

**A STUDY ON HUMAN RESOURCE PRACTICES IN SERVICE INDUSTRY WITH
SPECIAL REFERENCE TO HOSPITALS IN NASHIK CITY**

Dr. Shinde Suvarna Rahul

Director in-charge
Navjeevan Institute of Management, Nashik
email-drshindesuvarna@gmail.com

Dr. Preeti Mahesh Kulkarni

Director
Moonje Institute of Management, Nashik
email-preetimaheshk@gmail.com

Abstract

Healthcare Industry is one of largest and fastest – growing industries all over the world. Healthcare Industry and its services has become one of the India's largest sectors, in terms of revenue and employment. The Indian healthcare sector is growing at a brisk pace due to its strengthening coverage, increasing expenditure and services by public as well private players. Hospitals and Medical practitioners play a significant part in delivering healthcare services in India. The primary and most important part for any service sector to be more productive and profitable is Human Resource and its management. Hospital industry has a wide and intensive form of services which are related to wellbeing of human beings. The job of managing a health care service involves planning, organizing and coordinating of services and requires excellent communication & time management skills while dealing with the patient and their relatives, staff and members of various departments. Thus the study is in relation with the Human resource practices followed in hospitals with reference to Nasik City.

Keywords: Human Resource Practice, Hospital, Healthcare services, Human resource planning

INTRODUCTION

In India, Service Industry forms the backbone of social and economic development for the country. It has emerged as the fastest-growing sectors in the world economy. The most important service in the Indian economy has been in the health sector. A strong and well-defined health

care sector helps to build a healthy and productive workforce. Hospitals render personalized care and treatment to individual patients as well as to meet the health care needs of the patients and their relatives. Work in hospital requires co-ordination and a very high degree of division of labor that is highly specialized and divided among a wide variety of professionals, semi-professionals and non-professionals requiring diverse skills and talents. Each is interdependent upon the other that requires excellent co-ordination and effort. The demand for quality health care is poised to increase with awareness about health. Healthcare understanding of the people in India has undergone a tremendous change in recent times which has led to an increased demand for high quality medical care & facilities. These are the reasons why Human resources practices hold immense importance in the Healthcare industry. Hence, it is important to study how the hospitals implements Human resource practices and to know various factors affecting HR practices in hospitals in Nashik city.

OBJECTIVES OF THE RESEARCH STUDY

1. To study and identify various human resource practices implemented in the Hospitals of Nashik city.
2. To study the various factors affecting human resource practices in hospital.

RESEARCH METHODOLOGY

This research is exploratory in nature. The study mainly concentrated on the hospitals in Nashik city which is registered under Nashik Municipal Corporation. Multistage sampling where stratum, quotas and simple random sampling, at various levels of research had applied. Total three hundred and fifty nine numbers of specimens were tested and analyzed by the researcher the bifurcation is as follows 76 hospitals 103 staff, 76 doctors, 104 patients. Primary data was collected with the help of sources such as Doctors, Management team of the hospital, staff, and patients through structured questionnaire. Direct observation and discussion was also involved in the research as a method of data collection. The secondary data have been collected from related journals, books, newspaper and internet. For hypothesis testing statistical tool were applied like

Chi-square & t-test etc. simple comparison as well percentage method were also applied to analyze the data.

FINDINGS

A HRM practice in any service sector is considered as one of the most important components and the main reason for this is people will work better and provide best of their efforts when they are content. Researcher is trying to explore and analyze HRM related practices in the hospitals of Nashik city

1) Manpower Planning: Majority of the hospital in Nashik city comprised of multi-specialty and super specialty hospitals where Private ownership is dominant phenomenon. Manpower planning decision is mostly done by HR department but with consultation of top management. Staff of most of hospitals comprise of Residential Doctors, Consultant doctors, visiting doctors, medical assistants, nurses. Most of employees in this sector are male. But it was found that in most of Gyneac & obstetric hospitals experienced nurses are required for delivering proper routine services. It was observed employee – patient ratio is very low and thus it puts more burden on assistant staff to handle the patients and thus it lead to discouragement and impact their overall productivity

2) Management Support:

Top management interference is more in decision making. Thus individual freedom and delegation of authority de-motivate HR team to deliver the maximum output. HR department formulates policy with consultation of Top Management. Participative leadership style, Top Management support, operational freedom, strong ancestral base are important factors in the case of service excellence.

3) Human Resource Department:

Most of the Hospital have well functioned HR departments which have HR manager and HR executives. They frequently conduct departmental meeting, followed by a review meeting between the HR manager and top management to discuss future plans and past

performances. The role of HR manager is strategic in nature. Human resource practices like man power planning, selection, training, wage & salary administration, waste disposal management, legal aspect but very few hospitals concentrate on retirement plans , exit interview of an employee, employee exit option and labor unions, carrier planning of their employees are done through this department. Hospitals are mainly concentrating on the accreditation related requirements.

- 4) **Human Resources Practices:** Following are the HR Practices followed in most of hospitals



- i. **Recruitment:** Hospitals follow both Internal and External source for recruiting skilled semi-skilled and unskilled employee. Majority of hospitals follow promotions, existing employee references, advertisements in newspaper and employee agencies for fulfilling need of human requirement of the hospitals. But it is also observed that there is no uniform & particular criterion for recruitment of the hospital staff.

- Internship facility to the students during their course is provided by some of hospitals. If the student is competent enough, he will become an employee.
- ii. **Selection:** Doctors are interviewed and are selected by top management of hospitals and for hospital staff like nurses and other assistant staff HR department places an advertisement if there is any vacancy. The screening of resume and the reference checking will be done followed by an interview with the HR manager and the concerned department head. Eligible candidate will be interviewed by the Top Management and finally the employee will be selected based on his performance in all the rounds. In some of hospitals Employee has to go through medical examination. Once employee clears medical test and performs all joining formalities he will be taken in muster roll. In most of hospital probation period range from 3 to 6 months.
 - iii. **Induction:** Induction program includes common classes, meeting with the head of the departments or spending time for department familiarization
 - iv. **Training and Development:** Training is provided for quality improvement in the hospitals. Almost 65% hospitals training is provided for patient handling problems while others are providing training for adaptation of new technology. 60% of hospitals follow apprentice & job rotation as training methods. It was also observed that 80 % of hospitals bear the cost of training to the staff while 15 % of hospital ask employee to bear the cost of training.
 - v. **Performance Appraisal:** Majority of hospital prefer yearly appraisal while some do half yearly. 75 % of hospitals performance appraisal of the employees is done by the management while in 45% of the hospital performance appraisal is done by the human resource department in approximately 35% hospitals performance appraisal is done by the head of the department. Payment increments policies are linked with skilled performance and results of performance.

- vi. **Compensation:** Compensation plays an important role as motivator for employees. A pay philosophy is organizations commitment to how it values employees. 40% hospitals are linking the salary of their employees to the cost of living in surrounding locality.38% hospitals are linking salary to the performance while only 2% hospitals are linking government rules for the salary. Employees are getting monetary as well as non-monetary benefits. Non-monetary benefits include travel allowance, medical Insurance, concession etc. But number of hospital providing non-monetary benefits is very few.
- vii. **Grievance Redressal :** In 75% hospitals conflicts are solved by the discussion while in 68% hospitals counseling is done for the conflict resolution In 51% hospitals conflicts are resolved by giving warning in 41% of hospitals notice is given for the conflict resolution in 12% of hospitals conflict goes up to the charge sheet level for resolving the conflict.
- viii. **Welfare Measures:** Most of employer provides appropriate & adequate welfare measures for the comfort of their employees while at work for maintaining their motivation level high. From studied sample it is observed that 90% hospitals provide uniform as a welfare facility to their employees followed by medical benefits, canteen facility, washing allowance and other facilities. Employees are getting casual leaves, sick leaves, privilege leave sand also the compensatory off. Festival celebration is also observed in many hospitals.
- ix. **Exit Practices:** It was found that most of the employees leave the job for various reasons among them better opportunities and personal problems are the reason for their exit. Usually one month notice period has to be given by employees. Very few hospitals go for exit interview.

FINDINGS & DISCUSSION

In widespread of the sample it is being noted that the organized human resource practices are not being performed. It is observed that highly qualified doctors are the back bone of the hospitals but even though the qualified & experienced doctors are not fully aware of the practices of human resource management. The rate of emergency cases is high in private hospitals in comparison with the government hospitals so working hours may get extended in private hospital where as the duty hours in the government hospitals are in fixed shifts. In most of the hospitals management's opinion is that they follow the participative leadership style but majority of employees has opinion that they have no voice in decision making. No registered labor union is found in the hospitals in the Nashik city in studied sample. There is no grievance cell available in the private hospitals. Grievances are resolved by discussions or if not resolved the employee is directly fired from the hospital. In the majority of the hospitals workers were facing the problem of extra workload with minimum returns but they were not ready to open up due to the fear of job insecurity.

CONCLUSION

Human resource planning is very complex and important task in any organization with the changing demo graphs hospital should have to adopt with the latest trends as now days the people in society are become health conscious, so doctors should have to mould their practices according to the demand of the society, which will help the hospital for sustaining in growing competition. For proper execution of the services delivered to the patient there is need to delegate the administrative part of the human resources to the HR manager which will lend a hand to the doctors for delivering the proper health services to the patient. Government should have to work on defining some standard norms for the workforce in the health sector industry. As those health organizations are the backbones of the society for providing the healthy workforce to the society. New technology should have to implement time to time in the hospital for getting competitive advantage.

BIBLIOGRAPHY

- Chee, W., Kamal, M., & Wingender, J. (2011), Improving Hospital Performance through Organizational Culture, *Advances in Management*, 4(7), pp 33-38
- Gold, J., & Yeo, R. K. (2012). Socio-cultural mediated action in action learning for human resource management and human resource development. *International Journal Of Human Resources Development & Management*, 12(4), 329-344.
- Tomar, Avantika, and Dhiman, Amit,(Apr'-Jun'13),Exploring the Role of HRM in Service Delivery in Healthcare Organizations: A Study of an Indian Hospital,*Vikalpa*,vol.38(2).pp 21-38
- Goel S.L., (2004) *Health Care Management and Administration*, New Delhi, Deep & Deep Publication Pvt. Ltd., pp 21
- Goyal S.P., (1990), *Personnel Management-Selected Reading in Hospital Administration* Indian Hospital Association-New Delhi. pp-13
- Mamoria,C.B., and Gankar, S.V.,(2009), *Personnel Management*,_29thed.,Mumbai, Himalaya Publishing House Pvt. Ltd., pp 4
- Sharma,D.K.,Goyal,R.C.(2010), *Hospital Administration And Human Resource Management*,_5th ed.,New Delhi, PHI learning Pvt. Ltd., pp 141
- <http://library.unigoa.ac.in:8081/xmlui/bitstream/handle/123456789/231/T-451.pdf?sequence=1>
- http://shodhganga.inflibnet.ac.in/bitstream/10603/5436/8/08_chapter%203.pdf
- <http://www.dypatil.in/picrepimage/thesis/MRINALI%20BABURAO%20TIKARE.pdf>
- <http://www.beckershospitalreview.com/hospital-physician-relationships/who-will-be-on-your-team-acquiring-a-physician-practice-requires-multi-faceted-due-diligence.html>
- <http://deepblue.lib.umich.edu/bitstream/handle/2027.42/61498/?sequence=1>
- <http://www.ejeta.org/specialMay07-issue/ejeta-special-07may-3.pdf>
- http://www.google.co.in/url?sa=t&rct=j&q=&esrc=s&source=web&cd=6&cad=rja&ved=0CEwQFjAF&url=http%3A%2F%2Fwww.rguhs.ac.in%2Fcdc%2Fonlinecdc%2Fuploads%2F15_HM03_41520.doc&ei=Jo_PUqr-

[IomKrQeFzIDoDA&usg=AFQjCNFt3qRzGyCpn2OGkTU0wcOL5WRf0A&bvm=bv.59026428,d.bmk](https://www.healthcareadministration.com/what-is-the-function-of-hospital-human-resource-management/)

- <http://www.healthcareadministration.com/what-is-the-function-of-hospital-human-resource-management/>
- <http://www.healthcareadministration.com/what-is-the-function-of-hospital-human-resource-management/>