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С. Радева

ВНУТРЕННЯЯ ОРГАНИЗАЦИОННАЯ ПОЛИТИКА ДЛЯ ФОРМИРОВАНИЯ КОММУНИКАТИВНЫХ МЕТОДОВ ВКЛЮЧЕНИЯ ПЕРСОНАЛА В МЕДИЦИНСКИЕ СТРУКТУРЫ

Аннотация: статья посвящена рассмотрению вопросов, связанных с выстраиванием эффективной организационной политики в медицинском учреждении. Каждая организация должна построить свою стратегию управления организацией, основанную на том, чтобы реализовать (в зависимости от ее сферы работы) ряд методов для создания каналов связи со своими сотрудниками. Организация каждой деятельности требует распределения задач и ресурсов между участниками и координации их усилий путем реализации четкой системы правил. Построение хорошей организационной культуры регулирует отношения в организации. Организационная культура – это философия, заложенная в политике организации, в правилах игры и поведения, в чувствах или климате, который сопровождает физическое существование самой организации. Культура работы, отношения, отношение к различным контрагентам информирует и дает возможность обмена мнениями, опытом, позициями, убеждениями. Она раскрывает систему убеждений и ценностей, обнаруженных, установленных и разработанных коллективом, сформированными командами, сотрудниками больничной структуры, определяющими, как все делается в принципе, а не конкретными отношениями, связанными с реализацией конкретной задачи. Эффективная коммуникация с сотрудниками также достигается путем организации и поощрения регулярных встреч между руководителями и сотрудниками, в отношении проблем, связанных с рабочим процессом, организацией деятельности, эргономикой на рабочем месте и, наконец, создания эффективных каналов связи и форм общения. Общение – это средство

управления для достижения целей и задач в высококонкурентной среде, такой как больничная медицинская помощь.

Ключевые слова: организация, общение, сотрудники, культура, стратегии, управление.

S. Radeva

INTERNAL ORGANIZATIONAL POLICY FOR THE FORMATION OF COMMUNICATION METHODS INCLUDING STAFF IN MEDICAL STRUCTURES

Abstract: *in this article, the issue of creating an effective organizational policy in a medical facility is considered. Each organization should build its own strategy for managing the organization, based on implementing (depending on its field of work) a number of methods for creating channels of communication with its employees. Organizing each activity requires allocating tasks and resources among participants and coordinating their efforts by implementing a clear system of rules. Building a good organizational culture regulates relationships in the organization. Organizational culture is a philosophy embedded in the organization's policies, rules of play and behavior, and the feelings or climate that accompany the physical existence of the organization itself. The culture of work, relationships, and attitude to various contractors inform and enable the exchange of opinions, experiences, positions, and beliefs. It reveals a system of beliefs and values discovered, established and developed by the team, formed teams, and employees of the hospital structure that determine how everything is done in principle, rather than specific relationships related to the implementation of a specific task. Effective communication with employees is also achieved by organizing and encouraging regular meetings between managers and employees, regarding issues related to the workflow, organization of activities, ergonomics in the workplace and, finally, creating effective communication channels and forms of communication. Communication is a management tool for achieving goals and objectives in a highly competitive environment, such as hospital care.*

Keywords: *organization, communication, employees, culture, strategies, management.*

Introduction

The levels at which communication can be structured in a hospital organization depend on the size and scope of the activity. Amplifiers are targeted at the micro-level (interpersonal) and macro-level (mass, or between structures) [4]. Each of these forms of communication covers a different number of people and specific interactions between them [2]. Micro-level communications have a great impact on people, while messages at the macro level are not related to people, but to the structure of people – social networks, organizations, companies, and cultures (external contractors for the hospital [5]). In interaction with other people, ethics and morals are built, different types of behavior are manifested, and each participant of the interaction is subject to certain rules and forms of control related to the workplace and structure [5; 8]. The ability to communicate correctly should be managed by hospital managers. This is extremely important for healthcare professionals and users of hospital services (patients, loved ones, providers, etc.). They should not only be able to understand their patients correctly, but also explain, for obvious reasons, vital information related to their health problems [3; 6]. A number of factors can create problems in the relationship between the doctor and the patient, which are associated with the ability to communicate – negative attitude, strong emotions, environment, etc. [6]. In a short period of time, when there is communication between doctors and patients, the main means of establishing partnerships is verbal and non-verbal communication. Communications function in a hierarchy where the lowest levels are influenced and even predetermined by higher levels [1; 7].

Exposition: for effective communication between patients and medical specialists, we need only words. The entire process should be predictable, be able to be guided, and when changes occur, introduce corrective measures in a timely manner. The process of managing and forming internal policy and communication requires decision-making, which, in turn, requires collecting, understanding, analyzing and synthesizing any information, and then formulating, operationalizing and bringing the

information processed in the decision to the knowledge of the performers, etc. continuous active communication with various employees in the hierarchy. In-house communication in structures and in offices is carried out in the course of work and professional councils are expected to know and understand the characteristics, features and processes of both interpersonal and service communication. One of the main features of intra-organizational communication is that it combines both types of communication.

On the one hand, mediated communication is very often used for large organizations of size, such as hospitals, and the size and nature of users is such that it often approximates the characteristics of mass communication as much as possible. On the other hand, in any organization, even in hospitals, interpersonal relationships have always played a role. Surveyed and a survey among 17 managers at different hierarchical levels SMAGALA «Prof. Dr. etc. Stamatov " EOOD, city of Varna for the period January-February 2020. Define the objectives of the study: to assess the level of communication culture studied persons; determine the scope and content of the communication activities of respondents at the level of professional activities; Identify priority areas with opportunities to improve communication skills by implementing internal policies to develop communication methods for integrating employees into the work environment and organizational culture.

Tasks were set to study thinking about creating stable communication channels, empathy with the tasks set, responsibility and importance of the organizational structure for these managers.

Important for the organization itself are the people and their competencies, which can be used to evaluate the head of the structure or medical institution. For 94,12% of respondents who have a certain set of knowledge and skills that, along with organizational and personal values, attitudes and behavior, allow them to achieve optimal results (Fig. 1).

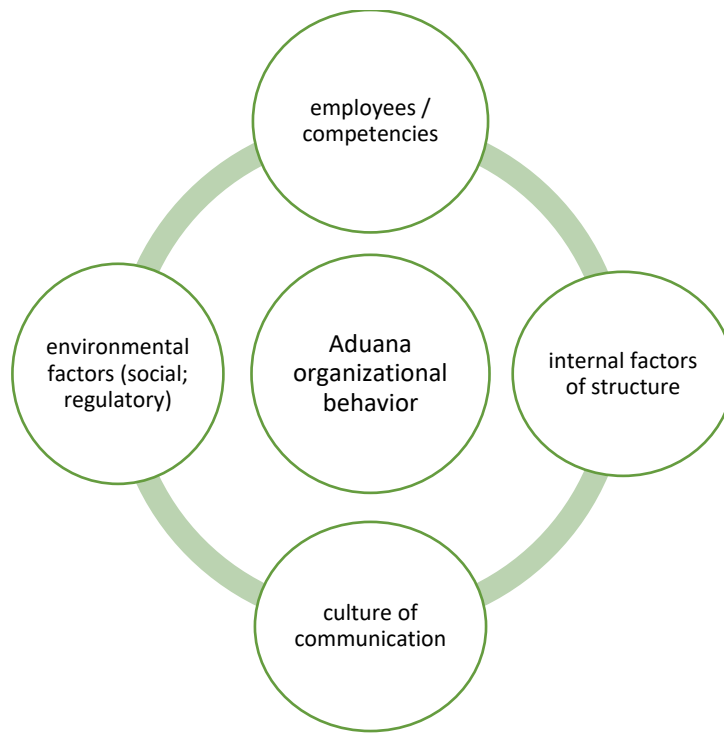


Fig. 1. Factors of modern organizational behavior

Only 58,82% think they can handle information and communication methods, and 41,17% think they manage their teams well. An interesting self-assessment that they make for their management, and only 11,76% are rated with distinction (according to the six-point system, Table 1.)

Table 1

Self-assessment of managers for their management

<i>estimation</i>	<i>quantity</i>	<i>%</i>
6 (excellent)	2	11,76%
5 (very good)	5	29,41%
4 (good)	7	41,19%
3 (average)	2	11,76%
2 (weak)	1	5,88%

The internal policy of each head of the medical structure should include real coordination of the overall communication process in the hospital; planning and implementation of the design and actual communication within the organization and outside it; communication training of employees at all levels in the institution, implementation using specialized software or various forms of business correspondence and business communication. You need to implement strategic thinking requires that managers participate in the implementation of the sector strategy and structure as a

whole; to be part of an organization, participating in the decision-making process; to be part of the management team, working towards a higher market share in a highly competitive environment. In order to build this and become a model of behavior, it is necessary to use, in accordance with the activity of economic and marketing analysis models (PEST, SWOT, product marketing, consumer opinion research, and much more analysis). Knowing and handling SWOT analysis reveals internal conditions: strengths and weaknesses, and external ones: opportunities and threats that need to be carefully identified, analyzed, and factor-based strategies to improve communication, improve performance, apply methods to attract users, and achieve good economic well-being.

All managers at different levels will be able to understand how internal factors in the work of the hospital and its structures are of equal importance with external factors in the formation of the organizational structure and culture (Fig. 2). In this way, possible risks are identified and ways to address and eliminate future problems or negative impacts without spending time studying the problems, the causes that led to them, and possible consequences.

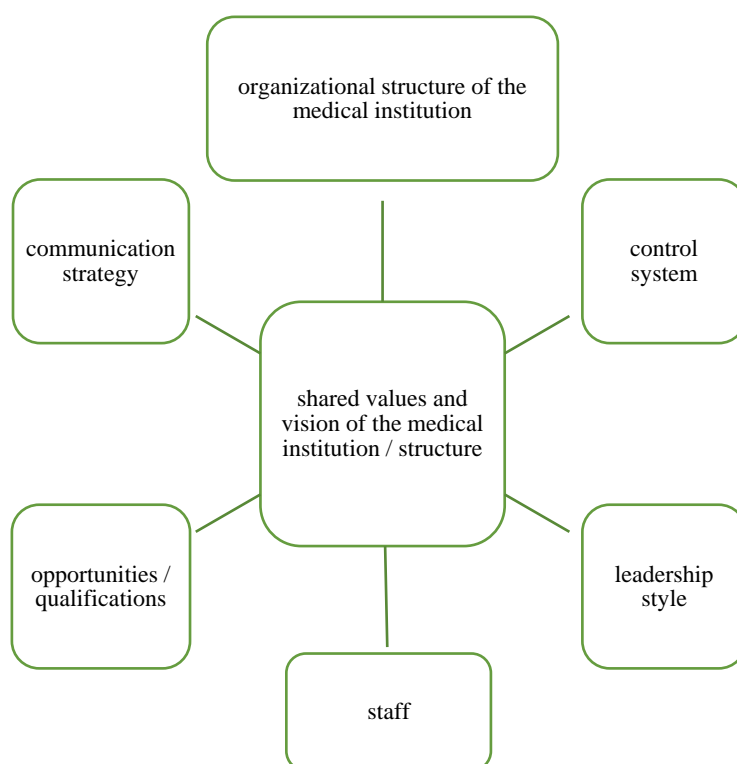


Fig. 2. The factors relevant to the formation of the policy
of inter-organizational relationships

The study showed that elements of organizational culture cannot handle 76,47% of operational managers of structures, such as the propensity to change; commitment; indicators and values; rituals that stimulate the value system; care for people; rewards and punishments; openness, communication, control; conflict resolution; market and consumer orientation; enthusiasm, pride, solidarity; dedication to organizational goals; collectivism. For half a dozen of them, the fear of change, innovation, or compaction of the work process indicates that this is accompanied by resistance, with the avoidance of decisions by the Manager and challenging the tasks set. This requires an authoritarian form of management that establishes a stable hierarchical system, stable communication channels, and good feedback. In order to comply with the organizational structure, it is necessary that communication between the individual levels be conducted only by competent and qualified employees directly related to the activities of the individual divisions, while orders are made exclusively and unambiguously from the positions assigned in accordance with the regulations.

Problems of concomitant communication in hospital structures are defined in the Table 2.

Table 2

Certain problem

<i>Problems associated with communication</i>	<i>%</i>	<i>The problems associated with the workplace</i>	<i>%</i>
Deleting tasks in an available language	29,41%	Load in the workplace	58,82%
Interpersonal conflict	41,17%	Organization of the working process	23,52%
Communication breakdown health care specialist-patient	17,65%	Lack of protection in emerging conflicts	17,66%
Active listening and understanding	11,77%		

Adequate motivation of staff is also at the heart of any quality program of a medical institution, since it gives people the opportunity and incentive from the base of the hierarchical pyramid to cooperate and be sensitive in improving the quality of medical services. One of the conditions for participation at all levels of the hierarchical structure of the health organization in order to achieve better quality as a

common goal is to provide financial motivation to staff. The environment and scope of the treatment structure require managers, since they determine 88,23% of the ability to independently determine the form and content of communication, so that they can adequately answer questions related to pay, labor discipline, employee development opportunities within the team and structure, the implementation of tasks, improving the quality of service and increasing satisfaction, to social acquisitions, improving the image of the hospital, and many others.

While part of the issues are handled by the human resources Department, the other part is the task of hospital managers or internal communications, while the most important hospital and economic tasks are often communicated to employees personally by the first head of the organization (or, nevertheless, often by his authoritative qualified Deputy). It is necessary to constantly conduct training in the development of competencies, forms of communication of employees and their managers, while the acquired skills are evaluated, use the acquired knowledge in managing structures of different directions, communicate successfully, use various sources of information and work independently with them. This gives grounds to argue that it is necessary to create a specific educational competent model, as well as a policy of forming a stable internal organizational culture and communication.

Each of the operational and tactical level managers must be a specialist Manager and must know the basic guiding principles of management and economic theory and practice, strategic planning, personnel management, organizational theories, economic macro- and micro-theory, finance, accounting, the basics of law, computer science, business communications, and public relations.

Having a planned communication policy is not enough in itself. This should be implemented first of all, and it should be timely (rather high-speed) and move purposefully and continuously, so that it reaches the minds of employees at any time and leads to increased motivation and feedback. Feedback, in turn, should contain ideas and suggestions from employees themselves aimed at achieving the organization's goals. In 94,11%, it is absent or modified in form and content. Respondents want to have an unambiguous system for reducing the set operational tasks (76,47%) – one

Manager consolidated and received information about the set tasks, task specification and hierarchical distribution of management communication (88,23%), clear and correct feedback (100%). At least once a month, the head of the medical institution must inform all his subordinates about the state of the medical institution, about the opportunities and threats of the internal and external environment-personally, not through intermediaries, or only orders are reduced to them. It is also important to have a regulated time frequency and form of discussions and questions from employees to show commitment to them and their problems that accompany the workflow.

The development of internal organizational policies and communication methods for staff inclusion should include:

1. Defining employee beliefs and values (how people think about themselves, others, and the world in general affects their behavior). If knowledge and / or a set of skills are clearly defined and presented as socially relevant and useful, the likelihood that they will be mastered will increase.

2. Defining the organization's goals and forms of motivation for implementing the corporate culture and personnel management policy.

3. Defining expectations, claims, and emotions. It is necessary to identify and be guided by unfounded expectations and claims, as well as emotional barriers (fear of mistakes, embarrassment, etc.) that prevent the acquisition and improvement of a number of competencies. It is necessary to take into account personality traits-it is necessary to identify their strengths to employees, help them self-knowledge and take responsibility, which will give them the opportunity to adapt more successfully and realize themselves fully in the working environment.

4. Determine the intellectual capacity of managers and employees, because each person has certain abilities to perceive, master, and therefore apply knowledge and skills in a specific subject area. Thus, the best communication strategies will be implemented, and successful communication channels will be formed.

5. Develop staff skills from a certain preset skill level in various fields to update their knowledge, skills and constantly improve the skills of employees.

6. Evaluate the experience gained fairly. Knowledge, skill, and experience/execution are in complex, dynamic relationships with each other, since no one can pinpoint exactly what it is based on and builds on.

Recommendations:

1. To be able to build a stable internal organizational policy for the formation of organizational culture and clearly defined communication channels, it is necessary to implement them in the form of beliefs, patterns of thinking and behavior, organizational stories, etc. It is mastered through the ability to create symbols.

2. To create a stable and unified organizational culture, it is important that employees and managers have a value-based attitude to important things, not only for their activities, but also for the employees themselves. This is the result of the efforts of all employees and managers (today) and all in the hierarchy. It is necessary to determine the activities and directly responsible persons for their implementation. Each of the employees must comply with their obligations and, if necessary, support the activities of other structures in accordance with their job description. It is important to provide specific feedback to a qualified Manager responsible for employees in order to complete the tasks.

3. In order to have a thriving, given healing structure, it is necessary to give employees the time and opportunity to offer and implement, which will improve the workflow, the motivation to work, with which they will feel sympathy for the structure itself. Thus, they will sympathize with the development of the organization mainly in the long term, because the management directs and determines sustainable labor orientations of people in the organization; it regulates relations through a system of written and unwritten laws, norms, and rules.

4. Employees should feel protected and have the opportunity to build trust in their direct managers, observing the hierarchy of established communication channels that control the processes of activity in the medical structure for the daily activities of employees and managers, working units, and management bodies.

5. It is necessary that, if necessary, clear recommendations should be adopted to change the organizational culture (when changing the normative norm; to gain new

market positions; to provide new services, etc.) for development by attaching certain values, rules, and criteria.

Conclusion

It is of paramount importance for the hospital as an organization to realize the huge role of proper internal communications, as a result of which the benefits will be directed to the effectiveness of management and results of the organization. The construction of the system and the rules of internal communication is important not only for hospitals but also for employees. They allow individual hospital departments to be more efficient and be an integral part of employee interaction. Internal communications are a tool that can best manage the staff in the ward and the healing structure as a whole. Thus, employees can be motivated, despite the objective inability to sometimes get what they want (pay, promotion, ergonomic work environment, stress reduction, and more). Using internal communication methods, negative responses can sometimes be used and transformed into an engine for the development and professional improvement of employees, to improve performance, and to achieve good economic performance. The adoption of a standard for effective communication in the healing structure will allow management to make the necessary changes in activities, in the organization, in the structure in a timely manner and will be able to regulate not only employees, input processes, activities and output, but also can assume a clear vision of achieving the image. The standard for effective communication should seek clear results from the application management functions of responsible employees, especially line management. In this way, the opinions of employees and their problems will be monitored, and reliable information will be passed to top managers.

Peters, Waterman, Jr., determined that a company's culture is a visible and vibrant value system of an organization that collectively programs consciousness.

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Радева Светлана – главный акушер, Специализированная больница акушерства и гинекологии для активного лечения «Проф. д-р Д. Стаматов», Варна, Болгария.

Radeva Svetlana – chief obstetrician, Specialized Hospital for Active Treatment of Obstetrics and Gynecology "Prof. Dr. D. Stamatov", Varna, Bulgaria.
