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STUDY OF THE IMPACT OF INTRODUCTION OF EMPLOYEE BENEFITS IN PHARMACY INSTITUTION ON INCENTIVE OF PHARMACY PROFESSIONALS

This article analyzes the significance of the employee benefits in pharmacy institutions and their impact on the incentive system of pharmacy professionals (PP). A study of implementation of employee benefits in the pharmacy institutions was conducted, it consisted of three phases. Usage of employee benefits abroad was analyzed at the first phase, and their variety and popularity among employees was also established. Analysis of employee benefits usage in Ukraine was conducted at the second phase, and the major problems of their implementation were also found out. The third phase was dedicated to the analysis of the employee benefits usage in the pharmacy institutions in Ukraine. As a part of this phase, a sociological study of 1000 PP was conducted in respect of major options of employee benefits, which they would like to have in their workplace; 170 experts were interviewed regarding the advices to implement employee benefits in the pharmacy institutions in Ukraine. "Model of the definition of expert "competence index" was developed and studied for the analysis of expert targeted assessments of employee benefits options for implementing in pharmacy institutions of different forms of ownership.

Aim. To study the employee benefits influence on introduction in pharmacy institution on incentive of pharmacy professionals.

Materials and methods. Methodical basis of this study is general scientific and applied scientific research methods, including: formal and logical one, method of expert assessments, system analysis, analogy and comparison methods, analysis of documents and results of sociological researches.

Results. Current state of social security services of PP in Ukrainian pharmacy institutions and PP's basic needs, which can be implemented as options of employee benefits that can be used in pharmacy institutions of different forms of ownership were studied in order to improve incentive of the staff. It has been found out that the introduction of employee benefits in a pharmacy institution have a positive impact on PP's incentive. "Model of the definition of expert "competence index" was developed and studied.

Conclusions. It has been established that currently the system of PP's incentive in a pharmacy institution is inseparably associated with the introduction of employee benefits. It is proved that the introduction of a social package pharmacies have a positive impact on motivation SF and increasing effectiveness of social and interaction management pharmacies and SF.

Key words: pharmacy institution; social protection of pharmacy professionals; employee benefits; expert competence model; incentive

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ДОСЛІДЖЕННЯ ВПЛИВУ ЗАПРОВАДЖЕННЯ СОЦІАЛЬНОГО ПАКЕТУ В АПТЕЧНОМУ ЗАКЛАДІ НА МОТИВАЦІЮ СПЕЦІАЛІСТІВ ФАРМАЦІЇ

Стаття присвячена аналізу значущості соціального пакету в аптечних закладах та його впливу на систему мотивації спеціалістів фармації (СФ). Проведено дослідження впровадження соціального пакету в аптечні заклади, яке складалось з трьох етапів. На першому етапі проаналізовано використання соціальних пакетів за кордоном та встановлена їх різноманітність і популярність серед працівників. На другому етапі проведено аналіз використання соціальних пакетів в Україні та виявлені основні проблеми їх впровадження. Третій етап був присвячений аналізу застосування соціальних пакетів в аптечних закладах України. В рамках цього етапу було проведено соціологічне дослідження 1000 СФ основних опцій соціального пакету, які б вони хотіли мати за місцем роботи, та опитані 170 експертів щодо рекомендацій по імплементації соціальних пакетів в аптечні заклади України. Розроблена та опрацьована «Модель визначення «коефіцієнту компетентності» експерта» для аналізу експертних бажаних оцінок опцій соціальних пакетів для впровадження в діяльність аптечних закладів різної форми власності.

Мета роботи – дослідження впливу запровадження соціального пакету в аптечному закладі на мотивацію спеціалістів фармації.

Матеріали та методи. Методичною основою даного дослідження є загальнонаукові та прикладні наукові методи дослідження, в тому числі формально-логічний, метод експертних оцінок, системного аналізу, аналогії і порівняльний метод, аналіз документів і результатів соціологічних досліджень.

Результати. Досліджено сучасний стан соціального забезпечення СФ в аптечних закладах України і основні потреби СФ, які можуть бути впроваджені як опції соціального пакету, що може бути застосовано в аптечних закладах різної форми власності для удосконалення мотивації персоналу. З'ясовано, що впровадження соціального пакету в аптечному закладі чинить позитивний вплив на мотивацію СФ. Розроблена та опрацьована «Модель визначення «коефіцієнту компетентності» експерта».

Висновки. Встановлено, що на теперішній час нерозривно пов'язані між собою система мотивації СФ в аптечному закладі і запровадження соціального пакету. Доведено, що впровадження соціального пакету в аптечному закладі чинить позитивний вплив на мотивацію СФ і підвищує ефективність управління соціальною сферою та взаємодію керівництва аптечного закладу і СФ.

Ключові слова: аптечний заклад; соціальний захист спеціалістів фармації; соціальний пакет; модель компетенції експертів; мотивація

М. В. ЗАРИЧКОВАЯ

ИССЛЕДОВАНИЕ ВЛИЯНИЯ ВНЕДРЕНИЯ СОЦИАЛЬНОГО ПАКЕТА В АПТЕЧНОМ УЧРЕЖДЕНИИ НА МОТИВАЦИЮ СПЕЦИАЛИСТОВ ФАРМАЦИИ

Данная статья посвящена анализу значимости социального пакета в аптечных учреждениях и его влияния на систему мотивации специалистов фармации (УФ). Проведено исследование внедрения социального пакета в аптечные учреждения, которое состояло из трех этапов. На первом этапе проанализировано использование социальных пакетов за рубежом и установлено их разнообразие и популярность среди работников. На втором этапе проведен анализ использования социальных пакетов в Украине и выявлены основные проблемы их внедрения. Третий этап был посвящен анализу применения социальных пакетов в аптечных учреждениях Украины. В рамках этого этапа было проведено социологическое исследование 1000 УФ относительно основных опций социального пакета, которые они хотели бы иметь по месту работы, и опрошены 170 экспертов относительно рекомендаций по имплементации социальных пакетов в аптечные учреждения Украины. Разработана и проработана «Модель определения «коэффициента компетентности» эксперта» для анализа экспертных желаемых оценок опций социальных пакетов для внедрения в деятельность аптечных учреждений различной формы собственности.

Цель работы – исследование влияния внедрения социального пакета в аптечном учреждении на мотивацию специалистов фармации.

Материалы и методы. Методической основой данного исследования являются общенаучные и прикладные научные методы исследования, в том числе формально-логический, метод экспертных оценок, системного анализа, аналогии и сравнительный метод, анализ документов и результатов социологических исследований.

Результаты. Исследовано современное состояние социального обеспечения СФ в аптечных учреждениях Украины и основные потребности СФ, которые могут быть внедрены как опции социального пакета, который может быть применен в аптечных учреждениях различной формы собственности для совершенствования мотивации персонала. Выяснено, что внедрение социального пакета в аптечном учреждении имеет положительное влияние на мотивацию УФ. Разработана и проработана «Модель определения «коэффициента компетентности» эксперта».

Выводы. Установлено, что в настоящее время неразрывно связаны между собой система мотивации УФ в аптечном учреждении и внедрения социального пакета. Доказано, что внедрение социального пакета в аптечном учреждении имеет положительное влияние на мотивацию УФ и повышает эффективность управления социальной сферой и взаимодействие руководства аптечного учреждения и УФ.

Ключевые слова: аптечное учреждение; социальная защита специалистов фармации; социальный пакет; модель компетенции экспертов; мотивация

STATEMENT OF THE PROBLEM

Despite technological progress, rapid development of new mechanisms of human resources management, employee benefits are still relevant and important. Scientists note that the employee benefits are listed as major determinants of psychological climate of the organization and staff along with economic, industrial, social, psychological and personal ones.

Besides the fact that PP should be motivated financially, they also need non-financial assistance, which can be represented as employee benefits and it can contain different types of incentives. These methods are used depending on the specific motivational policy of a pharmacy institution. Current employee benefits differ from each other by a set of options, which they can include. They can be both standard and personal. For example, the following motivational techniques are popular: various compensatory measures from a pharmacy institution (trip costs to the place of work, phone expenses, meal expenditures, etc.).

Despite many studies on the subject, within the conditions of high competition in the pharmaceutical market, the stated issue requires constant analysis and monitoring. In order to be attractive to an employee within the hard competitive conditions a pharmacy institution shall pay special attention to the motivational factors, including employee benefits. According to the conducted analysis this factor has a significant weight when choosing a place of work in the EU and other developed countries by providing the staff with benefits, reliability and stability guarantees.

ANALYSIS OF RECENT RESEARCHES AND PUBLICATIONS

The study of the current legislative and regulatory framework and scientific literature regarding the introduction of employee benefits in pharmacy institutions has revealed its problematic legislative regulation. Problems of social security and social protection of pharmacy professionals were studied in the scientific works by Gromovyk B. P., Gudzenko O. P., Kabachna A. V., Kotvitska A. A., Mnushko Z. M., Nemchenko A. S., Parnovsky B. L., Ponomarenko M. S., Posylkina O. V., Slobodianiuk M. M., Tolochko V. M., Bratishko Yu. S., Kubarieva I. V. and others, but the issue of justification of optimal employee benefits for different pharmacy institutions has not been studied yet.

However, despite the growing interest of scientists and practitioners to the subject, the nature of the employee benefits, their potential impact on the incentive of the staff and efficiency of their activities are studied poorly. The existing approaches to the determination of the components of the employee benefits are of non-specific and contradic-

tory character, so the further research in this area is pressing and required.

IDENTIFICATION OF ASPECTS OF THE PROBLEM UNSOLVED PREVIOUSLY

Content and provision of employee benefits in pharmacy institutions do not meet the needs of modern life within the conditions of significant problems in the field of social and labour area. Today in Ukraine the system of development and application of employee benefits is of spontaneous and not fixed nature in terms of legal regulation. Therefore, the study of this issue is extremely important. It should be pointed out that the employee benefits should be clearly defined in the legislative field. Economically attractive and convenient mechanism of accounting shall be developed while implementing of the benefits in pharmacy institutions of different forms of ownership in order to ensure effective social and legal protection of the employees.

OBJECTIVES STATEMENT OF THE ARTICLE

The purposes of the article are the following: the study of impact of the introduction of employee benefits in pharmacy institutions on PP's incentive; determination of the basic scientific provisions for their implementation in the pharmaceutical sector of the health industry.

PRESENTATION OF THE MAIN MATERIAL FOR THE RESEARCH

Search of the ways to ensure the competitiveness of enterprises within the conditions of limited resources puts on the agenda the efficiency of the staff activity. This, in turn, makes the issue of employees' incentive pressing. An important element of the labour sector is a system of social protection. It contributes to the regulation of relations and determines their level of development, balance and perspective in terms of personnel management and ensures its effective operation. Today, regulation of individual employment is preferred by providing the employee benefits, as a tool for motivation of the staff by employer's guarantees for employee of the benefits such as incentives, compensation, priorities and social security in addition to legislative regulations.

It should be stated that the work of PP is specific and it must be taken into account while introducing the employee benefits in a pharmacy institution. Thus, in order the employee benefits to provide the greatest incentive effect for PP, they shall be developed individually with personalized approach to all needs of PP. Also they shall include all merits of PP for pharmacy institution. Therefore, our study consisted of three phases (Fig. 1) [1-9].

At the first phase we have analyzed the experience of the use of employee benefits abroad and we

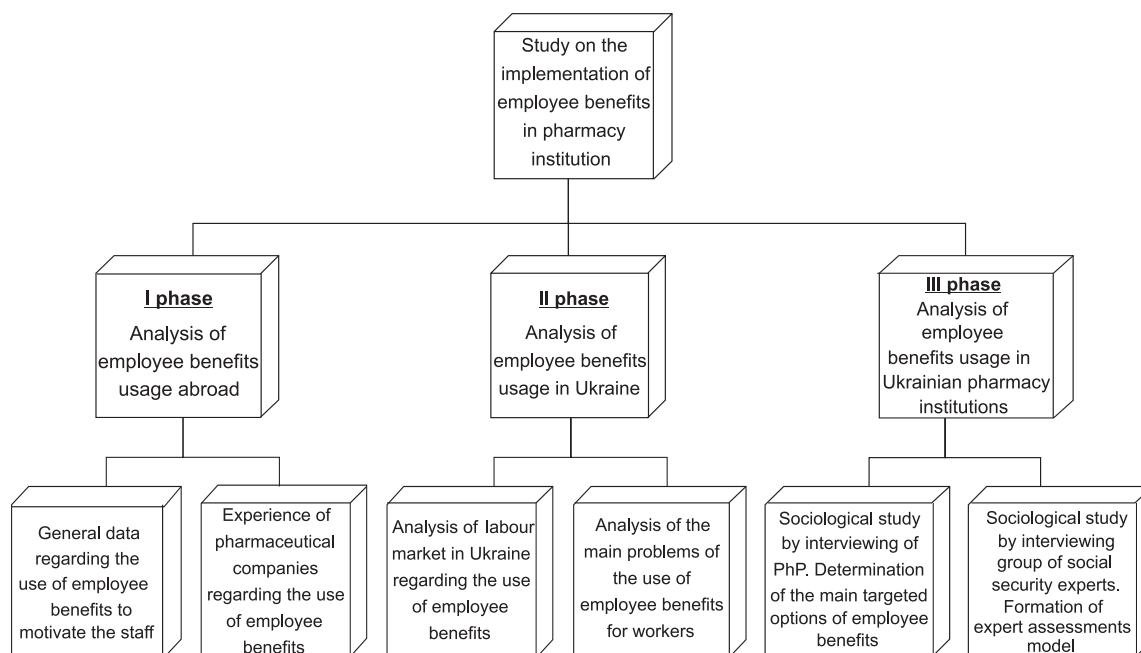


Fig. 1. Phasing of the studies for implementation of employee benefits

have found out that foreign experience in the implementation of this motivational tool shows that the most significant options (in terms of incentive of efficient activity of the staff, except high-level remuneration) are training at the company expense, payment of trip costs and meal, provision of loans to employees. There are also “creative” approaches to contributing to the employee benefits when employers include obligations regarding: loan to employees at certain interest, selling shares to employees, proposals for employee participation in the profit. In Europe, for example, an employee pays attention to the options of employee benefits before choosing a vacancy. For example, in France, the focus is on the health care, and about 90 % of employees are provided with health insurance [5].

Having analyzed foreign experience of employees' incentive by giving them the employee benefits, it has been found out that the options of employee benefits in the major international pharmaceutical company are the following:

1. Health insurance is provided by 79 % of companies for their employees (most of the companies pay for it in full).

2. Approximately 80 % of companies pay for the meal of their employees (cost per an employee ranges from \$2.5 to 8 a day).

3. A car and a phone are provided for the chief of a company, senior managers (top managers) and sometimes for representatives of middle management. Many foreign companies provide middle managers with the cars.

4. About 40 % of companies give credit to their employees. Its interest ranges from 0.6 to 15 %, and

the repayment period ranges from 1 year to 5 years. This takes into account the status and salary of the employee.

5. 24 % of companies provide benefits for non-resident professionals: they reimburse trip costs for employee's move and transportation of other stuff, pay rent for housing.

For example, Procter & Gamble company offers its employees the following compensation package: health insurance; life and disability insurance; free meals; Christmas gifts; possibility to buy products of the company at a discount.

The content of the employee benefits in many companies depends on the position of an employee. Employers provide additional benefits differentially. They can, for example, pay for the training or give a soft loan for apartment purchase, but on condition that the employee has demonstrated professionalism and dedication to the company [10].

Provisions of medical services, payment for health insurance are important elements of employee benefits. Managers of many companies have realized that good health and physical form of an employee is the same resource as his/her qualification and experience. Therefore, programmes aimed at rehabilitation and fitness of the staff are under serious attention. This includes payment of insurance policies, rent of gyms, tennis courts and swimming pools. It earns its profit. The experience of many companies has shown that finance invested in the health of employees is paid off handsomely. Promotion and assistance in support of active and healthy lifestyle improves company's image among the youth and adults.

Thus, in the modern developed companies employee benefits act as an element of incentive and support of an employee. This ensures stable operation of the company by providing the employees with safety and social protection.

At the second phase the use of employee benefits in Ukraine has been analyzed, and it has been found out that the current system of formation and provision of employee benefits is characterized by the absence of clear mechanisms and uncertain forms that would be legislated at the state level. A lot of employers ignore individual social and labour relations, including the phenomenon of employee benefits [1-3, 6, 9, 11, 12].

Factors affecting the process of employee benefits introduction include the following: crises in the economy; growing influence of precarious factor on the social and labour relations; demotivating style of management along with imperfect system of labour relations; lack of demand of rights and guarantees because of ignorance of existing legislation by employees and inaccessible mechanisms to protect their rights for a lot of workers; distrust of the legal system; absence of objective criteria to assess the staff, etc.

Current legislation does not determine the regulation regarding mandatory employee benefits in the form of an agreement-based document regulating individual social and labour relations. This leads to deterioration of the quality of working life, level of financial and social security of employees. Experts on regulation of social and labour relations have announced about the decrease in productivity and quality of work as an objective response to inadequate motivation of employees because of the lack of relevant documents.

Conducted studies regarding the content of the employee benefits show that their structure remains constant. They are dynamic and depend on the priorities of the company and its strategic and operating objectives. Content of employee benefits is determined by the needs to attract and retain qualified staff, stimulate greater productivity, optimization of personnel costs. Function of the staff incentive is among the three main functions of employee benefits [7, 13, 14].

Therefore, today employers take into account personal factors, which could attach the worker to the workplace, while preparing attractive employee benefits for the worker. This ensures the loyalty of an employee, opens new opportunities for self-realization within the company and compensates for the possible unfavourable factors.

The third phase analyzes the application of employee benefits in pharmacy institutions in Ukraine. It has been found out that it is quite an undeveloped segment of the system of PP's incentive. So, today pharmacy institutions in the pharmaceutical sector

of the health industry define employee benefits as only mean compliance with the current labour legislation of Ukraine and there are no extra incentives. Employee benefits are often implemented with the only main purpose: to motivate PP for achieving the main goals of the pharmacy institution.

In order to create and find the right benefits for PP it is necessary to take into account their personal opinion, create and study focus groups. Such analysis of employees and monitoring shall be carried out continuously, as the interests may change, values may also change their significance, options of the employee benefits may lose their relevance along with their effectiveness.

To analyze the current state of PP's basic needs preferable to be in the form of options of employee benefits, we interviewed over 1000 of PP, who work in pharmacy institutions of different forms of ownership and occupy various positions: pharmacist, head of a pharmacy, deputy head of a pharmacy and others. Survey included a question about main options of the employee benefits, which a PP would like to have at the place of work. It has been established that not all main desired options for PP, which constituted 67, correspond to the concept of "employee benefits": some of them are included to the national security and they are obligatory for an employer (e.g. protection of social rights and provision of minimum guarantees, vacation paid in full, payment for proficiency, payment of medical certificates of incapacity to work, hardship pay, etc.), and some of them belong to the scope of the non-governmental and trade union organizations (e.g., protection by trade unions, social support and assistance) [9, 11, 12, 14, 15].

We have processed the data gained from the social survey, we have selected only 27 options possible for implementation to the employee benefits of PP, who work in pharmacy institutions (Fig. 2).

According to our study, the top ten includes the following targeted options of the employee benefits: financial assistance for rehabilitation prior to the leave – 210 responses of PP; gaining of qualification and advanced training covered by the employer – 193 responses of PP; treatment and prevention of occupational diseases – 144 responses of PP; provision of health insurance policy – 136 responses of PP; protection of professional burn-out – 136 responses of PP; additional dismissal compensation – 114 responses of PP; health insurance – 112 responses of PP; redundancy payment – 92 responses of PP; supplementary age pension – 76 responses of PP; additional leave – 71 responses of PP. Responded PP have stated that if the above-mentioned options are included to the employee benefits, they will do their job better and will not change the place of work even when higher wages are offered. Gained data can be used by managers

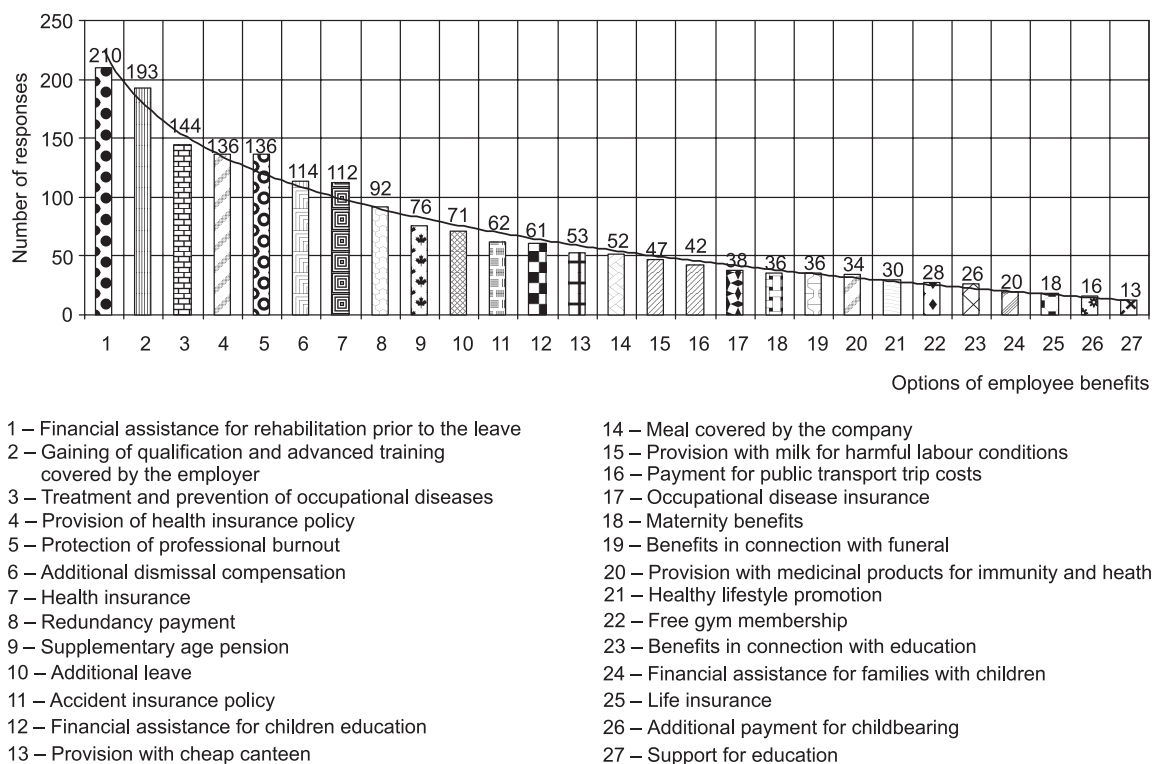


Fig. 2. Main options of employee benefits, which a PP would like to have at the place of work

of pharmacy institutions, as a lever of influence for PP's incentive and in order to reduce a turnover.

We have interviewed a group of 170 experts for reliability and validity of our research. The group consisted of the heads of pharmacy institutions and pharmaceutical professionals experienced in the social sphere. For those purposes we have developed and studied "Model of the definition of expert "competence index". "Evaluation of the awareness of SPPP issues" was considered as a baseline (target) variable in the model. According to the survey it took two possible values: the need for information, which was met completely (1) and the need for information, which was met partially (0).

Parameters affecting the degree of expert awareness of SPPP issues include both quantitative variables: number of employees in a pharmaceutical institution, expert's age and experience, number of

subordinated employees, and qualitative features: membership in trade unions, non-governmental organizations, professional associations, work for the government, position and qualification category, availability of scientific degrees and titles, type and form of ownership of the pharmaceutical institution where the expert works. The model was developed in several phases (Fig. 3).

Ranking of baseline variables in terms of their importance for definition of expert's awareness on social protection issues was carried out on the basis of calculating of information criteria χ^2 (chi-square). As a result five most informative indicators were identified: expert's qualification category, expert's position, membership in non-governmental organizations, professional associations, work for the government, type of pharmaceutical institution and form of its ownership (Table 1).

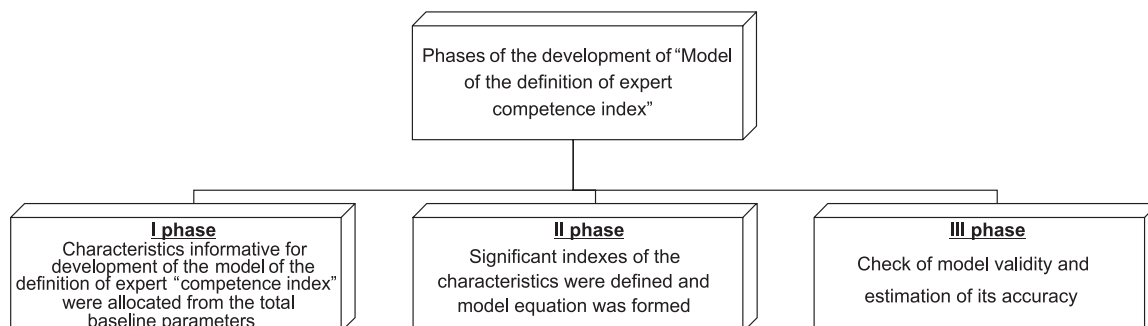


Fig. 3. Phases of the development of "Model of the definition of expert "competence index"

KEY MOST INFORMATIVE INDICATORS OF EXPERT COMPETENCE

№	Allocated parameters	Values	
		Chi-square	p-value
1	Expert's qualification category	37,18681	0,000000
2	Expert's position	22,14860	0,004648
3	Membership in non-governmental organizations, professional associations, work for the government	19,37084	0,000011
4	Type of pharmaceutical institution	14,75002	0,002043
5	Form of the ownership of pharmaceutical institution	12,71143	0,005304
6	Expert's work experience (years)	11,48222	0,175843
7	Expert's age (years)	11,26137	0,187325
8	Membership in trade unions	10,47985	0,001207
9	Number of employees in a pharmaceutical institution	9,13500	0,057812
10	Number of subordinated employees	7,86196	0,164009
11	Availability of scientific degrees and expert's title	7,43169	0,006408
12	Scientific skill	5,04387	0,168613

According to our study other seven available indicators were not included in the model because they had low values χ^2 or they were statistically insignificant ($p > 0.05$). Logistic regression method was used to form the model. That allowed obtaining of binary response evaluation as a continuous function with values from the interval [0; 1], which were interpreted as the probability that the target variable would take a value of 1. Different methods of parameters evaluation were used when developing the model. Top values were obtained using quasi-Newton method and the method of Hooke-Jeeves (Fig. 4).

According to the conducted analysis obtained indexes are highly significant $c^2(5) = 92.979$, $p = 0.00000 \ll 0.05$. Expert's qualification category, the position and membership in non-governmental organizations, professional associations, work for the government constitute the largest part of the model. Type and form of ownership of the pharmaceutical institution constitute smaller part of the model.

Thus, the expert's knowledge regarding social protection ("competence index") in accordance with

the developed model is proposed to assess using the following formula:

$$C = \frac{1}{1 + e^y},$$

where $y = 3.35 \times \text{qualification category} + 0.50 \times \text{position} + 3.45 \times \text{membership} + 0.23 \times \text{type of pharmaceutical institution} + 0.35 \times \text{form of ownership} - 11.89$, where predictable values shall be the following:

– *qualification category*:

- 2 – when "higher"
- 1 – when "I or II"
- 0 – other cases

– *position*:

- 8 – when "head of pharmacy"
- 7 – when "deputy head of pharmacy"
- 6 – when "director"
- 5 – when "chairman of the board"
- 4 – when "head of trade union"
- 3 – when "social worker"
- 2 – when "manager"
- 1 – when "pharmacist"
- 0 – other cases

Model: Logistic regression (logit) N of 0's: 122 1's: 48 (Експерты)						
Dep. var: обізнаність Loss: Max likelihood						
Final loss: 54,688103497 Chi?(5)=92,979 p=,00000						
	Const.В0	Кваліфікаційна категорія	Посада	членство у ГО, проф.асоц., держ.органи	Тип фармацевтично го закладу	Форма власності
N=170						
Estimate	-11,8945	3,3468	0,49695	3,45010	0,225028	0,346024
Odds ratio (unit ch)	0,0000	28,4113	1,64370	31,50366	1,252358	1,413437
Odds ratio (range)		807,2001	53,28264	31,50366	1,964199	2,823770

Fig. 4. Parameters of the applied model

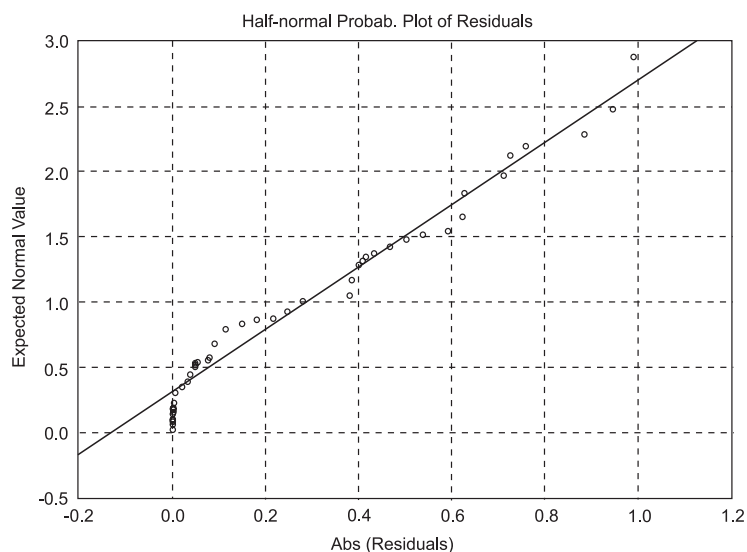


Fig. 5. Diagram of normal probability of model residuals

– membership:

- 1 – when “expert is a member of non-governmental organization of professional association etc.”
- 0 – other cases
- 3 – when “expert is an employee of a pharmacy”

– type of institution:

- 2 – when “expert is an employee of pharmaceutical warehouse”
- 1 – when “expert is an employee of pharmaceutical company”
- 0 – other cases

– form of ownership:

- 1 – when “state”
- 2 – when “municipal”
- 3 – when “private”
- 4 – other cases

The main indicator of the authenticity of this model is its accuracy. General accuracy constitutes 87.06 % for the developed equation of logistic regression. It is rather high index. Accuracy of the class of “skilled” experts constitutes 88.52 %. Diagram of normal probability of model residuals shows no major deviations from the standard distribution law, which also confirms the authenticity of the developed model (Fig. 5).

Thus, a logistics model of determination of expert competence has been developed basing on the data analysis of interview of 170 experts. It allows determining accurately the extent of expert’s skills on social protection. Indexes of the expert competence were calculated for each of the experts involved in the study, using the developed model. The indexes were included to the analysis of expert assessments of the options of offered employee benefits to be implemented in pharmacy institutions of different forms of ownership.

Consequently, according to the experts’ conclusion an introduction of the options of employee benefits for PP using “step-by-step” method may improve PP’s incentive. In this case an employee will constantly strive to achieve the best results (Fig. 6).

Another important point in introduction of employee benefits in pharmacy institution is the specific character of PP’s work and requirements for staff qualification. Therefore, according to the experts all PP of an institution shall be divided into appropriate groups, for example, by the qualification category, in order to make employee benefits effective (Tab. 2) [10, 14-16].

Unique preferential programmes shall be attached to each category. If PP stops meeting the requirements of the category, there is a risk of significant

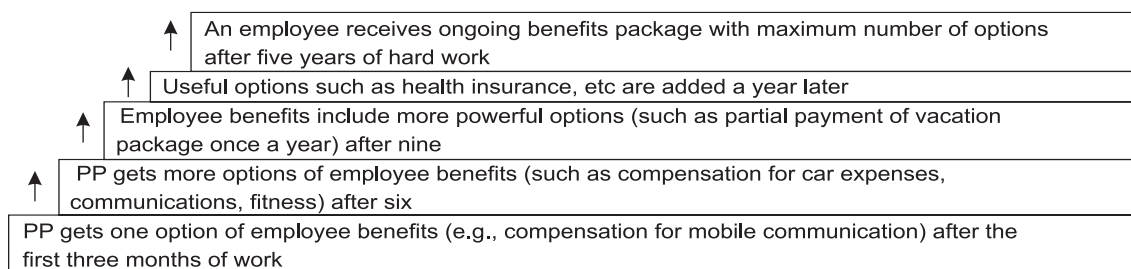


Fig. 6. Chart of introduction of the options of benefits package for PP using “step-by-step” method

EXAMPLE OF EMPLOYEE BENEFITS FORMATION ACCORDING TO PP'S CATEGORY

PP's category	Possible options of employee benefits
University- and high-school-educated PP, who do not have a category	Payment for food (free lunches) Health insurance Payment for fitness (gym, swimming pool membership, etc.) Payment for education (career enhancement courses, training by profession, etc.) Payment for mobile communications Compensation for trip costs Partial payment for vacation package once a year
University-educated PP of I and II category	Payment for food (free lunches) Health insurance Payment for fitness (gym, swimming pool membership, etc.) Payment for education (career enhancement courses, training by profession, etc.) Payment for mobile communications Compensation for trip costs Partial payment for vacation package once a year Soft credits and loans for accommodation and car purchase after 5 years of work
University-educated PP of the highest category and managers	Payment for food (free lunches) Health insurance Payment for fitness (gym, swimming pool membership, etc.) Payment for education (career enhancement courses, training by profession, etc.) Payment for mobile communications Provision with a car Personal car insurance Additional paid leave under collective agreement Payment for vacation package once a year Soft credits and loans for accommodation and car purchase

losses (preferential programmes). Such transparency of the system should motivate all PP not only to high labour results, but also to continuous professional development as a professional.

It should be emphasized that despite the difficult economic situation, today most pharmacy institutions confirm the necessity of the use of employee benefits for the purpose of employees' incentive.

To sum up the abovementioned information, the most important fact is that the more effort and money a pharmacy institution invest in development of incentive mechanisms, the more returns it will receive. Basing on the conducted study, we have developed a system, which allows establishing a single standard approach to the employee benefits, improving the services rendered to PP, and along with it creating the conditions for cost optimization of the pharmacy institution for social purposes. Thus, one of the basic conditions of effective employee benefits management is compliance with general strategic objectives of the pharmacy institution, its corporate culture and human resources management policy [15].

Prior to formation of the employee benefits and amending them, it is necessary to determine PP's motivating needs and justify them basing on the diagnostics (monitoring) of expediency of intro-

duction of certain events and benefits, especially additional ones of contractual nature.

CONCLUSIONS AND PROSPECTS FOR FUTURE RESEARCH

In conclusion we can note that the introduction of employee benefits in pharmacy institutions both motivates and protects PP, assisting in: the optimization of the costs for SPPP; the growth of work efficiency and loyalty among PP; meeting PP's needs, in order to motivate PP to work effectively. According to the conducted study the introduction of employee benefits leads to conditions for the development of services forming the content of the benefits, and to the increase employer's investments. On the other hand, employee benefits enable pharmacy institution to improve its efficiency, for example, by minimizing the losses associated with the prevention of labour turnover.

Creation of an appropriate legislative and regulatory framework is also important to improve the system of implementation of employee benefits in pharmacy institutions in Ukraine.

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ABBREVIATIONS

PP – pharmacy professionals; SPPP – social protection of professional pharmacists.

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