

PROJECT TITLE

“HR Policies in Health Care Sector”

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In partial fulfillment for the award of the degree of
Master of Business Administration

**Submitted by
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**Under the Guidance of
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NAAC Re-Accredited “A” Grade Autonomous Institution**



Academic Year 2020-21

G.S. College Of Commerce & Economics, Nagpur
CERTIFICATE

This is to certify that "**Aditya Vilas Koyalwar**" has submitted the project report titled "**HR Policies in Health Care Sector**", towards partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that he/she has ingeniously completed his/her project as prescribed by G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR (NAAC Reaccredited "A" Grade Autonomous Institution) affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur.

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DECLARATION

I here-by declare that the project with title "**HR Policies in Health Care Sector**" has been completed by me in partial fulfillment of MASTER OF BUSINESS ADMINISTRATION degree examination as prescribed by G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR (NAAC Reaccredited "A" Grade Autonomous Institution) affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

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“Aditya Vilas Koyalwar”

Place:Nagpur

Date:15/07/2021

Abstract:

Human resource management (HRM or simply HR) 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. Human Resource departments and units in organizations are typically responsible for a number of activities, including employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems).

HR is also concerned with industrial relations, that is, the balancing of organizational practices with regulations arising from collective bargaining and governmental laws. HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advancement, and further research.

HR now focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion. 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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Introduction

This study sheds light on the relationship between Human Resource Management (HRM) practices with employee satisfactions. The objective of the study is to analyze the implementation of Human Resource Management practices in Hospital Industry and its impact on perception of employees which leads to Satisfaction or Dissatisfaction. Human Resources Management function includes Job Analysis, Manpower planning, Recruitment, Selection, Induction, Training and Development, Performance Appraisal, Compensation Management and Industrial Relation. The study focuses on four functions i.e. Recruitment, Selection, Induction, Training and Development, Performance Appraisal. It is observed that those hospitals following systematically and scientifically Human Resources Management practices create high satisfaction level within employees. These employees are more committed towards better performance.

On the other side in some well – known hospitals, HR Dept. is seen as a mere Cost Centre that ensures the payroll is on time and Leave Record tracking is accomplished. In such hospitals employee satisfaction level is on lower curve. In era of globalization where hospital sector is booming and there is increasing demand of hospital services, all employees should be managed efficiently and effectively by implementing systematically and scientifically Human Resources Management practices. As there is an urgent need to reshape HR function in hospitals in order to have a competitive edge and to be of world class status, Hospital organizations are direly required to take stock of their HR practices without losing any further time to mould HR department as per the need of the hour.

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 favourites for healthcare treatments. Due to the progressive nature of the healthcare sector in India, several foreign companies are intending to invest in the country.

Existing healthcare organizations are expanding by opening hospitals in new service areas and new organizations entering with state of art equipment's, latest technology and marketing strategies. Consequently, competition in the healthcare sector is on the rise. Increased incomes and awareness levels are driving the customers to seek quality healthcare.

The providers in turn need to be more innovative in their approach and offer quality services at competitive price. All this necessitates the systematic Human resource Management by trained and professional managers and administrators.

Human resource management refers to the practices and policies needed to carry out the personnel aspects of management. These include:

- Analysing jobs;
- Planning manpower needs and recruiting competent people;
- Selecting best people;
- Appraising performance and potential on ongoing basis;
- Socializing, training and developing people;
- Managing compensation; Communicating;
- Building employee commitment and so on so forth.

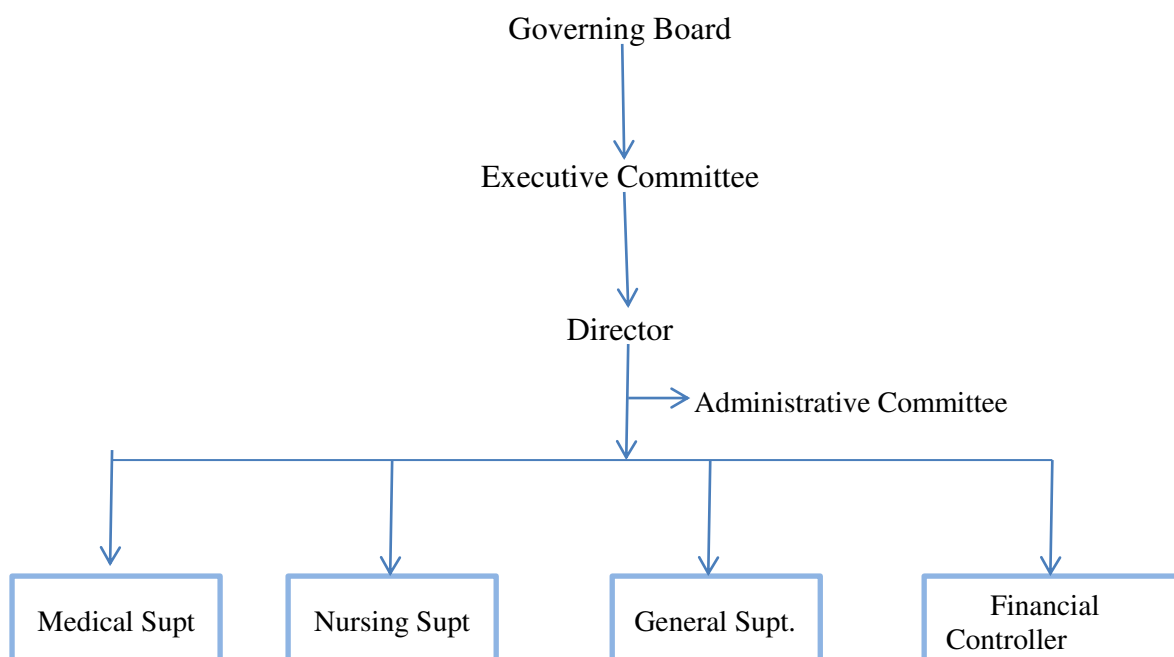
2. About the Organisation

Hospital: as Service Industry

Healthcare Organization

In the healthcare industry, as in most other service industries, the interaction between patients and healthcare service providers (professionals and other employees) is an integral part of the service process. Health Care Organizations should be encouraged to take the role of the patient into consideration in the healthcare service process, and in order to achieve high quality service (White 1999) respond to patients' needs and expectations. Another issue that is likely to challenge HCO management is the central role played by employees in Service quality achievement. White (1995) reported cooperation between employees and managers as the key to providing high quality care, because it can compensate for the constraints imposed by cost containment and managed care. In pursuit of this objective, management might seek to implement progressive HRM practices that encourage service oriented behavior and show concern for employees' organizational and personal needs.

Organizational Chart



Classification of Hospitals

Hospitals have been classified in many ways. The most commonly accepted criteria for the classification of the modern hospitals are:

- (a) Length of stay of patients (long-term or short-term)
- (b) Clinical basis, and
- (c) Ownership control basis.

The following is a discussion on the third aspect. Classification According to

Ownership/Control On the basis of ownership or control, hospitals can be divided into four categories, namely, public hospitals, voluntary hospitals, private nursing homes and corporate hospitals.

- Public hospitals:

Public hospitals are those run by the Central Government, state governments or local bodies on non-commercial lines. These hospitals may be general hospitals or specialized hospitals or both.

- Voluntary hospitals:

Voluntary hospitals are those which are established and incorporated under the Societies Registration Act, 1860 or Public Trust Act, 1882 or any other appropriate Act of the Central or state government. They are run with public or private funds on a non-commercial basis. No part of the profit of the voluntary hospital goes to the benefit of any member, trustee or to any other individual. Similarly, no member, trustee or any other individual is entitled to a share in the distribution of any of the, corporate assets on dissolution of the registered society.

- Private Nursing Homes:

Private nursing homes are generally owned by an individual doctor or a group of doctors.

They admit patients suffering from infirmity, advanced age, illness, injury, chronic disability, etc.

- Corporate hospitals:

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

Types of Management

- Central Government / Government of India:



Ministry of Health & Family Welfare Government of India

All hospitals administered by the Government of India, viz. hospitals run by the railways, military/ defence, mining/ESI/ Post & Telegraphs, or public sector undertakings of the Central Government.

- State government:



All hospitals administered by the state union Territory government authorities and public sector undertakings operated by states/UTs, including the police, jail, canal departments and others.

- Local bodies:

All hospitals administered by local bodies, viz. the municipal corporation, municipality, zila parishad, panchayat.

- Private:



All private hospitals owned by an individual or by a private organization.

- Autonomous body:



All hospitals established under a special Act of Parliament/ state legislation and funded by the central/state government Union Territory, e.g. AIIMS (New Delhi).

- Voluntary organization:

All hospitals operated by a voluntary body/a trust/ charitable society registered or recognized by the appropriate authority under Central/ state government laws. This includes hospitals run by missionary bodies and co-operatives.

- Corporate body:

A hospital runs by a public limited company. Its shares can be purchased by the public and dividend distributed among its shareholders.

Functions of the Hospital

- To provide care for the sick and injured:

This can be done by accommodating them according to their physical condition and financial status. When we talk of physical condition, we mean that some patients are seriously ill and require admission in Intensive Care Unit while others are not so seriously ill and can be accommodated elsewhere (e.g. in deluxe room, single room with AC and without AC, semi-private room and general ward) according to their financial status. There may be some patients who may require isolation. In that case, they should be kept in isolated rooms, but the building should be kept always in a good state of repair, pleasing appearance and providing the patient every mental and physical comfort. In every hospital, there should be sufficient diagnostic and treatment facilities available such as medical laboratory, X-ray, ultrasound, MRI and CT scan for diagnosis, and operation theatre for surgery, labor room for delivery, nursery for children, physical therapy for rehabilitation of patients, so that they may be properly treated

- Training of physicians, nurses and other personnel:

They receive their training in both theory and practice in approved schools and colleges. Therefore, a hospital being a complex and specialized organization must employ highly trained personnel so that they may train others. Particularly in the branch of medical and paramedical education, different associations/councils play very important roles. They make surveys of hospitals and accord their approval. Only these approved hospitals can provide training in medicine, nursing, dietetics, pharmacy, physiotherapy, administration, medical social work, medical record library, X-ray and medical record technology, etc. Capable boys and girls should be attracted

to such courses as a career which offers them fair remuneration, opportunities for self-development and reasonable security.

- Prevention of disease and promotion of health:

It is the duty of the hospital to cooperate with the government agencies. They can treat patients of communicable and non-communicable diseases, notify to the recognized authorities of any communicable disease of which it has knowledge, assist in vaccination programmes of the government, etc.

- Advancement of research in scientific medicine:

In light of the broad social responsibility for maintaining and restoring the health, it is an important function, but no hospital is permitted to do direct experiments on patients. It must resort to necessary tests in laboratories and on animals. They can do so by making observations of functions of the body in health and in disease but they will have to main clinical record of patients accurately for which they have to engage qualified trained medical record technicians who will preserve the record in such a manner that it can be made available for study at any time to physicians and surgeons.

Complications in Hospital Function

A hospital has many organizational and operational elements in common with hotels, industrial organizations and educational institutions. However, a hospital is a unique institution as it includes all activities present in each of the above-mentioned groups. The difference between administrative work in hospitals and in other organizations can be attributed to the existence of the following conditions peculiar to hospitals:

1. The consumers of the services provided in a hospital (the patients) are physically or mentally ill and are rendered services within the four walls of the hospital. As compared with most other institutions of business, government and education, this is an unusual situation and presents quite different problems of management.
2. The customers of the hospital (the patients) have individual needs and require highly personalized and custom-made services, the diagnostic, therapeutic and preventive services provided by physicians, nurses and technicians, with the aid of expensive and specialized equipment's and medication are needs of each individual consumer.
3. In addition to the more common institutional services and functions such as food preparation, general housekeeping, laundry, maintenance, purchasing, personnel, credit and collection and public relations, the hospital also provides a wide range of scientific and technical services such as nursing, diet therapy, anesthesiology, pharmacy, radiology, clinical laboratory, physiotherapy and medical social work. Also, many of its services are provided continuously, round the clock, every day of the year.
4. All these services involve many individuals-the ill customer himself, his emotionally tense relatives and friends, physicians, technologists, clerks and manual laborers. These individuals are working, suffering, eating and sleeping within a comparatively small space and in an unusual atmosphere, highly charged with emotion and tension.

Only a very capable administrator can adequately understand and effectively deal with the human relations problems arising from these constraints.

5. Nurses and certain other personnel must accept direction from both the matron and the physicians under whom they work closely every day. The human relations problems in such situations of dual authority are much more frequent, delicate, varied and complex than in organizations where this situation does not exist.
6. Handicapped by low wages, rigid discipline and some apprehension of exposure to disease, hospital personnel are expected to maintain a very high level of efficiency, as their functioning affects the lives of patients.
7. Another way in which the responsibilities and activities of the hospital administrator differ from his counterpart in other fields is in the amount and variety of training programmes that the hospital has to provide. Training is provided for medical interns and residents (6 months to 1 year), nurses (3 to 4 years), X-ray technicians (2 years), medical laboratory technicians (2 years), physiotherapists (4 years), pharmacists (2 years), medical social workers (2 years), dieticians (2 years), nurse aides and nursing orderlies (1 year). Classroom, clinical and apprenticeship training methods are used in varying combinations. The administrator is responsible for planning and operating these various training programmes. Very few other types of institutions combine such major educational responsibilities with other operating activities.
8. Just as administration in hospitals differs from that in most other fields, similarly, public relations aspects and problems of hospitals are more pervasive, delicate and volatile. The human elements-the consumers (patients), producers of care and services (doctors, nurses and other personnel), the variety of community health agencies, the other competing hospitals, the people in the community (relatives and friends of the patients)- and the conditions and environment in which they are brought together (the

hospital), present public relations problems of a sort and variety vastly different from those of most other institutions.

9. The efficiency and quality of health care services in any hospital is directly dependent on the use of bio-medical equipment's in diagnosis, surgery and therapeutic process. This equipment's invariably employ sophisticated technology made of complex systems. Hence, the problem of maintenance and management of these bio-medical equipment's is complex because there is acute shortage of technical hands who have suitable and adequate training in the maintenance and repairing of these specialized hi-tech equipment's. At times, spare parts and components are not available because the models of these equipment's undergo frequent change. Next, the local dealers in India by and large do not provide worthwhile after sales service or repair. The poor hospital administrator is in a fix whether to go for hi-tech bio-medical equipments or use conventional methods of treatment. If he opts for the first, he either discards these equipment's one after another in view of the above mentioned factors, or enhances the cost of treatment. If he does not opt for hi-tech biomedical equipments, he loses his clientele.
10. The introduction of Consumer Protection Act, 1986 and subsequently, the Supreme Court judgment bringing doctors under the purview of this act have evoked diverse reactions. While the public is happy about what they call it a long overdue judgment; but the doctors and hospital administrators are not happy at all as it will worsen the patient doctor relationship and surely increase the cost of treatment. The poor hospital administrator will have to attend consumer courts for no rhyme or reason in most of the cases as the patients are not only misled by advocates, but the consumer courts issue notices to doctors and hospitals without understanding the nature of complaints filed by patients. In other institutions, such as hotel or industry chief executives can explain to the advocate, in their office, the line of defence to be taken in the consumer

courts before the trial begins, but in case of hospitals, their hospital administrators will have to stand by the side of their advocates to explain each step taken in the treatment of patients by doctors, as neither the advocates nor the judges of the consumer courts possess any medical expertise.

11. Hospital waste management is another peculiar condition to administrative work in hospital and has become a burning issue these days for hospital administrators, as increased awareness of health and its related problems amongst the general public has led to the demand for comprehensive health care facilities which in turn require frequent visits to hospitals by the patients to undergo various tests. This results in the escalating amount of hospital waste generation in the environment. This hospital waste is not like domestic waste, but a potentially hazardous waste. Its unscientific disposal can pose serious problems to the public in general, and the hospital administrator in particular, as it results in increased morbidity due to chemical and radioactive toxicity in the environment and transmission of various diseases. The conventional waste disposal method does not work at all. Hence the hospital administrator faces another peculiar problem what is not faced by a chief executive of a business organization or a hotel in disposing of the waste of their institutions. This distinctiveness of hospital administrations, call for a high degree of professional competence to do justice to the job. It is, therefore, obvious that hospital administration should be entrusted to those who have the necessary training and the right kind of attitude to perform this vital task.

Human Resource: Valuable Assets in Healthcare Industry

Human resources, when pertaining to health care, can be defined as the different kinds of clinical and nonclinical 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. Medical Supt. Nursing Supt General Supt. Financial Controller HRM in health has to function in a sector with some unique characteristics. The workforce is large, diverse, and comprises separate occupations often represented by powerful professional associations or trade unions. Some have sector-specific skills; other can readily move from the health sector to employment in other sectors. The avowed first loyalty of those with sector-specific skills and qualifications (physicians, nurses, etc.) tends to be to their profession and their patients rather than to their employer.

Categories of Employees and Functions:

Broadly speaking Employees are divided into four categories

- Doctors/ consultants/Surgeons – These people are highly qualified & professional.

Their main functions are clinical treatment, Patient care, Medical Audit, Education & Research.

- Nurses:

They are involved in Nursing care, Relationship, Ward Management, Education.

- Administrative Staff:

These people are involved in overall Management of the hospital. It also includes support services like kitchen, Laundry, Engineering, C.S.S.D, Security, and HR Dept. Finance Dept. etc.

- Paramedical Staff: It includes all technicians, pharmacist and so on.

Hospital Ethics



The code of ethics of hospitals goes hand in hand with the code of ethics of physicians. Both of them are required to follow their ethics to render care to the sick and injured. As far as the hospital code of ethics is concerned, it was developed nearly half century ago, but the code of ethics of physicians has been in existence since the days of Hippocrates who lived about B.C. 460-377. Today, the code of medical ethics has become the fundamental law of the hospitals and is applicable to all its personnel, including the trustees.

The trustees are required to employ a qualified administrator to keep accurate records, to provide facilities consistent with community needs, to determine fair policies, to set professional standards and to provide protection to the patients during their stay in their hospital. There should be neither solicitation for patients nor undesired publicity of any kind whatsoever.

Similarly, personnel of the various professions and avocations are required to maintain the dignity and honour of their profession by discharging their responsibilities to ensure that all patients receive the best care without any unnecessary delay; secrecy about their diseases is

maintained and they are not harassed in any way neither by soliciting favours nor by accepting monetary rewards.

The major responsibility of the Administrator of a hospital is also to follow the hospital ethics. His relationship with the trustees should be respectful, refraining from any violation of their confidence. He should be courteous in dealing with patients and relatives. No Administrator of any hospital can be successful without having cordial relationship with the medical staff. It is his responsibility to understand their difficulties, if any, and solve their problems immediately so that they may render care to the sick and injured to the best of their ability.

The hospital code of ethics clearly states that to render care to the sick and injured, to impart scientific knowledge to its personnel, prevention of disease and promotion of health and advancement of research in health related fields are primary responsibilities of the hospital. Though the hospital has many functions, but all are subordinate to its abovementioned responsibilities and must never be allowed to detract in any respect. The very personal information given by a patient and observations made during examination and treatment by the staff of a hospital should be held as a sacred trust and should never be revealed except during academic discussions and in a court of law.

Modesty of the patient is very important. No one including the treating physician and the nurse has the right to expose the patient unnecessarily. Violation of this rule means the loss of confidence of a patient in the hospital staff. Therefore, each and every hospital personnel including the physician, nurse, laboratory and X-ray technicians, physiotherapists, and others should avoid all those acts which would lead to the loss of trust of the patient because whatever a patient tells, he does so in good faith and expects that all the information will be kept secret and used only for treatment purpose.

Therefore, it is for practical reasons that sincerity, reliability, sobriety and calm balanced temperament are required of those who are caring for the sick and injured, otherwise, the

hospital may lose its respect not only in the eyes of the patient but also of the community because each patient belongs to one community or the other.

Thus the hospital code of ethics acts as a Light House and fixes the responsibility on all those including trustees, administrator, medical staff, administrative staff and other personnel of the hospital who have anything whatsoever to do with the care of the patient to make every effort to ensure that all patients receive the best possible care with minimum delay, with utmost skill and efficiency and with the greatest of personal consideration. They should not ask for any compensation or reward from any patient.

Thus, The Human Resource Development manager should exercise due care in the selection in the personnel who can meet the requirements of the positions they occupy and should provide salaries and conditions of service which are commensurate with their qualifications, experience and status so that they may provide efficient and effective service to the patients of the hospital where they work and may not violate hospital ethics by indulging in unethical activities.

3. Research Methodology

RESEARCH METHODOLOGY

The hypothesis formulated for this investigation, the design and method of study, the tools and techniques adopted for the analysis and interpretation of data, and the characteristics of the sample selected for this research are also outlined in this chapter.

The study dealt with the concepts, its related explanations and the various problems from the field of HRM and its execution, Employee satisfaction and Healthcare Industry. It can be conceived that the problem to manage employees efficiently and effectively depends on the behavioural part of the individual which comprises of satisfaction, dissatisfaction, perceptions and attitude etc.

The concept of satisfaction is not only associated to Monetary and Motivational Mechanism, however, it is also interconnected with HR functions like Recruitment, Selection, Induction, Training and Performance Appraisal and so on.

The present investigation has been carried out on the following problem i.e. in what way the satisfaction level of employees varies with the systematic or unsystematic (disorganized) implementation of HRM practices.

Relevance of study

Studies have shown that in hospitals, HRM has achieved better performance among its staff if incentives and motivation to work, bonuses based on performance rated competency of individuals make a significance difference in the overall improvement of the organization.

Thus this study shows the impact of Human Relations on the Health care Sector.

Need of the Study

Though there are many challenges faced by HR in healthcare industry, four major challenges are discussed in this paper namely,

1. Scarcity of Healthcare professionals.
2. Attrition Rate.
3. Employee Burnouts.
4. Challenges in training and development.

A. Scarcity of Healthcare professionals:

Shortage of healthcare professionals like physicians, paramedics (especially nurses) are more in Asian countries where the aging population is keep on increasing. According to the „prediction model“ given by WHO (World Health Organisation) and The World Bank, scarcity of healthcare professional globally will reach 18 million by 2030. This shortage of healthcare workers is a major challenge for HR starting from Recruitment, selection, training, appraisal and so on. Strict HR policies might lead to attrition rate, on the other hand poor HR policy might lessen patient flow in the corporate hospitals.

B. Attrition Rate:

According to Webster’s dictionary, “Attrition is a reduction in numbers usually as a result of resignation, retirement, or death”. Attrition rate is high in healthcare industry compared to other industries. This may be due to increasing scarcity of healthcare staff and also continuing opportunities for health professional in developed countries. Especially attrition rate is too high when it comes to nurses. The challenge that HR faces with respect to attrition is developing an employee friendly environment. Most of the time employees

leave the organisation not just because they don't like the organisation; it is because they don't like their supervisors. It is thus the responsibility of the HR to frame policies that will reduce employee turnover and also helps in effective and efficient productivity.

C. Employee burnouts:

Maslach and Jackson (1981) define Burnout as, a condition of Emotive Tiredness and pessimism which arises often between people involving themselves in human related jobs or similar work. Maslach et al. (2001) states burnout is a condition which is unique relating to the job, not similar to downheartedness/depression that inclines to saturate all aspects of an individual's life. Burnout occurs among healthcare professionals as they work with patients every day. The biggest challenge of HR in healthcare is to help employees overcome burnouts; this could probably be attained through periodic training.

D. Training and Development:

Training is a way of accelerating knowledge and skills that individuals need to perform a job an organisation. It is normally conducted procedurally aiming towards some specific and definite goal that needs to be attained after the training session. Training will normally be given to less experience personnel as it is skill based. Development on the other hand is normally conducted for experienced individuals in an attempt to groom their interpersonal skills within a stipulated time boundary benefiting the individual's growth as well the organisation's objective. To overcome the challenge of attrition and burnouts, periodic training and development need to be given to the employees. Training and Development wing under HRD (Human Resource Development) conducts programmes. This is again a challenge in healthcare

where already scarcity is a problem. Drawing in employees for the training sessions by planning an appropriate timing need to be addressed.

OBJECTIVE OF STUDY/RESEARCH

- To examine the trends of HR practices in selected hospitals.
- To find out the satisfaction levels of employees as a consequence of the HR Practices of the Hospital.
- To establish Relationship between HRM practices and satisfaction levels.
- To make recommendations to these selected hospitals in order to increase the efficiency and effectiveness of its Human Resources.

Scope of the study

The present study covers the Nagpur City and some hospitals of Mumbai. There are total around 57 hospitals in Nagpur. Out of which I have selected 5 hospitals due to covid situation also constraints of time. The present study explores the HR practices in these hospitals and focuses on three functions i.e. Recruitment, Selection and Induction.

HYPOTHESIS

Alternative Hypothesis (H1):

Systematic and scientific HRM practices leads to higher employee satisfaction.

Null Hypothesis (H₀):

Systematic and scientific HRM practices do not lead to higher employee satisfaction.

RESEARCH DESIGN

The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data.

Methods of Data Collection:

I explored the published literature and collected data through secondary sources. Researched data of various known hospitals through the available data on the internet platform.

Sample size: 6 hospitals from around Nagpur and Mumbai.

Sampling Procedure: The sample will be collected from the various well known hospitals of Nagpur and Mumbai.

Limitation of Study

- There are 50+ hospitals in Nagpur but due to time constraint and Covid-19 rules and regulation could able to study 5 hospitals.
- Due to restriction by the government I was not able to visit hospitals and could on find out the on the ground details.
- Most of my study was based on the information available on the internet, but most of the hospitals from Nagpur are not updated on the online platform.
- As the workload was high on the staff of the hospitals it was difficult to coordinate with them.

4. Theoretical Review

Staffing and Recruitment

Staffing includes human resources planning and forecasting, recruiting, and selecting employees. Human resources planning and forecasting is the process that a firm uses to ensure that it has the right amount and the right kind of people to deliver a particular level of output or services in the future. Recruiting is the process used to form a pool of job candidates for a particular job. Selection is the process of making a “hire” or “no hire” decision regarding each job applicant for a job.

Recruitment involves attracting a pool of applicants upon which selection procedures will later be applied. Research suggests staffing effectiveness is both a function of the quality and quantity of the applicant pool

Induction

Induction is the process of welcoming, indoctrination and socialization of new employee to his job and organization. In words of Michael Armstrong, “Induction is the process of receiving and welcoming employee when he first joins a company and giving him basic information he needs to settle down quickly and happily and start work.”

Training

Training In the opinion of Edwin B. Flippo, “Training is the act of increasing the knowledge and skills of an employee for doing a particular job.”

Training in any process by which the attitudes, skills and abilities of employees to perform specific jobs are improved. Training is the process of systematically developing expertise in individuals for the purpose of improving performance. (Barrett & O’Connell (2001) Stavrou-Costea (2005) found that organizational productivity was related to training and development practices, employee relations practices, and efficiency and flexibility challenges. Adequate training enables the generation of a work force that is multi skilled, adaptable to rapid changes and has wide conceptual knowledge of the production system

Performance Appraisal



According to Flippo, “Performance Appraisal is the systematic, periodic and an impartial rating of an employee’s excellence in matters pertaining to his present job and his potential for a better job.” Performance Appraisal is the process of evaluating how well employees perform their jobs when compared to a set of standards, and then communicating that information to those employees. (Mathis & Jackson (2003). A comprehensive and accepted evaluation system can provide valuable feedback to employees and assist managers in making decisions regarding the individual employee.

Benefits

It includes pensions, health insurance, supplemental unemployment insurance, wellness programs, child care etc. Employers use benefits to attract and retain productive workforce.

(Lucero & Allen (1994)

Promotion



The promoted employees feel valued by the organization, and understand that the organization is willing to invest in them in the long term.

PROBLEM DEFINATION

It is observed that Human Resources Management has transitioned from traditional personnel management to Strategic Human Resource Management to Human Capital Management and Talent Management in general. However, it is to be noted that still there are many service organizations implementing Traditional Personnel Management. The personnel management has a limited scope and an inverted orientation. It viewed labor as a tool, the behavior of which could be manipulated for the benefit of the organization and replaced when it is worn-out. In era of globalization where service industries are booming and there is increasing demand of services, all employees should be managed efficiently and effectively. This can be only possible when organization will pay more attention on employee satisfaction. Capowski (1997) rightly pointed out that managerial objectives of HRM practices should be to improve employees' levels of job satisfaction.

The following are the problems of HRM practices faced by many service Industries –

- Hiring the wrong person for the right job.
- Experiencing high employee turnover.
- Finding people not contributing their best.
- Poor time management.
- Having company taken to court because of discriminatory practices
- Having dissatisfied employees who always think about their salaries and perceive them to be unfair and inequitable relative to others in the organizations.
- Failure to provide job related training which will eventually undermine the department's effectiveness.
- Indulging in favouritism and nepotism at the cost of organizational effectiveness.

5. Literature Review

HRM, Employee Satisfaction & Healthcare Industry

In past two decades many healthcare organizations across the globe have realized the importance of human resources and have shown great concern towards their internal customers by investing in a big way for their growth and development. In the liberalized economy, Indian healthcare organizations are also learning to compete locally as well as globally but most of the Indian healthcare organizations have been exploiting only apart of their inherent potential. The main reason behind it is that they have failed to tap the actual potential. People are the greatest asset to a company; it is they who can give the strategic advantage to an organization. So there is a dire need on the part of Indian healthcare organizations to take initiatives to find out the root cause of the gap in corporate growth, goals, business strategies and employee's ambitions and job satisfaction. The first and foremost condition to run a healthcare organization successfully in competitive environment is to devise an efficacious and productive performance management system to manage the performance of the employees in a meaningful manner.

Ching-Chow Yang (2005), study confirms that HRM significantly affects TQM practices. The study concluded that HRM practices have a significantly positive effect on the implementation of TQM. Implementing HRM practices can also have a significant effect on employee and customer satisfaction. It also positively affected “employees' quality awareness” and “corporate image”. The quality performances were also significantly affected by the implementation of TQM.

The management of a firm's human resources is important because it affects profitability and competitiveness through its effects on employees' level of job satisfaction, commitment to the organization, and other organizational citizenship behaviours. Hoon, Lee Soo (2000), The HRM audit provides a means for managers to evaluate their firms' HRM practices and to assess how these HRM activities are contributing to their organizational objectives. The results obtained serves to encourage managers to develop a strategic approach to managing

human resources as well as in measuring the performance of HRM activities. Systematic analysis of performance can help determine priorities that will lead to a more rational approach to the management of human resources

Recruitment is the entry step and if required care is not taken then the organization will have to face adverse consequences. Shefali Goyal (2008) highlights the impact of Internet on recruitment. It also discusses the concept of e-recruitment from the perspective of employers and job-seekers, and throws light on the growing world of job portals in e-recruitment arena in India. Information Technology and Internet have changed the face of an organization. Never more has the concept of "boundaryless organizations" been more apt than in today's world. Internet has increased the reach of organizations both in terms of markets and manpower.

Sreekumar P. (2008) analyzes and compares certain critical HRM strategies with respect to the management of knowledge workers and how the knowledge workers and those who manage them can understand their roles better and contribute to the upgradation of human capital of their firm.

Shrinivas Kandula (2006) find out challenges in handling interview technique as a part of selection is discussed in this paper. Exterior simplicity of interview technique has become the encouraging factor for widespread use of the interview method for a variety of purposes. In order to use the interview method rightly and for right purposes, the practitioner should be conscious of the following challenges:

- Understanding and managing limitations of the interview method
- Understanding the background of interviewee
- Training of interviewers
- Formatting interview
- Understanding purpose/context
- Interviewer to be honest and straight forward

- Interviewers keeping self in high pedestal
- Warming up Advance briefing to interviewee
- Trap of symbol and artifacts
- Making generalizations
- See-off candidate with a positive mind

Michael A. Campion, Elliott D. Pursell, Barbara K. Brown (2006), A highly structured employment interviewing technique is proposed, which includes the following steps:

- Develop questions based on a job analysis
- Ask the same questions of each candidate
- Anchor the rating scales for scoring answers with examples and illustrations
- Have an interview panel record and rate answers
- Consistently administer the process to all candidates
- Give special attention to job relatedness, fairness, and documentation in accordance with testing guidelines.

Every year, millions of rupees are spent on training to improve behavioural orientation and social skills of employees. Despite its importance, often criticism is leveled against behavioural training and many managers are skeptical about its contribution and impact. Therefore, it is incumbent upon all the human resource professionals not only to emphasize the importance of behavioural training but also establish its contribution and credibility. This paper details ten important steps to achieve this. These are:

- Identify employee behavioural training needs
- Identify organizational behavioural training needs
- Transform the needs into behavioural concerns
- Obtain endorsement to behavioural concerns document
- Refine behavioural concerns document
- Develop action planner for behavioural competency

- Audit the content effectiveness of behavioural action planner
- Implement behavioural action planner
- Evaluate effectiveness of behavioural interventions

Shrinivas Kandula (2006) in his book emphasizes the need to follow a systematic training strategy and process for real results out of training implementation. However, efficacy of training programmes is a big question everywhere when it comes to behavioural training. The paper identifies 10 factors that contribute to ineffective training intervention. These are:

- No necessity based training
- No training strategy
- No resource commitment
- No assessment of organizational and employee training needs
- No identification and classification of competencies
- No grading of competencies
- No faculty! coaching development efforts
- No curriculum and methodology development
- No individual team development plan
- No training audit

T. Kiran Kumar (2008) suggested that A Performance Management (PM) system enables the business to measure, manage and optimize its performance and profitability by relating the employees' pay to competency and contribution. It ensures a conducive business environment-enabled healthy performance and brings all the employees under a single strategic umbrella. Integrating the components of PM and managing it effectively isn't easy. In reality, companies have realized that it requires a high level of coordination between information-sharing and timely review.

V.S. R. Subramaniam (1975) Concluded different Performance Appraisal is needed for optimal motivation of different sectors of manpower in an organization, and hence one grand performance Appraisal system should be avoided.

Arvind Mishra, (1998), concluded that Performance appraisal can make a major contribution to individual and organization success by creating an atmosphere of openness and trust.

HR practitioners ought to be able to forecast what type of work, pay and benefits, promotion system and recognition an employee would desire and sculpt these around him. A good indicator of these desires would be their career anchor, Dr. R. K. Premarajan, (2003)

Job satisfaction is popular concept in Industrial Psychology and Human resource Management. At various times it has been linked to productivity, motivation, absenteeism, tardiness, accidents, mental health, physical health and general life satisfaction. The credit for bringing this term in to currency goes to Haprock (1935), according to whom job satisfaction is “any combination of psychological, physiological and environment circumstances that causes a person truthfully to say: I am satisfied with my job.”

Ankush Gupta (2005) discussed Cost containment measures in relation to Human Resource Management.

1. Activity linked recruitment

Hospitals should evaluate the quantum of patient flow to the various departments and adhere to the activity linked recruitment and deployment. The occupancy level of the wards and utilization pattern of the OT should be critically scrutinized to find the optimum staff levels. It is always advisable to pay more salary to the staff and get the optimum level of work done rather than over staffing the hospital. The ideal bed to staff ratio is 1:4. Organizations with a ratio of less than 1:4 are ideally staffed but hospitals with bed to staff ratio more than 1:4 need to undertake right sizing exercise.

2. Automation of HR functions

Automation of HR functions may appear to be a costly and time-taking measure, but in the long term it helps tremendously in cutting cost. For example, if a hospital has a provision of computerized application bank, then huge amount of data can be stored and applications can be retrieved on need basis and money can be saved as number of advertisement released will reduce.

3. Training & development interventions

Hospital's training programme should be focused around "Train the trainer" concept wherein HR department should identify line managers who can effectively impart training and train them in conducting in-house programme. This helps in cutting the cost of the external training programme and also the effect will be much more as line managers will be using live examples to train the staff.

4. Multi-tasking of the staff

HR department should carry out through job analysis and write detailed job responsibilities. This will help in eliminating the duplication of job activities and help in cutting the cost of HR. Also opportunities to merge job responsibilities should be identified to implement the concept of multitasking. For example, point Liftman cum security guard cum driver for hospital security. On the job training should be implemented to execute multi-tasking.

5. Reassessment of the employee benefits

In many hospitals, employees are given certain benefits like free hospitalization, medicines, subsidized food, free beverages etc. in order to cut cost. Hospitals can set the limits and systems wherein every employee benefit is accounted. For example, free medicine to the employee can be given on hospital doctor's prescription only. Setting up limits, like medicine worth a fixed amount will be given per annum per employee will help tremendously in cost containment.

6. Data Analysis and Interpretation

Sr.No	Name of Hospitals	No.of Employees
1.	Wockhardt Hospital, Nagpur	1257
2.	Alexis Hospital, Nagpur	143
3	Care Hospital, Nagpur	80+
4	Lilavati Hospital, Mumbai	1100
5	Dr. Balabhai Nanavati Hospital, Mumbai	1260

HR Practices in hospitals

1. Wockhardt Hospital

Wockhardt Hospitals are one of the tertiary care, super speciality healthcare networks in India offering healthcare services. The chain of hospitals is owned by the parent company Wockhardt Hospitals Ltd., India's 5th largest Pharmaceutical and Healthcare company with a presence in 20 countries across the globe. Wockhardt hospitals, originally called First hospitals and Heart Institute, were one of the early movers among corporate health-care chains in India. The company was established in 1989 and it started its first operations with a medical center in Kolkata, 1989 and a heart hospital in Bangalore two years later. Today the company has its presence across India with 9 multi-speciality hospital networks.

Type	Public
Industry	Healthcare
Founded	1989
Headquarters	Mumbai, India

RECRUITMENT:

A broad Manpower Planning exercise precedes the recruitment process. The manpower planning is done keep in view the present and prospective requirements.

SOURCES OF RECRUITMENT:

The hospital depends on the following sources for their recruitment:

- Placement Consultants

- Walk- in Interviews
- References
- Internal Circulars for vacancies on intranet
- Campus recruitment
- Advertisement in newspapers

SELECTION:

The hospital has adopted a multi-stage selection process which proceeds as follows:

- a) Scrutiny of applications by HR Department, followed by a scrutiny by HOD
- b) Short listed candidates are called for interview which is conducted by Head of Department and HR Manager

The process stands completed when the selected candidates are given offer letters and advised to appear for medical test.

For the selection of nurses there is a slight deviation. Depending upon vacancies, the nurses appear for a walk-in interview with Nursing Director.

Induction Programme

This programme is an introduction, instruction and orientation programme taken compulsorily.

For whom: For all the new joinies

Done How: Done Department wise

Done by: Different people

Done where: In the auditorium and different laboratories

Department	Topics Covered
Customer Care	Overview of manpower planning and customer feedback analysis. How to deal with customers at helpdesk, registration, billing processing, health checkup, speciality clinics.

IT	How does IT help the new joinies in making their work easy. The way they should use it.
Maintenance	Overview of past maintenance records and expected level in future. Instruments use for it.
Nursing	Overview manpower planning, services to be provided, role of nursing in patients care, documentations required, study of procedure in wards, deluxe rooms, ICU, OT, labs, and casualty.
Dietetics	Manpower planning, services provided by the department, food and beverages unit, procedure and documentation required.
Pathology	Instruments used and overview of manpower planning.
Main Stores	Details about the stores. Role played. CSSD Instruments used in various departments, quality check of each instrument and the process followed in each department.
Marketing	Schemes and promotion strategies, customer segments of different departments, associate centres of the hospital

Like this there are various departments which can be seen in the example further with the schedule of what time and whom to meet. This creates a convenience for the trainer and trainee both.

2. Alexis Multispecialty Hospital

Alexis Hospital is a Hospital & Health Care company and has headquarters in Nagpur, Maharashtra, India. Alexis Hospital has 143 employees. It has a revenue of \$150M. It was founded in 2010. Alexis Hospital specialises in hospital & health care. Alexis Hospital is a private.

Name : Alexis Hospital

Industry : Hospital & Health Care

Headquarters : Nagpur, Maharashtra, India

RECRUITMENT:

The manpower planning adopted by this hospital is more or less in line with the general industry practice. However while firming up manpower; the hospital gives first preference to internal sources.

SOURCES OF RECRUITMENT:

Wherever required the hospital depends upon the following external sources

1. Advertisement in Times of India
2. Placement consultants
3. References
4. Job portals

For Junior/Residential Doctors the recruitment sources are students of College of Physicians & Surgeons.

SELECTION:

Procedure for selection being followed is as under:

1. Filling up application forms
2. Scrutiny of application forms
3. Interview of prospective candidate
4. Issue of appointment letter
5. Medical fitness

INDUCTION:

Formal induction is non-existent in this hospital. However induction takes place after a new incumbent joins the hospital and goes through the familiarization process.

3. Care Hospitals

CARE Hospitals, Nagpur, has been acclaimed as a hospital par excellence for its contribution to healthcare in Nagpur city and the surrounding regions. This 105-bed hospital, commissioned on 19 November 2006, has earned a reputation for being the best provider of quality healthcare of international standards at affordable rates.

The multispecialty hospital has doctors of international acclaim, qualified and competent medical, nursing, paramedical and other staff, as well as superior technology and state-of-the-art facilities to provide the best care to patients. We strive to achieve perfection in serving patients by providing quality healthcare, built on the values of compassion, care and concern.

Hospital is accredited by:



RECRUITMENT:

The hospital has a vast data base which among other things also helps in the process of recruitment

SOURCES OF RECRUITMENT:

Wherever required the hospital depends upon the following external sources

1. Advertisement in Times of India
2. Internal advertisement
3. Placement consultants

4. Job portal

SELECTION:

The selection routine goes through the following steps:

1. Filling up application forms
2. Scrutiny of application forms
3. Aptitude test for all categories aimed at judging their technical capabilities. However, Doctors do not have to go through the aptitude test.
4. Issue of appointment letter
5. Medical fitness

For Junior/Residential Doctors the recruitment sources are students of College of Physicians & Surgeons.

INDUCTION

The employees of the official cadre are familiarized with the working system of the hospital through a pre-determined schedule whereby the staffs are required to visit and meet Directors of different departments. In addition induction manual is handed over to them to study and understand the working of the hospital in a comprehensive manner.

4. Lilavati Hospital - Bandra (West)

Lilavati Hospital is a premier medical institution in Mumbai which is known for quality services. The main strength of the hospital is its manpower. The hospital uses diverse sources for firming up its manpower requirements.

SOURCES OF RECRUITMENT:

The hospital depends upon the following external sources –

1. Data Bank
2. Placement consultants
3. Times of India
4. Job Portal (Times.com)
5. Display of vacancy notices in the Hospital Notice Boards

For Junior/Residential Doctors the recruitment sources are students of College of Physicians & Surgeons. They also appoint specialist doctors on contract basis. Since the hospital does not have its own nursing school arrangement, it always has a reserve panel of about 20 nurses to serve as a balance in high requirement situations.

SELECTION

A very systematic procedure is followed by the hospital in the matter of selection of its personnel.

The process begins with the receipt resumes in the hospital, which are first read by the HR Director, followed by a scrutiny by the HOD. Subsequently, after a discussion on the issue between the HOD and the HR Director the prospective candidates are short listed.

The next activity in the process is the issue of interview call letters.

On the designated day, the candidates are put through a process of written test, interview by a panel, following which appointment letters are issued to the successful candidates on the same day.

The natures of written tests for the different categories of personnel are....

Nurses: Technical paper related to the profession

Admin & Others: The paper is aimed to judge the general knowledge by combining essay writing, objective type of questions and numerical ability tests.

Doctors: there is no written test for Doctors.

INDUCTION

The induction programme of the hospital is very comprehensive and systematic as described below:

The induction starts with the new entrants being given a Manual of the hospital. On every 1st and 15th day of the month, the incumbents are put through the induction programme which comprises mainly of lecture sessions with the help of Power Point Presentations covering aspects like, background of the hospital, customer following, services provided, general expectations from hospital staff, disciplinary matters, and personal benefits. The induction programme concludes with a tour of the entire hospital.

5. Dr. Balabhai Nanavati Hospital - Vileparle Mumbai

RECRUITMENT:

At Nanavati Hospital the recruitment process starts with the declaration of vacancies following which the HR department is authorized by the Heads of Departments to fill up the vacancies.

SOURCES OF RECRUITMENT:

The main sources for senior nurses, Administrative staff and Para-medical staff are:

1. Through Times of India
2. Internal Circulars for vacancies
3. Timesjob.com

The prospective candidates sourced from the above are entered in the hospitals Data Bank and regularly updated after enquiring from the candidates about their availability for recruitment

In addition to the above sources, nurses are recruited from the hospitals own School of Nursing. These students are initially appointed as 'trainee nurses' and later promoted to the next level.

In so far as doctors are concerned, The College of Physicians & Surgeons is the major source for recruitment.

SELECTION

The hospital follows the normal selection routine as is followed by the major hospitals such as –

1. Issue of application forms
2. Schedule of interviews
3. Conducting interview
4. Issue of appointment letter
5. Medical examination

7. Conclusion and suggestion

Conclusion

There is an old proverb "Health is wealth". Human Resource management has experienced benefits of introduction of modern concepts like Human Resource Development, Strategic HRM, Competency Development, Work life balance and many others. Implementation of these techniques essentially requires considering human being as a great asset. Like all assets this asset also requires periodic maintenance. It is also said that "Healthy mind in a healthy Body". Hence for achievement of organizational objectives Human health has to be attended to. In this regard healthcare sector has to play major role in management of human health. In fact French and Bell defines "Organisational Development as an effort organization wide to improve organizational health and effectiveness." Researcher therefore indulged in study of this healthcare sector with following specific objectives

- a) To understand the changing dimensions of manpower planning in Hospitals and System of Manpower Planning in Hospitals
- b) To examine Design and Effectiveness of Performance appraisal System.
- c) To study Leadership styles of top management personnel in Hospitals and comparison between Managers in owner driven hospitals and professional hospital.

Suggestions

1. Scientific manpower analysis will demonstrate utilization of manpower and would indicate areas where staff is overburdened or underutilized
2. Hospitals should maintain an employee data bank so that no emergency recruitment activities have to be undertaken.
3. Policy on manpower should a detailed written document .Copies should be given to all employees and also to the new entrants.
4. In the category of Nurses and fresh doctors turnover is high .Exit interview should be rigorously arranged to identify causes and take remedial actions.
5. Human Resource department should always keep ready a vacancy chart. No such chart is presently being prepared. The same should be preferably updated on weekly basis.
6. Detailed job descriptions should prepared for each post. This would enable employees to understand their key responsibilities and would avoid conflicts.

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