



# Evaluating board governance and strategic leadership in specialized hospitals the case of Mongolia

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## KEYWORDS

*Governance, Hospital Governance, Clinical Governance, Strategic Leadership, Specialized*

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**ABSTRACT:** This study examines the influence of organizational climate, professional development, work performance, justice, and responsibility on governance in specialized hospitals through the lens of strategic leadership and management theory. Data were collected from 900 hospital staff using a structured online questionnaire. Partial least squares structural equation modeling PLS-SEM via SMART PLS 3.0 was employed to analyze relationships between observed and latent variables. The results indicate that justice significantly and positively impacts governance, while other factors showed non significant effects. This study contributes to the understanding of hospital governance in Mongolia by integrating strategic leadership and management perspectives, emphasizing the importance of ethical decision making, accountability, and professional development for effective clinical governance.

## INTRODUCTION

Healthcare systems worldwide face increasing challenges due to growing populations and rising life expectancy. Efficient governance in specialized hospitals is essential to ensure high quality healthcare delivery and patient safety. Governance in hospitals refers to structures and processes by which strategic decisions are made, resources allocated, and

accountability maintained to achieve organizational objectives<sup>1</sup>. Strategic leadership is central to hospital governance, encompassing the ability to anticipate change, create a vision, and mobilize resources to achieve long term goals<sup>2</sup>. In parallel, management theory emphasizes planning, organizing, and controlling processes to ensure operational effectiveness<sup>3,4</sup>. Integrating strategic leadership and management ensures that hospitals not only execute daily operations efficiently but also align them with long-term strategic priorities, thereby enhancing organizational performance, staff engagement, and clinical outcomes<sup>5</sup>. Clinical governance, as a subset of hospital governance, focuses on improving quality of care, patient safety, and service accountability<sup>6,7</sup>. It involves establishing clear structures, reporting mechanisms, and decision making protocols while fostering an ethical and participatory organizational culture<sup>8,9</sup>. Empirical studies highlight that factors such as organizational climate, professional development, work performance, justice, and responsibility significantly shape clinical governance practices<sup>10,11</sup>. Strategic Leadership in Hospitals Strategic leadership theory emphasizes vision, influence, and adaptability in guiding organizations toward long term goals<sup>12</sup>. In hospitals, strategic leaders define institutional

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priorities, foster a culture of accountability, and align operational activities with strategic objectives. These leaders ensure that clinical governance principles are integrated into daily practice, enhancing quality, safety, and patient centered outcomes. Management Theory in Hospital Governance Management theory focuses on planning, organizing, staffing, directing, and controlling resources to achieve defined goals<sup>13,14</sup>. Effective hospital management ensures operational efficiency, regulatory compliance, and optimal resource utilization. Together with strategic leadership, management practices enable hospitals to implement governance frameworks that align daily operations with long-term organizational objectives<sup>15,16</sup>. Integrating Strategic Leadership and Management in Clinical Governance The integration of strategic leadership and management creates a dual framework for clinical governance. Strategic leadership provides vision, direction, and motivation, while management establishes operational processes, resource allocation, and accountability mechanisms. This integration is particularly important in specialized hospitals, where complex clinical and administrative functions must be coordinated to achieve both operational effectiveness and strategic outcomes<sup>17</sup>.

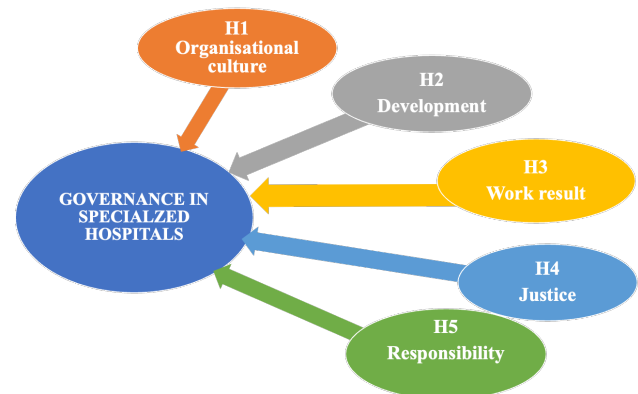
### OBJECTIVE

Theoretical objective: This study aims to explore how various factors influence governance in healthcare settings. Hypothesis testing objective: This study aims to evaluate the relationships among these factors using data collected from 900 hospital staff, to validate or reject the predicted hypotheses.

### MATERIALS AND METHODS

This study employed a quantitative research design to examine factors influencing governance in specialized hospitals. Empirical data were collected from three specialized tertiary hospitals in Mongolia: State Central Third Hospital, the State Central First Hospital, and the National Centre for Dermatology, of which operate under representative boards of directors. These hospitals were selected because of their comparable governance structures and their significance within the national healthcare system. Data were obtained through a structured questionnaire administered to managerial, clinical, and administrative staff involved in hospital governance. The survey measured organizational climate, development, clinical effectiveness, justice, responsibility, and governance outcomes. The collected data were analyzed using structural equation modeling to test the proposed hypotheses. The primary objective was to identify variables that may explain cause and effect relationships among organizational

climate, professional development, work performance, justice, and responsibility in specialized hospitals. The questionnaire method was chosen based on the theoretical framework and literature review for the following reasons:



*Figure 1. Structure Analysis of Impacts on Governance in Specialized Hospitals*

The organization is constantly evolving and expanding. The relationships between organizational **climate, development, work result, justice, and responsibility** and **clinical governance** are considered significant. Based on the literature review and theoretical framework, the study hypotheses were formulated as follows:

H1: Organizational climate is positively associated with governance quality in specialized hospitals.

H2: Organizational development exerts a positive influence on governance effectiveness in specialized hospitals.

H3: Clinical effectiveness work performance has a positive relationship with governance outcomes in specialized hospitals.

H4: Perceived organizational justice positively affects governance quality in specialized hospitals.

H5: Organizational responsibility positively contributes to governance effectiveness in specialized hospitals.

These hypotheses reflect the conceptual integration of strategic leadership and management theory: organizational climate and professional development relate to strategic leadership capabilities, while work performance, justice, and responsibility relate to management effectiveness in operationalizing governance.

H1: Organizational climate is positively associated with governance quality in specialized hospitals.

The organizational climate is a key job resource. Research on organizational climate focuses on how

employees perceive and experience their work environment, and how these perceptions relate to wellbeing. Schneider, Ehrhart, and Macey (1999) defined organizational climate as “the shared meaning organizational members attach to the events, policies, practices, and procedures they experience, and the behaviors they see being rewarded, supported, and expected”<sup>18</sup>. Organizational climate reflects how employees perceptions are connected to their work environment. The clinical governance climate aims to continuously improve service processes, minimize clinician errors, and support the achievement of individual and organizational goals. It is characterized by employee participation in management, incident reporting protocols, reward systems, team communication, and assessment of honesty, personal growth, and training opportunities. Organizational climate concerns how members understand the cultural characteristics of an organization<sup>19</sup>. Organizational culture is generally a philosophical framework that guides behavior and can be formally expressed in organizational rules and regulations<sup>20</sup>. Climate reflects employees’ perceptions, individually or collectively, regarding the internal environment, which in turn influences attitudes, behaviors, and organizational performance. Organizations evolve by developing a culture with shared values that enhance productivity and integrate governance processes effectively. Empirical studies show a significant relationship between organizational climate and clinical governance, which forms the basis for the study hypothesis.

H2: Organizational development exerts a positive influence on governance effectiveness in specialized hospitals.

Professional development and training are crucial for improving employee performance and ensuring high quality human resources. Structured training programs enhance skills, knowledge, and employees’ ability to adapt quickly to job tasks. Analyses, such as simple linear regression can assess the simultaneous and partial effects of training and development on performance. Prior research indicates that training and development significantly improves employee performance. The European Union of Medical Specialists defines continuing professional development (CPD) as “an educational approach for updating, developing, and improving the knowledge, skills, and attitudes required in professional practice”. CPD is part of a lifelong learning plan from medical school to retirement. Key motivators include individual responsibility for safe practice, peer recognition, and a shared focus on quality in medical practice.

H3: Clinical effectiveness work performance has a positive relationship with governance outcomes in specialized hospitals. Work result corresponds to clinical effectiveness in clinical governance. Effective clinical governance requires education and training that are relevant, current, flexible, and meet the needs of individual practitioners and the organization. Integration of work outputs with quality improvement initiatives is essential. Healthcare professionals must lead evidence based quality initiatives to enhance patient experience, safety, and clinical outcomes.

H4: Perceived organizational justice positively affects governance quality in specialized hospitals. Hospital governance represents an integrated system of structures, responsibilities, and decision making processes designed to promote equity, accountability, and the efficient allocation of resources within healthcare organizational. Through this system, governing bodies provide strategic direction, establish regulatory and professional standards, cultivate organizational values, and oversee performance to ensure high quality care and patient safety<sup>20</sup>. In justice oriented healthcare environments, clinical governance functions as a core mechanism for translating strategic intent into effective service delivery. It ensures that clinical practices are consistently managed, evaluated, and enhanced through formal leadership roles, clearly articulated governance frameworks, and systematic baseline assessments of organizational capacity<sup>21</sup>. Beyond institutional management, health and justice governance also encompasses the commissioning and coordination of services aimed at populations involved in the justice system. Such governance arrangements seek to reduce structural health inequalities and to enhance health and wellbeing outcomes through integrated, cross sectoral approaches .

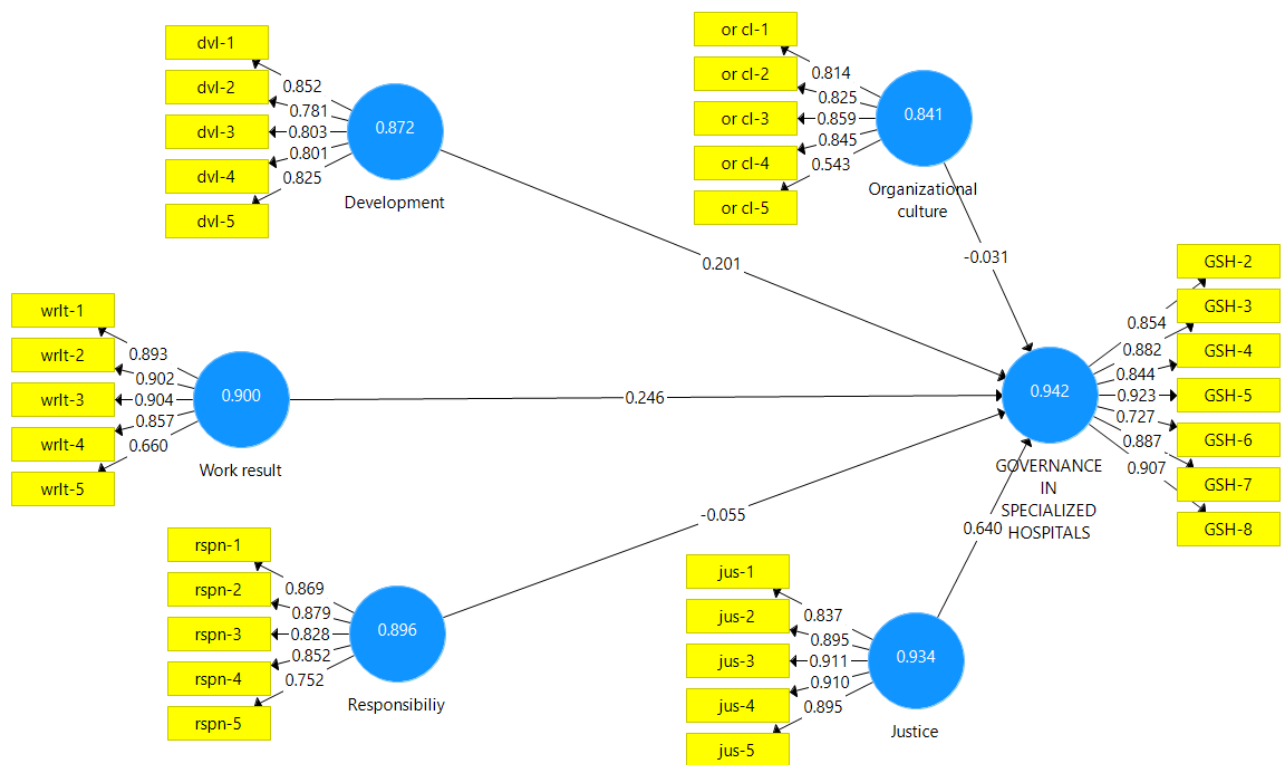
H5: Organizational responsibility positively contributes to governance effectiveness in specialized hospitals. Responsibility within governance entails clear role definitions, accountability frameworks, and adherence to organizational goals. When responsibilities are well defined and actively monitored, leaders and staff are more likely to act in alignment with strategic priorities, ensuring continuous quality improvement, patient safety, and the effective functioning of governance systems<sup>22</sup>.

## RESULTS

The KMO measure of sampling adequacy yielded a value of 0.947, indicating an excellent level of shared variance among the observed variables and confirmed the suitability of the dataset for factor analysis. In addition, Bartlett’s Test of Sphericity was

statistically significant ( $\chi^2, p < 0.001$ ), demonstrated that the correlation matrix differed significantly from an identity matrix. Together, these results confirm that the data are appropriate for conducting exploratory and confirmatory factor analyses, as well as subsequent structural modelling. Based on the hospital governance evaluation model developed from a client centered survey, several hypothesized relationships among governance constructs demonstrated strong empirical support. In particular, efficiency exhibited a strong positive association with justice ( $\beta = 0.807$ ), while justice showed an equally strong relationship with good governance ( $\beta = 0.807$ ). These findings suggest that, from the perspective of service users, hospital efficiency is closely linked to the extent to which justice defined as equity, impartiality, and adherence to rule-based decision making is ensured. Furthermore, justice emerges as a central mechanism through which good governance is institutionalized within hospital settings. By contrast, the relationships between participation

and accountability ( $\beta = 0.479$ ) and participation and consensus ( $\beta = 0.552$ ) were comparatively weaker. This indicates that although participation is present within hospital governance structures, its influence on accountability mechanisms and consensus-building processes remains limited. These results imply that strengthening participatory governance may enhance accountability, consensus, justice, and efficiency simultaneously, thereby contributing to improved governance outcomes. The internal consistency of the measurement instrument was assessed using Cronbach's alpha coefficients. All constructs demonstrated high levels of reliability, exceeding commonly accepted thresholds: Participation (0.903), Rule of Law (0.919), Efficiency (0.940), Accountability (0.936), Equity (0.897), Transparency (0.916), Consensus (0.860), Justice (0.931), and Good Governance (0.905). These findings confirm that the measurement scales are robust and suitable for empirical analysis.



**Figure 2.** Structure Analysis of Impacts on Governance in Specialized Hospitals

*Noted: or.cl-organizational culture, dvl-development, wrt-work results, rspn- responsibility, jus-justice*

The measurement model further examined item level variability across constructs using physician based survey data collected from three specialised tertiary hospitals. High levels of performance were observed in professional training and development, with scores of 0.898 for the State Central Hospital, 0.885 for the National Trauma and Orthopaedics Research Centre, and 0.886 for the National Centre for Communicable

Diseases. These results indicate strong institutional capacity in workforce development across the sampled hospitals. In contrast, teamwork and Collaboration consistently recorded lower scores across all three institutions relative to other governance dimensions. This suggests that interdisciplinary cooperation and collective clinical practice remains underdeveloped. Moreover, clinical effectiveness at the national

centre for communicable diseases yielded a notably low score (0.363), identifying a critical performance gap that warrants immediate managerial and policy attention. Composite reliability and convergent validity: Composite reliability and average variance extracted (AVE) was assessed to evaluate the quality of the measurement model. Cronbach’s alpha values for organizational training and development (0.896), risk management (0.870), quality improvement (0.762), clinical audit (0.822), clinical effectiveness (0.750), and teamwork and collaboration (0.674) indicate acceptable to high internal consistency across constructs. Overall, the results demonstrate that the measurement model exhibits strong composite reliability and satisfactory convergent validity. The analysis of risk management practices revealed moderate correlations with hospital governance outcomes, ranging from 0.470 to 0.662, falling below the conventional threshold of 0.7. The AVE value for risk management was relatively low (0.304), suggesting limited explanatory power. Nevertheless, the construct demonstrated adequate internal consistency (Cronbach’s alpha = 0.870; composite reliability = 0.826), confirming that the survey items reliably

capture the underlying latent variable. These findings indicate that while risk management practices influence hospital governance in Mongolia, their current level of implementation remains insufficient to generate strong governance effects. The findings demonstrate that governance in specialized hospitals is most strongly influenced by justice, aligning with strategic leadership theory emphasizing ethical decision making and accountability. While organizational climate, development, work performance, and responsibility are theoretically important, their non-significant relationships suggest that governance improvements may depend more on leadership driven ethical practices than operational or developmental factors alone. Integrating strategic leadership and management theory provides a comprehensive lens to interpret these findings. Strategic leadership ensures vision, ethical standards, and cultural alignment, while management practices operationalize these principles through accountability, monitoring, and structured processes. The study underscores the importance of combining these theoretical perspectives to enhance governance effectiveness in Mongolian specialized hospitals.

**Table 1.** The list of items for each Construct of Governance in Specialized Hospitals.

№	Factors	Cronbach’s alpha	Rho_A	Composite reliability	Average variance extracted
1	Organizational culture	0.841	0.875	0.888	0.618
2	Development	0.872	0.879	0.953	0.744
3	Work results	0.900	0.928	0.927	0.719
4	Responsibility	0.896	0.908	0.921	0.701
5	Justice	0.934	0.934	0.950	0.792
6	Governance in Specialized hospitals.	0.942	0.945	0.907	0.661

Based in table 1, Cronbach’s alpha are all the factors show good to excellent reliability, with Justice and Governance in Specialized Hospitals demonstrating extremely high reliability. This suggests that the items within each factor are well correlated and effectively measure their respective constructs in our study. Organizational Culture 0.841, it items measuring organizational culture are well correlated, indicating that they consistently measure the same underlying concept. Development 0.872, it suggests that the items related to development are strongly correlated, providing a reliable measure of this factor. Work Results 0.900, it assesses work results are highly consistent, indicating that they effectively measure the

same construct. Responsibility 0.896, it’s very high reliability. The items measuring responsibility are highly correlated, showing strong internal consistency. Justice 0.934, it’s an extremely high reliability. This indicates that the items related to justice are very strongly correlated, providing a highly reliable measure of this factor. Governance in Specialized Hospitals 0.942, its an extremely high reliability. The items assessing governance in specialized hospitals are highly consistent, suggesting that they measure the same underlying concept very effectively.

Organizational Culture 0.875, it items measuring organizational culture are well correlated, indicating

that they consistently measure the same underlying concept. Development 0.879, it suggests that the items related to development are strongly correlated, providing a reliable measure of this factor. Work Results 0.928, it items assessing work results are highly consistent, indicating that they effectively measure the same construct. Responsibility 0.908, it items measuring responsibility are highly correlated, showing strong internal consistency. Justice 0.934, it indicates that the items related to justice are very strongly correlated, providing a highly reliable measure of this factor. Governance in Specialized Hospitals 0.9458 it items assessing governance in specialized hospitals are highly consistent, suggesting that they measure the same underlying concept very effectively. There are each factor are well correlated and effectively measure their respective constructs. All the factors show good to excellent reliability, with Justice and Governance in Specialized Hospitals demonstrating extremely high reliability in our study. Composite Reliability, which assesses the internal consistency or reliability of a set of items within a scale. Organizational Culture 0.888, it items measuring

organizational culture are well correlated, indicating that they consistently measure the same underlying concept. Development 0.953 suggests that the items related to development are very strongly correlated, providing a highly reliable measure of this factor. Work Results 0.927, it items assessing work results are highly consistent, indicating that they effectively measure the same construct. Responsibility 0.921, it items measuring responsibility are highly correlated, showing strong internal consistency. Justice 0.950, it indicates that the items related to justice are very strongly correlated, providing a highly reliable measure of this factor. Governance in Specialized Hospitals 0.907, it items assessing governance in specialized hospitals are highly consistent, suggesting that they measure the same underlying concept very effectively. All the factors show good to excellent reliability, with development and justice demonstrating extremely high reliability in our study

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**Table 2.** The Latent variable correlation analysis of Governance in Specialized Hospitals.

№	Factors	[1]	[2]	[3]	[4]	[5]	[6]
1	Development [1]	0.813					
2	Governance in Specialized hospitals [2]	0.674	0.863				
3	Justice [3]	0.583	0.868	0.890			
4	Organizational culture [4]	0.665	0.595	0.570	0.786		
5	Responsibility [5]	0.698	0.775	0.799	0.544	0.837	
6	Work results [6]	0.644	0.760	0.699	0.640	0.794	0.848

The correlation between these two factors as Governance in Specialized Hospitals and Justice is very high (0.863), suggesting a strong relationship. It indicates that improvements in governance may be closely linked to perceptions of justice within the hospital. Governance in Specialized Hospitals and Responsibility correlation is also high (0.775), indicating that governance is strongly associated with responsibility, possibly reflecting how governance structures influence accountability. Justice and Responsibility correlation between these factors is very high (0.799), suggesting that perceptions of justice are closely tied to feelings of responsibility within the hospital. Organizational Culture and other factors,

while organizational culture is moderately correlated with most factors, its correlation with responsibility is relatively low (0.544), suggesting that organizational culture may not directly influence perceptions of responsibility as much as other factors in our study. We concluded from Latent variable correlation analysis of Governance in Specialized Hospitals that the strong correlations between Governance in Specialized Hospitals and both Justice (0.863) and Responsibility (0.775), along with the high correlation between Justice and Responsibility (0.799), suggest that governance improvements are closely linked to perceptions of justice and accountability, while organizational culture has a more nuanced influence on these factors.

**Table 3.** The estimated path coefficient of Governance in Specialized Hospitals.

№	Factors	Standard deviation	T Statistics	P value	Results
1	Organizational culture → GSH	0.089	0.348	0.728	Not supported
2	Development → GSH	0.097	1.600	0.110	
3	Work results → GSH	0.185	1.331	0.184	
4	Responsibility → GSH	0.131	0.424	0.672	
5	Justice → GSH	0.097	6.566	0.000	supported

There were five hypotheses in our study. Four of them were a negative related on governance in Specialized hospitals and one of them it was a positive related on Governance in Specialized hospitals in our study. The relationships between governance and organizational culture, development, work results, and responsibility are not statistically significant, as indicated by their high P values (all greater than 0.05). Relationship is strongly supported with a high T statistic (6.566) and a very low P value (0.000), indicating that justice has a significant positive effect on governance in specialized hospitals.

**DISCUSSION**

The increasing global population and advancements in healthcare underscore the urgent need for effective governance in health institutions to enhance the availability and quality of healthcare services. Clinical governance plays a crucial role in healthcare by ensuring that organizations are accountable for continuously improving the quality of their services, safeguarding high standards of care, and promoting a culture of excellence in clinical practice.

This study provides empirical evidence on the governance dynamics of specialized hospitals, highlighting justice as a fundamental driver of effective governance. The findings demonstrate that equitable treatment, non discriminatory service provision, and rule based decision making are critical conditions for effective hospital governance. Justice not only directly strengthens governance outcomes but also serves as a key institutional mechanism through which efficiency and professional capacity are translated into broader governance performance. The results further reveal structural imbalances within existing governance arrangements, particularly in relation to stakeholder participation. Although participation is formally present, its relatively weak association with accountability and consensus

suggests that participatory mechanisms have not yet been sufficiently institutionalized. In addition, while organizational training and professional development are comparatively strong, persistent limitations in teamwork and uneven clinical effectiveness constrain the overall performance of clinical governance in specialized hospitals.

Taken together, these findings underscore the need for a more integrated governance approach that simultaneously reinforces justice-based institutional practices and strengthens participatory and collaborative mechanisms. Sustainable improvements in hospital governance will depend not only on technical efficiency and professional competence but also on consolidating equitable decision-making processes, enhancing stakeholder engagement, and developing cohesive clinical teams. By elucidating these relationships, the study contributes to the growing body of evidence on health system governance and offers a robust analytical foundation for governance reform initiatives in specialized hospital settings, particularly in emerging and transitional healthcare contexts. The strong internal consistency among items, as evidenced by high Cronbach’s alpha and AVE values, supports the validity of the constructs used in the study. The strong correlations between governance in specialized hospitals and both justice (0.863) and responsibility (0.775) indicate that governance improvements are closely linked to perceptions of justice and accountability. The high correlation between justice and responsibility (0.799) further emphasizes that perceptions of justice are crucial for fostering a sense of responsibility within hospitals, which in turn supports effective governance. Our study found that justice has a significant positive effect on governance in specialized hospitals, while organizational culture, development, work results, and responsibility do not show statistically significant relationships with governance. In the future, we need to study our study

to find that high reliability and internal consistency of our study's constructs, particularly justice and governance, underscore the validity of our findings and the significance of justice in enhancing governance in specialized hospital in Mongolian governance in specialized hospitals.

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