Analyzing the Ways to Improve Personnel Management in the Pharmaceutical Industry of Kazakhstan

Galiya Umurzakhova¹, Kairat Zhakipbekov¹,²*, Arman Sultanbekov¹, Saken Tulemissov³, Bassymbek Dilbarkhanov¹, Malik Sapakbay⁴, Ubaidilla Datkhayev¹

¹Asfendiyarov Kazakh National Medical University, Almaty, Republic of Kazakhstan.
²Astana Medical University, Astana, Republic of Kazakhstan.
³Kazakhstan University of Peoples Friendship, Shymkent, Republic of Kazakhstan.
⁴South - Kazakhstan State Pharmaceutical Academy, Shymkent, Republic of Kazakhstan.

*Corresponding Author: Kairat Zhakipbekov

Abstract

The analysis of foreign and Kazakh literature that addressed the problem of finding ways to improve personnel management in the pharmaceutical industry showed that such factors as intensifying competition on the world market, complication of the internal and external environments of the pharmaceutical industry, and discrepancies between the actual conditions and the demands of the pharmaceutical labor market necessitated the search for new ways of improving the effectiveness of modern pharmaceutical organizations, the cornerstone in which is the human factor. Modern approaches to personnel management and trends in the improvement of personnel management in the pharmaceutical industry of Kazakhstan were analyzed; the profile of an average pharmacist was built: a woman (75.3%) aged 36-55 (52.3%), with 26-30 years of work experience (32.3%) and higher education in pharmacy (77.2%). Sociological studies discovered the following problems: the need for innovations in personnel management in the pharmaceutical industry, which should be aimed at the professional and personal development of each individual in particular and the entire pharmaceutical team in general; the need for an algorithm of consistent performance appraisal of pharmacists and an algorithm of planning and progress of the professional career of a pharmacist; personnel departments require recommendations regarding methods for improving the organization of personnel management, with a view to continuously improving the skills of pharmaceutical personnel. A textbook for the postgraduate occupational training of pharmacists titled Communication Skills was drafted and implemented in the learning process of a higher educational institution.

Keywords: Appraisal, Communication skills pharmacy, Reserve, Personnel management, Social and psychological climate.

Introduction

Only the modernization of the pharmaceutical personnel management system, which includes the employment of workers, their adaptation, training, appraisal, career progress, mobility, creation of a favorable social and psychological environment in the team, organization of leisure and vacation, etc., can improve personnel management in the pharmaceutical industry of Kazakhstan. Personnel management should facilitate the efficient organization of personnel work by ensuring that the goals of the pharmacists are in line with the strategy of development of pharmaceutical companies, which involves the improvement of the quality of medicine assistance for citizens of the Republic of Kazakhstan.

The quality of pharmaceutical products depends on many objective and subjective factors, including the use of cutting-edge technologies, information systems, software, hardware, equipment, and the entire range of workplace relations of pharmaceutical personnel.
Even with similar technical capacities, the results of labor may differ radically, depending on the level of ethical and psychological development and the incentive system of pharmacists. In the global context, the improvement of personnel management in the pharmaceutical industry focuses on improving the occupational and social mobility of pharmacists, who realize their readiness for continuous education and self-development [1.2].

The analysis of literature discovered a list of issues in personnel management in the pharmaceutical industry of Kazakhstan that should be investigated [3.4.5]:

- Employment, selection, and placement of pharmaceutical personnel;
- Assessment and appraisal of pharmaceutical personnel;
- Occupational adaptation of pharmaceutical personnel;
- Advancement, planning, and management of the career of pharmaceutical personnel;
- Work with the candidate pool of pharmaceutical personnel;
- Incentivization of pharmaceutical personnel;
- Development and training of pharmaceutical personnel in a pharmaceutical organization;
- Development of an effective corporate culture in pharmaceutical personnel;
- Work aimed at helping pharmacists identify with the organization;
- Assurance of stability and optimization of pharmaceutical personnel rotation;
- Sociological and psychological adaptation of pharmaceutical personnel;
- Relief of social stress and resolution of workplace and organizational conflicts of pharmaceutical personnel;
- Social and psychological relaxation of pharmaceutical personnel, both general and in case of chronic fatigue syndrome.

Since the transition of Kazakhstan’s economy to market relations in the organization of all economic sectors, including the pharmaceutical industry, the labor of pharmaceutical personnel has been based on the principles of adequate material rewards, motivation, and incentivization [6].

The worker has turned from a simple executor into a professional personality with his or her own goals, values, and notions regarding rules of conduct in public and in the team [7].

This changed the approach to personnel management—strict administration changed to management, planning, motivation, and analysis of human resources [8].

Therefore, heads of Kazakh pharmaceutical companies are facing new tasks in the organization and development of personnel management.

At that, personnel management should be in line with the development of pharmaceutical companies. In pharmacy, human resource management should be part and means of the organizational mechanism for setting goals and tasks that are aimed at forming and developing human resources in the pharmaceutical industry of the Republic of Kazakhstan.

Therefore, human resource management in pharmacy should facilitate the efficient organization of personnel work by ensuring that the goals of the pharmacists are in line with the strategy of development of pharmaceutical companies.

The purpose of this study was to investigate ways of improving personnel management and the need to create training methods for improving the professional competency of pharmacists in the pharmaceutical organizations of Kazakhstan.

**Method**

As a methodological basis of the study was chosen dialectical method in law institutes learning, which allows to look directly on their development, interrelation and interdependence.

During this research was used the summation of common and special methods of scientific studying. Among the common methods were used: analysis and synthesis, comparison, analogy method, induction and deduction. From the special methods were used such: historic, legal comparative and system analysis, formal logical, axiological and also literary overview of the native and abroad scientists.

**Data, Analysis and Results**

Personnel managers in pharmacy, based on the main tasks of human resource
management, should perform such managerial functions as planning, organization, coordination, control, planning of pharmaceutical personnel, employment, selection, motivation, incentivization, adaptation, training, skill updating, appraisal, assessment of performance, career development management, resolution of conflicts, and normalization of the psychological climate in the pharmaceutical team [9]. Based on the tasks and needs of pharmaceutical companies in Kazakhstan, modern personnel management should also solve the following personnel-related issues:

- Develop testing methods with regard to psycho diagnostics, with a view to assessing and appraising pharmaceutical personnel;
- Create modern systems of pharmaceutical personnel selection and screening and optimize personnel placement;
- Select pharmaceutical workers for vacant posts with regard to their professional and personal qualities;
- Form the candidate pool based on the assessment of the management potential of pharmaceutical workers;
- Conduct consistent personnel planning based on an efficient redistribution of available human resources without resorting to additional employment of pharmaceutical workers;
- Create personnel development programs aimed at solving both current and future problems by improving the system of training and career progress of pharmaceutical workers;
- Develop incentive mechanisms to increase stimulation and satisfaction with work;
- Create a favorable social and psychological climate in the team, with a view to improving the effectiveness of labor [4].

The Analysis of Literature Found that Kazakhstan had its own Mentality of Human Resource Management

- Personnel decisions are based on arbitrary decisions. There is a so-called dictatorship style of personnel decision-making, which is based on a sole opinion. The effectiveness of personnel decisions is not assessed.
- Strategic planning is lacking; companies have no strategy; there is no clear correlation between goals and tasks.
- Emphasis is made on the completion of operational goals and tasks.
- Similar to the first point on this list, selection of personnel is also based on the personal preference of the manager with a practice of protection and intuitive approach in place. A personnel selection system does exist, but is mostly formal, while the final decision is always made by the chief executive officer.
- There are no clear principles in the career development and progress policy. There are no career planning standards. Successful career development and progress of pharmacists depends not only on their personal and professional achievements, but also on their trust-based relationships with the administration, personal relations, and preferences.
- Rules and standards of conduct in a team are nonexistent. Pharmacists often live and work according to unwritten rules that are randomly established in each separate organization. The role of social and psychological processes that take place in pharmaceutical companies is understudied.
- The assessment and incentivization of personnel performance is based on the results of the pharmaceutical personnel in general with a wage-levelling principle in effect. There is no differentiated approach to the results of each individual worker, which reduces the motivation of pharmaceutical personnel.

Thus, due to the sample opportunity for improving pharmaceutical personnel management, this study focused on the optimization of specific areas in this field that the literature analysis found to be understudied. For instance, the planning and development of pharmacists' careers, which is a powerful incentive in the pharmaceutical line of work?

Each pharmaceutical organization should develop a mechanism for individual planning of career development for competitive pharmaceutical workers, which should include the determination of trends in development and indicate the professional skills that workers should learn in order to hold this or that post [10.11].

Timely investigation and solution of these problems in pharmaceutical personnel management will help managers to use
human resources optimally [12]. Forming a candidate pool is an important aspect of the improvement of personnel management. The organization and implementation of the personnel management strategy in pharmacy should take into consideration the size of pharmaceutical companies.

Small pharmaceutical organizations prioritize personnel selection and records, while the importance of works related to the development of pharmaceutical personnel increases with the size of pharmaceutical companies due to the need for a candidate pool [13].

One of the main modern requirements to the information support of personnel management in pharmacy is the creation of an appraisal and assessment system for the performance of pharmaceutical personnel, which are the next ways of improving human resource management [14.15]. Personal and professional relationships, occupational training, and specific conditions of the organization are especially important in pharmaceutical entrepreneurship and are largely predetermined by the personality of each member of the team, as well as the manager and his or her work style and methods [10]. Each specialist in a pharmaceutical organization is responsible for the professional level of performance of his or her official duties. Modern pharmacists should have a high general and professional culture of communication [16].

Therefore, one of the ways to improve personnel management in pharmacy, which is under studied in Kazakhstan (according to the analysis of literature), is the social and psychological climate in the pharmaceutical team [17.18]. In order to investigate this way in detail, it is necessary to understand the difference between the terms “human resource management” and “personnel management”.

Many experts from Kazakhstan and other CIS countries consider the concepts of “human resource management” and “personnel management” identical in terms of both essence and content. However, European and American authors of human resource management theories believe that these concepts differ in terms of their goals and functions (Table 1).

Table 1: Difference between the terms “human resource management” and “personnel management”

<table>
<thead>
<tr>
<th>Main activity</th>
<th>Goal</th>
<th>Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human resource management</td>
<td>Completion of strategic and innovation tasks</td>
<td>1. Planning and determination of need for human resources.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Development of individual abilities and updating of skills, development of creativity, creation of a favorable social and psychological climate.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Planning of general benefits and expenditures on personnel.</td>
</tr>
<tr>
<td>Personnel management</td>
<td>Solution of operational problems that require the interference of a personnel manager</td>
<td>1. Selection and placement of personnel.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Labor incentivization management.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Conflict resolution.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Personnel assessment organization.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5. Remuneration organization.</td>
</tr>
</tbody>
</table>

For the purpose of this study, it is important to understand that the “creation of a favorable social and psychological climate” is part of the goals and functions of human resource management (in personnel management, this function is interpreted using a specific term “conflict resolution”) [19].

The analysis and generalization of literary data and the above reasoning allows formulating the goal of human resource management in the pharmaceutical industry of the Republic of Kazakhstan: to provide pharmaceutical companies with personnel, their required number and quality, to organize their efficient use and professional and social development, with a view to completing strategic and operational tasks of the pharmaceutical industry. This study used a highly standardized questionnaire that featured both open-ended and close-ended direct questions. A preliminary test found that the discovered problems were relevant. Preliminary testing found that the entire test procedure lasted five-seven minutes on average. In addition, the information contained in the questionnaire was differentiated.

The social and demographic information was placed in the beginning of the questionnaire, while the main information was placed in the second part. The sampling tool was pharmacists who worked in retail drug sale and managers of pharmaceutical companies. Thus, a questionnaire survey was chosen as the research method. The analysis of
literature showed that this method was the most common one used to study opinions in the field of medicine and pharmacy [20,21]. The purpose of this study was to investigate ways of improving personnel management and the need to create training methods for improving the professional competency of pharmacists in the pharmaceutical organizations of Kazakhstan. Microsoft Office software (Microsoft Power Point and Microsoft Excel) was used for the purpose of visualization of the obtained results in the form of diagrams. The study constructed a “respondent profile” (Figure 1). It was found that the respondent was a female pharmacist (75.3%).

This was followed by an analysis of respondents, which found that organizations employed pharmacists aged 36-55 (52.3%) (Figure 2).

Statistical treatment of data found that the workers of pharmaceutical companies were mainly mature personalities with 26-30 years of work experience (32.3%)(Figure 3).

The education of respondents was as expected – the pharmaceutical industry requires high responsibility and professionalism and mostly employs...
specialists (77.2%) with higher education in pharmacy (Figure 4).

Thus, the questionnaire survey found that the respondent was a female pharmacist (75.3%) aged 36-55 (52.3%) with 23-30 years of work experience (32.3%) and higher education in pharmacy (77.2%).

The following are the questions that show the essence of this study.

To the question “Are you satisfied with your job?”, 65.5% of respondents answered “Partially” (Figure 5). The first answer brought us to the following question – “How does the organization incentivize your work?”, the answer to which shed light on one of the reasons behind the partial satisfaction with the job. To the question “How does the organization incentivize your work?”, most respondents (71.4%) answered “By raising my wage” (Figure 6), i.e. the incentivization was not objective.

The alarming fact was that the questionnaire survey showed that most respondents did not know if their career was planned – “Does your organization plan the careers of pharmacy specialists?” (92.4%) or if their company was forming a candidate pool – “Does your company form a candidate pool?”
(88.7%), which is indicative of a formal approach of the companies’ personnel services to these aspects of labor (Figures 7 and 8).

The questionnaire survey found that organizations assessed the performance of pharmacists mainly during appraisal (75.6%), i.e. once every five years, while the in-house methods of performance assessments were imperfect and subjective, which naturally affected the effectiveness of labor of pharmaceutical worker and reduced the quality of the workflow in general (Figure 9).

The next question was “How often do conflicts occur in your team?”. Respondents answered “Often” (68.7%), which is indicative of an adverse social and psychological climate in the team (Figure 10).
To the question “Does the social and psychological climate in the team affect performance?” 88.9% of respondents answered “It does” (Figure 11).

Based on the general understanding of the effect that skill updating in a team has on labor effectiveness, the following questions were asked: “Does your organization hold in-house workshops and trainings to improve your professional competency?” and “In what area would you like to improve your professional competency?”. To the first question, 91.5% of respondents answered positively – “It does”, while simultaneously answering the second question by expressing their desire to improve their professional competency in the following areas: “Communication skills” (32.6%), “Pharmacology” (33.5%), and “Social and Psychological Climate in the Team” (33.9%) (Figures 12 and 13).
Discussion

This study was aimed at exploring one of the most important ways of motivating the labor of pharmaceutical works – career progress. Planning and development of careers is a powerful incentive in the work of pharmaceutical companies. Each pharmaceutical organization should develop a mechanism of individual planning of career development for each individual pharmacist, which would determine the trends in development and indicate the professional skills that the pharmacist should learn in order to hold this or that post. We believe that a timely investigation and solution of these problems in the career management of pharmaceutical personnel will help pharmaceutical managers to use human resources optimally. Career progress is a powerful incentive of labor. This is also confirmed by the results of the study; analysis showed that career progress was one of the most important motives in the professional activity of pharmaceutical personnel (30.6%, with five different motives in the questionnaire, one of which was “Career progress”). Based on the above, we offer an algorithm of planning and development for the professional career of an employed pharmaceutical worker (Figure 14).

![Figure 14: Algorithm of planning and development for the professional career of a pharmaceutical worker](image)

This algorithm can be used as a basis for the planning and development of the professional careers of pharmaceutical workers.

The importance of planning the professional career of pharmacists is also confirmed by the fact that the lack of measures aimed at the professional career progress of pharmaceutical personnel may cause problems in the formation of the candidate pool of pharmaceutical companies.

The analysis of the results of the questionnaire survey held among manager pharmacists showed that the formed candidate pool (15.7%) was not used sufficiently when nominating persons to vacant posts, i.e. the candidate pool was considered an alternative to the existing hierarchy of administrative posts.

We offer the following stages of candidate pool planning and implementation of the technology of pharmaceutical candidate pool training for administrative posts in pharmaceutical companies (Figure 15).
The preliminary selection of candidates for administrative posts should focus on the prospects of development of pharmaceutical companies [22,23].

One of the main requirements to the information support of human resource management in pharmacy is the creation of an appraisal and performance assessment system, which is one of the means of improving personnel management. Analysis showed that pharmaceutical personnel (81.5%) would like the appraisal to be conducted via a comprehensive assessment of their performance.

The procedure of pharmaceutical personnel appraisal is presented in the form of the following algorithm (Figure 16).

Figure 15: Stages of preparation of the pharmaceutical candidate pool for administrative posts in pharmaceutical companies

Figure 16: Algorithm of the procedure of pharmaceutical personnel appraisal
Thus, the appraisal of pharmaceutical personnel is carried out via a comprehensive assessment that includes a system of indices and indicators of performance, professional and personal qualities, and labor effectiveness of pharmaceutical personnel.

The assessment of personnel performance is an important function of the personnel policy and personnel management, which includes the selection of persons and assessment of the results of their work [24,25].

**Consistent Assessment of the Performance of Pharmaceutical Personnel Helps**

- To actively implement corporate standards and rules of conduct in the team and develop corporate spirit in pharmaceutical personnel;
- To motivate the effective labor of pharmacists, involve them in the solution of current and future problems facing the company;
- To optimize the selection, placement, and rotation of personnel;
- To solve problems related to personnel performance assessment;
- To discover flaws in the work of individual employees and outline ways to eliminate these flaws;
- To determine specific ways of motivating employees, thus improving their labor effectiveness;
- To dismiss an underperforming employee without serious conflicts;
- To discuss the appraisal results with the employees [26].

**Based on the Appraisal Results, Employees Can**

- Get an objective assessment of their labor results and determine ways of progress;
- Hear the administration’s opinion of themselves and their performance;
- Understand what exactly the administration regards as flaws and what requirements are set to their job;
- Understand how the manager could help;
- Tell the manager their considerations regarding the results of their work, their needs, plans, etc.

The criterion of personnel assessment is the threshold, beyond which the index will or will not meet the established (planned, standardized) requirements [13]:

- Professional criteria of personnel assessment, including professional knowledge, abilities, skills, experience, qualifications, and labor results;
- Business criteria of personnel assessment, including responsibility, good organization, initiative, and businesslike manner;
- Moral and psychological criteria of personnel assessment, including the ability of self-assessment, honesty, fairness, and mental strength;
- Specific criteria of personnel assessment, which are based on the inherent human qualities and characterize the health, authority, and traits of a person.

We offer a model form of a questionnaire for manager pharmacists involved in appraisal, which includes the main moral and psychological, professional, and business criteria of personnel assessment.

Since the purpose of appraisal is to determine the strengths and weaknesses in the achievements of pharmaceutical company managers, the assumption is that the weaknesses can be remedied and the strengths can be reinforced via recommendations, which can be developed based on the data the members of the appraisal board obtained via the questionnaire.

The main criterion of assessment during appraisal is the pharmacist’s ability to perform his or her duties. Each criterion in the actions of this or that employee is assessed by expressions according to the “best to worst” order, in points from two to five.

The goal of the appraisal board is to find the corresponding expression, emphasize it in any way, and give appropriate recommendations if necessary. Model form of a questionnaire for a manager pharmacist involved in appraisal (Table 2).
### Table 2: Questionnaire for a manager pharmacist involved in appraisal

<table>
<thead>
<tr>
<th>No.</th>
<th>Criteria</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Independence.</td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Within the scope of his or her responsibility, makes decisions on issues of any complexity; is independent and competent.</td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Can independently solve problems related to his or her field of competence, but does not always do so.</td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>Is independent and responsible, but only solves problems that are not too complicated.</td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td>Always waits for the manager's instructions and is afraid of independent decisions.</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Commitment to principles.</td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Is maximally committed to his or her principles, regardless of status, always adheres to his or her internal moral code.</td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>Is committed to his or her principles, but does not force his or her own view of life upon others if it does not concern common labor-related interests.</td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>Is committed to principles in regards to others more so than in regards his- or herself.</td>
<td></td>
</tr>
<tr>
<td>2.4</td>
<td>Is not committed to principles. Has no established system of principles or moral values.</td>
<td></td>
</tr>
<tr>
<td>3.1</td>
<td>Able to feel confident in a stressful and difficult situation, make optimal decisions, and assume responsibility.</td>
<td></td>
</tr>
<tr>
<td>3.2</td>
<td>Able to act in a difficult situation, but not always assumes responsibility.</td>
<td></td>
</tr>
<tr>
<td>3.3</td>
<td>Tries to avoid participating or assuming responsibility in a stressful and difficult situation.</td>
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</tr>
<tr>
<td>4.</td>
<td>Attitude to the job</td>
<td></td>
</tr>
<tr>
<td>4.1</td>
<td>Loves his or her job and gives it all the time and efforts.</td>
<td></td>
</tr>
<tr>
<td>4.2</td>
<td>Treats his or her job as a duty and conscious necessity, is not very diligent, but never fails.</td>
<td></td>
</tr>
<tr>
<td>4.3</td>
<td>Is indifferent to the job, has come to terms with is as a necessity, is passive.</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Professional knowledge and skills</td>
<td></td>
</tr>
<tr>
<td>5.1</td>
<td>Professional, knows his or her trade and constantly looks for new knowledge and ways of using it in his or her work. Not only expands his or her worldview, but also caters for the cultural and professional development of subordinates.</td>
<td></td>
</tr>
<tr>
<td>5.2</td>
<td>Knowledge and skills enable him or her to perform his or her duties and functions. Does not care too much about professional development and the improvement of the cultural level of subordinates.</td>
<td></td>
</tr>
<tr>
<td>5.3</td>
<td>Does not care about either his or her professional development or that of subordinates. His or her knowledge and skills are outdated.</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Attitude to criticism</td>
<td></td>
</tr>
<tr>
<td>6.1</td>
<td>Treats criticism objectively, but is sometimes blind to the remarks of subordinates.</td>
<td></td>
</tr>
<tr>
<td>6.2</td>
<td>Is indifferent to criticism.</td>
<td></td>
</tr>
<tr>
<td>6.3</td>
<td>Does not tolerate any form of criticism; is vindictive and unforgiving.</td>
<td></td>
</tr>
<tr>
<td>6.4</td>
<td>Is too self-critical and accepts any criticism, even if it is groundless.</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Level of culture</td>
<td></td>
</tr>
<tr>
<td>7.1</td>
<td>Well-educated and intelligent person.</td>
<td></td>
</tr>
<tr>
<td>7.2</td>
<td>Has an average cultural level and problems with high-society etiquette.</td>
<td></td>
</tr>
<tr>
<td>7.3</td>
<td>Has an extremely low cultural level, primitive interests and needs.</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Attitude to authority and powers</td>
<td></td>
</tr>
<tr>
<td>8.1</td>
<td>&quot;Solomon&quot;. Fully and effectively uses his or her administrative powers and authority. Always makes wise decisions.</td>
<td></td>
</tr>
<tr>
<td>8.2</td>
<td>&quot;Commander&quot;. Uses his or her authority according to the &quot;carrot-and-stick&quot; principle at his or her own discretion.</td>
<td></td>
</tr>
<tr>
<td>8.3</td>
<td>&quot;Democrat&quot;. Never exceeds his or her powers or authority. Generally makes right decisions.</td>
<td></td>
</tr>
<tr>
<td>8.4</td>
<td>&quot;Disempowered&quot;. Is incapable of using authority, makes the impression of a clueless and disempowered person.</td>
<td></td>
</tr>
</tbody>
</table>

### Questionnaire

(Firstname Lastname)

(department, post, date)

### Conclusion whether the persons is qualified for the post

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>High qualification can be promoted to a higher post.</td>
</tr>
<tr>
<td>1.2</td>
<td>In terms of potential and action, fully qualifies for the current post.</td>
</tr>
<tr>
<td>1.3</td>
<td>Is ineffective in the current post, should be demoted.</td>
</tr>
<tr>
<td>4.</td>
<td>Should be dismissed immediately based on the results of the appraisal.</td>
</tr>
</tbody>
</table>

Signature

Transcript

### Personnel Assessment Objectives [5.27]
• To assess the potential for promotion and reduce the risk of nominating incompetent employees;
• To determine the cost of training;
• To maintain the sense of fairness in employees and improve labor motivation;
• To organize feedback from employees regarding the quality of their work;
• To develop training and development programs for pharmaceutical personnel.

The implementation of the above functions of human resource management in pharmacy requires the managers of pharmaceutical companies to have knowledge in the field of communication skills and the psychology of human relationships in general and in a team, while also requiring the pharmaceutical personnel to have good culture, professional competency and personal qualities.

Nowadays, when human resources are becoming the main type of resources for a pharmaceutical company, the work of each member of the team becomes especially important. The company manager is forced to take into account the standards and rules of the team, i.e. its social and psychological climate [28]. The social and psychological climate in a team is an extensive concept that includes such key aspects as general principles of effective communication between the pharmacist and his or her colleagues, teamwork, conflict emergence factors, conflict resolution, chronic fatigue syndrome, psychological requirements to the pharmacist’s personality, development of the pharmacist’s communication competence, professional adaptation, professional image, and communication tolerance of the pharmacist.

In addition, the social and psychological climate can accelerate or slow down the development of the key qualities of an employee that are required in business: readiness for continuous innovative activities; ability to act in extreme situations; ability to make unorthodox decisions; initiative and enterprise; readiness for continuous skill updating; combination of professional and humanistic culture [29]. We offered pharmacists to fill in a model form of a questionnaire – a scheme for assessing the social and psychological climate in a pharmaceutical team (Table 3).

Table 3: Model form of a schematic questionnaire for assessing the social and psychological climate in a team

<table>
<thead>
<tr>
<th>Prevalent vigorous and lively mood</th>
<th>Prevalent depressed and pessimistic mood</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevalent approval and support, criticism is expressed with positive intention. Members of the team respect each other.</td>
<td>Prevalent depressed and pessimistic mood</td>
</tr>
<tr>
<td>The team unites emotionally in hard times – “all for one and one for all”.</td>
<td>The team is divided into “privileged” and “neglected” members.</td>
</tr>
<tr>
<td>Achievements and failures of the team are considered personal by each member of the team.</td>
<td>Praise and commendations of the team are treated indifferently by its members.</td>
</tr>
<tr>
<td>The team treats new members warmheartedly and kindly, tries to help them to adapt.</td>
<td>Newcomers feel needless and foreign; they are often treated with hostility.</td>
</tr>
<tr>
<td>The team rallies quickly if it is necessary to do something that will benefit everybody.</td>
<td>The team is impossible to organize for a joint business; each member caters for his or her own interests.</td>
</tr>
<tr>
<td>The team treats all its members fairly.</td>
<td>The team is divided into “privileged” and “neglected” members.</td>
</tr>
<tr>
<td>Goodwill and mutual favor. Relationships between groups within the team are based on mutual favor and understanding.</td>
<td>Members of the team have a negative attitude to close communication and refuse to participate in common affairs.</td>
</tr>
<tr>
<td>Members of the team like being together, being in the team, participating in common affairs, and spending their personal time together.</td>
<td>Members of the team are treated indifferently by others and sometimes cause envy or gloating.</td>
</tr>
<tr>
<td>Successes and failures of individual members of the team cause distress in and specific participation of all members of the team.</td>
<td>Successes and failures of individual members of the team are treated indifferently by others and sometimes cause envy or gloating.</td>
</tr>
</tbody>
</table>

Please mark the point that characterizes the state of the social and psychological climate in your team

The analysis of the social and psychological climate in the team showed that the climate required correction (52.3%- and 47. 7%+). Based on this analysis and the objectives of
specialist assessment (to develop training programs for pharmaceutical personnel), we drafted and implemented in the learning process of a higher educational institution a textbook for the postgraduate occupational training of pharmacists titled Communication Skills.

**Conclusions**

The results of the sociological study of the pharmaceutical personnel in pharmaceutical organizations in Kazakhstan showed the following:

- The average profile of the respondent is as follows: female pharmacist, aged 36 to 55, with 26-30 years of work experience and higher education in pharmacy;
- Assessment of the performance of pharmaceutical personnel at pharmaceutical companies is not objective;
- Pharmaceutical teams are prone to conflicts, which is indicative of an adverse social and psychological climate;
- Members of pharmaceutical teams realize the importance of the social and psychological climate in the team and are ready to improve their professional competency in the area of communication skills.

In addition, the social and psychological climate can accelerate or slow down the development of the key qualities of pharmacists that are required in business: readiness for continuous innovative activities; ability to act in extreme situations; ability to make unorthodox decisions; initiative and enterprise; combination of professional and humanistic culture; readiness for continuous skill updating. Based on the above, a textbook for the postgraduate occupational training of pharmacists titled Communication Skills was drafted and implemented in the learning process of a higher educational institution.

**References**


