



HUMAN RESOURCE MANAGEMENT IN HEALTHCARE SECTOR:A STUDY WITH SPECIAL REFERENCE TO SELECT CORPORATE HOSPITALS IN CRDA (FORMERLY IN VGTM AREA IN A.P.)

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Abstract

In the changing economic scenario through Liberalization, Privatization and Globalization (LPG) with Health care to bring a paradigm shift, the Human Resource Management Practices have seen a sea change. Organizations have to be more dynamic and growth oriented to meet the challenges. Human resources are truly the most valuable resource as it activates all other factors of production, physical and financial resources. It is discussed that the factors influencing HRD practices and perceptual difference among the employees, factors influence on HRD practices and results.

Key Words: Human Resources, Healthcare, Hospital.

Introduction

The Healthcare Industry in India has grown phenomenally over the past decade and a half has attracted the attention of the world. Indian Healthcare services have to face the global competition and market demands. The Healthcare Industry is maturing and this is reflected in the volume in terms of large pool of skilled manpower hired by big Healthcare units. Mind sets need to change dramatically especially among leadership levels to cultivate R&D and entrepreneurial environment. Leveraging skill sets is a must as there is a scarcity of talent. An effective HR management has the power to transform the entire organisation. There is blurring of industrial boundaries altering the competitive landscape. The managers will be forced to deal with cultural and intellectual diversity on an unprecedented scale. They have to work with low level skill sets coming from various academic institutions. It's only with dedicated workforce and committed people any company can compete in business and remain successful. Training and development creates an atmosphere of perfection and emergence of skills among the employees. The performance assessment system and career growth play a dual role in determining the individual efficiency and organisational efficiency. The following summary highlights the important breakthrough and findings of the study. The human resource is the most important factor especially in service industry where the value is delivered through information, personal interaction or group work. The emphasis is more due to the unique characteristics. No two individuals can be interchanged or standardized and hence the manager has to follow tailor-made approach to understand the actions, attitudes, needs and urges of the individual concerned.

Statement of the Problem

The growth of the Healthcare industry is drastically influenced by the vital factor Human Resources, as the availability of skilled and trained talent pool is imperative. HRD practices and strategies followed by the Corporate Hospitals are designed to attract and retain the professionals and are formulated to meet the current market conditions. There is no known academic study to ascertain the HRD practices in Healthcare units in CRDA area in general nor there is any study to ascertain the impact of employees' perception about the Training and Development, PAS and Career Growth in particular. The CRDA area in the state of Andhra Pradesh becoming a medical hub has many multispecialty corporate hospitals meeting the health care needs of its growing population. Therefore, the researcher found that management of human resources will play a vital role in enhancing the performance of the healthcare sector. Hence this empirical study is directed towards Healthcare units targeting on the employees perception to trigger thoughts in the minds and find solutions to face the future challenges.

Review of Literature

Charles W. Read, Brian H. Kleiner (1996) - This paper sought to replicate on the importance of training and the importance of learning theory. Ten learning methods were identified to be the best namely videotapes, lectures, one-on-one instruction, role plays, games/simulation, case studies, slides, computer-based training, audiotapes and films. Mark Stam, Eric Molleman (1999) - This article highlighted the role of career development and strategic training policies among IT companies and young IT professionals. Abdelgadir N. Abdelhafiz Elbadri (2001) - This comprehensive study was attempted to examine the emphasis given for training activities both internal and external to maintain competitiveness in the market. The results revealed that many companies neglected to assess training needs and evaluate outcome properly, providing for suggestions and improvements. Shawn Kent (2001) - This article examined the values of Mentor system prevailing in the organisations. The employees who became more productive, derived greater career satisfaction and enjoyed accelerated career growth were identified. Susan Geertshuis, Mary Holmes, Harry Geertshuis, David Clancy, Amanda Bristol (2002) - This paper supported the earlier work to implement good practices in training and its evaluation. The learning process is influenced by multiplicity



of factors based on perceptions about learning and performance outcomes. S.A. Mufeed, Rafai Syed Nasreen (2003) - This paper attempted to ascertain the perceptions of both managerial and non managerial staff towards the existing Training and Development programme in leading J&K Tourism Development Corporation.

Objectives of the Study

1. To analyze the views of employees on the career growth opportunities provided talent retention strategies adapted by the select units.
2. To identify the impact of Training and Performance Assessment on Career Growth of employees.
3. To recommend HRM policies and practices for enhancing the quality of health care professionals in health care sector.

Scope of the Study

The Indian Healthcare industry is operating at high speed having the destination in different metropolis like Vijayawada, Visakhapatnam, Guntur, Bangalore, Hyderabad, Pune, Mumbai, Delhi, and Chennai. The study area is restricted to Vijayawada and Guntur (CRDA Area) as all ranges of Corporate Hospitals are having their operations in CRDA. The study covers the various elements of Training, PAS and Career Growth. Training and development in any Corporate Hospital has become indispensable and a fixed percentage is allotted for training budget. The organizations are expected to adapt proper performance measures to retain their employees. The passions of the employees in Corporate Hospitals are kept in mind for designing career path.

Methodology of the Study

The study is conducted using both analytical and descriptive type of methodology. The study primarily depends on primary and secondary data. The present study is concerned with the collection of information on prevailing human resource practices in the select corporate hospitals of CRDA, Andhra Pradesh. For this purpose, a descriptive research approach was considered more appropriate. The hospitals located in CRDA namely Nagarjuna Hospitals (Vijayawada), Manipal Hospitals (Vijayawada/ Guntur) and Andhra Hospitals (Vijayawada) selected for the study by using random sampling. These are the large corporate multispecialty hospitals with 150 and above beds. The selected Hospitals have a specialized HR department. In these hospitals with a specialized HR department, the HR policies and practices are likely more visible and have a larger impact. The select units are in the form of corporate multispecialty hospitals. The primary data are collected through survey method. Survey is conducted using well formulated Questionnaire. Totally 1000 Questionnaires were distributed and 619 collected out of which 540 completed questionnaires were found usable. Multi Stage Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically in select corporate multi specialty hospitals in the VGTM area is considered. The sample consists of doctors, nurses and paramedical staff who are working in different levels of management. Simple random sampling method is adopted for selecting the respondents from all specialized areas available in each hospital in CRDA Area. The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

Data Analysis

The Statistical tools used for obtaining results are - Z test and Paired Z test, Factor Analysis, K-means Cluster Analysis, Discriminate Analysis, Karl Pearson's Co-efficient of Correlation, and One way Analysis of Variance (ANOVA).

Discussions And Results

In the case of Objectives of HRD, it is found that strengthening of employee retention is considered as important among corporate hospitals. The HRD objectives in these organisations are bent upon developing individual and organisational capabilities through developing suitable climate and inter-personal relationship. As far as HRD needs are concerned, it is derived that the employees are expected to be creative and innovative to think ahead and keep pace with competition. The employees of corporate hospitals' reflections relate to the HRD practices needed to improve efficiency and effectiveness of the organisation as a whole. There are various HRD practices adopted like assessment methods, career planning, compensation, training and development and job rotation adding impetus to the human resource as a major factor. The related issues are also taken care of by the Human Resources department to tap the inherent potential of the employees providing scope for faster development. Induction training program conducted to inculcate the knowledge about the organisation among the new entrants is vital for bringing about the rapport between the company and the employee.

Corporate hospitals are taking much care in organising the training program as it determines their returns in the form of output. The greater the emphasis given by the employer for training their employees, the gap between the expected skill sets and the available skill sets gets narrowed down. It depicts that the training has its reflection on the quality of work and timely delivery taking care of the patients/ customers' requirements. The mission of the organisation is achieved through this



function. The benefits of training accrue to the employees, employers and the customers. The percentage analysis depicts that most of the employees working for corporate hospitals are given Induction training for 3 months. They are also provided with non-induction training program depending on the requirements, some of which are on the job, some through job rotation and others through training courses. Maximum number of the respondents have attended less than or equal to five non-induction training programs many of which are attended internally in the company.

The corporate hospitals provide training programs in-house or externally and the employees prefer to attend in-house training. The self-initiated employees improve themselves by attending training courses out of their own interest. The corporate hospitals are expected to follow norms for the provision of training to their employees for a fixed number of hours usually forty hours in a year as per global standards. The respondents have expressed that maximum number of employees undergo non-induction training for a period less than or equal to 10 days. The employees are asked to reflect on the emphasis of training. They have identified that the companies give same importance to training even with increase in employees' experience. The training needs are identified through proper evaluation system, measuring each individual's contribution. The number of respondents receiving training as a result of appraisal is low and those attending such remedial course are given intensive training practice in the technical side along with other types of training. HRD needs in Healthcare industry have emerged in the form of two factors – Innovative Competition and Organisational Dynamics, but in practice they materialise the HRD practices through Transformational Practices, Employee Upgradation and Policy Enforcement.

The overall view about the self evaluation factors is obtained from the respondents who have expressed that all the ten factors used are significant. The most predominant factors include job knowledge, team work; work assigned and target achievement representing the performance. The respondents have given their views on the effectiveness of the PAS prevailing in the corporate hospitals. The reflections on the core competencies reveal that employees' job knowledge forms the basis for efficient performance represented by quality work. The team work and inter personal relationship exhibited by the employees are also considered inevitable to prove themselves. The workforce of corporate hospitals is expected to think analytically to take up decisions directed towards problem solving. The respondents have expressed that the qualities like prioritising, exhibiting leadership qualities, help building teams are crucial factors highlighting the managerial capabilities of the employees. They are able to judge the situation and move on with strong drive to develop on their positive attitudes. There are various steps taken by the corporate hospitals to make the PAS process effective and workable as planned. They mutually fix up the targets and time schedules to be followed. The evaluation carried over at different levels check for the quality process and performance.

The employees working for corporate hospitals recommend their companies to their friends and are well informed about the various aspects of PAS. They are also justified about the promotion of their peers. The assessment criteria used for evaluation are helpful in understanding the prevailing performance appraisal system. The respondents are willing to discuss the career growth opportunities formally as well as informally and they have knowledge about performance evaluation. The details relating to the career growth planned for in the corporate hospitals are available to the employees to step up in the hierarchy. The mean value analysis signifies the high placement of the best performers through continuous hard work and identifiable performance. The employees of corporate hospitals perceive the correlation between the individual career planning with that of the career opportunities provided by the organisation by perfectly evaluating and positioning the performers.

The respondents are asked to reflect on the path skills they would like to develop to have career advancement. Majority of the respondents opined that they want to shine in the career through people management rather than develop skills individually. The employees track selection, shows that they prefer more of management track than domain and technology to grow faster in the organisational hierarchy. The employees working for corporate hospitals are asked to express their feelings on the career planning aspects provided in the organisation. They believe that the organisation takes care of the career plan path and correlates it with the higher level of skills acquired through training is agreed upon. The Z test reveals that the employees' views on career growth opportunities paved way for challenges among the workforce to develop in their career. The corporate hospitals provide for career growth opportunities along with training and evaluation practices to retain the skilled employees. The results of ANOVA one way analysis show that the employees recommending their company to their friends are well versed with the career opportunities available. The employees expressed their satisfaction upon the promotion policy followed after considering the career prospects offered by the organisation.

Suggestions of the Study

- Since the objectives of HRD in Healthcare industry aims at strengthening employee retention, separate programs may be conducted among the employees to motivate them to develop their potentiality more by realising their strength and responsibility.

- The study has ascertained a significant effectiveness of Induction Training Program in Healthcare Industry. So, the top level management in corporate hospitals may take measures to implement an intensified Training Program in their organisation.
- The employees in corporate hospitals should be educated to the Transformational Practices and equipping themselves for the present organisational environment. They must be ready enough to imbibe the qualities to materialise the policy enforcement of their organisations.
- The learning programs in Healthcare Industry are an indispensable tool to upgrade the employees. So, the corporate hospitals may invest more funds on arranging the learning programs both theoretically and practically.
- The career growth is not an independent phenomenon but it depends upon proper training and perfect evaluation of skills. So, a flawless rigid system must be mechanized in every corporate hospital to simultaneously monitor the growth of the individuals and organisations.
- The corporate hospitals should try adopting current market needs for formulating course content for training programs to provide cutting edge technology widening the business through industry contacts and networking.
- The corporate hospitals determine the worth of the employees based on self evaluation, evaluation by the appraiser and by the reviewer which could be made absolutely transparent to increase the reliability of the organisation among its employees.
- The sustained growth of the corporate hospitals purely depend on their transformed talent pool which are to be appraised using effective measurement system reflecting on the employee turnover.
- The positive relationship existing among the HRD objectives, HRD needs, and HRD practices with the factors of PAS suggests that proper evaluation leads to loyalty among employees and increased reputation of the organisation and reduced churn out.
- The momentum gained by the vibrant workforce is mainly through the advancements in Information technology industry contributing to production of the organisation and placing the economy in the global market. It can be suggested that the young workforce determining the success of the business decides the right place where the knowledge capital can be invested to reap returns.
- It can be suggested that with assured expansion of the Healthcare market, the job opportunities are sure to boost up, which could be sustained only by developing skill sets making the workforce employable and trainable, and guiding the market with excellence through quality, the Indian way.

Conclusion

The Human Resource is considered as the most significant resource activating all other resources in corporate hospitals which are knowledge driven. The Indian corporate hospitals are expected to upgrade their product/service quality to meet the requirements of the global customers with global standards. The management of human resources is essential to enable the delivery of efficient and effective medical services and to achieve patient satisfaction, the studies show that human resources management has a strong impact on healthcare quality, and most of literatures show the importance of human resources management to achieve the goals of health organizations, and emphasize to develop the performance of hospital staff and nurses through periodic training in order to improve the quality of healthcare service, also a strong, well-motivated and highly trained medical profession is critical to the success of the national healthcare reform. The practices of human resource management are very important in health sector and modern hospitals should have alternative approaches for practicing HRM successfully. The senior management in hospitals should have a clear strategic direction and clear objectives to improve the management of employees and staff in the hospital.

Scope For Further Research

The HRD subsystems can be evaluated and studied in detail individually like Training and Development, Performance Management and Career Growth. The retention policies followed by corporate hospitals can be researched to arrive at models and techniques. The role of effective HR department managing the various practices is to be detailed separately. The recruitment process has to be analysed step by step by critically examining the stages such as pre, during and post. The factors contributing to the organisation to remain as employer of choice can be analysed. The study can be extended to the related business of Healthcare. A comparative study between manufacturing and corporate hospitals can be done. The crucial HR practices differentiating manufacturing and services sector can be examined. The creation of unions in corporate hospitals can be predicted and its role can be projected. The application of Buddy system and Mentoring can be studied with respect to corporate hospitals. A separate study relating to 360-degree appraisal can be carried out. Stress management and work life balance are gaining importance with increased pressure on workforce and time management. Introduction of Assessment centres to identify the competencies can be evaluated. Knowledge management and KPO are also identified as areas of interest. Leadership and administration styles are to be studied as the employees are lagging behind in these qualities in India and have to improve upon them.



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