

# A Study on Hr Operations in Healthcare Industry

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## I. INTRODUCTION

During my training I was allocated to the HR (Human Resource) Department and hence my project is in the same department, so now I will introduce the HR Department.

Human Resource Management (HRM) is a strategic approach to managing an organization's most valuable asset: its people. It involves the effective and efficient management of the workforce to achieve organizational goals and objectives. HRM encompasses a wide range of activities that revolve around attracting, developing, motivating, and retaining employees while ensuring their well-being and productivity.

## HR DEPARTMENT

1. HROPERATIONS  
2. RECRUITMENT & SELECTION  
3. PAY ROLL MANAGEMENT  
4. LEARNING & DEVELOPMENT  
5. COMPLIENCES

In Human Resource (HR) Department has five areas. The areas are discussed below:

### HR OPERATIONS:

"HR operations" is essential for ensuring that an organization's human resources are effectively managed, and that the organization remains in compliance with all relevant laws and regulations. Effective HR operations can also help to ensure that employees are satisfied and engaged, which can lead to improved productivity and retention rates.

### RECRUITMENTS & SELECTION:

"Recruitment" refers to the qualifications or skills needed to meet the criteria for a job or task. For example, if you want to be a software developer, you may need a degree in computer science, experience in programming languages, and strong problem-solving skills. "Joining" generally means becoming a member of a group or organization. In the context of

employment, it refers to the process of starting a new job. This involves completing necessary paperwork & documentation, undergoing training, and starting to work as part of the team. In short, "recruitment" is what you need to have in order to be considered for a job, while "joining" is the process of starting that job.

### PAYROLL MANAGEMENT:

A "payroll" is the system that a company uses to calculate and distribute the wages or salaries of its employees. The HR department is responsible for managing the payroll process, which involves tracking employee hours, calculating pay and taxes, and distributing pay checks or direct deposits. To simplify this, think of it like this: Imagine you work for a company and you get paid every two weeks. Your HR department is responsible for making sure you get paid accurately and on time. 45 TNI They keep track of the hours you work, calculate how much money you earn based on your hourly rate or salary, and deduct any taxes or other deductions that need to be taken out of your pay check. Then, they send the money to your bank account or give you a physical check. Overall, payroll is a crucial part of any company's HR department because it ensures that employees receive the compensations, they have earned for the work they have done.

### LEARNING & DEVELOPMENT:

The "HR Learning and Development" area is a crucial aspect of human resource management. Its main focus is on developing the skills and knowledge of employees to improve their performance and ultimately contribute to the organization's success. This area is responsible for designing and implementing training and development programs for employees at all levels, from entry-level staff to senior management. These programs can be formal or informal and may involve on-the-job training, mentoring, coaching, workshops, e-learning, and other learning opportunities. The HR Learning and

Development area also plays a critical role in identifying the learning needs of the organization and developing strategies to meet these needs. This involves conducting needs assessments, evaluating the effectiveness of training programs, and identifying opportunities for improvement. Overall, the HR Learning and Development area helps to ensure that employees have the skills and knowledge needed to perform their roles effectively and contribute to the organization's goals and objectives.

**COMPLIANCE:** “Compliance” in HR refers to following the rules, regulations, and laws related to human resources. These rules may include guidelines about employee safety, compensation, hiring

practices, and other important aspects of managing a workforce. HR compliance is important because it helps ensure that organizations are treating their employees fairly, ethically, and legally. Compliance also helps companies avoid costly penalties, fines, and legal actions. To achieve compliance, HR departments must stay up-to-date with the latest regulations and laws. They must also create policies and procedures that ensure compliance, train employees on these policies, and monitor compliance regularly. Overall, HR compliance is critical for maintaining a positive and productive work environment while also protecting the rights of employees and the company itself.

**FUNCTIONS OF HUMAN RESOURCE MANAGEMENT:**

Managerial function of HRM	Operative function of HRM
Planning	Procurement
Organizing	Development in HRM
Directing	Motivation & compensation
controlling	Maintenance

TABLE-1

**II. OBJECTIVES OF HUMAN RESOURCE MANAGEMENT:**

## Objectives of HRM

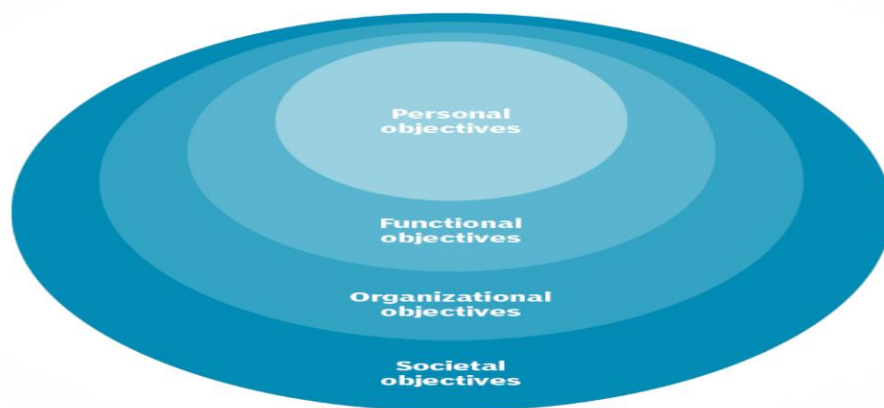


TABLE-2

The objectives of HRM can be broken down into four broad categories:

1. Societal objectives: Measures put into place that responds to the ethical and social needs or challenges of the company and its employees. This includes legal issues such as equal opportunity and equal pay for equal work.
2. Organizational objectives: Actions taken that help to ensure the efficiency of the organization. This includes providing training, hiring the right number of employees for a given task or maintaining high employee retention rates.
3. Functional objectives: Guidelines used to keep HR functioning properly within the organization as a whole. This includes making sure that all of HR's resources are being allocated to their full potential.
4. Personal objectives: Resources used to support the personal goals of each employee. This includes offering the opportunity for education or career development as well as maintaining employee satisfaction.

#### OBJECTIVES

1. To Know the Meaning& Importance of Human Resource Department
2. To Study the Process of Human Resource Department
3. To Know the Employee Recruitment& Selection Process
4. To Understand the Different Components of Compensation& Benefits

#### III. REVIEW OF LITERATURE

1. Keith Townsend Sandra A. Lawrence&Adrian Wilkinson, "The role of hospitals' HRM in shaping clinical performance: a holistic approach",16 May 2013,Hospitals are under pressure to achieve high levels of clinical performance. Some research has demonstrated that HRM processes positively influence organisational-level performance, but these effects are often examined in isolation, without exploring how they may influence performance via interactions with other sub-system processes. In this study, we develop and test a model of

how HRM processes influence hospitals' clinical performance (continuity of quality patient care) in the context of processes emerging from three other hospital sub-systems (strategic and operations management, information management, and health and safety). Utilising rigorous multi-rated, industry-based hospital accreditation data relating to 465 Australian hospitals, we first evaluated the construct validity, reliability and discriminant validity of the data as being reflective of the clinical performance outcome, and the enacted processes emerging from four distinct hospital sub-systems. In testing the hypotheses, we found that in the context of management, information management, and health and safety processes, the effective functioning of HRM processes significantly influenced the continuity of quality patient care.

2. D.M. PESTONJEE, KAJAL SHARMA & SONAL PATEL, "Image and Effectiveness of Hospitals: An HR Analysis", April 2005, Hospitals as health care organisations are involved in providing preventive, curative and rehabilitative services. They are an integral part of the medical and social structure. The hospital utilises widely divergent groups of professionals, semi-professionals and non-professionals. It represents high interdependence among services. A hospital's success is largely dependent on the quality of work of its employees. The HR role is the most crucial in a hospital as it is more people oriented and intensive rather than equipment oriented. However, HR as a function is being appreciated and initiated in the hospital perspective only recently. The present study is an attempt to sketch the roles of doctors, nurses and patients in the health care industry by utilising certain psychometric instruments.
3. Philipos P. Gile , "The Effect of Human Resource Practices on Employee Performance in Hospitals: A Systematic Review Background:",15 June 2013, even though management practices are recognized as important factors in enhancing quality of health

care, many studies hitherto have focused on individual practices, overlooking the contexts within which these practices are operating. Human resource (HR) practices are key for enhancing employee and performance and received substantial attention in recent research on management sciences. Methods: We conducted a systematic review of the literature for two purposes. First, to understand how the major management practices and employee performance are linked. Secondly, to forward suggestions that will guide further research on how research in such a complex relationship might best be undertaken.

4. Catherine L. Welch, Denise E. Welch ,Marja Tahvanainen ,“Managing the HR dimension of international project operations”, 18 Feb 2008, While much is known about the role of HRM in achieving positive outcomes in foreign subsidiary and international joint venture contexts, there has been a paucity of research into HRM issues in international project operations. In this paper, we develop an analytical framework to demonstrate the HR activities of each stage of the international project lifecycle, drawing upon supporting data from a study of Australian firms in international development projects.
5. Martin Loosemore, Andrew Dainty, Helen Lingard, “Human Resource Management in Construction Projects”, 16 January 2003, Although construction is one of the most labour-intensive industries, people management issues are given inadequate attention. Furthermore, the focus of attention with regards to HR has been on the strategic aspects of HRM function - yet most problems and operational issues arise on projects. To help redress these problems, this book takes a broad view of HRM, examining the strategic and operational aspects of managing people within the construction sector. The book is aimed at project managers and students of project management who, until now, have been handed the responsibility for human resource management without adequate knowledge or training.
6. Martina Huemann , “Human Resource Management in the Project-Oriented Organization”, 1 March 2016, Organizations regularly assume that the culture, values, dynamic and organization of their temporary project organizations are merely a smaller version of the original parent. Given that project organizations are made up of people and teams drawn, in most cases, from outside and inside the parent, these assumptions are nonsensical. But they do explain why the HR function finds it difficult to adapt to the project environment. Martina Huemann's research in Human Resource Management in the Project-Oriented Organization, offers insight into an approach that is designed to align HR to the needs of the project organization, in terms of management structure, reward, recruitment and performance systems.
7. Katarzyna Piwowar-Sulej, “The concept of HR business partner in a project-oriented organization”, 2017, The paper seeks to supplement the theory of HR business partnering by presenting the concept of the role of HR business partner in project-oriented organizations. To this end, the intermediate stages of the study encompass the discussion how the role of HR department as a business partner is being formulated against other roles, and the description of the current role of HR experts in the organizations analysed. Design / Research methods: The research process employed the literature research and author's own study carried out over 2014-2015 in project-oriented organizations. Conclusions / findings: The role of business partner is present in 10% of the examined enterprises, with the source of capital and the entity size being of minor importance. Projects play a key role in the development of contemporary undertakings. Moreover, the primary role in terms of the implementation of any organizational activities is exercised by people.

## RESULTS & OBSERVATIONS(ANALYSIS)

1. TO KNOW THE MEANING & IMPORTANCE OF HUMAN RESOURCE DEPARTMENT:

Human Resource Management (HRM) is a strategic approach to managing an organization's most valuable asset: its people. It involves the effective and efficient management of the workforce to achieve organizational goals and objectives. HRM encompasses a wide range of activities that revolve around attracting, developing, motivating, and retaining employees while ensuring their well-being and productivity. An Effective HRM practices are crucial for the success and competitiveness of any organization. By managing human resources effectively, companies can create a skilled, motivated, and engaged workforce that contributes to achieving organizational goals and maintaining a competitive advantage in the marketplace.

Function of HRM-

- Recruitment & selection
- Training & Development
- Performance management
- Compensation & Benefits
- Employee relations
- Health & safety
- Diversity & inclusion
- Employee engagement
- Succession planning

OBJECTIVES OF HR-

The objectives of HRM can be broken down into four broad categories:

- Societal objectives: Measures put into place that responds to the ethical and social needs or challenges of the company and its employees. This includes legal issues such as equal opportunity and equal pay for equal work.
- Organizational objectives: Actions taken that help to ensure the efficiency of the organization. This includes providing training, hiring the right number of employees for a given task or maintaining high employee retention rates.
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- Personal objectives: Resources used to support the personal goals of each employee. This includes offering the opportunity for education

or career development as well as maintaining employee satisfaction.

Recruitment & selection:

Recruitment is defined as a process of searching out the prospective employees and stimulating them for offering candidatures for the job in the organization.

Training & Development:

It is the act of increasing the knowledge and skills of an employee for performing a particular job. The term development refers broadly to the nature & direction of change induced in personnel, particularly managerial personnel through the process of training and educative process.

Succession planning:

Succession planning is a strategic process that involves identifying and developing individuals within an organization to take on key leadership roles in the future. The goal of succession planning is to ensure a smooth transition of leadership and key positions when current leaders retire, leave the organization, or are promoted to higher roles. It helps maintain organizational stability, continuity, and effectiveness.

Compensation & benefits:

Compensation is on the most important part in human resource department. It means to give the right amount of money according to any employee work.

Employee relations:

It means to maintain good relation between the departments & in between the employees.

IMPORTANCE OF HUMAN RESOURCE:

HR department is very important in every organisation some main importance of Human Resources-

- Future manpower requirements
- Adjusting to change
- Creating talented personnel
- Protection of weaker sections
- Execution of personnel functions
- Managerial development
- Human assets

Human source is very important to maintain all above points. Now the question is why human is called as resource. The answer is Humans are the ultimate resources.

## 2. TO STUDY THE PROCESS OF HUMAN RESOURCE DEPARTMENT:

Human Resource process is a very long, complicated & continuous improvement process.

HRP process-

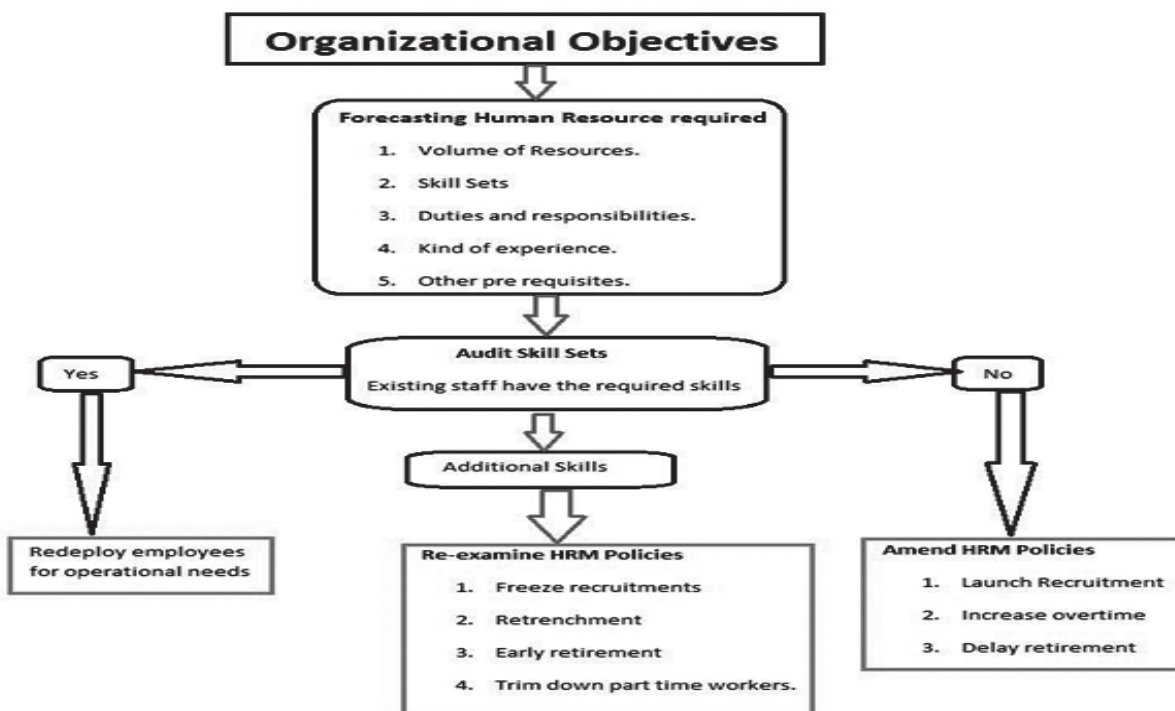


TABLE-3

Steps of HRP process-

1. Environmental Scan: Conduct a thorough analysis of both internal and external factors that could impact the organization's workforce. This includes economic conditions, industry trends, technological advancements, and regulatory changes.
2. Demand Forecasting: Estimate the future workforce requirements based on the organization's growth projections, expansion plans, and changes in business operations.
3. Supply Analysis: Evaluate the current composition of the workforce, including skills, experience, qualifications, and job roles.
4. Gap Analysis: Compare the forecasted demand for workforce with the available supply.
5. Strategy Development: Formulate strategies to address the identified gaps and align the workforce with the organization's strategic goals.
6. Implementation: Execute the strategies and initiatives developed in the previous step. Carry

out recruitment efforts to fill vacant positions or bring in new skills.

7. Monitoring and Evaluation: Continuously monitor the effectiveness of the HRP strategies and initiatives. Track key performance indicators related to workforce metrics, such as turnover rates, employee performance, and skill development.
8. Feedback and Continuous Improvement: Gather feedback from managers, employees, and stakeholders to assess the impact of HRP efforts. Use feedback to make informed adjustments and improvements to the HRP process for future cycles.

### 3. TO KNOW THE EMPLOYEE RECRUITMENT & SELECTION PROCESS:

Recruitment is defined as a process of searching out the prospective employees and stimulating them for offering candidatures for the job in the organization. So, it is an activity to find out the potential candidate for filling up the vacancies of the job and to

encourage them to apply for those jobs. It is a connecting function between job seekers and job providers with necessary stimulation to the former.

Dale Yoder (1958) defined recruitment as a process to discover the sources of manpower, to meet the requirement of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient workforce.

#### OBJECTIVES OF RECRUITMENT-

- A. To provide best available personnel
- B. To help to ensure uninterrupted running of the organization

- C. To facilitate to introduce TQM in the organization
- D. To make a dynamic workforce to accept changes in the organization
- E. To help to achieve strategic human resource management

#### SELECTION-

Selection is the process of choosing the suitable candidates who possess requisite qualifications and characteristics to fill jobs in an organization. Thomas H. Stone (1989) defines selection as the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job.

#### NO. OF NEW JOININGS IN THE PERIOD OF JANUARY TO MARCH-

DEPARTMENT	NO. OF JOININGS
NURSING	49
PHYSICIAN	7
ADMIN	3
FRONT OFFICE	2
PHARMACY	1
PARAMEDICS	4
HOUSEKEEPING	6

TABLE-4

#### CHANELS OF HIRING -

Naukri.com  
Linked.in  
Referral  
Campusing

#### RECRUITMENT & SELECTION PROCESS IN-

- I. When a candidate comes for job then, at first HR team see that if there is any vacancy in the department or not.
- II. Then we take the CV/ resume from the candidate if there is vacancy.
- III. Then we send him/her for interview to departmental HOD which they are eligible to join with the interview evaluation sheet. One sample of interview evaluation sheet-

FIG-15



FIG-16

- IV. After the interview is done the interview evaluation sheet is given to the HR department, in the sheet the result of the interview is written.
- V. If the candidate is selected then we discuss salary with them & give them a date for joining. If not selected we ask them to give interview again after 15 days.
- VI. Then we give them their offer letter.
- VII. When the candidates come for joining in the mentioned date, then we give them blue cards, welcome kit & medical check-up from.

FIG-17

- VIII. After all the documentation (aadhaar card, pan card, bank details, all educational documents, passport size photo are needed) is done then the on boarding starts.
- IX. After completing all the onboarding process employee is given their unique id within 24 hours.

#### FILE ARRANGEMENTS OF THE EMPLOYEES-

1. Checklist form
2. Blue Cards (help us you know better)
3. BGV (background verification)
4. Medical report
5. Appointment letter
6. Welcome Kit
7. All educational documents
8. Aadhaar card
9. PAN card
10. Bank details
11. PF forms
12. Job Description
13. Offer letter
14. Interview assessment sheet
15. CV
16. PRF (pre requisition form)



## JOINING OF EMPLOYEES IN THE MONTH OF JANUARY-

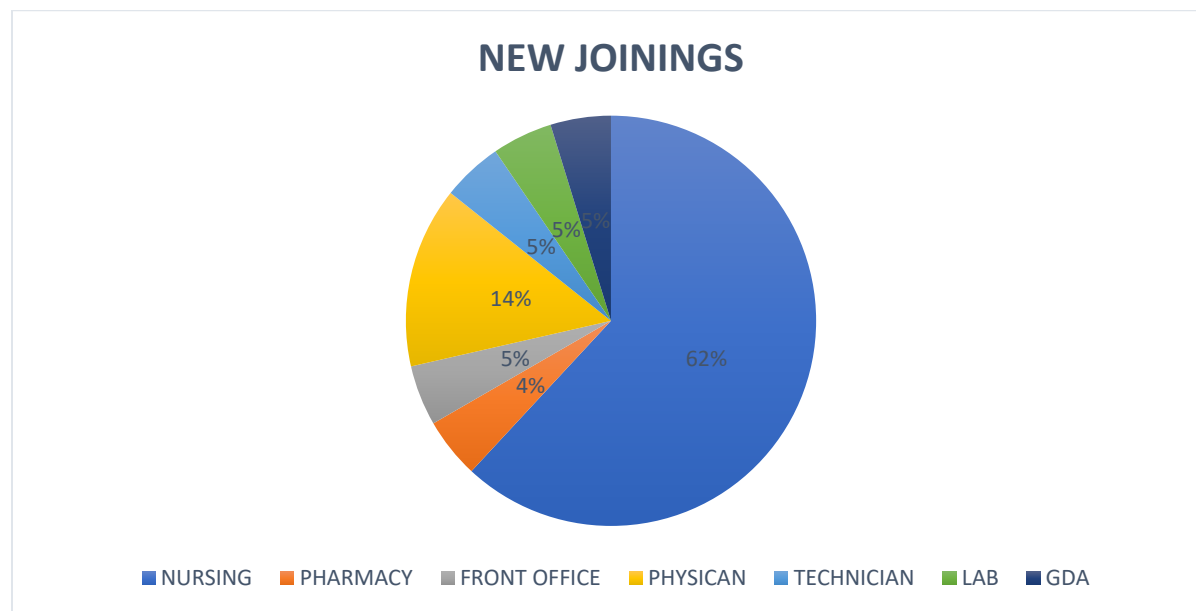
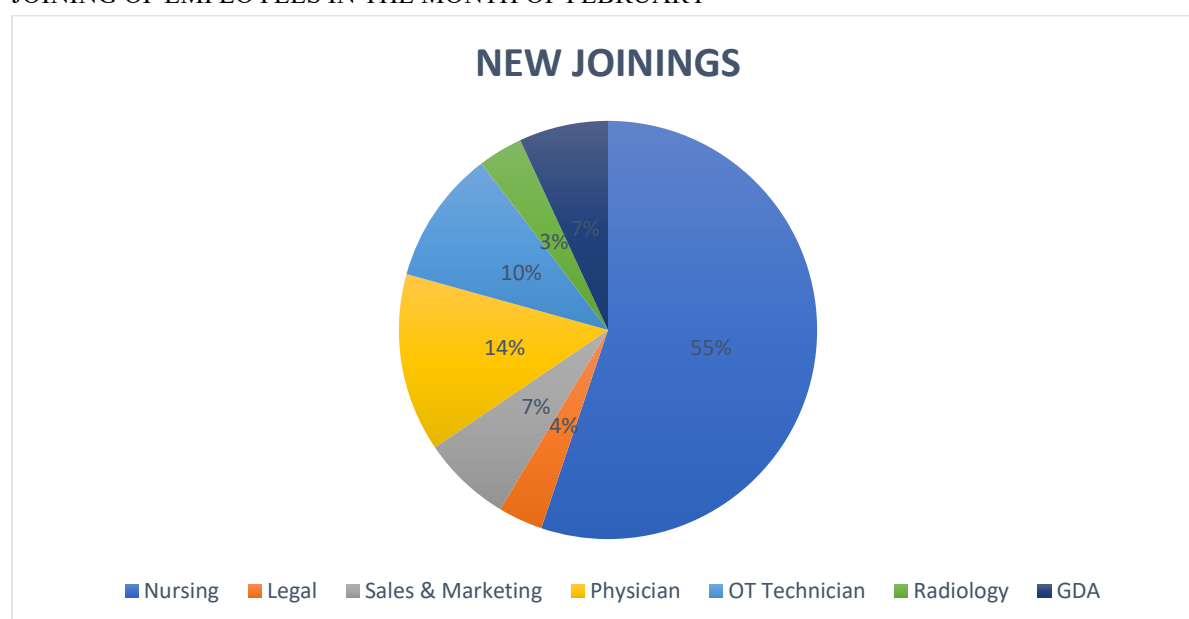


TABLE-5

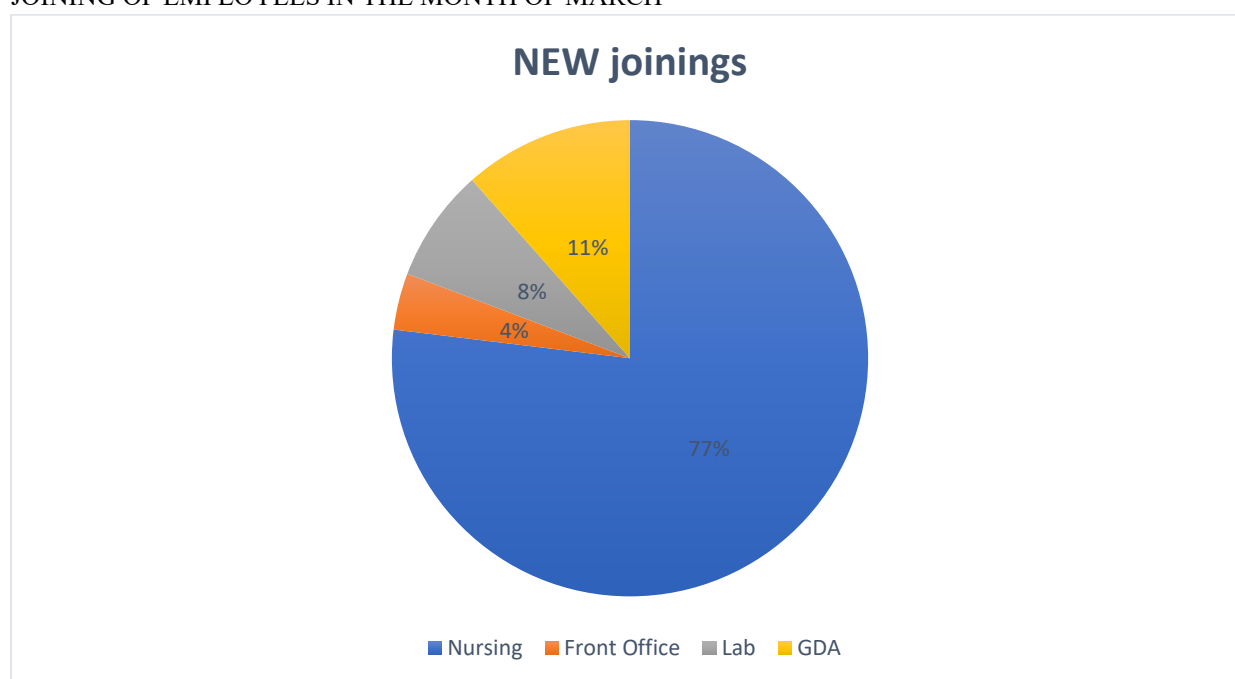
## JOINING OF EMPLOYEES IN THE MONTH OF FEBRUARY-



DEPARTMENT	NO. OF JOININGS
Nursing	16
Legal	1
Sales & Marketing	2
Physician	4
OT Technician	3
Radiology	1
GDA	2
TOTAL	29

TABLE-6

## JOINING OF EMPLOYEES IN THE MONTH OF MARCH-



DEPARTMENT	NO. OF JOININGS
Nursing	20
Front Office	1
Lab	2
GDA	3
TOTAL	26

TABLE-7

## 4. TO UNDERSTAND THE DIFFERENT COMPONENTS OF COMPENSATION &amp; BENEFITS-

Compensation and benefit are one the most important area in Human Resource department. Compensation is what employees receive in exchange for their contribution to the company.

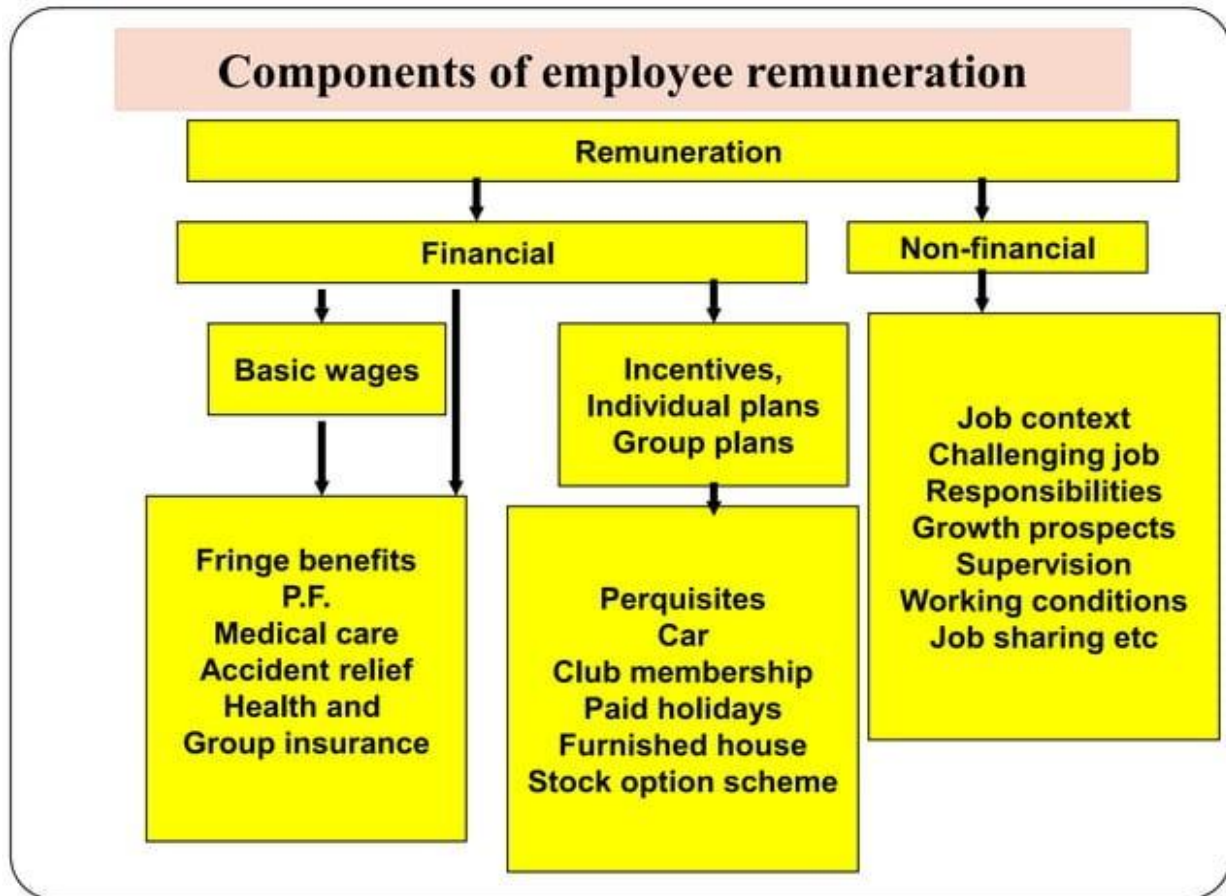


TABLE-8

THE DIFFERENT COMPONENTS OF COMPENSATION THAT FOLLOWS ACCORDING TO THE DESIGNATION & POSITION OF THE EMPLOYEES ARE-

BASIC  
HRA (House Rent Allowance)  
ADDITIONAL ALLOWANCE  
TEAM LEADER ALLOWANCE  
MIN GUARANTEED FEE  
STIPEND (for trainees)  
ADMINISTRATIVE FEE  
SPECIALITY ALLOWANCE  
FOOD SUBSIDY  
SPECIAL ALLOWANCE  
CITY LIVING ALLOW  
CHEMO HAZARD ALLOWANCE  
BONUS  
NPS CONTRIBUTION  
HOMECARE ALLOWANCE  
TVP MONTHLY

BASIC STIPEND  
ADVISOR FEE  
MEDICAL SERVICE FEE  
EMERGENCY SPECIALITY ALLOWANCE  
HARDSHIP ALLOWANCE  
EXGRATIA APPRENTICE  
INCENTIVE\_ALL  
PF(ProvidentFund)  
VPF (Voluntary Provident Fund)  
ESI (Employee State Insurance)

Basic- Basic Salary refers to the amount of money that an employee receives prior to any extras being added or payments deducted.

HRA-HRA full form is House Rent Allowance. It is a part of your salary provided by the employer for the expenses incurred towards rented accommodation. You can claim HRA exemption only if you are residing in a rented house. HRA exemption is

covered under Section 10(13A) along with rule 2A of the Income Tax Act, 1961.

Bonus-Bonus is the compensation given to the employee in addition to the amount of pay specified as the base salary.

PF-PF in salary refers to a mandatory contribution made by both employers and employees towards a retirement savings scheme governed by the government of India. It is a retirement scheme that is maintained throughout the working years to ensure that there are enough funds during retirement.

VPF-Voluntary Provident Fund (VPF) is the contributions made by the employees that are over and above the minimum contribution set by the Employees' Provident Fund Organisation (EPFO). However, the employer will not contribute more than 12% of the basic salary, regardless of how much the employee contributes.

ESI-The ESI or Employees State Insurance Scheme is an insurance cover provided to workers to aid them in uncertain and challenging times. It is a contributory fund governed by the Employee State Insurance Corporation and comes under the ESI Act, 1948.

#### IV. FINDINGS

1. The time period of employee BGV (background verification) is very long. As a result, if any employees BGV comes red then they have to be terminated from the company.
2. Irregular punch in & punch out by (software attendance) the employees in peoplestrong (software used by the HR team).
3. The main drawback that candidates are not going to join in the organization is of salary issue it is not up to the industry standards.
4. The hospital is providing hostel accommodation only to the female nurses. The other employees who are working to the other department they are not getting this facility. Even the male nurses are not getting this benefit & they are also getting the same salary.
5. The workload of the employees is very high according to the salary they are getting, for that reason many employees are giving resignation.

#### V. RECOMMENDATIONS

1. All employees BGV should be done before the joining. When the candidates are selected then all the required documents should be collected at that time & send it to background verification process.
2. Proper training & introduction classes should be done for the new joining employees about PEOPLESTRONG.
3. Organisation should give salary as per the workload of the employees. They should provide benefits like providing refreshments at work place and in cafeteria so that they can work efficiently.
4. Organisation should provide hostel accommodation to all the employees, not only the female nursing staffs.
5. Hospital should hire a greater number of experienced nursing staffs.

#### VI. CONCLUSION

As a conclusion we can say that human resource management is one of the most important departments in the hospital. All the manpower of the hospital is managed & engaged by the human resource department.

Effective human resource management is essential for the success of healthcare organizations, as it impacts the recruitment and retention of healthcare professionals, workforce development, and organizational performance. By understanding the key functions, challenges, and best practices of HRM in healthcare, organizations can optimize their HR practices to support the delivery of high-quality patient care. Further research is needed to explore emerging trends and innovations in healthcare HRM, such as the use of technology and data analytics to enhance workforce management and patient outcomes.

As the entire healthcare industry and hospital organization, the employees working directly deal with the lives of the people, handling and manufacturing medical equipment and medicines, treatment and care etc. It is very important to recruit and select the right manpower for these public serving sectors.

These responsibilities must be thoroughly fulfilled by the HR department of the firms.

Since the HR department deals with recruiting clinical non-clinical staff, it is necessary to ensure that the employees are fully trained by the experts.

The vision of the HR department believes in what a person brings to the desk always matter.

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- [6] <https://wir.ue.wroc.pl/info/article/WUT626c4e7330d44cbabaabe1af07acc28c/?ps=20&lang=pl&pn=1&cid=805>

#### APPENDIX

Data collection from Observation –

1. Candidate name
2. Date
3. Qualification
4. Total Experiences
5. For which profile they have come
6. What are their sources
7. Selected or Rejected
8. What is the purpose of rejection