


**PAPER ID: 10A17P**

**EFFICIENCY IMPROVMENT OF PERSONNEL IN  
A MEDICAL ORGANIZATION VIA A PROCESS  
APPROACH: CASE OF MEDICAL AND SANITARY  
PART OF KAZAN FEDERAL UNIVERSITY**
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**ARTICLE INFO**
*Article history:*

Received 20 June 2019  
Received in revised form 29  
August 2019  
Accepted 12 September 2019  
Available online 30 September  
2019

*Keywords:*

**Staff recruitment; Staff  
efficiency improvement;  
Corporate spirit; Labor  
productivity; Staff  
perspectives; Staff  
activities; Human capital  
management.**

**ABSTRACT**

The article discusses the issues of increasing the efficiency of day hospital staff through various tools, analyzes new approaches to increase labor productivity in a medical organization. Currently, the role of human capital in the effective functioning of the organization is given much attention. Many companies understand that the success of an organization depends on the people who work in it. The activities of the medical organization can be presented through the process. This approach to management is called the process approach. Currently, companies tend to have developed vertical communications, there is a boss who controls the activities of his subordinates and controls the process, and horizontal communications are poorly expressed. The process approach in human capital implies the development of horizontal links and close work between various functional links that help each other in achieving the overall goals of the organization [5]. In this case, the employee is responsible not only for his functional activities but also for his contribution to the overall business process and the achievement of goals. Thanks to the development of human capital, there is an increase in the efficiency of the entire medical organization. It is important that doctors do their job with maximum efficiency, and patients receive high-quality medical care [2]. The article was held timekeeping activities of each doctor, as well as recommendations on the placement of specialists in a medical organization. All these actions are taking place in the framework of the Lean Polyclinic project of the Russian Federation Ministry of Health.

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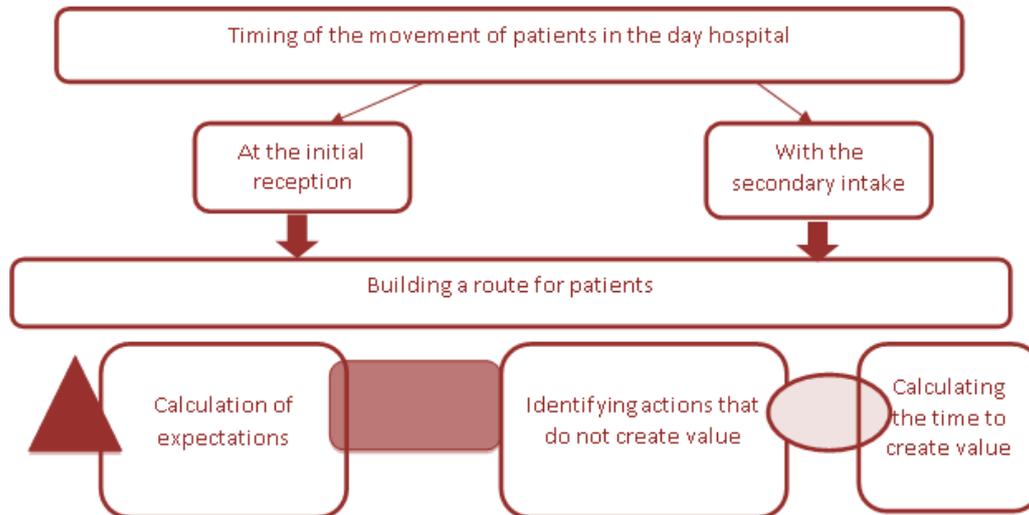
**1. INTRODUCTION**

In the modern world, there is a need to develop methods and technologies for the effective management of the personnel of the medical and sanitary unit (Labor productivity in different

countries, 2018).

## 2. METHOD

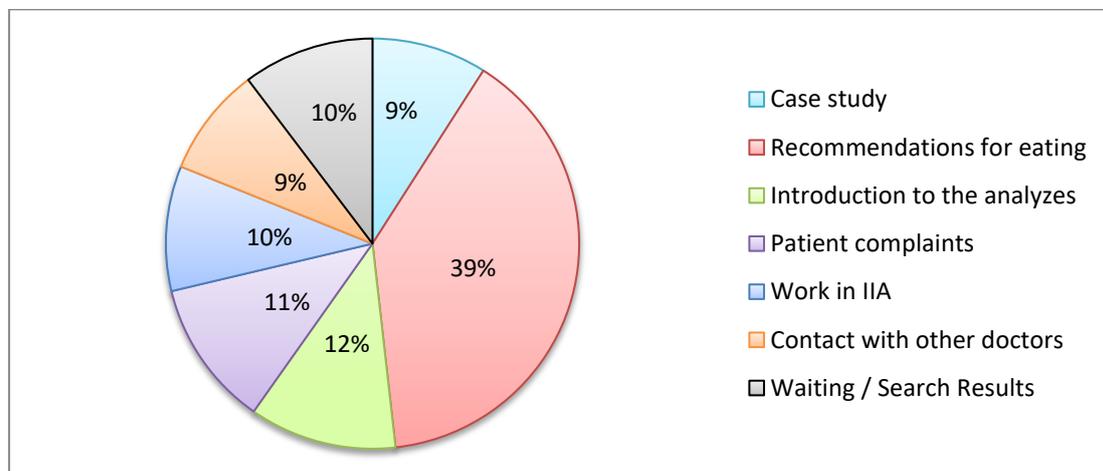
The article developed a methodology for conducting medical research in the Medical and Sanitary Part of Kazan (Volga Region) Federal University (Figure 1)



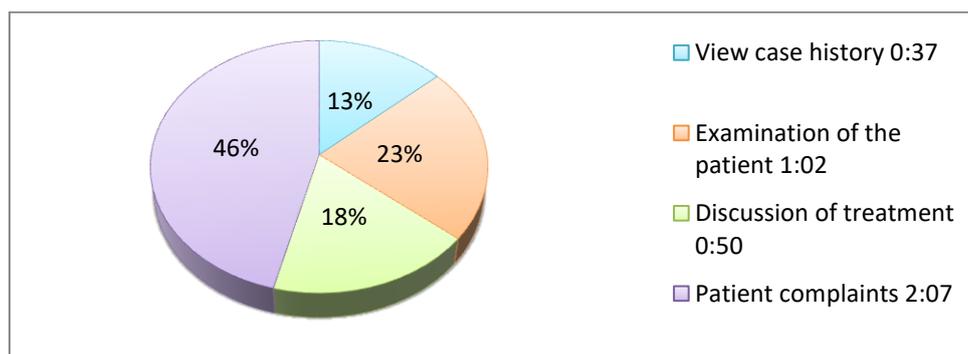
**Figure 1:** Methodology framework of this study.

## 3. RESULTS AND DISCUSSION

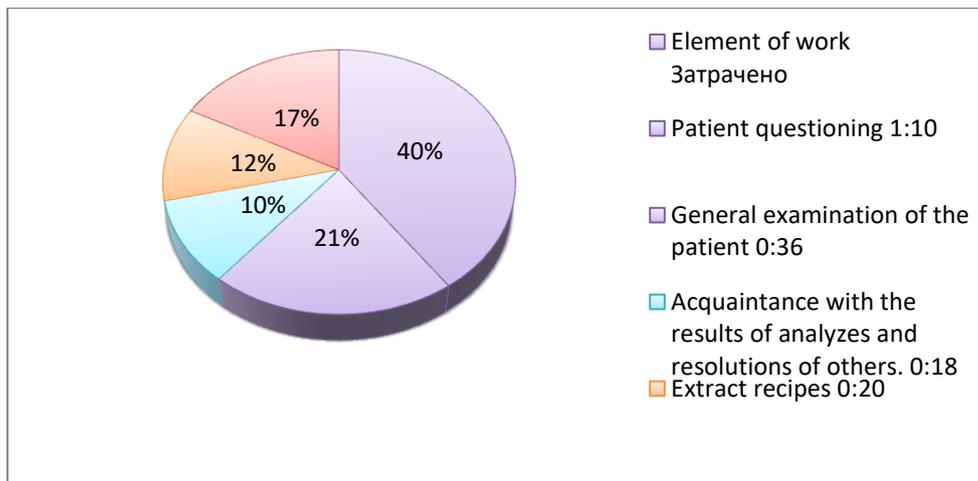
The results of the applied method are shown in Figures 2, 3 and 4.



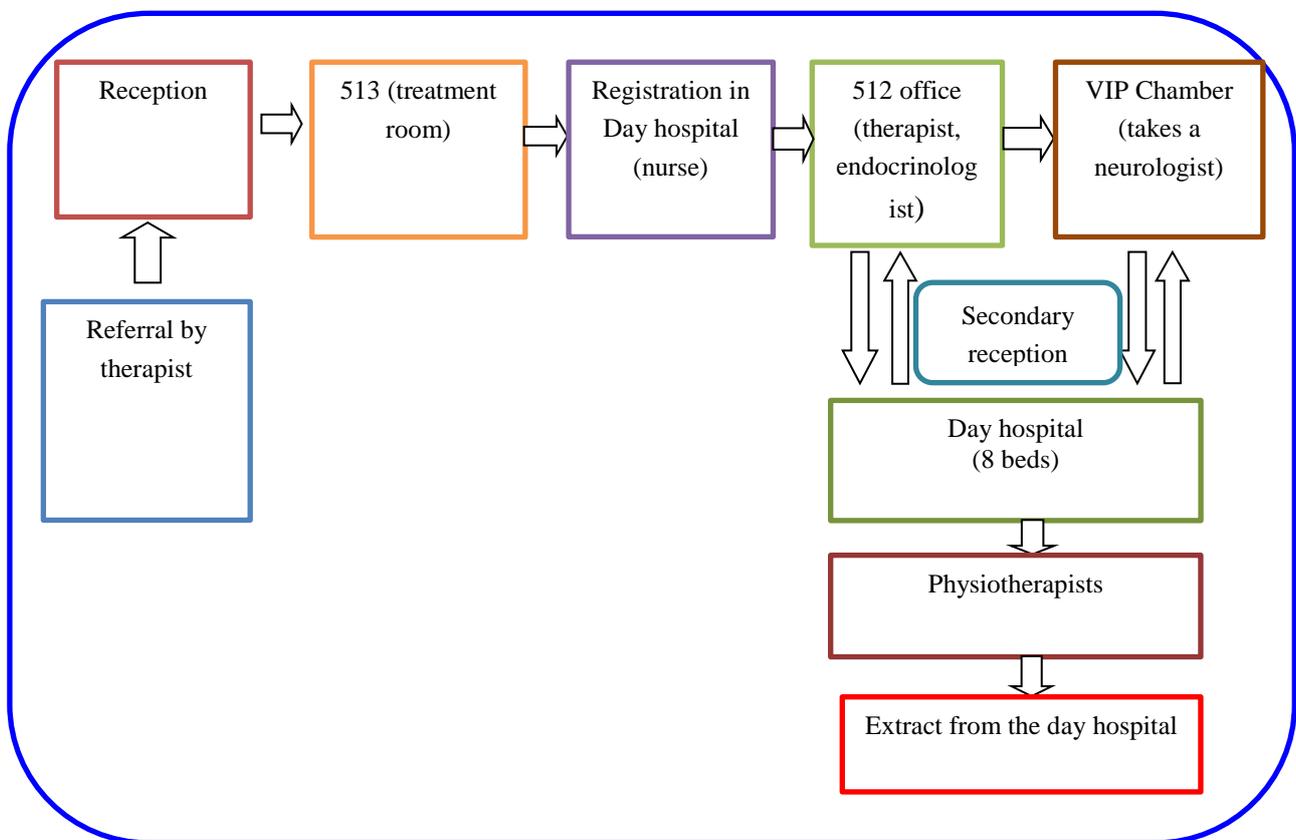
**Figure 2:** Primary patient admission at a day hospital endocrinologist.



**Figure 3:** Primary patient admission at a day hospital neurologist.



**Figure 4:** Primary patient admission at a daycare physician.

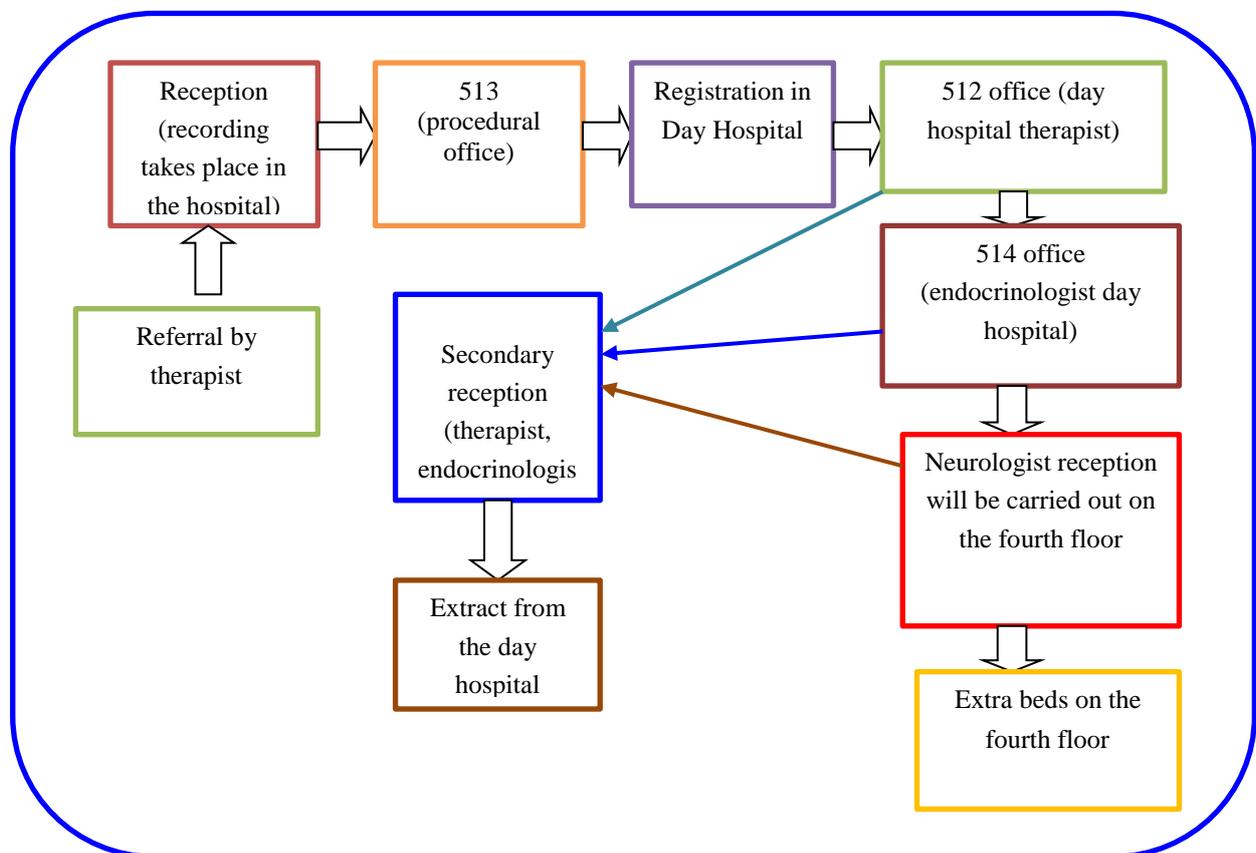


**Figure 5:** The process of moving the flow of patients in the day hospital today

On these three schemes (Figure 5), the timekeeping of patients is displayed in the day hospital of the medical and sanitary part of Kazan (Volga) Federal University. It can be seen that the medical staff answers all the patients' questions and qualitatively conducts the primary reception. There are problems associated primarily with a large flow of patients who form a queue "in one door" (Mornel, 2018). All this leads to the formation of several streams of patients "in one door." Below is a solution to this problem. It is necessary to dissolve this stream in order to reduce the queue, then the process will be better. And also to move specialists between offices. Competently make the placement of personnel. On the same floor, there is a large room 514, there is a population that does not include a day hospital. Patients who received treatment in the day hospital form the next flow of the queue and stand in the same 512 room. A neurologist accepts patients in the VIP ward. After all, this should not

be so, as this is not consistent with the understanding of the thrifty clinic and the effective management of human capital in the medical organization in the process approach. Consider an alternative flow chart for the patient flow.

Figure 5 shows that the 512 room is multifunctional. Two doctors and a nurse are receiving there, which is ineffective from the point of view of the process approach, as well as personnel management (Bakuwa & Mamman, 2018) since a queue is created in one office. Many patients are nervous and wait in line, not understanding which specialist the person goes to. The authors proposed an alternative scheme. Patients are admitted by a neurologist in a VIP chamber, which is not very comfortable for the doctor (Graham, 2017). With this scheme, you can see what kind of doctor the patient expects. Ideally, the queues for this scheme in the department of endocrinology will not be at all in the medical and sanitary part of Kazan (Volga) Federal University. It is important that people enjoy treatment, and specialists effectively implement their human capital with a competent process approach in a medical organization.



**Figure 6:** The alternative flow of patient flow and day hospital work

Figure 6 shows an alternative scheme for the movement of patients in the day hospital. Thanks to this movement, the works in this department are simplified and the efficiency of the activity increases. The neurologist now accepts in his office, the endocrinologist and therapist also work in their personal space. Thus, the flow of patients awaiting admission is not one door.

The key characteristic of obtaining knowledge is the timeliness of their receipt, including in the management decisions making process. Therefore, the medical organization can work effectively in the case of a competent distribution of knowledge in it. Human capital is knowledge, creative and

intellectual potential, personal qualities, moral values, skills, leadership, work culture. Based on the development strategy of Tatarstan 2030. "It is necessary to develop human capital." Every leader cares about human resources. The most interesting thing is that this is not a simple body of knowledge and the qualities of each individual employee: a synergistic effect manifests itself in collective work, which multiplies the effectiveness of individual solutions. Human capital is an integral part of the personality of employees. A medical organization can only develop the skills of an employee and can extract the maximum possible benefit from the work of each employee. He works for this organization. To achieve this goal, such aspects of management as effective leadership, employee motivation, change management, and so on are important. If a medical organization wants to remain successful, then it needs to regularly review its organizational capital. This implies large-scale research activities, as well as the continuous development of corporate culture, which is also part of human capital. The consumer capital of an organization is a system of stable relations and relations with customers and consumers. It provides the possibility of productive communication and interaction with staff of the organization. Consumer capital is often understood as "relationship capital". In this article we will analyze the methods for increasing the efficiency of personnel in an organization. First of all, it is necessary to start any changes in the organization with the approval of the management and only after that you can make changes to the system itself. The first step is to change the organization recruitment system. Trying to take workers not by acquaintance, but according to their abilities. Track the most talented university students. Try to attract the best company jobs. To improve organization staff efficiency, recruitment should be done as follows:

- must refuse a sample interview.
- create a system of rotation of young employees
- introduce certain social guarantees
- need to create a strong corporate spirit
- there should be conditions for the personal initiative of the employee
- develop a new menu in the dining room that meets the needs of many
- get rid of double workflow
- remove overtime in the organization
- should cancel breakfast and afternoon tea leave only lunch
- reduce duplicate functions in the company
- learn to see perspectives in employees

Detail is elaborated regarding these actions. Refusal from the template interview leads to the selection of the most qualified employees. You can offer to apply modern technology. For example, the initial call-up of candidates to give Autobot. After that, invite a person for an interview, but hold it according to his physiognomy and temperament. Of course, such an interview can only be conducted by a high-class HR specialist who thinks innovatively and creatively. Consequently, with the advent of the Autobot, the HR department should not be large, but it should have specialists who have knowledge in various fields and can apply it in practice. Robots are a great assistant to HR specialists. For example, Otkritie Bank together with the Skillaz IT platform, a pilot project to automate the recruitment of staff recruited 113 employees. From the very beginning, the robot recruiter found more candidates than five regular personnel officers in a month (Labor productivity in different countries,

2018). Autobot helps save up to 75% of HR time. As a result, the cost of hiring and the time for closing vacancies was halved. These technologies will be improved more and more. It becomes more profitable for the manager to maintain good software for hiring and recruiting. The second stage is the creation of a staff rotation system. As a rule, in organizations an employee may be in the same position on average from 3-10 years. This is not very good, as changes constantly occur in one area or another and you must respond to them in a timely manner. A person who works in the same position for more than 3-10 years, as a rule, does not seek to capture innovations in his professional field. He is satisfied with a stable salary and position. And if you introduce a system of rotations, then after three years the employee will have to re-learn and learn new skills and is also constantly in motion. Subsequently, such specialists make good managers who possess knowledge in various fields and make competent management decisions. For example, in China, Huawei has this system. They are happy to take young employees into their organization. For three years, a person constantly changes his occupation. There is also a rotations system for general directors, in which the three vice-chairmen take turns in various positions in the company. This reduces the risks for the company in case of failure of one of the leaders in the post. The system of changing CEOs ensures a smoother and more intelligent decision-making process. The company's philosophy is that the most valuable thing is the ability to think and make non-standard decisions. Managers of any level are required to read books that go beyond their specialty. Thus, intellectual exchange is constantly taking place in the organization. Each office must have different books. There is feedback both horizontal and vertical. All this contributes to the effective promotion of the organization (Lo et al., 2015; Gonçalves et al., 2017). The third stage, introduce social guarantees for employees. For example, preferential mortgages, free admission to the swimming pool, lift tickets for each young specialist, and vouchers to various motels. The social security of staff is an integral part of the attractiveness of the employer and his image. It is necessary to think more about employees because they bring the main profit of the organization. In addition to gifts for employees, it is good to do practical jokes about something valuable inside the organization. And also to make gifts to the children of workers not only New Year's but also on the first of September. All of these actions will lead to increased commitment to the organization. We believe that it is possible for the HR department to find out from employees through a survey, a personal conversation, a survey of their dreams. Perhaps try to implement them. For example, Google spends hundreds of dollars a month on one employee to pay 90% of medical insurance. On the New Year, the company gives smartphones to its employees. The organization spends a lot of effort to make the employee comfortable. And when an employee is satisfied, his labor productivity increases, which means that profits increase. The fourth stage is a strong corporate spirit. The staff should be proud that they work in this company. How to achieve this? It is advisable to take people according to their abilities, and not on the recommendation of friends. To carry out activities aimed at team building. For example, it may be training. Release of things with attributes of the company. Company Warby Parker systematically conducts various corporate events. Maybe a business lunch, themed evening. The staff of the company is constantly waiting for a new event. The goal is for people to constantly interact with each other during various events. This ensures 100% cohesion of the team, as well as communication between the various links (Brain, 2018).

The fifth stage is the creation of conditions for the personal initiative of the employee. No matter working.

For example, you can devote an hour of activity in order to think about how to improve it. Over

time, this will give good results, and, most importantly, will create staff involvement in this process. You can consider work in projects, rationalization activities, teaching in the system of intra-company training, the publication of articles and the formulation of rational proposals. In modern society, human capital becomes the basis of wealth. Thanks to it, the competitiveness of economic systems is determined, being a key resource for their development. In the process of creating, transforming and using the human capital of a medical organization, enterprises, state, and public institutions, that is, all subjects of market relations are involved.

#### **4. HUMAN CAPITAL**

The process approach in human capital involves the development of horizontal links and close work between the various functional units that help each other in achieving the overall goals of the organization. The process approach in human capital management groups the activities of functional units and brings them together with the strategic goals of the company. Business processes that are formed throughout the work show the sequence and interrelation of work, the necessary resources, and business conditions. The resource is human capital. As a rule, there are several purposes, for which the process approach in the organization is formed.

#### **5. CONCLUSION**

Currently, a company or organization is a manufacturer of not only goods but knowledge, organizations become students, innovations become a source of newly created value. Human capital becomes an advantage to any medical organization. Improving staff efficiency is one of the significant problems of the Medical and sanitary part of the Kazan (Volga) Federal University. We live in an era of high technology, a large amount of information in the workplace. The staff of any organization has to solve every day many tasks and not only those that are laid down in the job description of the employee. Sooner or later the motivation of the worker falls. This issue occupies a prominent place in recent socio-economic research. The interest in managing the human capital of an organization is growing in Russia due to the development of this factor in the West. Each manager must understand that managing the human capital of a medical organization is one of the basic functions of management, which helps develop activities, avoid negative factors, and most importantly, correctly use the opportunities that have arisen for the benefit of the organization, thereby increasing its profitability. In the modern world there is a need to develop methods and technologies for the effective management of the personnel of the medical and sanitary part of Kazan (Volga) Federal University. First, the awareness of the importance of such a type of asset as human capital. Secondly, the problem of effective organization and use of information existing in the organization. The main place is occupied by the processing of knowledge gained by employees. It is this knowledge that provides a competitive advantage. The knowledge that is not used becomes obsolete and becomes useless. And the knowledge that is exchanged, spread, generates new ideas and projects in the organization. An organization has the task of applying knowledge on time. They must be available to employees at any time. Improving the efficiency of personnel in a medical organization becomes one of the factors of economic development. Modern specialists and company managers understand that without effective work of the personnel they will not be able to compete successfully either in the domestic or foreign markets. Despite the fact that theoretical economists have not yet reached a consensus on how significant the impact of human capital is on image, work

efficiency, organization profit, practitioners are very grateful for the effectiveness of the systems already implemented in medical organizations. The key characteristic of obtaining knowledge is the timeliness of their receipt, including in the process of making management decisions. The diploma covers the main elements of improving the efficiency of human capital in a day hospital of a medical organization. The challenge now is to improve the quality of medical services by reducing the loss of working time. Thanks to the human capital of the organization, technology, production, and products are updated. Ultimately, this leads to an increase in the competitiveness of the organization. In the modern world, almost every organization understands the need to develop the knowledge and skills of employees to further increase the effective performance of staff. There are different approaches to human capital. It is important to combine them with each other.

## 6. ACKNOWLEDGEMENT

The work is performed according to the Russian Government Program of Competitive Growth of Kazan Federal University.

## 7. DATA AND MATERIAL AVAILABILITY

This study already includes all the information about this study.

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