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DEVELOPMENT FEATURES AND DIRECTIONS OF MODERN MANAGEMENT: IN THE CASE OF UKRAINIAN HEALTH CARE INSTITUTIONS

Abstract. *The organization's management performance is essential for modern managers who strive for positive work results and achievements in public life. The authors have emphasized that healthcare reformation requires the selection of effective management staff since changes in healthcare are designed to create conditions for the operation of patient-oriented medical institutions. This paper aims to study the issues related to the development of Ukrainian management in current conditions. The authors unveiled the effective interaction between the manager and subordinates in the view of healthcare peculiarities. The methodological basis of this research involved a systematic approach to investigating the theoretical aspects of management. The method of scientific literature analysis in healthcare management was applied. Tabular modeling is used to visualize the study results. The comparison method was used to explore the international management models. The study confirmed that effective communication between the manager and team is an essential management element. The principles of democratic leadership style to build an effective management model in health care institutions of Ukraine were analyzed. To better understand the peculiarities of health care, this paper considered the basic concepts of the study area (medicine, medical activities, and health care) and identified a logical connection between them. The study described the importance and specificity of healthcare for each member of society and the state. The findings showed that the main criteria for evaluating the efficiency of managers in healthcare institutions rest on their understanding of the need to provide quality medical services and develop leadership qualities. This study analyzed the domestic and foreign approaches to developing leadership qualities. The authors provided insight into the democratic style principles in the interaction between the leader, staff, and the business environment. The differences in Japanese, American, and European management models were analyzed. Based on the obtained results, this study proposed the theoretical management model in Ukrainian healthcare institutions to promote the development of organizations.*

Keywords: leader, leadership skills, healthcare management, Ukrainian healthcare model, communication.

Introduction. The current economic situation in Ukraine requires the development of organizations in all spheres of government. A key personality in organizations is a manager who aims to achieve high performance of the organization. The state integration processes require highly qualified managers. A

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manager with leadership skills who seek to manufacture goods or provide high-quality services is on-fire in the labor market.

Indeed, the Ukrainian healthcare institutions, which are in a reform state, need enlightened managers. The value of healthcare institutions is that they provide the population with a range of services designed to improve the living conditions of society. Therefore, the urgent issue in healthcare is to provide medical institutions with effective managers.

Literature review. The scientific background analysis showed that foreign and domestic scientists address the issues related to efficient management, indicating this topic's relevance. The manager's desire for work efficiency is crucial to developing economic and social spheres. Research on effective management is constantly evolving. This trend is due to the constant changes in societies at the national and international levels and the peculiarities of the sphere of activity where management activities are carried out. In this regard, it is worth mentioning the studies by Ukrainian scientists Kot and Pylypchuk (2009), Osovskaya (2003), Nazarchuk (2016), Shegda (2004) and foreign scholars Adizes (2004), Vries (2006).

Given that healthcare is important for the state's public life, the study of management issues in this area is urgent for the academic community. This is due to the fact that the effective management of managers at all levels in medical institutions ensures the provision of quality services to the public. Thus, Ukrainian scientists Brych, Lishtba and Mykytyuk (2018) elaborated on this topic.

The European vector of Ukraine's development has determined the transformation processes in the country. These changes are enshrined in law (Law of Ukraine, 2022) and provide a positive dynamic in public life, which is associated with the transition to patient-centered activities of health care facilities. The paper also examines the views of international organizations working to improve the world's health (UN, 2022; WHO, 2022). The focus on global statements in the research question will help to form constructive approaches in the activities of national organizations.

Given that the Ukrainian management model is under development, the current study is relevant. To analyze and compare the management models of other countries, the authors considered the papers by Keys & Miller (1984), Aubrey (2018), Glukha et al. (2018).

Methodology and research methods. The methodological basis of this research involved a systematic approach to investigating the theoretical aspects of management. The definition of key concepts according to which it is possible to investigate the peculiarities of the activities of medical institutions in more depth is considered. The method of scientific literature analysis in healthcare management was applied. The analysis of the composition of the legislation of Ukraine on health care is carried out. An overview of international allegations on improving the performance of medical institutions. The peculiarities of management models in Japan, America and Europe are studied by describing their main characteristics.

Tabular modeling is used to visualize the study results. The comparison method was used to explore the international management models.

Results. Nowadays, Ukraine is undergoing social and economic transformations. There is a high demand for leaders able to develop the Ukrainian economy. Indeed, crisis phenomena in public life require leaders ready to overcome them. Therefore, organizations seek effective managers who will focus on getting the results in these conditions. Healthcare reformation in Ukraine has made some adjustments to Ukrainian citizens' lives and healthcare institutions. As a result, these institutions need enlightened managers targeting the patient. It would result in healthcare development and positively impact national social and economic development.

Table 1 presents the definitions of the concepts «medicine», «medical activity», and «health care» to better understand healthcare specifics.

Table 1. The conceptual construct of investigated terms

Term	Definition
Medicine	knowledge development regarding diseases, human treatment, preservation, and strengthening of human health.
Medical activities	a comprehensive system that includes the organization of medical care, direct provision of diagnostic, therapeutic, and preventive measures, and quality control of medical services.
Health care	a system of measures to preserve and restore physiological and psychological functions, optimal performance, and social activity at the maximum biologically possible individual life expectancy. Public authorities and local governments, their officials, and health care institutions carry out such measures; individual person-entrepreneur registered in the manner prescribed by law and have received a license for the right to conduct business in medical practice; medical and pharmaceutical workers, rehabilitation specialists, public associations and citizens.

Sources: developed by the authors based on (Verhratskyi et al., 1991; Istomin, 2009; Law of Ukraine, 2022).

Table 1 shows that medicine is a scientific field that constantly evolves in response to contemporary challenges and social needs. It is realized through medical activities. Thus, systematic medical knowledge is directed to the patients to improve their health. Health care is a socially beneficial and significant area providing high-quality medical activities for the population under the current legislation.

In Ukraine, health care facilities may be in public, municipal, private, and mixed ownership. Regardless of ownership, every institution, including medical, needs a manager who strives to develop and increase the organization's competitive advantages.

The effectiveness of the heads of medical organizations is assessed as a result of achieving target indicators. Thus, the manager's competence is the dominant factor in completing tasks. However, the impact of the evaluation is positive only when its objectives are reasonably defined, and the evaluation tools are rationally formed (Brych et al., 2018).

According to Kot et al. (2009), management activities consist of three main components as follows:

- 1) activities related to the organization and management of a particular system;
- 2) activities related to human management and interpersonal interaction;
- 3) activities directly related to the organization of the technological process.

Based on the above, the critical criteria for an effective medical institution manager are:

- 1) ensuring the provision of quality medical services to the population;
- 2) the presence of leadership qualities that contribute to the development of the managed institution.

Given the integration processes in Ukraine caused by its movement into the world community, it is essential to consider the international organizations' concern in healthcare development.

The third UN Sustainable Goal is to «ensure healthy lives and promote well-being for all at all ages» (UN, 2022). It stands to mention that maintaining key human needs in healthcare is inextricably linked with achieving sustainable development goals and primary environmental care measures. Therefore, well-developed healthcare is crucial to stable social development as a whole.

The World Health Organization noted that to get advantages of quality healthcare, healthcare services must be (WHO, 2022):

- timely (cutting waiting times and delays, which could sometimes be harmful to health);
- fair (healthcare delivery ignoring gender, ethnicity, geographical location, and socioeconomic status);
- comprehensive (healthcare delivery ensuring the availability of the full range of health services throughout the life cycle);
- rational (maximum use of available resources and prevention of losses).

The mentioned above criteria of healthcare performance efficacy are humanistic. They improve living standards and ensure the social and economic development of the state.

Therefore, every efficient healthcare institution head is patient-oriented while maintaining the proposed aspects of healthcare development. This approach ensures a quality healthcare system that is efficient, safe, and focuses on people's needs. In turn, providing quality medical services creates a positive attitude in patients in healthcare.

To achieve high results in management, the manager should have a set of leadership qualities that are the basis of effective work in the organization. Many domestic and foreign scientific papers are devoted to the issues of leadership qualities of an effective leader. Adizes (2004) described a leader as a person who can get along with the team and create a favorable microclimate in the team. Thus, an effective leader can establish productive interaction between team members to orientate them to achieve the organization's goals.

Vries (2006) emphasized that an effective leader should have the following essential skills: commitment to achievement, sociability, openness to new ideas, ability to compromise, reliability, analytical intelligence, and developed emotional intelligence. The author believes that every manager striving for the effective performance of the managed organization should develop the above skills.

Besides, the manager should be psychologically resistant and be self-knowing and understand others, as well as easy communication with people and influence their behavior (Osovska, 2003). It is the basis for building constructive relationships with staff, customers, partners, etc. The leader endowed with the above leadership qualities can interact effectively with subordinates while communication plays a significant role in the leader's work.

It stands to mention that desire of staff to work effectively depends on the manager's ability to set tasks correctly, effectively motivate them, and calmly express an opinion on the results of a specific action of the team. The described leadership qualities need to be developed by managers working in healthcare. Focusing on staff whose members are called to help people will ensure the effective work of each employee.

Nazarchuk (2016) noted that to manage an organization effectively, every manager understands the need to develop a management model of a controlled system.

Nowadays, the Ukrainian management model is in the process of formation. Table 2 shows the main characteristics of the international management models (Japanese, American, and European models).

Table 2 shows the Japanese management model is based on the self-motivated manager, who can communicate effectively with the team and aims to interact with the business environment under the democratic leadership style. The American model is characterized by pragmatism and the desire to achieve a goal that brings material benefits and strict compliance with the law. The European model focused on staff as a valuable organizational tool. It rests on the collegial and collaborative management styles in arranging with employees.

In the view of the democratism and historical development, the Ukrainian management model is based on the principles of democratic leadership. According to Shehda (2004), democratic leadership is characterized as follows:

- the preference primarily to influence mechanisms that appeal to the needs of a higher level (the need for involvement, high purpose, autonomy, and self-expression of subordinates, etc.);
- discretion of employees, the manager handles the business issues by consulting with employees, especially in challenging situations, while the manager may make only urgent decisions independently;
- appealing to subordinates with a request, advice, or recommendations, less often with orders;
- the manager is hard-driving but fair in dealing with staff;
- establishing good relations between team members and, if necessary, defending their interests;
- polite and friendly style in communication with subordinates;

- regular informing of employees about difficult situations and the state of affairs in the team,
- attention to constructive criticism from subordinates.

Since the health sector is an essential and integral part of the social and economic life of Ukraine, the proposed democratic model of Ukrainian management could be effectively applied in healthcare institutions.

Table 2. The features of Japanese, American, and European management models

Japanese management model	American management model	European management model
<ul style="list-style-type: none"> - devoting enough time to manage; - diligence in pursuing a goal; - discipline and order in work; - sufficient time to implement concepts and systems; - development of an integrated organizational philosophy; - the growth of implicit management systems; - coverage of the company's philosophy; - managers' investments in staff training and development; - socialization in employment and integration; - reduced turnover and high loyalty of the workforce; - non-specialized career paths; - development of domestic labor markets; - emphasis on soft skills – staff, skills, style; - unions of companies, not labor organizations; - focus on teamwork and cooperation; - decision making by consensus; - management with participation; - trust and interdependence; - qualitative cycles. 	<ul style="list-style-type: none"> - formalized management and control-structure; - individual decision-making process; - personal control of management; - leadership styles are based on individualism; - significant expansion of authority delegation; - targeted formal relationships with subordinates; - precise assessment of performance and promotions based on individual achievements and results; - hiring under business qualities; - the strong linkage between salary and individual performance (productivity). 	<ul style="list-style-type: none"> - European companies have a multinational and regional perspective when it comes to organization, culture, and leadership; - European countries foster business leaders who can work in different cultures and promote multicultural leadership; - Europe emphasizes the need to go beyond autocratic and nationalist leadership because of the traumatic experience of destruction in the two world wars; - European management model values «capitalism of responsible stakeholders», which means that the company's goal is not only to maximize shareholder value; - European model promotes a good or a decent life for workers.

Sources: developed by the authors based on (Keys et al. 1984; Hlukha et al., 2018; Aubrey, 2018).

Conclusions. The need for effective leadership is relevant for modern Ukrainian organizations. Healthcare facilities are no exception. They also need managers focused on the high performance of managed organizational systems. The importance of developing healthcare institutions is specified by their activity, i.e., ensuring a high standard of living. Managers who understand the importance of providing quality health care and strive for leadership development are crucial to the productivity of healthcare facilities.

Democratic processes undergoing economic and social life necessitate forming a Ukrainian management model focused on any leader's primary resource, a team.

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Особливості та напрями розвитку сучасного менеджменту в українських закладах охорони здоров'я

Ефективність управлінської діяльності в організаціях є важливим завданням сучасних менеджерів, які прагнуть до позитивних результатів в своїй роботі та досягнень в суспільному житті держави. Питання підбору ефективних управлінських кадрів в закладах охорони здоров'я є актуальними на сьогоднішній день, що обумовлено реформуванням цієї сфери діяльності. Зміни, що відбуваються в сфері охорони здоров'я покликані створити умови для провадження діяльності медичних закладів, що орієнтуються на пацієнта. Стаття присвячена дослідженню питань, пов'язаних з розвитком українського менеджменту в сучасних умовах. Описано зв'язок між ефективним стилем взаємодії керівника з підлеглими та особливостями сфери охорони здоров'я. Наголошено на тому, що ефективна комунікація між менеджером та командою є важливим елементом управлінської діяльності. Проаналізовано принципи демократичного стилю керівництва, на яких можливо побудувати ефективну модель менеджменту в закладах охорони здоров'я України. Для більш глибокого розуміння особливостей сфери охорони здоров'я в роботі розглянуто основні поняття досліджуваної області: «медицина», «медична діяльність», «охорона здоров'я» та виявлено логічний зв'язок між цими дефініціями. В дослідженні описано важливість та специфічність сфери охорони здоров'я для кожного члену суспільства і держави в цілому. Виявлено основні критерії оцінки ефективності керівника медичного закладу, які базуються на його розумінні необхідності надання якісних медичних послуг населенню та розвитку комплексу лідерських якостей. Проаналізовано погляди вітчизняних та зарубіжних науковців щодо розкриття суті основних лідерських якостей, які притаманні ефективному управлінцю. Звертається увага на розкриття принципів демократичного стилю взаємодії керівника з персоналом та навколишнім діловим середовищем. Проаналізовано характеристики менеджменту в країнах з розвинутою економікою. Здійснено наукове узагальнення досвіду Японії, Америки та країн Європи щодо особливостей моделей менеджменту в цих країнах. Запропонована та описана теоретична модель українського менеджменту в закладах охорони здоров'я, яка сприятиме розвитку організації.

Ключові слова: лідер, лідерські якості, менеджмент в охороні здоров'я, українська модель менеджменту, комунікація.