



**THE INFLUENCING FACTORS OF FINANCIAL
MANAGEMENT OF INNER MONGOLIA HOSPITAL**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF BUSINESS
SIAM UNIVERSITY**

2024



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This Independent Study has been Approved as a Partial Fulfillment of the
Requirements for the degree of Master of Business Administration

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Title: The Influencing Factors of Financial Management of Inner Mongolia Hospital

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Degree: Master of Business Administration

Major: Accounting and Financial Management

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18 / 9 / 2024

ABSTRACT

The financial operations and management of public hospitals in China have been significantly impacted by public health emergencies. Hospital financial management is a crucial component of hospital operations and management. Ensuring the security of financial management can help the hospital emergency management system achieve high-quality and refined development. This study aimed to investigate the influencing factors of financial management in Inner Mongolia Hospital.

The objectives of the study were: 1) To analyze the influencing factors of hospital financial management; 2) To explore the impact of emergency support, talent team, control environment, and informatization on the financial management of Inner Mongolia Hospital.

This study adopted the quantitative research method. Questionnaires were distributed to individuals with some understanding of financial work in the healthcare system, all staff members of the financial system of Inner Mongolia hospitals, as well as economic management experts and scholars. A total of 306 questionnaires were distributed, and after screening, 285 valid questionnaires were obtained, with an effective recovery rate of 93.14%. The study found that: 1) The influencing factors of hospital financial management include emergency support, talent teams, control environment, and information technology development; 2) Emergency support, talent teams, control environment, and information technology development have a positive impact on hospital financial management. Improvement of the financial management in Inner Mongolia Hospital should focus on the following aspects: 1) Improve resource guarantee; 2) Strengthen the construction of accounting talent team; 3) Improve financial information management.

Keywords: financial management, public health emergencies, Inner Mongolia Hospital

ACKNOWLEDGEMENTS

During these two years of graduate school, I have gained a deeper understanding of management knowledge and had the opportunity to learn a lot of practical knowledge.

First, I sincerely thank my tutor, who is knowledgeable, self-disciplined, and innovative. His selfless work attitude and innovative spirit deeply influenced me. Secondly, I would like to thank my classmates and friends who have been helping me and put forward many valuable suggestions in the independent study writing process. Finally, I would like to express my special thanks to my family for their understanding and support. In a word, thank you for all you have done for me.

LIU XIAOMIN



DECLARATION

I, LIU XIAOMIN, certify that the work embodied in this independent study entitled “The Influencing Factors of Financial Management of Inner Mongolia Hospital” is result of original research and has not been submitted for a higher degree to any other university or institution.



LIU XIAOMIN

Jul. 16. 2024

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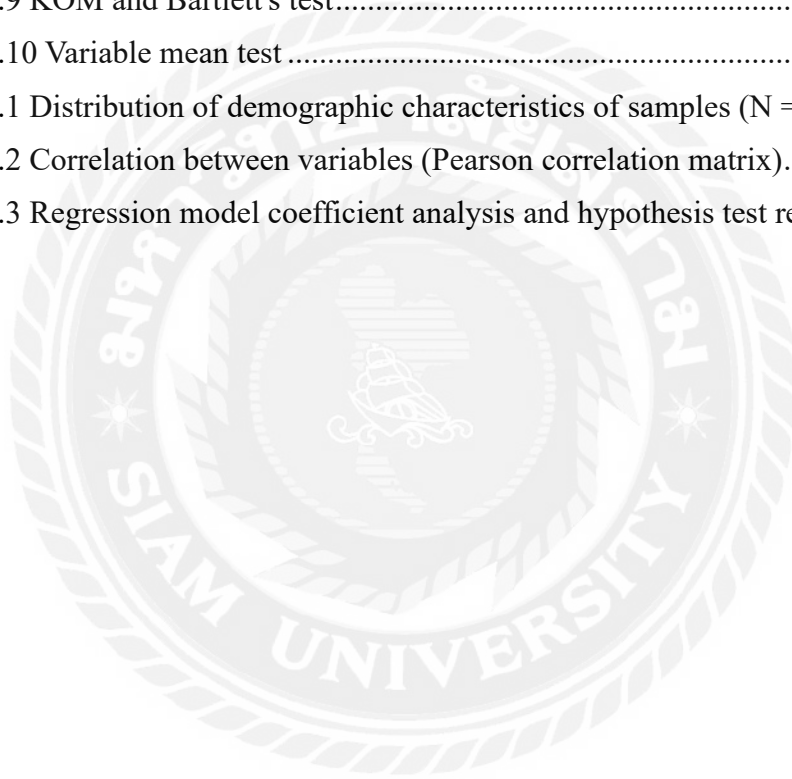
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CHAPTER 1 INTRODUCTION

1.1 Background of the Study

With the development of globalization, public health emergencies have become a significant challenge for all countries. The impact of such events has far exceeded regional and national boundaries, posing a serious threat to human life and health. The COVID-19 pandemic, as an international public health emergency, has highlighted the importance of public health safety. Since the novel coronavirus began to ravage humanity, the world has experienced a three-year pandemic, making it the most severe public health emergency since the 20th century.

In recent years, public health emergencies have occurred frequently in China. Half of the more than 40 new infectious diseases discovered in the world were discovered in China, which has become a serious threat and affects national security and social stability. In 2003, the SARS virus ravaged the world, with more than 5,000 reported cases and more than 300 deaths in mainland China. The economic loss caused by SARS in China was as high as 29.9 billion US dollars (Gao, 2021). China's financial departments at all levels have arranged special funds and funds of more than 10 billion yuan. At the beginning of 2020, the new crown pneumonia epidemic broke out across the country. Its rapid spread, wide range of infection, and difficulty in prevention and control are all rare in history (Frolov, 2017). As of December 31, 2020, China had a total of 87,071 confirmed cases and 4,634 deaths. Fiscal spending at all levels for epidemic prevention and control exceeded 400 billion yuan (Laughlin, 2014).

Public health emergencies have significantly impacted the financial operations and management of public hospitals in China. Not only have there been substantial changes in the management of emergency funds and assets, but new challenges have also arisen in financial management systems and technologies. In the prevention and control of the epidemic, the public health physicians in the hospital controlled the increase of patients with new coronary pneumonia by blocking the transmission, which played an important role in curbing the spread of the epidemic (Wen, 2021). Hospital financial personnel should not only actively raise and manage funds, strive for and effectively allocate various resources, but also timely and objectively reflect the operation of the hospital, and do a good job in internal control management and risk prevention. Cooperate with the anti-epidemic personnel and play an important role in logistical support in the prevention and control of the epidemic (Vermilye, 1969). However, in this new crown pneumonia epidemic, the financial management of Chinese hospitals has exposed many shortcomings for a while and is facing severe challenges.

1.2 Problems of the Study

In the context of responding to public health emergencies, hospitals should prioritize and strengthen risk prevention and control awareness while enhancing emergency management capabilities. The hospital's financial department primarily undertakes the tasks of raising, allocating, and utilizing emergency management funds. As the foundation of material resources, these tasks require timely, accurate, and sufficient implementation. The financial department is the source of funding assurance and needs to coordinate with various departments to prepare and plan for the use of funds, ensuring orderly and regulated financial operations. The hospital's financial department, in collaboration with other departments, should review the hospital's financial management practices during public health emergencies.

At the early stages of a major public health emergency, hospitals are often unable to conduct comprehensive investigations and research, making it difficult to coordinate procurement in various aspects. Xu (2021) emphasized that in the current environment, financial managers need to recognize the new financial-related businesses and requirements that extend or expand from these situations. They should actively build effective financial emergency management systems, which is also a positive response to the ability to handle public health emergencies. This has introduced new issues for financial management and explored new measures for many emergency management problems, such as special fund control, material procurement, and distribution. Chen (2020) from the perspective of integrating business and finance, reviewed financial practices under pandemic conditions in recent years and proposed the construction of an emergency financial management system. This includes building and improving the emergency management organizational framework, emergency performance management, and emergency financial informatization, to effectively strengthen resource allocation efficiency and ensure timely pandemic treatment.

As an important logistics support position of the hospital, if the financial department performs unsatisfactorily in responding to public health emergencies, it is very likely to cause very serious negative effects on the hospital. These questions require us to think further. However, the development of China's emergency response system is relatively slow, especially the related research on financial emergency management started late. Although many scholars have begun to pay attention to and study this issue after the outbreak, a mature theoretical system has not yet been formed. Based on this background, the research questions are proposed.

1) When facing a sudden public health incident, what are the factors affecting hospital financial management?

2) What are the impacts of emergency support, talent team structure, control environment, and information construction on hospital financial management?

1.3 Objectives of the study

Public health emergencies have significantly impacted the normal operation of public hospitals and presented challenges to the development of the healthcare and public health sector in China. The unpredictability and urgency of these events create numerous difficulties for financial management in public hospitals. The occurrence of such emergencies imposes higher requirements on the financial management of public hospitals. Based on this, the purpose of this study is proposed.

- 1) To analyze the influencing factors of hospital financial management.
- 2) To explore the impact of emergency support, talent team, control environment, and informatization on the financial management of Inner Mongolia Hospital.

1.4 Scope of the study

Since the purpose of this study is to explore the influencing factors of hospital financial management, and to ensure the scientific and rigorous nature of the survey results, the study distributed questionnaires to individuals with a certain understanding of financial work in the healthcare system, all staff members of the financial system of Inner Mongolia hospitals, as well as economic management experts and scholars. The survey participants included, but not be limited to, financial personnel and emergency staff in the healthcare system, university professors, and others. The questionnaires also included quality control questions to ensure that participants have engaged in research or work related to economic management or have knowledge of hospital financial work, in order to ensure the authority and reliability of the data sources.

1.5 Significance of the Study

This study utilizes the theories of financial management to conduct an in-depth analysis of the current status and challenges of the financial management system in hospitals in Inner Mongolia. It aims to identify the weak links in the financial management system of these hospitals and explores the impact of emergency support, talent team structure, control environment, and information technology development on hospital financial management.

Public hospitals play a crucial role in managing public health emergencies. Their complete financial chain, specialized medical staff, adequate materials, and effective management models lay the foundation for effective prevention and control. The constraints and regulations in financial management, such as fund flow, budget management, internal control and auditing, and the development of financial personnel, determine the hospital's ability to operate normally during emergencies.

Currently, the financial management system of hospitals in response to

emergencies is inadequate, with insufficient process standardization and construction. Therefore, this study analyzes the issues in hospital financial management and addresses gaps in emergency financial management systems. The goal is to refine the system through the analysis of various factors, embedding it scientifically into the overall emergency management system. This will help mitigate adverse factors in financial management during emergencies and ensure that it functions effectively as part of a coordinated overall mechanism.

This approach aims to improve the construction of the hospital financial management system, implement scientific development concepts, and enhance the public and social aspects. It provides effective support for emergency financial response capabilities in hospitals, increases the operational efficiency of the healthcare system during major public health emergencies, and promotes the smooth development of the healthcare sector. Consequently, the financial management level of public hospitals in responding to public health emergencies is also improved.

With economic development, there is a greater emphasis on building financial management systems in hospitals, supporting logistics and resource allocation, and determining the effectiveness and efficiency of handling public health emergencies. Research on the influencing factors of financial management can offer valuable references for the Chinese government in addressing public health emergencies, and it has significant importance for establishing a sound, scientific, and effective financial management mechanism and improving emergency financial capabilities in public health crises.

1.6 Limitations of the Study

Strengthening and improving the emergency management system of hospitals under the new circumstances is an inevitable requirement for China's socio-economic development. At the same time, attention should be given to the construction of emergency financial management in hospitals to support logistics and resource allocation. This study, based on financial management theory and emergency management theory, analyzes the influencing factors of hospital financial management. However, due to limitations in time, personal theoretical knowledge, and practical experience, there are several inadequacies in this research. Data collection and organization posed certain difficulties, and the study has some limitations. The main limitations of this study are as follows:

1. Research Sample: Due to limited research capability, the analysis is not comprehensive. The study focuses solely on Inner Mongolia Hospital, providing only a preliminary exploration. As Inner Mongolia Hospital is located in the western region of China, with relatively underdeveloped economic conditions and less advanced primary healthcare management systems, it does not fully reflect the current state of

financial management in public hospitals. The consideration is not thorough, and the breadth and depth of the study are insufficient.

2. Variable Selection: Currently, the literature in this field is not extensive. There is limited research on this issue by domestic and international scholars, and the research results are few. There is no consensus in the academic community regarding the influencing factors of hospital financial management. Different variable selections may lead to different research outcomes and cannot fully prove the impact of the factors. Further research and validation are needed.



Chapter 2 Literature Review

2.1 Introduction

This study reviews literature on financial emergency management and financial management mechanisms, and clarifies relevant concepts related to emergency management, financial emergency management, and financial management mechanisms. It analyzes the theoretical foundations of this research, including theories on financial management in public institutions, emergency management theory, and behavioral science theory. A comparative analysis of domestic and international theoretical research is conducted to outline and propose the influencing factors of hospital financial management.

2.2 Literature Review

2.2.1 Research on Financial Emergency Management

China's research on emergency management started late and has been relatively limited. The concept of emergency management in China began to take shape in 2003 when researchers used the SARS incident as a starting point to study the public emergency management system. Since the onset of the COVID-19 pandemic, the construction of the emergency management system for major public health emergencies has been continuously improved and refined. At the same time, financial emergency management has gradually garnered attention.

This has sparked a wave of research among many scholars on hospital financial emergency management (Karpova et al., 2019). The problems faced by the financial emergency mechanism of public hospitals, put forward a series of measures to be taken to improve the financial emergency management system of public hospitals, and believe that it is necessary to conduct cost analysis and control economic benefits during the epidemic prevention and control period (Frolov, 2017). From the perspective of financial management, it is recommended to strengthen the refined management of hospital economic operations during the epidemic period through the process of material management, the improvement of external mechanisms, the diversification of internal economic operations, and the trend of "Internet +" hospitals (Chen, 2019).

Focusing on the state financial support for public health emergency management, it is recommended to use the science and technology of risk management to quantitatively analyze the probability and impact of accidental public health events, and to predict the emergency expenditures in various situations (Polkovnikova, 2020). On the basis of material raising, it is also necessary to do a good job in the internal control management of materials (Gao, 2021). In public health emergencies, the risk and

internal control of emergency supplies are an important guarantee for the establishment of effective supervision, early warning mechanisms, and control systems (Legkauskas, 2020). It is necessary to identify the management risk points of donated materials, take preventive and control measures to prevent various risks in advance, and ensure the legal compliance of the donation work while completing the material raising quickly (Johnsson, 2021).

Chen (2021) believed that hospital financial emergency management strategies should be meticulously implemented. This includes improving the supply of materials, effectively controlling internal control risks, planning emergency budget management schemes, and designing a hospital emergency material allocation plan. Multiple channels should be used to maintain the operation of financial emergency management, complete the corresponding emergency medical pricing system, and enhance the adequacy of emergency resource allocation. These measures aim to ensure that emergency financial management is effective, continuously improve related management quality, strengthen the hospital's ability to respond to public health emergencies, and ensure stable hospital operations during such periods.

2.2.2 Research on Financial Management Mechanism

There are few studies on the financial management mechanism in the academic circle, and the research on the hospital financial management mechanism is almost blank (Sungkar et al., 2018). The construction of financial management mechanism of public institutions should focus on changing management concepts, strengthening system construction, standardizing work processes, improving supervision mechanisms and information systems, preventing financial risks, emphasizing budget management, standardizing asset management, and improving the overall quality of financial personnel (Czeczewski, 2020). New mechanisms for financial management (Chen, 2019). Some scholars have proposed the composition and function of the financial mechanism. The decision-making mechanism, incentive mechanism, restraint mechanism, supervision mechanism, evaluation mechanism and operation mechanism of the financial governance mechanism of nongovernmental non-profit organizations. The term "financial mechanism" is also rare in relevant literature in Western countries (Karpova, 2019). However, some scholars have studied the financial management of non-profit organizations (Lee, 2019). The study found that non-profit organizations modify their financial information or whitewash the cost of business activities (Vermilye, 1969), resulting in "public interest scandals". So, it is very important to establish the financial mechanism of non-profit organizations (Laughlin et al., 2014).

The factors influencing the construction of management accounting systems include the internal environment, talent cultivation, control activities, information and communication, external consultation, evaluation, and supervision (Tang, 2020). In

combination with the characteristics of hospital management, the internal control environment of hospitals should at least include the following seven influencing factors: organizational structure, departmental setup, allocation of responsibilities, organizational culture, human resources, internal audit, and disciplinary inspection and prevention mechanisms (Wang et al., 2019). A sound internal control system not only ensures the safety of national assets but also reduces costs for the institution, making the work of financial personnel more standardized and thus maximizing their economic benefits in society (Zhang, 2024). Measures such as strengthening employees' awareness of internal control and improving the internal control system can effectively enhance the level of financial management (Wu, 2023). By utilizing information management tools to enhance the role and value of financial management in public hospitals, implementing smart financial management construction pathways is proposed to promote the sustainable development of hospitals (Li, 2020).

2.3 Theory Review

2.3.1 Financial Management Theory for Public Institutions

The basic principles of financial management for public institutions are to follow relevant national laws, regulations, and financial rules and regulations; adhere to the policy of thrift and diligence in handling affairs; and correctly handle the relationship between the needs of career development and the supply of funds, social benefits and economic benefits, and the interests of the state, the institution, and individuals. The main tasks include: reasonably preparing the institution's budget and strictly implementing it, accurately preparing the institution's final accounts report and financial report, and truthfully reflecting the budget execution, financial status, and operational situation; legally organizing income and striving to save on expenditures; establishing and improving financial systems, strengthening economic accounting, fully implementing performance management, and improving the efficiency of fund use; strengthening asset management, reasonably allocating and effectively utilizing assets, and preventing asset loss; and enhancing financial control and supervision of the institution's economic activities to prevent financial risks.

Financial management in public institutions is developed to further standardize the financial behavior of public institutions, strengthen financial management and supervision, improve the efficiency of fund use, and ensure the healthy development of public institutions.

Financial management refers to the management activities of an enterprise or organization in the course of its operations through the scientific and reasonable allocation and effective utilization of financial resources to achieve its financial goals and overall strategic objectives. Financial management encompasses all aspects of raising, allocating, using, and supervising funds, aiming to enhance the economic benefits and market competitiveness of the enterprise and ensure its sustainable

development.

The goal of financial management is to ensure the supply of funds for the enterprise organization. Through reasonable financing decisions, it ensures that the enterprise can obtain sufficient funds when needed to meet production, operation, and investment needs. Implementing financial supervision and establishing and improving internal control systems to prevent and control financial risks ensures the authenticity and reliability of financial information. One of the tasks of financial management is asset allocation. According to the actual needs of public institutions, it involves the reasonable allocation of various assets to improve the efficiency of asset use.

2.3.2 Emergency Management Theory

The emergency management theory is the theoretical foundation and methodological system for responding to and dealing with sudden events. It aims to improve the ability of organizations and society to respond to disasters, crises, and other emergencies, reduce losses, and maintain social stability.

The development of the emergency management theory has evolved from the initial passive reaction stage to the comprehensive management stage and now to the stage of intelligent management and international cooperation. Modern emergency management emphasizes the application of technology, multi-department collaboration, whole-society participation, and international cooperation. Through systematic and scientific management methods, it aims to improve the efficiency and effectiveness of emergency management, reduce the losses caused by sudden events, and maintain social safety and stability.

The primary task of emergency management for sudden events is to respond quickly and efficiently. Addressing the complex and variable nature of various emergencies, arranging and allocating limited resources, and promptly detecting and monitoring the occurrence and spread of sudden events to maintain the organization's good image are crucial aspects of emergency management.

2.3.3 Organizational Behavior Science Theory

The organizational behavior science theory is the discipline that studies individual and group behaviors within organizations and their impact on organizational performance. It integrates knowledge from psychology, sociology, anthropology, and management, aiming to understand, predict, and manage human behavior in organizations. As an important branch of management science, the behavior science theory analyzes and studies human psychological activities to understand behavioral patterns and find new management methods to make organizations more efficient. Behavior science studies the generation, development, and transformation of human behavior patterns to predict and control human behavior.

Maslow's hierarchy of needs theory posits that human needs range from low to high in five categories: physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. Herzberg's two-factor theory suggests that each job has motivating factors and hygiene factors. Motivating factors include achievement, recognition, the work itself, responsibility, and personal growth and development. Hygiene factors include organizational policies and management, relationships with colleagues and superiors, salary, and working conditions, which are factors external to the job. Motivating factors can provide satisfaction and encourage people to work harder and improve performance levels. Hygiene factors can eliminate dissatisfaction and prevent conflicts.

Vroom's expectancy theory states that an individual's effort depends on expectancy, instrumentality, and valence—that is, the expectation that effort will lead to good performance, performance will lead to rewards, and rewards will be valuable to the individual.

Group or team theory suggests that interactions among team members are based on the principle of reciprocity, maintaining cooperative relationships through resource exchange. Properly managing relationships among organizational members, enhancing work enthusiasm, improving and coordinating team behavior, establishing harmonious interpersonal relationships, ensuring members are in optimal working states, and strengthening organizational identification are beneficial to improving organizational performance levels.

Factors influencing organizational behavior include individual factors, group factors, and organizational factors. Organizational behavior science theory emphasizes the role of individuals in organizations, highlights the importance of studying human behavior, incorporates theoretical results from various disciplines, and establishes a comprehensive disciplinary system. It proposes the role of informal organizations and specific requirements to improve management levels, having a profound impact on management thought.

By analyzing the above theories, the influencing factors of hospital financial management can be categorized into four aspects: emergency support, talent team, control environment, and information construction.

2.4 Research Relevant

2.4.1 Emergency Support

From the perspective of financial system innovation, proposed that public hospitals should establish an emergency financial system (Fu et al., 2021). This involves creating emergency donation management systems, emergency material support warehouses, emergency funding support systems, and emergency performance

evaluation schemes. By establishing a front, middle, and back-end framework, hospitals can comprehensively enhance their emergency response capabilities. In the face of public health emergencies, the smooth execution of financial management activities depends on efficient resource allocation. The rational and effective allocation of resources is the fundamental basis for emergency support. The finance department must collaborate closely with other departments, integrating and utilizing resources to provide budget support for different types of emergencies, including personnel allocation, financial support, and material supply. The finance department must respond promptly, coordinate funds as needed, improve fund utilization efficiency, optimize resource allocation, and take decisive measures to meet various needs, thereby promoting improvements in financial management. Thus, efficient and timely emergency support has a significant impact on financial management work.

(1) Financial Support

Fundraising is the starting point of financial management activities. The management of fund acquisition and use is the core of financial management and an indispensable element of financial activities. Adequate financial support is an important foundation for effectively responding to sudden events (Luo, 2019). The primary goal of fund management is to organize fund supply to ensure the normal operation of hospitals. Public hospitals must continuously improve fund utilization efficiency, manage and use funds effectively, and fully leverage the role of financial management to achieve the maximum economic and social benefits with limited funds. Miao (2021) pointed out that due to the sudden, urgent, and unpredictable nature of public health emergencies, the process of preparing emergency budgets is greatly shortened, and the difficulties and problems faced in each stage differ from those of routine budgets. If the flexibility of the budget mechanism is not emphasized in response to continuously changing factors, it can lead to issues such as poor coordination of financial information among departments, slow budget execution, and unreasonable fund expenditure. These issues not only disrupt financial management work but also affect the efficiency and quality of emergency response. Improving emergency budget management is essential to ensure the effective use of emergency funds (Chen, 2020).

(2) Material Support

Material support involves a series of tasks related to predicting, purchasing, storing, deploying, distributing, updating, supervising, and evaluating emergency materials during the response to sudden events. In the face of public health emergencies, public hospitals exhibit special, diverse, and timely needs for various emergency materials. It is crucial to reasonably allocate and effectively utilize assets to ensure that materials can be deployed and used promptly during critical times. Zhang & Li (2020) believed that effective material support during emergencies is key to ensuring material supply and determining the success of emergency response. Wu et al. (2021) proposed

that China's medical material emergency support and reserve system still have deficiencies and urgently need to establish an effective emergency support model in terms of management methods, support measures, and material reserves. As an important aspect of financial management, the success of preventing and controlling major public health events depends on how medical institutions reasonably acquire and dispose of assets. This not only affects the smooth execution of the institution's preventive and control measures but also concerns the safety of doctors and patients (Zuo, 2021).

2.4.2 Talent Team

With the rapid development of China's public health system, the setup of financial positions has become increasingly detailed, raising higher requirements for the quality of financial personnel. Strengthening salary management, incentive mechanisms, talent recruitment and training mechanisms, and establishing sound performance evaluation systems can effectively stimulate the enthusiasm of financial staff, improve the efficiency of hospital financial management, and ensure the orderly development of hospitals. It is evident that the construction of the hospital talent team has a direct impact on financial management work.

(1) Incentive Measures

In financial management work, the work attitudes and behaviors of relevant personnel largely depend on whether the hospital's incentive measures are effective. An effective incentive model can motivate the members of the financial management system, encouraging them to actively achieve financial management goals and improve the efficiency and effectiveness of financial management work. Lin (2021) proposed that government organization personnel should have sufficient motivation to support their work, maintaining enthusiasm to ensure the stability and sustainable operation of internal finances.

Reasonable salary distribution management can better integrate the hospital's human and material resources, effectively stimulating personnel's work enthusiasm. Wang (2021) stated that salaries should reflect the value of different positions and that salary standards should have certain motivational aspects. Sui(2020) noted that optimizing the salary system can reduce the management burden on employers and promote the healthy and long-term development of the organization.

A strong organizational culture helps advance the implementation of hospital financial management work. Financial management manifests as a series of regulations and procedures, including specific financial management measures and related operational processes. To ensure that systems are effectively implemented, a strong organizational culture atmosphere must be established. Lu (2005) believed that the harmony and rapport between leaders and employees, the smooth and efficient

communication and collaboration between the finance department and other departments, and the internal cultural atmosphere determine employees' work attitudes and creativity. Organizational culture should permeate the entire process of talent team development. Good internal communication promotes efficient operation, harmonious interpersonal relationships, and a positive work environment that can stimulate employees' enthusiasm and initiative, improve job satisfaction, and provide a sense of belonging and security, leading to employees working diligently for the hospital.

(2) Talent Development

Talent development is crucial for building an effective financial management mechanism and is central to harnessing the mechanism's subjective initiative. As hospital operational environments and economic activities become more complex, building a financial team faces severe challenges. Financial personnel in hospitals need not only solid professional knowledge and skills but also abilities suited to the characteristics of the public health industry to effectively manage hospital finances. Continually enhancing business skills and professional knowledge can boost confidence and self-esteem, leading to satisfaction and a sense of achievement. In addition to personal effort, organizations should also provide channels and opportunities for talent development. Luo (2018) stated that only human resources that have undergone organization, training, and systematic management can play a positive role in preventing and handling emergencies and crises, reducing losses caused by events and crises. Developing a systematic training plan is an important way to strengthen the financial personnel team, improve refined operational management capabilities, and enhance the hospital's ability to handle emergencies (Chen, 2020).

(3) Personnel Structure

Personnel structure includes age distribution, educational levels, professional titles, and gender composition. High-end talent is the backbone of financial management work. Without the support of leading figures and talented professionals with excellent skills, financial management work cannot be conducted scientifically and efficiently. An unreasonable personnel structure in the finance department can limit the effectiveness of hospital financial management. Especially with frequent changes in financial regulations and tax policies, financial personnel need to continuously update their knowledge. A low level of expertise can affect the digestion and absorption of new knowledge. Zou (2021) pointed out that the rationality of age, educational background, professional titles, and job structure will affect the continuous development of the talent team.

2.4.3 Control Environment

The control environment in hospitals is the premise and foundation for conducting financial management activities. Without a sound control environment, even the most

refined financial management system cannot achieve its intended effects. The control environment has a significant impact on the overall atmosphere of the organization and employees' awareness of control. It lays the foundation for other elements and establishes the basic rules and framework. The construction and improvement of the control environment ensure the effectiveness of financial management. Based on the COSO Committee's "Internal Control Framework," "Enterprise Risk Management Integrated Framework," and the Ministry of Finance of China's "Administrative and Public Institutions Internal Control Standards (Trial)," and combining with the management characteristics of hospitals, it is believed that the hospital control environment should include at least five aspects: organizational structure, management philosophy, system framework, performance management, and internal supervision.

(1) Organizational Structure

Chen (2020) suggested constructing an organizational framework for emergency financial management to clarify responsibilities and achieve synergy. An efficient organizational system is crucial for accomplishing hospital financial management goals and improving management efficiency. An effective organizational structure is an inherent requirement and basic premise for optimizing hospital financial management. Han (2021) argued that to meet the efficiency and quality requirements of financial management during public health emergencies, it is essential to strengthen the construction of the emergency organizational structure. Departments must clearly define their responsibilities and obligations, comply with regulations, and collaborate with other departments to consolidate efforts and enhance the coordinating role of the organizational structure.

(2) Management Philosophy

Daft (2015) emphasized that whether leaders can create a democratic environment with broad participation in financial management decisions is a key factor for smooth financial management. However, due to the unique nature of hospitals and the fact that most leaders are public health professionals, there may be a "business over finance" mentality, leading to insufficient emphasis on financial management. With the rapid development of public health and the continuous advancement of new government accounting reforms, new demands are placed on hospital financial management philosophies. Financial management is evolving into a core component of hospital management, driving hospital operations and development to some extent. The management philosophy of leaders determines the effectiveness of implementing financial management goals. Insufficient attention to financial management can impact the overall management level of the hospital.

(3) System Framework

Systems can constrain the behavior of financial personnel, reduce illegal activities, and clarify responsibilities to ease management difficulties. Systems should be timely

and dynamically adjusted to reflect operational and adaptive needs. They provide a basis for addressing special issues during exceptional periods, promote orderly conduct of various tasks, and a sound system framework can maximize the benefits of financial management, effectively promote and ensure the operation of the financial management mechanism and the development of public health. Establishing strict management and utilization systems can reduce management difficulty, lighten management pressure, and ensure adequate supply and efficient use of materials (Zuo, 2021). Developing feasible measures to ensure work is governed by regulations is crucial. A comprehensive financial management system can effectively manage hospitals and plays an irreplaceable role in guiding and standardizing financial management systems (Wang, 2020).

(4) Performance Management

Performance management is a complete cycle system consisting of performance goals, performance monitoring, performance evaluation, and performance feedback. Through performance management, financial activities can be evaluated and analyzed based on certain criteria, providing information for the organization's financial planning, identifying problems, and offering decision-making support. Performance management is an essential part of financial activities and the core of a comprehensive financial management mechanism. Evaluating the results of various activities after completing financial activities provides complete financial information for the organization and valuable references for future financial decisions. It also helps identify problems, clarify responsibilities, and constrain future behaviors of relevant personnel. Performance evaluation involves assessing work processes, results, and efficiency based on quantifiable indicators in achieving goals or completing functions. Implementing performance management can improve management methods, enhance operational efficiency, and contribute to the healthy development of public health. Moreover, performance feedback results form the basis for implementing incentives. Performance management provides hospitals with practical management tools, ensuring that management and operations are conducted according to established procedures. Shen (2020) stated that the theoretical system covered by performance management can, to some extent, change existing inefficiencies and institutional rigidity, improving the overall management level of the organization.

(5) Internal Supervision

Effective self-supervision is essential for ensuring the normal operation of hospitals, and internal supervision is a crucial component of hospital financial management. Its purpose is to prevent misconduct, maintain normal order, and supervise and constrain the legality, rationality, and effectiveness of economic activities. Bai (2020) views internal supervision as a means of periodic and ad-hoc inspections and proposes improvements, indicating that internal supervision is a method to re-

control control activities. Lin (2021) suggested establishing and improving the internal financial management support system for government entities and implementing internal financial supervision to enhance the effectiveness of financial oversight, optimizing the internal financial management mechanism to the greatest extent. Li (2020) noted that during emergencies, the inability to strictly follow existing approval procedures can hinder the effectiveness of internal control systems in regulatory functions, leading to various internal control and audit risks.

2.4.4 Financial Informationization

Hospital financial informationization refers to leveraging accounting automation and modern technologies such as computers and networks to optimize and integrate financial information and data. This allows for the provision of financial data and information without time and space constraints. It is undeniable that responding to emergencies primarily relies on smooth network operations and advanced informationization. The development of hospital financial informationization is a necessary measure to handle the increasing volume of business and complex business requirements, and it is an inevitable choice for promoting efficient and secure financial management. Its impact on financial management work cannot be overlooked.

(1) Application of Information Technology

The influence of information technology has permeated every aspect of hospital financial management. The widespread application of information technology in financial management plays a crucial role, especially as technological advancements offer more solutions to financial management challenges. Information technology enables functions such as remote reimbursement, online review, and data transmission, allowing financial personnel to complete tasks such as financial accounting and analysis from home. Information technology is not only a necessity for accounting but also for internal control construction, comprehensive budget management, and the integration of new and old accounting systems. Advanced information management systems contribute to the specialization and efficient operation of financial management, helping hospitals achieve systematic and streamlined financial management, reducing human errors and arbitrariness. In situations where normal office operations are not possible, modern information technology facilitates remote work as an alternative. Zhao & Shan(2019) suggested that the use of information technology in financial departments to coordinate accounting, budget management, and asset management reduces risks from manual operations, improves financial work efficiency, optimizes financial processes, and increases data accuracy, financial management effectiveness, and financial analysis quality. Jia (2020) noted that informationization not only facilitates and speeds up financial work but also effectively reduces various risks in financial management, enhancing the efficiency and quality of financial management

tasks.

(2) Information Sharing Platform

Breaking down barriers to financial information exchange and promoting information sharing. Under the backdrop of informationization, the environment faced by hospital financial management has undergone profound changes. Accordingly, the content, scope, and methods of financial management must be adjusted. Whether it is accounting, payment approval, or data analysis, informationization support is required. Establishing an efficient and convenient information platform for detailed, standardized, and scientific management will enhance the quality and service level of basic financial work. Chen (2017) argued that building a financial information sharing platform can reduce management costs, improve operational efficiency, simplify accounting processes, and strengthen centralized control. Li (2020) emphasized the need to continuously improve the level of financial accounting informationization and strengthen the integration of financial data with business data.

2.5 Conceptual Framework

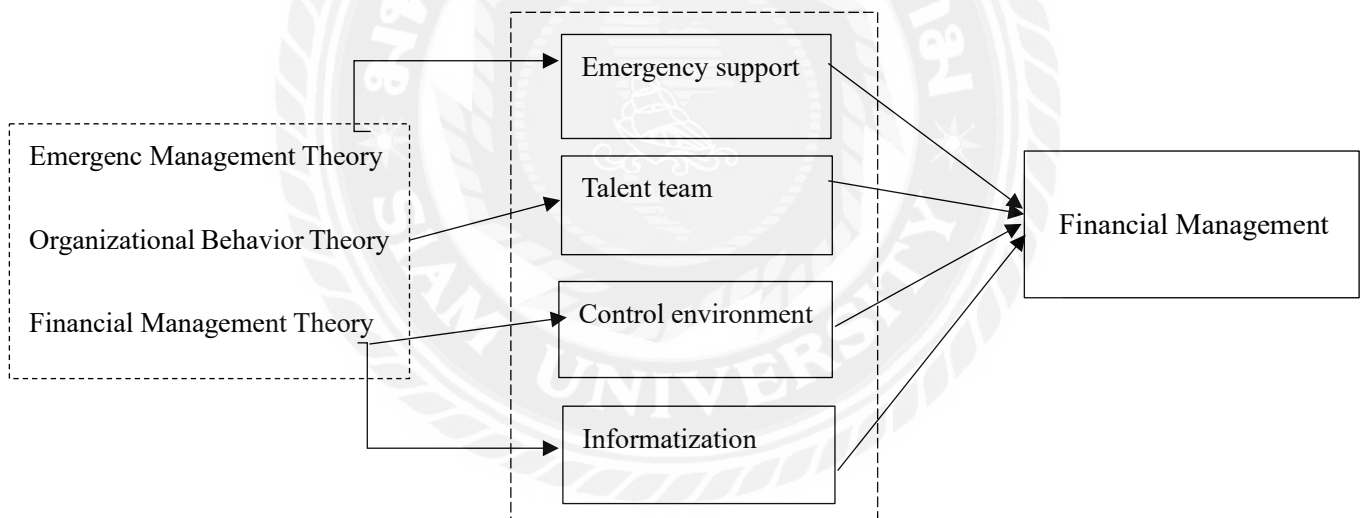


Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Research Design

The quantitative method was adopted, in which a questionnaire was used as an important tool for basic data collection in survey research. To ensure the scientific validity of the questionnaire design, extensive literature collection and analysis were conducted, with detailed studies on the structure, content, and item settings of the questionnaire. To understand the importance of each item's impact on hospital financial management, a 5-point Likert scale was used in this study. The scale was designed with the following levels: Not at all Important, Slightly Important, Moderately Important, Quite Important, and Extremely Important. This scale was used to assess the significance of each item in relation to hospital financial management.

3.2 Questionnaire Design

3.2.1 Emergency Support

Luo (2019) stated that sufficient funding is an important foundation for effectively responding to emergencies. Zuo (2021) believed that the success of controlling major public health events depends on how medical institutions reasonably acquire and dispose of assets. This not only affects whether the prevention and control work of medical institutions can proceed smoothly but also concerns the safety of patients and medical staff. This study divides the emergency support factors affecting hospital financial management into two dimensions: funding support and material support, with seven questions as shown in Table 3.1.

Table 3.1 Emergency support measurement items

Variable	Measurement Item	NO.
Emergency Support	Whether budget management is dynamically adjusted?	Q1
	The stability and diversity of funding sources	Q2
	Increasing financial investment intensity and appropriateness	Q3
	Timely and efficient approval of emergency procurement payments	Q4
	Timely and efficient procurement of epidemic prevention materials	Q5
	Standardized asset management, accurate and reliable asset information	Q6
	Transparent and regulated donation process	Q7

3.2.2 Talent Team

Strengthening the management of financial personnel's remuneration, incentive mechanisms, talent introduction, and training mechanisms, as well as establishing a comprehensive performance appraisal system, can effectively stimulate the enthusiasm of financial personnel and improve the efficiency of financial management in disease control centers. To enhance the level of hospital financial risk management, it is essential to improve the professional quality and security awareness of financial staff, which is crucial for hospital financial risk management. Based on the above analysis, this study divides the factors affecting the talent pool in hospital financial management into three dimensions: incentive measures, talent cultivation, and personnel structure, with five questions as shown in Table 3.2.

Table 3.2. Talent team measurement items

Variable	Measurement Item	NO.
Talent Team	Industry competitiveness of salary levels and salary differentials	Q8
	Reasonableness and effectiveness of incentive mechanisms	Q9
	Interpersonal relationships and work atmosphere	Q10
	Training and acquisition of new knowledge and skills	Q11
	Age structure, educational levels, and professional titles	Q12

3.2.3 Control Environment

Based on the discussions about the control environment in the COSO Committee's "Internal Control - Integrated Framework," "Enterprise Risk Management - Integrated Framework," and the Ministry of Finance of China's "Internal Control Norms for Administrative Institutions (Trial)," and in conjunction with the management characteristics of hospitals, this study identifies four dimensions as the control environment factors affecting hospital financial management: responsibility allocation, management philosophy, system framework, performance management, and internal supervision. Five questions are set for these dimensions, as shown in Table 3.3.

Table 3.3 Control environment measurement items

Variable	Measurement Item	NO.
Control Environment	Complete organizational structure and clear division of responsibilities	Q13
	Managerial emphasis	Q14
	Well-established institutional system	Q15
	Scientific and reasonable performance management system	Q16
	Comprehensive internal supervision mechanism	Q17

3.2.4 Informatization

With the development and application of information technology, the new service model of "Internet + Healthcare" has emerged, posing higher requirements for hospital financial management. Integrating informatization construction into hospital financial management can effectively improve data management levels. Centralized data management is crucial for financial management, and the application of information technology can help hospital staff achieve significant results in this area, providing strong support for the efficient handling of emergencies. Based on the above analysis, this study divides the informatization construction factors affecting hospital financial management into two dimensions: information technology application and information sharing platform, with five questions as shown in Table 3.4.

Table 3.4 Informatization measurement items

Variable	Measurement Item	NO.
Informatization	Interconnection with other internal operational management systems	Q18
	Interconnection with superior information platforms	Q19
	Coverage of all aspects of financial management	Q20
	Application of information technology in financial decision-making	Q21
	Support for financial settlement capabilities	Q22

3.2.5 Financial Management

Zhang(2024)proposed that the constraints and regulations of financial management in areas such as cash flow, budget management, internal control and auditing, and the development of financial personnel determine the implementation of the supervisory and reporting functions of financial management. Four questions are set, as shown in Table 3.5.

Table 3.5 Financial management measurement items

Variable	Measurement Item	NO.
Financial Management	Has emergency funds to respond to unforeseen events (such as pandemics, equipment failures, etc.)	Q23
	The formulation process of the financial system is aligned with the needs of each department.	Q24
	Has a dedicated financial risk management mechanism	Q25
	Overall satisfaction with hospital financial management	Q26

3.3 Hypothesis

At present, there are few studies on the influencing factors of financial

management. Based on the collection of relevant policy documents from the National Health and Health Commission and the Ministry of Finance, this study comprehensively consulted related research literature on financial management, management accounting, and internal control. Based on the actual situation and business characteristics of the hospital, supported by the theory of influencing factors such as management accounting and internal control, the influencing factors of hospital financial management were extracted and classified. After collation, the influencing factors are divided into four dimensions: emergency support, talent team, control environment, and informatization.

H1: Emergency support has a positive effect on financial management of Inner Mongolia Hospital.

H2: Talent team has a positive impact on financial management of Inner Mongolia Hospital.

H3: Control environment has a positive effect on financial management of Inner Mongolia Hospital.

H4: Informatization has a positive effect on financial management of Inner Mongolia Hospital.

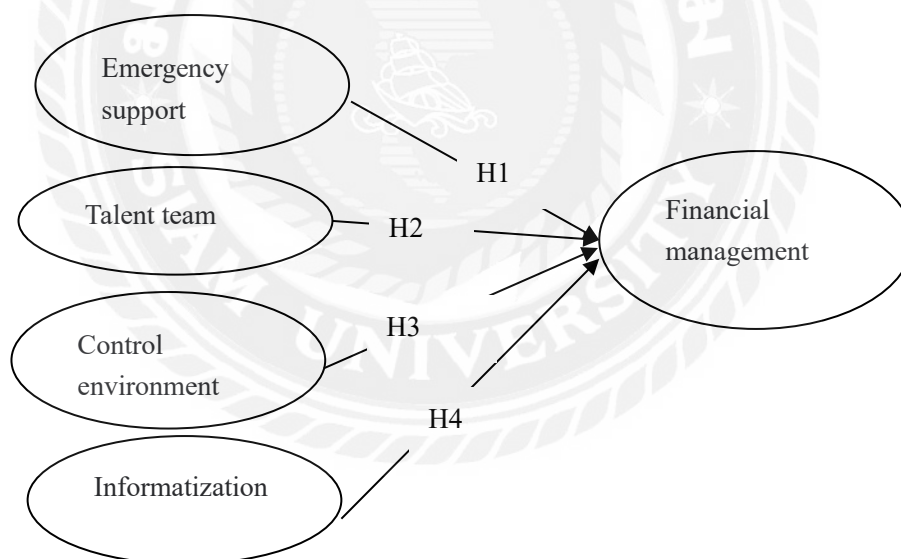


Figure 3.1 Model Assumptions

3.4 Population and Sampling

To study the influencing factors of hospital financial management and ensure the scientific and rigorous nature of this research, we have designed a questionnaire survey based on the research objectives and practical considerations. The survey was distributed to individuals with experience in health system financial work, emergency management backgrounds, as well as economic management experts and scholars. The

survey participants included, but were not limited to, financial personnel in the health system, emergency management professionals, and university professors. The questionnaire included quality control questions aimed at confirming whether the participants have conducted research or worked in the field of economic management or have knowledge of hospital financial work. This design helps ensure the authority and reliability of the data sources.

$$n = \frac{z^2 * p * (1 - p)}{E^2}$$

The n=sample size and the s value are the quantiles of the standard normal distribution. The general value for the confidence level is 95%, at which time Z=1.96. p is the sample standard deviation. The estimated value of the sample standard deviation is generally 0.45. Determine the error tolerance E (the maximum allowable value of the difference between the sample mean and the population mean), E=0.05. The calculated result is 306 samples.

3.5 Data Collection

This questionnaire was mainly distributed through online questionnaires. A total of 306 questionnaires were distributed in this survey. After screening, 285 valid questionnaires were obtained, and the recovery rate of valid questionnaires was 93.14%. Among them, invalid questionnaires were questionnaires that did not meet the verification questions, that is, the survey subjects had no relevant research or work experience, and the remaining questionnaires were all valid questionnaires.

3.6 Data Analysis

3.6.1 Reliability Analysis of Questionnaire

Reliability analysis, also known as data reliability analysis, refers to the stability, consistency, and dependability of scale data results. It primarily targets quantitative data to assess whether the sample data is reliable, i.e., whether the survey respondents have answered the questionnaire based on their true intentions. This study employs Cronbach's Alpha (α), which is the most widely used method in the academic field, to conduct the reliability test of the data.

Table 3.6 Reliability test

Cronbach's α	Item
0.910	26

The reliability test for the sample data across the four dimensions—emergency

support, talent team, control environment, informatization and financial management—yielded Cronbach's Alpha coefficients of 0.905, 0.894, 0.908, 0.932 and 0.916, respectively. Since all the Cronbach's Alpha coefficients are greater than 0.8, this indicates that the scales exhibit good reliability.

Table 3.7 Variates reliability test

Variates	Cronbach's α	Item
Emergency support	0.905	7
Talent team	0.894	5
Control environment	0.908	5
Informatization	0.932	5
Financial management	0.916	4

3.6.2 Validity Analysis of Questionnaire

Validity is primarily used to measure the rationality of item design. Common validity analyses include content validity and construct validity. For non-scale data, content validity can be measured, while for scale data, construct validity is generally used for testing.

Table 3.8 Overall scale validity analysis

KMO & Bartlett's test		
KMO		.917
Bartlett's test	Approximate Chi-square	1932.452
	Df	231
	Sig	.000

The overall KMO value of the scale is 0.917, which is greater than 0.6. The approximate chi-square value is 1932.452, with a degree of freedom of 231, and the p-value is less than 0.001. The KMO values for each dimension are all greater than 0.6, and the p-values are all 0.000, less than 0.001, indicating that the questionnaire structure is reasonable.

Table 3.9 KOM and Bartlett's test

	KOM	Approximate Chi-square	Df	Sig
Emergency support	.888	428.089	21	.000
Talent team	.864	282.516	10	.000
Environment control	.883	337.252	10	.000
Informatization	.879	372.724	10	.000
Financial management	.827	366.971	10	.000

3.6.3 Analysis of Questionnaire Data

Descriptive statistics were used to summarize and describe the basic features of the dataset, Measures such as mean, median, standard deviation. and frequency

distributions provided an overview of the demographic information and the responses to the survey questions. Descriptive statistics helped in understanding the general patterns and trends in the data, serving as a preliminary step before more complex analyses. By calculating the mean of each variable, all of which are above 4.0, they can be confirmed as influencing factors, as shown in Table3.10.

Table 3.10 Variable mean test

Variable	NO.	Measurement Item	Mean
Emergency support	Q1	Whether budget management is dynamically adjusted?	4.36
	Q2	The stability and diversity of funding sources	4.41
	Q3	Increasing financial investment intensity and appropriateness	4.32
	Q4	Timely and efficient approval of emergency procurement payments	4.25
	Q5	Timely and efficient procurement of epidemic prevention materials	4.52
	Q6	Standardized asset management, accurate and reliable asset information	4.40
	Q7	Transparent and regulated donation process	4.35
Talent team	Q8	Industry competitiveness of salary levels and salary differentials	4.44
	Q9	Reasonableness and effectiveness of incentive mechanisms	4.42
	Q10	Interpersonal relationships and work atmosphere	4.23
	Q11	Training and acquisition of new knowledge and skills	4.16
	Q12	Age structure, educational levels, and professional titles	4.34
Control environment	Q13	Complete organizational structure and clear division of responsibilities	4.25
	Q14	Managerial emphasis	4.47
	Q15	Well-established institutional system	4.56
	Q16	Scientific and reasonable performance management system	4.33
	Q17	Comprehensive internal supervision mechanism	4.21
Informatization	Q18	Interconnection with other internal operational management systems	4.26
	Q19	Interconnection with superior information platforms	4.41
	Q20	Coverage of all aspects of financial management	4.38

Variable	NO.	Measurement Item	Mean
	Q21	Application of information technology in financial decision-making	4.50
	Q22	Support for financial settlement capabilities	4.49
Financial management	Q23	Has emergency funds to respond to unforeseen events (such as pandemics, equipment failures, etc.)	4.24
	Q24	The formulation process of the financial system is aligned with the needs of each department.	4.32
	Q25	Has a dedicated financial risk management mechanism	4.44
	Q26	Overall satisfaction with hospital financial management	4.26

Correlation analysis was conducted to examine the strength and direction of the relationships between the independent variables and the dependent variable. Pearson's correlation coefficient was used to assess the linear relationships between emergency support, talent team, control environment, informatization and financial management. This analysis provided initial insights into how these variables are associated with each other, laying the groundwork for further hypothesis testing.

Chapter 4 Findings

4.1 Introduction

In this study, an online survey was employed to gather data, resulting in 285 responses deemed reliable. Both validity and reliability of the data were assessed and confirmed. Subsequently, descriptive statistical analysis was applied to explore the data, alongside correlation analysis to elucidate the relationships between variables.

4.2 Descriptive Statistical Analysis

Descriptive Analysis of Sample Demographics

1. Gender

In this survey, there were 137 male respondents and 148 female respondents, accounting for 48.14% and 51.86% respectively. This indicates that there were more female participants than male participants in this survey. This gender distribution reflects the current gender differences in the financial workforce in China, where females predominantly occupy financial roles, aligning with the current situation.

2. Age

The age of the respondents was divided into five categories due to differences in age distribution. The survey found that the majority of respondents were aged between 36-45, making up 49.5% of the sample. Those aged 26-35 and 46-55 accounted for 28.4% and 15.8% respectively, with only 9 respondents each being above 56 years old or below 25 years old. This indicates that the study mainly targeted individuals involved in financial work and economic management, primarily composed of the middle-aged and young adult demographic, aligning with the survey results.

3. Occupation

Controlling the occupational background of respondents makes the research more scientific and reasonable. The respondents were categorized into four groups: financial personnel, emergency management personnel, economic management scholars, and other related personnel. The results show that 180 respondents were financial personnel, 60 were emergency management personnel, 9 were economic management scholars, and the remaining 36 were from other related fields. Overall, financial and emergency management personnel accounted for approximately 84.3% of the total respondents, indicating that the majority of respondents were from the health system's financial and emergency management sectors. The presence of respondents from other professions is due to the online distribution of the questionnaire, which included financial,

institutional, and health system training groups, leading to some responses from other industries. Generally, the survey results match the expectations.

4. Education

The statistics show that the majority of respondents held a bachelor's degree, accounting for 68.5% of the sample, significantly higher than the proportion of those with an associate degree or other educational levels. This indicates that the respondents had a relatively high level of education, with over 90% holding at least a bachelor's degree, which aligns with the needs of this study and makes the survey results quite reasonable.

Table 4.1 Distribution of demographic characteristics of samples (N = 285)

Name	Options	Frequency	Percentage (%)
Gender	Male	137	48.14
	Female	148	51.86
Age	Below25	9	3.2
	26-35	81	28.4
	36-45	141	49.5
	46-55	45	15.8
	56above	9	3.2
Occupation	Financial	180	63.2
	Emergency	60	21.1
	Economic management scholars	9	3.2
	Others	36	12.6
Education	Others	3	1.1
	Junior high school	18	6.3
	Undergraduate	198	68.5
	Master's degree	54	18.9
	Phd	12	4.2
Total		285	100

Based on the summary of the respondents' demographic characteristics, a statistical analysis was conducted on their gender, age, education, and occupation. The findings indicate that the majority of respondents were female and primarily middle-aged and young adults. The respondents had a relatively high level of education, with over 90% holding a bachelor's degree or higher. The predominant occupation among the respondents was financial personnel. Overall, the sample meets the data quality requirements for this study.

4.3 Correlation Analysis

According to the analysis of the Pearson correlation coefficient, there are obvious correlations among the emergency support, the talent team, the control environment,

the informatization, and financial management, and they are all positive correlations.

Table 4.2 Correlation between variables (Pearson correlation matrix)

Variable	Emergency support	Talent team	Control environment	Informatization	Financial management
Emergency support	1				
Talent team	0.613**	1			
Control environment	0.503**	0.519**	1		
Informatization	0.734**	0.803**	0.706**	1	
Financial management	0.548**	0.572**	0.589**	0.509**	1

Note: *P<0.05, **P<0.01, ***P<0.001

4.4 Regression Analysis

Path coefficients are cases that show the influence relationship between variables. Usually, the standard path coefficient value is used to represent the influence relationship among variables. If it is significant, it means that there is a significant relationship between the variables, otherwise it means that there is no relationship between the variables. According to the data analysis, the regression coefficient model is constructed, and the model path data is determined to verify the hypothesis.

Through the regression analysis model, it can be concluded that when emergency support has an impact on financial management, the standardized path coefficient value is 0.443 greater than 0, and the path result is significant (CR=4.705, p=0.000<0.01), thus indicating that emergency support has a significant positive impact on financial management, and H1 is established. For the impact of the variable talent team on financial management, the standardized path coefficient value is 0.581>0, and this path shows a significance level of 0.01 (CR=2.867, p=0.004<0.01), thus indicating that talent team has a significant positive impact on financial management.H2 is established. For the impact of control environment on financial management, the standardized path coefficient value is 0.643>0, and this path shows a significance level of 0.01 (CR=1.257, p=0.000<0.01), thus indicating that control environment has a significant positive impact on financial management, and H3 is established. For the impact of informatization on financial management, the standardized path coefficient value is 0.621>0, and this path presents a significance level of 0.01 (CR=2.333, p=0.000<0.01), thus indicating that informatization has a significant positive impact on financial management, and H4 is established.

Table 4.3 Regression model coefficient analysis and hypothesis test results

Pattern path	Normalized path coefficients	CR	P	Hypothetical test
H1	0.443	4.705	0.000	Supported
H2	0.581	2.867	0.004	Supported
H3	0.643	1.257	0.000	Supported
H4	0.621	2.333	0.000	Supported



Chapter 5 Conclusion and Recommendation

5.1 Conclusion

This study analyzed the factors influencing financial management from four aspects: emergency support, control environment, talent team, and informatization. The conclusion of this study is that emergency support, control environment, talent team, and informatization have a significant positive impact on hospital financial management, validating hypotheses H1, H2, H3, and H4. Improving hospital financial management can be achieved through enhancing the emergency skills system, establishing and improving internal controls, developing the professional level of financial personnel, increasing investment in information resources, and enhancing the level of information application.

5.1.1 Emergency support has an impact on financial management of Inner Mongolia Hospital

Through the regression analysis model, the standardized path coefficient value is 0.443 greater than 0, and the path result is significant ($CR=4.705$, $p=0.000<0.01$), thus indicating that emergency support has a significant positive impact on financial management.

5.1.2 Talent team has an impact on financial management of Inner Mongolia Hospital

For the impact of the talent team on financial management, the standardized path coefficient value is $0.581>0$, and this path shows a significance level of 0.01 ($CR=2.867$, $p=0.004<0.01$), thus indicating that talent team has a significant positive impact on financial management.

5.1.3 Control environment has an impact on financial management of Inner Mongolia Hospital

For the impact of control environment on financial management, the standardized path coefficient value is $0.643>0$, and this path shows a significance level of 0.01 ($CR=1.257$, $p=0.000<0.01$), thus indicating that control environment has a significant positive impact on financial management.

5.1.4 Informatization has an impact on financial management of Inner Mongolia Hospital

For the impact of informatization on financial management, the standardized path

coefficient value is $0.621 > 0$, and this path presents a significance level of 0.01 ($CR=2.333$, $p=0.000 < 0.01$), thus indicating that informatization has a significant positive impact on financial management.

5.2 Recommendation

5.2.1 Improve resource guarantee

Fund raising is the starting point of financial management activities. Sufficient funding guarantee is an important basis for effectively responding to emergencies such as epidemics, and is also the basic premise for efficiently responding to the allocation of human, material, and technological resources. Form a fund guarantee mechanism suitable for investment and stable growth. In this way, the hospital can focus on the provision of public services with sufficient funding, and give full play to the efficiency of fund utilization for the country's basic and major public health service projects. Audit institutions and financial departments should further cooperate closely to strengthen the audit of financial fund performance and improve the linking mechanism between performance evaluation results and budget arrangements and policy adjustments. In terms of ensuring the supply of materials, we should give full play to the role of the government, strengthen effective cooperation with relevant government departments, and use information technologies such as the Internet, big data, and cloud computing to build a unified national material security management platform and establish information sharing. Through the information platform, timely completion of intra-regional and cross-regional resource aggregation, allocation, mobilization and other response measures, and overall deployment and use of epidemic prevention materials.

5.2.2 Strengthen the construction of accounting talent team

Give full play to the supporting role of financial management in hospital emergency management. Hospital management should fully realize that financial management is serving internal managers, so as to make the best management decisions for hospital managers. It is necessary to increase the publicity and training of financial management knowledge in a targeted manner, so that they realize the important role of financial management in promoting the healthy development of hospitals, continuously strengthen their awareness of financial management, and support the development of hospital financial management. Secondly, all business and functional departments of the hospital should pay attention to financial management. In actual work, they must believe that the hospital's financial personnel can accurately and systematically analyze complex financial data to provide a basis for decision-making in various places and hospitals.

Introducing and cultivating senior financial management talents is the key to improving the level of financial management. Hospitals should pay attention to the introduction and training of financial personnel while introducing a large number of public health professionals, so as to comprehensively improve the comprehensive quality of financial personnel. In particular, we must pay attention to the cultivation of senior financial management personnel, and attract high-quality young financial personnel to gradually add to the financial talent team. To comprehensively improve the comprehensive quality of financial personnel, we must pay attention to the training of financial personnel, and recognize and deal with various unexpected problems as normal problems. Carry out financial knowledge training, taking accounting policy, internal control, performance evaluation, informatization and other aspects of knowledge as important content.

5.2.3 Improve financial information management

With the popularization and application of high technology such as network and information, the development of "zero-touch" office has been accelerated. When normal office work is not possible under extraordinary circumstances, remote office work can be realized through the network and information system, breaking the limitations of time and space, so that daily financial work can be carried out normally and orderly without being disturbed by external factors. Hospitals should establish a financial management system supported by information technology. Financial personnel should be closely integrated with the financial needs of various business departments, focus on financial reimbursement, bidding procurement, performance appraisal, etc., accelerate the promotion of financial information, and build emergency budget control systems, electronic payment systems, payment approval systems, electronic Invoice system, shared financial software system, online report submission system, material management system, etc.

Strengthen the integration of hospital information construction resources. By building a financial information management platform, the refined management level of the hospital is improved. It is suggested that national hospitals should take the lead in strengthening the integration of resources for informatization construction, so that the core business modules of hospitals can be interconnected. At the same time, strengthen the provision of comprehensive information professionals who take into account both business and information knowledge. Thereby speeding up the transition from traditional accounting model to innovative model. Integrate the integrated information system into the hospital decision-making analysis platform to provide data support for the hospital's financial management and decision-making. For example, through remote monitoring of financial and operating conditions, normalized monitoring and risk investigation, it assists managers in obtaining accurate and timely

data and information, taking corresponding decisions to actively respond to crises, and meeting real-time and efficient financial needs.

5.3 Further Study

In the new context, strengthening and improving the hospital emergency management system is an inevitable requirement for the socio-economic development of China. Attention should also be given to the construction of hospital financial emergency management to support logistical assurance and resource allocation. This study, using Inner Mongolia Hospital as an example, validates the relationship between emergency assurance, control environment, talent team, information construction, and financial management. Based on this, it proposes corresponding solutions for financial management in hospitals when responding to public health emergencies. However, this study has some limitations. As a case study, while Inner Mongolia Hospital has a certain representativeness, it also has limitations. Therefore, future research on public hospitals needs to expand the scope of study to improve the universality of the research results.

For the financial emergency management of public hospitals, major public health emergencies are both challenges and opportunities. The financial department must cooperate with various hospital departments to win this tough battle. It is essential to actively implement specific measures to strengthen the hospital's financial management, improve the hospital emergency management system, and ensure the rapid development of the hospital. Reducing risks related to internal control is a crucial issue that needs to be emphasized and studied currently. It is hoped that future research can delve into hospital financial emergency management issues, starting from the overall construction of the financial emergency management system. Establishing and improving the financial emergency management system to respond to emergencies involves multiple dimensions, including organizational framework, emergency rescue pricing system construction and fee management, emergency budget management, emergency cost management, emergency operation management, and donation management. Under the premise of limited resources, this ensures the provision of high-quality medical services while promoting the high-quality development of the hospital. It enhances the hospital's emergency management capabilities and accelerates the modernization of China's medical and health undertakings.

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Appendix

Dear Sir/Madam,

Thank you for your participation in this questionnaire survey. The survey will be conducted anonymously, and your relevant information will be kept confidential.

Thank you again for your cooperation.

Part 1 Demographic information

Remark: Please choose by using ✓.

1. Your gender: A. Male B. Female

2. Your age is:

A. 25 years old and below B. 26-35 years old C. 36-45 years old D. 46-55 years old

E. 56 years old and above

3. Your occupation is:

A. Financial B. Emergency C. Economic management scholars D. Others

4. Your highest level of education is:

A. College and below B. Bachelor's degree C. Master's degree D. Doctoral degree

5. Your workplace is:

A. Inner Mongolia Hospital B. Healthcare System C. Public Institution D. Universities and Colleges (or simply Higher Education Institutions) E. Others

Part 2 Relational factors

The questionnaire used Likert scale, The questionnaire used Likert scale, ranging from 1 to 5 in which 1 completely unimportant, 2 relatively unimportant, 3 important, 4 relatively important, and 5 very important

NO.	Measuring item	1	2	3	4	5
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Emergency Support

1	Whether budget management is dynamically adjusted?					
2	The stability and diversity of funding sources					
3	Increasing financial investment intensity and appropriateness					
4	Timely and efficient approval of emergency procurement payments					

NO.	Measuring item	1	2	3	4	5
5	Timely and efficient procurement of epidemic prevention materials					
6	Standardized asset management, accurate and reliable asset information					
7	Transparent and regulated donation process					

Talent Team

8	Industry competitiveness of salary levels and salary differentials					
9	Reasonableness and effectiveness of incentive mechanisms					
10	Interpersonal relationships and work atmosphere					
11	Training and acquisition of new knowledge and skills					
12	Age structure, educational levels, and professional titles					

Control Environment

13	Complete organizational structure and clear division of responsibilities					
14	Managerial emphasis					
15	Well-established institutional system					
16	Scientific and reasonable performance management system					
17	Comprehensive internal supervision mechanism					

Informatization

NO.	Measuring item	1	2	3	4	5
18	Interconnection with other internal operational management systems					
19	Interconnection with superior information platforms					
20	Coverage of all aspects of financial management					
21	Application of information technology in financial decision-making					
22	Support for financial settlement capabilities					

Financial Management

23	Has emergency funds to respond to unforeseen events (such as pandemics, equipment failures, etc.)					
24	The formulation process of the financial system is aligned with the needs of each department.					
25	Has a dedicated financial risk management mechanism					
26	Overall satisfaction with hospital financial management					

You have completed this questionnaire. Thank you for your support. I wish you a smooth work and a happy life!