
Comprehensiveness of Services as an Organizational Model in a Micro-Medical Enterprise: A Case Study

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Abstract:

Purpose: The purpose of this study is to analyze the comprehensiveness of services as an organizational model in a micro-medical enterprise and to identify the key organizational factors that support the integration of service processes within a single medical entity.

Design/Methodology/Approach: The study adopts a qualitative research approach based on the case study method. Empirical data were collected through a semi-structured in-depth interview with the owner of a micro-medical enterprise operating in the healthcare sector and supplemented by an analysis of organizational documentation. The collected material was subjected to qualitative content analysis focused on identifying mechanisms supporting service integration, coordination of activities, and continuity of patient care.

Findings: The results indicate that the comprehensiveness of services should be understood not only as a broad scope of medical services, but primarily as the effective integration of diagnostic, therapeutic, and control processes within one organization. The study demonstrates that work organization, coordination mechanisms, resource management, and competency development play a crucial role in ensuring service continuity and improving organizational efficiency. The comprehensive service model contributes to shortening treatment pathways, limiting referrals to external facilities, enhancing patient comfort, and strengthening the competitive position of the enterprise.

Practical Implications: The findings suggest that micro-medical enterprises should treat service comprehensiveness as a coherent organizational strategy rather than solely an expansion of service offerings. Effective integration of processes and appropriate

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coordination mechanisms may improve operational efficiency, patient service quality, and organizational consistency. The study also highlights the importance of investing in technical resources and professional competencies to support integrated healthcare delivery.

Originality/Value: *The article contributes to the literature by presenting an empirical analysis of service comprehensiveness in the context of a micro-medical enterprise, an area that remains relatively underexplored in organizational and healthcare management studies. The research extends existing theoretical discussions by demonstrating how integrated service models function in practice and by identifying organizational conditions necessary for their effective implementation.*

Keywords: *Organizational model, comprehensiveness of services, healthcare management, micro-medical enterprise, service integration, patient care continuity.*

JEL Classification: *I11, I18, M10, L25.*

Paper Type: *Research article.*

1. Introduction

Modern medical companies operate in conditions of increasing complexity of service processes. They also face dynamic changes in their environment. This forces us to look for new organizational models that would develop solutions that ensure efficiency and consistency of operations.

In this context, the comprehensiveness of services, understood as the ability to integrate different stages of the process of providing services within one entity, is of particular importance.

This approach is part of the broader development trends of the healthcare sector. In this space, the need to coordinate activities, continuity of care and adapt services to the diverse needs of recipients is emphasized.

Despite the growing interest in this issue in the scientific literature, one can still see a research gap that concerns its practical application in micro-medical enterprises. Due to their organizational specificity, they are a particularly interesting area of analysis.

Undertaking this topic results from the need to analyze the mechanisms that shape the comprehensiveness of services as an organizational model and to identify its importance for the functioning of medical enterprises. Therefore, it is interesting to capture the relationship between the scope of services, work organization and coordination of activities that determine the effectiveness of the processes carried out.

Therefore, the aim of the article is to analyze the comprehensiveness of services as an organizational model on the example of a medical micro-enterprise and to indicate the key factors determining its functioning. The added value of the study lies in the presentation of an empirical approach to the analyzed phenomenon and its interpretation in an organizational context, which enriches the existing theoretical considerations with a practical perspective.

The structure of the article is subordinated to the implementation of the adopted research goal. The first part presents a review of scientific literature on the organization of work in medical enterprises and the comprehensiveness of services as an organizational model. Next, the research methodology was presented, which was based on a qualitative approach.

A case study is presented. In the next part of the article, the results of the conducted research and their interpretation are discussed. At the same time, the key relationships between the analyzed elements are indicated. The whole article is concluded with conclusions, recommendations, as well as an indication of directions for further research.

2. Literature Review

2.1 Organization of Work in Medical Enterprises

The organization of work in medical companies is a determinant of efficient functioning. It is a complex system of dependencies that result from the specificity of health services and require simultaneous consideration of clinical, organizational and social aspects. The scientific literature indicates that the medical industry has a highly formalized character, and at the same time it is based on team cooperation and a high level of autonomy of specialists, influencing its specific organizational structure (Lipset, 2017).

In the institutional aspect, attention should be paid to the links between educational units and clinical activities. They determine the way work is organized and the flow of knowledge in medical entities (Culbertson *et al.*, 1996). At the same time, the growing importance of employee engagement and well-being translates into the need to create a work environment that will be conducive to higher efficiency and better job satisfaction (Li *et al.*, 2022; Shanafelt *et al.*, 2023). Organizational culture also plays an important role. It affects individual work results and the way tasks are performed in medical organizations (Hung *et al.*, 2022).

The modern approach to the organization of work in medical companies also takes into account factors related to employee productivity and well-being, which are closely interrelated. Research indicates that job satisfaction levels and overall life satisfaction affect the effectiveness of duties, which is particularly important in the healthcare sector (Kosec *et al.*, 2022).

In this context, technological solutions that support work organization, such as medical data management systems or cloud solutions, which enable more efficient information processing and coordination of activities, are becoming increasingly important (Onyebuchi *et al.*, 2022). The use of modern analytical tools, including machine learning methods, allows for modeling organizational effectiveness and optimizing work processes (Pap *et al.*, 2022). At the same time, the importance of internal factors, such as entrepreneurial competences and the adaptability of the organization, which affect the way work is organized in small and medium-sized entities is pointed out (Srimulyani *et al.*, 2023).

Issues related to organizational security and information management, which are of a special nature in medical companies due to the sensitivity of patient data, are also important. The implementation of modern security architectures, such as the zero trust model, is an important element of work organization in the conditions of increasing digitalization (Adahman *et al.*, 2022).

At the same time, the role of transformational leadership and organizational behavior of employees, which affect the quality of processes and the level of cooperation in teams, is emphasized (Qalati *et al.*, 2022). In the perspective of the development of organizations, attention is drawn to the importance of digital ecosystems as a new model of business functioning that redefines the way work is organized (Osievskyy *et al.*, 2023).

These processes are supported by the development of solutions based on big data, cloud computing and artificial intelligence, which enable decision-making in a more efficient way (Kommisetty and Dileep, 2022). In this context, the importance of modern tools for human resource management and employee motivation is also growing, especially in relation to younger generations operating in the organizational environment (Stacho *et al.*, 2022; Bińczycki *et al.*, 2023).

2.2 Comprehensiveness of Services as an Organizational Model

The comprehensiveness of services is the chosen organizational model of modern enterprises. This concept is understood as the ability to provide a broad, integrated range of services within one entity. Such a model is especially chosen in health services. In the scientific literature, it is indicated that the comprehensiveness of services is understood much more broadly than just the number of services offered, but above all as consistency and the ability to meet the diverse needs of recipients (Baughman *et al.*, 2023).

In the context of primary care, it is emphasized that a high level of comprehensiveness fosters continuity of care and improved coordination of activities (Lavergne *et al.*, 2023a). At the same time, it can be observed that the choice of a model offering comprehensive services may result from organizational

transformations and the evolution of medical practice models (Lavergne *et al.*, 2023b).

Systemic analyses can also point to the growing importance of integrating health and social services in response to the needs of patients requiring complex care (Haggerty *et al.*, 2023). This fits into a broader approach to the development of primary care (Mengistu *et al.*, 2023).

In organizational terms, the comprehensiveness of services is related to decision-making processes and the way the company is managed. It is emphasized that a high level of comprehensiveness in decision-making may be conducive to a better adaptation of organizational activities to a dynamic environment, although at the same time it may be associated with a longer decision-making process (Chanda and Ray, 2025).

Organizational analytical capabilities, such as the use of business intelligence tools, which affect the speed and scope of decisions made (Alzghoul *et al.*, 2024 and Gołębiowska *et al.*, 2021), are also important. The complexity of organizational decisions is also important in the conditions of dynamic markets. It affects the effectiveness of marketing activities and the company's results (Erhan *et al.*, 2024).

The role of leadership, especially in the appoint of employee empowerment, fosters more comprehensive decision-making and improved management quality (Song *et al.*, 2025). More broadly, the complexity model correlates with the development of advanced organizational systems, such as digital models or solutions based on digital twins. They enable the integration of data and processes (Liu *et al.*, 2025), as well as the use of modern analytical tools, including language models to support decision-making processes (Bai *et al.*, 2023).

The comprehensiveness of services as an organizational model is also reflected in various sectors of the economy. In this perspective, this model is the basis for the integration of processes and resources. It is indicated that organizational models based on complexity are used, m.in, in the management of housing stock or in the functioning of innovation centers, such as the one-stop shop model, which allows for the implementation of many services in one place (Muczyński, 2022; Rudawska, 2022).

In the healthcare sector, this approach is linked to the organization of medical practices and the scope of services provided, which affects the effectiveness of care (Killeen *et al.*, 2023). The integration of product and service services within chains translates into better comprehensiveness of the element of modern business models (Bustinza *et al.*, 2024). In terms of operational management, the methodology of organizational management is patient-centric, combining the comprehensiveness of services with the efficiency of processes (Chen *et al.*, 2024).

As a result, the comprehensiveness of services appears as a universal organizational model, allowing for the integration of activities, improvement of process coordination and adaptation of the organization to the growing complexity of the environment

3. Methods and Materials

3.1 Methods

This article uses a qualitative research approach. It was based on the case study method. In order to learn more about the way services are organized and to identify the mechanisms shaping their comprehensiveness, an individual qualitative interview was conducted with the owner of the micro-medical enterprise "White Beauty". The interview was semi-structured.

On the one hand, this allowed for maintaining the comparability of the information obtained. On the other hand, it was possible to flexibly deepen selected threads important from the perspective of the study objective.

The aim of the interview was to obtain detailed information on the organization of the process of providing medical services, in particular in the context of striving to ensure their comprehensiveness. The study focused on recognizing the method of integration of individual stages of the service process, including diagnostics, treatment and control activities, as well as on the identification of the premises behind the expansion of the scope of services provided within one entity.

During the interview, issues related to, among m.in things, the scope of services offered, the organization of work in the office, the course of the patient service process and the role of coordinating medical activities were discussed. Particular attention was paid to the issues of eliminating the need to refer patients to other facilities and the impact of such an approach on the course and continuity of the treatment process.

The respondent was also asked about the motives for introducing new services to the offer, organizational barriers related to their integration and the importance of the resources (technical and competency) for the implementation of the comprehensive service model.

The interview was complemented by an analysis of the company's design documentation, which allowed for triangulation of data sources and increased reliability of the results obtained. The collected empirical material was subjected to qualitative analysis, focusing on the identification of repetitive organizational patterns and key categories describing the complexity of services as a model of functioning of the studied entity.

3.2 Results

During the interview, a semi-structured form of asking questions was used, striving to maintain a balance between the structured structure of the study and flexibility in deepening the relevant topics (Table 1). The questions were formulated in an open manner, prompting the respondent to freely present their own experiences and the way of perceiving the organization of services in the company. The conversation began with an introductory question. The aim was to identify the audited entity and determine the specificity of its activity in the context of the complexity of the services provided.

In the further part of the interview, the focus was on issues related to the understanding of the complexity of services and the way it is implemented in practice. The questions concerned the integration of individual stages of the service process, including diagnostics, treatment and control activities. Efforts were also made to identify the organization of work and mechanisms for coordinating activities that make it possible to ensure the continuity of patient service within one entity.

Table 1. Summary of Interview Questions and Answers

Question	Answer
Which company is the subject of the study and how does it provide comprehensive services?	The audited company is a private dental practice that provides comprehensive patient service by integrating diagnostics, treatment and control in one place.
How do you define the comprehensiveness of services in your business?	Comprehensiveness means providing the patient with full service – from diagnostics to treatment and control – in one place.
What elements of the service process are integrated within the business?	The stages of diagnosis, treatment and monitoring of the effects of therapy are combined.
Why do you strive to limit the referral of patients to other facilities?	To shorten the treatment process, increase its continuity and improve patient comfort.
How does work organization support the comprehensiveness of services?	Work planning and task management allows you to smoothly transition between the stages of treatment.
What barriers have been encountered when implementing a comprehensive service model?	The main barriers are resource constraints and the need to invest in equipment and competency development.
What is the importance of the comprehensiveness of services for the functioning of the practice?	It allows for better organization of work, increases the consistency of the treatment process and facilitates the management of services.

Source: Own study.

The answers were given in a descriptive manner and referred directly to the practice of the company's operation. The respondent pointed to specific organizational

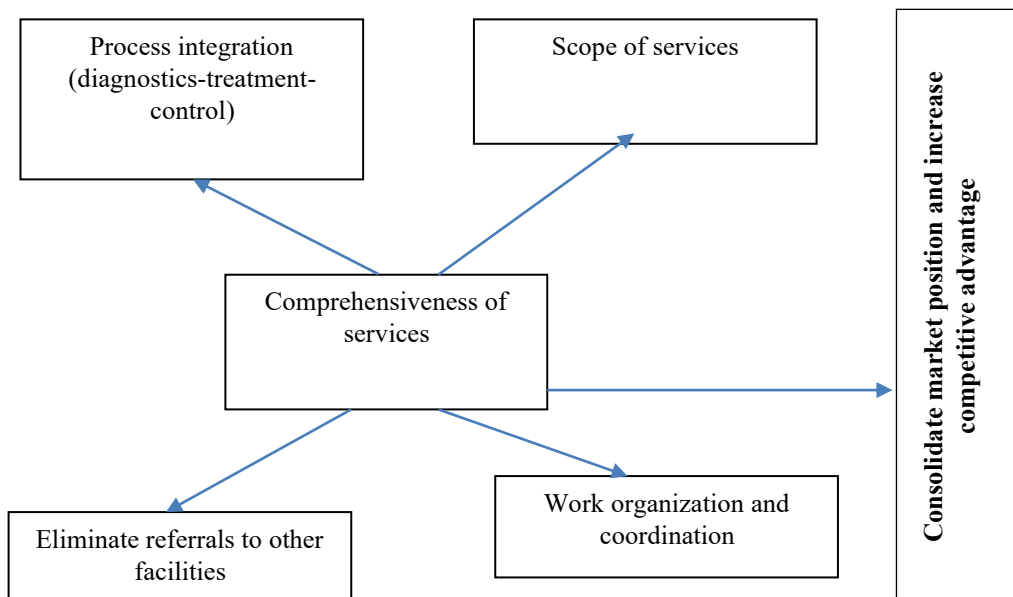
solutions. At the same time, he pointed to the need to concentrate services in one place and eliminate the need to refer patients to other facilities. The statements also emphasized the role of work planning, available resources and professional experience in shaping the model of comprehensive service.

During the interview, the answers obtained were supplemented with additional questions, which allowed for a deeper analysis of the issues raised. Particular attention was paid to identifying factors conducive to the implementation of a comprehensive service model and barriers appearing in this process. The obtained empirical material made it possible to reconstruct the way services are organized in the studied enterprise and to capture the relationships between individual elements of the service process.

3.3. Discussion

On the basis of the analyses carried out so far and Figure 1, it can be noted that the comprehensiveness of services in the examined micro-medical enterprise is a much broader activity than just expanding the scope of the offer, but results primarily from the appropriate connection of individual elements of the service process. It is particularly important to integrate diagnostic, therapeutic and control activities, which create a coherent and logically ordered sequence of activities carried out within one entity.

Figure 1. A model of comprehensiveness of services in a micro-medical enterprise



Source: Own study.

The analysis also shows that the organization of work and ongoing coordination of activities play an integral role in shaping the comprehensiveness of services. It is these elements that enable a smooth transition between successive stages of the process and ensure its continuity. In practice, this translates into simplification of the patient service path and reduction of the need to use the services of other facilities, which is an important organizational aspect of the functioning of the audited company.

As a consequence, it can be stated that the comprehensiveness of services has the function of integrating and organizing the way the business is organized. It affects both the course of the service process and the efficiency of resource use and work organization. In this approach, it is a comprehensive organizational model that connects various areas of the functioning of a micro-medical enterprise and enables its efficient operation.

4. Conclusion

On the basis of the presented conclusions, recommendations for companies can be made. It is necessary to clearly point out the need to treat the comprehensiveness of services as a coherent organizational model, and not just an extended offer. It is particularly important to integrate the individual stages of the service process, including diagnostics, service delivery and control activities.

This makes it possible to ensure continuity and transparency of the service process. It is therefore advisable to strive to limit the fragmentation of services by concentrating them within a single entity. This will promote better organization of processes and facilitate the management of the course of benefits.

It is also important to pay attention to the organization of work and mechanisms for coordinating activities. They condition the effective functioning of the comprehensive model. It is also recommended to implement solutions that allow you to plan and synchronize individual tasks.

This allows for a smooth transition between the stages of the service process and minimizes organizational disruptions. At the same time, it is necessary to take into account the need to adapt technical and competence resources to the implementation of the integrated service model, which is a condition for maintaining its consistency and ensuring an appropriate organizational level of the company's functioning.

Future directions of research could include the analysis of the complexity of services in various types of medical entities, taking into account the diversity of their size, scope of activity and organizational conditions. It seems reasonable to extend the research with a comparative approach, which would allow for the identification of different models for the implementation of the comprehensiveness of services and the determination of factors affecting their effectiveness.

It is also worth trying to operationalize the concept of comprehensiveness of services, which would allow for its measurement and assessment of the degree of advancement of the implementation of this model in the practice of enterprises.

It would also be reasonable to analyse the relationship between the complexity of services and the organisation of work processes, including the ways of coordinating activities and managing resources. It is also advisable to supplement qualitative research with quantitative research, which would make it possible to verify the relationships identified in qualitative research and increase the possibility of generalizing the results.

At the same time, it seems reasonable to take into account the perspective of various stakeholders, including medical staff and managers, which would allow for a more complete grasp of the mechanisms shaping the comprehensiveness of services as an organizational model.

5. Limitations

The conducted research is subject to limitations resulting primarily from the research methodology used. The use of a case study of one micro-medical enterprise results in an in-depth nature, but at the same time limited in terms of the possibility of generalizing them. The specificity of the examined entity, including its size, scope of activity and experience of the owner, may affect the way services are organized, which means that the presented model of complexity does not have to be fully representative of other enterprises operating in the health care sector.

An additional limitation is the use of qualitative interview as the main source of empirical data. This may be related to the subjective nature of the information obtained. The respondent's answers reflect their individual perspective and experiences, which may affect the interpretation of the analyzed phenomena.

Despite using documentation analysis as a complementary data source, the scope of triangulation was limited. This may affect the completeness of the picture of the phenomenon under study and the accuracy of conclusions regarding the comprehensiveness of services as an organizational model.

Conflicts of Interest: *The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.*

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