

The Importance of Human Resource Management in Health Care

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Abstract: As my topic is importance of human resource management in hospital of Patna. This paper will highlight the importance of HRM in hospitals with overall patient health outcomes and delivery of health care services. Health care is now an upcoming field in most cities of our Country, including Patna capital of Bihar. Modern hospitals, which provides the latest medical, paramedical and support staff. Managing this vast human resource working in these hospitals is a major challenge as it requires round the clock Human resource support.

Keywords: Health care, Human resource management, Hospitals

I. INTRODUCTION

As we all are aware of the word human resource management which has taken place everywhere. It is the critical area that is the most important asset for any organization as well as health care system. Human resource management is the integrated use of system, policies and management practices to support the organisation to meet its desired goal through recruitment, maintaining and development of employees. When human resource management pertains health care system it can be defined as the different ways. As like clinical and non-clinical staff responsible public and individual health intervention. 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. 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.

Objectives of Study

The main objective of this study were

1. To assess the human resource practices and processes in to hospitals of Patna
2. To bring out the specific problems in health care HR in large hospitals of Patna
3. To prepare a detail proposal on the processes and practices which can be undertaken in Hospitals?

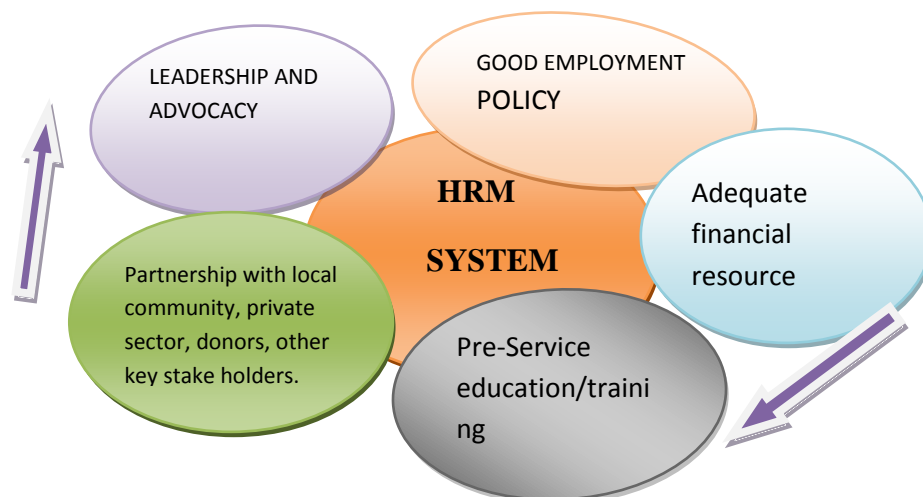
II. MEDHODOLOGY

The main hospitals in which the present study was conducted were

1. Shri sai hospital
2. Paras Hospital
3. Kurji Hospital
4. Patna Medical College and hospital
5. Nalanda Medical College and hospital

This assessment was carried out on the basis of the primary and secondary information based on the personal visit to the manager of these hospitals which cater to thousands of OPD (out-patient department) and IPD (Indoor patients department)

Processes and Practices of HRM



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. (Crowley (1999); Czapslewski (2001). 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 (Fisher, 1989). Roshen Joseph and Gautam Ghosh have stated in their paper, "Reaching to People" (Power of Millennium, Ascent, Times of India, 15th Jan, 2000), Recruitment is the entry step and if required care is not taken then the organization will have to face adverse consequences. The use of IT applications can enhance the efficiency of recruitment.

Placement

After selecting a candidate, he should be placed on a suitable job. It involves assigning a specific rank and responsibility to an employment. Most organisations put new recruits on Probation for a given period of time after which their services are confirmed after successful completion of the probationary period. Placement is an important human resource activity. If neglected, it may create employee adjustment problem leading to absenteeism, turnover, accident, poor performance, etc.

Induction

According to R.P Billimoria, induction or orientation is “a technique by which a new employee is rehabilitated into the changed surroundings and introduced to the practices, policies and purposes of the organisation”. A formal orientation tries to bridge the information gap of the new employee. When a person joins an organisation he stranger to it he may experience a lot of difficulties which could lead to tension and stress in him so Induction is the task of introducing the new employees to the organisation and its policies, procedures and Rules. A typical formal orientation programme may last a day or less in most organisations. During this time, the benefits for which he is eligible, leave rules, rest periods, etc.

Training

Training is a process of learning a sequence of programmed behaviour. It is application of knowledge. It gives people an awareness of the rules and procedure to guide their behaviour. It attempts to improve their performance on the current job or prepare them for an intended job. According to Edwin D Flippo, “Training is the act of increasing the knowledge and skills of an employee for doing a particular job.” Training involves the specific job.

Performance Appraisal

Performance appraisal is a method of evaluating the behaviour of employees in the work place, normally including both the quantitative and qualitative aspect of job performance. It is a systematic and objective way of evaluating both work related behaviour and potential of employees. 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.”

Benefits

It is simply the monetary value you would give to your employees in return of their services. In the book of Human resource Management, Gary Dessler defines benefits in these words “Employee benefits refer to all form of pay going to employees and arising from their employment.” It includes pensions, health insurance,

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

Promotion

Promotion is the transfer of an employee to a new position which commands higher pay privileges or status compared with the old position. It may be the recognition of his good work, behaviour or simply to keep up with economic inflation. According to Scott and Clothier, "A promotion is the transfer of an employee to a job which pays more money or one that carries some preferred status.

Career Planning

HR has an important role to play in order to identify what employees want from their career and then evaluate alternatives and design appropriate career paths for them. He says productivity gain comes from improved co-ordination as a result of increased employee involvement analysis, planning and designing of career paths.

Job Satisfaction

Satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her jobs, in other words, whether or not they like the job or individual aspects or facets of job, such as nature of work supervision. Other believes that it is not as simplistic as this definition. Job satisfaction in the broadest sense simply refers to a person's general attitude toward the job or toward specific dimensions of the job (Hudson, 1991). Locke defined job satisfaction as, "A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Several studies have been conducted to find out the Determinants of Job satisfaction.

III. BENEFITS OF A STRONG HRM SYSTEM

For the organisation

1. Increases the organisation's capacity to retain staffs and achieve its goals.
2. Increases the level of employee's performance.
3. Uses employee's skill and knowledge efficiently.
4. Saves costs through the improved efficiency and productivity of workers.
5. Improves the organisation's ability to manage change.

For the employee

1. Improves equity between compensation of employee and level of responsibility.
2. Helps employees to understand how their work relates to the mission and values of organisation.
3. Helps to motivate employees.
4. Increases employee's job satisfaction.
5. Encourage employees to work as a team.

IV. CONCLUSION

Based on this assessment of the hospitals of Patna the following conclusion and recommendation can be drawn.

- * HR function is very important in all health care facilities.
- * HR policies are important in all health care departments as it is guiding document for HRM.
- * HR department needs strengthening and constant up gradating in line with those of the corporate sector.
- * The HR processes and procedures are fairly good in the hospitals which have come up recently while that of the older health care facility is also good and is in the process of being strengthened.

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