



Management and organizational performance

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Background

Although it is widely alleged that organisational performance depends on good management, the theory on which this assertion is based is fragmented and the empirical evidence is weak.

This study is focused on the directors of hospitals and other health service management units (Operational Districts) in Cambodia, those responsible for delivering health services to patients. The study will survey the characteristics of these directors in relation to three managerial domains: mission, coordination and staff performance management and relate these to measures of organisational performance between 2006 and 2008.

What we intend to do

We have identified 30 hospitals in Cambodia with more than 70 beds and drawn a random sample of 30 Operational Districts. We will ask the 60 directors about their education, experience, management practices and the way they exercise jurisdiction over staff and budgets.

In order to assess organisational performance, we have extracted data from the Ministry of Health's Health Information System about bed occupancy rates, average lengths of stay, hospital mortality rates, patient contact rates, immunization coverage and antenatal care.

The analysis will attempt to relate these organizational performance measures to manager characteristics and practices.

Aims

The study aims to...

... assess the relationships between the characteristics and practices of key managers in the Cambodian health sector and the results produced by their organisations.

Contributions...

The Cambodian government is giving priority to improving organizational performance in the health sector.

The results of the study will inform strategies to improve health service efficiency and productivity; in particular the extent to which organisational performance can be improved by investments in key managers.

Find out more...

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