HUMAN RESOURCE PRACTICES IN PRIVATE HOSPITALS IN TIRUPPUR DISTRICT, TAMIL NADU

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Abstract

Human resources have been recognized as an indispensable input for the organizational effectiveness and efficient management of this resource has assumed a critical role to play in the performance and success of the organizations. Effective human resources management strategies are greatly needed to achieve better outcomes from and access to health care in India. Human resources in health sector reform also seek to improve the quality of services and patient's satisfaction. Human resource professionals face many obstacles in their attempt to deliver high-quality health care to citizens. Some of these constraints include budgets, lack of congruence between different stakeholder's values, absenteeism rates, lack of promotional, lack of administrative System, high rates of turnover and low morale of health personnel. Better use of the spectrum of health care providers and better coordination of patient services through interdisciplinary teamwork have been recommended as part of health sector reform.

In this juncture the present study was conducted among private hospitals at Tiruppur District with the objectives of understanding with the HR Functions in hospitals, general management System, employee turnover, reward and promotional Policy, training and Development and recruitment Process. The study also has intended to assess the Human Resource Management Processes and Practices in hospitals and to suggest HRM Policy and Practices for enhancing the quality of employees of private hospitals. The present study is descriptive in nature and hence descriptive design has been established. The sample taken for analysis consisted of 375 employees they were selected through stratified proportionate random sampling method. From the survey it was observed that nearly half of the respondents were highly satisfied with the Practices of HR Functions in these hospitals, Working environment, recruitment Process, Manpower management, Training and

Development, promotional Policy and employee Retention programmes practiced in these hospitals. Thus, the researcher suggested to the private hospitals management and its HR departments to review its policies and practices on the above stated issues and reframe an effective bench marking towards creating employee's commitment and in retaining them for a long duration.

Key words: Hospitals, General Management System, Employee Turnover, Reward and Promotional Policy, Training and Development and Recruitment Process

Introduction

Hospitals are the social systems, which combine medical science, people and technology and are form on the basis of mutual interests. Human resources have been described as "The heart of the health system in any country". Human resource development in the hospitals is directed by various physical and psychological factors (Syeed, 2005). Modern researches have proved that not only fine materials, sophisticated technology, good working conditions make for progress and effectiveness of an organization but employees motivation, performance, abilities and skills play a crucial role in determining the effectiveness of an organization (Michel Armstrong, 2006). In modern hospitals, different categories of staff work in different capacities. The doctors, the nursing staff, technicians, management personnel, all contribute substantially to the smooth functioning of the hospitals. Hospitals employees are supposed to work with the single motto of making available to the patients, the services up to their expectations. In hospitals, employees have to work in different conditions and make use of different type of technology (Paul and Anantharaman, 2003).

The effectiveness of hospitals services (HRM) is reflected in several dimensions of quality of patient care such as availability of physical infrastructure, adequacy of equipments and supplies, services and amenities provided, prescription practices, referrals, record maintenance, prices of services, maintenance and upkeep, adequacy and competence of staff, the level of staff's motivation and dedication, their approach towards work, behaviour of staff, interpersonal relations, work environment, work relationship, professional satisfaction, personal losses and gains, main bottlenecks and effectively of treatment (Saroj et al. 2013). These dimensions provide a useful framework to analyze the extent a quality of care provided in the hospitals. Quality of hospitals represents how well we do what we do. Thus quality is doing the right thing right the first time and doing it better the next time and it is simple process of incremental improvements of the status quo. Evidently, quality of health care means how well a hospital treats the patients when they are sick and quality management involves the measures taken by the hospitals to ensure and improve the

quality of care provided. Understanding competencies needed in managing HR functions, which hampers its ability to identify competent HR managers and employees (Weissman et al. 2009).

A 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 and access to health care in India (Chiok Foong Loke 2001). Human resources, when pertaining to health care, can be defined as the different kinds of clinical and non-clinical staff responsible for public and individual health intervention. Arguably the most important of the health system inputs, the performance and the benefits the system can deliver depending largely upon the knowledge, skills and motivation of those individuals responsible for delivering health services (Alison et al. 2004). Human resources in health sector reform also seek to improve the quality of services and patients' satisfaction. Human resource professionals face many obstacles in their attempt to deliver high-quality health care to the citizens. Some of these constraints include budgets, lack of congruence between different stakeholders' values, absenteeism rates, lack of promotion, lack of administrative system, high rates of turnover and low morale of health personnel. It has been recommended that better use of the spectrum of health care providers and better coordination of patient services through interdisciplinary teamwork as part of health sector reform (Stefane, 2010).

The present study has been undertaken to know the process of human resource planning, job analysis and examine the methods of human resource recruitment, selection, assessment of training needs and its utility, impact of motivational schemes on Hospitals managers/administrators as well as employees of hospitals in Tiruppur District. The researcher anticipates that the study may throw light on some of the critical aspects of HR practices in hospitals in the Indian context and perhaps spark the interest in social work practitioners particularly those working as HR managers in hospitals alike in this new avenue of social work research and practice. Thus, the present study has a vast scope of utilization in framing policy and action towards the issue of HR practices in hospitals.

Methods and Materials

Objectives of the Study

1) To examine the trends of HR practices in hospitals at Tiruppur District.
2) To portray the selection and recruitment process, placement and promotion, training and education, compensation and motivation, performance appraisal and career development for the hospitals employees.

3) To suggest suitable measures for overcoming challenges in practices of HR policies and functions in hospitals at Tiruppur District.

Research Design

It provides a generalized picture of effects of HR practices in private hospitals in Tiruppur District. The study also views the HR functions in hospitals. The study also intends to assess the Human Resource Management processes and practices in hospitals and suggest HRM policy and practices for enhancing the quality of employees of hospitals. Thus, the study describes the existing status of the employees with regard to the above said variables, the present study is descriptive in nature and hence descriptive design has been established. The data collected by administering questionnaires were chosen and analyzed to enable the researcher to make estimation of the precision and generality of the findings. Hence, for this research descriptive design has been adopted for collecting primary data. The researcher has used structured interview schedule and one standardized scale on HR practices in hospitals. The structured interview schedule was used to collect data from the employees of private hospitals in Tiruppur District. Based on the purpose of the research the data were processed and analyzed. The processing and analysis of the data was done manually and by computer computation. Chi square test, ANOVA, 'Z'- test, correlation and Multi regression were considered for statistical analysis.

Universe and Sampling Technique

The present study includes 25 private hospitals in Tiruppur District. The researcher has selected 15 employees from each hospital by using stratified proportionate random sampling method. The sample taken for analysis consisted of 375 employees who were selected from each hospital through stratified proportionate random sampling method.

Major Findings of the Study

Socio-Demographic Characteristics

- More than half (58.1 percent) of the respondents belong to the age group of 25 years.
- A Majority (67.2 percent) of the respondents are female.
- Half (53.9 percent) of the respondents are hailing from urban areas.
- More than half (56 percent) of the respondents are married
- Nearly half (48.5 percent) of the respondents have completed under graduation
- A majority (74.4 percent) of the respondent are from nuclear family system.
- Two-third (66.7 percent) of the respondents has 0-5 members in their family

- One-third (31.2 percent) of the respondents have had 11-15 years of working experience.
- Two-third (77.3 percent) of the respondents belongs to the annual income group of Less than Rs. 1 lac
- A Majority (77.3 percent) of the respondents opined that an emergency and critical care service is a specialist function of their respective hospitals.

Subject Variables

- **HR functions**: One-third (37.6 percent) of the respondents were highly satisfied about the practices of HR functions in their respective hospitals and 43.6 percent of the respondents were satisfied about it.

- **Working Environment**: 44.8 percent of the respondents were satisfied about the working environment in their respective hospitals, 31.7 percent of the respondents were highly satisfied and remaining 23.5 percent of the respondents were dissatisfied about it.

- **Recruitment Process:** More than half (56.5 percent) of the respondents were highly satisfied about the recruitment process in their respective hospitals, 21.3 percent of the respondents were satisfied and remaining 22.1 percent of the respondents were dissatisfied about it.

- **Manpower Management**: 43.5 percent of the respondents were highly satisfied about the Manpower management in their respective hospitals, 40.5 percent of the respondents were satisfied and remaining 16 percent of the respondents were dissatisfied about it.

- **General Management:** Nearly half (48.5 percent) of the respondents were highly satisfied about the General management in their respective hospitals, 30.1 percent of the respondents were satisfied and remaining 21.3 percent of the respondents were dissatisfied about it.

- **Training and development**: More than half (54.7 percent) of the respondents were highly satisfied about the Training and development in their respective hospitals, 29.9 percent of the respondents were satisfied and remaining 15.5 percent of the respondents were dissatisfied about it.

- **HR functions**: More than half (54.7 percent) of the respondents were highly satisfied about the HR functions in this hospitals, 29.9 percent of the respondents were satisfied and remaining 15.5 percent of the respondents were dissatisfied about it.

- **Promotion policy**: A majority (43.7 percent) of the respondents was highly satisfied about the promotion policy in their respective hospitals, 38.2 percent of the respondents were satisfied and remaining 18.1 percent of the respondents were dissatisfied about it.

- **Reward system**: Nearly half (52 percent) of the respondents were highly satisfied about the Reward system practiced in their respective hospitals, 25.6 percent of the respondents were dissatisfied and remaining 22.4 percent of the respondents were satisfied about it.

- **Employee Retention:** Nearly half (49.6 percent) of the respondents were satisfied about the Employee retention programme practiced in their respective hospitals, 36 percent of the respondents were highly satisfied and remaining 14.4 percent of the respondents were satisfied about it.

Perception on HR Practices in Hospitals

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Table 1

Distribution of the respondents according to their perception towards various dimensions of the practices of Human Resources in hospitals

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S. No.	Dimensions of the practices of Human Resources in hospitals	No. of Respondents (n = 375)	Percentage
1.	**People Focus**		
	Low	93	24.8
	Medium	154	41.1
	High	128	34.1
2.	**Strategic Human Resource Planning**		
	Low	82	21.9
	Medium	151	40.3
	High	142	37.9
3.	**Prospects for Vertical Growth**		
	Low	73	19.5
	Medium	168	44.8
	High	134	35.7
4.	**Citizenship Behaviour**		
	Low	75	20.0
	Medium	182	48.5
	High	118	31.5

5.	**Nurture and Facilitation**		
	Low	57	15.2
	Medium	113	30.1
	High	205	54.7
6.	**Merit Rating and Feedback**		
	Low	91	24.3
	Medium	180	48.0
	High	104	27.7
7.	**Collective Thinking and Knowledge**		
	Low	76	20.3
	Medium	157	41.9
	High	142	37.9
8.	**Team Culture**		
	Low	72	19.2
	Medium	149	39.7
	High	154	41.1
9.	**Welfare Benefits**		
	Low	86	22.9
	Medium	183	48.8
	High	106	28.3
10.	**Compensation and Reward**		
	Low	72	19.2
	Medium	200	53.3
	High	103	27.5
11.	**Work Culture**		
	Low	82	21.9
	Medium	160	42.7
	High	133	35.5

12.	Overall level of perception on HR practices in hospitals		
	Low	70	18.7
	Medium	161	42.9
	High	144	38.4

Table 1 depicts that two-fourths of the respondents have medium level of perception towards various dimensions of the HR practices in hospitals such s People Focus (41.1 percent), Strategic Human Resource Planning (40.3 percent), Prospects for Vertical Growth (44.8 percent), Citizenship Behaviour (48.5 percent), Nurture and Facilitation (30.1 percent), Merit Rating and Feedback (48.0 percent), Collective Thinking and Knowledge (41.9 percent), Team Culture (39.7 percent), Welfare Benefits (48.8 percent), Compensation and Reward (53.3 percent) and Work Culture (42.7 percent). One-third of the respondents have had high level of perception towards HR practices in hospitals in the above mentioned dimensions. One-third of the respondents have had low level of perception towards the same variables.

However, Overall level of perception towards HR practices in hospitals seem to be that two-fourths (42.9 percent) of the respondents have had medium level of favourable perception on it, one-third (38.4 percent) of the respondents have had high level of perception and remaining 18.7 percent of them have had low level of perception on overall level of HR practices in hospitals.

Table 2
Association between the Age of the respondents and perception towards HR Functions in hospitals

S. No	Age	HR Functions			Statistical Inference
		Low	Medium	High	
		n=205	n=112	n=58	
1	Upto 25 years	110	66	42	X^2 = 12.567
2	26 – 45 years	35	13	6	df = 6
3	46 – 55 years	49	22	8	P<0.05
4	More than 55 years	11	11	2	Significant

Table 2 shows that there is a significant association between age of the respondents and overall level of perception towards HR Functions in hospitals. It means that age has influence over the perception towards HR functions in hospitals, whose age is up to 25 years have high level of favourable perception towards HR functions in hospitals.

Table 3
Association between the Years of Working Experience of the respondents and perception towards Promotional Policy in hospitals

S. No	Years of Working Experience	Promotional Policy			Statistical Inference
		Low	Medium	High	
		n=164	n=143	n=68	
1	Less than 5 years	41	52	16	X^2 = 12.412
2	6 – 10 years	44	25	24	df = 6
3	11 – 15 years	52	46	19	P<0.05
4	More than 15 years	27	20	9	Significant

Table 3 proves that there is a significant association between Years of working experience of the respondents and overall level of perception towards Promotional Policy in hospitals. It means that years of working experience has influence over the level of perception towards promotional policy in hospitals. The respondents who have 11-15 years of working experience have had high level of favourable perception towards promotional policy in hospitals.

Table 4
Association between the Educational Qualification of the respondents and perception towards HR Functions in hospitals

S. No	Educational Qualification	HR functions			Statistical Inference
		Low	Medium	High	
		n=205	n=112	n=58	
1	School studies	30	20	11	X^2 = 16.708
2	Under Graduation	91	56	35	df = 8
3	Post Graduation	47	20	5	P<0.05
4	Professional degree	19	9	2	Significant
5	Diploma (Technical)	18	7	5	

It is inferred from the Table 4 that there is a significant association between Educational qualification of the respondents and overall level of perception towards HR functions in hospitals. It means that educational qualification has influence over the perception towards HR functions in hospitals. The respondents who have completed under graduation have had high level of perception towards HR functions in hospitals.

Table 5 A
Multiple Stepwise Regression Analysis

Independent Variables: Employee Retention, Man Power Management, Reward System, Age of the respondents, Recruitment Process, Years of Working Experience, General Management, Promotional Policy, Training and development, HR functions

Dependent Variable: Overall level of practices of Human Resources in hospitals

Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.320[a]	0.102	0.577	10.60180

Table 5 B

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4654.722	10	465.472	4.141	.000[b]
	Residual	40912.947	364	112.398		
	Total	45567.669	374			

Coefficients[a]
Significant at 5% level

a. Predictors: (Constant), Employee retention , Man power management , Reward system , Age of the respondents , Recruitment process, years of Experience, General management , Promotional policy , Training and development, HR functions

Table 5 C

Model	Unstandardized Coefficients		Standardized Coefficients β	t	Significance	Statistical Inference
	B	Standard Error				
(Constant)	214.615	4.207		51.013	0.000	P<0.01 Significant
Age of the respondents	0.311	0.559	0.028	0.556	0.578	P>0.05 Not Significant
years of Experience	-0.588	0.531	-0.056	1.107	0.269	P>0.05 Not Significant
Recruitment process	-0.159	0.682	-0.012	0.233	0.816	P>0.05 Not Significant
Man power management	**2.807**	**0.768**	**0.183**	**3.653**	**0.000**	**P<0.01** Significant
General management	**1.558**	**0.703**	**0.112**	**2.217**	**0.027**	**P<0.05** Significant
Training and development	**1.654**	**0.756**	**0.111**	**2.189**	**0.029**	**P<0.05** Significant
HR functions	**2.119**	**0.761**	**0.142**	**2.783**	**0.006**	**P<0.01** Significant
Promotional policy	0.229	0.753	0.015	0.304	0.761	P>0.05 Not Significant
Reward system	**1.085**	**0.667**	**0.133**	**2.627**	**0.008**	**P<0.01** Significant
Employee retention	**0.307**	**0.824**	**0.119**	**2.372**	**0.039**	**P<0.05** Significant

The results of regression analysis for the dependent variable HR practices in hospitals are presented in Table 5 A. In the column labeled R are the values of multi-correlation coefficient between the predictors and the outcome. When a group of predictors are used, this is the correlation between the HR practices and predictors (0.320). The next column gives us a value of adjusted R^2, which is a measure of how much of the variability in the outcome, is accounted for by the predictors. In this model, value is 0.577, which means that group of predictors account for 57 percent of the variation on overall level of HR practices in hospitals is explained by six underlying variables of Man power management, General management, Training and development, HR functions, Reward system and Employee retention.

It can be seen from Table 5 B, the next part of the output contains an analysis of variance (ANOVA) that tests whether the model is significantly better at predicting the outcome using the mean. Specifically, the F- ratio represents the ratio of the improvement in prediction of results from

fitting the model. For the initial model the F - ratio is 4.141, which is highly significant (p<0.000), it means that group of predictors has positively influenced the overall level of HR practices in hospitals. The socio-demographic variables such as Man power management, General management, Training and development, HR functions, Reward system and Employee retention have significantly influenced the level of employee's perception towards overall level of HR practices in hospitals.

It can be seen from Table 5 C that socio-demographic variables of the employees have positively related with the level of perception towards HR practices in private hospitals at Tiruppur District, Tamilnadu. Opinion on Manpower management of the respondents has highest beta coefficient of 0.183 and t value of 3.653, p <0.000 is statistically significant at 1 percent level. Educational qualification of the respondents has highest beta coefficient of 0.142 and t value of 2.283, p<0.028 is statistically significant at 5 percent. Opinion on HR functions in hospitals is positively correlated with the perception towards overall level of HR practices in hospitals among the employees and statistically found to be significant at 1 percent level (Beta value=0.142, t=2.783, p<0.006). Opinion on Reward system is an important factor which has significantly affected on perception towards overall level of HR practices in hospitals and makes statistically different at 1 percent level (Beta value=0.133, t=2.627, p<0.008. Followed by the Employee retention is positively correlated with the perception towards overall level of HR practices in hospitals and statistically found to be significant at 5 percent level (Beta Value =0119, t=2.372, p<0.039). Training and Development is positively correlated with the perception towards overall level of HR practices in hospitals and statistically found to be significant at 5 percent level (Beta Value =0111, t=2.189, p<0.029). The result shows that the regression analysis of accepted opinion on HR practices in the significant predictor of overall level of HR practices in hospitals. The Overall predictors contributed Multiple R of 0102. The F ratio computed for the significance of multiple R is 4.141, which is significant at 1 percent (p<0.000) probability level.

The researcher concludes from the table that among the various opinions of predictors on Manpower Management in hospitals of the respondents plays a dominant role in determining their level of perception towards HR practices in hospitals. The researcher also concludes from the table that the Manpower Management, General Management, Training and Development, HR functions, Reward System and Employee Retention of the respondents have been broadly linked with determination of overall level of perception on HR practices in hospitals.

Suggestions

From the empirical data analysis it has been observed that, hospitals functioning in the study area does not adhere to any common bench mark in employee's hiring, training, performances evaluation, effective implementation of their HR practices and Organisational policies. To find the right solution for these issues the researcher has reviewed the reports published in various newspapers and experts view on the entry and middle- level management employees were assessed. The review claims that attrition rates in Indian private hospital industry have doubled over the last three years. This is happening due to perceptions of being poor pay schemes, delay in salaries, job insecurities and little concern for employee's welfare. Moreover, it is reported that the hospitals sector is witnessing the highest attrition rates among employees; making retention of critical manpower resources is a key challenge. The following suggestions have been proposed to overcome these issues and to find the proper solutions.

The sole proprietary managers of Hospitals need to have right/scientific knowledge with job analysis, job description and job specification as it is found to be lacking in scientific approach towards the process of job analysis. It is possible to accept the services provided by experts, so as to make the job analysis process more effective, meaningful and beneficial. For enhancing employee work experiences and satisfaction towards the job, the researcher suggests that the private hospitals should adopt organisational and structural changes such as:

- Establishment of quality-related councils and committees for empowerment of nurses and other department staff in the area of modern technologies, modern medical treatments and to make themselves adapted to the changing scenario of hospital services.

- Hospital administration should realize the fact that employee turnover negatively impacts on customer service, work production standards and profitability, thus they should take enough care in maintaining appropriate staffing at different level of its operational services. The hospitals should avoid enrolling excess staff, as they reduce the hospitals profit margin and increase their salary and other benefit payment expenditure.

- The HR department needs to be an integral part of the top management of these health care facilities so that HRM inputs and support for attaining the mission and vision of the organization are available at the highest levels.

- Human Resource Management modules may be introduced in brief in the training programmes for the medical and Para -medical staff.

- The health care organizations also need to have a strong grievance redresal mechanism both for the staff and users of the facilities. This should be inbuilt in the HR policy.

- Centralised decision-making for human resource must be established in these hospitals. This can provide the management a clear picture of the employee-related activities like number of appointments, dismissals, reasons for leaving jobs, promotional and training. This information can assist them in rethinking various human resource policies that are already implemented or going to be implemented.

- The hospitals must have a human resource department headed by a qualified human resource manager. Functions of a hospital administrator should be separated from the human resource manager. All functional aspects of human resources are plenty in hospitals. Since they are employee-dependent the activities should be carried out by the human resource manager. A good human resource manager can help to build good employer-employee relationship.

- The management should consider the experience and competence of the employees in fixing pay scale. Pay scale should be compatible with other hospitals and should be the prime motivating factor for an employee. Always the management should pay the promised salary to the employees to avoid deep discontentment among them.

- There is a need for performance-based financial schemes and must be implemented in these hospitals for enhancing the performance of the employees. Money alone is not a motivating factor in work place. The hospitals should provide awards and certificates for their employees whose performance is appreciable in their work. Even the hospital management can provide volunteer award and best team worker award. Which are best suited to the health care sector. And these would prove to be an inspiring one to the employees.

- A good number of nurses and administrators were found to have grievance over poor facilities in the hospitals. Lack of promotional activities was found to be another unpleasant reason for non-technical workers. Facilities in the hospitals must be enhanced both for the wellbeing of the public and for the staff working there. The major grievance of all other staff is with salary. This should be urgently corrected so as to enable them to attain a decent living.

Conclusion

Human resources are the most critical components for strategic success across all organizations. Effective human resources management practices should be able to satisfy and retain this most critical asset. The role of HRM is generally seen in ensuring that firms are able to attract, retain, motivate and develop human resources according to current and future requirements.

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