



ORIGINAL RESEARCH PAPER

Management

RECENT SCENARIO OF HUMAN RESOURCE MANAGEMENT ISSUES IN CORPORATE HOSPITALS

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ABSTRACT

Health care becomes a largest sector in India both in terms of revenue and employment. Indian health care service system has categorized into two major components-public and private. Generally Human resource management is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives.HR is primarily concerned with how people are managed within organizations, focusing on policies and systems. HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding. HRM is also a strategic and comprehensive approach to managing people, workplace culture and environment. As arguably the most important of the health system inputs, the performance and the benefits the healthcare system can deliver depend largely upon the knowledge, skills and motivation of those individuals responsible for delivering health services. It is an attempt to find the recent scenario of human resource management issues in corporate hospitals.

Introduction

Health care becomes a largest sector in India both in terms of revenue and employment. Indian health care service system has categorized into two major components-public and private. A hospital is a health care institution providing patient treatment with specialized medical and nursing staff and medical equipment. Hospitals are usually funded by the public sector, by health organisations (for profit or nonprofits), by health insurance companies, or by charities, including direct charitable donations. Historically, hospitals were often founded and funded by religious orders, or by charitable individuals and leaders. A hospital is a health care institution with an organized medical and professional staff and with permanent facilities that include in patients beds. Provide medical nursing and other health related services to patients at the same time every organisation must need a well planned human resource management is needed to achieve the quality .Generally Human resource management is a function in organizations designed to maximize employee performance in service of their employer's strategic objectives.HR is primarily concerned with how people are managed within organizations, focusing on policies and systems. HR departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding. HRM is also a strategic and comprehensive approach to managing people, workplace culture and environment. Effective HRM enable the employees to contribute effectively and productively to overall company direction towards the accomplishment of the organizations goals and objectives. In modern hospitals a number of medical paramedical and managerial personnel are found working in different capacities. They are supposed to have the expertise and excellence in tune with their defined responsibilities.

TYPES OF HOSPITAL

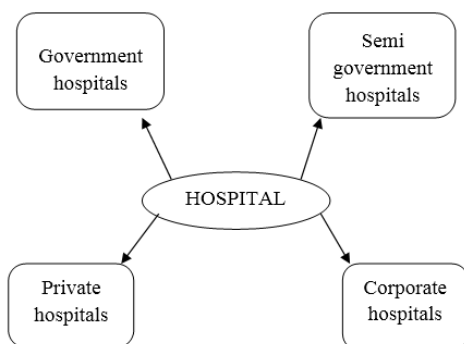


Fig.1 Types of hospitals

Government hospital

It is the first type of hospital in the ownership category. The government owned hospitals are owned, managed and controlled by the government whereas the semi government hospitals are found acting as an autonomous body.

Semi government hospitals

Such type of hospitals acts as an autonomous body. The governmental regulations control the functioning of hospitals.

Private hospitals

It is generally owned by an individual doctor or a group of doctors. They admit patients suffering from infirmity, advanced age illness, injury, chronic disability etc, or those who are convalescing, but they do not admit patients suffering from communicable disease, alcoholism, drug-addiction or mental illness.

Corporate hospitals

The latest concept is of corporate hospitals which are public limited companies form=ed under the companies act. They are normally run on commercial lines. They can be either general or specialized both.

HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) has emerged as a major function in organisations. Human Resource Management is the organizational function that deals with issues related to people such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training. Human Resource Management (HRM) is a new way of thinking about how people should be managed as employees in a work place. These days, it is widely acknowledged that staffs are an organization's most important resource and most valuable asset.

Human Resource Managers recognize that investment in staff is just as important as investment in plant and machinery. Effective HRM is about enabling each and every member of the staff to reach his or her potential and make a key contribution towards company survival and growth in an increasingly competitive world. At present, the need for HRM is felt enormously in order to ensure that the business units are able to accomplish organizational objectives through people. Organizations have always aimed for a sound HRM system towards success.

Management of human resources is a very challenging job. It is not only concerned with managing people at work, but also with managing a social system. It is a challenging job because of dynamic nature of human element. The goal of the HRM function is to create an environment that fosters staff development and

continued learning to support the organization's mission. The precise objectives of HRM will vary from organization to organization and will depend on the organization's stage of development.

HUMAN RESOURCE MANGEMENT ISSUES

Employee staffing and retention issues

HR can play a leading role in building a staff that supports the patient experience. Patient Experience and Satisfaction Remain Critical The projected shortage in healthcare providers will affect all organizations, no matter the size, and HR departments will need to get more creative with staffing In addition, a greater demand for specialty skills will require more intensive recruiting and hiring practices from HR.Those new hires will need to have a warm bedside manner.. Those same traits will help them collaborate more effectively with fellow employees and managers.

Recruitment and retention of the correct number of qualified staff is very high on the list. Everyone knows there is a big nursing shortfall, but there is a need for highly qualified individuals all around. Due to the rapid growth of the healthcare sector and its sheer size, it is a challenge to fill jobs. And despite this need, there are obvious pressures for cost containment with people accounting for the lion's share of an organization's costs.Because of that, there is a pressure to make the HR organization world class, or at least strive to be better. As a result, it has become an imperative to employ better processes and technologies to overcome the challenges – talent management, workforce planning and scheduling, self-service applications, business intelligence, etc.

Long, non-daylight shift work increases employee error rates

Not just bad for a worker's health, shift work and the associated fatigue compound employee error rates and negatively impact overall workplace performance. In a study of intensive care unit interns who worked an extended 24-hour schedule every third night, the interns made 5.6 times as many serious diagnostic errors as when they worked schedules without shift work. Long hours, often during the night shift, are difficult on workers, impede their performance and create a range of employee relations issues.

Healthcare employee relations is steeped in a myriad of regulations

In an effort to ensure that healthcare organizations provide safe, high quality care and service, the Joint Commission established Standards for the healthcare industry which includes an exhaustive list of guidelines on life safety, environment of care, emergency management and human resources. Within the Human Resources Standards, hospitals must verify staff qualifications, provide orientation and ongoing training, and ensure staff sensitivity to cultural diversity. At the end of each subsection describing the orientation requirements, it reads, "Completion of this orientation is documented." So, in addition to complying with the enormous number of regulations, there is a clearly defined burden on the part of the hospital to document compliance with the Standards. As arguably the most important of the health system inputs, the performance and the benefits the healthcare system can deliver depend largely upon the knowledge, skills and motivation of those individuals responsible for delivering health services.

Continuous technological change in healthcare stresses employees

In the arena of employee relations, it is hard to find a more challenging environment than healthcare. Changing regulations, rapid technological innovation, long shift hours and a new value-based paradigm will combine to test even the most diligent of healthcare providers and insurers. Centralized, robust documentation protocols will be more important than ever. Healthcare organizations need technology that is portable and versatile enough to allow onsite tracking of errors or violations as well as organizational compliance with new standards. In a value-based paradigm, cost savings and increased value must be proven, heralding in a new focus on analytics as well compliant, thorough documentation can provide consistency and insight for human

resources in the shifting healthcare landscape. More importantly, it can be an invaluable tool for organizations seeking to preserve their most valuable healthcare investment – people.

Staffing: Growing Demand, Dwindling Supply

One challenge that healthcare HR professionals are now facing, revolves just about the staffing of nurses and doctors. As require around the country continues to enlarge, candidates are finding that they have different options when it comes to choosing their work location; ultimately causing a large shortage in staff in certain areas of the country. With the mounting tendency near routine based career models in the healthcare industry, many HR departments are also aggressive to recruit and retain high performing workers. In order to manage these challenges HR Managers can execute Applicant Tracking Systems . These systems reform the hiring method and contain automated notifications and workflows which permit HR managers to rapidly respond to qualified candidates while having admission to compensation data. Healthcare HR can become more considered by running an proficient department and assuring that earnings is low. equipment is familiar with how to bring HR managers in overcome challenges related to recruitment, regulations, treatment, and faculty management, but cannot conquer poor human capital policy and poor planned personnel planning. If healthcare HR develops the correct strategy and has the correct technology behind them, they'll obtain a place at the table.

CONCLUSION

The study enumerates the recent scenario in relation to HRM. These challenges are lack of commitment and initiation, lack of team spirit, poor shift working condition, employee staffing and retention, and conflict among staff members and the employee relation in regulations are the recent issues faced by hospital managers in relation to HRM, which would have been addressed by putting efficient and effect HRM practices in place.The practices of HRM are very important in health sector and modern hospitals need should have alternative approaches for practicing HRM successfully The higher-ranking management in hospitals have to clear strategic direction and observable objectives to get better the management of employees and staff in the hospital

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