



An Analysis Of Intervention Of Human Resource Practices In Hospital Industry. A Case Study Of Raj Hospital At Ranchi

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Abstract:

Human Resource practices are the key element in managing the employee's workforce and achieving the goals of the organization. HR acts as a bridge between the organization and the employees and makes sure the growth of an organization as per the set rules while offering immense opportunities to its employees for versatile development, job satisfaction, work life balance and deals with many issues to ensure the smooth functioning of an organization. A successful HR practice requires a comprehensive approach to manage efficiently the organization's most valuable asset – employee's workforce. This paper focuses on the effective intervention of HR practices in Hospital Industry for developing the employees performance, customer satisfaction, offering best healthcare services with the help of different strategies like: employee training, motivation, grievances handling, job satisfaction, firenze benefits, work life balance and proper utilization of resources. The research work carried out is an Exploratory research and qualitative in nature. The data collected from primary and secondary sources have been arranged systematically and analyzed in five points likert's scale about the HR practices in their organization and the employee's satisfaction levels and their perceptions. The research will prove to be beneficial for the healthcare industry and academia and will provide deeper insights of the HR practices and its effects on employees and organization success for employees' retention.

Keywords: Job satisfaction, Work life balance, Grievances handling, Employee benefits, Training & Motivation.

Introduction:

Human Resource Management plays a pivotal role in optimizing the goals of an organization through the proper utilization of manpower and their skills. This requires the putting the

right people on the right job at right place and maintaining a proper work culture and environment in the organization. To achieve the objectives of an organization the HRM deploys different strategies viz – Training of employees, motivating employees, grievances handling, increasing job satisfaction level, maintaining work life balance, optimum utilization of resources etc. Healthcare industry is a rapidly growing industry and its importance cannot be ignored in the present era, especially when the entire world has seen the dark side of the pandemic Covid-19 where the Healthcare industry and its professionals played a significant role. But it has been observed that all healthcare professionals in most of the hospitals undergo tremendous work pressure and are bound to work for long working hours. This pressure increases more during the outbreak of any pandemic like Covid – 19 which ultimately leads many health professionals to leave their jobs and spoil the work life balance. In the present world where everything is being commercialized, it has also impacted the healthcare sector and hospitals. The approach of the present corporate management is towards earning more profits and revenue which is compelling the employees to work for long working hours under tremendous pressure. This is impacting as poor working efficiency of employees and less customer satisfaction. Proper HR policies are not being practiced in the organizations and human capital is being utilized just as a money making machines instead of considering it as a asset for the management. In hospitals most healthcare professionals feel deprive of the proper remuneration, training & development, leaves, compensation, work culture, working environment, safety, security of job, job satisfaction, work life balance, incentives, bonus and many more. Unless or until the management will not frame the policies and standard operating procedures for its employees it will be difficult for the management to utilize the human resources in true sense and ultimately to achieve the goals of the organization. The HRM has to offer equal and continuous opportunities to its employees to strengthen their skills and expertise in different spheres which will promise the double profit to the organization and will be helpful in retaining the skilled employees. HR managers need to establish a healthy relationships with employees and work as a bridge between the management and employees then only s/he can communicate what the management wants from them simultaneously what the employees want from the management? Today's HR manager must be able to wear multiple hats. This includes being able to functions as an employee advocate, strategic planner, and change manager.

Objectives:

- To analyze the intervention of HR policy for employee welfare in hospital industry
- To study the emerging trends in HR Practices
- To understand the challenges and issues of HRM in hospital industry
- To suggest HRM policy and practices for enhancing the quality of employees.

Review of Literature:

Mrs. Mohana Pillai et.al (2019) has revealed that the HRM assumes a fundamental part in spurring the employee, working on the relational expertise, imparting abilities, regarding, connecting and heightening the issues. Without a doubt they go about as a scaffold between the Management and Employee. Occasional evaluation, surveys, tending to inadequacies, picking standards for representative evaluation/rewards are successful measures in assisting. The HRM needs to plan and foster improved on guidelines. The difficulties like labor force deficiencies and absence of compelling correspondence, absence of collaboration are to be disregarded by HRM for quality medical care.

S Arif Hussain (2018) has mentioned that there is a need to appoint more trained and efficient HR Executives in the hospitals and medical institutions who will play significant roles in recruitment, training, supervision of performance, control, and assessments, appraisals, retention of employees and implementations of policies set by the top management. He advocated that there must be HR experts for the powerful management of human assets in hospitals. He added that in most of the hospitals top HR authorities do not have awareness with respect to importance of Human Recourse and are not practicing quality management practices.

Sonawane, Sandeep Janardhan (2018) has mentioned that there must be a self mechanism developed by the private hospitals to reward the employees who perform well or for their great contributions. As a best HR practices employees should feel free to talk to their superiors and they should have authorities to take decisions according to the situations to deliver the best services. Strategic human resource management practice is crucial for any organization and helps in improving and refining the knowledge of management and employees.

Deepa E. (2017) has studied and analyzed the socio-demographic variables of the employees working in hospitals and as per researcher's findings attrition rates of employees have increased and doubled in the past years in the private hospitals and it is taking place because of poor pay schemes, delayed salaries, insecurities of job, less employee welfare and poor HR practices. It has become a challenging task for the hospitals to retain the skilled manpower in the absence of proper HR policies.

Urvashi Sharma (2017) has explained that organizations need to proactively seek after an essential way to deal with HRM practices and put resources into such practices to accomplish manageable upper hand in unmistakable and immaterial" aspects. Researcher found that HRM practices have genuinely critical relationship with hierarchical execution. Along with prior examinations on HRM practices and organizations' exhibition, the consequence of present review demonstrate that broad utilization of a coordinated way to deal with productive HRM practices yield positive outcomes in term of their impacts on organizational performance.

Diraviam A. (2015) has revealed that an establishment can only develop when it has proper number of well versed and trained manpower since the success or failure of any establishment is mostly dependent upon its dedicated employees. For the smooth functioning of the human resources, the existence of proper HR policies is inevitable in any organization.

Seethalakshmi, R (2012) has pointed out that lack of Human Resource Management limit is one of the significant issues in all the healthcare organizations. To empower hospitals to convey great quality, safe medical services, it is basic to further develop HR Management. There is a requirement for a unit of equipped HR Managers who can completely take on these obligations and who can constantly work on the situation with representatives at their associations by really carrying out the HRM Practices. An equipped HR Professional will actually want to execute viable HRM Practices which upgrades inspiration and occupation fulfillment among the workers which at last prompts Organizational performance.

Suryawanshi, Subhash Masanappa (2012) has pointed out that in the absence of quality employees equipment is misused, software is damaged and processes go wrong. Exclusively by getting and holding skilled employees an undertaking can create a proficient and powerful framework, guaranteeing its proceeded with endurance and adequacy. Hence, the major responsibilities of human resource management have become planning, organizing, leading, evaluating & successfully staffing their enterprises. As HR is seen as more basic to hierarchical achievement, numerous associations have understood that individuals in an association can give an upper hand. Human asset the executives manages the plan of formal frameworks in an association to guarantee the powerful and proficient utilization of human ability to achieve association objectives.

Siddiqui, J. and Kleiner, B.H. (1998) has studied about the most recent advancements of HR rehearses in hospitals and how traditional medical care facilities can embrace this and be benefited thinking about these new improvements in the field of ecological impacts and managing diversity. The health care industry ought to adjust the furthest down the line techniques to contend and make due, for example, utilize additional showcasing apparatuses to draw in human asset the board staff from different enterprises, promote diversity at the work place, promote from inside the organization, and cross-train employees whenever the situation allows.

Importance of Intervention of HR Policy for Employee Welfare in Hospital Industry:

According to ILO, "Employee welfare should be understood as such service, facilities and amenities which may be established in or in the vicinity of undertakings to enable the

persons employed in them to perform their work in healthy and peaceful surroundings and to avail of facilities which improve their health and bring high morale”.

Employee welfare assistance amounts to something accomplished for the solace and intellectual or social improvement of the workers, far beyond the wages paid. In basic words, it signifies "the endeavors to make daily routine worth experiencing for workers." It incorporates different administrations, offices and conveniences provided to employees for their improvement. These facilities might be given deliberately by moderate business visionaries, or statutory provisions might propel them to give these conveniences; or these might be embraced by the government or trade unions, on the off chance that they have the necessary assets.

Since the personnel of healthcare industry always remain alert to handle any situation of emergency and so most of the time they remain stressed and under tremendous work pressure. In such a condition many of them do not feel satisfied with their jobs and willing to quit. It also puts negative impacts on their working performance. Hence it is the moral duty of the organization, they are working for to provide them opportunities for themselves for recreation and rejuvenate while on the job. The staffing should be done adequately and work load should be distributed wisely and equally so that they can take out some time on the job to get stress free and re-energize. Employee welfare is in the interest of employee, employer and the society as a whole. This would help in increasing their work efficiency, achieving the goals of the organization and customer satisfaction.

There is a need of the intervention of proper HR policies and the HR personnel has to be efficient while planning and implementing these policies as policies should satisfy real needs of the workers.

Emerging Trends in HR Practices:

Healthcare industry is changing rapidly in the present world and the new technologies and advancements are taking place. It is being observed that there is a shortage of efficient and trained healthcare professionals in the past years and it has become a challenging task for the HR personnel to retain the well versed employees. Healthcare industry is observing frequent jumps of personnel from one organization to another. In the coming future HR's of healthcare will be busier in hiring, recruiting and training of healthcare professionals. It is matter of concerned for the most HR personnel that "Why so many healthcare employees are taking frequent jumps?" The probable answer is many hospitals/healthcare providing institutions are not uplifting their status and not adopting the latest trends, technologies, innovations introduced for the fastest and safest treatment of the patients. Many of them are

still using the traditional way of treatment only, where the healthcare professionals of new generation mostly feel lacking behind and not seeing any future prospect.

With the introduction and adoption of Artificial Intelligence and Robotics in the healthcare industry the line of treatment has changed and become more accurate, effective and time saving. Many hospitals of good repute, corporate hospitals and chain hospitals have started adopting and training their employees about these new innovations. To keep a track with the present world and be updated the attrition rates of employees is higher now a days. It is the duty of the good HR personnel to suggest the management about these advancements in the field, adopt them and train the employees accordingly to retain the quality health professionals and increase customer satisfaction.

Challenges and Issues of HRM in Health Care Industry:

In present corporate world where everything is being commercialized the healthcare sector is also not in back numbers and the HR personnel are facing many challenges and dealing with several issues in numerous ways to retain the well versed employees, giving best productivity and achieving the goals of the organization. Some of the challenges & issues faced by HR personnel are as follows:

Shortage of Healthcare Personnel: Lack of medical care employee is quite difficult for HR starting from Recruitment, selection, training, appraisal and so on. Severe HR policies could prompt wearing down rate, on the other hand poor HR strategy could reduce patient stream in the corporate medical clinics.

High Attrition Rates: This might be because of expanding shortage of medical care staff and furthermore proceeding with potential open doors for wellbeing proficient in developed countries. More often than not employees leave the association not on the grounds that they don't like the association, it is on the grounds that they don't like their bosses. It is subsequently the obligation of the HR to approach strategies that will lessen worker turnover and furthermore helps in powerful and effective productivity.

Personnel Burnout: Burnout happens among medical care experts as they work with patients consistently. The greatest challenge of HR in health care is to assist workers with defeating burnouts; this could likely be accomplished through occasional preparation and periodic trainings.

Training & Development of Personnel: To defeat the challenge of attrition and burnouts, intermittent training and development should be given to the representatives. Training and Development wing under HRD (Human Resource Development) conducts programs. This is

again a challenge in medical services where as of now shortage is an issue. Attracting representatives for the training sessions by arranging a proper timing should be tended to.

Wage Competition: As the endowment is increasing the market the wage structure is changing and started to hike gradually. For the smaller organizations it is becoming difficult to compete with the bigger brands and retain their skilled employees. The best way for the small organizations to retain their employees is to provide them flexible work schedule, work life balance, job satisfaction and making the smaller facilities more attractive.

Findings:

A research has been carried out on the employees of Raj Hospital at Ranchi to know the intervention of HR practices and policies at their organization. The research was carried out on 100 employees of the hospital and their answers were recorded and analyzed on 5 points likert's scale to reach the desired answer. The Researcher found the following:

- Out of 100 respondents 65% respondents agreed that introduction to new technologies in Line of Treatment is adopted by hospital where as 35% disagreed.
- 85% respondents strongly agreed that there is scarcity of skilled employees, 10% disagreed and rest 5% were neutral.
- 78% respondents agreed that Working hours are long, 16% disagreed and rest 6% were neutral.
- 96% respondents agreed that there is no Work life balance whereas rest 4% was neutral.
- 55% respondents agreed that salary & wages are not at par whereas rest 45% strongly agreed.
- 63% respondents agreed that there is no equal distribution of work, 19% strongly agreed and rest 18% disagreed.
- 59% respondents admitted that the existing HR policies in organization are poor and need to change whereas rest 41% were fine with this.
- 57% respondents agreed that there must be more Training & Development sessions in the hospital to acquaint employees with new technologies and up gradation whereas rest 43% disagreed.
- 68% respondents agreed that there is Job satisfaction & Job security with their current job whereas 23% disagreed and rest 9% was neutral.
- 58% respondents agreed that organization offers them Employee Benefits whereas 42% disagreed.
- 76% respondents strongly agreed that they will be opting for better opportunities in other organizations in future, 14% agreed and rest 10% was neutral.

Suggestions & Conclusion:

It is clear and apt to state from the data received that there prevails a feeling of job insecurity, high attrition rates, lust for better salaries and poor work life balance. These are the biggest challenges faced by HR personnel especially in small organizations. Hence they should focus towards retaining trained employees by offering competitive wages & remuneration, adopting new technologies, introducing training & development programs of their needs, mending HR policies, taking care of their grievances and handling them efficiently, overcoming the shortage of staff and equal distribution of work, offering flexible working timings, increasing work life balance, increasing the feeling of job security and job satisfaction and increasing employee benefits by offering leaves, bonus, incentives, compensation, firenze benefits, medical facilities, recreation facilities and so on.

For this it is inevitable to lay down the proper HR policies and S.O.P's. It requires a proper number of HR executives and supervisors to monitor and continuously evaluate the working of employees through a self developed HR practices mechanism which will ultimately help in to grow an organization and to achieve its goals with versatile development.

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