



IMPACT OF HRM PRACTICES ON SELECT PRIVATE HOSPITALS IN AMARAVATHI CAPITAL REGION

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ABSTRACT

Health care is now an upcoming field in most cities of India. Managing human resources to work in hospitals are a major challenge in present scenario. Human resource management practices are essential for retaining effective professionals in hospitals. Human resources mean people employed as this concept treats the people as economic whereas the human resource concept treats the people not only as economic, but also a social, physiological and psychological and spiritual beings Strengthened coverage, and increased investments by both public and private players, have empowered the Indian healthcare sector, which is expected to generate close to 7.5 million direct opportunities by 2022. With a shift in focus towards quality of service, particularly with the rising demand for tertiary and quaternary care, the industry requires specialised and highly skilled resources. As a result, a large increase in demand, for nurses in particular, is anticipated.

KEY WORDS: *Human Resources, Physiological, Quaternary, Retaining, Effective*

INTRODUCTION

Human resources mean people employed as this concept treats the people as economic whereas the human resource concept treats the people not only as economic, but also social, physiological and psychological and spiritual beings. People are the economic beings as they need money in exchange of their resources. People can't live in isolation. They prefer to work in the groups and teams. They expect their social needs like belongingness and affiliations to be met at the work place. Since 2005, most of the healthcare capacity added has been in the private sector, or in partnership with the private sector. The private sector consists of 58% of the hospitals in the country, 29% of beds in hospitals, and 81% of doctors. CPPR chief economist released in 2017 has projected people depend more on private sector for healthcare and the amount spent by a household to avail of private services is almost 24 times more than what is spent for public healthcare services. Health care is an important factor in the formation of human resources management which will play a vital role in improving the qualities of human beings.

HRM PRACTICES IN HOSPITALS

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 of the system can deliver depend largely upon the knowledge, skills and motivation of those individuals responsible for delivering health services.

Human resources in health sector reform also seek to improve the quality of services and patients' satisfaction. Health care quality is generally defined in two ways: technical quality and socio-cultural quality. Technical quality refers to the impact that the health services available can have on the health conditions of the population. Socio cultural quality measures the degree of acceptability of services and the ability to satisfy patients' expectations.

In hospitals, a number of personnel of different categories are found working requiring multi-disciplinary expertise and excellence. The doctors, Para-medical staff, nursing staff and staff of managerial cadre have been found playing an important role in offering the healthcare services. It is essential that a hospital manager knows about the qualitative-cum-quantitative requirements of different departments and manages different dimensions of people management in the required fashion.

STATEMENT OF THE PROBLEM

Today, the Indian healthcare sector has become one of the largest sectors, not only in terms of revenue, but also in terms of employment. It is the fifth largest employer among all sectors, both in terms of direct and indirect employment. The sector offers direct employment to nearly five million citizens in India. Strengthened coverage, and increased investments by both public and private players, has empowered the Indian healthcare sector, which is expected to generate close to 7.5 million direct opportunities by 2022. While the public healthcare network is widespread, majority of the service share lies with the private sector, which today caters to 70 per cent of out-patient and 60 per cent of in-patient services. The sector is projected to continue on its growth path, with an estimated market size of USD280 billion by 2020. The private sector is likely to contribute in a major way to this growth. With a shift in focus towards quality of service, particularly with the rising demand for tertiary and quaternary care, the industry requires specialised and highly skilled resources. As a result, a large increase in demand, for nurses in particular, is anticipated.

REVIEW OF LITERATURE

S. Ganapathy, Dr. Ashokkumar M(2017) *A Study On Human Resource Management Practices (HRM) And Job Satisfaction Of Employees Of Paramedics In Private Hospitals* Hospital organization faces various human resources management challenges. Managing human resources are a true challenge for hospital management. Human resource management contributes to the creation of good organizational climate which characterize the growth opportunities, proper distribution of work, reward and pleasant relationship. The correlation analysis shows that the recruitment and selection, compensation and rewards, training and development, team work and performance appraisal are moderately and positively associated with job satisfaction of the employees of paramedic in the private hospital. The private hospitals should appoint employees with skill and knowledge and make them to understand the state of affairs of their employment. In addition, the private hospitals should recruit new employees immediately when vacancy arises and must offer compensation as per the expectation of the employees of paramedics and give incentives and other fringe benefits to boost the employees' performance. Besides, the private hospital should integrate compensation plan with its mission and goals in order to gain or sustain competitive advantages.

Ashish Malik(2017) *Contextual ambidexterity and innovation in healthcare in India*: the role of HRMA qualitative research methodology is applied to explore the role of HR practices in facilitating contextual ambidexterity and subsequent innovations in healthcare in India. The unit of analysis is the "case" of healthcare providers in India and in-depth interview and documentary data in two case sites are analyzed to reveal the role of HRM in facilitating contextual ambidexterity and innovation. Data analysis was undertaken first at a within-case and then at a cross-case analysis level using interpretive manual coding based on how the data explained the role of HRM in delivering innovative outcomes and supporting organizational ambidexterity. The authors found evidence of the use of sets of high-involvement HRM practices for exploration of new ideas and efficiency-driven HRM practices for creating contextual ambidexterity in the case organizations. Further, managerial/leadership style was found to play an important role in creating cultures of trust,

openness, risk-taking and employee empowerment, supported by an appropriate mix of intrinsic and extrinsic rewards. Finally, training was also reported as being central to creating an ambidextrous context for delivering on various innovations in these healthcare providers. This study represents an exploration of innovation in the context of India's healthcare sector through intersecting literatures of ambidexterity, innovation and HRM practices. In light of the emerging economy research context, an important empirical contribution is palpable. Moreover, through a study design which included collecting data from multiple informants on the role of human resources in facilitating innovative outcomes, the authors reveal the role of HR-related initiatives, beyond formal HR practices in creating contextual ambidexterity. This study also reveals the degree to which contextual idiosyncrasies enhance our understanding of the role of HR in facilitating innovation in emerging economies.

NEED FOR THE STUDY

India, being the second most populous country in the world, has many limitations in reaching out to the entire population especially on healthcare and education. 'Sub-optimal functioning' of the public healthcare system is identified as a major impediment in the process of healthcare system development in India. There exists a wide gap between the facility requirements and staffing due to the reduction in government spending on healthcare. This gap can be bridged only by allocating more funds, which apparently is not possible for reasons explained elsewhere.

However, the expectation of the public about the infrastructure and supporting services for healthcare has not diminished. The wide gap between the expectations of the public and the reality is currently being bridged by services provided by the private sector. This has however resulted in commercialization of healthcare, high healthcare costs and denial of services to many.

The private sector now plays a dominant role in India's healthcare delivery system. The factors such as the Economic Policy of 1991, influx of modern medical technology, growing deficits of public sector hospitals and rising affluence of middle class have contributed to the large scale growth of hospitals in the private sector in the last few decades. However, this growth has got its own consequences. Private health services are costly and often ignore the quality factor. There is no serious effort to regulate the private sector, so that it can be used as an effective means of delivering healthcare.

DIMENSIONS OF THE STUDY RECRUITMENT AND SELECTION

Once the required number and kind of human resources are determined, the management has to find the places where required human resources are available and also find the means of attracting them towards the organization before selecting suitable candidates for the jobs. All the process is generally known as recruitment. Recruitment is only one of the steps in the entire employment process.

EMPLOYEE TRAINING

After an employee is selected, placed and introduced he or she must be provided with training facilities. Training is the act of increasing the knowledge and skill of the employee for doing the particular job. Training is the short term educational process and utilizing a systematic and organized procedure by which employee learns technical knowledge and skills for the definite purpose.

PERFORMANCE APPRAISAL

Performance Appraisal is the method of evaluating the behavior of employee in the work station, normally including both the quantitative and qualitative aspects of job performance. Performance refers to the degree of accomplishment of the tasks that make up an individual job. It indicates how well an individual is fulfilling the job demands.

CAREER DEVELOPMENT

Career planning is the process of designing and implementing goals, plans and strategies to enable the organization to satisfy the employee needs while allowing the individuals to achieve their career goals.

PROMOTIONAL OPPORTUNITIES

Advancement within the organization is ordinarily labeled as promotion. It is an upward movement of an employee from current job to another that is higher pay, responsibility, status, and organizational level. A mere shifting of the employee to different job which has better working hours, better location and more pleasant working conditions does not imply promotion.

LEADERSHIP

Leadership is the important element of the directing the function of the management whenever there is a organized group of people working towards a common goals, some type of leadership becomes essential. The power of leadership is the power of integrating. The leader stimulates what is best for the employees. Leadership is the ability to build up confidence and zeal among the people and to create an urge in them to be led.

INTERPERSONAL RELATIONSHIP

A Work group is the number of persons usually reporting to a common superior and having some face to face interaction who have some degree of inter dependence in carrying out tasks for the purpose of achieving organizational goals.

COMMUNICATION

Communication is the process by which all the forms of information are transferred from one person to the other. So far the communication take place there must be some information to be conveyed and there must be two or more persons one to deliver the message and the other to receive it. Communication is said to be perfect only when the receiver understands it in the sense of receiver.

MANAGEMENT OF REWARDS RECOGNITION AND BENEFITS

Remuneration which is also called compensation and wage/ salary mostly performs the contributes to the three critical aspects of human resource management

1. Attracting capable candidates for job
2. Motivate the employee towards the achievement of organizational strategies Retain and capable of over a period of long time

OBJECTIVES OF THE STUDY

1. To Discuss the Dimensions of the HRM Practices in the select private Hospitals
2. To Identify the Impact of HRM Practices in the select private Hospitals
3. To offer suggestions to the select private Hospitals.

HYPOTHESIS OF THE STUDY

1. Ho(Null Hypothesis): There is no significant impact of HRM Practices in the Hospitals
2. H₁ (Alternative Hypothesis): There is significant impact of HRM Practices in the Hospitals

METHODOLOGY OF THE STUDY

The study was collected from PSIMS and NRI Hospital. The data collected 400 respondents from both the hospitals. The tools used for the study are the Percentage Method and Chi-square Test. Likert Five point scale was used for the study with the Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

Table 1: HRM Practices in PSIMS and NRI

Sl.No.	Variables	PSIMS	NRI
1.	Recruitment and Selection	70%	68%
2.	Training and Development	65%	75%
3.	Performance Appraisal	61%	75%
4.	Career Development	67%	70%
5.	Promotional Opportunities	68%	71%
6.	Leadership	67%	72%
7.	Interpersonal Relationship	71%	69%
8.	Communication	61%	65%
9.	Management of Rewards, Recognition and Rewards	63%	70%
10.	Pay	67%	78%
11.	Participative Management	70%	75%
12.	Welfare Security and Grievance Management	76%	81%
13.	Gender Issues	54%	51%
14.	Social Issues	55%	50%
15.	Management Policies and Practices	76%	78%

Table 2: HRM Practices in PSIMS and NRI by using Chi-square Test

Sl.No.	Variables	PSIMS (Chi-square Value)	NRI Chi-square Value)
1.	Recruitment and Selection	0.001	0.002
2.	Training and Development	0.000	0.000
3.	Performance Appraisal	0.040	0.032
4.	Career Development	0.001	0.009
5.	Promotional Opportunities	0.030	0.010
6.	Leadership	0.003	0.005
7.	Interpersonal Relationship	0.004	0.050
8.	Communication	0.007	0.009
9.	Management of Rewards, Recognition and Rewards	0.001	0.002
10.	Pay	0.010	0.030
11.	Participative Management	0.001	0.004
12.	Welfare Security and Grievance Management	0.002	0.006
13.	Gender Issues	0.000	0.000
14.	Social Issues	0.001	0.023
15.	Management Policies and Practices	0.003	0.030

The above table represents the chi-square test of the HRM practices in Hospitals. The Hypothesis is rejected for the HRM practices. The chi-square values for the HRM practices are shown at (0.000), so there is significant association between the HRM Practices and Hospitals.

ANALYSIS OF THE STUDY

The table 1 represents the HRM Practices in PSIMS and NRI hospital. In PSIMS the recruitment selection shows the 70% and NRI is 68%, Training and Development in PSIMS are 65% and NRI are 75%, Performance Appraisal are 61% in PSIMS and NRI are 75%, Career Development in PSIMS are 67% and NRI are 70%, Promotional Opportunities in PSIMS are 68% and NRI are 71%, Leadership are 67% in PSIMS and NRI are 72%, Interpersonal Relationship in PSIMS are 71% and NRI are 69%, Communication in PSIMS are 71% and NRI are 69%, Management of Rewards, Recognition and Rewards in PSIMS are 63% and NRI are 70%, Pay in PSIMS are 67% and NRI are 78%, Participative Management in PSIMS are 70% and NRI are 75%, Welfare Security and Grievance Management in PSIMS are 76% and NRI are 81%, Gender Issues in PSIMS are 54% and NRI are 51%, Social Issues in PSIMS are 55% and NRI are 50%, Management Policies and Practices in PSIMS are 76% and NRI are 78%.

FINDINGS OF THE STUDY

1. The employees are facing the Gender Issues in Both the Hospitals
2. The second issues the employees are faced the Promotional Opportunities
3. The Third Problem faced by the staff in the hospitals are Pay are very low as compared to other hospitals.
4. **Employees with skills to lead transformation face greater demand.** Organizations record higher increases in compensation for health system focusing on transformation.

SUGGESTIONS OF THE STUDY

1. The Hospitals should adopt the policies and committees for the women are facing serious problem relates to the gender issues.
2. The hospitals should take the performance review every month and should promote the promotions for the staff and also increase the pay according to their performance.

3. The hospital providing the monetary benefits but employees feel that Non monetary benefits like recognition, appraise to the employee work.
4. If Hospital management to create healthy work environment to employees, then they will give value and ethical based services.

CONCLUSION

Health care delivery is considered important nowadays and is a service based industry. In this context at the outset the hospital need to make the quality of personnel in the hospital to give their attention on producing their personnel having a flair blending of two professional excellence and Personal commitment. If they are professional sound the patients would get efficient services. Thus the patients would be benefited by getting the quality health care facilities decent behavior and the hospitals would be benefited by the having a positive image which would help in attracting the patients, offering them to the world class health care services, and thus a sound base which would be engineered for the growth and development of the hospital of the world class. Here by to conclude that health care makes the physicians, nurses, and paramedical staff to bring better results

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