

# CRITICAL SUCCESS FACTORS FOR OUTSOURCING IMPLEMENTATION IN GREAT CAIRO HOSPITALS

*(An Empirical Study)*

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**Abstract:** This study investigated practices, perceived benefits and barriers to outsourcing of healthcare services and the critical success factors needed to improve the outsourcing process by governmental hospitals in Great Cairo, Egypt. The aim was to contribute to the evidence base to increase adoption and effectiveness of outsourcing by governmental hospitals in Egypt.

Quantitative data was collected from hospitals leaders and head of departments in 39 randomly selected hospitals from which only 2 hospitals are accredited according to the Egyptian standards using a self-administered questionnaire. Quantitative data was statistically analyzed using SPSS.

Quantitative findings revealed that there is a relationship between hospital culture and leaders' core competencies and outsourcing practices in Egyptian governmental hospitals.

Recommendations, interventions and critical success factors are proposed for increasing outsourcing effectiveness in Egyptian hospitals.

**Key Words:** *Empirical Study, Outsourcing, Critical success factors, Hospital culture and leaders core competencies, Organizational performance, Egypt.*

## I.INTRODUCTION

The organizations' effective and efficient utilization of the existing resources and capital has been extremely important today. In this context, organizations utilize their resources focusing on their core competencies, to make a competitive edge that cannot be easily imitated by other organizations.

In this way, organizations aim to reduce costs, speed recovery, get rid of fixed and additional investments, increase measurability and control of costs, saving time and gain flexibility. Organizations, which focus on their core competencies, prefer to outsource some other activities in order to facilitate access to critical and important resources for themselves.

The most common definition of Outsourcing is that it is a contractual relationship in which an organization hires a third party, usually an external vendor or contractor, to perform and manage one or more internal functions previously done in-house. The organization does this in order to maximize service, optimize expertise, and minimize cost and to maintain or improve quality (*Blouin & Brent, 1999*).

OR it can be described as a practice or application followed by the managers to contract with external facilities to carry out internal or external functions that the facility does not perform well (*Salah Ismael, 2016*).

Outsourcing involves using an outside company to provide a non-core service previously performed by staff (*Gottschalk & Solli-Saether 2005*). These outsiders are allowed to move in because the outsourcing organization perceives this to have benefits.

Research shows that outsourcing, if properly planned, resourced and managed, can deliver significant competitive advantage to companies and organizations in all sectors (*Willcocks 2010*). Outsourcing has thus emerged as one of the popular and widely adopted business strategies in the current globalization era. Many organizations are using outsourcing as a strategy to improve business focus, mitigate risks, build sustainable competitive advantage, and extend technical capabilities and free resources for core business purposes.

Healthcare organizations like any other organizations began to outsource some of their activities either due to lack of experience , shortage in staff or scarce resources.

Thus, there are some critical success factors where the decision to outsource should be based on as; careful evaluation of the advantages and disadvantages or risks of outsourcing in a given situation. This, in addition, should be complemented by an assessment to determine whether outsourcing an activity is appropriate and feasible for the organization. This assessment involves the consideration of issues such as the capability of the organization in the activity relative to competitors, the importance of the activity as a competitive advantage, the capability of suppliers to perform the activity, the level of risk in the supply market, potential workforce resistance and the impact upon employee morale.

## II. AIM OF THE RESEARCH

The purpose of this study is to assess the implementation of outsourcing strategy in the Egyptian Governmental Hospitals with an aim to investigate the effect of outsourcing on the hospital's performance and to pick up the critical success factors for outsourcing implementation in Egyptian hospitals. Theoretically, the study is justified in that lessons drawn from this research will aid in developing a body of knowledge on outsourcing of healthcare services in Egyptian governmental hospitals. This is based on the fact that most researches to-date on outsourcing focus primarily on the experiences of developed countries in Europe, United States and Asia. Furthermore, this thesis contributes to practice by identifying the critical success factors for outsourcing services in Great Cairo governmental hospitals. An explanatory quantitative method design was used, and it involved collecting quantitative data and then explaining the quantitative results with in-depth qualitative data. In the first, quantitative phase of the study, survey data was collected from hospital top managers (medical superintendents and hospital administrators) at sampled governmental hospitals in Egypt. This data was used to test the study's attitudinal conceptual framework by assessing how outsourcing in the sampled hospitals relates to hospitals culture, management perceptions and attitudes to outsourcing, management perception of the outsourced services, out sourced service characteristics and the hospital's characteristics.

## III. LITERATURE REVIEW

Hospitals are particularly fertile environments for outsourcing, due to their role in providing a wide and complicated collection of services. Many services could be outsourced by different organizations. Over the last decade, the governmental hospitals in developed countries has been under pressure both from demographic changes and increasingly scarce financial resources. hospitals in these countries have tried to find some relief in outsourcing of services not belonging to its core competences like IT services, catering and cleaning. Benefits of such outsourcing efforts have included lower costs, reduced number of personnel and higher levels of satisfaction with services provided by the hospital.

So, outsourcing would enable governmental hospitals to improve their general services, reduce costs, and update equipment and installations, without having to use their limited resources which would then be devoted to providing healthcare which is the hospitals' core business. However, efforts will be needed to encourage increased adoption of outsourcing by hospitals where feasible and appropriate through a number of interventions, for example through policies and procedures, guidelines, and key performance indicators. The interventions, including any developed guidelines will need to be evidence-based.

## IV. RESEARCH DESIGN:

This empirical study aims to analyze the overall trends of the vocabulary of the study sample towards the study variables by analyzing their responses to the questionnaire, to identify the general direction of that vocabulary. It also aims to test the study hypotheses by showing the extent of validity or error of hypotheses in a way that contributes to reaching out to a set of results that explain the research problem and answer research questions, and in order to achieve the goal of this chapter, it includes the following:

- Study methodology
- Study tool
- Characteristics of the study sample
- Descriptive statistics of the study data
- Test of hypotheses

## V. RESEARCH METHODOLOGY:

Empirical research is a type of research methodology that makes use of verifiable evidence to arrive at research outcomes. In other words, this type of research relies solely on evidence obtained through observation or scientific data collection methods.

When analyzing the study data, the researcher relied on the use of the analytical descriptive method, which depends on describing and analyzing the data and relying on some methods of analysis as follows:

Qualitative Data Analysis

Quantitative Data Analysis

The researcher used a number of statistical methods that are consistent with testing the study hypotheses on the one hand and the nature of the data obtained on the other hand. By using the Statistical Program for Social Sciences (SPSS), the following statistical methods have been used:

Alpha Cronbach laboratories

Self-validity factor

Frequencies, percentages, arithmetic mean, standard deviation, in order to conduct the descriptive analysis of the questionnaire terms, analyze them statistically and extract the results.

Correlation Analysis

T test

## Questionnaire

The questionnaire consists of nine domains as follows:

| Basic Domains |   |
|---------------|---|
| 1             | Demographic data and Hospital culture and leaders' core competencies            |
| 2             | Services that your hospital outsources (outsourcing plan)                       |
| 3             | factors affecting outsourcing decision taken                                    |
| 4             | Goals and objectives achieved from implementation of outsourcing strategy       |
| 5             | Risk factors that may be associated with implementation of outsourcing strategy |
| 6             | Outsourcing process performance evaluation and monitoring                       |
| 7             | Criteria of selection and procurement of vendors and subcontractors             |
| 8             | Appropriate time interval for measuring outsourcing process performance         |
| 9             | Precautions to be taken during making outsourcing contract and strategy         |

## VI.RESULTS AND FINDINGS

### Population and Sample

The study population consists of all the administrative staff of the governmental hospitals, whose number is (3130), and using the formula for determining the sample size, Steven K. Thompson

Table (1) Sample size using Steven

| Total Sample Size | Calculated Sample Size |
|-------------------|------------------------|
| N =3130           | n = 380                |

### Responses Rate

Table (2) The percentage of the correct sample of respondents

| Total Population | Actually Investigated | Correct Respondents | Actual Percentage |
|------------------|-----------------------|---------------------|-------------------|
| 3130             | 380                   | 333                 | 87.63%            |

### Demographic variables: -

- The results of the demographic variable "job area"

Table (3) Results of the demographic variable "GENDER"

|                     | Frequency | Percentage |
|---------------------|-----------|------------|
| Top management      | 60        | 18.02      |
| Department managers | 173       | 51.95      |
| Department heads    | 100       | 30.03      |
| Total               | 330       | 100.0      |

- The results of the demographic variable "type of hospital"

**Table (4):** The results of the demographic variable "type of hospital"

|                  | Frequency | Percent |
|------------------|-----------|---------|
| Multi-specialty  | 240       | 72.1    |
| Single specialty | 93        | 27.9    |
| Total            | 333       | 100.0   |

- The results of the demographic variable "Number of Beds"

**Table (5):** The results of the demographic variable "Number of Beds"

|           | Frequency | Percent |
|-----------|-----------|---------|
| -50       | 64        | 19.2    |
| 50 - 100  | 127       | 38.13   |
| 100 – 150 | 42        | 12.6    |
| 150+      | 100       | 30.03   |

- Results of the demographic variable "Gender"

**Table (6):** The results of the demographic variable "Gender"

|        | Frequency | Percentage |
|--------|-----------|------------|
| Male   | 182       | 54.66%     |
| Female | 151       | 45.34%     |
| Total  | 333       | 100%       |

**Table (7): Averages and standard deviations of the respondents' answers to the statements of the first Perspective Hospital Culture and Core Perspective Competencies**

| First Perspective                                 | Disagree         |      | Neutral |     | Agree |      | Strongly Agree |      | % of agreement | Mean | Std. Deviation |
|---|------------------|------|---------|-----|-------|------|----------------|------|----------------|------|----------------|
|   | N                | %    | N       | %   | N     | %    | N              | %    |                |      |                |
|   | <b>Integrity</b> | 53   | 15,9    | 11  | 3,3   | 51   | 15,3           | 218  |                |      |                |
| <b>Professionalism</b>                            | 43               | 12,9 | 0       | 0,0 | 46    | 13,8 | 244            | 73,3 | 86.86          | 3.47 | 1,01           |
| <b>Respect for diversity</b>                      | 43               | 12,5 | 18      | 5,4 | 52    | 15,6 | 220            | 66,1 | 83.71          | 3,35 | 1,05           |
| <b>Effective communication</b>                    | 48               | 14,4 | 3       | 0,9 | 55    | 16,5 | 227            | 68,2 | 84.61          | 3,38 | 1,06           |
| <b>Teamwork</b>                                   | 45               | 13,4 | 0       | 0,0 | 86    | 20,4 | 220            | 66,1 | 84.76          | 3,39 | 1,03           |
| <b>Good leadership</b>                            | 43               | 12,9 | 0       | 0,0 | 71    | 21,3 | 219            | 65,8 | 84.98          | 3,40 | 1,01           |
| <b>Delegation of appropriate responsibilities</b> | 43               | 12,9 | 12      | 3,6 | 101   | 30,3 | 177            | 53,2 | 80.93          | 3,24 | 1,01           |

**Table (8): Averages and standard deviations of the respondents' answers to the statements of the second perspective regarding services currently outsourced by the hospital (outsourcing plan)**

| Second Perspective             | Disagree       |     | Neutral |     | Agree |      | Strongly Agree |      | % of agreement | Mean | Std. Deviation |
|--------------------------------|----------------|-----|---------|-----|-------|------|----------------|------|----------------|------|----------------|
|                                | N              | %   | N       | %   | N     | %    | N              | %    |                |      |                |
|                                | <b>Nursing</b> | 2   | 0,6     | 42  | 12,6  | 233  | 70,0           | 56   |                |      |                |
| <b>Catering</b>                | 24             | 7,2 | 2       | 0,6 | 61    | 18,3 | 246            | 73,9 | 89.71          | 3,59 | ,83            |
| <b>Pharmaceutical Services</b> | 18             | 5,4 | 2       | 0,6 | 67    | 20,1 | 246            | 73,9 | 90.62          | 3,62 | ,76            |
| <b>Radiology Services</b>      | 25             | 7,5 | 0       | 0,0 | 81    | 24,3 | 227            | 68,2 | 88.29          | 3,53 | ,84            |
| <b>Laboratory Services</b>     | 25             | 7,5 | 0       | 0,0 | 76    | 22,8 | 232            | 69,7 | 88.66          | 3,55 | ,84            |
| <b>Maintenance Services</b>    | 0              | 0,0 | 6       | 1,8 | 95    | 28,5 | 232            | 69,7 | 91.97          | 3,68 | ,50            |
| <b>Security Services</b>       | 7              | 2,1 | 20      | 6,0 | 200   | 60,1 | 106            | 31,8 | 80.41          | 3,22 | ,64            |
| <b>IT Services</b>             | 7              | 2,1 | 2       | 0,6 | 89    | 26,7 | 235            | 70,6 | 91.44          | 3,66 | ,60            |

**Table (9): Averages and standard deviations of the respondents' answers to the statements of the third Perspective Factors Affecting Outsourcing Decision Taken**

| Third Perspective              | Disagree             |     | Neutral |     | Agree |      | Strongly Agree |      | % of agreement | Mean | Std. Deviation |
|--------------------------------|----------------------|-----|---------|-----|-------|------|----------------|------|----------------|------|----------------|
|                                | N                    | %   | N       | %   | N     | %    | N              | %    |                |      |                |
|                                | <b>Hospital size</b> | 0   | 0,0     | 2   | 0,6   | 65   | 19,5           | 266  |                |      |                |
| <b>rules and regulations</b>   | 0                    | 0,0 | 0       | 0,0 | 65    | 19,5 | 268            | 80,5 | 95,12          | 3,80 | ,39            |
| <b>Hospital location</b>       | 0                    | 0,0 | 23      | 6,9 | 66    | 19,8 | 244            | 73,3 | 91,59          | 3,66 | ,60            |
| <b>Human resources issues</b>  | 0                    | 0,0 | 0       | 0,0 | 74    | 22,2 | 259            | 77,8 | 94,44          | 3,78 | ,41            |
| <b>Core competencies</b>       | 2                    | 0,6 | 0       | 0,0 | 64    | 19,2 | 267            | 80,2 | 94,74          | 3,79 | ,45            |
| <b>Performance Improvement</b> | 0                    | 0,0 | 2       | 0,6 | 83    | 24,9 | 248            | 74,5 | 93,47          | 3,74 | ,45            |
| <b>Cost Reduction</b>          | 20                   | 6,0 | 21      | 6,3 | 92    | 27,6 | 200            | 60,1 | 85,44          | 3,42 | ,85            |
| <b>Competitive Issues</b>      | 12                   | 3,6 | 17      | 5,1 | 71    | 21,3 | 233            | 70,0 | 89,41          | 3,58 | ,75            |

Table (10): Averages and standard deviations of the respondents' answers to the statements of the fourth Perspective goals and objectives Achieved from Implementation of Outsourcing Strategy

| Fourth Perspective                     | Disagree |     | Neutral |     | Agree |      | Strongly Agree |      | % of agreement | Mean | Std. Deviation |
|--|----------|-----|---------|-----|-------|------|----------------|------|----------------|------|----------------|
|  | N        | %   | N       | %   | N     | %    | N              | %    |                |      |                |
| Performance Improvement                | 0        | 0,0 | 0       | 0,0 | 65    | 19,5 | 268            | 80,5 | 95,12          | 3,80 | ,39            |
| Staffing Plan reduction                | 0        | 0,0 | 0       | 0,0 | 76    | 22,8 | 257            | 77,2 | 94,29          | 3,88 | ,42            |
| Cost Reduction                         | 15       | 4,5 | 18      | 5,4 | 88    | 26,4 | 212            | 63,7 | 87,31          | 3,49 | ,79            |
| Competitive Issues                     | 10       | 3,0 | 12      | 3,6 | 78    | 23,4 | 233            | 70,0 | 90,09          | 3,60 | ,70            |
| Saving time to provide another service | 4        | 1,2 | 15      | 4,5 | 86    | 25,8 | 228            | 68,5 | 90,39          | 3,62 | ,63            |

Table (11): Averages and standard deviations of the respondents' answers to the statements of the fifth perspective risk factors that may be associated with Implementation of outsourcing strategy

| Fifth Perspective    | Disagree |      | Neutral |     | Agree |     | Strongly Agree |      | % of agreement | Mean | Std. Deviation |
|----------------------|----------|------|---------|-----|-------|-----|----------------|------|----------------|------|----------------|
|                      | N        | %    | N       | %   | N     | %   | N              | %    |                |      |                |
| Loss of control      | 92       | 27,6 | 5       | 1,5 | 31    | 9,3 | 205            | 61,6 | 76,20          | 3,05 | 1,319          |
| Failure              | 101      | 30,3 | 5       | 1,5 | 34    | 10, | 193            | 58,0 | 73,95          | 2,96 | 1,346          |
| Product quality      | 90       | 27,0 | 0       | 0,0 | 41    | 12, | 202            | 60,7 | 76,65          | 3,06 | 1,299          |
| Performance          | 100      | 30,0 | 3       | 0,9 | 39    | 11, | 191            | 57,4 | 74,10          | 2,96 | 1,337          |
| Inaccurate data      | 101      | 30,3 | 5       | 1,5 | 30    | 9,0 | 197            | 59,2 | 74,25          | 2,97 | 1,351          |
| Getting it wrong     | 103      | 30,9 | 0       | 0,0 | 45    | 13, | 185            | 55,6 | 73,42          | 2,94 | 1,339          |
| Increasing costs     | 54       | 16,2 | 14      | 4,2 | 51    | 15, | 214            | 64,3 | 81,91          | 3,28 | 1,123          |
| Loss of Flexibility  | 98       | 29,4 | 16      | 4,8 | 49    | 14, | 170            | 51,1 | 71,85          | 2,87 | 1,313          |
| Need for improvement | 94       | 28,2 | 5       | 1,5 | 42    | 12, | 192            | 57,7 | 74,92          | 3,00 | 1,314          |

Table (12): Averages and standard deviations of the respondents' answers to the sixth perspective Outsourcing Monitoring Process

| Sixth Perspective   | Disagree |     | Neutral |     | Agree |      | Strongly Agree |      | % of agreement | Mean | Std. Deviation |
|---|----------|-----|---------|-----|-------|------|----------------|------|----------------|------|----------------|
|   | N        | %   | N       | %   | N     | %    | N              | %    |                |      |                |
| Performance measures  | 0        | 0,0 | 0       | 0,0 | 74    | 22,2 | 295            | 77,8 | 94,44          | 3,78 | ,416           |
| Cross functional teams through regular meetings with the supplier to review performance | 4        | 1,2 | 20      | 6,0 | 77    | 23,1 | 232            | 69,7 | 90,32          | 3,61 | ,656           |
| 360 degrees   | 6        | 1,8 | 22      | 6,6 | 161   | 48,3 | 144            | 43,2 | 83,26          | 3,33 | ,680           |
| By end users- based on product quality  | 9        | 2,7 | 2       | 0,6 | 78    | 23,4 | 244            | 73,3 | 91,82          | 3,67 | ,629           |
| By end users- based on performance  | 6        | 1,8 | 2       | 0,6 | 83    | 24,9 | 244            | 73,7 | 92,12          | 3,68 | ,581           |
| By end users- based on cost   | 2        | 0,6 | 7       | 2,1 | 93    | 27,9 | 231            | 69,4 | 91,52          | 3,66 | ,551           |
| By end users- based on product quality, performance and cost                            | 2        | 0,6 | 4       | 1,2 | 87    | 26,1 | 240            | 72,1 | 92,42          | 3,70 | ,522           |

|   |    |     |    |     |     |      |     |      |       |      |      |
|---|----|-----|----|-----|-----|------|-----|------|-------|------|------|
| On time delivery                        | 2  | 0,6 | 10 | 3,0 | 81  | 24,3 | 240 | 72,1 | 91,97 | 3,68 | ,561 |
| Contract terms                          | 2  | 0,6 | 16 | 4,8 | 127 | 38,1 | 188 | 56,5 | 87,61 | 3,50 | ,619 |
| Key performance indicators              | 4  | 1,2 | 7  | 2,1 | 69  | 20,7 | 253 | 76,0 | 92,87 | 3,71 | ,565 |
| Rigid metrics written into the contract | 13 | 3,9 | 21 | 6,3 | 201 | 60,4 | 98  | 29,4 | 78,83 | 3,15 | ,701 |

Table (13): Averages and standard deviations of the respondents' answers to the seventh Perspective Procurement of Vendors and Subcontractors

| Seventh Perspective  | Disagree |      | Neutral |     | Agree |      | Strongly Agree |      | % of agreement | Mean | Std. Deviation |
|--|----------|------|---------|-----|-------|------|----------------|------|----------------|------|----------------|
|  | N        | %    | N       | %   | N     | %    | N              | %    |                |      |                |
| Review process internally  | 0        | 0,0  | 4       | 1,2 | 71    | 21,3 | 258            | 77,5 | 94,07          | 3,76 | ,453           |
| Sole source decision   | 44       | 13,2 | 15      | 4,5 | 64    | 19,2 | 210            | 63,1 | 83,03          | 3,32 | 1,051          |
| Conducting a survey in the neighboring areas that benefit from the same service( benchmarking) | 2        | 0,6  | 15      | 4,5 | 70    | 21,0 | 246            | 73,9 | 92,04          | 3,68 | ,587           |
| A field visit to the contractor / places where the service is provided                         | 10       | 3,0  | 16      | 4,8 | 71    | 21,3 | 236            | 70,9 | 90,02          | 3,60 | ,720           |
| contractor reputation  | 18       | 5,4  | 10      | 3,0 | 171   | 51,4 | 134            | 40,2 | 81,61          | 3,26 | ,762           |
| Personal experience  | 36       | 10,8 | 31      | 9,3 | 170   | 51,1 | 96             | 28,2 | 74,47          | 2,98 | ,903           |
| Interview with the contractor  | 26       | 7,8  | 22      | 6,6 | 201   | 60,4 | 84             | 25,2 | 75,75          | 3,03 | ,795           |
| Application of quality program   | 18       | 5,4  | 12      | 3,6 | 89    | 26,7 | 214            | 64,3 | 87,46          | 3,50 | ,805           |
| Service cost   | 4        | 1,2  | 6       | 1,8 | 98    | 29,4 | 225            | 67,6 | 90,84          | 3,63 | ,584           |
| financial stability of the contractor  | 14       | 4,2  | 6       | 1,8 | 185   | 55,6 | 128            | 38,4 | 82,06          | 3,28 | ,702           |
| The use of modern techniques and equipment in service provision                                | 20       | 6,0  | 9       | 2,7 | 33    | 9,9  | 271            | 81,4 | 91,67          | 3,67 | ,799           |
| Excellence in service delivery   | 22       | 6,6  | 13      | 3,9 | 29    | 8,7  | 269            | 80,8 | 90,92          | 3,46 | ,841           |

Table (14): Averages and standard deviations of the respondents' answers to the Eighth Perspective The Appropriate Time Interval for Measuring the Outsourcing Process

| Eighth Perspective | Disagree |      | Neutral |     | Agree |      | Strongly Agree |      | % of agreement | Mean  | Std. Deviation |
|--------------------|----------|------|---------|-----|-------|------|----------------|------|----------------|-------|----------------|
|                    | N        | %    | N       | %   | N     | %    | N              | %    |                |       |                |
| DAILY              | 314      | 94,3 | 7       | 2,1 | 2     | 0,6  | 10             | 3,0  | 28,08          | 3,793 | 0,420          |
| WEEKLY             | 258      | 77,5 | 6       | 1,8 | 2     | 0,6  | 67             | 20,1 | 40,84          | 3,805 | 0,397          |
| MONTHLY            | 269      | 80,8 | 4       | 1,2 | 34    | 10,2 | 26             | 7,8  | 36,26          | 3,664 | 0,602          |
| EVERY QUARTER      | 89       | 26,7 | 0       | 0,0 | 14    | 4,2  | 230            | 69,1 | 78,90          | 3,778 | 0,416          |

|                    |     |      |   |     |    |     |     |      |       |       |       |
|--------------------|-----|------|---|-----|----|-----|-----|------|-------|-------|-------|
| EVERY YEAR         | 174 | 52,3 | 0 | 0,0 | 29 | 8,7 | 130 | 39,0 | 58,63 | 3,790 | 0,450 |
| NO SPECIFIC PERIOD | 332 | 99,7 | 0 | 0,0 | 0  | 0,0 | 1   | 0,3  | 25,23 | 3,739 | 0,453 |

Table (15): Averages and standard deviations of the respondents' answers to the Ninth Perspective respondents' opinion regarding the precautions that could be taken when making an outsourcing contract

| Ninth Perspective  | Disagree |     | Neutral |     | Agree |      | Strongly Agree |      | % of agreement | Mean  | Std. Deviation |
|--|----------|-----|---------|-----|-------|------|----------------|------|----------------|-------|----------------|
|  | N        | %   | N       | %   | N     | %    | N              | %    |                |       |                |
| Observe the goals of the hospital                                  | 2        | 0,6 | 9       | 2,7 | 78    | 23,4 | 244            | 73,3 | 92,34          | 3,048 | 1,319          |
| Clear and precise identification of the required service           | 0        | 0,0 | 0       | 0,0 | 79    | 23,7 | 254            | 76,3 | 94,07          | 2,958 | 1,346          |
| Clear and precise definition of how to measure the desired results | 0        | 0,0 | 2       | 0,6 | 75    | 22,5 | 256            | 76,9 | 94,07          | 3,066 | 1,299          |
| Consider effective communication between the two parties           | 0        | 0,0 | 2       | 0,6 | 80    | 24,0 | 251            | 75,4 | 93,69          | 2,964 | 1,337          |
| Cost of service  | 0        | 0,0 | 5       | 1,5 | 87    | 26,1 | 241            | 72,4 | 92,72          | 2,970 | 1,351          |
| Terms of contract  | 0        | 0,0 | 9       | 2,7 | 107   | 32,1 | 217            | 65,2 | 90,62          | 2,937 | 1,339          |
| Activate the bid and ask policy                                    | 2        | 0,6 | 27      | 8,1 | 102   | 30,6 | 202            | 60,7 | 87,84          | 2,874 | 1,313          |
| Determine the persons entrusted with following up the service      | 0        | 0,0 | 13      | 3,9 | 102   | 30,6 | 218            | 65,5 | 90,39          | 2,997 | 1,314          |

Table (16): Results of correlation coefficients between Hospital Culture and Leaders' Core Competencies and All Domains

|   | Hospital culture and leaders' core competencies |
|---|---|
| Services that your hospital outsource (outsourcing plan)                        | 0.512**   |
| factors affecting outsourcing dissection taken                                  | 0.601**   |
| Goals and objectives achieved from implementation of outsourcing strategy       | 0.597**   |
| Risk factors that may be associated with implementation of outsourcing strategy | 0.537**   |
| Outsourcing process performance evaluation and monitoring                       | 0.606**   |
| Criteria of selection and procurement of vendors and subcontractors             | 0.736**   |
| Appropriate time interval for measuring outsourcing process performance         | 0.104*  |
| Precautions to be taken during making outsourcing contract and strategy         | 0.598**   |

Correlation is significant at the 0.05 level

\*\* . Correlation is significant at the 0.01 level

## VII. DISCUSSION

This study aims to illustrate the critical success factors for outsourcing healthcare care services in Egyptian Governmental Hospitals as they're considered the major sector that provides healthcare services for nearly all the population categories, To explore the present status of outsourcing adoption including the extent of outsourcing, the explanations for future service outsourcing, advantages, disadvantages of current service outsourcing, satisfaction level of current service outsourcing; current practices of outsourcing including conducted analysis to come to a decision to outsource; outsourcing management and monitoring process; and causes of leaders' decisions to not outsource services. Moreover, the study aims to spot the general hospital leaders' perception regarding the advantages, risks, barriers, proper services characteristics for outsourcing, additionally, to work out the differences regarding the highest managers' perception in keeping with hospital location, accreditation status, hospital ownership, and hospital beds and staff size.

The data was accustomed to test the study's attitudinal conceptual framework by assessing how outsourcing within the sampled hospitals relates to hospitals culture, management perceptions and attitudes to outsourcing, management perception of the outsourced services, outsourced service characteristics and therefore the hospital's characteristics. Exploratory follow up, the motivations and advantages of outsourcing and barriers and drawbacks to outsourcing were further explored with selected hospitals leaders.

The results showed that not all surveyed hospitals have business/strategic plan which implies that the governmental hospitals aren't thinking in a strategic way for achieving their goals. These results considered identical when compared with other studies like Mujasi's study which showed that only 70% of surveyed Nigerian hospitals have business/strategic plan (Mujasi, 2016).

Furthermore, the results showed that the leaders scored the importance level of the listed services as high important. These results indicated that the governmental hospitals' leaders perceived the role and scope of all services in improving the performance and achieving the intended goals. Moreover, the governmental hospitals' leaders recognized the supportive services like catering, security services, IT services as important services, slightly below the medical services. This implies that the leaders perceived the role of supportive services to reinforce quality of overall hospitals performance.

Regarding the final perception of governmental hospitals' leaders towards the benefits, risks, and barriers of outsourcing, the results showed that leaders strongly agree or trust the numerous benefits of outsourcing. These benefits include reducing the service cost, improve the productivity, enhance the client services, decrease the unwanted loads, and increasing the access to the most recent technology. The results are expected supported by the leaders' perception of advantages and satisfaction results for currently outsourcing process. These results are per plenty of studies (Harland et al., 2005; Moschuris & Kondylis, 2006; Quinn & Hilmer, 1994). Supporting these results, it's expected to extend the extent of outsourcing to incorporate more services within the future. Despite the numerous benefits of outsourcing are perceived, many risks are recognized by governmental hospitals' leaders. It had been important to spot and guide the possible outsourcing processes risks. These risks include mainly: Loss of control and Low Performance of privacy since the contractor gets to understand the inner operations of the hospital especially, Loss of Flexibility and Loss of privacy and confidentiality. These results are in line with lots of studies (Akyürek, 2013; Harland et al., 2005; Mujasi, 2016).

Finally, the results showed that the critical success factors for outsourcing healthcare services are the provision of competent vendors which is crucial to begin outsourcing, and whose output is straightforward to watch and track the outsourcing benefits properly, in addition to direct and effective communication between the hospital and the vendor helps in reducing any conflicts on the spot. The right way and time for measuring the performance is considered another critical success factor for outsourcing evaluation and implementation including the end user.

## VIII. CONCLUSION

According to the results obtained, there is a big correlation between the hospital culture and leaders' core competencies and also the current outsourcing practices and processes by governmental hospital in keeping with certain hospital characteristics (Hospital Type, Total Number of Beds). The results showed that there are outsourcing benefit in usher in vendors with newer capabilities and knowledge for delivery of the outsourced service giving the hospital competitive advantage over other hospitals. These results may be interpreted by the shortage of required and new capabilities and knowledge in hospitals which argue the hospitals to search out other strategies to access these capabilities and knowledge.

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