

Hospital Management: A Comparative Analysis of Effective Utilization of HRM in Selected Public and Private Hospitals of Karachi and Hyderabad, Sindh

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Abstract

Hospital management has been centre of academic and research attention for decades in advanced countries due to its significance in community healthcare. Effective utilization of human resource available in hospitals has also received increasing attention in developed countries. However, there seemed acute shortage of empirical evidence from developing countries especially from Pakistan. As a result, this study investigated Effective Utilization of HRM in Selected Public and Private Hospitals of Karachi and Hyderabad, Sindh through questionnaire survey. Findings of this study suggest sharp contrast in the way human resource is managed in two sectors. Private healthcare sector appeared effective in utilization of available human factor with incentive schemes and motivation at work. While, public sector hospitals seemed governed through cumbersome rules with less opportunity of employee involvement, motivation and satisfaction. Policy recommendation for government and decision making quarters are discussed in the last section

Key words: Hospital management, comparative analysis, public private hospitals, questionnaire survey

Introduction

Developing a successful healthcare system is increasingly a complex phenomenon due to demographic changes, brain drain, globalization and developments in medicine. The core business of hospitals is to deliver satisfactory healthcare service to customers by institutionalizing 'best practices' through best manpower. Hospitals' doors are open 24/7, physicians, paramedics and core staff always

present to treat patients from life-threatening emergencies to common cold and disaster relief. Consequently, hospitals are more relying on efficient and effective human resource. Normally, hospitals possess several departments to deliver life-saving care, using complex, multipart, sophisticated equipment, and handling business issues like policy development and compliance, therefore, hospitals need top-quality human resource, this concept is called *Hospital Management*. The importance of HRM for the success of healthcare system has, until recently, been generally overlooked especially in developing countries, including Pakistan. It is only in recent years that significance of HRM in hospital management has been considerably realised. Despite the growing evidence on the impact of HRM on organisational performance in other sectors, there have been comparatively limited research evidence which may have investigated implications of HRM for healthcare sector in Pakistan. Consequently, this study investigates effective utilization of HRM in private and public sector hospitals in selected hospitals of Karachi and Hyderabad, Sindh through questionnaire survey.

Literature Review

During the past decade or so, pecuniary pressures on healthcare providers have led to a quest for more efficient service delivery through effective utilization of staff. Pertinent evidence was reported in some studies, such as Patrickson and Maddern (1996) who investigated the organisational responses to such pressures by four major South Australian hospitals. Donabedian (1980) reported a notable model of patient care quality and role of human resource in it. Study revealed couple of indispensable factors of patient care e.g. technical and interpersonal. Technical factors are concerning to adequate utilization of professional knowledge and skills of human factor to promote healthcare. Many other scholars suggested HRM 'best practices' may influence patient care quality. Preuss (2003) noted that 'high performance' HR systems can also improve healthcare outcomes in hospitals. Moreover, for effective management of hospitals staff training targeting higher levels of knowledge and skill relevant to patient care. Working as team by health professionals is another aspect of HRM that is widely applied in hospital management

to enable shared knowledge and understanding about patient needs, good decision making, lower error rates, and more effective patient recovery. The recent study of Morey et al. (2002) tested a model of team-work developed for aviation crew team-training to handle emergency situations. Model mainly focuses on communication and coordination and applied among physicians, nurses, and technicians. Using an experimental design, study found that team-training positively affected emergency room staff attitudes and significantly reduced clinical error rates. HRM ensures employee involvement in healthcare referring to efforts taken by employers to find more participative ways in which to manage staff (Marchington, Goodman, Wilkinson, & Akers, 1992). Employee involvement in decision making process encourages employee ownership of the task or goals of the organisations and employees roles are clear and they remain, loyal to quality of patient care.

Goldstein (1990) presented the framework of 'utilization management and quality improvement'. Model illustrates the effective utilization of management staff to ensure healthcare quality improvement. The goal of utilization management is efficiency. This model strongly relates to hospital management process such as pre-admission authorization, admission review, patient's case management, and drug use evaluation. Healthcare quality management activities include the development of normative and empirical criteria and outcome. There is a growing literature on effectiveness of hospital management in healthcare seeking behaviours and the determinants of health services utilization especially in the context of developing countries. However, a few studies found relevant to hospital management and healthcare management in Pakistan. Babar (2004) has presented an extensive literature review of the situation in developing countries and relates the similar factors responsible for shaping up of a health seeking behaviour and health service utilization in Pakistan. The factors determining the health behaviours may be seen in various contexts: physical, socio-economic, cultural and political. Therefore, the utilization of healthcare system, public or private, formal or non-formal, may depend on socio-demographic factors, social structures, level of education, cultural beliefs and practices, gender discrimination, status of women, economic and

political systems environmental conditions, and the disease pattern and health care system itself. Study (Babar, 2004) emphasized that the policy makers need to understand the drivers of health seeking behaviour of the population in an increasingly pluralistic healthcare system. Also a more concerted effort is required for designing behavioural health promotion campaigns.

Research Methodology

Primary data collected through questionnaire survey which is considered as key method in health services research (Crombie, 1996). The majority of survey questionnaires consisted of closed questions where respondents are asked to choose from a fixed number of options (Fink, 1996).

Target Population

The target population is based on public and private hospitals. On the basis of the inclusion criteria, the target population of selected hospitals located in Karachi and Hyderabad has been selected (see table 1). The target population was approached initially through letters and written consent was sought by the respondent before filling the questionnaire. All possible ethical protocols were followed to keep respondents' personal information confidential.

Table 1 Target Population

No.	Hospitals	Target population
1	Civil Hospital	1750
2	Aga Khan University Hospital	3500
3	Bhitai Hospital	350
4	Rajputana Hospital	350
	Total	5950

Data source: Hospital Records and Prospectus

Sampling Technique

This cross-sectional study was conducted during January 1st 2005 to March 3rd 2006 from Karachi and Hyderabad. Two-stage cluster

sampling technique was used to select the study subjects. Public and private hospitals are divided into four strata. Each hospital was considered as a cluster in this study. In each cluster employees participated from different departments of each hospital on random basis. From each department all the employees present at the time of visit that satisfied the inclusion criteria.

Sample Size

Stratified random sampling was used and four strata were selected randomly. In order to obtain higher precision, elements within the strata should be as homogenous as possible, while stratum-to-stratum homogeneity should be relatively large. Therefore at 5% level of significance with 0.05 bound of error on estimation used to calculate the sample size. A primary survey made of four hospitals with population size 1750, 3500, 350 and 350.

Sampling Equation

Population size of stratum N_h h_1 =Civil, h_2 =AKU, h_3 =Bhattai, h_4 =Rajputana. Proportion of stratum was estimated to be $P_h = 0.05$ consequently, we had relative weight of stratum W_h , $h_1=5$, $h_2=10$, $h_3=1$, $h_4=1$. Therefore, about a sample of 362 employees was required with a total relative weight of stratum is $(5+10+1+1=17)$. So, study needs to have from Civil hospital= $h_1=362/17 \times 5=106$ (sample size for strata one), AKU= $h_2=362/17 \times 10=212$ (sample size for strata two), Bhattai= $h_3=362/17 \times 1=22$ (sample size for strata three) and Rajputana= $h_4=362/17 \times 1=22$ (sample size for strata four).

Data Analysis and Interpretation

Data has been analyzed by both the descriptive and inferential statistical methods, and interpreted through frequency tables. The utilization of HRM in public and private hospitals has been tested and compared using chi-square test. Database was developed in SPSS version 18.0. Questionnaire data were entered, edited and thoroughly scrutinized. Data were double entered, then validated and corrected for any disparity. Finally, 10% of the questionnaires were checked randomly to look for any error in the data entry.

Descriptive Statistics

The questionnaire comprised of three sections: Section 'A' pertains to information relating to personal opinion on human resource management. Section 'B' is based on effective utilization of human resource management in the hospital. While section 'C' is based on the suggestions and recommendations for improvement.

Section A

Study is based on two criteria i.e. Public and private hospitals. Out of 362 respondents, 35.4% were from public hospitals and 64.6% from Private hospitals.

Table 2: Type of Hospital (n=362)

Type	n	%
Public Hospital	128	35.4
Private Hospital	234	64.6
Total	362	100

Hospitals status shows that over 29% samples were taken from the Civil Hospital, 58.6% from the Aga Khan University Hospital, and 6.1% each from Bhitai and Rajputana Hospitals.

Table 3: Hospital Status (n=362)

Hospital	n	%
Civil Hospital	106	29.3
Aga Khan Hospital	212	58.6
Bhitai Hospital	22	6.1
Rajputana Hospital	22	6.1

Section B: Comparison of Public and Private Hospitals

This comparison of the public and private hospitals has been carried out using Pearson Chi square test. According to our hypothesis effective utilization of human resource management leads to efficiency and effectiveness among employees as well as organization and that

there is association between two groups; the alternative hypothesis is that there is no association between the two groups.

Table 4 Can the effective utilization of HRM in hospitals be analyzed?

Variable	Public hospital	Private Hospital	Total
Always	8(4.5)	169(95.5)	177
Sometimes	84(73)	31(27)	115
Never	36(51.4)	34(48.6)	70
			362
P	<0.001		

We have significant evidence to prove our hypothesis and to conclude that there is no association between the two groups. In private hospitals 95.5% employees said that effective use of HRM was effectively utilized, see table above.

Table 5 Does the lack of potentiality and capability in employees create mismanagement in hospital?

Variable	Public hospital	Private Hospital	Total
Always	83(53.9)	71(46.1)	154
Sometimes	45(22.7)	153(77.3)	198
Never	0	10	10
			362
P	<0.001		

We have significant evidence to prove our hypothesis and conclude that there is no association between the two groups. In private hospitals 46.1% employees said that lack of capability in employees created mismanagement in the hospital while, 77.3% private employees concluded that sometimes this did happen, see table above.

Table 6 Does HRM explore the importance of efficiency and effectiveness in hospitals?

Variable	Public hospital	Private Hospital	Total
Always	98(41)	141(59)	239
Sometimes	30(24.4)	93(75.6)	123
Never	-	-	-
			362
P	<0.001		

We have significant evidence to prove our hypothesis and to conclude that there is no association between the two groups, 59% private hospitals employees said that HRM is important for efficient and effective working of a hospital, see table above.

Table 7 Are hospitals trying to improve the understanding of employees to increase productivity?

Variable	Public hospital	Private Hospital	Total
Always	59(33.3)	118(66.7)	177
Sometimes	69(45.4)	83(54.6)	152
Never	0	33	33
			362
P	<0.001		

There is no association between the employees of public and private hospitals. Private employees (66.7%) said that hospital tried to improve understanding of employees to increase productivity, see table above.

Table 8 Are Employees looking to strong decisive leadership in their bosses?

Variable	Public hospital	Private Hospital	Total
Always	110(55.3)	89(44.7)	199
Sometimes	18(11.8)	135(88.2)	153
Never	0	10(100)	3620
			362
P	<0.001		

There is no association between the two groups. 44.7% private employees said that they were always looking to strong leadership in their bosses, while 88.2% employees said that strong decisive leadership was required sometimes, see table above.

Table 9 Are employees motivated by adopting fair promotion policies in hospitals?

Variable	Public hospital	Private Hospital	Total
Always	58(55.2)	47(44.8)	105
Sometimes	56(26.2)	158(73.8)	214
Never	14(32.6)	29(67.4)	43
			362
P	<0.001		

There is a difference between two organizations. Private hospitals adopted fair promotion policies, while public hospital employees were not satisfied with the promotion policies of their hospitals, see table above.

Table 10 Is technical competency in HR highly respected in hospitals?

Variable	Public hospital	Private Hospital	Total
Always	6(12.2)	43(87.8)	49
Sometimes	98(39.4)	151(60.6)	249
Never	24(37.5)	40(62.5)	64
			362
P	<0.001		

There is no association between two groups. Private hospitals encourage the criticism of employees more than the public hospitals do, see table above.

Table 12 Do hospitals provide beneficial incentive schemes to their employees?

Variable	Public hospital	Private Hospital	Total
Always	0	72(100)	72
Sometimes	92(42.6)	124(57.4)	216
Never	36(48.6)	38(51.4)	74
			362
P	<0.001		

There is no association between these groups. Private hospitals always provided beneficial incentive schemes to their employees, while public hospitals did not, see table above.

Table 13 Are Hospital employees encouraged by restructuring their salary set up?

Variable	Public hospital	Private Hospital	Total
Always	46(59)	32(41)	78
Sometimes	49(22.4)	170(77.6)	219
Never	33(50.8)	32(49.2)	65
			362
	<0.001		

There is no association between these two groups. Private management restructured the employees' salaries, but the public hospitals did not, see table above.

Section C:

Table 14 HRM is effectively utilized in hospitals to increase effectiveness and efficiency.

Variable	Public Hospital	Private Hospital	Total
Yes	76(24.9)	229(75.1)	305
No	52(91.2)	5(8.8)	57
			362

About 75% private hospital employees' opinion was that HRM increased efficiency and effectiveness, while 24.9% public hospital employees agreed that HRM increased efficiency, see table above.

Table 15 In today's organizations, employees are becoming more empowered so should hospitals redesign its practices to meet their needs?

Variable	Public Hospital	Private Hospital	Total
Yes	60(22.3)	209(77.7)	269
No	68(73.1)	25(26.9)	93
			362

Private hospitals gave more empowerment to their employees as compared to public health hospitals, see table above.

Table 16 Do all workers want their pay to be based on their performance?

Variable	Public Hospital	Private Hospital	Total
Yes	104(34.2)	200(65.8)	304
No	24(41.4)	34(58.6)	58
			362

About 200 private hospital employees (65.8%) said that workers wanted their pay on the basis of their performance, while 34.2% public hospital employees responded that it was not necessary, see table above.

Table 18 Do bonuses tend to be more effective motivational tool than increased salary?

Variable	Public Hospital	Private Hospital	Total
Yes	94(52.5)	85(47.5)	179
No	34(18.6)	149(81.4)	183
			362

According to 52.5% public hospital employees, bonuses were more effective motivation tool than increased salaries, while 47.5% private hospitals employees agreed to this opinion, see table above.

Table 19 Do you think participative management has not succeeded in hospitals?

Variable	Public Hospital	Private Hospital	Total
Yes	33(36.7)	57(63.3)	90
No	95(34.9)	177(65.1)	272
			362

Private hospital employees (63.3%) said that participative management has succeeded in hospitals while 36.7% public hospitals respondents said that participative management was good for success, see table above.

Table 20 Safety has often not been managed as effectively as some other business functions

Variable	Public Hospital	Private Hospital	Total
Yes	73(41.2)	104(58.8)	177
No	55(29.7)	130(70.3)	185
			362

Out of 104 private employees (58.8%) said that safety had often been managed effectively, 70.3% said that safety was not

managed effectively, while 41.2% public hospital employees said that safety was often managed effectively, see table above.

Table 21 The hospital's health and safety rules provide quality services to employees.

Variable	Public Hospital	Private Hospital	Total
Yes	53(21.2)	197(78.8)	250
No	75(67)	37(33)	112
			362

Private hospital management provides better health and safety rules as compared to that of the public hospitals, see table above.

Table 22 Does the communication system work effectively in hospitals?

Variable	Public Hospital	Private Hospital	Total
Yes	96(37.2)	162(62.8)	258
No	32(30.8)	72(69.2)	104
			362

In private hospitals, the communication system works effectively as compared to that in the public hospitals, see table above.

Table 23 Does the hospital provide satisfactory working conditions to employees?

Variable	Public Hospital	Private Hospital	Total
Yes	60(24)	190(76)	250
No	68(60.7)	44(39.3)	112
			362

Private organizations provided satisfactory working condition to employees (76%), but public sector employees were not satisfied their working conditions, see table above.

Table 24 Does the implementation of new technology reduce the number of jobs?

Variable	Public Hospital	Private Hospital	Total
Yes	38(25.5)	111(74.5)	149
No	90(42.3)	123(57.7)	213
			362

Private hospital employees (74.5%) said that implementation of new technology reduced the number of jobs, while 25.5% public hospital employees said that it not reduce the number of jobs, see table above.

Discussion and Conclusion

The human resource managers today have very different responsibilities and obligations as compared to those of their predecessors. Presently, HRM is assigned prominent emphasis and respect in the overall corporate hierarchy. It is observed that human resource management has yet to make its presence felt in Pakistan like many other practices and techniques of the present time. Although to some extent in the private sector, HRM has been introduced, however, for the purpose of becoming integrated into country's system, it has yet to become an inseparable part of the governance policy. The required managerial skills based on market-demand are not still adequately available at mass level in the country. And it appears very far away from heading to healthcare in Pakistan. To investigate this phenomenon, this study surveyed ublic and private hospitals in Karachi and Hyderabad. Hospitals include: Aga Khan Hospital and the Rajputana Hospital were included from private sector while the rest of the two (Civil Hospital and Bhitai Hospital) are public sector hospitals. The study reveals that only one hospital, the AKUH, enjoys a well established and functional HR department integrated into its setup. The other private hospital, the Rajputana hospital, despite possessing some HR activity, is desultory, if not rudimentary. In the two public-sector hospitals, on the other hand, no human resource management

department existed, and they operate through the obsolete government administration policies and procedures. Motivation of personnel in order to improve individual as well as organizational efficiency the provision of individual development of the personnel focuses on performance-enhancement, and failure to current as well as anticipated future needs. Effectiveness of this methodology is evident from the responses of the employees to our survey. Compared to the performance of the private hospitals, the position of state hospitals leaves much to be desired. This comparison of the public and private hospitals has been carried out using Pearson Chi square test. According to our hypothesis, effective utilization of human resource management brings about efficiency and effectiveness among employees as well as organization, and an element of association emerges between the two groups. The alternative hypothesis is that the said two groups do not have association. On the basis of our hypothesis, which is sufficiently supported with evidence, study concludes that there is no association between the two groups. In private hospitals 95.5% employees reported HRM to have been effectively utilized. The lack of potentiality and capability in employees creates mismanagement in hospital. Study possesses significant evidence to prove our hypothesis and concludes that in private hospitals, 46.1% employees reported that lack of capability in employees created mismanagement in the hospital while, 77.3% private employees concluded this aspects happen sometimes. HRM works on exploring the importance of efficiency and effectiveness in hospitals. In this regard, too, on the basis of significant evidence to prove our hypothesis, we conclude that there is no association between the two groups, and 59% private hospitals employees said that HRM is important for efficient and effective working of a hospital. The hospitals are engaged in efforts to improve the understanding of employees so as to enhance their productivity. However, there is no association between the employees of public and private hospitals. Private hospitals employees (66.7%) relate that hospital tries to improve understanding of employees to increase productivity. Employees look for a strong decisive leadership in their bosses as

there is no association between the two groups; 44.7% private employees said that they always look for a strong leadership in their bosses, while 55.2% employees said that strong decisive leadership was required sometimes.

Employees seem motivated by adopting fair promotion policies in hospitals, however, there is a difference between two types of organizational sectors. Private hospitals adopted fair promotion policies, while public hospital employees were not satisfied with the promotion policies of their hospitals. Technical competency of HR in hospitals was also estimated through questionnaire survey. In private hospitals HR is highly respected as compared to public hospitals. Employees' criticism is encouraged by the hospital management. Private hospitals encourage the criticism of employees more than the public hospitals.

Incentive schemes for employees have also been centre of attention of this study. Private hospitals seem provided beneficial incentive schemes to their employees, while public hospitals did not do so. Hospital employees get encouraged by restructuring of their salary set up. Private management have restructured the employees' salaries, but public hospitals have not. Likewise, measuring effectiveness of utilization of HRM for increased effectiveness and efficiency was also investigated. According to findings, 75% private hospital employees' opinion was that HRM increased efficiency and effectiveness, while 24.9% public hospital employees agreed that HRM increased efficiency. Today's organizations and employees are becoming more empowered so hospitals redesign its practices to meet their needs. Private hospitals gave more empowerment to their employees as compared to public health hospitals. Some 200 private hospital employees (65.8%) said that workers wanted their pay on the basis of their performance, while 34.2% public hospital employees responded that it was not necessary. Similarly about 52.5% public hospital employee bonuses were more effective motivation tool than increased salaries, while 47.5% private hospitals employees agreed with this opinion. Participative management style of leadership in hospitals was also explored in survey. Participative management has not succeeded in hospitals. Private hospital employees (63.3%) said

that participative management succeeded in hospitals while 36.7% public hospitals respondents said that participative management was good for success. Out of 104 private employees (58.8%) said that safety had often been managed effectively, 70.3% said that safety was not managed effectively, while 41.2% public hospital employees said that safety was often managed effectively. The hospital's health and safety rules provide quality services to employees. Private hospital management provides better health and safety rules as compared to public hospitals. Likewise, communication system in hospitals was measured was seemed performing effectively in hospitals. In private hospitals, communication system works effectively as compared to public hospitals. The hospital provides satisfactory working conditions to employees. Private organizations provided satisfactory working condition to employees (76%), but public sector employees were not satisfied their working conditions.

The implementation of new technology reduces the number of jobs. Private hospital employees (74.5%) said that the implementation of new technology has reduced the number of jobs, while 25.5% public hospital employees said that it has not reduced the number of jobs.

The two public hospitals, the Civil Hospital, Karachi and the Bhitai Hospitals Hyderabad stand in sharp constant to AKUH and Rajputana hospital. In both there is no human resource management to speak of. Both are governed by the government rules and regulations in all matters and are not autonomous. To be more specific, these hospitals are run like some ministerial office or department. As far human resource is concerned, the personnel are governed by the various government rules e.g. Establishment Rules, Efficiency and Discipline Rules. These rules and regulations do specify punishments for misdemeanors. But as for rewards, which encourage workers to do better and better, these rules offer no encouragement. The only rewards, if they can be so lubricated, are the annual increment and, the occasionally promotions. There are no fiscal awards save very occasional advance increments or an allowance, furthermore jobs-descriptions are sketchy and procedures are neither uniform nor efficient. Human relations are, by and large, a matter of individual choice or whim; the organization takes practically no measures to

support such relations. The state of labor affairs is almost the same as elsewhere. Dissatisfaction with jobs, uneven whimsical and subjective decisions regarding promotion, dismissals etc. create labour unrest, which is hardly ever appropriately addressed. Employees of public hospitals are not only receptive but also eager for HRM, but they have no hope of such measures. What is most important is that these hospitals' services, in spite of qualified personnel and equipment, are not comparable to, say, the Aga Khan university hospital. There is much public dissatisfaction and criticism on this account. It is believed that increase in the financial grant and resultant enhancement of facilities shall do away with the problem; the importance of human element, save that of doctors to some extent, is not recognized. In the government-run hospital of Pakistan, the same state of affairs prevails with minor variations. Despite availability of qualified and trained personnel and a fair amount of modern diagnostic and curative equipment, the quality of service is found low everywhere. At all concerned places, the personnel are found lethargic, having lack of interest in their job, possessing unprofessional attitude, exhibiting inefficiency and proving not really productive. This is for the possible reason that employees are not considered assets rather they are regarded as a disposable commodity.

Recommendations

There is an immediate need of the governance shift from the traditional administration to modern management, incorporating human resource management with 'best practices model', in the interest of better governance and greater public good. The public hospitals should have greater autonomy in decision and policy making and the administrative over-burden which means that various ministries, secretariats and directorates should be lessened of this burden to a feasible and practical level. The public and the private healthcare intuitions ought to have a closer cooperation in true sense of public-private partnership for better delivery of healthcare. An assessment need to be carried out of the feasibility of 'local' governing bodies for state hospitals for the healthcare services point of view instead of from the economy point of view alone. There should be a revision of the services rules and conditions in state hospitals in order

to incorporate HRM practices. In this regard, depending upon its size, there should be a human resource department or section in each state hospital and only an HRM professional should head such department/section. At the highest level, particularly in the healthcare sector, human resource management should form an integral part of national planning. It is believed that performance of the healthcare sector of Pakistan can be greatly improved and enhanced through a proper implementation of the proposed measures.

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