
GOVERNANCE OF HOSPITALS AND ITS ROLE IN ACHIEVING ORGANIZATIONAL PERFORMANCE - A CASE STUDY OF AL-HUSSEIN MILITARY HOSPITAL

Ahmed Khanjar Abed Alawadi 1

Dr. Aida Kamoun 2

1. PhD student At the Faculty of Economics and Management, Sfax University, Tunisia.

Email: KhnJJr 2013@gmail.com

2-Professor doctor in Faculty of Economic Sciences and Management University of Sfax,

Email: aida.kammoun@isaas.usf.tn

Abstract

The aim of the researcher through this study is to investigate the possibility of achieving hospital governance system by enhancing social responsibility and the possibility of achieving institutional performance at Al-Hussein Military Hospital in Baghdad Governorate/Al-Karada outside by relying on a sample of the Ministry of Defense personnel at the researched hospital. The relationships between variables were expected based on appropriate literature, and were tested using the results of a survey conducted on (925) personnel, including officers, ranks, and civilian employees from all categories, among them (360) personnel from those working at Al-Hussein Military Hospital to evaluate hospital governance and utilize it in enhancing institutional efficiency through the perspective of social responsibility, and (565) personnel officers and ranks as recipients of the provided medical services.

For the purpose of analyzing the responses of the researched sample individuals, advanced and readily available scales, as well as diverse and suitable statistical tools, were tested. These included the mean and standard deviation of the study samples, simple correlation coefficient, simple linear regression, and multiple linear regression. Analytical descriptive methodology was employed as the scientific approach in the current study. The general value of this study lies in its focus on the dimensions of hospital governance that reflect the achievement of social responsibility in the workplace and enhance institutional performance. The study recommended the necessity of focusing on the governance of the researched hospital due to its positive impact on enhancing individual performance and the performance of organizational units, which is reflected in the overall social and service performance at Al-Hussein Military Hospital. Additionally, the study revealed a strong positive relationship between the study variables.

Keywords: Hospital governance, social responsibility, Al-Hussein Military Hospital, Baghdad Governorate.

Introduction

Governance is the activity undertaken by management. It relates to decisions that set expectations, delegate authority, or oversee performance. It can consist of either a separate process or a specific part of management or leadership operations. Sometimes, a group of individuals forms a government to manage these processes and systems. When discussing an organization, whether profit-oriented or not, governance means consistent management, coherent policies, direction, operations, and decision-making within a specific area of responsibility. For example, corporate management may involve developing policies related to privacy, internal investment, and data utilization (World Governance Index, 2009).

Analyzing hospital governance is essential to understand the persisting imbalances that have resulted in the deterioration of the image and quality of public healthcare services. To analyze the hospital management model conceptually, there are four dimensions: institutional, financial, accountability, and decision-making. This framework has been highlighted through a documentary review of key organizational and legal texts, in addition to multiple case studies. However, limited independence, resource shortages, dilapidated equipment, chronic budget deficits, employee frustration, and lack of accountability mechanisms lead to a decline in the quality of care, thus resulting in patient dissatisfaction (Mourajid, Y., and Ghafili, 2023).

Hospital governance influences transparency, the board of directors, information management, audit committee, health ethics dimensions, as well as self-regulation, professional loyalty, accuracy, clarity, role development, and skills in public hospitals. The higher the application of governance levels and the higher the ethical standards of the medical staff, the more direct positive impact it has on medical ethics, positive management, information management, audit committees, and others, improving the overall performance of the institution (Iqti, M., & Mqraash, 2021).

The application of human resources governance principles across its various aspects—eight (strategic orientation, accountability, transparency, information generation, efficiency, neutrality, responsiveness, participation)—in government hospitals under the Ministry of Health is the adoption of human resources governance principles. The interpretation of application is comparing the current or actual situation with the ideal or required level, thereby identifying achieved goals and goals overlooked in applying human resources governance principles in public hospitals or at the sub-level (William D., 2011).

When implementing governance principles, there are specific profitability returns in hospitals. Health economics are positively embraced by institutions in general and hospitals in particular, concerning financing, fee regulation, hospital supplies, and attempts to cover costs to ensure excellent service while considering privacy and service quality in hospitals. Therefore, the focus should be on hospital governance concepts by emphasizing leadership, decision-making, and work ethics (Baqash, B., & Baala, 2019).

There is significant and sustainable importance and benefit to the effectiveness of hospital boards of directors on its governance, especially in how it impacts the group of care providers, management, and the level of performance outcomes in the hospital community. Studies indicate that hospitals governed by boards of directors using a corporate governance model, as opposed to hospitals governed by charity-like boards, are likely to be more efficient

and have greater acceptance and a larger share of the local market. Generally, occupancy and cash flow were not specifically associated with the formation of hospital boards of directors. However, the effects of governance formation were more evident in standalone and public hospitals compared to system-affiliated and private hospitals (ALEXANDER, Jeffrey A.;2006).

2: Research Objectives

- Identifying the current status of hospital governance and applying its dimensions within the researched hospital.

3: Research Methodology:

The study is a quantitative and descriptive research employing purposive sampling to evaluate the level of performance and governance at Al-Hussein Military Hospital. The questionnaire was constructed based on research literature, and its validity was determined through expert assessment by 15 experts from faculties of management, economics, healthcare management, and various medical and health specialties.

The study was conducted from October 2022 until the end of October 2023. The study population consisted of doctors, nurses, civilian employees, officers, and ranks affiliated with the general headquarters and active units, totaling 980 individuals. A random sample was selected from them, with a total of 998 questionnaires distributed. 948 questionnaires were collected, representing an 86% response rate. Among them, 8 questionnaires were deemed invalid or incomplete and were excluded. Consequently, the total number of valid questionnaires for statistical analysis was 925.

4: Results:

Table No. (1): Analysis of Demographic Data for the Study Sample of Individuals Working at Al-Hussein Military Hospital as shown in the table below (8) demographic data.

| Variables | Total | F | % | Com. P. |
|-----------|--------|-----|------|---------|
| Age | 18-25 | 44 | 12.2 | 12.2 |
| | 26-33 | 81 | 22.5 | 34.7 |
| | 34-41 | 79 | 21.9 | 56.7 |
| | 42-49 | 101 | 28.1 | 84.7 |
| | 50- | 55 | 15.3 | 100.0 |
| Gender | Male | 292 | 81.1 | 81.1 |
| | Female | 68 | 18.9 | 100.0 |
| Specialty | Doctor | 72 | 20.0 | 20.0 |
| | Admin | 87 | 24.2 | 44.2 |
| | Nurse | 93 | 25.8 | 70.0 |
| | Pharm | 48 | 13.3 | 83.3 |
| | Tech | 33 | 9.2 | 92.5 |
| | Assist | 27 | 7.5 | 100.0 |
| Education | Grad | 55 | 15.3 | 15.3 |

| Variables | Total | F | % | Com. P. |
|------------|--------|-----|------|---------|
| | Diplo | 72 | 20.0 | 35.3 |
| | Grad | 216 | 60.0 | 95.3 |
| | Master | 13 | 3.6 | 98.9 |
| | Doctor | 4 | 1.1 | 100.0 |
| Experience | <1 | 56 | 15.6 | 15.6 |
| | 1-5 | 82 | 22.8 | 38.3 |
| | 6-10 | 100 | 27.8 | 66.1 |
| | 11-15 | 82 | 22.8 | 88.9 |
| | 16-20 | 40 | 11.1 | 100.0 |

Percentage;
mean;

P: Percentage; F: Frequency

This table shows that (28.1%) of the study participants fall within the age group of (42-49) years. The majority of the study sample (81.1%) are males. Additionally, the study sample indicates that the most prevalent specialty among participants is registered nurses, accounting for (25.8%). Regarding educational level, the study suggests a predominance of college degree holders, at a rate of (60%). Finally, concerning years of experience, the highest percentage was for those with (6-10) years of experience, at a rate of.(%27.8)

Table No. (2): Presents the descriptive analysis of demographic data for the study sample from the targeted category in providing medical services affiliated with the .Ground Forces Command of Army units and associated units

| Variables | Total | F | % | Com. P. |
|---------------------|-----------------|-----|-------|---------|
| Age | 18-25 | 38 | 6.7 | 6.7 |
| | 26-33 | 158 | 28.0 | 34.7 |
| | 34-41 | 160 | 28.3 | 63.0 |
| | 42-49 | 118 | 20.9 | 83.9 |
| | 50 and above | 91 | 16.1 | 100.0 |
| Gender | Male | 469 | 83.0 | 83.0 |
| | Female | 96 | 17.0 | 100.0 |
| Military Rank | Officers | 76 | 13.5 | 13.5 |
| | Deputy Officers | 162 | 28.7 | 42.1 |
| | Soldiers | 327 | 57.9 | 100.0 |
| Years of Experience | 1-5 | 41 | 7.25 | 7.25 |
| | 6-10 | 144 | 25.48 | 32.73 |
| | 11-15 | 173 | 30.61 | 63.34 |
| | 16-20 | 129 | 22.83 | 86.17 |
| | 21 and above | 78 | 13.8 | 100.0 |

etic mean;

This table shows that (28.3%) of the study participants fall within the age group of (34-41) years. The majority of the study sample (83%) are males. Additionally, the study sample indicates that the most participants are soldiers, accounting for (57.9%). Finally, concerning

years of experience, the highest percentage was for those with (11-15) years of experience, at a rate of (30%,61).

Descriptive analysis of hospital governance variable

From reviewing the analysis results, it is evident that there is positivity in the sample's responses regarding this variable. It recorded a relative importance weight of (88.26%), with a high mean score of (4.41). Additionally, there was homogeneity among the items, as indicated by the standard deviation of (0.725). As for the dimensions, the results were as follows:

The descriptive analysis of the dimension (Transparency and Disclosure)

presents the systematic data analysis results in tables. This chapter aligns with the study objectives as follows:

Table (3): This table illustrates the observed frequencies of transparency and disclosure.

| Paragraph | Items | MS | SD | Evaluation |
|--|--|------|------|------------|
| Dimension 1: Transparency and Disclosure | | | | |
| 1. | Clarifying the institution's message and vision. | 3.41 | 1.03 | Average |
| 2. | Clarifying the financial status of the healthcare institution from revenues and expenses for the local community and all relevant parties. | 2.32 | 1.34 | Weak |
| 3. | Having clear future strategies and plans. | 2.23 | 1.01 | Weak |
| 4. | Having a website that allows direct and fast access to information. | 2.33 | 1.29 | Weak |
| 5. | Ease of access to all necessary information and performance indicators about hospital performance evaluation. | 2.25 | 1.62 | Weak |
| Dimension 2: Accountability and Oversight | | | | |
| 6. | The existence of mandatory legal regulations to hold every negligent accountable objectively regardless of his position. | 2.53 | 1.16 | Average |
| 7. | Establishing special and independent committees for auditing and reviewing. | 1.96 | 1.10 | Weak |
| 8. | Having an effective and good system for performance and results evaluation. | 4.11 | 1.07 | Good |
| 9. | Clearly defining the responsibilities and authorities of each employee in his position. | 2.97 | 1.26 | Average |
| 10. | Combating all forms of corruption and negligence in the institution. | 3.41 | 1.41 | Average |
| Dimension 3: Participation and Decision Making | | | | |
| 11. | Providing patients with the opportunity to participate in decisions regarding healthcare services provided. | 2.54 | 1.34 | Average |
| 12. | Allowing patient associations and their representatives to dialogue, consult, and consider their opinions when making decisions. | 2.16 | 1.06 | Weak |
| 13. | Announcing and publishing decisions made to everyone clearly. | 2.15 | 1.18 | Weak |
| 14. | Adopting a policy of dialogue and consultation among various stakeholders before making decisions. | 2.42 | 1.03 | Average |
| 15. | Involving employees and managers in policy formulation. | 4.60 | 1.34 | Good |

The assessment criteria for critical points are as follows: (1-2.33) Weak, (2.34-3.66) Moderate, (3.67-5) Good.

SD: standard deviation, MS: Mean of score.

This table illustrates three dimensions of the questionnaire: The first dimension (Transparency and Disclosure), where all its items were weak except the first item, which was rated as moderate. The second dimension (Accountability and Oversight), where most items were rated as moderate except for the seventh item, which was rated as weak, and the eighth item, which was rated as good. The third dimension (Participation and Decision-Making), where the eleventh and fourteenth items were rated as moderate, the twelfth and thirteenth items were rated as weak, and the fifteenth item was rated as good.

Table No. (4): This table presents the observed frequencies: Efficiency and effectiveness of service delivery.

| Paragraph | Items | MS | SD | Evaluation | |
|---|--|------|------|------------|---------|
| Dimension 4: Efficiency and Effectiveness of Service Delivery | | | | | |
| 16. | Attracting qualified medical and administrative staff. | 2.55 | 1.29 | Average | |
| 17. | Providing suitable healthcare services for everyone with the same quality and in a timely manner. | 3.18 | 1.62 | Average | |
| 18. | Creating alignment between healthcare service providers and demanders. | 2.46 | 1.16 | Average | |
| 19. | Providing a motivating and encouraging work environment for excellence and dedication. | 2.49 | 1.10 | Average | |
| 20. | Maintaining the confidentiality of patient and family health information. | 2.22 | 1.07 | Weak | |
| Dimension 5: Health Sustainability | | | | | |
| 21. | Conducting periodic assessments to measure patient satisfaction with healthcare services provided. | 2.64 | 1.26 | Average | |
| 22. | Conducting periodic assessments to measure professional satisfaction among healthcare institution employees. | 2.56 | 1.41 | Average | |
| 23. | Adhering to health safety regulations by healthcare institution employees. | 3.14 | 1.34 | Average | |
| 24. | Having rules and regulations governing the disposal of medical waste. | 2.35 | 1.06 | Average | |
| 25. | Employees' commitment to implementing the rules of the system within the hospital. | 2.41 | 1.18 | Average | |
| Overall Evaluation | | - | 2.69 | 1.22 | Average |

The evaluation criteria for critical points are as follows: (1-2.33) Weak, (2.34-3.66) Moderate, (3.67-5) Good.

SD: standard deviation, MS: Mean of score.

This table illustrates the following dimensions of the questionnaire: The fourth dimension (Efficiency and Effectiveness of Delivery), where all its items were moderate except for item twenty, which was rated as weak. The fifth dimension (Health Sustainability), where all its items were moderate.

5. Discussion of Results

The overall assessment of hospital governance was average according to the mean score (2.69). This result aligns with a study conducted by Dr. Manal in 2021 titled "The Impact of Governance Principles on Functional Performance." The aim of her study was to determine the level of governance in functional performance in the eastern part of Nasr City and to identify the relationship and impact of leadership adoption of governance as a mediating variable between governance principles and performance improvement. The results indicated a statistically significant positive relationship, with a correlation coefficient value ($r=0.865$), confirming that governance contributes positively to performance improvement.

However, this differs from the result obtained by researcher (Dahan bin Mohammad Ziyad in 2022), who conducted a study titled "The Impact of Governance Standards on the Performance of Workers in the Healthcare Sector in Najran Region." He found that the level of governance was weak at 22.5%, and there was no significant effectiveness in the performance of workers in the healthcare sector. The interpretation of the results obtained in my study is attributed to the recent security and military conditions that the country has experienced, including the fight against extremist groups. This is one of the reasons that affected all levels of governance in the country, including public and military administrations. Additionally, the researched hospital is still operational, which requires scheduled time to implement and work on governance principles.

6. Conclusions and Recommendations

First: Conclusions

- 1-Responses showed a positive and satisfactory attitude from the medical and nursing staff, although there was weakness in delivering services on time.
- 2-The most influential dimension of hospital governance variable within the regression model to measure the dimensions independently and their impact on the performance of hospital institutions was the transparency and disclosure dimension, while the least influential dimension was the efficiency and effectiveness of service delivery.
- 3-The results demonstrated the existence of positive correlations between hospital governance, social responsibility, and the performance of hospital institutions.
- 4-There was a high impact relationship of the independent effects of both hospital governance and social responsibility on the performance of hospital institutions.

Secondly: Recommendations

- 1) Increase the healthcare institution's focus on its future strategies and plans, ensuring they are clear and involve everyone in their formulation.
- 2) The institution needs a website that allows direct and quick access to information and feedback, which is essential for improving performance.

- 3) Attention should be given to involving employees in inspection and executive tasks that contribute to improving performance, by considering the establishment of special and independent committees for auditing and review.
- 4) Work on raising awareness about the importance of hospital governance and social responsibility through awareness campaigns and education and training programs.

References

1. Al-Hazmi, Mahmoud Nasser. (2011). "The Application of Governance to the Saudi Electricity Company: Problems, Obstacles, and Possible Solutions." An Analytical Comparative Applied Study, International Virtual University.
2. Bakhsh, Bela, Taher. "Hospital Governance from a Business Management Perspective." 2019.
3. Benz, A. (2010). Governance - Regieren in komplexen Regelsystemen: Eine Einführung. Berlin: Springer
4. Ghader, Mohamed Yassin. (2012). "Governance Determinants and Standards." International Scientific Conference on Globalization of Management in the Knowledge Era, Faculty of Business Administration, Janan University, Lebanon.
5. Lewis, S. A., Saunders, A and Fenton, K. (2002) 'The Magic Matrix of Clinical Governance', British Journal of Clinical Governance, Vol, 7, No. 3, 150-153.
6. Main Reference: "The Impact of Governance on Achieving Competitive Advantage: A Field Study in Private Hospitals in Amman City," Idris Wael Al-Sanousi, 2016
7. William D. Savedoff, Governance in the Health Sector: a Strategy for Measuring Determinants and Performance, Policy Research Working Paper, N° 5655, The World Bank, May 2011.