

An Empirical Study on Human Resource Management Practices in selected Private Hospitals of Anand District, Gujarat

Tejal Rajendrabhai Shukla¹, Dr. Rita Sharma²

¹Research scholar, Sliver Oak University, Ahmedabad

²Research supervisor and Associate Professor, Sliver Oak University, Ahmedabad

Abstract - India has a vast health care system, but there remain many differences in quality between rural and urban areas as well as between public and private health care. Despite this, India is a popular destination for medical tourists, given the relatively low costs and high quality of its private hospitals. International students in India should expect to rely on private hospitals for advanced medical care. India has a multi-payer universal health care model that is paid for by a combination of public and private health insurance funds along with the element of almost entirely tax-funded public hospitals. 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. This research paper tries to attempts for an empirical Study on Human Resource Management Practices in selected Private Hospitals in Anand District of Gujarat.

Key Words: Health care, HRM, Hospitals, private health care, tax funding, etc

INTRODUCTION

India has a mixed health-care system, inclusive of public and private health-care service providers. However, most of the private health-care providers are concentrated in urban India, providing secondary and tertiary care health-care services. The public health-

care infrastructure in rural areas has been developed as a three-tier system based on the population norms and described below. The urban health system is discussed in the article on Urban Newborn.

The health care system in India is universal. That being said, there is great discrepancy in the quality and coverage of medical treatment in India. Healthcare between states and rural and urban areas can be vastly different. Rural areas often suffer from physician shortages, and disparities between states mean that residents of the poorest states, like Bihar, often have less access to adequate healthcare than residents of relatively more affluent states. State governments provide healthcare services and health education, while the central government offers administrative and technical services.

Lack of adequate coverage by the health care system in India means that many Indians turn to private healthcare providers, although this is an option generally inaccessible to the poor. To help pay for healthcare costs, insurance is available, often provided by employers, but most Indians lack health insurance, and out-of-pocket costs make up a large portion of the spending on medical treatment in India.

On the other hand private hospitals in India offer world class quality health care at a fraction of the price of hospitals in developed countries. This aspect of health care in India makes it a popular destination for medical tourists. India also is a top destination for medical tourists seeking alternative treatments, such as Ayurveda medicine. India is also a popular destination for students of alternative medicine. 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.

HRM practices like as training, employee participation, compensation, assignment of workers through a recruiting and selection process and internal labour 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.

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 Anand district it is seen that, quality of health care service provided by the government hospitals are moderate. On the other hand the health care service rendered by private hospitals are to some extent better than 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 Anand district is not up to the mark 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.

HR PRACTICES IN HOSPITAL MANAGEMENT

Human resource management is the process of hiring and developing employees so that they're more useful to both their specific fields of work and the organization as a whole. This process includes recruiting, training, and evaluating employees; analysing jobs; communicating with staff members; and managing salaries.

HRM can play several different roles when it comes to the hospital industry. The American Society for Healthcare Human Resources Administration (ASHHRA) believes that the presence of an HR

manager in a healthcare facility is essential to delivering effective services.

In a hospital, the HRM team is in charge of selecting employees for multiple positions. Members of the HRM team are responsible for employee payroll and benefits. They must also ensure that new hires have the education and experience needed for a particular job.

Since a healthcare facility relies upon subject matter experts to carry out services, the HRM team must also evaluate current employees. The team is also required to handle employee issues and disputes among employees.

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 behaviour 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 labour 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.

REVIEW OF LITERATURE

Patil and Choudhari (2013) with their study entitled “Investigation of HRM Practices in hospitals of Jalgaon districts”; the study found that HRM practices are very skillfully applied by private hospitals. They have applied all superficial practices in higher proportion as compared to govt hospital but the core practices are applied only in govt hospitals. In this study data was collected through self-developed questionnaires and chi square test was used to test the hypotheses. Study addressed that mission and vision there awareness is less.

Khusbu S Dave (2014) with her study entitled “Performance appraisal of nurses in hospitals with special reference to Sourashtra region”, the objective of the research paper is to analyze the parameters that should be considered for performance of nurses in hospitals and based on parameters what weightage should be given to each parameter. For the study nurses from Rajkot were selected. Random sampling method was used to taken sample. The study found that ten parameters that are to be considered on priority at the time of performance appraisal of nurses of hospitals.

Lamba and Chaudhary (2013) done study on Impact of Human resource management practices on organizational commitment of employees”, the study aim of study to is to examine The impact of human

resource management practices on organizational commitment of employees in various sectors in India. Researcher has used secondary data sources for this study and data was gathered through various research papers. The study showed that HRM practices have a significant role on organizational commitment of employees.

Wright et al (2003) with their study entitled “The impact of HR practices on performance of business units”; the study evaluate the HR practices and organization commitment on the operating performance and profitability of business units. The purpose of this study is to examine the relationship between HR practices and firm performance in a way that improves the casual inferences that can be drawn. Questionnaires were used to survey employee attitude. So business units were sampled within on large corporation. The articles revealed that both organizational commitment and HR practices are significantly related operational measure of performance, as well as operating expenses and pretax profits.

Singh and Negi (2013) conducted study on “Human resource management practices in large hospitals of Dehradun, Uttrakhand”; the study analyze the human resource management process and practices into large hospitals of Dehradun. Three hospitals were included in this study and assessment was carried out on the basis of primary and secondary information based on the personal visits. Study suggested that HR functions are very important in healthcare facilities. The HR processes and procedures are fairly good in hospitals and HR policies are very important for healthcare facilities.

PROBLEM STATEMENT

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.

IMPORTANCE OF THE STUDY

This study will helpful provide strategies for hospital management,

- Effective employment of workforce
- Acceptable working environment among the staff
- Overall employee development
- Maintaining high ethical standards for operation activities
- Helpful for employee skill development and skill enhancement

OBJECTIVES OF THE PRESENT RESEARCH STUDY

1. To examine 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 observe 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 identify the specific problems in health care HR in private hospitals of Anand district.
6. To examine the physical standards that exists in the private hospitals in the context of Anand district.
7. To define the overall impact of HRM practices on private hospital staff in Anand district.
8. To recommend some remedial actions as may be required

STATEMENTS 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 Anand 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.

RESEARCH METHODOLOGY

The present study is exclusive in many aspects. 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 source of Information: Primary Data is collected through pre-tested questionnaire from the respondents of private hospitals in Anand District

Secondary source of Information: 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.

SAMPLE SIZE AND UNIVERSE

This present research study is primarily based on a sample survey. The area of which is confined to 05 taluka of Anand 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. The respondents are hospital head or HOD, Doctors, Paramedical staff and employees. Total 172 sample size decided for the present study. The sample are non-probabilistic nature. For few samples quota sampling applied for the present research study.

FINDING OF THE STUDY

The general finding identified from the present research study

- (i) 47 (27.33%) respondents were having experience of less than 5 years.
- (ii) 115 (66.86%) respondents stated that the hospital

management is conducting formal and systematic recruitment programme in their hospitals.

- (iii) 11 (6.40%) respondents stated organizational analysis is one of the important criteria to identify training needs.
- (iv) Only 73 (42.44%) hospitals were providing on job training to hospital staff
- (v) 29 (16.86%) hospitals were considered patient's satisfaction as the measures of effectiveness of training.
- (vi) 57 (33.14%) respondents were strongly agreed with the statement that Trainees are selected on the basis of their education and experience.
- (vii) To know the satisfaction about right job profile of respondents; the question was asked to all of them. It is revealed from the above excel calculation 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.
- (viii) 134 (77.91%) respondents were aware about History, Vision, Mission, Objective and Organization Culture of hospital.

CONCLUSION

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

- (a) 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.
- (b) HR policy is important for all health care facilities as it is the guiding document for Human Resource Management.
- (c) The availability of qualified staff in a hospital is an important standard of care.
- (d) 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.
- (e) 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.

FURTHER SCOPE OF THE STUDY

The present study deals with an “Analytical study of Human Resource Management Practices in Private Hospitals with special reference to Anand District of Gujarat State.” The geographical scope of the present study is restricted only to Anand District of Gujarat State of India, which has 05 talukas. The topical scope covers the human resource practices adopted by the selected private hospitals in Anand District. The Empirical 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.

REFERENCE

- [1] Arabinda Debnath (2015) -The Role of Hospital management in Human Resource Development - International Journal of Humanities & Social Science Studies, Volume-I, Issue-V, pp. 54-63.
- [2] Basuki & ArmanuThoyib (2013) -The Role of Strategic Human Resource Management Practice Mediated by Knowledge Management on Service Quality -Study on the Public and Private Hospitals In South Kalimantan, Indonesia - Journal of Business and Management, Volume 11, Issue 2.
- [3] C. N. Rawal&ShradhaPardeshi (2014) -Job Stress Causes Attrition among Nurses in Public and Private Hospitals - Journal of Nursing and Health Science, Volume 3, Issue 2 Ver. II, PP 42-47.
- [4] Darshana R. Dave &Reena Dave (2014) -A study on Service quality and customer satisfaction of selected Private hospitals of Vadodara City - Pacific Business Review International Volume 6, Issue 11.
- [5] DeokiNandan, K.S. Nair and U. Datta (2007) - Human Resources For Public Health In India – Issues And Challenges - Health and Population Perspectives and Issues, Vol. 30 (4), pp. 230-242.
- [6] Alvanzo AH, Cohen GM, Nettleman M. Changing physician behaviour: half-empty or half-full? Clinical Governance:
- [7] Dussault G, Fronteira I, Prytherch H, Dal Poz M, Ngoma d, Lunguzi J, Wyss K: Scaling up the stock of health workers: A review International Centre for Human Resources in Nursing, International Council of Nurses, Florence Nightingale International Foundation; 2009.
- [8] Fiona, E. & Geare, A. (2005). HRM practice and employee attitudes: different measures – different results, Department of Management, University of Otago, Dunedin, New Zealand, Emerald Group Publishing Limited, Vol. 34 No. 5.
- [9] FMOH, Federal Ministry of Health. 2010. Health Sector Development Program (HSDPIV). Addis Ababa: Planning and Programming Department, Ministry of Health. Addis Ababa
- [10] Harris, C., Cortvriend, P. & Hyde, P. (2007). Human resource management and performance in health care organizations, University of Manchester, Manchester, UK. Journal of Health Organization and Management, 21(4/5).
- [11] Jamal, K. & Adwan, A. (2008). The reality of workforce planning in the health sector hospitals the non-governmental sector in the provinces of Gaza.
- [12] Kane, R., Lum, T., Cutler, L., Degenholtz, H. & Yu, T. (2007). Resident outcomes in small house nursing homes: A longitudinal evaluation of the initial Green House program. Journal of Geriatrics Society, 55(6), 832-839.
- [13] Keating, M. (2011). Managing professionals: exploring the role of the hospital HR function Aoife McDermott, Cardiff University Business School, Cardiff, UK. Journal of Health Organization and Management, 25(6).
- [14] KS Negi (2013) Study of the human resource management practices with reference to strategic issues in Allahabad bank, Dehradun,
- [15] <https://www.internationalstudentinsurance.com/india-student-insurance/healthcare-system-in-india.php>
- [16] https://en.wikipedia.org/wiki/Healthcare_in_India#:~:text=India%20has%20a%20multi%2Dpayer,entirely%20tax%2Dfunded%20public%20hospitals.
- [17] <https://study.com/academy/lesson/human-resources-management-in-the-hospitality-industry.html>