

ELEMENTS OF COMMUNICATION PROCESS IN BUSINESS PROCESSES AND IMPROVEMENT OF MANAGEMENT OF HEALTH INSTITUTIONS AS PART OF THE WORK SYSTEM IN HEALTH

Mrdan Čolović¹, Ognjen Bakmaz², Mila Popović³, Dejan Sredojević⁴, Ivan Arnautović⁵

Abstract: *Elements of the communication process are increasingly used in the business processes and management improvement of healthcare institutions in many countries. Such an approach should be viewed as a part of the work system in the health sector but from a development perspective. According to the World Health Organization, quality communication is one of the important factors for the possible improvement of business in the health sector of a country. In addition, in the system of defining such an approach, communication is one of the five skills that are important for a healthy and happy life. The communication process is thus manifested in many ways, and the authors of this paper have observed communication from the point of view of the overall improvement in the work of the health system of a country. IT system operation complements and enables the improvement of the operation of the communication influence on the relationship between the patient, healthcare, and healthcare authorities.*

Keywords: *Communication, IT system, Medicine, Patients, Treatment optimization skills.*

1. INTRODUCTION

Elements of the communication process within the framework of managerial decision-making are increasingly used in business processes and improving management in healthcare institutions [1-7].

Such an approach to the work and management of healthcare institutions should be viewed as part of the work and management system in the functioning of the overall healthcare system [8-13].

¹ University of Business Studies Banja Luka, Bosnia and Herzegovina

² College of Service Business, Sokolac, Bosnia and Herzegovina

³ Doctor of Dentistry, Medical Faculty in Novi Sad, Serbia

⁴ College of Modern Business, Belgrade, Serbia

⁵ Faculty of Organizational Studies EDUKA, Belgrade, Economic Academy University, Serbia

Quality communication is one of the important factors for the possible improvement of business in the work and business of the entire healthcare sector of a country [14-20].

Business, but also any other communication is one of the five skills that are important for a healthy and happy life of a large number of residents who enjoy the benefits of the healthcare system in which they live. [21-25].

The communication process is viewed as a permanent category and such an observation is manifested in many ways, especially from the point of view of the overall improvement of the work of the healthcare system of a country [26-35].

All of this can also be viewed through the prism of the influence of the IT system operation complements and enables the improvement of the operation of the communication influence on the relationship between the patient, healthcare, and healthcare authorities [36-40].

2. CONDITIONS FOR IMPLEMENTING IMPROVING COMMUNICATION USING THE OBLIGATIONS OF INTERNAL CONTROL IN HEALTHCARE

Internal control should be viewed in the context of internal audit, which is established by the senior management of healthcare institutions in their work.

Based on the establishment of internal audit, the safety of work and operations in the entire healthcare system can be increased. Internal audit in healthcare should be aimed at achieving improvement and safety of overall operations. In this way, it is possible to improve overall operations.

In addition, the work of internal audit should contribute to the promotion of standards of the auditing profession.

Essentially, the introduction of internal audit can improve overall operations, which is of particular importance for companies operating in the field of green economy.

In its work, internal audit is dedicated to real operations, namely:

- independence in the work of internal auditors in relation to the entity in which the necessary audit work is performed,
- wide scope of internal audit work,
- ability of internal auditors to make the results obtained by the auditor such that they can become available to all interested parties and who essentially commissioned the internal audit of a certain area.

Internal auditors should take into account heterogeneous requirements in their work, such as:

- analysis of the effectiveness (efficiency) of the internal control system;
- the audit also deals with aspects of correctness, as well as the structure that ensures economy, efficiency and effectiveness (effectiveness);
- consideration of the legality/regularity of transactions;
- analytical approach to work, where the starting point should be a review of the characteristics of the audited entity, its responsibilities and the problems it faces, as well as the administration and organization of the audited entity;
- an active approach, through which audit work, where possible, is characterized by a constructive attitude that ensures change, which can be seen in maintaining constructive and adequate relationships with employees, but also in the timing and approach applied in reporting on audit findings.

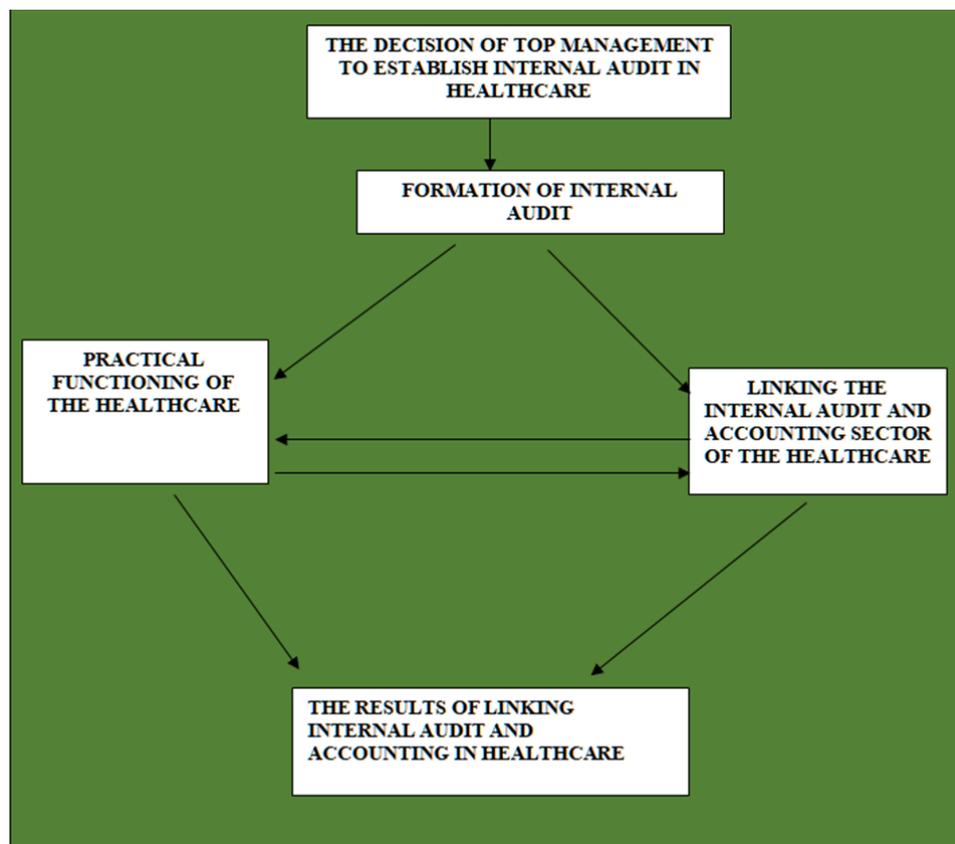


Fig.1. Presentation of the control system in healthcare

3. CREATING CONDITIONS FOR IMPROVING COMMUNICATIONS IN HEALTHCARE WORK

Conditions for implementing improvement of communication with the use of obligations of internal control in healthcare are increasingly being expressed in the work of numerous heterogeneous legal entities and individuals, i.e. users of healthcare institutions.

Such observations include formal communications, i.e. those that are always transmitted through pre-established channels (rules, standards, regulations) in a business organization, while informal communications are those that take place outside formal channels, usually as spontaneous, direct and private, and flow outside of "official forms" of business communications.

Common to the existence of such a communication system is the improvement of the overall better healthcare system of a country.

The action is manifested in:

- Communication between doctors and medical staff,
- Communication in nursing between nurse and patient,
- Verbal communication and
- Nonverbal communication.

4. CONCLUSION

Observation of communication in the work of the health system of a country should be observed through all elements of the communication process. Such communication activity within the framework of making valid management decisions is increasingly used in business processes and improving management in the work of health institutions of heterogeneous countries. Communications for the purpose of improving management are based on an approach to the work and management of health institutions where the entire process should be observed as part of the work and management system in the functioning of the overall health system of heterogeneous countries. Quality communication is one of the important factors for the possible improvement of business in the work and management of the entire health sector of a country, and the authors have presented a possible system of internal control and communication activities in the form of Figure 1 in this paper as an applicable model of action.

REFERENCES

- [1] Popović, M. (2025). Doctoral dissertation: The role of probiotics in the treatment of periodontitis, University of Novi Sad.
- [2] Bakmaz, O., Dragosavac, M., Brakus, A., Radaković, M., Arnautović, I., Samardžić, V., Krstajić, G. & Popović, S. (2024). Financial security and invoicing in management of public enterprises whose founders are local self-government units, example Republic of Serbia, *Lex localis-Journal of Local Self-Government*, 22:2, 198-218.
- [3] Popović, S., Novaković, S., Đuranović, D., Mijić, R., Grublješić, Ž., Aničić, J. & Majstorović, A. (2017). Application of international accounting standard-16 in a public company with predominantly agricultural activities, *Economic Research-Ekonomska Istraživanja*, 30(1); 1850–1864.
- [4] Lutovac, J., Tomaš-Miskin, S. & Popović, S. (2025). Obtaining loans for energy efficiency depending on the influence of analyzed factors on the decision-making of citizens and small businesses in the Republic of Serbia, *International Review (2025No.1-2)*; 173-181.
- [5] Bakmaz, O., Đuranović-Miličić, J., Dugonjić, D., Dragosavac, M., Dejanović, A., Grublješić, Ž. & Popović, S. (2024). Upravljanje ne standardnom poljoprivrednom opremom koja se koristi u lečenju pacijenata na osnovu vrednovanja vlasnika poljoprivrednih gazdinstava i rukovodstva zdravstvenih organizacija, *Poljoprivredna tehnika*, 33-38.
- [6] Radović, M., Vitomir, J., Popović, S. & Stojanović, A. (2023). The Importance of Establishing Financial Valuation of Fixed Assets in Public Companies whose Founders Are Local Self-Government Units in the Republic of Serbia, *Engineering Economics*, 34(3); 246-255.
- [7] Bakmaz, O., Đuranović-Miličić, J., Dugonjić, D., Brakus, A., Gligović, D., Grublješić, Ž. & Popović, S. (2024). Management of non-standard agricultural equipment based on assessments of farm owners and management of healthcare organizations based on common use for patient treatment needs, *Poljoprivredna tehnika*.
- [8] Dragosavac, M., Anđelić, S., Bakmaz, O., Radaković, M., Arnautović, I., Davidov, T., Nastić, S. & Popović, S. (2023). Introducing Software Solutions into the Management of Public Enterprises Whose Founders are Local Self-Government Units in the Example of the Republic of Serbia, *Lex Localis – Journal of Local Self-Government*, 21(4); 1021– 1042.
- [9] Bakmaz, O., Vukčević, V., Laković, D., Arnautović, I., Nastić, S., Krstajić, G. & Popović, S. (2025). Modern Management of Medium-sized Agricultural Enterprises and Reporting in

English on Recent Change, Journal of Agronomy, Technology and Engineering Management, 8: 1, 1429-1436.

[10] Vitomir, J., Tomas-Miskin, S. & Popović, S. (2023). The Importance of the Application of Controlling in the Management of Public Enterprises whose Founders are Local Self-government Units: The Example of Republic of Serbia, *Lex Localis – Journal of Local Self-Government*, 21(3); 545–565.

[11] Tomas-Miskin S., Vitomir, J., Popović, S. & Vitomir, G. (2022). Decision-making of Top Management and Internal Audit on the Issue of Archiving Documentation in Companies Founded by Local Government Units in the Republic of Serbia, *Lex Localis – Journal of Local Self-Government*, 20(4); 889 – 995.

[12] Bakmaz, O., Đuranović-Miličić, J., Dragosavac, M., Sredojević, D., Gligović, D., Arnautović, I., Krstajić, G., Pajović, I., & Popović, S. (2025). Financial Management of IT Systems in Medium-Sized Agricultural Enterprises and Healthcare Institutions in the Republic of Serbia. *J Agron Technol Eng Manag* 8(4); 1651-1658.

[13] Radović, M., Vitomir, J. & Popović, S. (2021). Impact of internal control in enterprises founded by local self-government units: the case of Republic of Serbia, *Inzinerine Ekonomika-Engineering Economics*, 2021, 32(1); 82–90.

[14] Vitomir, J., Radović, M. & Popović, S. (2021). The Effect of Public Finance Control on the Improvement of Work of Internal Auditors in Enterprises Founded by the Local Self-government Units on the Example of the Republic of Serbia, *Lex localis - Journal of Local Self-Government*, 19(2).

[15] Vitomir, J., Tomaš-Miskin, S., Ivić, M., Popović, S. (2020). Implementation of the Tender by the Municipal Service Administration from the Aspect of Management in the Municipalities of the Republic of Serbia, *Lex Localis – Journal of Local Self-Government*, 8(3); 469 – 486.

[16] Radović, M., Vitomir, J. & Popović, S. (2019). The Importance of Implementation of Internal Audit in Enterprises Founded by the Republic of Serbia, *Lex Localis - Journal Of Local Self-Government* 17(4); 1001–1011.

[17] Tošković, J. Popović, S. & Mijić, R. (2016). Was Implementation of transitional reforms in Western Balkans Successful? *Actual problems of economics*, 11(185); 68-78.

[18] Popović, S., Čemalović, M. & Mijić, R. (2017). Ecological and economic aspects of hazardous waste management and sustainable development in the Republic of Serbia. *Actual*

problems of economics. The journal is licensed as academic, professional journal in all economic sciences, 6(192); 53-59.

[19] Popović, S., Bakmaz, O., Popović, D., Dragosavac, M., Nastić, S., Pajović, I., Majstorović, A., Sredojević, D., Radaković, M. Petković, Z. (2025). Valuation of agricultural land in relation to location of city centers as a factor in the management of mentioned resource, *Agriculture & Forestry*, 71(1): 99-113.

[20] Popović, S., Arnautović, I., Sredojević, D. & Brakus, A. (2025). The importance of implementing financial management, control, and it in public sector operations in the Republic of Serbia, *The European Journal of applied economics*, 22(2): 70 – 81.

[21] Bakmaz, O., Dragosavac, M., Popović, D., Brakus, A., Pajović, I., Turčinović, Ž., Radaković, M. & Popović, S. (2024). The significance of real financial reporting of agricultural mechanism in relation to the making of management decisions of individual farms and medium-sized agricultural enterprises, *The Journal "Agriculture and Forestry"*, 71(1); 171-184.

[22] Tamas-Miškin, S., Vitomir, J., Dragosavac, M., Medan, N., Radaković, M., Vitomir, G., Davidov, T. & Popović, S. (2022). The significance of archiving documentation and assessment quality of archiving financial documentation given by top managers, *Economics of Agriculture*, 69(4); 949-1252.

[23] Popović, S., Vitomir, J., Tomaš-Miskin, S., Davidov, T., Nastić, S., Popović, V., Popović, D., Vitomir, G. (2021). The importance of a realistically determined amount of tax on property rights relating to the ownership of agricultural land in the Republic of Serbia adopted by tax authorities of local selfgovernment units, *Ekonomika poljoprivrede, Economics of agriculture*, 4: 1029-1042.

[24] Bakmaz, O.; Eremić - Đodić, J.; Dragosavac, M.; Sredojević, D.; Dejanović, A.; Arnautović, I.; Krstajić, G. & Popović, S. (2025). Financial Management of Small and Medium-sized Farms using State Subsidies, it System of Records for Genetic Resources: Example of Republic of Serbia. *J Agron Technol Eng Manag* 8(2); 1562-1572.

[25] Pajović, I., Bakmaz, O., Brakus, A., Arnautović, I., Sredojević, D., Čolović, M., Radaković, M. & Popović, S. (2025). Model of Introducing Biogas Plants Depending on Expected Financial Results Important for the Business of Agriculture and the Economy in Republic of Serbia, *J Agron Technol Eng Manag*.

[26] Arnautović, I., Sredojević, D., Brakus, A., Gligović, D., Grublješić, Ž. & Popović, S. (2025). Internal control and IT system support in management decisions established in

medium and small agricultural enterprises, in the Republic of Serbia, J Agron Technol Eng Manag.

- [27] Popović, S., Arnautović, I. & Krstajić, G. (2025). Realistic financial reporting and management of primary health care in Serbia, *Trendovi u poslovanju*, 25(1); 107-116.
- [28] Jovanović, S., Đokić, S. & Popović, S. (2025). Procurement of agricultural mechanism through IPARD measure-1, and application of marketing in the meaning of explaining the profitability of investments by the advisory service, *Poljoprivredna tehnika*, 50(2); pp. 1-6.
- [29] Popović, S. & Sredojević, D. (2025). Application of it systems in audit jobs related with exploitation of agricultural mechanization's in Republic of Serbia, *Poljoprivredna tehnika*, 4, 39-43.
- [30] Arnautović, I., Davidov, T., Nastić, S. & Popović, S. (2022). Značaj donošenja racionalne poslovne odluke top menadžmenta u poljoprivrednim preduzećima u Republici Srbiji, *Poljoprivredna tehnika*, 1-8.
- [31] Arnautović, I., Davidov, T., Nastić, S. & Popović, S. (2022). Značaj poslovnog odlučivanja top menadžmenta u poljoprivrednom preduzeću koja koriste praktičnu primenu novih pristupa softverskih rešenja it sektora u Republici Srbiji, *Poljoprivredna tehnika*, 51-57.
- [32] Vitomir, J., Tomaš-Miskin, S. & Popović, S. (2021). Značaj evidencije poljoprivredne opreme u upotrebi prema fer vrednosti sa stanovišta upravljanja u malim i srednjim preduzećima u tranzicionoj državi, - primer Republike Srbije, *Poljoprivredna tehnika*.
- [33] Radović, M., Vitomir, J. & Popović, S. (2021). Kretanje dokumentacije u sklopurevizijskog izveštavanja top menadžmenta poljoprivrednog preduzeća, *Poljoprivredna tehnika*.
- [34] Bakmaz, O., Anđelić, S., Dragosavac, M., Grublješić, Ž., Nastić S., Popović, D., Tubić M. & Popović S. (2024). The importance of determining the efficiency of business of agricultural farms in relation to the use of credits in agriculture, the example of the Republic of Serbia, *Agricultural Engineering*, 1; 10-16.
- [35] Popović, S., Anđelić, S., Dragosavac, M., Bakmaz, O., Nastić, S., Popović, D., Tubić, M. & Grublješić, Ž. (2024). Ocena vlasnika poljoprivrednih gazdinstava po pitanju primene softvera u poslovanju, sa ciljem unapređenja upravljanja, *Agricultural Engineering*, 2; 1-1.
- [36] Bakmaz, O., Dragosavac, M., Brakus, A., Krstajić, G., Borojević, N., Grublješić, Ž., Popović, D. & Popović, S. (2024). Značaj sigurnog finansijskog izveštavanja sa ciljem realnog upravljanja poljoprivrednom mehanizacijom, -primer Republike Srbije, *Poljoprivredna tehnika*, 1-6.

- [37] Sredojević, D., Dragosavac, M. & Popvić, S. (2025). Application of Innovative it Systems to the Overall Development of Business in An Economy Such as The Republic of Serbia, *Journal of Sport Industry & Blockchain Technology*–2025,2(1), 9-12.
- [38] Ćirić, M., Brkanlić,, Vučurević, T. & Popović, S. (2015), Uticaj ljudskog faktora na satisfakciju studenata u visokoškolskim ustanovama, *Ekonomija teorija i praksa*, 3; 17-33.
- [39] Popović, S., Eremić-Đorđić, J. & Mijić, R. (20215): Interna kontrola u funkciji menadžmenta Popović, *Ekonomija Teorija i praksa*, 2; 74-85.
- [40] Majstorović, A., Popović, S., Tošković, J., Macura, R., Aničić, J. & Aničić, D. (2015). Improving the management of the company establishing mechanisms Internal control in Serbia, *Annals Economy Series*, 5/2015 5-10.