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# ФАРМАЦЕВТИЧНІ ТЕХНОЛОГІЇ, СТАНДАРТИЗАЦІЯ ТА ЗАБЕЗПЕЧЕННЯ ЯКОСТІ ЛІКАРСЬКИХ ЗАСОБІВ

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## STUDY OF THE DEVELOPMENT OF CORPORATE CULTURE IN PHARMACEUTICAL COMPANIES

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**Introduction.** In today's rapidly changing business environment, corporate culture has become a critical factor influencing the success and sustainability of organizations across all industries.

For pharmaceutical companies, which operate in a highly regulated, competitive, and innovation-driven sector, the development of a strong and adaptive corporate culture is particularly important.

A well-established corporate culture not only enhances employee motivation, loyalty, and productivity but also supports the effective implementation of strategic goals, compliance with regulatory standards, and the promotion of ethical practices.

**The aim** is to study of the development of corporate culture in pharmaceutical companies.

**Methods.** The methods of questionnaire, analysis, comparison were used.

**Results and discussion.** Based on the analysis of data collected through a structured questionnaire among 62 employees of pharmaceutical companies, key conclusions can be drawn regarding the nature and influencing factors of corporate culture in the sector. The majority of respondents had extensive professional experience in the pharmaceutical industry, with over half having worked in the field for more than seven years. Most respondents represented managerial, HR, and R&D roles, ensuring a broad perspective on corporate culture. Most participants worked in small to mid-sized pharmaceutical companies, which suggests that the findings are particularly applicable to organizations where interpersonal relationships and leadership visibility are high.

The majority of employees reported that their company's values are clearly communicated and that they personally align with those values. High levels of trust between employees and leadership were also observed, although some gaps still exist in inclusivity and consistent communication. A large part of employees feel encouraged to provide feedback and believe their opinions are valued by management. Nevertheless, a minority reported limited opportunities to express their views, indicating room for improvement in inclusiveness. Most companies demonstrated regular reinforcement of ethical standards and were perceived to have ethical leadership. However, there were cases where ethical procedures were poorly communicated. Similarly, while many companies support innovation, a significant part of employees felt their organizations lacked encouragement for new ideas. Investment in training and employee development was prevalent across companies, and most respondents expressed satisfaction with career advancement. Identification of trends and patterns in the development of corporate culture was conducted.

**Conclusions.** The development of corporate culture in pharmaceutical companies was analyzed.