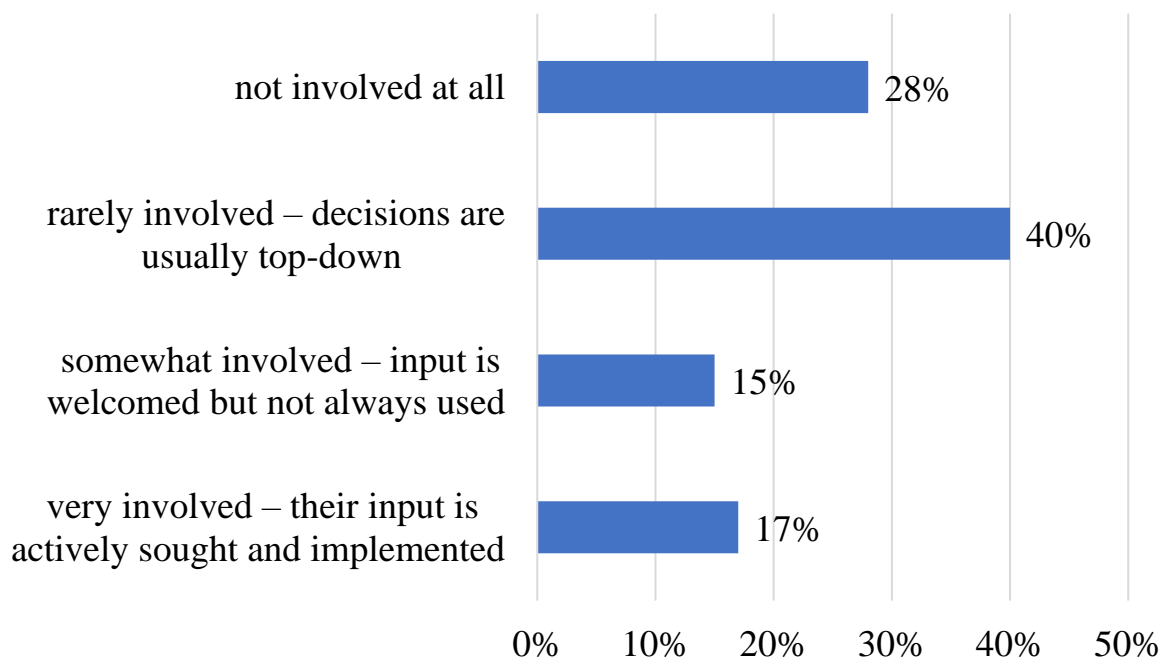
Fig. 2.11. Analysis of the frequency of training for quality personnel

According to the data, only 17% of respondents reported being very involved, meaning their input is actively sought and implemented by management.

A further 15% indicated they are somewhat involved their opinions are welcomed but not consistently acted upon.

The largest part, 40%, stated they are rarely involved, with decisions primarily made through a top-down approach.

Additionally, 28% of employees reported being not involved at all in decision-making, highlighting a substantial lack of engagement and autonomy in many pharmacy workplaces (Fig. 2.11).

It was found that perceptions of the overall performance of pharmacy networks in terms of efficiency vary among respondents, though the majority view it in a generally positive light. Specifically, 26% of participants rated the efficiency of their pharmacy network as excellent, while the largest group 29% described it as good. A further 24% considered the performance to be merely satisfactory, indicating room for improvement. On the other end of the spectrum, 11% rated their network's efficiency as poor, and 10% viewed it as very poor, suggesting that a significant minority experience considerable inefficiency within their pharmacy systems (Fig. 2.12).
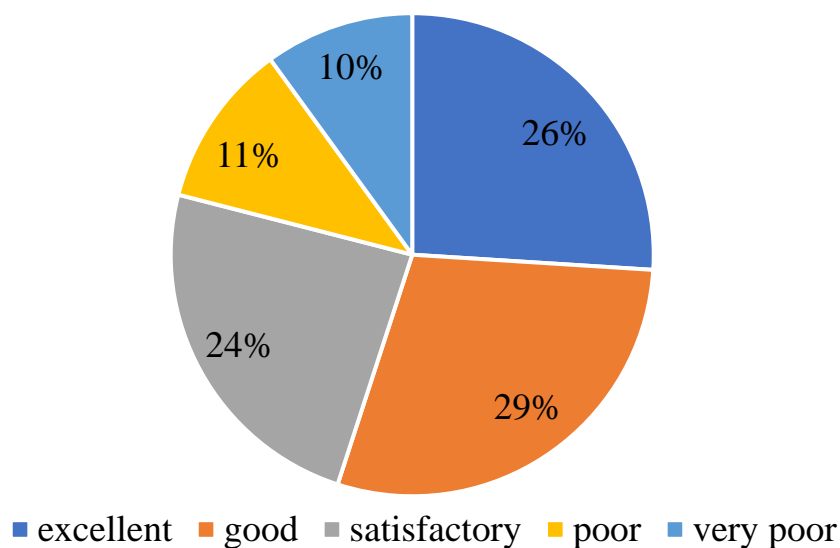
Fig. 2.12. Assessment of the perceived efficiency of pharmacy network performance

Next, it was set that respondents identified a range of leadership qualities as important for enhancing pharmacy efficiency, reflecting a balanced appreciation for both interpersonal and strategic skills. Among the listed qualities, empathy and emotional intelligence received the highest recognition at 17%, suggesting that understanding and effectively managing team dynamics is highly valued. This was closely followed by decision-making ability at 16% and organizational skills at 15%, highlighting the importance of practical leadership capabilities. Adaptability (14%) and accountability (13%) were also seen as key traits, indicating the need for flexibility and responsibility in managing pharmacy operations. Clear communication was noted by 12% of respondents, underlining its role in ensuring efficiency through effective information flow. Team empowerment accounted for 10%, emphasizing the importance of motivating and enabling staff, while only 3% chose visionary mindset, suggesting that long-term strategic thinking may be considered less critical in day-to-day pharmacy management.

Fig. 2.13. Analysis of the key leadership qualities for enhancing pharmacy efficiency

It was found that respondents proposed a variety of recommendations aimed at improving leadership within their pharmacy networks, reflecting a comprehensive understanding of both strategic and human-centered approaches to management. The most frequently suggested recommendation, chosen by 18% of participants, was to create structured feedback mechanisms, such as anonymous surveys or regular performance reviews. This highlights a strong desire for two-way communication and continuous improvement based on employee input.

Equally emphasized were the introduction of regular leadership training and development programs and the encouragement of participative leadership, both cited by 15% of respondents. These suggestions underscore the perceived need to enhance managerial competencies while also fostering inclusive decision-making practices that empower staff.

Setting clear goals and performance indicators was recommended by 16%, indicating that clarity in expectations and shared objectives is seen as a foundation for improved leadership and organizational efficiency. Meanwhile, 14% of respondents emphasized the need to improve recognition and reward systems, pointing to the motivational impact of acknowledging employee efforts and accomplishments.

A smaller but still notable group (11%) recommended standardizing communication tools and procedures across branches, recognizing the importance of consistency and clarity in internal communication. Promoting transparency and fairness in management practices and scheduling was highlighted by 6%, suggesting that equitable treatment and openness remain areas for development. Lastly, 5% of participants recommended investing in mentoring or coaching programs for new or struggling managers, identifying a targeted need for support during leadership transitions or challenges.

These responses together paint a multifaceted picture of the change's stakeholders believe are necessary to build stronger, more effective leadership across pharmacy networks. (Fig. 2.14).
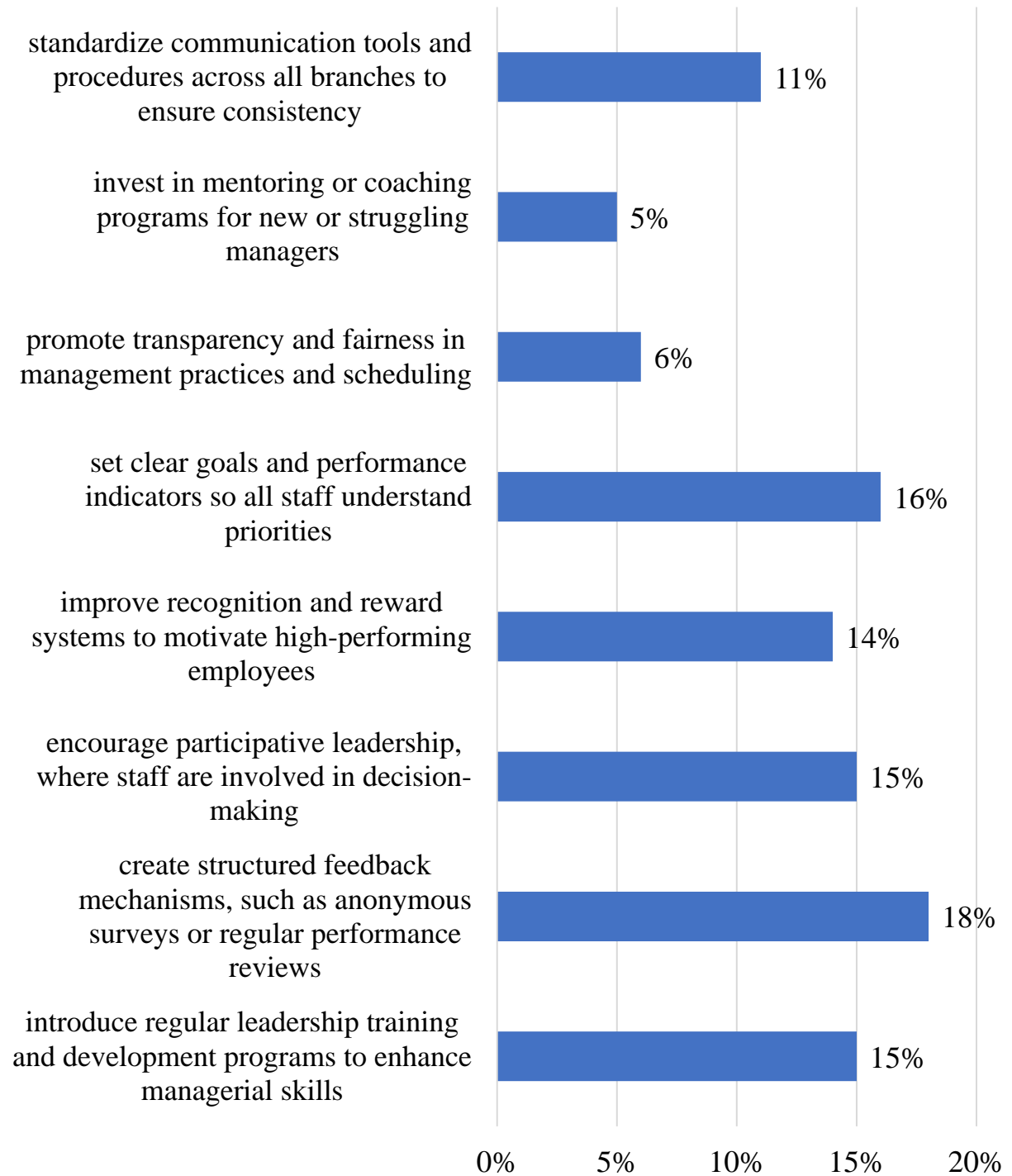
Fig. 2.14. Analysis of proposed a variety of recommendations aimed at improving leadership within their pharmacy networks

2.2. Comparative analysis between leadership style and network outcome

Leadership plays a pivotal role in shaping the success and operational efficiency of organizational networks, including those in the healthcare and

pharmacy sectors. Different leadership styles can significantly influence how teams' function, how goals are achieved, and ultimately, the performance outcomes of the entire network. A comparative analysis between leadership styles such as transformational, transactional, autocratic, democratic, and laissez-faire reveals how these approaches impact network outcomes including employee engagement, productivity, communication flow, and strategic alignment [7].

Transformational leadership, characterized by inspiration, vision, and the empowerment of followers, often results in highly motivated and engaged teams. Leaders adopting this style focus on long-term goals and personal development, encouraging innovation and adaptability. In pharmacy networks, transformational leaders tend to foster a collaborative culture where staff feel valued and involved. This, in turn, leads to improved job satisfaction, lower turnover, and enhanced service delivery. The outcome of such leadership is typically a more resilient and agile network that adapts well to changes in healthcare demands and patient needs [30].

In contrast, transactional leadership relies on structured tasks, reward systems, and performance monitoring. It is particularly effective in environments requiring high levels of regulation and standardization, such as pharmacy operations. This style focuses on short-term goals and clearly defined responsibilities. While it may not promote innovation as strongly as transformational leadership, it can deliver reliable outcomes in terms of productivity and procedural compliance. A pharmacy network led by transactional leaders may see consistent operational performance but might struggle with staff morale or adaptability in times of change [20].

Autocratic leadership, which involves centralized decision-making with little input from subordinates, often leads to swift decision-making and tightly controlled processes. However, this can come at the expense of employee satisfaction and engagement. In pharmacy networks, where collaborative decision-making and professional autonomy are valued, autocratic leadership may lead to resistance, reduced initiative, and increased staff turnover. Network outcomes under this style

may show initial efficiency gains but often falter over time due to limited innovation and weak team cohesion [30].

On the other hand, democratic leadership encourages participation from team members, fostering a sense of ownership and inclusiveness. This style is associated with high employee morale, better problem-solving, and improved communication. In a pharmacy network context, democratic leaders often succeed in building cohesive teams and maintaining transparent communication channels across branches. However, decision-making processes may become slower, especially in urgent situations where swift action is required. Despite this drawback, networks under democratic leadership often report high satisfaction levels and sustainable performance improvements over time [1].

Laissez-faire leadership represents a hands-off approach where employees are given significant autonomy to make decisions. While this can work well with highly skilled and self-motivated teams, it may result in confusion, lack of direction, or inconsistent performance if clear structures are not in place. In pharmacy networks, this leadership style can lead to discrepancies in service delivery across branches and a lack of accountability. Networks under laissez-faire leadership often show varied outcomes, depending heavily on the competence and initiative of individual team members [12].

A comparative assessment reveals that no single leadership style universally guarantees the best network outcomes. Instead, effective leadership in pharmacy and similar networks often requires a hybrid approach blending elements of transformational and transactional styles, while incorporating participative elements from democratic leadership. For instance, strategic decisions may be made using a top-down transactional framework, while day-to-day operations benefit from democratic input and transformational inspiration. The most successful networks are typically led by adaptive leaders who can shift their style based on situational demands, team dynamics, and organizational goals [7].

Moreover, leadership effectiveness is closely linked to organizational culture, resource availability, and external pressures such as regulatory changes or

technological shifts. As such, leadership development programs within pharmacy networks should focus not only on cultivating a specific style but also on enhancing adaptability, emotional intelligence, and communication skills [15].

In conclusion, leadership style is a critical determinant of network outcomes in pharmacy settings. Transformational and democratic styles are generally associated with higher engagement and long-term adaptability, while transactional leadership offers reliability and structure. Autocratic and laissez-faire styles, though sometimes useful in specific contexts, often fall short in promoting sustainable and collaborative outcomes. By understanding and strategically applying diverse leadership styles, pharmacy networks can optimize performance, improve employee satisfaction, and deliver better healthcare services [11].

Conclusions to chapter II

1.   To analyze the influence of leadership on the efficiency of pharmacy networks a survey was conducted among 72 pharmacy networks employees.

2.   The respondents were categorized according to their roles within the organization: the largest group of participants were pharmacy heads (49%), pharmacists, making up 38% of respondents. A smaller part, 13%, were pharmacy owners. It was set that 39% of employees had worked in the pharmacy sector for 7–10 years, while 31% had accumulated over 10 years of experience. A smaller group, 22%, had 4–6 years of experience.

3.   It was found that the largest group of participants 37% reported working in large pharmacy chains comprising 21 or more branches. 34% of respondents were employed in medium-sized chains with 6 to 20 branches, while 29% worked in small chains consisting of 2 to 5 branches.

4.   It was set that the most commonly reported style was autocratic, characterized by centralized decision-making and limited staff input, selected by 34% of respondents. Following this, 24% of respondents identified their manager's style as democratic. The transformational leadership style focused on motivating and inspiring staff toward change was selected by 15% of participants. Meanwhile, 13%

reported a laissez-faire approach, where heads are minimally involved in daily activities.

5. In the context of evaluating leadership effectiveness within pharmacy networks, respondents were asked how frequently their managers communicate goals and expectations. It was set that the most common response was monthly communication, reported by 42% of participants. 30% of respondents indicated that their managers communicate weekly. Daily communication of goals and expectations was reported by 15% of the respondents.

6. It was set that a significant part of respondents 39% reported that roles and responsibilities are defined very clearly, indicating strong organizational communication and well-established job structures. An additional 29% indicated that roles are defined somewhat clearly, suggesting that although general duties are understood, occasional ambiguity or overlaps may exist.

7. It was analyzed the perceptions of leadership's impact on pharmacy network efficiency. 79% of participants are reflecting a deep belief that effective leadership is a driving force behind operational success.

8. It was identified the areas they believe are most improved by strong leadership. The most frequently selected area was operational efficiency including inventory management and workflow optimization chosen by 26% of respondents. Customer satisfaction was the next most cited area at 16%, financial performance (14%), communication and teamwork (13%), staff retention (11%).

9. It was found that 17% of the respondents received leadership training of current position, but the majority of participants (83%) have not undergone any leadership training in their current positions.

10. It was found that the frequency of team meetings in pharmacies varies considerably among respondents. According to the data, the most common frequency is weekly meetings, reported by 34% of participants. Monthly meetings follow closely, with 30% indicating that their pharmacy teams convene once a month. Biweekly meetings are held in 19% of the pharmacies surveyed.

11.   It was found that 17% of respondents reported being very involved in decision-making. The largest part, 40%, stated they are rarely involved.

12.   It was found that 26% of participants rated the efficiency of their pharmacy network as excellent, while the largest group 29% described it as good.

13.   It was set that respondents identified a range of leadership qualities as important for enhancing pharmacy efficiency, reflecting a balanced appreciation for both interpersonal and strategic skills. Among the listed qualities, empathy and emotional intelligence received the highest recognition at 17%, this was closely followed by decision-making ability at 16% and organizational skills at 15%, highlighting the importance of practical leadership capabilities. Adaptability (14%) and accountability (13%) were also seen as key traits, indicating the need for flexibility and responsibility in managing pharmacy operations. Clear communication was noted by 12% of respondents, underlining its role in ensuring efficiency through effective information flow.

14.   It was found that respondents the most frequently suggested recommendation, chosen by 18% of participants, was to create structured feedback mechanisms, such as anonymous surveys or regular performance reviews. Equally emphasized were the introduction of regular leadership training and development programs and the encouragement of participative leadership, both cited by 15% of respondents.

15.   Comparative analysis between leadership style and network outcome was conducted.

CHAPTER III
DEVELOPMENT OF RECOMMENDATIONS TO ENHANCE LEADERSHIP EFFECTIVENESS IN PHARMACY CHAINS

3.1. Implementation of leadership development strategies in pharmacy networks

In today's dynamic healthcare environment, the role of effective leadership in pharmacy networks has become increasingly critical. Pharmacy professionals are not only responsible for dispensing medications but also for managing teams, adapting to regulatory changes, integrating new technologies, and responding to the evolving needs of patients. As a result, the implementation of structured leadership development strategies is essential for enhancing both organizational efficiency and quality of care [12].

Leadership development within pharmacy networks is more than just training a select few for higher positions; it is about cultivating a culture of leadership at every level of the organization. The first step in implementing such strategies is conducting a comprehensive needs assessment to identify leadership gaps across the network. This involves analyzing performance data, soliciting staff feedback, and evaluating the current leadership structure to determine where improvements are most needed—whether in communication, decision-making, conflict resolution, or strategic planning [20].

Once the areas for growth are identified, the next phase involves designing targeted development programs. These programs should be tiered to accommodate varying levels of leadership experience. For example, entry-level staff can benefit from foundational leadership modules focusing on time management, accountability, and interpersonal skills. Mid-level managers may require advanced training in areas such as operational leadership, team motivation, and regulatory compliance. Senior leaders can be offered executive coaching, strategic planning seminars, and mentorship opportunities to refine their leadership style and drive large-scale initiatives [19].

A critical component of successful leadership development is experiential learning. Pharmacy networks should incorporate job rotations, project-based assignments, and real-time problem-solving into their training programs. These practical experiences provide emerging leaders with the opportunity to apply theory to real-world challenges, thereby building confidence and competence. Additionally, regular feedback from supervisors, peers, and subordinates—gathered through structured performance reviews and 360-degree evaluations—can help participants track their progress and adjust their leadership approaches as needed [15].

Mentorship programs are another vital strategy for leadership development. Pairing less experienced staff with seasoned professionals creates a valuable channel for knowledge transfer, professional guidance, and career development. Mentors can offer insights that go beyond textbooks—such as how to manage workplace dynamics, handle high-pressure situations, and build lasting relationships with patients and colleagues. Moreover, mentorship fosters a sense of belonging and investment, which contributes to higher employee engagement and retention [9].

Pharmacy networks should also invest in building a culture of continuous learning. This can be achieved by offering access to leadership literature, e-learning modules, leadership podcasts, webinars, and workshops. Encouraging employees to attend external conferences or earn certifications in healthcare management or organizational leadership also broadens their perspectives and exposes them to best practices from other industries. In turn, these external learnings can be adapted and applied to the specific context of pharmacy practice [20].

Another key aspect is embedding leadership development into the organization's performance management system. Leadership competencies should be clearly defined and integrated into performance evaluations, promotion criteria, and reward structures. This alignment ensures that leadership is not treated as a separate activity but as an essential part of daily operations. It also sends a strong message that leadership behavior is valued and expected from all employees, regardless of their role or title [2].

Digital tools can further enhance the implementation of leadership development strategies. Learning management systems (LMS) can track individual progress, deliver customized learning paths, and facilitate virtual collaboration among participants. Meanwhile, data analytics can be used to monitor program effectiveness, measure behavioral changes, and identify high-potential individuals for future leadership roles [11].

However, successful implementation also requires commitment from top leadership. Pharmacy executives and senior managers must lead by example, demonstrating the behaviors and values they expect from others. They should actively participate in training initiatives, share their leadership journeys, and recognize the efforts of those engaging in development programs. This top-down commitment helps to embed leadership development as a core part of the network's strategic priorities [12].

Recommendations to enhance leadership effectiveness in pharmacy chains were developed: implement structured leadership development programs; promote participative and inclusive leadership; establish clear leadership competency frameworks; leverage digital tools for leadership support; foster a culture of feedback and continuous improvement; encourage mentorship and peer learning; recognize and reward effective leadership; align leadership goals with organizational strategy.

3.2. Application of modern digital tools for leadership efficiency

In the digital age, leadership is no longer confined to traditional communication methods and manual processes. Modern pharmacy networks, as well as healthcare organizations in general, increasingly rely on digital tools to enhance leadership efficiency, streamline operations, and foster better engagement among teams. These tools not only assist leaders in managing day-to-day responsibilities but also support strategic planning, team development, performance monitoring, and decision-making [9]. One of the primary areas where digital tools have made a significant impact is communication. Tools such as Microsoft Teams, Slack, and

Zoom allow leaders to maintain real-time communication with distributed teams, conduct virtual meetings, and share information instantly. This helps in creating a more connected and transparent work environment, especially in multi-branch pharmacy networks where coordination is crucial [11].

Another major application is in performance tracking and analytics. Digital dashboards and data visualization tools (like Power BI, Tableau, or Google Data Studio) allow pharmacy leaders to monitor key performance indicators (KPIs), staff productivity, inventory flow, and customer satisfaction metrics. This real-time data enables informed decision-making and timely interventions to address any inefficiencies [7]. Project and task management platforms, such as Asana, Trello, and Monday.com, contribute to leadership efficiency by allowing clear delegation of responsibilities, setting deadlines, and tracking progress. These tools enhance accountability and ensure that everyone on the team understands their role in achieving organizational goals [4]. Learning and development platforms (e.g., Coursera for Business, Udemy, and LinkedIn Learning) also support leadership efficiency by offering access to a wide range of online training programs. Pharmacy leaders can use these platforms to upskill their teams, promote continuous learning, and implement personalized leadership development plans [17]. Additionally, feedback and engagement platforms like Officevibe or SurveyMonkey help leaders assess team morale, collect anonymous feedback, and identify areas for improvement. This supports more inclusive and responsive leadership styles, where employees feel heard and valued [10].

Digital scheduling systems optimize staff scheduling, reduce conflicts, and help leaders balance workloads efficiently. This is particularly useful in pharmacy environments where adequate staffing is essential for smooth operations and customer service.

The table 3.1 summarizes key categories of digital tools, examples, and their specific contributions to leadership efficiency. In conclusion, the integration of modern digital tools into leadership practice empowers pharmacy managers and executives to lead more effectively, make informed decisions.

Table 3.1

Key categories of digital tools and their specific contributions to leadership efficiency

Tool category	Examples	Application in leadership efficiency
Communication Tools	Microsoft Teams, Zoom, Slack	Facilitate real-time, clear communication across departments and branches
Performance Analytics	Power BI, Tableau, Google Data Studio	Enable data-driven decision-making through real-time dashboards and KPI tracking
Project Management	Asana, Trello, Monday.com	Support planning, task delegation, and tracking to improve productivity and accountability
Learning & Development	Coursera for Business, LinkedIn Learning	Offer scalable, personalized training programs to develop leadership skills and team capabilities
Feedback & Engagement	SurveyMonkey, Officevibe	Help leaders collect feedback, monitor morale, and improve team engagement and satisfaction
Scheduling Tools	Deputy, When I Work	Optimize staff scheduling, reduce administrative burden, and improve workforce efficiency

Conclusions to chapter III

1. Implementation of leadership development strategies in pharmacy networks was conducted. Recommendations to enhance leadership effectiveness in pharmacy chains were developed.

2. Application of modern digital tools for leadership efficiency is studied.

GENERAL CONCLUSIONS

1.   To analyze the influence of leadership on the efficiency of pharmacy networks a survey was conducted among 72 pharmacy networks employees.

2.   The respondents were categorized according to their roles within the organization: the largest group of participants were pharmacy heads (49%), pharmacists, making up 38% of respondents. A smaller part, 13%, were pharmacy owners. It was set that 39% of employees had worked in the pharmacy sector for 7–10 years, while 31% had accumulated over 10 years of experience. A smaller group, 22%, had 4–6 years of experience.

3.   It was found that the largest group of participants 37% reported working in large pharmacy chains comprising 21 or more branches. 34% of respondents were employed in medium-sized chains with 6 to 20 branches, while 29% worked in small chains consisting of 2 to 5 branches. It was set that the most commonly reported style was autocratic (34%). Following this, 24% of respondents identified their manager's style as democratic. The transformational leadership style focused on motivating and inspiring staff toward change was selected by 15% of participants. In the context of evaluating leadership effectiveness within pharmacy networks, respondents were asked how frequently their managers communicate goals and expectations. It was set that the most common response was monthly communication, reported by 42% of participants. 30% of respondents indicated that their managers communicate weekly. Daily communication of goals and expectations was reported by 15% of the respondents.

4.   It was set that a significant part of respondents 39% reported that roles and responsibilities are defined very clearly, indicating strong organizational communication and well-established job structures. An additional 29% indicated that roles are defined somewhat clearly, suggesting that although general duties are understood, occasional ambiguity or overlaps may exist. It was analyzed the perceptions of leadership's impact on pharmacy network efficiency. 79% of participants are reflecting a deep belief that effective leadership is a driving force behind operational success. It was identified the areas they believe are most

improved by strong leadership. The most frequently selected area was operational efficiency including inventory management and workflow optimization chosen by 26% of respondents. Customer satisfaction was the next most cited area at 16%, financial performance (14%), communication and teamwork (13%), staff retention (11%). It was found that 17% of the respondents received leadership training of current position, but the majority of participants (83%) have not undergone any leadership training in their current positions.

5.   It was found that the frequency of team meetings in pharmacies varies considerably among respondents. According to the data, the most common frequency is weekly meetings, reported by 34% of participants. Monthly meetings follow closely, with 30% indicating that their pharmacy teams convene once a month. Biweekly meetings are held in 19% of the pharmacies surveyed. It was found that 17% of respondents reported being very involved in decision-making. The largest part, 40%, stated they are rarely involved. It was found that 26% of participants rated the efficiency of their pharmacy network as excellent, while the largest group 29% described it as good.

6.   It was set that respondents identified a range of leadership qualities as important for enhancing pharmacy efficiency, reflecting a balanced appreciation for both interpersonal and strategic skills. Among the listed qualities, empathy and emotional intelligence received the highest recognition at 17%, this was closely followed by decision-making ability at 16% and organizational skills at 15%, highlighting the importance of practical leadership capabilities.

7.   Comparative analysis between leadership style and network outcome was conducted. Implementation of leadership development strategies in pharmacy networks was conducted. Recommendations to enhance leadership effectiveness in pharmacy chains were developed. Application of modern digital tools for leadership efficiency is studied. The essence of the concept of leadership and its importance in the pharmaceutical sector were described. The approaches to leadership and organizational efficiency were analyzed.

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APPENDICES

Questionnaire to study of the influence of leadership on the efficiency of pharmacy networks.

We ask you to answer the proposed questions by choosing one or more answer options or by writing your own opinion where provided.

1.   What is your role in the pharmacy network?

☐ pharmacy owner

☐ pharmacy manager

☐ pharmacist

☐ other (please specify): _____

2.   How many years have you worked in the pharmacy sector?

☐ less than 1 year

☐ 1–3 years

☐ 4–6 years

☐ 7–10 years

☐ over 10 years

3.   What type of pharmacy do you work in?

☐ independent pharmacy

☐ small pharmacy chain (2–5 branches)

☐ medium chain (6–20 branches)

☐ large chain (21+ branches)

4.   Which leadership style best describes your manager/supervisor?

☐ autocratic (centralized decision-making, limited staff input)

☐ democratic (encourages participation, values team input)

☐ transformational (motivates and inspires staff toward change)

☐ laissez-faire (minimal involvement in day-to-day management)

☐ transactional (focuses on tasks, rewards, and performance-based control)

☐ not sure / no clear leadership style

5.   How often does your manager communicate goals and expectations?

☐ daily

☐ weekly

☐ monthly

☐ rarely

☐ never

6.   How clearly are roles and responsibilities defined in your workplace?

☐ very clearly

☐ somewhat clearly

☐ neutral

☐ somewhat unclearly

☐ very unclearly

7.   To what extent do you agree with the statement: "Effective leadership improves the overall efficiency of our pharmacy network"?

☐ strongly agree

☐ agree

☐ neutral

☐ disagree

☐ strongly disagree

8.   In your experience, which areas are most improved by strong leadership?

☐ staff motivation and morale

☐ customer satisfaction

☐ operational efficiency (inventory, workflow)

☐ communication and teamwork

☐ innovation and adaptation

☐ staff retention

☐ financial performance

9.   Have you received any leadership training in your current position?

☐ yes

☐ no

10.   How often are team meetings held in your pharmacy?

☐ weekly

☐ biweekly

☐ monthly

☐ occasionally / irregularly

☐ never

11.   How involved are employees in decision-making processes?

☐ very involved – their input is actively sought and implemented

☐ somewhat involved – input is welcomed but not always used

☐ rarely involved – decisions are usually top-down

☐ not involved at all

12.   How would you rate the overall performance of your pharmacy network in terms of efficiency?

☐ excellent

☐ good

☐ satisfactory

☐ poor

☐ very poor

13.   In your opinion, what are the most important leadership qualities for enhancing pharmacy efficiency?

☐ clear communication
☐ decision-making ability
☐ empathy and emotional intelligence
☐ adaptability
☐ accountability
☐ team empowerment
☐ organizational skills
☐ visionary mindset

14. What recommendations would you make for improving leadership within your pharmacy network?

☐ introduce regular leadership training and development programs to enhance managerial skills

☐ create structured feedback mechanisms, such as anonymous surveys or regular performance reviews

☐ encourage participative leadership, where staff are involved in decision-making

☐ improve recognition and reward systems to motivate high-performing employees

☐ set clear goals and performance indicators so all staff understand priorities

☐ promote transparency and fairness in management practices and scheduling

☐ invest in mentoring or coaching programs for new or struggling managers

☐ standardize communication tools and procedures across all branches to ensure consistency

Thank you for your answers!

National University of Pharmacy

Faculty <u>pharmaceutical</u>
Department <u>management, marketing and quality assurance in pharmacy</u>
Level of higher education <u>master</u>
Specialty <u>226 Pharmacy, industrial pharmacy</u>
Educational and professional program <u>Pharmacy</u>

<div align="right">

APPROVED
The Head of Department
<u>**management, marketing and**</u>
<u>**quality assurance in pharmacy**</u>

_____
<u>**Volodymyr MALYI**</u>
«02» September 2024

</div>

ASSIGNMENT
FOR QUALIFICATION WORK
OF AN APPLICANT FOR HIGHER EDUCATION

Marouane JARMOUNI

1. Topic of qualification work: «A study of the influence of leadership on the efficiency of pharmacy networks», supervisor of qualification work: Iryna BONDARIEVA, PhD, assoc. prof.

approved by order of NUPh from <u>"27" of September 2024 № 237</u>

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

3. Outgoing data for qualification work: <u>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.</u>

4. Contents of the settlement and explanatory note (list of questions that need to be developed): <u>to to research essence of the concept of leadership and its importance in the pharmaceutical sector; to study theoretical approaches to leadership and organizational efficiency; to analyze the influence of leadership on the efficiency of pharmacy networks; to conduct comparative analysis between leadership style and network outcome; to develop recommendations to enhance leadership effectiveness in pharmacy chains; to implement application of modern digital tools for leadership efficiency.</u>

5. List of graphic material (with exact indication of the required drawings):
<u>Figures – 20, table – 1.</u>

6. Consultants of chapters of qualification work

Cha pters	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 the essence of the concept of leadership and its importance in the pharmaceutical sector	September 2024	**done**
3	Identification of the influence of leadership on the efficiency of pharmacy networks	November 2024	**done**
4	Development of recommendations to enhance leadership effectiveness in pharmacy chains	February 2025	**done**
5.	Implementation of application of modern digital tools for leadership efficiency	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　　　　　_____ Marouane JARMOUNI

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				
Жармуні Маруан	Дослідження впливу лідерства на ефективність роботи аптечних мереж	A study of the influence of leadership on the efficiency of pharmacy networks	доц. Бондарєва І.В.	доц. Терещенко Л.В.

Ректор ...омадян

Вірно. Секретар

ВИСНОВОК

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

«05» травня 2025 р. № 331121046

Проаналізувавши кваліфікаційну роботу здобувача вищої освіти Жармуні Маруан, групи Фм20(4,10)англ-05, спеціальності 226 Фармація, промислова фармація, освітньої програми «Фармація» навчання на тему: «Дослідження впливу лідерства на ефективність роботи аптечних мереж / A study of the influence of leadership on the efficiency of pharmacy networks», експертна комісія дійшла висновку, що робота, представлена до Екзаменаційної комісії для захисту, виконана самостійно і не містить елементів академічного плагіату (компіляції).

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
Marouane JARMOUNI
on the topic: «A study of the influence of leadership on the efficiency of pharmacy networks»

Relevance of the topic. Leadership is a complex socio-psychological phenomenon that includes the ability to influence the behavior, motivation and productivity of people in order to achieve common goals. In the classical sense, a leader is a person who leads others, has a vision, forms strategic directions for development and ensures effective interaction within the team. In the conditions of the pharmaceutical sector, which combines high quality standards, regulatory regulation, a competitive market and social responsibility, the role of a leader acquires special importance.

Practical value of conclusions, recommendations and their validity. The practical significance of this research lies in the development of recommendations aimed at improving leadership effectiveness in pharmacy networks, which can directly lead to better organizational performance, increased employee motivation, and higher customer satisfaction.

Assessment of work. Marouane JARMOUNI 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 Marouane JARMOUNI on the topic: "A study of the influence of leadership on the efficiency of pharmacy networks" 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

14 May 2025

REVIEW

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

Marouane JARMOUNI

on the topic: «A study of the influence of leadership on the efficiency of pharmacy networks»

Relevance of the topic. The pharmaceutical industry is extremely dynamic, which is due to the intensive development of technologies, digitalization of processes, growing patient needs and increasing requirements from state regulators. In such conditions, traditional management models, based solely on administrative control and a rigid hierarchy, often prove insufficient to ensure the flexibility and adaptability of the organization. Instead, effective leadership allows you to stimulate innovation, activate human potential and ensure sustainable development of a pharmaceutical company or pharmacy chain.

Theoretical level of work. The qualification work reveals theoretical principles of leadership and its role in pharmacy management.

Author's suggestions on the research topic. The author has developed the proposed strategies for digital leadership tools, which offer practical pathways for innovation and transformation within pharmacy networks.

Practical value of conclusions, recommendations and their validity. The results of the study have practical significance and can be used to improving leadership effectiveness in pharmacy networks.

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. Marouane JARMOUNI qualification work "A study of the influence of leadership on the efficiency of pharmacy networks" 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

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. Глєбова 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(4,10д)англ-05 Маруан ЖАРМУНІ до захисту кваліфікаційної роботи в Екзаменаційній комісії НФаУ. Кваліфікаційна робота на тему «Дослідження впливу лідерства на ефективність роботи аптечних мереж».

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 Маруан ЖАРМУНІ до захисту кваліфікаційної роботи на тему «Дослідження впливу лідерства на ефективність роботи аптечних мереж» в Екзаменаційній комісії НФаУ.

Зав. каф. ММЗЯФ, доктор фарм. наук,
професор   Володимир МАЛИЙ
Секретар, доцент ЗВО,
канд. фарм. наук, доцент   Світлана ЖАДЬКО

НАЦІОНАЛЬНИЙ ФАРМАЦЕВТИЧНИЙ УНІВЕРСИТЕТ

ПОДАННЯ
ГОЛОВІ ЕКЗАМЕНАЦІЙНОЇ КОМІСІЇ
ЩОДО ЗАХИСТУ КВАЛІФІКАЦІЙНОЇ РОБОТИ

Направляється здобувач вищої освіти Маруан ЖАРМУНІ до захисту кваліфікаційної роботи
за галуззю знань 22 Охорона здоров'я
спеціальністю 226 Фармація, промислова фармація
освітньо-професійною програмою Фармація
на тему: «Дослідження впливу лідерства на ефективність роботи аптечних мереж».

Кваліфікаційна робота і рецензія додаються.

Декан факультету _____ / Микола ГОЛІК /

Висновок керівника кваліфікаційної роботи
Здобувач вищої освіти Маруан ЖАРМУНІ виконав на кафедрі менеджменту, маркетингу та забезпечення якості у фармації НФаУ кваліфікаційну роботу, яка присвячена дослідженню впливу лідерства на ефективність роботи аптечних мереж.

Перший розділ цієї кваліфікаційної роботи висвітлює теоретичні засади лідерства та його роль в управлінні фармацевтичними мережами. У другому розділі проаналізовано вплив лідерства на ефективність функціонування фармацевтичних мереж. Третій розділ містить розробку рекомендацій щодо підвищення ефективності лідерства у фармацевтичних мережах.

У цілому подана до захисту кваліфікаційна робота Маруан ЖАРМУНІ на тему «Дослідження впливу лідерства на ефективність роботи аптечних мереж» відповідає вимогам, що висуваються до кваліфікаційних робіт, оцінюється позитивно і може бути рекомендована для захисту в Екзаменаційну комісію НФаУ.

Керівник кваліфікаційної роботи
_____
Ірина БОНДАРЄВА

14 травня 2025 року

Висновок кафедри про кваліфікаційну роботу

Кваліфікаційну роботу розглянуто. Здобувач вищої освіти Маруан ЖАРМУНІ 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/