

– Емпатія: розуміння емоцій і настроїв клієнтів, здатність адаптувати свою поведінку для створення комфортної атмосфери спілкування.

7) Мотиваційні компетентності:

– Самомотивація: здатність самостійно підтримувати високу мотивацію до роботи, прагнути до досягнення високих результатів без постійного зовнішнього контролю.

– Цілеспрямованість: орієнтація на досягнення поставлених цілей з продажу, готовність працювати над підвищенням результативності та перевищенням планових показників.

8) Навички управління конфліктами:

– Вирішення конфліктів: уміння ефективно вирішувати конфлікти як всередині колективу, так і під час взаємодії з клієнтами, не допускаючи загострення ситуацій і знаходячи конструктивні рішення.

9) Командна робота:

– Здатність працювати в команді: підтримка ефективної взаємодії з колегами з відділу продажів, маркетингу та інших підрозділів для досягнення загальних цілей компанії.

10) Етика та професіоналізм:

– Дотримання етичних норм: дотримання етичних принципів під час укладання угод, прозорість у комунікаціях з клієнтами та дотримання правил компанії.

– Професійний розвиток: постійне самоудосконалення та прагнення до розвитку своїх навичок через навчання, участь у тренінгах і конференціях.

Ці компетентності на наш погляд дозволять забезпечити успіх менеджера з продажу в будь-якій компанії незалежно від галузі, в якій він працює.

UDC 615.12:339.137

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IMPROVING APPROACHES TO HUMAN RESOURCE MANAGEMENT IN THE PHARMACEUTICAL INDUSTRY

Introduction. Effective human resource management (HRM) plays a vital role in the success and long-term sustainability of pharmaceutical organizations. The

pharmaceutical industry operates in a dynamic and highly competitive environment, shaped by strict regulatory requirements, rapid technological advancements, and growing demand for high-quality healthcare products. These factors necessitate the adoption of modern HRM strategies that enhance workforce efficiency, employee engagement, and overall organizational performance [1].

A significant challenge in the pharmaceutical sector is attracting, developing, and retaining highly skilled professionals, including pharmacists, researchers, production specialists, and sales representatives. The shortage of qualified personnel, high turnover rates, and the need for continuous professional development highlight the importance of optimizing HRM practices. Additionally, the integration of digital tools, artificial intelligence, and automation in HR processes offers new opportunities to enhance personnel management efficiency [2].

The purpose of the study. The objective of this study is to improving approaches to human resource management in the pharmaceutical industry.

Research methods. Methods were used for the research: comparative analysis, systemic approach, method of expert assessments.

Research results. The essence and significance of personnel management in modern conditions have been examined, with a focus on the unique characteristics of human resource management in the pharmaceutical industry. The general operational aspects of pharmaceutical organizations were analyzed, and a survey of 67 employees was conducted to assess the existing HR management system within a pharmaceutical company.

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

The study also examined the structure of employee positions, showing that 75% of respondents hold managerial roles, while specialists and workers make up only 25% of the workforce. This distribution reflects the company's emphasis on leadership and management positions. However, the adaptation process for new employees was found to be underdeveloped, as 81% of respondents reported not undergoing any formal onboarding period. This gap in the adaptation process may impact employee engagement and efficiency, emphasizing the need for improved onboarding programs.

Regarding the personnel selection process, 80% of employees rated it as either very effective or effective, indicating overall satisfaction with the HR department's recruitment efforts. However, 20% of respondents provided neutral or negative feedback, highlighting areas that still require refinement.

Employee training and development play a crucial role in maintaining a competitive workforce. The study found that 78% of employees participate in regular

training programs or advanced courses, reflecting the company's commitment to continuous professional growth. However, 22% do not engage in such training, possibly due to the nature of their job roles. Additionally, 73% of employees believe the company invests sufficiently in skill development, while 27% perceive the investment as partial or insufficient, suggesting room for enhancement in professional development initiatives.

Salary satisfaction was another critical aspect analyzed, with 64% of employees expressing satisfaction with their salaries, while 36% were dissatisfied. These findings underscore the need for periodic compensation reviews to maintain competitiveness and fairness. The company's motivation system was deemed effective by 48% of respondents, while 35% found it only partially effective, and 17% considered it ineffective. This suggests the need for improvements in motivational strategies to enhance overall job satisfaction.

Internal communication plays a key role in fostering a productive work environment. The study found that 48% of employees rated internal communication as excellent, 39% as good, and 12% as satisfactory, with only 1% finding it unsatisfactory. While communication is generally strong, there is still potential for further refinement.

Managerial feedback was another important area of evaluation, with 75% of employees reporting that they receive timely feedback, while 25% do not. This discrepancy highlights the need for more structured and consistent feedback mechanisms to improve employee performance and engagement. Additionally, 90% of respondents acknowledged the presence of a conflict resolution mechanism, 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.

Conclusions. The study showed that effective HR management in the pharmaceutical industry contributes to the stability of the team, increased motivation and professional development of employees. The introduction of innovative technologies and improved HR strategies will improve the adaptation of new employees, the motivation system and communication within the company.

List of sources used:

1. Семенова Л., Заболотня А. Теоретичні аспекти розвитку персоналу на підприємстві. Молодий вчений. 2017. № 10 (50). С. 1041–1044.
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