Reviewer's report

Title: Managing hospital doctors and their practice: what can we learn about human resource and performance management from non-healthcare organisations?

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Reviewer: Sandra Leggat

Reviewer's report:

1. This is a well written paper that should be of interest to many clinical managers.

2. The major flaw in this paper is that there is no consideration of existing human resource management theory. There are many human resource management theoretical frameworks, e.g. high performance work systems, strategic HRM etc, with sufficient empirical evidence to use as a foundation for this study. I think that it is important to situate this study with the existing evidence for human resource management practice, especially given the studies that have applied general HRM theory and practice to health care organisations. In my opinion this is a major compulsory revision.

3. Inclusion of a theoretical HRM framework would enable a stronger contribution to the field of HRM in health care organisations. Currently the paper does not provide sufficient evidence for why the HRM of individual clinicians needs to be 'different' from generally accepted HRM practice and why different medical subcultures would need different HRM practices.

4. Given the lack of a theoretical framework, the terms used should be more clearly defined - what is the difference between performance evaluation and performance appraisal? How was 'effective line management' recognised and defined?

5. Minor grammatical issues, such as data are plural; findings of this study have (not has) implications, etc.

Level of interest: An article of importance in its field

Quality of written English: Acceptable

Statistical review: No, the manuscript does not need to be seen by a statistician.

Declaration of competing interests:

I declare that I have no competing interests