

A Study on Effectiveness of the Human Resource Practices in GVN Hospital Tiruchirappalli



Management

KEYWORDS : Effectiveness, Human Resource practices, Job skills

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ABSTRACT

Effectiveness of any health care organization is directly proportional to the cumulative efficiency and effectiveness of the staff. All staff, from the top management to housekeeping, however qualified, needs to be given orientation, training and development programs to enhance understanding of their jobs, job skills and ability to perform at a high level, make them responsive and level up to the requirements of their jobs. An employee who is not equal to his job and cannot perform satisfactorily can be a source of great trouble to the organization.

Human Resource Development Policies will have to lay more emphasis on the following:

- Practice orientation and action learning to promote creativity.
- A feeling of ownership through implementation network.
- Core competence building within the organization to be facilitated by job rotation at all levels of multifunctional teams.
- Job enrichment programs.
- Developing capacity norms and standards, and design and redesign care processes in the face of constantly changing environment.
- Potential development and culture building exercises to improve the productivity.
- Autonomy, openness, and value generation.
- Total quality of care provided.

Management and leadership involve processes that are essential in making any health care role, in any environment, alive. Responsibility and authority granted by an institution, and one's personal philosophy on the constituents of quality care and effective management must be integrated with knowledge and an ability to apply existing theories of management in health care practices. Wherever there is placement in health care arena, health care managers will be called upon for creative strategies, disciplined and cost-controlled programs, and the abilities to research and analyze systems critically and chart growth- all in response to rapid health care changes. It is, therefore, mandatory that professionals perceive themselves in the roles of managers and leaders and increase their knowledge and application of theory and research in practice so that quality, comprehensive, and efficient care is provided to patients in any setting.

Specialized Skills

The coordination of management of hospital activities has become increasingly a specialized skill from which the profession of hospital administration has emerged. The ideas upon which modern health care management is based will need time for development and dissemination among all the administrative and technical staff of the hospital. The running of the hospital is not simply the responsibility of a limited number of administrative staff but is a complex interplay between medical, paramedical and administrative staff. A most striking example of this need lies in the determination of admission and discharge policies of the hospital. Not only the consideration of standards of care, technical capacity, and utilization of facilities but also the whole chain of pre- and post-hospitalization networks, including outpatient clinics, health centers, smaller hospital units

and the community itself, are involved in the formulation of such policies. Therefore, the need to view the hospital in the total context of community health care must surely be self-evident. It carries with it the need to train staff who can carry this view into practical reality.

Professional Training

The concept of professionalization in hospital administration has gone through a vast change lately and hospitals all over the globe have also been influenced by the need for adopting professional management as a key to development. We live in an age of perfection at all levels. Hence, professional training is the basic requirement for the personnel to function effectively in a hospital. Therefore, professional training is required to be imparted by the institutions specialized in professional framing.

Medical Care Facilities

The workload in a hospital doubles every 8-10 years, be it the number of admissions, outpatient attendance, emergency, surgeries, or investigations. There has been a marginal increase in the number of bed vis-a-vis population explosion. This has resulted in an ever-increasing load of patients in hospitals. The overcrowding and poor patient care services have become a common feature, thereby defeating the aim for which health care institutions are meant.

Since it is difficult for any government to provide institutional health care to all its individuals because of the financial constraints, the existing hospital resources need to be used and managed efficiently. Hospital administration needs to be radically strengthened to respond to the issues pertaining to hospital management, patient satisfaction and improving the quality of patient care.

Need for Training

It is necessary for overcoming an existing weaknesses in planning, organization, and management of health systems (especially at District level), by introducing professionalization in Hospital Management. A hospital requires the services of trained management professionals in view of its size as also the large area of activity involved therein. One would suggest that the areas of activities in hospital, viz., General Administration, Medical Administration, Financial Management, Material Management, Manpower Management, and supportive services should be under the control of professionally trained managers.

Other factors that support this decision are:

Principles of management are universal.

Hospitals consume significant quantum of health care budget (resources)

Technological advances and knowledge explosion

Hospital as a complex organization

Growing awareness among the patients

Changing role of hospitals

Chandrasekhar (2009) stated that HRD climate assessment is a prerequisite for initiating HRD activities in the hospital. He viewed in the light of a better HRD climate. Which is above average, will facilitate the commissioning of HRD programmes in the hospital. In case if the HRD climate is below average, improvement of the same have to be first resort and then initiate of HRD activities is later. The study strongly advocate that if HRD practices are implemented well, the employees are likely to become happier, committed and enjoy their work more, which will likely to lead to a multiplication of the capabilities of employees, and increasing the carrier choices of employees.

Hassan and Fuadah (2014) shows that effective human resources management has a strong impact on healthcare quality and improving the performance of hospital's staff. The study suggests the need to measure the performance of the managers of human resources department in the hospital before starting performance development process as well as continuous development and training of staff performance. The study recommended that the management of human resources is essential to enable the delivery of efficient and effective medical services and to achieve patient satisfaction, the study shows that human resources management has a strong impact on healthcare quality, and most of literatures show the importance of human resources management to achieve the goals of health organizations, and emphasize to develop the performance of hospital staff and nurses through periodic training in order to improve the quality of healthcare service, also a strong, well-motivated and highly trained medical profession is critical to the success of the national healthcare reform. The practices of human resource management are very important in health sector and modern hospitals need should have alternative approaches for practicing HRM successfully.

OBJECTIVES:

Since the present study is conducted in the Health Care industry which is characterized intricate pattern of skills and competencies besides a specialized knowledge, the objectives of the study are meticulously formulated as follow:

To analyse the effectiveness of the Human Resource Development practices

To give recommendations for the improvement of Human Resource Development practices in the hospitals under study and also for the industry

UNIVERSE& SAMPLING

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

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Distribution of the respondents according to their opinion on Training and development in their hospitals

S. No.	Opinion on Training and development in their hospitals	No. of Respondents (n = 375)	Percentage
1.	Highly Satisfied	205	54.7
2.	Satisfied	112	29.9
3.	Dissatisfied	58	15.5

From the above table shows that more than half of the respondents were highly satisfied their opinion on training and development in their hospitals. Less than half of the respondents were satisfied with their opinion on training and development in their hospitals. Least 15.5% of the respondents were dissatisfied with their opinion on training and development in their hospitals.

Table No: 2

Distribution of the respondents according to their opinion on HR functions in their hospitals

S. No.	Opinion on HR functions in their hospitals	No. of Respondents (n = 375)	Percentage
1.	Highly Satisfied	205	54.7
2.	Satisfied	112	29.9
3.	Dissatisfied	58	15.5

From the above table shows that more than half of the respondents were highly satisfied their opinion on HR functions in their hospitals. Less than half of the respondents were satisfied with their opinion on HR functions in their hospitals. Least 15.5% of the respondents were dissatisfied with their opinion on HR functions in their hospitals.

Findings and Suggestions:

58% of respondents are satisfied with their performance appraisal.

78% of respondents are satisfied with their safety measures

72% of respondents are satisfied with their job security.

92% of respondents are satisfied with their team work.

92% of respondents are satisfied with relationship with manager.

33% of respondents are satisfied with their bonuses.

30% of respondents are satisfied with their job satisfaction.

56% of respondents are satisfied with their performance appraisal.

Suggestions:

- 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 their experience.

- Increase overtime amount for all employees.

- Increase employee's benefits, maternity leave, annual leaves etc.....

- Provide periodical health check up for the employees.

- To conduct recreational trips programmes for the employees at least yearly twice.
- To organize more number of training programmes for the employee.

Conclusion

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.

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