ОРГАНІЗАЦІЙНІ ТА СОЦІАЛЬНО-ЕКОНОМІЧНІ ЗАСАДИ ФАРМАЦЕВТИЧНОЇ ДІЯЛЬНОСТІ

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ANALYSIS OF THE PSYCHOSOCIAL CLIMATE IN THE PHARMACY WORKFORCE AND PROSPECTS FOR ITS IMPROVEMENT

Aim. To analyze the state of the psychosocial climate in the workforce of a pharmacy institution and develop ways to improve it.

Materials and methods. The methods used by the authors to measure the psychosocial climate in the pharmacy workforce include questionnaires, the method for determining value-orientational unity, the method of O. S. Mikhalyuk and A. Yu. Shalyto, the psychometric test of C. E. Seashore, the method for studying the job attractiveness, the method for studying the level of satisfaction of pharmacy employees with working conditions, the method "The schematic map of the psychological and pedagogical characteristics of the group". In the expert survey 697 respondents took part. The study was conducted between March 2021 and January 2022.

Results. Using the method of O. S. Mikhalyuk and A. Yu. Shalyto it was determined that 45.01 % of the respondents surveyed liked working in a pharmacy; 41.86 % of respondents expressed no desire to change their place of work. A negative psychosocial climate was observed in 11.38 % of the pharmacy institutions studied; 51.6 % of labor groups were characterized by a low level of organization.

Conclusions. Using valid methods the psychosocial climate state in the workforce of the pharmacies under research, the needs of employees in material and social security, mutual relations in the team, communication and the level of group cohesion have been studied. Directions for improving the psychosocial climate in the pharmacy workforce have been proposed, namely: strict compliance with the rules of conduct adopted in the pharmacy institution; involvement of organizational psychologists; team cohesion based on joint projects, informal events; conducting social and psychological trainings; development of the corporate culture; the optimal placement of the personnel, etc.

Key words: psychosocial climate; pharmacy; workforce; management; job satisfaction.

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АНАЛІЗ СОЦІАЛЬНО-ПСИХОЛОГІЧНОГО КЛІМАТУ В ТРУДОВОМУ КОЛЕКТИВІ АПТЕЧНОГО ЗАКЛАДУ ТА ПЕРСПЕКТИВИ ЙОГО ПОКРАЩЕННЯ

Мета – аналізування стану соціально-психологічного клімату в трудовому колективі аптечного закладу та розробка напрямів його покращення.

Матеріали та методи. Для вимірювання соціально-психологічного клімату в трудовому колективі аптечного закладу авторами застосовано такі методи, як анкетування, методика визначення ціннісно-орієнтаційної єдності, методика О. С. Міхалюк та А. Ю. Шалито, психометричний тест К. Е. Сішора, методика вивчення привабливості праці, методика вивчення рівня задоволеності працівників аптечних закладів умовами праці, методика «Карта-схема психолого-педагогічної характеристики групи». В експертному дослідженні взяли участь 697 респондентів. Дослідження проводили впродовж березня 2021 р. – січня 2022 р.

Результати дослідження. За допомогою методики О. С. Міхалюк та А. Ю. Шалито визначено, що 45,01 % опитаних респондентів подобається робота в аптечному закладі. 41,86 % респондентів не виявили бажання змінювати місце роботи. У 11,38 % досліджуваних аптечних закладів спостерігається негативний соціально-психологічний клімат. 51,6 % трудових колективів характеризуються низьким рівнем організованості.

Висновки. За допомогою валідних методик вивчено стан соціально-психологічного клімату в трудовому колективі досліджуваних аптечних закладів, потреби працівників у матеріальному й соціальному забезпеченні, взаємовідносинах у колективі, спілкуванні та рівень групової згуртованості. Запропоновано напрями покращення соціально-психологічного клімату в трудовому колективі аптечного закладу, а саме: чітке дотримання правил поведінки, заведених в аптечному закладі; залучення організаційних психологів; згуртування колективів на основі спільних проєктів, неформальних заходів; проведення соціально-психологічних тренінгів; розвиток корпоративної культури; оптимальне розміщення персоналу тощо.

Ключові слова: соціально-психологічний клімат; аптечний заклад; трудовий колектив; управління; задоволеність працею.

Statement of the problem. In the conditions of martial law, the role of pharmacies grows significantly due to an increase in the level of morbidity of the country's population, which is under constant stress. However, it is worth noting that a constant stressful state is also observed among pharmacy employees. In addition, pharmacists at the workplace face the impact of negative factors, namely: long work shifts, excessive professional workload, conflict situations with visitors to pharmacies, conflicts within the labor team of a pharmacy institution, intimidation and harassment by the heads of the pharmacy, lack of time for professional development, stressful working conditions, etc [1-5]. All of the above leads to a deterioration of the physical and psychological health of pharmacy employees.

The state of the pharmacist's psychological health affects his work productivity, labor motivation, interpersonal communication in the work team, job satisfaction and standard of living, as well as the effectiveness of performing his professional duties [6].

Studies conducted by Australian scientists have shown that more than 6,700 claims related to the deterioration of the psychological health of employees at workplaces are compensated annually in Australia [7]. These studies have also found that of the 379 CEOs surveyed approximately 25 % reported difficulties with confident and effective support for employees with poor emotional health [8-9]. Approximately 39 % of the working Australians have a high level of emotional exhaustion, and one in five respondents has mental health disorders, indicating shortcomings in the organizational culture and management of the psychosocial climate in the company's workforce [10, 11].

Analysis of recent research and publications. A number of scientific publications are devoted to solving the issues of managing the psychosocial climate in the company's workforce. Thus, the theory of the psychosocial climate of the organization is highlighted in the scientific works of E. Aronson, T. D. Wilson and R. Akert [12], M. F. Dollard, R. A. Karasek [13], Yu. P. Skidanenko and M. V. Shkurko [14], G. B. Bohdan and G. V. Popova [15]. Factors affecting the psychosocial climate in the workforce were studied by J. Scott [16]. The psychosocial climate in pharmacies was studied by V. M. Tolochko, I. V. Mishchenko, T. O. Artyukh [17], A. S. Nemchenko, N. V. Teterich [18]. The scientific works of J. Grossmeier and P. Terry were devoted to the relationship of psychological health of employees with their labor productivity, working conditions and the workplace culture [19].

Identification of aspects of the problem unsolved previously. Despite the coverage of certain aspects of the issues studied, the ongoing analysis of the psychosocial climate state in the pharmacy workforce and the ways of its improvement are always relevant.

The aim of the study was to analyze the state of the psychosocial climate in the workforce of a pharmacy institution and develop ways to improve it.

Materials and methods. The methods used by the authors to measure the psychosocial climate in the pharmacy workforce include questionnaires, the method for determining value-orientational unity, the method of O. S. Mikhalyuk and A. Yu. Shalyto, the psychometric test of C. E. Seashore, the method for studying the job attractiveness, the method for studying the level of satisfaction of pharmacy employees with working conditions, the method "The schematic map of the psychological and pedagogical characteristics of the group" (L. I. Umanskyi, A. S. Chernyshev, A. S. Krikunov, L. I. Akatov, etc.).

In the expert survey 697 respondents took part. The study was conducted between March 2021 and January 2022 in the territory of the Kharkiv (23.1 % of respondents), Poltava

(17.4 % of respondents), Vinnytsia (4.9 % of respondents), Sumy (14.2 % of respondents), Zaporizhia (13.3 % of respondents), Ternopil (5.6 % of respondents), Zhytomyr (3.9 % of respondents), Rivne (7.1 % of respondents), Lviv (5.7 % of respondents), Ivano-Frankivsk (2.9 % of respondents) and Khmelnytskyi (1.9 % of respondents) regions of Ukraine. 64 % of pharmacies were part of pharmacy chains. By gender, respondents were divided as follows: women – 79 %, men – 21 %. 92.7 % of respondents had higher education, 7.3 % – professional pre-higher education. According to their work experience, respondents were divided as follows: up to 1 year – 5.4 % of respondents, from 1 year to 5 years – 13.9 % of respondents, from 5 years to 10 years – 18.3 % of respondents, from 10 to 20 years – 35.5 % of respondents, over 20 years – 26.9 % of respondents. By age, respondents were divided as follows: under 30 years old – 19 % of respondents, 30-45 years old – 33 % of respondents, 45-55 years old – 37 % of respondents, over 55 years old – 11 % of respondents.

The study was conducted in 115 pharmacies, of which 64 % were part of pharmacy chains. All members of the pharmacy workforce took part in the survey. The average number of employees of the pharmacy was 6.

The results of the survey were significant and converging; the concordance coefficient was 0.84, the calculated Pearson's χ-test exceeded the tabular value, taking into account the number of freedom degree and the significance level (p = 0.05).

Presentation of the main material of the research. The psychosocial climate is a reliable predictor of the psychological health of employees and affects psychosocial risk factors (harassment at the workplace, inadequate supervision over the performance of professional duties, mobbing, sexual harassment, gender inequality, etc.), which, in turn, negatively affect the employee's physical health and psychological state [24, 25]. Thus, the psychosocial climate is a complex emotional and psychological state of the workforce of a pharmacy institution, reflecting the level of satisfaction of its members with various factors of the organization life, namely: the personal work organization, relations with colleagues, the level of organization in the shift and in the pharmacy as a whole.

A favorable psychosocial climate in the workforce is always a condition for increasing labor productivity and employees' satisfaction with work and the team. At the same time, the climate is the result of the systematic work of the head of a pharmacy institution with the labor team members, the implementation of special measures invested in the organization of relations between managers and subordinates [20-22].

Using the diagnostic questionnaire of O. S. Mikhaluk and A. Yu. Shalyto concerning the psychosocial climate in the group the authors determined the state of the psychosocial climate in a pharmacy institution.

The respondents' answers to the question "Do you like your job?" were distributed as follows: "I really like it" – 17.51 %, "I probably like it" – 45.01 %, "I don't care about the work" – 22.42 %, "Rather I don't like it" – 10.68 %, and "I really don't like it" – 4.38 % (Fig. 1).

Regarding the question "Would you like to switch to another job?" 12.61 % of respondents answered "yes", and 45.53 % of respondents found it difficult to answer. Only 41.86 %
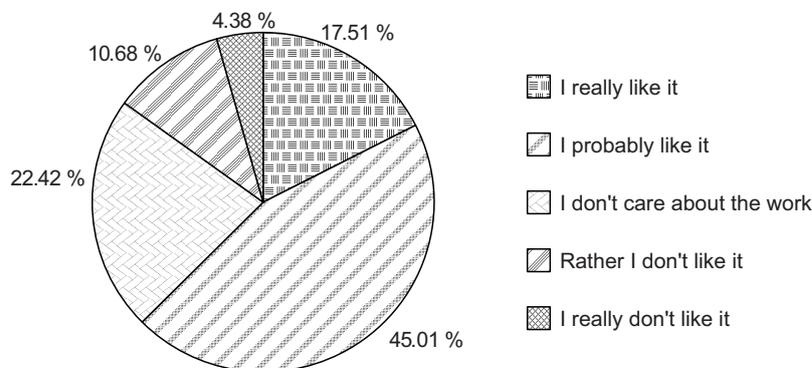

Fig. 1. Distribution of the responses of employees of the pharmacies studied to the question
"Do you like your job?" (according to the method of O. S. Mikhaluk and A. Yu. Shalyto)
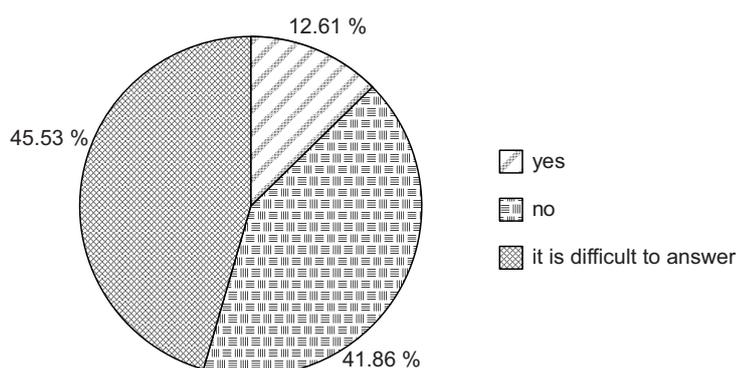
Організаційні та соціально-економічні засади фармацевтичної діяльності

Fig. 2. Distribution of the responses of employees of the pharmacies studied to the question
"Would you like to switch to another job?"
(according to the method of O. S. Mikhaluk and A. Yu. Shalyto)

of respondents did not express a desire to change their place of work (Fig. 2).

The emotional component of the psychosocial climate in the work team was assessed using questions related to the characteristics of colleagues, the work team assessment and the atmosphere in it. The cognitive component was estimated using questions about the business and personal qualities of team members and their interpersonal business relationships. The behavioral component was considered with the help of such questions as "Do you think it would be good if members of your team lived close to each other?", "If you had the opportunity to spend a vacation together with members of your team, how would you react to this?", "If you left the team for any reason, would you be eager to meet?". The range of component ratings was from -1 to +1. The results show that by the emotional (0.3) and cognitive (0.28) components, the estimates obtained are interpreted as uncertain or contradictory, and by the behavioral one – it is the lower limit of

a positive rating (0.36). The contradictory psychological climate in the pharmacies studied is also determined by the ratio of ratings by three components.

The next stage of the study was to determine the psychosocial climate type in the pharmacies studied. Thus, 11.38 % of the pharmacies involved in the study had a negative psychosocial climate, in 48.5 % of pharmacy institutions the psychosocial climate was characterized by uncertainty, and only in 40.12 % of pharmacies a positive psychosocial climate was found (Fig. 3).

The next stage of the study is devoted to the analysis of the level of satisfaction of pharmacy employees with working conditions. The index of group satisfaction assessment is given in Table 1.

Obviously, respondents gave the highest estimates to such conditions as sanitary and hygienic conditions (0.77 points), the state of the material and technical base of work (0.73 points), and the possibility of professional development
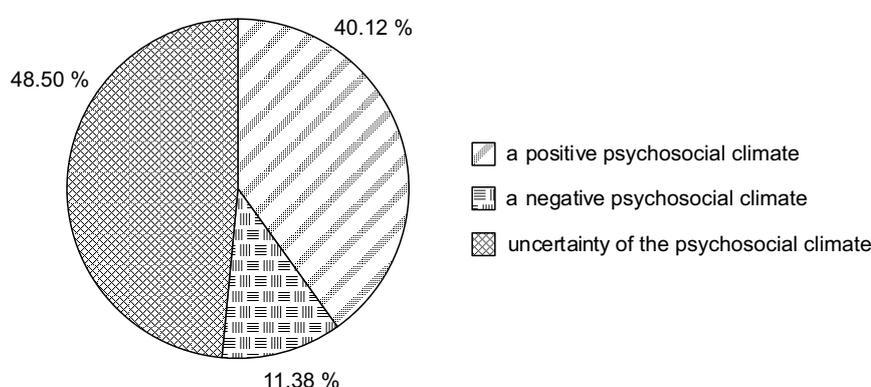

Fig. 3. Distribution of the pharmacies studied by the psychosocial climate type, %

Table 1

THE EMPLOYEES' SATISFACTION WITH WORKING CONDITIONS IN THE PHARMACIES STUDIED, IN POINTS

Working conditions	Group assessment index (max = 1)
The state of the material and technical base of work	0.73
Work load	0.32
Uniformity of work provision	0.45
Salary amount	0.24
Sanitary and hygienic conditions	0.77
Relations with the heas	0.54
Possibility of professional development	0.68
Variety and complexity of work	0.41

(0.68 points). The salary (0.24 points) and workload (0.32 points) were rated the worst. The following working conditions were rated below average: variety and complexity of work (0.41 points) and uniformity of work provision (0.45 points). Therefore, the staff of pharmacy institutions, performing complex, multifunctional professional activities in conditions of high workload and uneven performance of labor duties, require more decent remuneration.

Since one of the indicators of the psychosocial climate in the workforce of a pharmacy institution is job satisfaction, at the next stage, the authors conducted a survey of pharmacy employees according to the questionnaire "The methodology for studying the attractiveness of work". This made it possible to study

Table 2

THE METHODOLOGY FOR STUDYING THE ATTRACTIVENESS OF THE WORK OF PHARMACY EMPLOYEES (THE MAXIMUM SCORE – 10)

| Scale	State assessment, point		Difference between the real and desired state, point
	real M1	desired M2	
The need for creative and interesting work	9.3	9.0	0.3
The need for favorable working conditions	7.7	9.1	-1.4
The need for trusting relationships in the workforce of a pharmacy	6.1	9.2	-3.1
The need for recognition, for the personal authority of the employee	6.8	9.0	-2.2
The need for the employee's own development	7.8	9.0	-1.2
The need for material and social security of a pharmacy employee	4.1	8.2	-4.1
The need for principled and demanding relationships in the workforce of a pharmacy	5.0	7.9	-2.9
The need for individual development of all members of the pharmacy staff	7.4	9.0	-1.6
The need for an active life position of all members of the pharmacy staff	8.0	9.0	-1.0
The need for good work organization	7.8	8.5	-0.7
The need for production success of the entire workforce of a pharmacy	6.7	8.0	-1.3
Utilitarian need	6.0	7.2	-1.2
The need for public recognition of the personal contribution and the importance of the work of the labor team in general	7.7	8.8	-1.1
The need of a pharmacy employee to communicate both vertically and horizontally	6.5	8.2	-1.7
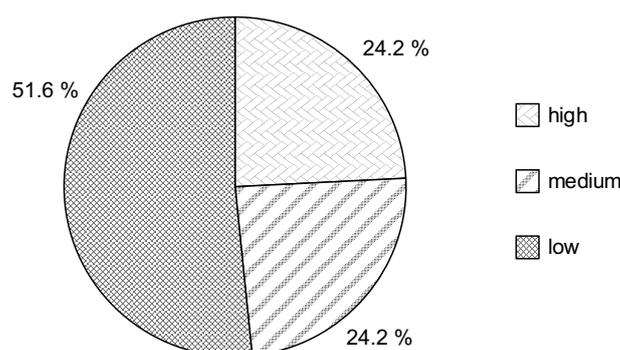
Fig. 4. Distribution of the pharmacies studied by the level of organization, %

the real conditions and circumstances of work and the wishes of the respondents regarding them. The results obtained are presented in Table 2.

From the data presented in Table 2, it is obvious that there is one need that is fully satisfied among the employees under research – for creative and interesting work, i.e. the professional activity performed arouses their interest, stimulates a creative approach to the performance of professional duties, provides opportunities for professional self-realization. The largest gap between the real and desired situation was found in the need for material and social security (-4.1 points). It confirms the results obtained by the previous method. Also, a high degree of dissatisfaction was determined by the needs in trusting relationships in the team (-3.1), in principled and demanding relationships in the work team (-2.9), in communication both vertically and horizontally (-1.7).

Using the psychometric test of C. E. Seashore it was found that only 10.78 % of the pharmacy groups studied had a high degree of group cohesion, and the vast majority of pharmacies were characterized by an average and below-average level of group cohesion – 38.32 % and 25.15 %, respectively. Even 1.2 % of groups with extremely low cohesion were identified. It is worth noting that the number of employees of a pharmacy does not affect the degree of the team group cohesion.

At the same time, respondents assessed the workload level as quite high, but in modern conditions they considered it normal. The majority of respondents were rather satisfied with the level of remuneration (the satisfaction level – 4.25). In pharmacies, 43.9 % of respondents were more likely to be satisfied with their level

of remuneration. The level of assessments of the pharmacy staff about the motivation system (the work stimulation) was 3.25 points.

At the next stage, we determined the level of organization of the work team using the method "The schematic map of the psychological and pedagogical characteristics of the group" (L. I. Umanskyi, A. S. Chernyshev, A. S. Krykunov, L. I. Akatov, etc.). This method allows to divide labor teams into three groups: labor teams with a high, average and low level of organization.

Among the labor teams of pharmacy institutions studied, groups with a high and medium degree of organization were equally represented (24.2 % each), and 51.6 % of labor teams were characterized by a low level of organization (Fig. 4).

At the next stage, the authors investigated the relationship between the level of organization of labor teams and age indicators, indicators of self-esteem, conflict tolerance, etc. The results of the correlation analysis for the pharmacies studied are shown in Table 3.

The correlation analysis of empirical research data allowed us to assess the nature of relationships between the composition of groups by age, group self-esteem, the prevailing type of interpersonal relations, management style and psychosocial climate. Thus, according to the results of the calculations, the authors found strong correlations between the age of pharmacy employees and the psychosocial climate state in the pharmacy workforce (r = 0.4398), between the behavior of a pharmacy employee in a conflict and the psychosocial climate state in the work team of the pharmacy (r = 0.5374), as well as between the management style and the psychosocial climate state in the work team of the pharmacy (r = 0.3771). A strong feedback

Table 3

CORRELATIONAL DEPENDENCIES OF THE LEVEL OF THE LABOR TEAM ORGANIZATION IN THE PHARMACIES STUDIED

The level of organization of the labor team		
low	medium	high
Correlation between the age of employees and the psychosocial climate state		
r = 0.1591	r = 0.0856	r = 0.4398*
Correlation between the self-esteem of the labor team and the state of the psychosocial climate		
r = -0.4221*	r = -0.0299	r = -0.6613*
Correlation between the behavior of a pharmacy employee in a conflict and the psychosocial climate state		
r = 0.118*	r = 0.1360	r = 0.5374*
Correlation between the type of interpersonal relations in the workforce of a pharmacy and the psychosocial climate state		
r = 0.1807	r = 0.2175	r = 0.0618
Correlation between the management style and the psychosocial climate state		
r = 0.1778	r = 0.2891	r = 0.3771*

Note. * a significant correlation at p < 0,05

was observed between the self-esteem of the pharmacy staff and its psychosocial climate (r = -0.6613). There was an average dependence between the type of interpersonal relations and the psychosocial climate state in the pharmacy workforce (r = 0.2175).

Therefore, the following conclusions can be drawn from the results obtained:

• The older the employees of the pharmacy, the lower the team cohesion. A high level of cohesion is observed in the workforce, in which middle-aged employees work. The average cohesion level is typical for a young team.

• The higher the level of self-esteem of a pharmacy employee, the higher the level of a positive psychosocial climate in the workforce.

• The behavior style of a pharmacy employee in a conflict directly affects the level of a positive psychosocial climate in the workforce. For example, a negative psychosocial climate in the labor team is characteristic for labor teams with at least one employee with a high level of conflict, and vice versa, labor teams, in which employees with a low level of conflict work, are characterized by a high level of a positive psychosocial climate.

• A negative psychosocial climate in the workforce is inherent in labor teams with an authoritarian management style; for a democratic style of management, there is a high level of a positive psychosocial climate.

Summarizing the results by all methods it can be concluded that a significant part of the labor teams of the pharmacies studied has definite problems with the psychosocial climate. Such results require the search for ways to improve the psychosocial climate in pharmacy institutions. For this purpose, the authors conducted a survey, which made it possible to determine the following areas for improving the psychosocial climate in the pharmacy:

• the pharmacy staff stabilization (X1);

• improving the communication quality (X2);

• strict adherence to the rules of conduct adopted in the pharmacy (X3);

• involvement of psychologists (X4);

• motivation system improvement (X5);

• team building based on joint projects, informal events (trips, corporate events, joint recreation) (X6);

• conducting social and psychological trainings (X7);

• establishing feedback communication between managers and subordinates (X8);

• development of the corporate culture (X9);

• optimal staff placement (X10) (Fig. 5).

Among the most promising directions for improving the psychosocial climate state in the pharmacy workforce the respondents included improving the motivation system (9.6 points), conducting social and psychological trainings (9.1 points), team building based on joint projects and informal events (8.6 points), as well as establishing feedback between managers and subordinates (8.3 points).
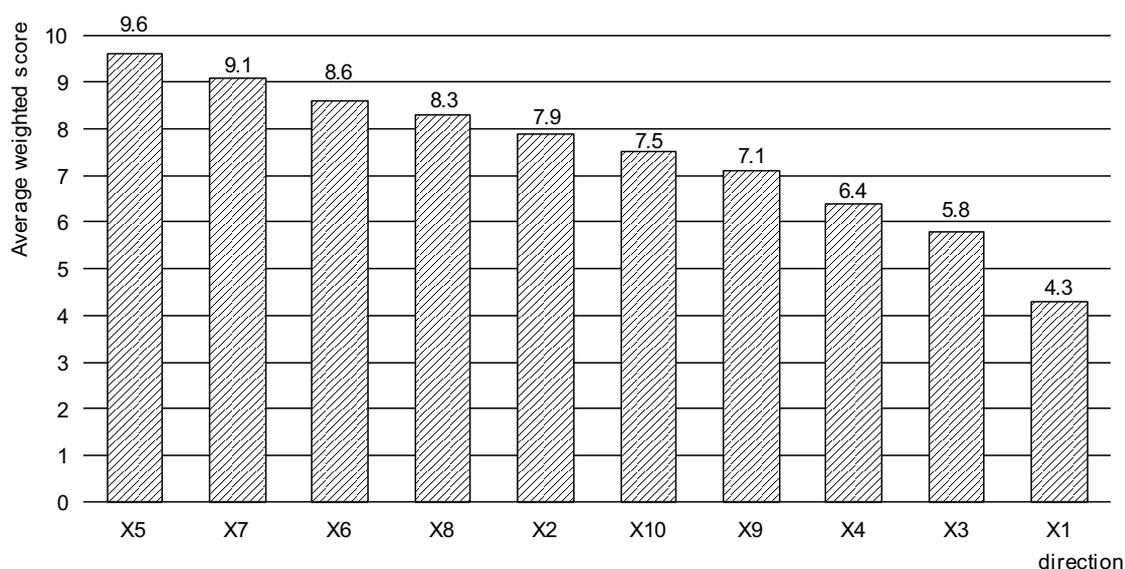
Fig. 5. Directions for improving the psychosocial climate state in a pharmacy workforce

Conclusions. Summarizing of the results obtained when studying the psychosocial climate state in the workforce of the pharmacies under research indicates the presence of certain problems in them; they are caused by the insufficient level of professionally important personal qualities of managers, dissatisfaction with difficult and low-paid working conditions, unsatisfied needs of employees in material and social security, in trusting, but at the same time principled relations in the team, in communication and recognition and personal authority, as well as the low group cohesion. Strong correlations have been found between the age of employees and the psychosocial climate state, behavior in conflict and the psychosocial climate state, as well as the management style and the psychosocial climate state. These results require the search for ways to improve the psychosocial climate in pharmacy institutions.

As a result of the implementation of the directions proposed to improve the psychosocial climate in pharmacies, an understanding will be achieved both directly between the members of the pharmacy workforce, and between them and the manager of the pharmacy, greater team cohesion and, therefore, an increase in the effectiveness and quality of the pharmacy work.

Prospects for further development lie in the study of mathematical models in pharmaceutical research.

Conflict of interests: authors have no conflict of interests to declare.

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