



## A STUDY ON HUMAN RESOURCE PRACTICES IN A MULTISPECIALITY HOSPITALS

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### ABSTRACT

Human resources, when pertaining to health care, can be defined as the different kinds of clinical and non-clinical staff responsible for public and individual health intervention. This study is to examine the trends of Human resources practices in a multispecialty hospital. This observational study was conducted in Human Resource department at a Multispecialty hospital. We have collected the data mainly in the policies followed in Human resource department. Modern hospitals, which provide the latest medical facilities, now employ thousands of personnel including medical, paramedical and support staff. Managing this vast human resource working in these hospitals is a major challenge as it requires round the clock Human Resource support. The HR processes and procedures are fairly good in the hospitals which have come up recently while that of the older health care facility is also good and is in the process of being strengthened. HR policy is important for all health care facilities as it is the guiding document for Human Resource Management. HR department needs strengthening and constant updating in line with those of the corporate sector.

**KEYWORDS** : Health care, HR processes and practices, HR support to health care

### INTRODUCTION

Human resources, when pertaining to health care, can be defined as the different kinds of clinical and non-clinical staff responsible for public and individual health intervention. As arguably the most important of the health system inputs, the performance and the benefits the system can deliver depend largely upon the knowledge, skills and motivation of those individuals responsible for delivering health services. In terms of the growth rate, the healthcare industry in India is moving ahead neck to neck with the pharmaceutical industry and the software industry. Till date, approximately 12% of the scope offered by the healthcare industry in India has been tapped. The healthcare industry in India is reckoned to be the engine of the economy in the years to come. Growing at an enviable rate of 15% every year, the healthcare industry in India is estimated to be a \$40 million by 2012. There are vast differences in medical expenses in western countries and that of India; India has become one of the favorites for healthcare treatments. Today human resources occupy, more than ever, the center stage of all economic activities. It is alarming time for all those organizations that wish to be successful in global markets to gear up and implement desired shift in their prevailing human resource management practices and leverage their human resources along with the other resources. Also to become more flexible and innovative organizations need to adopt new ways of attracting, retaining and motivating employees who are keen to learn and can contribute to the growth and development of the organization. In an increasingly competitive market, survival and prosperity of business will depend critically on the ways an organization manages its resources especially the human resources. In the words of Clatfelter - 1997, The HRM functions to be streamlined, the HRM activities to be handled more efficiently, or delivered in a more cost-effective manner. Lee and Heard, 1998, suggested, 'An HRM audit is an analytical tool that systematically and comprehensively assesses a firm's HRM policies and practices against the firm's business objectives'.

### AIM

To examine the trends of Human resources practices in a multispecialty hospital.

### METHODS

This observational study was conducted in Human Resource department at a Multispecialty hospital. We have collected the data mainly in the policies followed in Human resource department.

### PROCESSES AND PRACTICES

### Recruitment function

The recruitment function includes collection and sorting of the resumes as per the advertisement given in the newspaper or the website; Conducting of the interview session which is conducted by HR manager and the Nursing Superintendent for the recruitment of the nursing staff like staff nurses and ward attendants; Conducting of the interview session for the new medical staff is conducted by the Medical Superintendent and the Chairman of the Institute along with the support of the HR department. The appointment letter is issued by the HR department on the basis of the interview and mentioning the salary which the candidate will receive after the signature from the account section of the organization. Thereafter the appointee joins and is placed in the hospital.

### Induction Training

Training facilities are excellent in two hospitals but in one hospital it is average. The training facilities include the following topics Health hygiene, Safety policy, Biomedical disposal, Hand washing techniques, Various codes for the emergencies, Hospital safety Policy, Fire safety management/ Disaster Management, Patients Safety, Ward Cleanliness, Biometric machine for attendance and public dealing including politeness and courtesy. Training is imparted to fresh appointees as well as regular staff.

### Performance Appraisal

Performance appraisal, also known as employee appraisal, is a method by which the job performance of an employee is evaluated (generally in terms of quality, quantity, cost and time). Performance appraisal is a part of career development. Performance appraisals are a regular review of employee performance within organizations. A common approach to assessing performance is to use a numerical or scalar rating system whereby managers are asked to score an individual against a number of objectives/attributes. In some companies, employees receive assessments from their manager, peers, subordinates and customers while also performing a self assessment. This is known as 360° appraisal. Trait based systems, which rely on factors such as integrity and conscientiousness, are also commonly used by businesses. The group believes in KRA (Key Result Area) mode of evaluation. These KRA's are specific to the functional area and provided to each of the employee and to the new employees on joining by their immediate senior. The KRA's are in sync with the organizational goal, job responsibility and the performance expected from the employee.

### Promotion policy

To be eligible for promotion under this policy, the employee should

be undergoing any punishment or warning for misconduct under the company's rules/standing orders. The warning to any candidate shall always be in written mode. The warning can only be given by the national vertical head/state head.

#### **Modes of promotion**

- The filling of a higher position by an employee at a lower designation, given that the employee fulfills the eligibility criteria for the vacant position.
- A reclassification of the employee's existing designation as a result of the employee performing duties a higher degree of responsibility and complexity than the current position calls for
- Filling of an entirely new job created due to the expansion of operations.

#### **Criteria for promotion**

- Performance on the job during the time spent in that particular level which can be assessed through the performance appraisal.
- Potential and capability for taking on higher responsibility which will be based on the feedback provided by supervisors and interviewing candidates. At higher levels greater importance is given to the individual's potential and capabilities.

#### **Appraisal committee**

An appraisal committee will be responsible for various levels of promotion at the state level/unit. The committee will comprise of the heads of 6 verticals at state level. The appraisal committee will discuss all the recommendations for promotions provided by the individual managers/HOD. At the corporate level and business Head and corporate HR. The communication to the incumbent will be by the immediate HOD; organization wide communication will be through intranet/samvaad.

#### **First right of position:**

An existing employee shall be first considered for filling up any vacancy that arises in the organisation. For such a process the candidate must have completed one assessment/appraisal cycle. If a suitable internal candidate is not found for the vacancy, it will be sought to be filled by an outside candidate.

#### **Sponsoring further education:**

It believes that learning and development is the responsibility of the organisation as well as the employee. The company supports employees who wish to continue their education in order to secure increased responsibility and growth in their professional careers.

#### **Training and Staff Development:**

Where does Training and Staff Development fit with Human Resources Planning?

- When companies have well thought out and useful human resource plans, it allows them to move training and staff development from a hit or miss process to one that is also strategic, organized, and designed to contribute to the company's bottom line.
- Much that passes for training in corporations yields no value at all to the company because training and staff development dangle unconnected to business needs, present and future.
- Employees go to training because the seminar "sounds good", or "might be useful", and while it's sound to develop and train employees as an ends in itself, it also makes sense to choose the kinds of training that will result in employees being better contributors now, and also better contributors in the future.
- A sound human resources plan will anticipate the skills that will be needed in the future, identify gaps in skills that are present, and will be needed, and then plan for the development of staff in advance, so that the skills will be available when required.

When training and staff development are linked to identify present and future needs via HR planning, it also allows for the use of multiple kinds of developmental activities, and not just reliance on training for skill development. This is because when skill needs are

anticipated earlier enough, longer term learning and development activities can be used. For example, job sharing and rotation will fit when there is enough time.

#### **Training and staff development:**

The group provides opportunities to its employees for participating in activities which will enhance their specific job skills, their overall professional strengths, and their personal development.

#### **Reappointment of Ex-employees**

For reappointment of ex-employees, the following policy would be applicable: An employee who has left the organization for a competitive house within two years from the date of exit from any of the locations of the group. In case there is a situation leading to the reappointment, he/she can only join on the same salary which was paid to the candidate on his/her last working day in the group. There will be no enhancement in salary or up gradation or change in designation. This period would be limited to one year if the employee has joined a media house outside the state/within the state.

#### **Compensation**

Employee benefits and (especially in British English) benefits in kind (also called fringe benefits, perquisites, perks) are various non-wage compensations provided to employees in addition to their normal wages or salaries. Where an employee exchanges (cash) wages for some other form of benefit, this is generally referred to as a 'salary sacrifice' arrangement. In most countries, most kinds of employee benefits are taxable to at least some degree. Fringe benefits can include, but are not limited to (employer-provided or employer-paid) housing, group insurance (health, dental, life etc.), disability income protection, retirement benefits, daycare, tuition reimbursement, sick leave, vacation (paid and nonpaid), social security, profit sharing, funding of education, and other specialized benefits. The purpose of the benefits is to increase the economic security of employees. The term perqs or perks is often used colloquially to refer to those benefits of a more discretionary nature. Often, perks are given to employees who are doing notably well and/or have seniority. Common perks are company cars, hotel stays, free refreshments, leisure activities on work time (golf, etc.), stationery, allowances for lunch, and when multiple choices exist—first choice of such things as job assignments and vacation scheduling. They may also be given first chance at job promotions when vacancies exist. The starting point for determining a pay increase is the position of each employee in the rate range after a pay structure adjustment has been made.

#### **Recording attendance**

Recording attendance is essential for maintaining leave records and for salary calculation. Thus, employees are requested to mark their attendance for the convenience of all. Employees are required to sign against their name everyday in the attendance register. In case employees are traveling for work, they need to be marked in the attendance register as 'T'. If on leave, 'L' is entered against their name. Employees on leave are required to submit a leave application for approval by manager except in case of casual leave where the application needs to be submitted after resuming work.

#### **Leave**

Leave rules will apply to all employees in the group and shall be administered on financial year basis. All employees are eligible for seeking Privilege leave. In special circumstances, they may also take leave without pay (LWP). All classes of leave are granted only at the direction of the respective managers/HODs. All leaves except casual leave need to be applied for in advance. State Heads/Unit Heads/HODs will leave carry planning in respect of their staff and ensure that leave is staggered and spaced out so that the work does not suffer. In case of a sudden absence, when employees are unable to obtain prior approval, they are required to inform their manager as soon as possible. In addition, after resuming work, employees must submit a leave application.

**Reimbursement of expenses:**

After the tour, employees are required to submit the Tour Expenses Statement to Corporate HR/Administration/Corporate F&A within a week from the date of return. Employees are required to submit air tickets or information on the mode and class of travel by train or bus and accommodation and boarding bills, in support of reimbursement claims.

**Privacy and Confidentiality**

Any information that, if known by a competitor, could put the company at a disadvantage should be considered sensitive. Types of sensitive information include but are not limited to:

- Information about past, current, or prospective investor. Unless given prior authorization, this information can not be disclosed to outsiders except as necessary to service the investor's account, or as required by law.
- Information concerning the operation of trading strategies.
- Profit & loss (P&L) information.
- Accounting records.
- Drafts of reports and brochures.
- Compensation information.
- Email related to work and business of the company.
- Personal information about any employee

Employees are expected to adhere high standards of professionalism in all communications, whether internal or external, oral or electronic, or through voice mail or email. Employees are expected to conduct communications as if they creating a permanent record. In other words, they are expected to be courteous, professional and to avoid gratuitous comments or discussions, which, when taken out of context, can be misconstrued or which do not reflect the company's professional image. Doing so will help prevent the company being exposed to unwarranted regulatory risks because of careless comments.

**Resignation:**

Resignation is a voluntary separation by the employee if he/she is desirous of leaving the services of the organization. All the employees need to inform their manager and HR and are required to give one month notice in writing or in accordance with the terms of appointment, if they wish to terminate their employment relationship with the organization.

**Exit Interview:**

The exit interview shall take place on any day after acceptance of the letter. The format of exit interview will include discussions on followings:

- Areas of strength of the department/organization.
- Areas of weakness of the department/organization.
- Feedback on areas of improvement in the department/organization.
- Any other suggestions/feedback about the organization.
- For grade M3 and above, the exit interviews would be conducted by the corporate HR.

It will mandatory to conduct exit interviews of all M grade employees and if possible, of all employees. The business offices will send the copy of the exit interview only to corporate HR.

**CONCLUSION**

Since all health care is ultimately delivered by and to people, a strong understanding of the human resources management issues is required to ensure the success of any health care sector. Further human resources initiatives are required in many health care systems, and more extensive research must be conducted to bring about new human resources policies and practices that will benefit the hospital employees.

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