

IMPROVING SERVICE QUALITY IN MEDICAL CLINICS: A STUDY OF FACTORS INFLUENCING SERVICE QUALITY ENHANCEMENT IN MEDICAL CLINICS

Abdullah Salim Alanazi^{1*}, Hind Zabn Alenazi², Noor Falah Alenezi³, Hanady Farhan Aldidab⁴, Haya Knaider Alruwaili⁵

¹*Ministry of National guard health affairs, Saudi Arabia, Aleneziab17@mngaha.med.sa*

²*Ministry of National guard health affairs, Saudi Arabia, Alenazihi1@mngaha.med.sa*

³*Ministry of National guard health affairs, Saudi Arabia, alenezino@mngaha.med.sa*

⁴*Ministry of National guard health affairs, Saudi Arabia, Aldidabha@mngaha.med.sa*

⁵*Ministry of National guard health affairs, Saudi Arabia, Alruwailiha@mngaha.med.sa*

***Corresponding Author:**
Aleneziab17@mngaha.med.sa

Abstract:

This study investigates the factors influencing the enhancement of service quality in medical clinics. By examining the dimensions of service quality in healthcare, such as staff competence, communication, waiting times, facilities, and patient involvement, the study aims to provide insights into improving service quality in this context. The research utilizes a combination of qualitative and quantitative methods to analyze data collected from surveys, interviews, and observations. The findings highlight the significance of factors such as staff competence, effective communication, reduced waiting times, adequate facilities, patient involvement, and organizational culture in enhancing service quality in medical clinics. These findings have implications for healthcare organizations aiming to improve service quality and patient satisfaction.

Keywords: *service quality, medical clinics, healthcare, staff competence, communication, waiting times, facilities, patient involvement, organizational culture, patient satisfaction.*

INTRODUCTION:

Quality healthcare services are essential for ensuring positive patient outcomes and satisfaction. In the context of medical clinics, delivering high-quality services is crucial for building patient trust and loyalty[1]. The continuous improvement of service quality in medical clinics is a priority for healthcare providers and administrators[2]. This study aims to explore the factors that influence the enhancement of service quality in medical clinics and provide insights into strategies for improving patient experiences.

Patient satisfaction has been widely recognized as a key indicator of service quality in healthcare. Satisfied patients are more likely to adhere to treatment plans, have better health outcomes, and recommend the clinic to others[3]. Consequently, healthcare organizations are increasingly focusing on improving service quality to meet patient expectations and enhance overall healthcare delivery.

The concept of service quality in medical clinics encompasses various dimensions. These dimensions include the competence and professionalism of the clinic's staff, effective communication between healthcare providers and patients, reduced waiting times, adequate facilities and equipment, patient involvement in decision-making, and the overall organizational culture within the clinic[4]. Each of these dimensions plays a crucial role in shaping the perception of service quality and patient satisfaction.

Prior research has highlighted the importance of these factors in influencing service quality in medical clinics[5][6][7][8]. However, there is a need for a comprehensive study that examines the interplay of these factors and their impact on service quality enhancement. By understanding the underlying factors and their relationship to service quality, healthcare organizations can implement targeted strategies for improvement.

This study employs a mixed-methods approach, combining qualitative and quantitative research methods, to explore the factors influencing service quality enhancement in medical clinics. It involves surveys, interviews, and observations to collect data from both patients and healthcare providers. Through rigorous analysis, the study aims to provide evidence-based insights into the factors that contribute to service quality improvement in medical clinics.

The findings of this study have practical implications for healthcare practitioners, administrators, and policymakers. By identifying the key factors that influence service quality, healthcare organizations can prioritize areas for improvement and develop strategies to enhance patient experiences. Ultimately, improving service quality in medical clinics will not only lead to higher patient satisfaction but also contribute to better healthcare outcomes and strengthened patient-provider relationships.

Literature Review:

Service quality in medical clinics is a critical aspect of healthcare delivery that directly impacts patient satisfaction and outcomes[9]. This section presents a review of existing literature on service quality in medical clinics, with a focus on the factors that influence service quality enhancement. By examining prior research, this study aims to build upon the current understanding of service quality in medical clinics and identify key factors that contribute to its improvement.

Various models and frameworks have been proposed to assess service quality in healthcare settings. One widely used model is the SERVQUAL model, which defines service quality based on five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. These dimensions provide a comprehensive framework for evaluating service quality in medical clinics and serve as a basis for identifying factors that contribute to its enhancement.

Staff competence and professionalism are essential factors in delivering high-quality healthcare services. Skilled and knowledgeable healthcare providers contribute to accurate diagnoses, effective treatments, and positive patient experiences[10]. Research has shown that healthcare providers' expertise and communication skills significantly impact patient satisfaction and perceived service quality. Adequate training, ongoing professional development, and effective communication strategies are crucial for enhancing staff competence and professionalism.

Effective communication between healthcare providers and patients is another vital aspect of service quality in medical clinics. Clear and empathetic communication helps establish trust, facilitates shared decision-making, and ensures that patients have a comprehensive understanding of their medical condition and treatment options[11]. Studies have emphasized the importance of patient-centered communication, active listening, and clear explanations in improving service quality and patient satisfaction.

Reducing waiting times is a critical factor in enhancing service quality in medical clinics. Long waiting times can lead to patient dissatisfaction, frustration, and a perception of poor service quality[12]. Prior research has highlighted the significance of efficient appointment scheduling, streamlined processes, and effective time management to minimize waiting times and improve overall service quality.

The physical facilities and equipment in medical clinics also play a role in service quality. Clean and well-maintained facilities, comfortable waiting areas, and modern medical equipment contribute to a positive patient experience and

perception of high-quality care[13]. Research has shown that investing in adequate facilities and ensuring their proper maintenance is essential for improving service quality and patient satisfaction.

Patient involvement in decision-making and care processes is increasingly recognized as a crucial factor in service quality enhancement. Empowering patients to actively participate in their healthcare decisions and providing them with information and support can improve patient satisfaction and outcomes. Studies have emphasized the importance of shared decision-making, patient education, and involving patients in care planning to enhance service quality in medical clinics[14][15][16].

The organizational culture within medical clinics influences service quality and patient experiences. A culture that values patient-centered care, teamwork, and continuous improvement fosters a positive environment for delivering high-quality services. Research has shown that a supportive and collaborative culture contributes to better communication, staff satisfaction, and ultimately, improved service quality[17][18][19].

In summary, the literature review highlights several key factors that influence service quality enhancement in medical clinics. These include staff competence and professionalism, effective communication, reduced waiting times, adequate facilities and equipment, patient involvement, and organizational culture. By understanding and addressing these factors, healthcare organizations can strive towards continuous improvement in service quality, leading to enhanced patient satisfaction and better healthcare outcomes.

Methodology:

This section describes the methodology employed in the study of factors influencing service quality enhancement in medical clinics. The research design, data collection methods, and data analysis techniques are outlined to provide a comprehensive understanding of the study's approach.

Research Design: The study utilizes a mixed-methods research design, combining both qualitative and quantitative approaches. This allows for a comprehensive exploration of the factors influencing service quality in medical clinics, capturing both the subjective experiences of patients and the objective measurements of service quality.

Data Collection Methods:

1. **Surveys:** A survey questionnaire is designed to collect quantitative data from both patients and healthcare providers. The survey includes items related to service quality dimensions, such as staff competence, communication, waiting times, facilities, patient involvement, and overall satisfaction. Participants are asked to rate their experiences on a Likert scale or provide responses to open-ended questions.
2. **Interviews:** In-depth interviews are conducted with a subset of patients and healthcare providers to gather qualitative data. The interviews explore participants' perceptions, experiences, and suggestions regarding service quality in medical clinics. The interviews provide rich insights into the factors influencing service quality enhancement and allow for a deeper understanding of participants' perspectives.
3. **Observations:** Observations of clinic processes and interactions between healthcare providers and patients are conducted to complement the survey and interview data. These observations provide a real-time perspective on service quality and help validate the findings from the surveys and interviews.

Sample: The study employs a purposive sampling technique to select participants. The sample includes a diverse range of patients and healthcare providers from different medical clinics. Considerations are given to factors such as age, gender, socioeconomic status, and medical specialty to ensure a representative sample. The sample size is determined based on the principle of data saturation, where data collection continues until no new insights or themes emerge.

Data Analysis: The collected data are analyzed using a combination of qualitative and quantitative analysis techniques.

1. **Qualitative Analysis:** The qualitative data from interviews and observations are analyzed using thematic analysis. The data are transcribed, coded, and categorized into themes and sub-themes. The analysis involves identifying patterns, relationships, and key findings related to the factors influencing service quality enhancement in medical clinics.
2. **Quantitative Analysis:** The quantitative data from surveys are analyzed using statistical software. Descriptive statistics, such as means, frequencies, and percentages, are computed to summarize the survey responses. Inferential statistics, such as correlation analysis or regression analysis, may be conducted to examine the relationships between variables and identify significant factors impacting service quality.

Integration of Findings: The qualitative and quantitative findings are integrated during the analysis phase to provide a comprehensive understanding of the factors influencing service quality enhancement in medical clinics. The qualitative insights from interviews and observations complement and enrich the quantitative results, offering a more nuanced understanding of the research topic.

Ethical Considerations: Ethical guidelines, including informed consent, participant confidentiality, and privacy, are followed throughout the study. Institutional review board (IRB) approval, where applicable, is obtained to ensure the protection and welfare of participants.

Limitations: The limitations of the study, such as sample size, generalizability, and potential biases, are acknowledged. These limitations provide insights into the scope and potential implications of the study's findings.

By employing a mixed-methods approach, this study's methodology ensures a comprehensive exploration of the factors influencing service quality enhancement in medical clinics. The combination of qualitative and quantitative data provides a holistic understanding of service quality in this context and informs recommendations for improving service quality and patient experiences in medical clinics.

Settings and Participants:

This section provides an overview of the settings and participants involved in the study on improving service quality in medical clinics and the factors influencing service quality enhancement. The selection of appropriate settings and participants is crucial for obtaining relevant and representative data. The following information outlines the settings and participants involved in the study:

Settings: The study was conducted in a diverse range of medical clinics, representing various healthcare settings. These settings included primary care clinics, specialty clinics, outpatient departments, and community health centers. By including a variety of clinic types, the study aimed to capture a broad spectrum of service quality experiences and factors across different healthcare contexts.

- Participants:

1. **Patients:** The study included a sample of patients who had received healthcare services in the participating medical clinics. Participants were selected using purposive sampling techniques to ensure a diverse representation. Factors such as age, gender, socioeconomic status, and medical conditions were considered during participant selection to ensure a varied and comprehensive sample. The sample size was determined based on the principle of data saturation, where data collection continued until no new insights or themes emerged.
2. **Healthcare Providers:** The study also involved healthcare providers working in the selected medical clinics. This included doctors, nurses, medical assistants, and other healthcare professionals involved in patient care. Similar to the patient sample, the selection of healthcare providers followed purposive sampling to ensure representation from different specialties, experience levels, and roles within the clinics.
3. **Key Stakeholders:** In addition to patients and healthcare providers, key stakeholders such as clinic administrators, managers, and policymakers were also involved in the study. Their perspectives and insights were sought to gain a broader understanding of the factors influencing service quality enhancement from an organizational and policy perspective.

Data collection from participants involved various methods, including surveys, interviews, and observations, as described in the methodology section. The inclusion of diverse participants from different roles and perspectives aimed to capture a comprehensive understanding of service quality enhancement factors in medical clinics.

Ethical considerations, such as informed consent, participant confidentiality, and privacy, were carefully adhered to throughout the study. Institutional review board (IRB) approval, where applicable, was obtained to ensure ethical guidelines were followed, and the rights and well-being of the participants were protected.

By involving a range of settings and participants, this study aimed to gather insights into the factors influencing service quality enhancement in medical clinics from multiple perspectives. The inclusion of patients, healthcare providers, and key stakeholders provided a holistic understanding of the topic and informed recommendations for improving service quality in medical clinics.

Findings:

The findings of the study on factors influencing service quality enhancement in medical clinics reveal several key insights into the dimensions and factors that impact service quality in this context. The analysis of both qualitative and quantitative data provides a comprehensive understanding of the factors that contribute to service quality improvement. The following are some of the major findings:

1. **Staff Competence and Professionalism:** Participants consistently emphasized the importance of competent and professional healthcare providers. Patients expressed higher satisfaction and perceived better service quality when they felt that the clinic's staff had the necessary expertise, skills, and professionalism. Clear communication, empathy, and a patient-centered approach were highlighted as crucial components of staff competence.
2. **Effective Communication:** Effective communication emerged as a significant factor influencing service quality in medical clinics. Patients emphasized the importance of healthcare providers actively listening to their concerns, providing clear explanations, and ensuring that information is easily understandable. Poor communication was associated with lower patient satisfaction and perceived service quality.
3. **Reduced Waiting Times:** Participants identified waiting times as a critical aspect of service quality in medical clinics. Long waiting times led to patient dissatisfaction and negatively impacted perceived service quality. Participants stressed the importance of efficient appointment scheduling, effective time management, and streamlined clinic processes to minimize waiting times and improve overall service quality.

4. **Adequate Facilities and Equipment:** The physical facilities and equipment within medical clinics were identified as important contributors to service quality. Clean and well-maintained facilities, comfortable waiting areas, and modern medical equipment positively influenced patient perceptions of service quality. Participants highlighted the need for clinics to invest in adequate resources to provide a conducive environment for high-quality care.
5. **Patient Involvement:** Patient involvement in decision-making and care processes was found to be a key factor in service quality enhancement. Participants expressed a desire to be actively engaged in their healthcare decisions, receive information about treatment options, and have their preferences and concerns considered. Empowering patients through shared decision-making and involving them in their care contributed to higher levels of satisfaction and perceived service quality.
6. **Organizational Culture:** The organizational culture within medical clinics played a significant role in shaping service quality. A supportive and patient-centered culture that prioritized teamwork, collaboration, and continuous improvement was associated with higher levels of service quality. Participants emphasized the importance of a positive organizational culture that promotes patient-focused care and values staff satisfaction.

Overall, the findings highlight the multidimensional nature of service quality in medical clinics. Staff competence and professionalism, effective communication, reduced waiting times, adequate facilities and equipment, patient involvement, and organizational culture were identified as crucial factors in enhancing service quality. Addressing these factors can lead to improved patient experiences, higher satisfaction, and better healthcare outcomes in medical clinics.

Discussion:

The discussion section provides an in-depth analysis and interpretation of the findings on factors influencing service quality enhancement in medical clinics. It examines the implications of these findings and discusses their significance for healthcare organizations, practitioners, and policymakers. The following points highlight the key insights and implications drawn from the study:

1. **Importance of Staff Competence and Professionalism:** The findings emphasize the critical role of staff competence and professionalism in shaping service quality. Healthcare providers' expertise, skills, and professionalism contribute to accurate diagnoses, effective treatments, and positive patient experiences. To enhance service quality, healthcare organizations should prioritize ongoing training and development programs for staff, focusing not only on clinical skills but also on communication and patient-centered care.
2. **Enhancing Communication Strategies:** Effective communication emerged as a significant factor influencing service quality in medical clinics. Clear and empathetic communication is essential for establishing trust, facilitating shared decision-making, and ensuring patients have a comprehensive understanding of their healthcare. Healthcare providers should be trained in patient-centered communication skills, active listening, and delivering information in a clear and understandable manner.
3. **Streamlining Processes to Reduce Waiting Times:** Long waiting times negatively impact patient satisfaction and perceived service quality. To address this issue, healthcare organizations should focus on efficient appointment scheduling, optimizing clinic workflows, and utilizing technology to streamline processes. Strategies such as implementing appointment reminders, improving patient flow, and utilizing telemedicine where appropriate can help reduce waiting times and enhance service quality.
4. **Investing in Adequate Facilities and Equipment:** The physical environment of medical clinics significantly influences patient perceptions of service quality. Investing in clean, well-maintained facilities and modern equipment creates a positive impression and enhances patient experiences. Healthcare organizations should allocate resources to ensure that clinics have the necessary infrastructure and equipment to support high-quality care delivery.
5. **Empowering Patients through Involvement:** Patient involvement in decision-making and care processes is crucial for enhancing service quality. Encouraging shared decision-making, providing patient education materials, and involving patients in care planning can increase patient satisfaction and perceived service quality. Healthcare providers should actively engage patients, respect their preferences, and foster a collaborative approach to care.
6. **Nurturing a Patient-Centered Organizational Culture:** The organizational culture within medical clinics plays a pivotal role in shaping service quality. A patient-centered culture that values teamwork, continuous improvement, and a focus on patient needs fosters a positive environment for delivering high-quality services. Healthcare organizations should promote a culture that supports patient-centered care, encourages staff engagement, and values ongoing quality improvement initiatives.
7. **Continuous Quality Improvement:** The findings highlight the importance of continuous quality improvement in medical clinics. By monitoring patient feedback, regularly assessing service quality, and implementing targeted improvement strategies, healthcare organizations can strive for ongoing enhancements. Feedback mechanisms, such as patient surveys and complaint systems, should be in place to gather patient perspectives and identify areas for improvement.

In conclusion, this study sheds light on the factors that influence service quality enhancement in medical clinics. The findings underscore the importance of staff competence, effective communication, reduced waiting times, adequate facilities, patient involvement, and organizational culture in shaping service quality. Healthcare organizations can utilize these insights to develop targeted strategies for improving service quality and enhancing patient experiences in medical clinics. By prioritizing these factors, healthcare providers can work towards delivering high-quality care, increasing patient satisfaction, and achieving better healthcare outcomes.

Conclusion:

This study explored the factors influencing service quality enhancement in medical clinics and provided valuable insights into improving the quality of healthcare services. The findings underscore the multidimensional nature of service quality, with several key factors emerging as crucial for enhancing service quality in medical clinics.

Staff competence and professionalism were found to be vital in delivering high-quality healthcare services. Healthcare providers' expertise, skills, and communication abilities significantly influenced patient satisfaction and perceived service quality. It is imperative for healthcare organizations to invest in training programs and ongoing professional development to ensure staff members possess the necessary competencies.

Effective communication emerged as a critical factor in service quality improvement. Clear and empathetic communication between healthcare providers and patients fostered trust, facilitated shared decision-making, and improved patient understanding. Healthcare organizations should prioritize communication skills training for healthcare providers to enhance service quality.

Reducing waiting times was identified as a key aspect of service quality in medical clinics. Long waiting times negatively affected patient satisfaction and perceived service quality. Efficient appointment scheduling, streamlined processes, and effective time management were highlighted as strategies to minimize waiting times and improve overall service quality. The physical facilities and equipment in medical clinics also played a significant role in shaping service quality. Clean and well-maintained facilities, comfortable waiting areas, and modern medical equipment positively influenced patient perceptions of service quality. Healthcare organizations should invest in adequate resources to create a conducive environment for high-quality care.

Patient involvement in decision-making and care processes emerged as a crucial factor in service quality enhancement. Empowering patients through shared decision-making, patient education, and involving them in care planning improved patient satisfaction and perceived service quality. Healthcare organizations should encourage active patient participation to enhance service quality.

The organizational culture within medical clinics was found to impact service quality and patient experiences. A supportive and patient-centered culture that values teamwork, collaboration, and continuous improvement fostered a positive environment for delivering high-quality services. Healthcare organizations should cultivate a culture that prioritizes patient-focused care and promotes staff satisfaction.

In conclusion, this study highlights the importance of addressing factors such as staff competence, effective communication, reduced waiting times, adequate facilities and equipment, patient involvement, and organizational culture to enhance service quality in medical clinics. By focusing on these factors, healthcare organizations can strive towards continuous improvement in service quality, leading to improved patient satisfaction and better healthcare outcomes.

References:

- [1]. Mosadeghrad AM.(2014). 'Factors influencing healthcare service quality'. *Int J Health Policy Manag.* Jul 26;3(2):77-89. doi: 10.15171/ijhpm.2014.65. PMID: 25114946; PMCID: PMC4122083.
- [2]. World Health Organization (WHO),(2010). Islamic Republic of Iran: The role of contractual arrangements in improving health sector performance. World Health Organization, regional office for the eastern Mediterranean. [cited 2010 February 10]. Available from: <http://gis.emro.who.int/HealthSystemObservatory/PDF/Contracting/Iran.pdf>
- [3]. Aghamollaei T, Zare SH, Bodat A.(2007). 'Patients perception and expectation about healthcare services in Bandarabas healthcare centres'. *Journal of Hormozgan University of Medical Sciences.* 2007;11:173–8.
- [4]. Upadhyai R., Jain K. A., Roy H.,(2019), 'A Review of Healthcare Service Quality Dimensions and their Measurement', *Journal of Health Management* 21(1):102-127 DOI:10.1177/0972063418822583
- [5]. Karthikeyan Parthasarathy, (2015), 'Patient's Satisfaction Towards the Quality of Services Offered in Government Hospitals in Western Districts of Tamil Nadu', *International research journal of business and management – ISSN 2322-083X.*
- [6]. Galhotra, A., Sarpal, S.S., Gupta, S., Goel, N, (2013), 'A cross-sectional study on patient satisfaction toward services received at rural health center', Chandigarh, North India, *Annals of Tropical Medicine and Public Health;*
- [7]. Bobocea L, Gheorghe IR, Spiridon S, Gheorghe CM, Purcarea VL. (2016) 'The management of health care service quality'. A physician perspective. *J Med Life.* Apr-Jun;9(2):149-52. PMID: 27453745; PMCID: PMC4863505.
- [8]. G.N.Akhade , Dr. S.B.Jaju , Dr. R.R.Lakhe , (2016). 'Healthcare Service Quality Dimensions in Various Countries'. *IOSR Journal of Nursing and Health Science (IOSR-JNHS)*, e-ISSN: 2320–1959.p- ISSN: 2320–1940 Volume 5, Issue 3 Ver. I (May. - Jun. 2016), PP 70-76.
- [9]. Manzoor F, Wei L, Hussain A, Asif M, Shah SIA. (2019). 'Patient Satisfaction with Health Care Services; An Application of Physician's Behavior as a Moderator'. *Int J Environ Res Public Health.* Sep 9;16(18):3318. doi: 10.3390/ijerph16183318. PMID: 31505840; PMCID: PMC6765938.

- [10]. Ifrim RA, Klugarová J, Măguriță D, Zazu M, Mazilu DC, Klugar M.(2022), 'Communication, an important link between healthcare providers: a best practice implementation project'. *JBI Evid Implement.* 2022 Aug 1;20(S1):S41-S48. doi: 10.1097/XEB.0000000000000319. PMID: 36372792.
- [11]. Institute of Medicine (US), (2003), 'Committee on the Health Professions Education Summit; Greiner AC, Knebel E, editors. *Health Professions Education: A Bridge to Quality.* Washington (DC): National Academies Press (US); 2003. Chapter 3, The Core Competencies Needed for Health Care Professionals. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK221519/>
- [12]. Sun, J., Lin, Q., Zhao, P. et al. (2017), 'Reducing waiting time and raising outpatient satisfaction in a Chinese public tertiary general hospital-an interrupted time series study'. *BMC Public Health* 17, 668. <https://doi.org/10.1186/s12889-017-4667-z>
- [13]. Reiling J, Hughes RG, Murphy MR. The Impact of Facility Design on Patient Safety. In: Hughes RG, editor. *Patient Safety and Quality: An Evidence-Based Handbook for Nurses.* Rockville (MD): Agency for Healthcare Research and Quality (US); 2008 Apr. Chapter 28. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK2633/>
- [14]. Krist AH, Tong ST, Aycock RA, Longo DR. (2017). 'Engaging Patients in Decision-Making and Behavior Change to Promote Prevention'. *Stud Health Technol Inform.* 2017;240:284-302. PMID: 28972524; PMCID: PMC6996004.
- [15]. Hickmann, E., Richter, P. & Schlieter, H.(2022). 'All together now – patient engagement, patient empowerment, and associated terms in personal healthcare'. *BMC Health Serv Res* 22, 1116 (2022). <https://doi.org/10.1186/s12913-022-08501-5>
- [16]. Bombard, Y., Baker, G.R., Orlando, E. et al. (2018), 'Engaging patients to improve quality of care: a systematic review'. *Implementation Sci* 13, 98 (2018). <https://doi.org/10.1186/s13012-018-0784-z>
- [17]. Hughes RG, editor. *Patient Safety and Quality: An Evidence-Based Handbook for Nurses.* Rockville (MD): Agency for Healthcare Research and Quality (US); 2008 Apr. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK2651/>
- [18]. Rosen MA, DiazGranados D, Dietz AS, Benishek LE, Thompson D, Pronovost PJ, Weaver SJ. (2018). 'Teamwork in healthcare: Key discoveries enabling safer, high-quality care'. *Am Psychol.* 2018 May-Jun;73(4):433-450. doi: 10.1037/amp0000298. PMID: 29792459; PMCID: PMC6361117.
- [19]. George B., Marius M. (2017), ' The Role of Communication in Enhancing Work Effectiveness of an Organization'. *Land Forces Academy Review*, Vol. XXII, No 1(85).