



ROLE OF HUMAN RESOURCE MANAGEMENT IN PRIVATE HOSPITAL'S : A STUDY OF MEERUT REGION

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ABSTRACT Health care is the world's largest industry. Decades ago, the hospital administration was managed by a single doctor. Today, it is well recognized that the system requires a total professionalization to achieve quality and cost-effectiveness. The purpose of this paper is to develop a framework for the improvement of healthcare services through an effective human resource management system. The study highlights a need to analyze human resource management processes that exist in healthcare sector and suggests better ways to achieve higher levels of employee satisfaction that leads to high quality of patient care. The study design entailed structured Questionnaire & interviews with Administrators, Managers, doctors and nurses from private hospitals in Meerut region. 150 questionnaires were circulated out of which 80 questionnaire were obtained properly filled. The study suggest that managers and policy makers should focus sharply on improving the functioning of relevant HR management systems in health care organizations as one important means to improve patient care.

KEYWORDS : Human Resource Management, Hospitals, Employees, Patient Care, Organization.

I. INTRODUCTION

Health care is the world's largest industry. As such, India has to be prepared to meet the health care challenges of the new millennium. Similar to other organizations, hospitals are concerned with maximizing effectiveness through the adoption of appropriate management policies and practices. Unlike most other organizations, however, 'effectiveness' in hospitals can be measured partly by their success in treating illness and avoiding deaths. Also unlike many other sectors, little research has examined and identified the management policies and practices that promote effectiveness in hospital settings.

Hospitals in modern days have to be competitive and also cost effective. In order to survive today's cut-throat competition, Patients i.e. Customers are the main source of decisive force on the hospital management. From hospital management point of view, patient's satisfaction and delight is the main concern. In order to satisfy patient's needs during their hospitals stay, hospital employees, hospitals infrastructure support and hospital services are on test all the time. An important resource in a hospital is human resource. Human resource management in hospitals applies the functions of general management- planning, organizing, directing, and controlling to each of one the tasks of human resource management-Procurement, development, compensation, integration, maintenance and separation.

The broad objective of HRM is to contribute towards realization of the hospitals goal. The specific objectives are to-

- Achieve and maintain good human relations within the hospital.
- Enable each employee to make his/her maximum personal contribution to the effective working of the hospital.
- Ensure respect and the well-being of the individual employee.
- Ensure the maximum development of the individual, and to help him/her contribute his/her best to the hospital.
- Ensure the satisfaction of the various needs of individuals in order to obtain their maximum contribution to achieve the hospitals goal.

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

The HR department is responsible for the appointment of the designated staff. All the appointment related procedures are satisfied as per the policy of the specific authorities. A detailed verification of the candidate's educational qualifications, experience, background etc is carried out prior to their actual job placement. All the employees recruited by HR Department are required to undergo a mandatory pre-employment medical checkup. They are also required to submit name and contact two person who could be contacted for reference about the

candidate.

It is also the policy of the department to conduct police verification of the candidate incase required. Only after satisfactorily clearing all the appointment related formalities along with the medical check, the appointments letters are issued to them. Incase of staff outsourced, the hospital conducts pre-employment check up prior to the job placement of the staff.

The hospital will conduct induction programme for the all newly joined employees including those who are placed on deputation to acquaint them with the hospital, its mission and vision, its policies, its organization structure, management personals, employee rights and responsibilities etc.

II. Review of Literature

According to Michael A. West, Carol Borrill, Jeremy Dawson, Judy Scully, Matthew Carter, Stephen Anelay, Malcolm Patterson & Justin Waring (2002). The relationship between human resource management practices and organizational performance (including quality of care in health-care organizations) is an important topic in the organizational sciences but little research has been conducted examining this relationship in hospital settings. Human resource (HR) directors from sixty-one acute hospitals in England (Hospital Trusts) completed questionnaires or interviews exploring HR practices and procedures. The interviews probed for information about the extensiveness and sophistication of appraisal for employees, the extent and sophistication of training for employees and the percentage of staff working in teams. Data on patient mortality were also gathered. The findings revealed strong associations between HR practices and patient mortality generally. The extent and sophistication of appraisal in the hospitals was particularly strongly related, but there were links too with the sophistication of training for staff, and also with the percentages of staff working in teams

According to Susan C. Eaton (2006) This study examines the link between human resource management, (HRM), work organization, and patient care quality in U.S. long-term care settings, proposing a key role for both management philosophy and improved front line staffing arrangements in delivering consistently higher quality care, defined to include both physical and psychological outcomes. Using the "high performance" model from industrial relations as a lens, the paper identifies three distinct systems of HR and nursing home management: traditional low-service quality, high service quality medical rehabilitative, and 'new paradigm regenerative.'

According to Michaela. West James, P. Guthrie, Jeremy F. Dawson, Carol S. Borrill And Matthew Carter (2006) Developing effective health care organizations is increasingly complex as a result of

demographic changes, globalization, and developments in medicine. This study examines the potential contribution of organizational behavior theory and research by investigating the relationship between systems of human resource management (HRM) practices and effectiveness of patient care in hospitals. Relatively little research has been conducted to explore these issues in health care settings. In a sample of 52 hospitals in England, we examine the relationship between the HRM system and health care outcome. Specifically, we study the association between high performance HRM policies and practices and standardized patient mortality rates. The research reveals that, after controlling for prior mortality and other potentially confounding factors such as the ratio of doctors to patients, greater use of a complementary set of HRM practices has a statistically and practically significant relationship with patient mortality. The findings suggest that managers and policy makers should focus sharply on improving the functioning of relevant

According to Stefane M Kabene, Carole Orchard, John M Howard, Mark A Soriano and Raymond Leduc (2006) This paper addresses the health care system from a global perspective and the importance of human resources management (HRM) in improving overall patient health outcomes and delivery of health care services. We explored the published literature and collected data through secondary sources. Various key success factors emerge that clearly affect health care practices and human resources management. This paper will reveal how human resources management is essential to any health care system and how it can improve health care models.

Challenges in the health care systems in Canada, the United States of America and various developing countries are examined, with suggestions for ways to overcome these problems through the proper implementation of human resources management practices. Comparing and contrasting selected countries allowed a deeper understanding of the practical and crucial role of human resources management in health care. Proper management of human resources is critical in providing a high quality of health care. A refocus on human resources management in health care and more research are needed to develop new policies. Effective human resources management strategies are greatly needed to achieve better outcomes from and access to health care around the world.

OBJECTIVES OF THE STUDY:

- To identify the Human Resource Management practices in the hospitals
- To suggest Human Resource Management policy & practices for enhancing the quality & satisfaction of employees working in hospitals.

III. RESEARCH METHODOLOGY

The researcher has chosen 15 hospitals which have more than 50 bed strength for the study. The data has been collected from these hospitals with the help of structured questionnaire. The representatives of hospitals were selected from the area of Meerut region. As expected not all hospitals responded positively, few hospital refused to participate in the study. 150 questionnaires were circulated and out of that 80 were properly filled by hospital administrators, Managers, Doctors, nurses and 40 were incomplete and 30 not returned. 15 hospitals have responded, 12 hospitals have not responded for one or another reason remaining 3 hospitals questionnaire filled incomplete questionnaire.

The nature of the data is both primary and secondary data. The primary data collected through structured questionnaire and researcher personally visited to selected hospitals in Meerut region. The secondary data collected from records and documents available in hospitals, website, journals etc. Data gathered through questionnaire were analyzed with the help of Statistical Package for Social Sciences (SPSS) software. Analysis presented with the help of pie chart and bar graphs and chi-square test were applied.

Area of Research:

Area of research is Meerut District of Uttar Pradesh for the research project because Meerut is nearby Delhi NCR and generally known for hub of hospitals. Questionnaire was collected from these hospitals which are as follows:

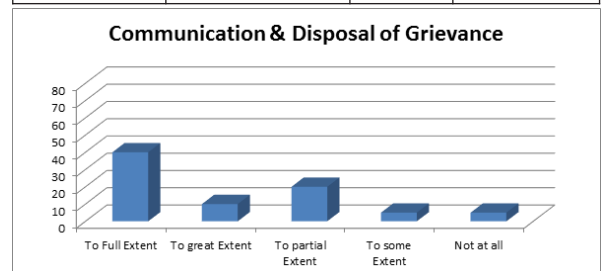
- 1) ANAND HOSPITAL
- 2) LOKPRIYA HOSPITAL
- 3) MEERUT KIDNEY HOSPITAL

- 4) KMC HOSPITAL
- 5) MIMHANS HOSPITAL
- 6) SHIV SHANTI HOSPITAL
- 7) NUTEMA HOSPITAL
- 8) DHANVANTRI HOSPITAL
- 9) BHAGYASHREE HOSPITAL
- 10) PARAS HOSPITAL
- 11) SILVER CROSS HOSPITAL
- 12) AYUSHMAN HOSPITAL
- 13) SIDHHI VINAYAK HOSPITAL
- 14) OM TRAUMA HOSPITAL
- 15) MY CITY HOSPITAL

Data Analysis & Interpretation:

Table 1:

		Frequency	Percentage
Communication & Disposal of Grievance	To Full Extent	40	50
	To great Extent	10	12.5
	To partial Extent	20	25
	To some Extent	5	6.25
	Not at all	5	6.25
	Total	80	100

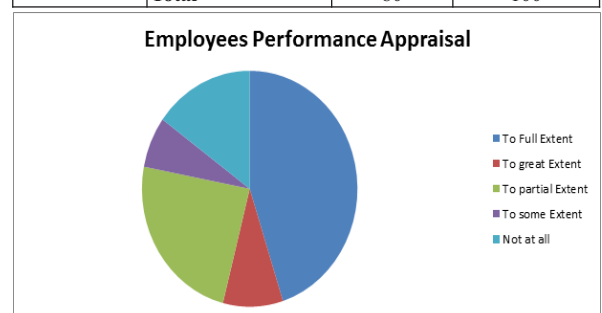


Interpretations 1:

The above table shows frequency distribution for communication and disposal of grievance. Out of 80 questionnaire of 15 hospitals, 40 respondent were adequately doing communication & disposal of grievance "To full extent", 10 respondent were moderately doing communication & disposal of grievance "To great extent", 20 respondent were moderately doing communication & disposal of grievance "To partial extent", 5 respondent were moderately doing communication & disposal of grievance "To some extent", 5 respondent were not communication and disposal of grievances to employees in the hospitals.

TABLE 2:

		Frequency	Percentage
Employees Performance Appraisal	To Full Extent	45	56.2
	To great Extent	9	11.2
	To partial Extent	24	30
	To some Extent	7	8.75
	Not at all	15	18.75
	Total	80	100

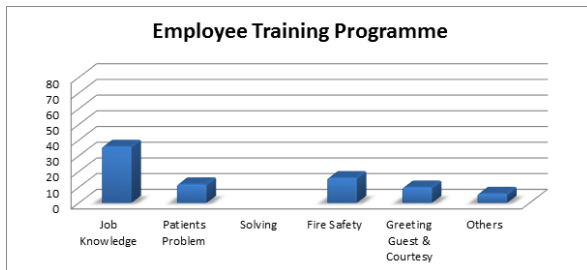


Interpretations 2:

The above pie-chart shows frequency distribution for Employees Performance Appraisal. Out of 80 questionnaire of 15 hospitals, 45 respondent were adequately doing Employees Performance Appraisal "To full extent", 9 respondent were doing communication & disposal of grievance "To great extent", 24 respondent were doing communication & disposal of grievance "To partial extent", 7 respondent were doing communication & disposal of grievance "To some extent", 15 respondent were not absolutely doing employees performance appraisal.

TABLE 3:

		Frequency	Percentage
Employee training programme	Job Knowledge	36	45
	Patients Problem Solving	12	15
	Fire Safety	16	20
	Greeting Guest & Courtesy	10	12.5
	Others	6	7.5
	Total	80	100

**Interpretations 3:**

The above graph shows multiple responses analysis (frequencies) for the kinds of the staff employees training programme done by hospitals. Out of 80 "Yes" responses 45% said training programme was job knowledge, 15% said patients problems solving, 20% said fire safety, 12.5% said greeting guest & Courtesy remaining 7.5% said others.

Limitations of the Study :

- The study was mainly confined to Meerut region. It does not cover other regions
- The study was time consuming as quantitative study requires extensive statistical analysis.

CONCLUSION:

The most important skill required for healthcare workforce to deliver high-quality care to patients is the human resource development. The conclusions drawn below are based on data provided by the Hospitals. These conclusions, derived from the present research work throw light on several important factors of Human Resource Management practices in the hospital Human Resource Planning: Most of hospitals understand the importance of HRP & they do HRP to a great extent. Further, almost equal percentage of hospitals does HRP to some extent. By placing the right person on the right job, the hospitals strive to achieve efficiency of the employees & satisfaction of the patients. It is observed in this respect that 70% hospitals place the right persons on the right job irrespective of the size of hospitals whether the small, medium or large. It can be concluded that performance appraisal of employees is highly considered while upgrading the human resources selection procedure. There are fewer responses towards opinions analysis about selection procedure, tenure of human resources as responded by hospitals with regard to up gradation of selection procedure from time to time. According to 80% of hospitals respondents that induction training (orientation programme) is provided to newly recruited & selected human resources

Recommendations:-

- All the hospitals have not a separate training department. The training needs are identified based on performance appraisal reports, performance review meetings and changes due to growth, diversification etc. Sometimes the employees themselves indicate the training needs. In most of the hospitals the effectiveness of training is not evaluated.
- It is suggested to establish human resource / personnel department in hospitals as to make all the activities effective related to organization and human resources.
- The hospital HR management should make use of long range estimate of vacancies fixed minimum specific requirements, specific positions, and estimates as methods for human resource planning.
- It is advised to hospitals HR management to consider balance of current supply of employees & to develop realistic forecast of employee supply & demand accordingly as purposes of HR planning.
- There is a need to consider recruitment plan, age distribution of employee's, total number of personnel available as well as salary range as the criteria for human resource planning for hospitals.
- A recruitment policy involves general principles such as to find and employ the best qualified person for the job; to retain the best

and most promising of those hired; to offer promising opportunity for life time working careers and to provide programmers & facilities for personnel growth on the job. It is therefore, hospitals HR management need to have the sound recruitment

- Policy and the recruitment programme of the Hospital must be in line with its recruitment policy.
- To enhance the knowledge and skill of human resource to handle jobs & activities effectively with accuracy & efficiency, it is important to concentrate over various on the job methods like assignments, coaching etc. and off the job methods e.g. vestibule method, conferences/discussion/work-shops methods & performed instruction method etc. Different training aids should be used to make training programme more effective, meaningful & useful.
- Induction (Orientation) training and its importance should get proper attention from the top management of the hospital organization. During induction training the new recruits should be indoctrinated in the values philosophies of hospitals. The programme should also emphasize the role of new recruits in fulfilling the objectives of hospitals.
- The personnel policies in hospitals should be oriented towards employee development, mechanism should be devised to recognize and reward good work done by the employees. The hospital administrator's commitment to the HRD system & its willingness to invest time and other sources should be reflected in the personnel policies of the organization.

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