A Comprehensive Study on the Human Resource Function in Modern Organizations

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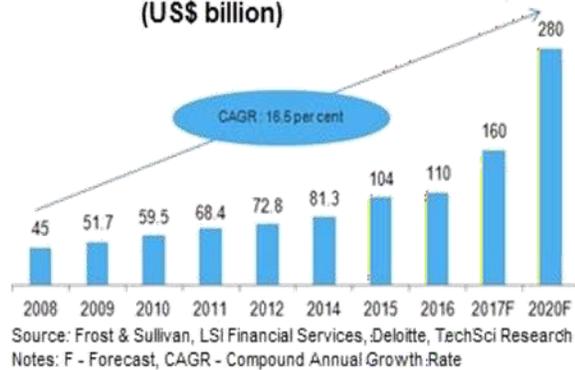[1,2] *The Neotia University*

I. INTRODUCTION

Healthcare industry is growing at a tremendous place owing to its strengthening coverage, services and increasing expenditure by public as well private players.
During 2008-20, the market is expected to record a CAGR of 16.5 per cent.
The total industry size is expected to touch US$ 160 billion by 2017 and US$ 280 billion by 2020.
As per the Ministry of Health, development of 50 technologies has been targeted in the FY16, for the treatment of disease like Cancer and TB.

Healthcare Sector Growth Trend (US$ billion)

Source: Frost & Sullivan, LSI Financial Services, Deloitte, TechSci Research
Notes: F - Forecast, CAGR - Compound Annual Growth Rate

Private sector in health care industry has a strong presence:
The private sector has emerged as a vibrant force in India's healthcare industry, lending it both national and international repute large investments by private sector players are likely to contribute significantly to the development of India's hospital industry, which comprises around 80 per cent of the total market
In India, private healthcare accounts for almost 74 per cent of the country's total healthcare expenditure
Private sector's share in hospitals and hospital beds is estimated at 74 per cent and 40 per cent, respectively.
The main factor contributing to rising medical tourism in India is presence of a well-educated, English-speaking medical staff in state-of-the art private hospitals and diagnostic facilities.

Indian health care sector poised to growth:
Growing Demand.
- Rising income and affordability
- Growing elderly population, changing disease patterns.
- Rise in medical tourism
- Better awareness of wellness, preventive care and diagnosis Policy Support:
- Encouraging policies for foreign direct investment and the private sector.
- Reduction in custom duty and other taxes on life saving equipment's.
- NRHM allocated USD 10 billion for health Care facilities.
- National health insurance mission to cover entire population. Innovation:
- Expanding research and development and distribution facilities in India.
- Use of modern technology.
- Providing support to global projects from India. Increase investments:
- Rising foreign direct investment and private sector investment.
- Lucrative merger and acquisition opportunities.
- Foreign players setting research and development center and hospitals.

Scope and growth in Health care industry:
1. That healthcare spending as a percentage of GDP (Gross Domestic Product)
2. Rural India, which accounts for over 70 per cent of population and is set to emerge as a potential demand source
3. Only 3 per cent of specialist physicians cater to

rural demand
4. Vast opportunities for investment in healthcare infrastructure in both urban and rural India
5. About 1.8 million beds required by the end of 2025
6. Additional 1.54 million doctors and 2.4 million nurses required to meet the growing demand

II. INTRODUCTION OF THE STUDY

HUMAN RESOURCE DEPARTMENT
Human resource management is a comparatively new and rapidly growing profession in India. It deals with the management of people and is based upon very old and well- established

disciplines such as economics, psychology, anthropology, sociology. political science, etc. Most decisions made in health-service institutions involve people and therefore, human resource management plays a very important role in achieving the primary aim of hospitals of rendering the highest quality of care to the patients.

Health-service institutions have organized professional associations which maintain standards of performance and behavior embodied in a code of ethics. It provides competent service with integrity and works for the welfare of the human beings whom it serves. Human resource

management has been recognized as a profession by academicians and industrialists because it.has acquired all the qualifications of profession and has proved worth It is the process of. Acquiring, training. appraising, & compensating employees, & of attending to their labor relations, health & safety, & fairness concerns. HRM is also a management function concerned with hiring, motivating, & maintaining people in an organization It focuses on people in. organizations.

Human resource management in hospitals has now become a necessity and it has to achieve effective utilization of human resources, desirable working relationships among all employees, maximum employee development, high morale in the organization and continuous development and appreciation of human assets.

The productivity of the organization depends significantly on employee job satisfaction. It not only influences the maximum work force but greatly improves the sense of morale and

commitment towards the organization amongst the employees, Conducive work environment is one that gives workers a sense of pride in what they do. However, employers that implement monetary as well as non- monetary initiatives to increase employee satisfaction definitely reap the benefits of reducing lethargy, absenteeism and lower employee turnover.

III. RECRUITMENT & SELECTION

I Recruitment is the process of searching for an applicant for the various job positions which arises from time to time in the organization.

Recruitment Process
(1) Recruitment Planning
(2) Strategy Development
(3) Searching
(4) Screening
(5) Evaluation and Control

II Selection is hiring the best candidate from the post of application, it refers to the process of offering jobs to one or more applicant candidates from the applicator receive through recruitment.

Selection Process
(1) Preliminary Interview
(2) Application Blank
(3) Selection Test
(4) Selection Interview
(5) Reference Check
(6) Physical Examination
(7) Final Selection

1 Hr. Operations: "HR operations" are 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.

2 Joining:In Human Resource (HR), "Joining" refers to the process where a new employee officially becomes a part of an organization, following the completion of recruitment and selection processes. It encompasses the formal on-boarding procedures, including.integrate the new hire into the company's culture and workflows.paperwork, orientation and initial

training, that

3   Learning & Development:Learning and Development (L&D) in Human Resources (HR) is a systematic process focused on enhancing employees' skills, knowledge, and abilities to improve individual and organizational performance. It involves various. activities like training programs, workshops and educational initiatives designed to foster continuous professional growth and align employee development with the organization's goals.

Key Assessment
- Needs Assessment
- Training Design and Delivery
- Evaluation and Feedback
- Mentorship and Coaching
- Formal and Informal Learning

4   Compliance: HR Compliance management is the process of ensuring that an organization's HR policies, practices, and procedures adhere to all applicable laws,.regulations and ethical standards related to employment. It involves aligning HR functions with legal requirements, industry standards, and company policies to minimize legal risks, protect the organization's reputation and foster a fair and equitable work environment.

Key aspects of HR Compliance.
- Adherence to laws and regulations
- Policy development and implementation
- Training and education
- Monitoring and auditing
- Risk management

5   Payroll: Payroll means a company's financial record of payments made by the employer to the employees, including wages, bonuses, salaries, incentives etc. The company must.prepare an employee's payroll for all its employees from the time they are hired till retirement/resignation. Processing payroll without delays in accordance with various statutory compliances is a significant activity of a company.

6   Employee.Satisfaction:Employee.satisfaction in HR refers to the degree of contentment and fulfilment employees experience in their jobs and workplace. It encompasses how happy and satisfied employees are with various aspects of

their work,including their roles, the work environment, compensation and relationships with colleagues and managers. High employee satisfaction is generally associated with increased. Productivity, engagement, and retention, while low satisfaction can lead to disengagement, decreased morale, and higher turnover rates.

Key aspects
- Job satisfaction
- Work environment satisfaction
- Compensation and Benefits
- Career Development Opportunities
- Work-Life Balance

IV. OBJECTIVES OF THE STUDY

- Sources and selection of candidates for the post.
- How many candidates are being rejected and the reason of rejection.
- Study overall working conditions of the employees.
- Analyse the factors that influenced the job satisfaction levels.
- Measures to improve satisfaction levels among employees.
- The relationship between Superior and Subordinates.
- Evaluate the employees job satisfaction.
- Exit candidates.

V. METHODOLOGY

The method I have used here is the available information/ primary data of the Hospital, which I have collected myself during my three-month internship period and also, I have used some secondary data which are already available in the Hospital. I have been involved in the whole process during my internship to collect data and observe the whole process for better
understanding and accurate data & information. The objective is to examine the recruitment and selection process, sources of candidate, percentage of selection and rejection, employee satisfaction level, their feedback about the hospital, about the HR process, work environment etc. The methodology includes the overall research design, sampling procedure &

fieldwork done & finally the analysis procedure. The primary data has been collected with the help of observation and collected from the employees.

Sources used in the study
1. Primary Data -

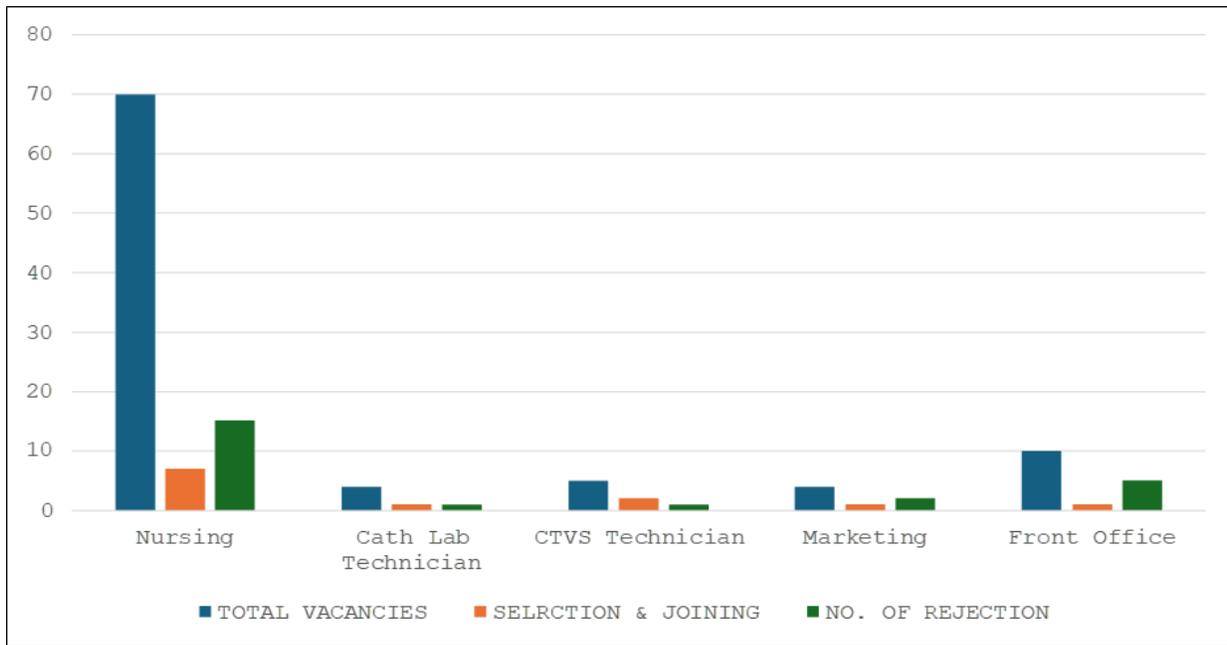✓ Questionnaire
2. Secondary Data –
✓ Hospital website
✓ Feedback Form

VI. OBSERVATION & ANALYSIS

Number Of Vacancies & Hiring in The Departments
(Data of the month 'April')

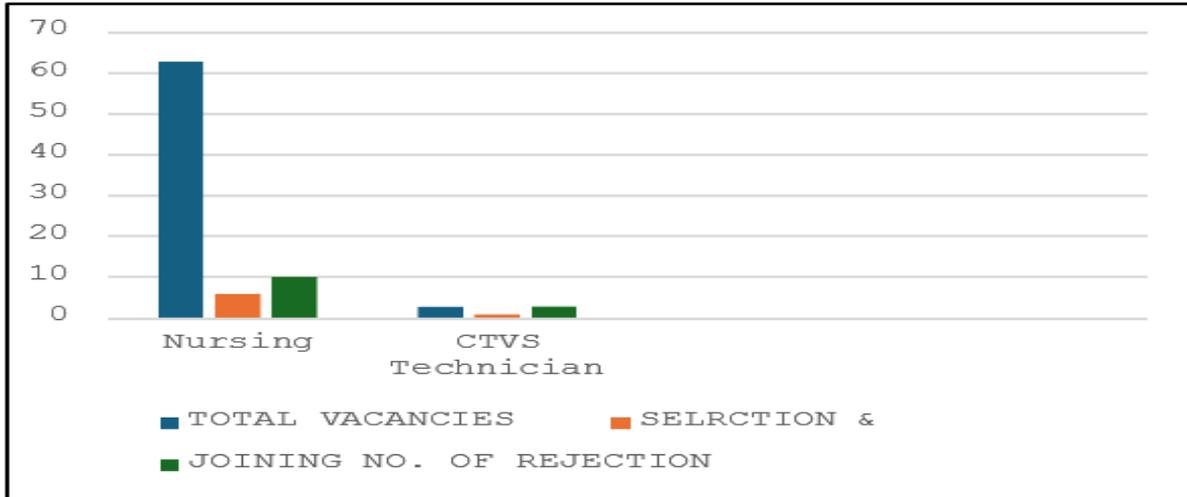| Sl. No.	Departments	Total Vacancies	Selrction & Joining	No. Of Rejection
1	Nursing	70	7	15
2	Cath Lab Technician	4	1	1
3	CTVS Technician	5	2	1
4	Marketing	4	1	2
5	Front Office	10	1	5

Data of the month 'April'

Number Of Vacancies & Hiring in the Departments
(Data of the month 'May')

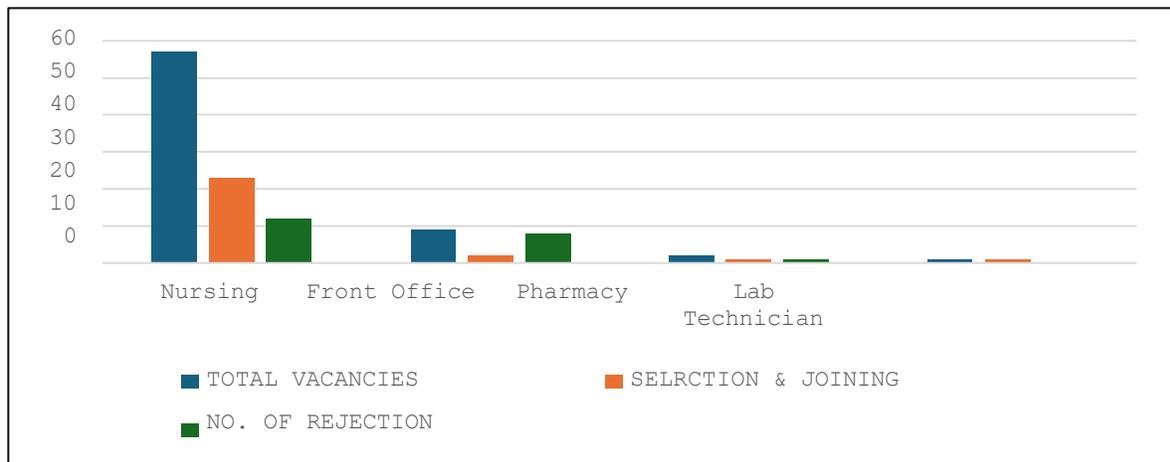| Sl. No.	Departments	Total Vacancies	Selrction & Joining	No. Of Rejection
1	Nursing	63	6	10
2	CTVS Technician	3	1	3

Data of the month 'May'

Number Of Vacancies & Hiring in The Departments
(Data Of the Month 'June')

SL. NO.	Departments	Total Vacancies	Selrction & Joining	No. Of Rejection
1	Nursing	57	23	12
2	Front Office	9	2	8
3	Pharmacy	2	1	1
4	Lab Technician	1	1	0

Data of the month 'June'

Number Of Vacancies & Hiring in the Departments
(Data Of the Month 'July' – Till 16th)

| Sl. No.	Departments	Total Vacancies	Selrction & Joining	No. Of Rejection
1	Nursing	34	6	11
2	Quality	1	1	0

Data of the month 'July' – till 16th

VII. TRAINING FEEDBACK OF NEW JOINEES

Questions: (rate between 0-5 as Excellent – Worst)
A. Did you find the programme interesting or was it boring and uninteresting?
B. Did you find the training helpful for your work or of no use to you?
C. Did the trainer discuss issues with you or was it a one way communication?
D. Was the whole programme well presented and organized or not?
E. Was the programme challenging or was it too easy for you?
F. Did the trainer make you participate in the programme or not?
G. Did you learn anything new from the programme or not?
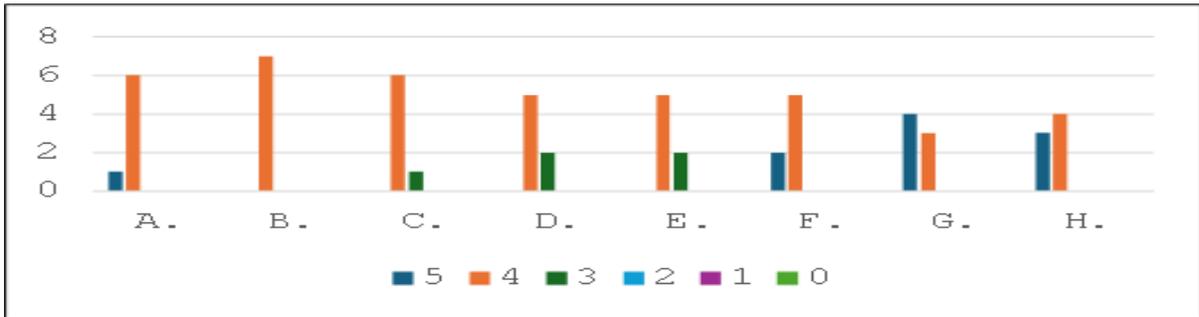H. Overall evaluation of the Training?

(Feedback from the April Joiners)

Question No.	5	4	3	2	1	0
A.	1	6	4	1	-	-
B.	2	10	-	-	-	-
C.	-	9	3	-	-	-
D.	7	5	-	-	-	-
E.	-	7	5	-	-	-
F.	1	9	2	-	-	-
G.	4	7	1	-	-	-
H.	10	2	-	-	-	-
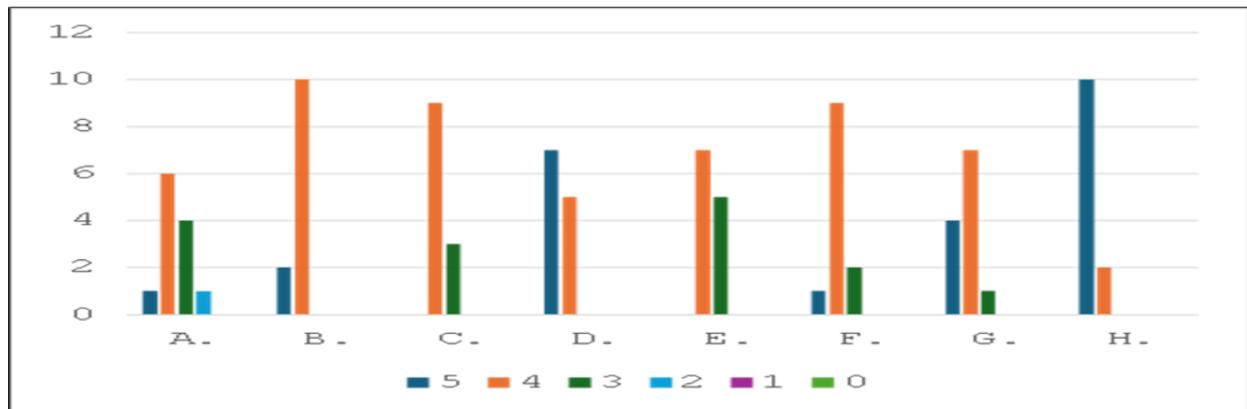
Feedback from the April Joiners

Feedback from the May Joiners)

Question No.	5	4	3	2	1	0
A.	1	6	-	-	-	-
B.	-	7	-	-	-	-
C.	-	6	1	-	-	-
D.	-	5	2	-	-	-
E.	-	5	2	-	-	-
F.	2	5	-	-	-	-
G.	4	3	-	-	-	-
H.	3	4	-	-	-	-

Feedback from the May Joiners

(Feedback from the June Joiners)

| Question No.	5	4	3	2	1	0
A.	7	15	5	-	-	-
B.	1	22	4	-	-	-
C.	4	23	-	-	-	-
D.	-	19	4	4	-	-
E.	-	20	7	-	-	-
F.	2	16	9	-	-	-
G.	7	18	2	-	-	-
H.	3	14	10	-	-	-
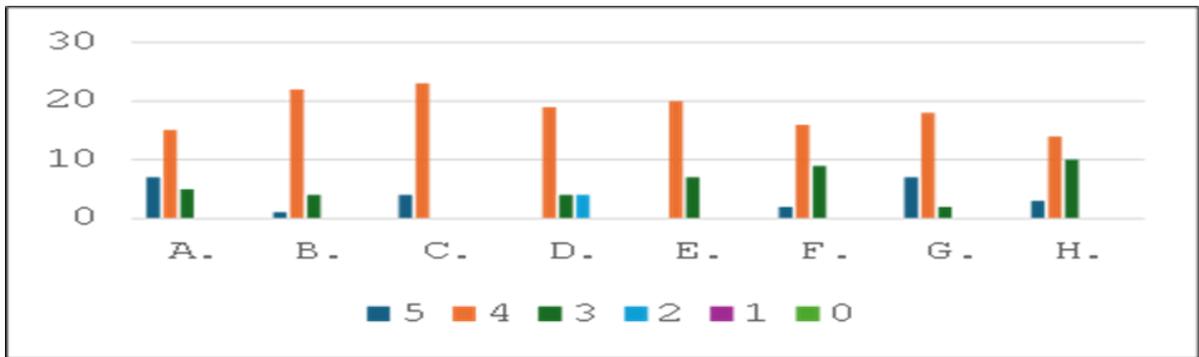
Feedback from the June Joiners

VIII. EMPLOYEE SURVEY

Questions- [rate between 1-5 (where, 1- strongly disagree, 2- disagree, 3- neither agree nor disagree, 4- agree, 5- strongly agree)]

I. Do you think you have a Growth in the Organization?
II. Are your Supervisor or someone at work, seems to care about you as a person?
III. Do you think, you have enough materials and instruments at work you need?
IV. Do you see a path in the Organization to advance your Career?
V. Are the Departments/different functions work well together as a team?
VI. Do you feel Valued and Respected by your Colleagues and supervisors?
VII. Does your boss give you a precise performance feedback for your development?
VIII. Do you feel motivated by your Colleagues and Supervisor at your work place?
IX. Do you feel that you are learning something new from the Organization?
X. Is there an open and transparent communication system among the Departments?
XI. Do you feel the Organization's growth will offer you the Opportunity to grow in your career?
XII. Do you feel the work place and the work relationships are free from Internal Politics?
XIII. Do you think, you are getting all the advantages an employee should get from their Organization?
XIV. Do you feel, the work culture of the organization is good for an employee's mental satisfaction?
XV. Would you recommend others to join the Organization?

Question No.	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
I.	11	27	9	3	-
II.	21	24	5	-	-
III.	13	35	2	-	-
IV.	18	29	3	-	-
V.	10	33	6	1	-
VI.	17	30	3	-	-
VII.	16	24	10	-	-
VIII.	18	31	1	-	-
IX.	18	25	5	2	-
X.	9	31	9	1	-
XI.	19	27	4	-	-
XII.	6	29	10	5	-
XIII.	13	28	9	-	-
XIV.	22	26	2	-	-
XV.	13	9	24	4	-
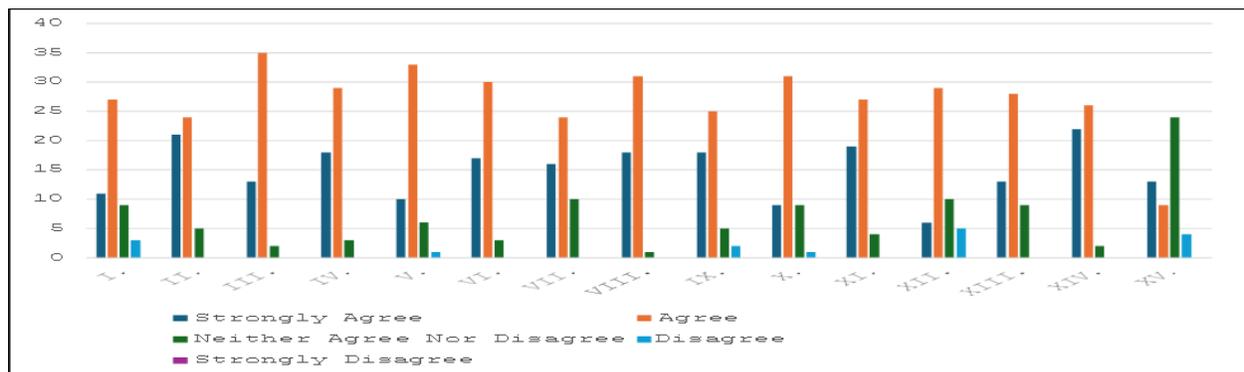
IX. RECOMMENDATION

From the findings the possible way out is
- Need to hire more Employees in Nursing as there is opening of new departments CTVS ICU & CTVS OT.
- Need to look after at some employee complains as they can be a grievance in future.
- Need to set up a proper communication system between the departments so that no miss communication will be there.
- Need to focus on the employee's growth in the organization as they are assets of the organization.

X. CONCLUSION

An effective recruitment and selection process reduces turnover; we also get much better results in our recruitment process if we advertise specific criteria that are relevant to the job. Include all necessary skills, and include a list of desired skills that are not necessary but that would enhance the candidate's chances. If we fail to do this, we might end up with a low-quality pool of.candidates and wind up with limited choices to fill the open position. When we choose a candidate based upon the qualifications demonstrated in the resume, the interview, employment history and background check, we will land the best fit for the position. Based on our decisions about a specific candidate upon specific evidence rather than any gut instincts. If we hire people

who can do the job instead of people we merely like, we will have higher productivity and quality in our products or services.

In conclusion we can say, Human Resource is all about the Employees who are working in the Organization, and are the assets of the organization. So, we, as a Human Resource Management team, should takes care of our assets fully so that they can give their best to the work which will help the organization to grow.

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