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K. Hromtsev, Yu. Honcharova

ORGANIZATIONAL CULTURE OF MEDICAL INSTITUTIONS: PECULIARITIES OF FORMATION

The organizational culture of medical institutions is a key element that determines the effectiveness of their functioning and interactions with both patients and staff [1]. Each medical institution develops its unique approach to organizational culture, which affects the quality of healthcare services and satisfaction of both patients and medical personnel. This approach can be observed in the marketing tools used by the institution to promote its services [9], in the stories told about the institution [8], in the organization of the institution's business processes [5], and in other manifestations. The study of the peculiarities of forming the organizational culture of medical institutions is driven by the need to improve the efficiency of healthcare services, understand and address the specific requirements and challenges faced by healthcare workers in our country [6, 10]. In the context of the constant development of medical science and technology, organizational culture becomes a key factor in adapting medical institutions to the new requirements and standards in the field of healthcare. Besides, the organizational culture of the institution is a determining factor in achieving profitability [2].

Research on organizational culture as a phenomenon and its implementation in medical institutions demonstrates various approaches. Some studies emphasize the importance of leadership and communication in shaping culture, while others identify the role of values and ethical principles. It is also important to consider gender, ethnic and sociocultural influences on the formation of organizational culture in medical institutions. Another important aspect is the interaction among different professional groups in medical institutions, as each has its own characteristics and professional responsibilities. We adhere to the following definition: "Organizational culture is defined as a certain set of values and norms that are common by individuals and groups within an organization, as well as the way they interact with each other and with stakeholders outside the company" [2, p. 36]. In this context, studying and analyzing existing approaches to forming organizational culture in medical institutions becomes a crucial prerequisite for improving management and enhancing the quality of healthcare services. Peculiarities of formation of organizational culture of medical institutions [3; 4; 7]:

1. Recognition of the importance of ethical principles and understanding among different groups of medical personnel.
2. The role of leadership and communication as key factors in forming a favorable work environment and teamwork.
3. Consideration of the specific nature of work in medical institutions, where a high level of stress and responsibility can affect team dynamics and the quality of service delivery.
4. The provision of support and psychological safety for medical personnel as an important aspect of culture formation.
5. Interaction among different professional groups in medical institutions and consideration of their specificities and professional responsibilities.
6. Directing efforts towards creating a positive image of the medical institution.
7. Creating conditions to increase the loyalty of employees and patients to the medical institution.

Thus, the organizational culture of medical institutions, based on leadership, communication, and ethical principles, is a determining factor for the successful functioning and satisfaction of both patients and medical personnel. Understanding

these aspects facilitates effective management. It is strategically important for improving the quality of healthcare services and ensuring the comfort and satisfaction of medical personnel in their work. Researching the peculiarities of organizational culture in medical institutions is a strategically important step towards improving the healthcare system. Considering specificities and optimizing management practices in this direction enhance the quality of healthcare services, ensuring the effective work of personnel, and improving satisfaction with received medical assistance.

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