

## **The Essence of Management in Healthcare Organizations and the Main Stages of Staff Management**

**Mirzakhmedov Hasanbek Bakhtiyarjon ugli**

Student of the Health Care Management department of the Tashkent Medical Academy

**Abstract:** In healthcare institutions, the management of the employees of this institution is considered one of the most important tasks, and its content is the process of influencing the employees of this institution to increase their work efficiency and achieve the general goals of the institution.

All people who work in health care institutions and perform their work in accordance with their duties and are engaged in the performance of appropriate labor duties are considered employees. The extent to which employees perform their duties is an important indicator that determines the future of a medical institution. Therefore, managers focus on the effective performance of employees. This article describes in detail the essence of management and the main stages of personnel management in health care institutions.

**Keywords:** employees, methods of personnel management, components of personnel management, stages of the management process, planning, organization, interest, regulation, control.

### **INTRODUCTION**

Health care includes the following: prevention and treatment of diseases, creation and development of healthy living and working conditions, and general activities aimed at ensuring high working capacity and longevity. Its main task is to provide modern, specialized and effective care to patients. We can say that the management process in institutions is an important part of health care in the health sector. Like any management process, personnel management includes a number of processes: planning, organizing, motivating, controlling, accounting and regulating.

Planning is the process of thinking and making decisions about the future course of action an institution needs to achieve a specific goal. In this process, important issues such as what action to take, when to act, by whom and where to take action will be resolved.

Organizational process - recruitment of labor force, organizing admission of workers to institutions, appointing them to positions according to skills and specialties, improvement and retraining of management links of institutions as well as working staff, labor of employed employees includes developing conditions.

Motivation is the process of encouraging employees to engage in activities that serve to achieve the overall goals of the organization.

Regulation of the personnel management process consists of promotion, change and dismissal of employees, their dismissal and regulation of wages.

Control is monitoring the progress of planned work with employees, monitoring the progress of work, monitoring and checking the condition of patients.

Accounting consists of keeping records of government and institutional employees to evaluate the performance of hired employees.

## **METHODS**

The following methods are used in personnel management:

- Administrative - related to the establishment of the structure, functions, rights and obligations of the organizational, management apparatus (selection of employees, appointment to positions, administrative distribution and monitoring of implementation).
- Social - a sense of responsibility for assigned work, interest, material incentives for employees, formation of a spirit of solidarity in talented teams, etc.

Personnel management can be conditionally divided into the following components:

- The main stages of the personnel management process (assessment, selection, analysis, needs, etc.).
- Fun
- Analyzing and managing group and personal relationships with management.

Until recently, the concept of "personnel management" did not exist in our management practice, especially in the healthcare system. Although the management system of each institution has a department that deals with personnel management and social development of the team, the main part of the personnel management work is carried out by department heads (for example, at the initial and secondary levels - department and hospital managers) execution.

## **RESULTS AND DISCUSSION**

The main stages of personnel management processes

Without employees, there would be no medical facilities. No medical institution can achieve its goals without sufficient and knowledgeable personnel. However, in order to determine what personnel are needed in medical institutions and how to direct them to solving common tasks, it is necessary to know the following steps:

1. Planning of labor resources: developing a plan to meet future needs of employees (doctors, nurses, sanitary workers, etc.).
2. Recruitment: creating a pool of educated and sought-after candidates for all positions.
3. Selection: evaluation of candidates for job positions and selection from the reserve staff created during recruitment.
4. Determination of salary benefits: development of salary and benefits structure in order to attract, hire and retain employees.
5. Professional orientation and coordination: placement of employees in institutions and its departments according to their specialty, explaining to them what the institution expects from them and explaining that they will be rewarded for their work and services.
6. Training: development of programs for teaching labor skills required for efficient performance of the institutions' work.
7. Evaluation of work performance: development of a method of evaluation of work performance and conveying it to employees.
8. Promotion, demotion, transfer to another job, dismissal: development of methods of changing the positions of employees, giving credit for mistakes, transfer to other positions or other

departments based on the employee's aspirations and knowledge with the development of their professional experience.

## **CONCLUSION**

This given article details important concepts and practices about the nature of management and the steps involved in managing personnel in healthcare settings. In short, the essence of management is to analyze the activities of institutions, provide them with the necessary resources to provide high-quality services, and constantly monitor the performance of employees. Management includes several important issues, such as managing the financial situation of institutions, ensuring that employees have sufficient resources to provide high-quality services, developing new methods and technologies to improve the quality of services of institutions, and introducing new services of institutions. Therefore, management is very important for the development of health institutions.

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