

# An Analytical Study on Human Resource Management Practices in Private Hospitals

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**Abstract** - India's healthcare sector is making imposing strides into the hope by rising as one of the prime service sectors. Healthcare in India cover not only areas of providing medical care, but also all aspect of preventive care. It includes the medical care rendered by the public sector and the initiatives taken by the private sector. India, being the second most populous country in the world, has many limitations in reaching out to the entire population especially on healthcare and education. 'Sub-optimal functioning' of the public healthcare system is identified as a major impediment in the process of healthcare system development in India. Higher organisational effectiveness, machines, technologies, procedures and systems are no doubt important; but what is more important is the quality of the individuals behind them. The paper attempts for an Analytical Study on Human Resource Management Practices in Private Hospitals in Ahmednagar District of Maharashtra

**Key Words:** Human Resource Management, Private Hospitals, People, Healthcare, service.

## 1. INTRODUCTION

The economic development cannot be accomplished in developing or backward countries unless they have well educated and trained, highly achievement motivated and properly developed human resources. Likewise an organization cannot make any progress unless it has a well-trained, an efficient and adequately motivated team of workers. The success or failure of an organization very much depends on the people who boost the organization for effective functioning of any organization human resource is considered as one of the key elements. When task, structure and technology are available, it is the human resource which makes a complete circle of production. Human resources exploit the potential of all other available resources and are treated as highly critical and significant in contributions relating to effective organizational performance

Human resource management activities such as training, employee participation, compensation, assignment of workers through a recruiting and selection process and internal labor market are found to have a positive relationship to performance. Human resource management

activities can influence the organization's performance by direct means through improvement of employee's skills and quality and by indirect means the increase the employee motivation.

Human brain is the supreme creation of nature which contains limitless energy to think and act. It depends upon the skill of the management to maximize the efficiency of the skill of an employee. i.e., human resource management refers to optimum utilization of existing human capabilities, intellectual, technological, entrepreneurial and even moral and creation of new ones. It is the pivot around which activities like recruitment, selection placement, training, promotion, transfer and retirement etc. revolve.

The human resource development mostly depends on the progress and quality of hospital management. Hence, the existence of quality hospital management is an immensely important for the overall development of a state. But in case of Ahemadnagar district it is seen that, quality of health care service provided by the government hospitals are very poor. On the other hand the health care service rendered by private hospitals are to some extend better then government hospital but where there is a question of heavy expenditure which is not possible for middle and low class people. So, overall health care sector in Ahemadnagar district is not at all satisfactory to treat as a powerful tool for human resource development. So, it is considered that keeping in view developing the health care sector in the greater interest of human resource development. The hospital management system should be upgraded. Hence the discussion of hospital management is found to be needed.

## 1.2 Human Resource in Hospital

Human resource function, procedure, structure and strategy are in existence in some form or the other in every organization in general. This is because organizations exist for people. They are made of people and by the people. Their effectiveness depends on the behavior and performance of the people constituting them. The status of human resource in hospital is not much different from any other organization, not only in terms of its role and execution, but also in terms of the approach and philosophy towards human resources. The

human resource management functions are critically important and cardinal for efficient and effective operation of a hospital as an organization. Despite this fact, the recurring changes taking place in the health care industry, which affect health services, have also influenced the human resource management function considerably.

The hospital, an institution dedicated to the attention of human suffering, the treatment of human ailments and promotion of general health of the community, has to take care of the welfare of those who run it, i.e., its personnel. Every individual engaged in the singular service of promoting the cause and mission of a hospital is a vital link in its overall chain, be he a skilled surgeon or an unskilled sweeper. The lower rungs of hospital staff should never be bracketed as 'labor' in trade union terms. They should be, in fact, considered as essential to hospital functioning as a physician or a staff nurse. Human resource management is working in health care (hospital) organization, which renders the highest and the noblest form of service to patient and public at large through a team of dedicated and committed hospital personnel. A hospital is an institution for the care, cure and treatment of sick or wounded people or for the study of diseases and trainings for the doctors and nurses.

In private hospitals a number of personnel of different categories are found working requiring multi-disciplinary expertise and excellence. The doctors, paramedical staff, nursing staff, technician staff and staff of managerial cadre have been found playing an important role in offering the health care services. It is essential that a hospital manager knows about the qualitative and quantitative requirements of different departments and manages different dimensions of people management in the required fashion. The perception of quality hospital personnel gravitates our attention on producing personnel having a fair blending of the two, viz, professional-excellence and personal-commitments. If they are professionally sound the patients would get efficient services, and if they are personally committed, the patients would get sympathy, empathy, satisfaction. Thus, the patients benefited, if hospitals provide quality health care facilities through human resources.

### 1.1 Review of Literature

The purpose of review of literature is to obtain comprehensive knowledge base and information from previous studies. Review of literature involves systematic identification, location, scrutiny and summary of written materials that contain information on a research problem. Review of Literature helps the investigator to develop deeper insight into the problem done before. It provides basis for future investigation, justifies the need for replication, throw light on the feasibility of the study, constraints of data collection, and relates the findings from one study to another with a hope to establish a

comprehensive body of scientific knowledge in a professional discipline from which valid and pertinent theories may be developed. To undergone the study of Human Resource Management Practices in Private Hospitals in Ahemadnagar district of Maharashtra, the researcher has referred to important studies already undertaken on the similar topic.

### 1.3 Statement of Problem

The building up and efficiency of organization, whether small or big, private or public depends to a large extent upon how, effectively human resources are utilized. Human resource is one of the most valuable and unique assets of hospital organization. Even a nation with rich physical resources will not develop, if its human resource is inadequate. For an organization to attain its desired objectives it must seek and obtain the willing cooperation of the people who work there. Management must work with employees and must, therefore develop program and policies that will enable it to obtain the best result from the employees. Since human resources decide the destiny of hospitals, there is a need for properly organized human resource management. Efficient human resource management ensures that systematic steps are used to procuring, developing, compensating, integrating, maintaining and separating human resources and show then, the ladder by which they can attain their desired goals. Failure to do this can lead to loss of productivity, high turnover rate of employee, increase wastage, poor quality etc.

These days, emphasis is laid on transformation from personnel philosophy to human resource philosophy, which is called from control perspective to commitment perspective. This kind of transformation is needed in existing private hospitals in order to gear these resources for the efficient and effective functioning of hospitals.

Today's private hospitals are run not only by medical people like Doctors and nurses, but many other paramedical people and non-medical people. Effective management of human resources is essential for the survival and growth of private hospital organization maintenance of relations with patients, their relatives and society. So it is very essential to study Human Resource Management Practices in Private hospitals. Hence the above topic is selected by the researcher.

### 1.4 Relevance and Importance of the Study

This study will provide guidelines for hospitals for,

- Effective utilization of human resources.
- Desirable working relationship among all employees.
- Maximum employee development.
- High morale in the organization.
- Continuous development and appreciation of human assets.

### 1.5 Objectives of the Study

1. To investigate the Human Resource Management Process and Practices in Private Hospitals.
2. To study the human resource planning, forecasting and job analysis in the private hospital.
3. To examine existing policies and procedure of recruitment, selection, and promotion of employees in the private hospitals of study area.
4. To evaluate the training and development programs adopted for the staff in the private hospitals.
5. To bring out the specific problems in health care HR in private hospitals of Ahmednagar district.
6. To study the physical standards that exists in the private hospitals in the context of Ahmednagar district.
7. To study the overall impact of HRM practices on private hospital staff in Ahmednagar District.
8. To suggest some remedial measures as may be appropriate

### 1.6 Justification of the objectives

In the age of competition, companies do not have any other choice than to compete better than their competitors. Human resource management has a critical role to play in supporting the corporate strategic plan. All the HR functions contribute positively to achieving the objective. The main task of human resource management is to support other departments to have the best people. Therefore, there is a critical need to get the best people in the right place at the right time.

### 1.7 Statement of Hypothesis

In order to examine the above objectives the following hypothesis has been formulated and same is tested in this research.

1. There is lack of clear policy and planning for human resource management in the private hospitals in Ahmednagar district.
2. The selection and promotion of administrative and other staff is influenced by religious, economic factors in private hospitals.
3. The need-based training to the staff in different private hospitals is not given and therefore training procedure is ineffective.
4. Physical standards in selected private hospitals are not up to the mark.

## 2. RESEARCH METHODOLOGY

The present study is unique in many respects. The concept of human resource management in private hospitals in the Indian context is gaining some attention now days. However, it continues to be an unexplored terrain of enquiry. This is an early effort to understand human resource relation and

management in the private hospital and its many dimensions an exploratory study. In order to fulfillment the above objectives of the study; basically the field survey method was adopted. The Taluka wise survey of Ahmednagar District was carried out by visiting the private hospitals. The data was collected by administering questionnaires / interview schedules with the hospital head/In-charge. Discussion and observation method was also adopted in the present study. The observation and discussion were made with respect to the human resource planning, forecasting and job analysis and utilization of available resources, working conditions and welfare facilities of their employees, scope of training and development within the hospital, cleanliness, support facilities and overall human relation and management of hospital.

- Primary Data: Primary Data is collected through pre-tested questionnaire from the respondents of private hospitals in Ahmednagar District.
- Secondary Data: The secondary data necessary for this investigation is collected from several sources. The researcher visited various government offices, educational institutes, non-government organizations and also. A review of literature on human resource management and theoretical conceptual data is done by secondary source from different libraries. Various journals, magazines, websites related to study is reviewed.

### 2.1 Universe and Sample size

This study is primarily based on a sample survey. The area of which is confined to 14 taluka of Ahmednagar district. The Purposive Quota Sampling (*it is sort of stratified sampling*) method was adopted for the selection of units for sample i.e., Private Hospitals only. Sample size determination in research is the act of choosing the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample.

### 2.2 Classes of Respondents to be contacted

The respondents are hospital head or HOD, Doctors, Paramedical staff and employees.

### 2.3 Justification of sampling method and sampling procedure

The sample respondents were selected by using 'purposive quota sampling' technique for the present study. 'Purposive' meant those respondents that belonged to particular hospital unit only. In this study as the researcher begin with a matrix of the target population that is to be represented and potential respondents will be selected according to that matrix. Quota sampling is also known as a purposive sample

or a non-probability sample, is used with objective to select typical, or representative, subjects and the skill and judgment of selectors is deliberately utilized.

### Sampling procedure:

The researcher chooses the sample based on who they think would be appropriate for the study. This is used primarily when there are a limited number of people that have expertise in the area being researched. Such samples are biased because prominent experts may differ from other, equally expert, less prominent persons. Quota sampling is a non-probability sampling technique wherein the researcher ensures equal or proportionate representation of subjects depending on which trait is considered as basis of the quota. A non-probability method of selecting respondents for surveys. The interviewer begins with a matrix of the target population that is to be represented and potential respondents are selected according to that matrix. Quota sampling is also known as a purposive sample or a non-probability sample, whereby the objective is to select typical, or representative, subjects and the skill and judgment of selectors is deliberately utilized. Quota sampling allows the researcher to control variables without having a sampling frame.

### 3. SCOPE OF THE STUDY

The present study deals with an "Analytical study of Human Resource Management Practices in Private Hospitals with special reference to Ahmednagar District of Maharashtra State." The geographical scope of the present study is restricted only to Ahmednagar District of Maharashtra State of India, which has 14 talukas. The topical scope covers the human resource practices adopted by the selected private hospitals in Ahmednagar District. The analytical scope covers the fulfillment of the objectives set out for the study. The functional scope is confined to offer certain meaningful suggestions for improving the human relation in existing private hospitals through judicious use of appropriate human resource management.

### 4. FINDINGS OF THE STUDY

The important findings of the study are listed below:

1. 47 (27.33%) respondents were having experience of less than 5 years.
2. 115 (66.86%) respondents stated that the hospital management is conducting formal and systematic recruitment programme in their hospitals.
3. 11 (6.40%) respondents stated organizational analysis is one of the important criteria to identify training needs.

4. Only 73 (42.44%) hospitals were providing on job training to hospital staff
5. 29 (16.86%) hospitals were considered patient's satisfaction as the measures of effectiveness of training.
6. 57 (33.14%) respondents were strongly agreed with the statement that Trainees are selected on the basis of their education and experience.
7. To know the satisfaction about right job profile of respondents; the question was asked to all of them. It is revealed from the above table that; out of 172 respondents; 61 (35.47%) respondents were fully satisfied; followed by 76 (44.19%) respondents were satisfied; whereas 35 (20.35%) respondents were not satisfied.
8. 134 (77.91%) respondents were aware about History, Vision, Mission, Objective and Organization Culture of hospital.

### 5. CONCLUSIONS

Based on the study of the private hospitals in Ahmednagar district, the following conclusions can be drawn:

1. HRM practices must be developed in order to find the appropriate balance of workforce supply and the ability of those practitioners to practice effectively and efficiently.
2. HR policy is important for all health care facilities as it is the guiding document for Human Resource Management.
3. The availability of qualified staff in a hospital is an important standard of care.
4. The implementation of service quality as reflected on the tangibility, responsiveness, assurance, and empathy for customers /patients' needs is able to improve the performance of hospital organization.
5. It can be said that the relationship between human resources management and health care is extremely complex, particularly when examined from both the sectors' perspective.

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