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**FUNCTIONS OF MANAGERS IN PRIVATE MEDICAL INSTITUTIONS****Xo‘jamurodova Odinaxon Komiljon qizi***Master’s student, Gulistan state university*

**Abstract.** *This article discusses the main functions of managers in private medical institutions, their role in the management process, and mechanisms for effective operation. The study analyzes the functions of managers such as planning, organizing, coordinating, controlling, and motivating. It also reveals the importance of managers in ensuring quality medical services in private medical institutions, increasing competitiveness, and effectively using resources. The article develops scientific and practical recommendations for improving the activities of medical institutions through the use of modern management methods.*

**Keywords:** *private medical institutions, management, manager functions, medical service, management, planning, control, motivation, efficiency, health care system, innovative management, competitiveness.*

**Introduction.** Today, the modernization of the healthcare system and ensuring the provision of quality medical services to the population is one of the priority areas of state policy. In particular, the development of private medical institutions is of great importance in creating a competitive environment in the medical services market, improving the quality of services, and satisfying the population's need for modern and convenient medical services. Therefore, the organization of an effective management system in private medical institutions and improving the activities of managers are one of the urgent issues.

In a market economy, the success of private medical institutions largely depends on the professional qualifications, management experience, and ability to make strategic decisions of managers. In the medical field, managers not only manage financial and organizational processes, but also coordinate the quality of medical services, staff activities, patient relations, and the introduction of innovative technologies. In this regard, the issue of scientific study of the functions of managers and increasing their efficiency is of particular importance.

The main functions of managers in private medical institutions are planning, organizing, coordinating, controlling and motivating employees, and these functions are an important factor in the sustainable operation of the institution. Organizing management based on modern management approaches allows you to increase the quality of services and economic efficiency.

The purpose of this article is to study the main functions of managers in private medical institutions, analyze their role in the management process, and develop scientific and practical proposals to improve the efficiency of the institution's activities.

**Research methodology.** In the process of conducting this study, methods of analysis, comparison, observation and generalization of scientific knowledge were used. During the study, scientific literature, statistical data and practical experience related to the functions and management activities of managers in private medical institutions were studied. Also, the planning, organizing, controlling and motivating functions of managers were analyzed and their impact on the effectiveness of the institution's activities was assessed. Based on the results obtained, conclusions were drawn on improving the management system in private medical institutions.

**Analysis and results.** Today, private medical institutions are becoming an important component of the healthcare system. The growing demand of the population for high-quality and fast medical services is causing the expansion of the private sector. In such conditions, the successful operation of an institution depends, first of all, on an effective management system and the professional activities of managers. According to the World Health Organization, the effectiveness of management in the healthcare system directly affects the quality of medical services and the level of patient satisfaction. Therefore, in-depth study of the functions of managers in private medical institutions and their improvement is one of the urgent issues. The analysis shows that one of the main functions of managers in private medical institutions is planning. Through planning, short and long-term goals of the institution are determined, financial resources are allocated, and a service strategy is developed. In particular, increased competition in the modern medical services market requires a strategic approach from managers. Scientific sources note that medical institutions with an effective planning system have high service quality and economic efficiency. In this regard, it is important for managers to study the market situation, develop marketing strategies, and introduce innovative services.

The next important function of managers is the organizational function. The main content of this function is the division of labor in the institution, coordination of staff activities, and the effective establishment of an internal management system. Since the activities of doctors, nurses, administrative staff, and technical service personnel in private medical institutions are closely interconnected, the organizational skills of managers are of particular importance. According to research results, in clinics with a well-organized management system, the speed of service provision and the level of patient satisfaction are high. This serves to increase the competitiveness of the institution.

The control function of managers also plays an important role. In the control process, the quality of medical services, compliance with sanitary and hygienic requirements, labor discipline of employees, and financial activities are monitored. Especially in private medical institutions, the control activities of managers are of great importance, since the quality of service directly affects the reputation of the institution. Analysis shows that in institutions with a permanent internal monitoring and control system, the number of patient appeals and the level of use of services are higher.

The motivation function is also an important component of the manager's activity. Material and moral motivation of medical workers helps to increase their productivity. The quality of service increases significantly by creating favorable working conditions for employees, organizing advanced training courses, and introducing an incentive system. Scientific studies have shown that in medical institutions with an effectively established motivation system, the level of staff turnover is low and a positive psychological environment is formed in the team.

Today, the introduction of digital technologies and innovative management methods is creating new opportunities in the activities of managers. The use of electronic medical records, online queue systems, remote consultations, and automated management programs is helping to increase the efficiency of private medical institutions. This requires managers to know modern information technologies and apply them to the management process. The results of the study showed that the effective work of managers in private medical institutions has a positive impact on the quality of service, financial stability and competitiveness of the institution. In particular, the use of strategic management principles, effective organization of staff activities and the introduction of innovative technologies can further develop the activities of medical institutions. At the same time, regular improvement of the skills of managers, study of international experience and the use of modern management methods are important factors in ensuring the efficiency of private medical institutions.

**Table 1**

**The main functions of managers in private medical institutions and their impact on efficiency**

T/r	Manager functions	Function content	Impact on the activities of the institution
1	Planning	Setting short and long-term goals of the institution, developing strategic plans	Ensures sustainable development of activities
2	Organization	Distribution of staff activities and formation of a management system	Increases workflow efficiency
3	Coordination	Ensuring cooperation between departments and employees	The quality of service will improve.
4	Control	Monitoring the quality of medical services and financial performance	Allows for timely detection of defects
5	Giving motivation	Material and moral encouragement of employees	Labor productivity and employee engagement increase
6	Innovation management	Introduction of modern technologies and digital systems	The speed and convenience of service will increase
7	Marketing activities	Promoting medical services and attracting customers	The competitiveness of the institution increases
8	Personnel management	Selection and retraining of qualified specialists	Service quality and professional environment will improve
9	Financial management	Effective management of expenses and income	Financial stability is ensured
10	Working with patients	Studying patients' needs and providing them with convenient service	Patient satisfaction increases

**Source:** Based on the author's work.

Analysis of the table data shows that the functions of managers in private medical institutions cover all areas of the institution's activities and are carried out in an interconnected manner. In particular, the planning function is the main stage of management, serving to set the strategic goals of the institution, determine development prospects, and ensure the effective use of available resources. Medical institutions operating on the basis of proper planning quickly adapt to competitive conditions in the market and maintain stable service quality.

The organizational function plays an important role in distributing tasks among employees, forming an internal management system, and effectively organizing labor processes. The coordination of the activities of doctors, nurses, and administrative staff in a medical institution increases the efficiency of service provision. At the same time, the coordination function strengthens cooperation between departments and ensures continuity in the service provision process.

The control function presented in the table plays an important role in monitoring the quality of medical services and financial activities. Through constant monitoring, existing shortcomings are identified in a timely manner and an opportunity is created to eliminate them. This, in addition to ensuring the stability of the institution's activities, also serves to increase the trust of patients. Especially in private medical institutions, quality control directly affects the reputation and competitiveness of the institution.

According to the analysis, the motivation function is also an important component of the activities of managers. Material and moral stimulation of employees increases their labor productivity and creates a healthy psychological environment in the team. The use of advanced training courses and modern incentive systems leads to an improvement in the quality of medical services.

Also, the introduction of innovative management and digital technologies is becoming an important factor in the activities of modern private medical institutions. The use of electronic queue systems, online consultation services and automated management programs increases the speed and convenience of service provision. Marketing activities serve to attract new customers, promote services and strengthen the institution's position in the market.

In addition, the effective organization of the functions of personnel management and financial management is important for the long-term sustainable development of the institution. By attracting qualified specialists and rational use of financial resources, it is possible to increase the economic efficiency of medical institutions. The function of working with patients is an important factor in improving the quality of service, studying the needs of patients and ensuring their satisfaction.

In general, the table data shows that the functions of managers in private medical institutions form a complex and interrelated system. The effective implementation of these functions serves to increase the economic stability, quality of service and competitiveness of the institution.

**Conclusions and suggestions.** The results of the study showed that the activities of managers in private medical institutions play an important role in ensuring the economic efficiency, quality of service and competitiveness of the institution. In particular, the effective implementation of management functions such as planning, organization, control, coordination and motivation not only improves the quality of medical services, but also strengthens the financial stability of the institution. Based on the analysis, it was found that in private medical institutions using modern management methods, patient satisfaction is higher, and service processes are more efficiently organized. It was also found that the introduction of innovative technologies and digital management systems is one of the important factors in increasing the efficiency of managers. The use of electronic medical cards, online queue systems and automated management programs increases the speed of service provision, reduces unnecessary time and costs. At the same time, the selection of qualified personnel and the regular improvement of their professional potential are important conditions for the development of private medical institutions.

Based on the research conducted, it is advisable to put forward the following proposals: firstly, it is necessary to regularly organize advanced training courses in modern management and strategic management for managers of private medical institutions. Secondly, it is necessary to further improve the quality of service provision through the widespread introduction of digital technologies and innovative programs into the management process. Thirdly, it is advisable to increase the labor productivity of employees by improving the system of material and moral incentives. Fourthly, it is important to develop a customer-oriented management system based on the systematic study of patients' needs and assessment of the quality of services. In general, the formation of an effective management system in private medical institutions is an important factor in improving the quality of healthcare services, ensuring the economic sustainability of institutions, and satisfying the population's needs for modern and high-quality medical services.

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