
Human Resource Management Issues in Hospital with regards to Manjunath Hospital

Mathew Antony,

Final year MBA-Executive Student,

CHRIST (Deemed to be University), Bengaluru, India,

Dr. Balu L,

Assistant Professor, Department of Management Studies,

CHRIST (Deemed to be University), Bengaluru, India,

ABSTRACT: *The human factor is central to healthcare, yet its proper management has remained beyond the reach of healthcare organizations. This qualitative study examines human resource management (HRM) issues in healthcare industry mainly in non-corporate hospitals. Healthcare in recent times has gained universal recognition as an essential and desirable element in the plans and programs of social amelioration and economic progress. It has become integral to the achievement of goals of sustainable development and environment and sound development is not possible without a healthy population. Employees in service-based industries strongly influence customer satisfaction. As the India and other advanced economies continue to shift from manufacturing to information and service-based industries, employees take on an increasing role in driving organizational performance. The hospital showed only a modest understanding of competencies needed in managing HR function, which hampered its ability to identify competent HR managers and employees. In a comprehensive and harmoniously integrated approach to different aspect of health care, there are many points that needs attention and analysis such as, communication between providers and recipients of healthcare services needs to be improved, ethical content and orientation of healthcare needs to be strengthened with the underpinning of supportive holistic approach, work cultures of hospitals needs to be improved and promotion of compassionate healthcare environment and building of informed employee opinion needs to be taken seriously.*

KEYWORDS: *Healthcare, human resource management issues, HRM policies and practices, job satisfaction, turnover*

INTRODUCTION: The Indian healthcare sector comprises of many segments, which include hospitals, medical infrastructure, medical devices, clinical trials, outsourcing, telemedicine, and health insurance. Its delivery market is estimated at US\$ 18.7 billion and employs over four million people, making it one of the largest service sectors in the economy today.

Today, the industry has grown at about 13 per cent and is expected to grow at 15 per cent per year over the next four to five years. In order to improve the quality of its service and organizational effectiveness hospitals must ensure high commitment from its patient-care personnel which is derived if they experience a sense of job satisfaction that is directly affected by their Quality of Work Life (QWL). Health care administrators find themselves increasingly confronting the complex interrelationship between recruitment and retention of health care professionals, and the quality of care and patient satisfaction experiences. While some improvements in care quality can be reached through investments in technology and infrastructure, the most dramatic improvements are achieved through people. Thus, in the present paper, the key providers of improving organizational performance of hospitals, that is, nurses and other employees, have been studied in the context of their QWL (Quality of Work Life) and resultant job satisfaction, at a private hospital in Bengaluru.

Employee's recruitment, retention and attrition are complex issues. Nurses are considered as the core of care and vital role in health care system. According to Institute for Health Care Improvement (IHI), hundreds of hospitals in India have struggled against nursing shortage. Dynamic health workforces are current

issue for leadership and management in nursing. Nurse Leaders and managers have the responsibility to manage limited resources, including human resources related to nursing service. In the history of nursing profession, the crisis of nurse's turnover remains a serious problem. The turnover is caused by many factors including worker's value systems and work environments. Employee's recruitment and retention strategies are areas that have not been studied broadly.

An effective Employee Retention Program is a systematic effort to create and foster an environment that encourages employees to remain employed by having policies and practices in place that address their diverse needs. The supply of qualified workers is limited and good workforce planning requires a twofold approach of aggressive recruitment and innovative retention strategies. Retention policies need to focus on elimination of unwanted turnover Mr.Mrayyan (2005) defined that "the number of resignation or termination divided by the average of direct or indirect care of registered nurses full-time equivalent position for the same year".

While employee engagement and recognition programs have always been important to administrators, it is only recently that these practices have seen an increased level of interest in health care because the employee's role in patient care is more evident when considering the scarce resources of hospitals. Management and organizational culture, along with empowering employees appear to be three of the biggest factors in employee engagement levels.

The primary responsibilities associated with human resource management include: job analysis and staffing, organization and utilization of work force, measurement and appraisal of work force performance, implementation of reward systems for employees, professional development of workers, and maintenance of work force. The lack of studies that cover the topic of HRM on the quality of healthcare could affect the development strategy in the healthcare sector of any country, and without proper studies in this field may contribute to weakening the overall performance of hospitals. The 2008 CIPD- Recruitment, Retention and Turnover Survey highlighted that 86% of organizations experience recruitment difficulties, regardless of their strategic approach. Every organization should have a clear recruitment and retention policy. Through this detailed strategic picture, the need for a focus on certain skills, pro-activity, a requirement for a flexible or temporary work-force will all be considered. Once you build this clear basic platform, you have the strategic vision to go out and procure the services you need to convey added value, deliverable and substantial cost savings and efficiency improvements. With a range of modern options available to suit all needs, both streamlined recruitment and enhanced retention are achievable aims for businesses of all sizes.

Within many health care systems worldwide, increased attention is being focused on human resources management (HRM). Specifically, human resources are one of three principle health system inputs, with the other two major inputs being physical capital and consumables. 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. As arguably the most important of the health system inputs, the performance and the benefits the system can deliver depend largely upon the knowledge, skills and motivation of those individuals responsible for delivering health services.

Literature Review:

Health care organizations that routinely achieve high employee satisfaction scores tend to have some factors in common such as accessible leadership, frequent communication, and employees are empowered to satisfy patients.

Due to their obvious and important differences, it is imperative that human capital is handled and managed very differently from physical capital. The relationship between human resources and health care is very complex, and it merits further examination and study. Both the number and cost of health care consumables are rising astronomically, which in turn can drastically increase the costs of health care. In publicly-funded systems, expenditures in this area can affect the ability to hire and sustain effective practitioners. In both government-funded and employer-paid systems, HRM practices must be developed in order to find the appropriate balance of workforce supply and the ability of those practitioners to practice

effectively and efficiently. A practitioner without adequate tools is as inefficient as having the tools without the practitioner.

Chan and Mak (2012) with their study entitled “High performance human resource practices and organizational performance the mediating role of occupational safety and health”; the aim of this study is to examine the relationship between high performance human resource practices and organizational performance. The results showed that the mediating role of perceived safety climate in the relationship of HRM and organizational performance is confirmed. The finding suggests that organizational emphasis on safety issues contributes to establishing effective HRM and driving organizational performance. Organizations can benefit from effective HR practices by paying attention to employees’ safety issues, which in turn result in better organizational performance. The study pointed out the importance of human resource management in the success or failure of the health sector and the health sector in most countries focuses on changes in building the organization, contain costs, customer choice. The study emphasizes on the importance employee’s performance and how to attract professionals to the health sector.

When examining health care systems in a global context, many general human resources issues and questions arise. Some of the issues of greatest relevance that will be discussed in further detail include the size, composition and distribution of the health care workforce, workforce training issues, the migration of health workers, the level of economic development in a particular country and socio demographic, geographical and cultural factors. It is essential that human resources personnel consider the composition of the health workforce in terms of both skill categories and training levels. New options for the education and in-service training of health care workers are required to ensure that the workforce is aware of and prepared to meet a particular country's present and future needs. A properly trained and competent workforce is essential to any successful health care system. The migration of health care workers is an issue that arises when examining global health care systems.

Human resources, when pertaining to health care, can be defined as the different kinds of clinical and nonclinical staff responsible for public and individual health intervention. As arguably the most important of the health system inputs, the performance and the benefits the system can deliver depend largely upon the knowledge, skills and motivation of those individuals responsible for delivering health services. HRM in health has to function in a sector with some unique characteristics. The workforce is large, diverse, and comprises separate occupations often represented by powerful professional associations or trade unions. Some have sector-specific skills; other can readily move from the health sector to employment in other sectors. The avowed first loyalty of those with sector-specific skills and qualifications (physicians, nurses, etc.) tends to be to their profession and their patients rather than to their employer.

When examining global health care systems, it is both useful and important to explore the impact of human resources on health sector reform. While the specific health care reform process varies by country, some trends can be identified. Three of the main trends include efficiency, equity and quality objectives. Various human resources initiatives have been employed in an attempt to increase efficiency. Outsourcing of services has been used to convert fixed labour expenditures into variable costs as a means of improving efficiency. Contracting-out, performance contracts and internal contracting are also examples of measures employed. Human resources in health sector reform also seek to improve the quality of services and patients' satisfaction. Health care quality is generally defined in two ways: technical quality and socio cultural quality. Technical quality refers to the impact that the health services available can have on the health conditions of a population. Socio cultural quality measures the degree of acceptability of services and the ability to satisfy patients' expectations.

Processes and Practices of HR in hospitals

On the basis of this preliminary study the following processes and practices are being adopted in these large hospitals. The main function of the HR Department is recruitment, training, manpower management and general administration. This includes: -

) **Recruitment function**

The recruitment function includes collection and sorting of the resumes as per the advertisement given in the newspaper or the website, conducting of the interview session which is conducted by HR manager and the Nursing Superintendent for the recruitment of the nursing staff like staff nurses and ward attendants, conducting of the interview session for the new medical staff is conducted by the Medical Superintendent and the Chairman of the Institute along with the support of the HR department . The appointment letter is issued by the HR department on the basis of the interview and mentioning the salary which the candidate will receive after the signature from the account section of the organization. Thereafter the appointee joins and is placed in the hospital.

) **Training function**

Training facilities are excellent in two hospitals but in one hospital it is average. The training facilities include the following topics Health hygiene, Safety policy, Biomedical disposal, Hand washing techniques, Various codes for the emergencies, Hospital safety Policy, Fire safety management/ Disaster Management, Patients Safety, Ward Cleanliness, Biometric machine for attendance and public dealing including politeness and courtesy. Training is imparted to fresh appointees as well as regular staff.

) **HR management function**

The HR management functions in these hospitals include maintaining the service records of all employees including leave and other benefits; processing various matters related to the staff; travel and other matters.

) **General administration function**

General administration function includes protocol, attendance, security, safety, biomedical wastes; labor, government regulations concerned with labor, ESI and other matters.

The Perceived Impact of Employee Engagement

Engagement level has direct impact on the quality of care. If not engaged, quality can suffer. When your staff is unhappy, patient care will suffer. I think it's important to continually take the pulse of the staff in terms of morale. A highly engaged employee cares more for the success of the organization. A highly engaged employee works harder for patients; engagement activities like many other initiatives often tend to be very intense for a period and then fade away.

Recruitment practices

In high turnover industries in particular, a great deal of employee turnover consists of people resigning or being dismissed in the first few months of employment (CIPD, 2004). The costs of recruitment and turnover per individual become much greater when new staff leave after only a short period of time. Where new employees leave after a short period in the job, poor recruitment and selection decisions both on the part of the employer and employee are usually the cause, along with poorly designed or non-existent induction programs (CIPD, 2004). If expectations are raised too high during the recruitment process this can result in people accepting jobs for which they may be unsuited. Organizations often do this to ensure that they fill their vacancies with sufficient numbers of well-qualified people as quickly as possible. However, this can be counterproductive over the longer-term, as it can lead to costly avoidable turnover and to the development of a poor reputation in local labour markets.

Data analysis

The data and information collected for the study has been subjected to a process of analysis and interpretation with a view to arrive at a fairly accurate picture about the status of HR aspects and nursing satisfaction. The sample size for data collection is 60, the type of sampling chosen is simple random sampling as a sample are chosen randomly from given population of employees in the hospital. Necessary care was taken so ensure the sampling remained random. The method used for data collection for the study is

questionnaire and schedules. Data collected from the above exercise is fed to the SPSS software and an analysis was carried on the output of the SPSS, the graphs and tables generated by software are enclosed in the data analysis chapter.

Simple random sampling: This type of sampling is also known as chance sampling or probability sampling where each and every item in the population has an equal chance of inclusion in the sample and each one of the possible samples, in case of finite universe, has the same probability of being selected.

Outcome of study

Employees are not happy with their job profile like if employee has experience and special interest in particular department than also hospital administration has given different department. employees are not satisfied with salary structure and increment they think increment is too less to meet their day today demands, only some employees are having aware of retirement benefits so this facility should avail to junior staff as well according to employees. The major observations from the study are as follows;

- Manjunath hospital is making internal and external circular of vacancies which results in generating the feeling of fulfillment on being considered for filling the vacant positions.
- The systematic appointment is also optimistically indicated by employees as the hospital has adopted a multistage selection process.
- For induction hospital follows a formal and systematic process which has been confirmed by explicit response of employees.
- However, employees are giving volatile responses in matter of satisfaction of job profile. It implies that hospital is not deploying right person for right job.
- Hospital is having promotion policy which is not based on qualification, experience and performance; and employees are giving neutral responses toward awareness about pay and performance connection and satisfaction with promotion system.
- The various motivational techniques are used by Hospital management still there is unsatisfactory response of employees for the health care benefits to them and employees, retirement benefits, listening and considering their disputes and satisfaction with salary structure.

Conclusion

There is no end to development in any sector of an organization. There is always room for development. Every organization has to use this framework. Employees with the experience from 0 to 5 years have a bigger presence. This is a very high turnover. Salaries are lower than the nearest hospitals. Employees are not satisfied with the current performance assessment system. The hospital has a good environment, healthy work environment, good equipment and resources. And they need to frame and implement new and strategic HR policies and practices in order to reduce the labour turnover and attrition and to increase the employee retention.

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