



Human Resource Practices in Selected Corporate Hospitals with Special Reference to Gvn Group of Hospital in Tiruchirappalli

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ABSTRACT

Human resource management (HRM) is the management of an organization's workforce, or human resources. It is responsible for the attraction, selection, training, assessment, and rewarding of employees, while also overseeing organizational leadership and culture and ensuring compliance with employment and labor laws (Ulrich, 1996; O'Brien, 2009; Patrick, 2011). This study aims to analyze the HR practices in corporate hospitals include performance appraisal, welfare measures and various speciality functions in hospitals. The primary responsibilities associated with human resource management include: job analysis and staffing, organization and utilization of work force, measurement and appraisal of work force performance, implementation of reward systems for employees, professional development of workers, and maintenance of work force. Hospitals are the key element in any health care system. The health care industry is significantly different from its manufacturing counterparts. For example, the health care industry is not assembly line oriented and as such has many more barriers to the successful implementation of customer delightment. Hospital organization presents a number of unique human resources management challenges. Managing human resources is the real challenge of hospital managers. Human resource management contributes to the creation of sound organizational climate characterized by opportunities for growth, fair distribution of work, reward and harmonious relationship.

KEYWORDS : Human Resources Policy, Job performance, Healthcare functions.

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-HRM is a management function that helps managers, to recruit, select, train & develop member of an organization. Obviously, human resource management is concerned with the peoples dimension in organization (Suri and Chhabra, 2001).

According to Edwin B. Flippo the following three definitions collectively cover all the human resource management core points are:

It is concerned with the people dimension in Management, since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational objectives. This is true, regardless of the type of organization, government, business, education, health, recreation or social action.

A series of integrated decisions that form the employment relationship quality contributes to the ability of the organizations and the employee achieve their objectives.

Management is the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and separation of human resource to the end that individual organization & social objectives are accomplished. (Morton, 2001).

Specifically, post world war period has seen a lot many changes in terms of jargons and terminologies in the academics of management & specifically in Human Resource Management and accordingly there has been a shift in the perspective of researchers. Human Resource Management (HRM) is a new way of thinking about how people should be managed as employees in a workplace. Advocates of HRM have been presented as having a role to play in both the private & public sectors. Human Resource Management is a strategic and coherent approach to the management of an organization most valued assets the people working there who individually & collectively contribute to the achievement of its goals (Yasin, 1998).

Good Health is fundamental to every person, not only for their well-being but for their survival. If the government exists to safeguard the right of its citizens to the fundamental prerequisites of survival it must also own up to its responsibility to protect them from illness and premature mortality (Syed, 2005). The Bhore committee in 1946 argues that for assuring the distribution of medical benefits to all irrespective of their ability to pay the state should assume full responsibility for all measures curative and preventive which are necessary for safeguarding the health of the nation & building a healthy, virile & dynamic people. The Indian government has articulated this responsibility often enough. Since independence the government drivers by socialistic goals has expressed its intentions to discharge this responsibility in successive & schemes have been drawn up to alleviate poverty while promoting the goal of universal health care (Morton, 2001). Those health systems that direct their resources and energies towards the health needs of the poor get a better overall health status. This is a logical association since the poor carry the larger burden of disease. Modern hospitals are very complex, socio-economic, and scientific & highly labour-oriented organization. Still they owe their origin to the sufferings & ailments of people & to the compassion & zeal amongst some philanthropists to relieve these suffer from agony of suffering and discomfort. Given this context the hospitals, of course bear the responsibility of serving the masses protecting the precious endowment and even safeguarding their own interests by enriching the Medicare facilities & building a positive image. Creation of a total 'animate' hospital system, which encompasses patients, doctors, nurses and other paramedical staff in a synergetic totality, is no doubt, a crying need of the hour (Morton, 2001).

Kamal (2007) evaluated the human resources policies, systems, procedures, programmes, and practices in South Rajasthan Hospitals. He threw light on the services rendered by the hospitals and patients satisfaction of such services. His study also made the comparative study of government hospitals and private hospitals and the causes for the failure of the government hospitals and the remedies for the improvement to reach the needy persons. Mavalankar (2007) has discussed that the doctors, nurses, and other hospital staff in managerial positions are not trained in modern management skills, which contributes to poor-quality services. The situation can be improved by training existing medical staff to provide emergency obstetric services in rural areas and training hospital managers in management skills. International aid organizations and women doctors should lobby for such policy changes, which will help increase access and quality of emergency obstetric care.

Joanne Comi McCloskey, Bruce E. McCain (2007) reveals that over their first year of work all nurses employed in a large hospital reported decreased job satisfaction, decreased organizational commitment, and decreased professionalism. **Cavanagh, S. J. (2002)**, reflects that the level of salary was not found to be a statistically significant factor in determining job satisfaction. **Andrew E. Clark (2006)** has examined job satisfaction, despite its demonstrated correlation with labor market behavior such as quits, absenteeism and productivity. **Alison E. While, K. Louise Barriball (2004)**, opines that the current nursing shortage and high turnover is of great concern in many countries because of its impact upon the efficiency and effectiveness of any health-care delivery system. Recruitment and retention of nurses are persistent problems associated with job satisfaction.

OBJECTIVES:

- To know about the various functional areas and the speciality functions in the health care industry.
- To understand the Human Resource policies and the HRD climate in the hospitals under study.

UNIVERSE OF THE STUDY:

The universe of the study comprises employees working in the GVN Group of corporate hospital. The employees those who are working in this hospital were the working population they were totally 935 out of which 325 samples were selected through stratified disproportionate random sampling technique for this study.

Table No:1 Distribution of the respondents according to their Age

S. No.	Age	No. of Respondents (n = 375)	Percentage
1.	Upto 25 years	218	58.1
2.	26 – 45 years	54	14.4
3.	46 – 55 years	79	21.1
4.	More than 55 years	24	6.4

From the above table shows that more than half of the respondents were belongs to the age group of upto 25 years. Less than half of the respondents were belongs to the age group of 46-55 years. 14.4% of the respondents were belongs to the age group of 26-45 years. Least percentage of the were belongs to more than 55 years.

Table No: 2

Distribution of the respondents according to their opinion on Promotion policy in their hospitals

S. No.	Opinion on Promotion policy in their hospitals	No. of Respondents (n = 375)	Percentage
1.	Highly Satisfied	164	43.7
2.	Satisfied	143	38.2
3.	Not Satisfied	68	18.1

From the above table shows that less than half of the respondents were highly satisfied with

their promotion policy . 38.2% of the respondents were satisfied with their promotion policy. Least percentage of the respondents were not satisfied with their promotion policy.

Table No: 3

Distribution of the respondents according to their opinion on Reward system in their hospitals

S. No.	Opinion on Reward system in their hospitals	No. of Respondents (n = 375)	Percentage
1.	Highly Satisfied	195	52.0
2.	Satisfied	84	22.4
3.	Not Satisfied	96	25.6

From the above table shows more than half of the respondents were highly satisfied with

their reward system. 22.4% of the respondents were satisfied with their reward system. 25.6% of the respondents were not satisfied with their reward system.

FINDINGS:

- 46% of respondents are satisfied with their bonuses.
- 44% of respondents are neutral in their job satisfaction
- 16% of respondents are neutral in their performance appraisal
- 36% of respondents are neutral in their safety measures
- 38% of respondents are neutral in their job security
- 58% of respondents are neutral in their team working
- 28% of respondents are neutral in their relationship with manager
- 30% of respondents are neutral in their shift
- 44% of respondents are neutral in their salary
- 50% of respondents are neutral in their bonuses
- 58% of respondents are satisfied with their performance appraisal. 72% of respondents are satisfied with their job security.

Suggestions:

- To provide medical insurance policy for all employees.
- HR team should have more relationship with the employees.
- The employee should aware of PF, leave benefits and other welfare act well in advance. Monthly awareness programme will help them to understand about these welfare facilities.
- To give salary according to the experience.
- Increase overtime amount for all employees.
- Increase employee's benefits, maternity leave, annual leaves etc.....
- Provide good working environment.
- To conduct recreational trips programmes for the employees a least yearly twice.
- To organize more number of training programmes for the employee.

The hospital, as a social institution, facilitates interaction of a wide spectrum of the society from varied cultural and socio - economic stratum. The hospital is a media through which the scientific technological innovations of medical sciences are put into operation and practiced for the healthful living of the community .There is a need for efficient management of hospitals and competent administrators; the training of administrators needs to be multidisciplinary. The hospital administrator should evolve sound policies, exercise authority, and ensure the delivery of prompt and efficient health care.

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