



ISSN NO. 2320-5407

Journal homepage: <http://www.journalijar.com>

INTERNATIONAL JOURNAL
OF ADVANCED RESEARCH

RESEARCH ARTICLE

Human Resource Management Practices in Government & Private Hospitals (An empirical study in Indian context)

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Manuscript Info

Manuscript History:

Received: 18 August 2015
Final Accepted: 22 September 2015
Published Online: xOctober 2015

Key words:

Human Resource management,
Human Resource Management
(HRM) practices, Hospitals

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Abstract

evaluate Human Resource Management (HRM) practices in government and private hospitals of India. Human resource management in health sector seeks toward develop the quality of services and patients satisfaction. Enhanced use of the field of health care contributor and bringing together of patient services through connecting team work which have been required as a part of human resource management. Since every health care is finally distributed by people, effective human resource management will play a very important role in the success of health policies in any nation. In government hospitals the mission and vision are promulgated by the health ministry and welfare. They are very essential to display. The nurses are more alert about them and there is an equality of private hospitals as well to do so for their professional reasons. Appropriate management of human resources is major in providing a highly quality of the health care. A development on the human resources management in health care as well as additional research are required to develop new policies. Successful human resources management strategies are very much needed to achieve better outcomes from and entrée to health care in India. Resources, while pertaining to health care, can be definite as the various types of medical and non-medical staff responsible for public and individual health involvement. As questionably the most important of the health system input, the performance and the profits of the system can distribute depend mostly upon the information and motivation of those individuals responsible for delivering health services.

This study is intended to
explore, recognize and

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INTRODUCTION

An examination of the key issues and questions of the human resources, along with the study of the impact of the human resources on the health care organization as well as the identification of the trend in health sector in India has been a key area of focus of this study. These trends comprise efficiency, impartiality and quality objectives. Since all health care is eventually delivered by people, efficient human resources management HRM will play a very vital role in the achievement of health care sector reform. Though we have seen the adoption of HRM practices in the corporate sector, the health care sector, where lack of HRM practices could lead to a life or death question has yet to fully adopt them. The basic and fundamental notion of Human Resource Management (HRM) is to achieve a continued competitive benefit through effective use of human resources. Most traditional resources such as capital, equipment and location are less significant as they can be obtained by anyone at a price, whereas, the attainment of a ready pool of highly qualified and highly motivated personnel is rather difficult if not impossible. A committed and

devoted work force is a precious asset that can hardly be reproduction or imitate by the participants. Commitment has been careful a part of HRM literature since 1980s. This is as a result of Harvard scholars including it in the area of HRM and representative the benefit it has given Japanese organizations when compared to the Western organizations. Organization Commitment (OC) can be characterizing by three factors a strong belief of the employees in and the receipt of organizational goals and values, employees' willingness to use significant attempt on behalf of the organization and their strong need to maintain relationship in the organization. Human resources have been recognized as an indispensable input for the organizational effectiveness and efficient management of this resource has assumed a critical role to play in the performance and success of the organizations. The effectiveness of management depends upon optimum utilization of different resources such as men, money, material, machines, methods, marketing etc. From the many factors listed above, Human Resource is an important factor because they can think, plan & arrange the work successfully towards the predetermined goals & objectives. Human resources are not only an important factor of management but they also play an important role in executing different functions such as planning, organizing, staffing, directing, coordinating & controlling. In total, these functions represent the management process. Motivated human resources play key role in the success of an organization. Optimum utilization of this valuable resource becomes specialized branch of Management i.e. Human Resource Management. The simplest definition of management is to get the work done from others. That means for completion of work one has to get positive response from the work force. Motivated work force cans produce wonders for the organization. Human Resource is the common factor for any kind of industry. A hospital industry is a service industry. Human resource is an important factor in helping the hospital industry to be successful. In the hospital organization human resources is in force front of service sector & cannot be replaced by machine or electronic gadgets. E.g. caring of patients. Human resource management is the application of management principles to management of people in an organization (Aswathappa 2010). It is an important part of managing any organization, particularly business organizations. HRM includes various management functions like recruitment, training, development, wage/ salary administration, industrial disputes, social security and labor welfare, promotions. In recent times, these practices are increasingly being used as a tool for meeting the objectives of the organization, rather than being restricted to the traditional approach Human Resource Management is the process of caring people and organizations together so that the goals of each are met (Rao 2005). This has emerged as one of the major functions of any enterprise. This means focused human resources planning, recruitment, selection, placement, training, development, performance appraisal, compensation administration, incentives, employee benefits, social security, industrial relations, employee grievances, collective bargaining, personnel records and accounting and many other fields directly or indirectly related to management of human resources . According to Niles (2013) the important role that human resource management activities play in the operations of a healthcare organization. Human resources can be applied to any activity of the operations of an organization, regardless of the industry. The role of HRM as briefly discussed has different functions in the health care management these are including legal and ethical issues of the treatment, health and safety of employees and patients, careers in health care, labor unions in health care, job analysis and design, recruiting and selecting employees, employee benefits, training and motivating employees, and terminating employees. Strategic planning, including labor budget and forecasting, is addressed because of the contribution of HRM to successful strategic planning. Emerging and current trends in human resource management are also discussed. The increased diversity of the patient and employee, the effect of technology and the globalization of the economy on healthcare delivery, the new trend of medical tourism, and the increased focus on accountability in the delivery of services and teamwork education are exciting changes in health care, which ultimately will improve patient care. Human resources management is a management function concerned with hiring, training & development, motivating and maintaining people in an organization. It focuses on people in organizations. Human resource management is conniving management systems to ensure that human ability is used effectively and efficiently to achieve organizational goals. HRM is the personnel function which is concerned with procurement, development, compensation, integration, maintenance and reproduction of the people of an organization for the function of contributing towards the activities of the organization's objectives. Therefore, personnel management is the planning, organizing, directing, coordinating and controlling of the performance of those operative functions (Edward B. Philippo).

Invancevich and Glueck, "Human Resource Management focuses on is effective use of people to accomplish organizational goals. It is the method of managing people at work, so that they give their best to the organization".

Dressler (2008) the policies and practices concerned in moving out the "people" or human resource aspects of a management situation, involves hiring, broadcasting and appraising Human Resource Management .

Commonly HRM refers to the management of people in organizations. It include of the behavior, policies, and practices involved in obtaining, developing, utilizing, evaluating, maintaining, and retaining the suitable number and skill mix of employees to achieve the goal of an organization. The aim of Human Resource Management is to increase contributions of employee in order to achieve most favorable productivity and effectiveness, while concurrently attain individual objectives (such as having a challenging job and finding recognition), and societal objectives (such as legal compliance and demonstrating social responsibility). In short Human Resource Management can be defined as the art of procuring, developing and maintaining

Processes and Practices

On the basis of this preliminary study the following processes and practices are being adopted in Indian hospitals. The main function of the HR Department is recruitment, training, manpower management and general administration. This includes:-

Recruitment function

The recruitment function includes collection and sorting of the resumes as per the advertisement given in the newspaper or the website ; Conducting of the interview session which is conducted by HR manager and the Nursing Superintendent for the recruitment of the nursing staff like staff nurses and ward attendants; Conducting of the interview session for the new medical staff is conducted by the Medical Superintendent and the Chairman of the Institute along with the support of the HR department . The appointment letter is issued by the HR department on the basis of the interview and mentioning the salary which the candidate will receive after the signature from the account section of the organization. Thereafter the appointee joins and is placed in the hospital.

Training function

Training facilities are excellent in two hospitals but in one hospital it is average. The training facilities include the following topics Health hygiene, Safety policy, Biomedical disposal , Hand washing techniques, Various codes for the emergencies , Hospital safety Policy , Fire safety management/ Disaster Management, Patients Safety ,Ward Cleanliness, Biometric machine for attendance and public dealing including politeness and courtesy. Training is imparted to fresh appointees as well as regular staff.

HR management function

The HR management functions in these hospitals include maintaining the service records of all employees including leave and other benefits; processing various matters related to the staff; travel and other matters.

General administration function

General administration function includes protocol, attendance, security, safety, biomedical wastes; labor, government regulations concerned with labor, ESI and other matters.

History, Growth and Classification of Hospitals in India

Since Independence, India has achieved remarkable progress in social, political and economic fields. After the liberalization, this progress has been given further fillip, and has been recognized by the superior countries. In a Part of medical sector also commendable progress has been made during this period. Unfortunately, yet, hospital organization has insulate extreme behind. Even the most sophisticated and the so called modern hospitals in India persistence to be regulated by the stereotype system of hospital administration, viz. appointing the senior-most doctor as the Medical inspector. He is delegated with the responsibility of the entire administration of the hospital, either or nor he has undergone any proper (or even informal) training in hospital administration. By the time have been changed and the interest has become the sequence of the day. It is, therefore, imperative to have separate professional for general organizational and human resource role in the hospitals. Secondly, with the tremendous expansion in health centers, it has become crucial to have specialists or experts not only in these two fields, but also in other area of hospital supervision, so that greatest effectiveness can be achieved at the minimum cost. Thirdly, the rapidly increasing number of patients and growth of hospitals inadequately and medical services have thrown the hospital administration machinery completely out of gear. Hence, the need for better planning, organizing, staffing,

coordinating and controlling hospitals can hardly be overemphasized. Hospital administration can no longer be left to continue in the hands of a person who is 'Jack-of all trades' and 'master-of-none'. In the past, hospitals could, perhaps, afford the luxury of being unbusiness like and of adopting hit-and-miss methods of management as a number of philanthropists made huge donations to meet the ever-rising deficit in hospital budgets. Similarly, in the field of human resource management, as long as the salary budget comprised only a small portion of the total budget, hospital administration could afford to neglect the introduction of scientific and progressive principles of human resource management. But they can no longer afford to do so as salary and wages now represent 65 per cent or more of the total hospital budget.

Let us examine a few definitions of the term 'hospital'. The word 'hospital' is derived the Latin word *hospitalis* which comes from *hopes*, meaning a host. The English 'hospital' comes from the French word *hospital*, as do the words 'hostel' and 'hotel', "all originally derived from Latin. The three words, hospital, hostel and hotel, although derived from the same source, are used with different meanings. The term 'hospital' means an establishment for temporary occupation by the sick and the injured. Today hospital means an institution in which sick or injured persons are treated. A hospital is different from a dispensary - a hospital being primarily an institution where in-patients are received and treated while the main purpose of a dispensary is "distribution of medicine and organization of outdoor relaxation.

Human Resource: Valuable Assets in Healthcare Industry

Human resources, when pertaining to health care, can be defined as the different types of clinical as well as nonclinical staff member responsible for public and individual health involvement. As perhaps the most important of the health system inputs, the performance and the benefits the system can bring depend highly on the information ,awareness and motivation of an individual responsible for delivering health services. HRM in health has to function in a sector with some sole characteristics. The workers are large, diverse, and comprise divide employments often represented by powerful professional relations or trade unions. Some have sector-specific skills; on other hand people can eagerly shift from the health sector to employment in other sectors. The avowed first loyalty of those with qualified nurses and physicians, etc. is involved and tends to be to their profession and their patients rather than to their employer.

OBJECTIVES OF THE STUDY

The key objectives of the study are:

- ❖ To investigate the Human Resource Management Practices in Indian hospitals.
- ❖ To assess the Human Resource Management processes and practices in to large hospitals of India.
- ❖ To prepare a detail proposal on the processes and the practices this can be undertaken in Indian hospitals.

RESEARCH METHODOLOGY

This study is purely based on secondary data collected from various sources. The data are gathered by incharge and authorities of the departments and published research by various researchers provided on their site/reports. These data has been procured from websites of Govt. of India and international websites. Apart from these, data has been taken different Books, Journals, Research Papers and other print media. The present study was undertaken to investigate the Human Resource Management Practices in Indian hospitals.

CONCLUSION

Based on the study of the Indian government and private hospitals, the following conclusions can be drawn:

- ❖ HR functions are very important in all health care facilities.
- ❖ The HR processes and procedures are fairly good in the hospitals which have come up recently while that of the older health care facility is also good and is in the process of being strengthened.
- ❖ HR policy is important for all health care facilities as it is the guiding document for Human Resource Management.
- ❖ HR department needs strengthening and constant updating in line with those of the corporate sector.

RECOMMENDATIONS

After studying the Human Resource Management (HRM) practices in government and private hospitals of India the following recommendations are given for future prospects:

- ❖ The organization structure of the HR department should comprise of the Director as head, HR manager, Assistant Managers and a number of HR executives looking after recruitment; training; safety, security, general administration, labor, vigilance , government regulations and legal issues
- ❖ Regular trainings at the inductions and in service levels need to be carried out as frequently as possible both within the country and abroad.
- ❖ The HR department needs to be an integral part of the top management of these health care facilities so that HRM inputs and support for attaining the mission and vision of the organization are available at the highest levels.
- ❖ Round the clock HR support to the functioning of the hospitals is required because of the nature of the work of the hospitals.
- ❖ Human Resource Management modules may be introduced in brief in the training programmes for the medical and Para -medical staff.
- ❖ Each hospital should have a HR policy drawn as per international and national practices and standards. This should include human resources planning, recruitment, selection, placement, training, development, performance evaluation, reward administration, inducement, employee benefits, social security, industrial relations, employee accusation, personnel report and accounting and many other fields directly or indirectly related to management of human resources. sBefore adoption, this policy needs to be discussed with stakeholders including staff, patients and others. This policy can then become the basic document for HR practices and processes in the organization, though it would need to be revised from time to time.
- ❖ The health care organizations also need to have a strong accusation retaliation apparatus both for staff members and users of the facilities. This should be inbuilt in the HR policy.

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