CHAPTER -IV
RESEARCH METHODOLOGY

4.1. Introduction:

In a highly populated country like India, it is quite obvious that human resources are in abundance as compared to other resources. Under such circumstances it has become very essential to make the maximum efforts to increase the productivity of every individual employee working in any organization through effective utilization of the available human resources.

The population is generally misunderstood as a liability of the country, but in fact, human resource is an ideal asset of Indian economy. As a matter of fact, the importance of human resource management needs no more emphasis. [1] Even the Government of India has also recognized the importance of Human Resource Development and has established a separate ministry in the central government in the recent times. Now in the changing scenario of globalization, it is a must for an organization to give serious thoughts to the effective use of available human resources and also to develop human resources so as to face future challenges. Human Resource Management is the main path leading to attainment of sustained economic development. This has been proved by Japan, which developed in spite of heavy odds like shortage of land, capital and other natural resources, and destruction caused by atom bomb in 1945. [2]

It is obvious that ‘Human Being’ is an important and distinguished factor in any organization in the society and in the economy at large. Though modern tools, equipment, computers, and technological development at large have strengthened today’s organizations they cannot work effectively without the potentiality of human resource. It is true that human resource is the main spring in all these technological development and innovations. The rapid spread of computer need not undermine the uniqueness of human resource. [3]

Management is moving away from seeking power (for itself) towards empowering others…… and enabling them to be creative. In others word, human resource of the organization have become all too important become unless the people (in the organization) understand their role and then function with commitment… the effectiveness of the organization will no be up to the mark. In fact, human resources may hold the key to organizational effectiveness if strategically positioned, but under
adverse circumstances, the same human resource could foil every positive move and induce atrophy.\textsuperscript{[4]} Human Resource Management is an area of modern scientific management system which underlines various techniques relating to improvement of efficiency of human resource and reduction of wastage of any type to help organizations to control their cost of production and improve the results. Human Resource Management involves proper selection, placement, training and development, moral boosting, and improvement of productivity of the available human resources.

The applicability of management science not only in commerce and industry, but in all sectors / area’s of employment. The private hospitals are no exception. Medical science is developing very fast, more and more specialized and non-specialized personnel’s are utilized and sophisticated instruments are being introduced in private hospitals. These hospitals are fast becoming the centers of not only cure but of promotion of health and prevention of disease. This requires two things, first full professionalization in medical services provided in the private hospitals and second, professional management of these hospitals. Human resource functions as a management tool is fast changing. Unlike any other industry, the advent of technology, modernization, computerization, newer diagnostic and intervention techniques, has not reduced the need of human labour in hospitals, which is now an industry. On the contrary, there is a quantum growth in the need to appoint specialized manpower at various levels of patient care. Hospital shall always remain human intensive.

Times have changed and specialization has become the order of the day. It is therefore, imperative to have separate specialists for general administrative and personnel functions in hospitals. Secondly, with the tremendous expansion in health services, it has become essential to have specialists or experts not only in these two fields, but also in other field of hospital administration, so that maximum efficiency can be achieved at minimum cost. Thirdly, the rapidly rising number of patients and the inadequate expansion of hospitals and medical services have thrown the hospital administration machinery completely out of gear. Hence, the need for better planning, organizing, staffing, coordinating and controlling hospitals can hardly be overemphasized. Hospital administration can no longer be left to change in the hands of a person who is “Jack-of-all” and “Master-of-none.”
Human Resource Management has a key position in the hospitals. Hospitals are the service industry where human resource is more important. The present study is deal with ‘an analytical study of Human Resource Management in Private Hospitals in Kolhapur district’. (Maharashtra) The hospitals are very complex organizations with varieties of jobs to be performed by various personnel. As a matter of fact hospital organization employs more and more specialized personnel as well as non-specialized personnel. Medical services are not a one man job. It is a team work, so, it requires efficient personnel management like other organizations. [5]

4.2. Significance of the study:

Private Hospitals today, small or large, are no more charitable institutes but professional organizations rendering medical service to society. They are, in fact, one of the service industries of present times, and since a hospital is an industry, HUMAN RESOURCE MANAGEMENT has gained a significant role to play in its working. Today’s private hospitals are run not only by medical people like doctors and nurses but many other paramedical people and non medical people. Effective functioning of a private hospital needs effective human resource management.

The building up and efficiency of organization, whether small-big or private-public, depends to a large extent upon how effectively human resources are utilized. Human resource is one of the most valuable and unique assets of hospital organization. Even a nation with rich physical resources will not develop if its human resources are inadequate or ineffective. For an organization to attain its desired objectives it must seek and obtain the willing co-operation of the people who work there. The MANAGEMENT must work with its EMPLOYEES and it must, therefore, develop programs and policies that will enable it to obtain the best result from the employees.

At present, a private hospital are run by the senior most physician or surgeon known as either doctor or health care officer with the help of his tiny staff. He has no idea about hospital administration and behavioral management science. It is important to note that good doctors may not always be good administrators. He himself is a doctor and he has to look after so many administrative matters. It is difficult for him to attend both kinds of duties efficiently and effectively.[6] Now private hospital organization require a separate cadre for the management of hospitals where professional services in financial management, human resource management, material
management etc. As private hospital organization employ more and more personnel specialized as well as non-specialized or medical as well as paramedical, there also arise behavioral problems. Medical job is no more a one man show. It is a team work and the team must work as a “TEAM” in the real sense of word. If human resources of hospital are aware of human behavior at work, their job will be smoother.

Efficient human resource management ensures that systematic steps are used to recruit, select, train, develop, and commit employees and show them the ladder to attain their desired goals. Failure to do this can lead to loss of productivity, high turnover rate of employee, increases wastages etc.\(^7\) Considering this fact the present study is directed towards human resource management in private hospitals for not only managing the labor force but also for solving the problems intelligently and equitably. Effective management of human resources is essential for the survival and growth of private hospital organization and maintenance of relations with patients, their relatives, and the society.

4.3. Human Resource Research:

‘Research,’ may be defined as a systematic investigation intended to add to available knowledge. It is also definable as the diligent use of standardized procedure in the search for knowledge and its purpose is to discover answers to questions through the application of scientific procedures. Taking review of these and similar other definitions, it may be concluded that research may be viewed as an intelligent problem solving in the interest of adding to knowledge.\(^8\) The intent of research is to contribute to the knowledge in a form that is communicable and verifiable. The objective of ‘applied research’ under whose auspices majority of research in management falls is the acquisition of knowledge not for understanding alone but the knowledge to meet daily life situation and exigencies.\(^9\)

‘Human Resource’ is a functional area of management, on par with finance, production, marketing, personnel and services. Each of these, lately, have grown in to a specialization and developed their-own appropriate, specific research technique. ‘Human resource research’ offers several benefits to the organization; first, it identifies the human resource problems being faced by the organization e.g. Problems of human resource planning, recruitment and selection, training and development, performance appraisal, career planning and employee welfare, secondly, it addresses issues like absenteeism, employee turnover, job satisfaction and alienation,
compensation, safety, grievances etc. and thirdly, it develops a picture of the organization’s human resource development and management practices, commending effective practices and recommending improvements in the less effective practices. Because people, as individual or a group can become an asset or a liability, or an inert block, in the organization, depending on the quality of work life they experience.

Basically, the importance of human resource research and research up dates need not be overstressed in the case of hospital organization, because their effective functioning depends on their human resource’s interaction with the people (patients / relatives) who come for treatment. Continuous human resource research would probably be the best course for hospital or health organization, everywhere to ascertain their internal weaknesses and assess strengths as well as exploit external opportunities and counter threats, to stay proactive and dynamic in the constantly changing societal environment.

4.4. Statement of the Problem:

‘Human Resource Management’ is a new approach which considers employee as an important resource. This approach helps to acquisition, management and motivation of people, so that employees can improve their performance. The significance of human resource is now being increasingly realized in the entire sector in general and private hospital in particular in the light of new economy. In most of the private hospital the problem of getting competent and relevant people, retaining them, keeping up their motivation and morale, and helping them to both continuously grow and contribute their best to organization, are not viewed the problems with changes in social climate, value and norms. Today’s private hospitals are very complex organization. They run not only by medical people but many other paramedical and non-medical peoples. In view point of the utilization of human resource in private hospital organization both efficiently, effectively and productively is one of the important challenges before this industry. The assessment of human resource in private hospitals and its appropriate utilization is, therefore an important and endless issue. The present study is attempts to undertake ‘an analysis of human resource management in private hospital with reference to selected hospitals from Kolhapur district of Maharashtra.’

A great deal of research work has been done in the area of human resource management in manufacturing and other industrial sectors. However, not much work
is found done in the area of hospital industry, therefore, the present topic is selected for study.

4.5. The Study Area:

The present study covers the entire geographical area of the Kolhapur district in the State of Maharashtra. Hence, it would be appropriate to sketch a brief profile of the district. As per the Union Government of India, the State Maharashtra come into existence on 1st May 1960 with dominance of Marathi language and Kolhapur become its southern most districts. In 1961 the district had nine Talukas and three Mahal with 1086 villages and 11 towns. During 1961-71 decade, Mahals were upgraded and the district comprised 12 Talukas with 1093 villages and 11 towns. In 2001 the growth of Kolhapur district in villages and towns up to 1203 (including non-populated villages) and 18 respectively.

Among the thirty five district of Maharashtra the district of Kolhapur is situated in the extreme southern part of Maharashtra State. It lies between 15˚43’ and 17˚17’ north latitude and 73˚40’ and 74˚42’ east longitude. It is bounded by Sangli district to the north, Belgaum district of Karnataka state to the east and south and Ratnagiri and Sindhudurga district to the west. The area of Kolhapur district is 7685 sq. km. Which is about 2.5 of the total area of Maharashtra state. The district has 24th rank in the state in terms of its size. In general, the physiographic of the district may be grouped in to three parts: (I) The Sahyadri Hills (ii) The Plateaux (iii) The River Valleys. The whole district is a part of the ‘Deccan Table’ land and slopes towards the south-east. For administrative purpose, the district is divided into four sub-divisions, namely Karveer, Ichalkaranji, Radhanagari and Gadhinglaj and 12 talukas. Similarly, for revenue purpose, the district has been divided into 59 circles as a revenue centers.

According to 2001 census of India, the Kolhapur district has a population 35.23 lakh, which has 9th rank in the state in terms of population. Out of the total population in district, the highest part i.e. 26 percent of population in Karveer taluka, where as the lower part i.e. 1 percent of population in Gaganbawada taluka. Sex ratio of the population is 949 females to 1000 males and average family comprises 5 persons. The average population density is 455 persons per sq. km, in which the rural population density is 330 persons per sq. km, and urban population density is 4222 persons per sq. km., Seventy percent of the population resides in rural area and 30 percent in urban area. The average literacy of the population in district is 77 percent, which has
14th rank in the state in terms of literacy rate. Out of total average literate population, the urban literacy is 86 percent and rural literacy is 73 percent.

Kolhapur district is considered a progressive district in Maharashtra state in terms of commerce/industry, agriculture and irrigation, education, cooperative economy, foreign trade and banking, transport, communication, telecommunication, technology, hospital and health, civil administration as also body politic. The infrastructural facilities that have been developed in the district and district’s momentum of development are strong enough to catapult the district into the 21st century.

4.6 Objectives of the Study:

The general idea behind the present study is to examine planning and utilization of human resource in the selected private hospital of Kolhapur district. Further the study aims to examine the methods and techniques of recruitment, selection, self-assessment, promotion, remuneration, health-safety, welfare facilities, and training of employees in private hospitals. However, the main objectives of research are:

1. To study the human resource planning, forecasting and job analysis in the selected private hospital of Kolhapur district.
2. To examine existing policies and procedure of recruitment, selection, and promotion of employees in the sample private hospitals of study area.
3. To evaluate the training and development programs adopted for the staff in the private hospitals.
4. To ascertain the Human Resource problems impeding the smooth functioning of the private hospital organizations in the study area.
5. To suggest some remedial measures as may be appropriate.

4.7. Hypotheses of the Study:

This study is attempted to test the following hypotheses.

1. There is lack of clear policy and planning for human resource management in the private hospital.
2. Recruitment and selection procedure of hospital staff is different from hospital to hospital.
3. The selection and promotion of administrative and other staff is influenced by religious, economic factors in private hospitals.
4. The need-based training to the staff in different private hospitals is not given and therefore training procedure is ineffective.

4.8. Scope of the Study:

The present study deals with an “Analytical study of Human Resource Management in Private Hospitals with special reference to Kolhapur District of Maharashtra State.” The geographical scope of the present study is restricted only to Kolhapur District, which has twelve talukas (Tahasils) namely Ajara, Bhusargad, Chandgad, Gadhsinglaj, Gaganbawada, Hatkangale, Kagal, Karveer, Panhala, Radhanagari, Shahuwadi and Shirol. The topical scope covers the human resource (HR) practices adopted by the selected private hospitals in Kolhapur District. The analytical scope covers the fulfillment of the objectives set out for the study. The functional scope is confined to offer certain meaningful suggestions for improving the human relation in existing private hospitals through judicious use of appropriate human resource management.

The study focuses only on the hospitals with five and more than five beds, which are providing in-patient care (IPD) service facility. Where as it is not included the hospitals providing merely the service of OPD or out patients care. This study considered only allopathic (path of treatment) type of hospitals and it includes special, multi-special, and general hospitals. Where as the hospitals related to Ayurvedic, Homeopathic, Naturopathy, Electropathy, Accupuncture and Accupressure, Unani and other treatment or medicine are excluded from the study. Similarly, Government hospitals are also not taken in to consideration, as stated in the title of the study.

4.9. Research Methodology:

The present study is unique in many respects. The concept of human resource management in private hospitals in the (over populated) Indian context is gaining some attention now days. However, it continues to be an unexplored terrain of enquiry. This is an early effort to understand human resource relation and management in the private hospital and its many dimensions an exploratory study.

In order to fulfillment the above objectives of the study; basically the field survey method was adopted. The Taluka wise survey of Kolhapur District was carried out by visiting the private hospitals selected for a study and also by visiting the hospital employees and patients who are admitted in or discharge from these
hospitals. The data was collected by administering questionnaires / interview schedules to three sets of respondents. i.e. For the hospital head, hospital staff and hospital patients or relatives. The questionnaires / interview schedules for hospital staff and patients in English were translated in to Marathi since the respondents were comfortable in Marathi. Discussion and observation method was also adopted in the present study. The observation and discussion were made with respect to the human resource planning, forecasting and job analysis and utilization of available resources, working conditions and welfare facilities of their employees, scope of training and development within the hospital, cleanliness, support facilities and overall human relation and management of hospital.

A formal letter from the research guide was taken which explains the purpose of the research and requests the Doctors or head of the hospitals to extend necessary help to the researcher. With this letter, the researcher approached the Hospital Staff and patients in the selected taluka-wise private hospitals of Kolhapur District. In all the cases, the questionnaires were administered by the researcher himself.

Whenever, the researcher visit to hospital head / doctor for necessary information and permission to interview the respondents, some of the hospital head/doctor denied to giving the permission for conducting the study on hospital employees. But majority of hospital head / doctor granted the permission after researchers’ assurance to keep the information confidential and to use it for academic purpose only. More number of employees i.e., Nurses, ward boys etc. among the selected private hospitals started sharing their worries, problems and suggestions with researcher. Because researcher had given full assurance regarding the confidentiality, they were very open and frank about every thing. But some of them were found doubtful to speak before researcher. Gradually researcher used to keep notes of the main points. So, therefore the inner picture of the human resource management and working system of private hospitals started to unfold before researcher.

The present study is primarily based on stratified sampling (purposive quota sampling) method for selection of taluka wise private hospitals in the Kolhapur District. On the basis of geographical factors, size, nature and location, the researcher considered 4 to 8 villages (average 6 villages) from each taluka where there was availability of inpatient care (IPD) private hospitals with five or more than five bed capacity. Out of total 1452 inpatients private hospitals, 120 hospitals
(average 10 hospitals from each taluka) were selected for detailed investigation with ensuring that at least one hospital of each specialty. Doctors or medical in-charge (male or female) of these hospitals were administered a comprehensive pre-tested interview schedule to assess the managerial aspects of hospitals. The researcher has considered various parameters like hospital age, location of hospital, qualification of doctor, area (urban, semi-urban and rural), sex of doctors etc., while selected the sample hospital head or doctor.

Considering volume of the hospital staff, the researcher has selected 120 respondents through stratified random sampling technique. It means one employee (male or female) was selected from each sample hospital. It included medical and paramedical staff, technicians and administrative personnel etc. Similarly, in order to elicit the information regarding quality of medical services and relationship of human factor within the hospital, the researcher has taken in to account one patient-respondent from each selected (120) hospital. In selection of patient-respondent age, financial background of the patient, nature of disease, length of patient disease etc variable has considered.

4.9.1. Pilot Study:

The questionnaires / interview schedules were pre-tested with five respondents from private hospital head, hospital staff and patients respectively to test the validity, clarity and comprehensiveness of questions to ensure that the language used was clear to the respondents. This helped to rephrase some of the questions and fine-tune the questionnaires / interview schedules. During the pilot interviews with hospital head, staff and patients, the researcher came to know that, there is need to change some questions in questionnaire / interview schedule. After the pilot study, some modifications were made in the original questionnaire / interview schedule to make the statements clearly understandable to the respondents. Thus, the original draft after refinements was finally applied by administering to selected respondents.

4.9.2. Sources of Data Collection

The present study has used both primary as well as secondary source of data-
[I] Primary Data: - Primary data has been collected through structured questionnaires and in-depth interview of the selected respondents. There were three distinct sets of respondents rendering primary data through the method of
administration of pre-tested questionnaires. The additional information was sought through interview with the persons knowledgeable or expert in various areas of human resource management and hospital management. The researcher also used discussion and observation method to gain first hand insights into certain human resource aspects in selected hospitals like, reception counter, nursing station, residential accommodation / facilities of staff, layout of the wards, cleanliness, uniform, canteen facilities, service infrastructure and welfare facilities as also made detailed notes on them for being used while analyzing and interpreting the data.

(a) Questionnaires (Interview Schedules)-

For the study, three set of structured and detailed questionnaires (interview schedules) were prepared and a pilot study was conducted to pre-test the validity of the questions. With the help of these pre-tested questionnaires, system of enquiry was suitably amended, the questionnaires were accordingly redrafted and necessary information collected.

The first set of questionnaires deals with different aspects of private hospitals like, nature and type of hospital, medical facilities, support services, staff strength of hospital and their administration, nursing services, laundry and canteen services and ambulance facilities etc.

The second set of questionnaires focus on human resources practices in private hospital like human resources planning, recruitment, selection, training and development, remuneration, promotion, working condition and welfare facilities etc.

Similarly, the third set of questionnaires concentrate on medical services provided to patients or their relatives by the hospital staff.

(b) Discussion and Interviews-

Apart from above questionnaires, the detailed discussion with persons directly and indirectly related to the various aspects of hospital human resource in particular and hospital management in general were conducted. In interviews, open-ended questions were asked to gather the information (that was rather difficult to collect with the help of questionnaires) the interviews thus, conducted were unstructured.

[II] Secondary Data:- The secondary data necessary for this investigation, which was collected from several sources. The researcher visited various government offices, medical colleges, educational institutes, non-government organizations and also archives of Kolhapur Municipal Corporation and Kolhapur Zilla parishad.
review of literature on human resource management and theoretical conceptual data was also done by secondary source from different libraries, such as-
1. Khardekar library Shivaji University Kolhapur.
2. CPR Hospital and Medical College Kolhapur
3. SIBER library Kolhapur
4. J N Medical College library Belgaum.
5. Institute of Management Education and Research (IMER) library, Belgaum
8. KWC and G A College of Commerce Sangli
9. Chintamanrao College of Commerce Sangli
10. Dr. Patangrao Kadam College Sangliwadi.
11. D Y Patil Medical College, Kolhapur.
12. H P University library Shimla.
13. Library of Management Studies Delhi University, Delhi.
15. AIMS and Indian Medical Association, New Delhi.
16. Library of Karnataka University, Dharwad.
17. Indian Medical Association Branch Kolhapur, Gadhinglaj, Chandgad & Kagal.
18. Medical Association Ichalkaranji, Vadgoan, Jaysingpur, Ajara, Radhanagari, Shahuwadi, Bidri etc.

Similarly, published articles, journals, newspapers, files archives and internet etc as a form of secondary data was collected and used extensively for the theoretical aspects of human resource management and hospital management too.

4.9.3. Sample Design
A sample is a smaller representation of the large population so as to restrict the scope of spade work. The sample must fulfill two basic requirements namely (i) It must be representative and (ii) It must be adequate.

- **Coverage and Selection of Sample:**

  This study is primarily based on a sample survey. The area of which is confined to 12 taluka of Kolhapur district. Kolhapur district was selected for the survey because of its moderate size, operational convenience from the stand point of time and
cost factor. The ‘Purposive Quota Sampling’ (it is sort of stratified sampling) method was adopted for the selection of units for sample i.e., private hospital.

At the outset, the researcher ascertained the taluka wise 4 to 8 villages, where there was availability of private hospital and provision of allopathic treatment and in-patient care (IPD) service facilities in the same. Then, the care was taken that all the selected hospitals have five or more than five bed capacity. The following Table 4.1 shows the village wise private hospital units representing the 12 taluka of Kolhapur district.

Table No. 4.1: Sample Village wise Private Hospitals in Kolhapur District

<table>
<thead>
<tr>
<th>Sr. no</th>
<th>Taluka</th>
<th>Name of villages</th>
<th>No. of villages</th>
<th>Sample hospitals</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ajara</td>
<td>Ajara, Bhadavan, Gavase, Uttur, Madilage and Watangi</td>
<td>6</td>
<td>9</td>
</tr>
<tr>
<td>2</td>
<td>Bavada</td>
<td>Bavada, Salwan, Sheloshi, Tisangi, and Dhondawade (Parkhandale)</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>Bhudargad</td>
<td>Gargoti, Pimpalgaon, Mudhal titta and Shengao</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>4</td>
<td>Chandgad</td>
<td>Chandgad, Naganwadi, Adkur, Halkarni, Mangaon, Kowad and Kudnur</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>5</td>
<td>Gadhinglaj</td>
<td>Gadhinglaj, Mahagaon, Nesari, Batkanangle, Kadgaon and Halkarni</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>6</td>
<td>Hatkanangle</td>
<td>Hatkanangale, Ichalkaranji, Vadagaon, Hupari, Pattan Kodoli and Rukadi</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>7</td>
<td>Kagal</td>
<td>Kagal, Murgud, Kapashi, Lingnur, Bidri and Sangav</td>
<td>6</td>
<td>11</td>
</tr>
<tr>
<td>8</td>
<td>Karvir</td>
<td>Kolhapur, Bhogavati, Wadange, Sadoli, Haladi, Gandhinagar, Shirol and Kerli</td>
<td>8</td>
<td>15</td>
</tr>
<tr>
<td>9</td>
<td>Panhala</td>
<td>Panhala, Kodoli/ warana, Kotholi, Asurle, Kale and Porle</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>10</td>
<td>Radhanagari</td>
<td>Radhanagari, K.Tarale, Sarvade, Walve, Thikpurli, Rashiwade and Solankur</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>11</td>
<td>Shahuwadi</td>
<td>Shahuwadi, Malkapur, Bambavade, Sarud and Shittur tarf Warun</td>
<td>5</td>
<td>11</td>
</tr>
<tr>
<td>12</td>
<td>Shirol</td>
<td>Shirol, Jaysingpur, Kurundwad, Nandani, Takali and Akkiwad</td>
<td>6</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>72</td>
<td>120</td>
</tr>
</tbody>
</table>

*Source: Field work.*
• **Selection of Sample:**

The sample respondents were selected by using ‘purposive quota sampling’ technique for the present study. ‘Purposive’ meant those respondents that belonged to particular hospital unit only. ‘Quota’ meant the predetermined sample size of 360 respondents, comprising sub quota’s of 120 hospital head / doctors, 120 staff / employees and 120 patients / relatives of same hospital or ‘stratified’ meant that, to create homogeneous categories with respect to the particular characteristics under investigation. Therefore, the different group / quota are sure to have representation in the sample to administer the three interview schedule. The following table 4.2 shows the size of sample for the study.

**Table No. 4.2, Sample Private Hospitals of Kolhapur District**

<table>
<thead>
<tr>
<th>No</th>
<th>Type of Private Hospitals</th>
<th>Total Private Hospitals</th>
<th>Sample Private Hospitals (8.25%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>General Hospital</td>
<td>1067</td>
<td>88</td>
</tr>
<tr>
<td>2</td>
<td>Special Hospital</td>
<td>315</td>
<td>26</td>
</tr>
<tr>
<td>3</td>
<td>Multi-special Hospital</td>
<td>70</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>1452</strong></td>
<td><strong>120</strong></td>
</tr>
</tbody>
</table>

(Source: As per Sanjeevani Directory, Kolhapur Municipal Corporation record and Zilla Parishad record, 2009 these hospitals are five and five plus beds hospitals)

The actual respondents were selected by visiting the pre-identified private hospitals of all three type of hospitals i.e., General, Special and Multi-special, with the three interview schedule for hospital head / doctor, Staff and Patients /relatives. As shown below

a) **Hospital Head / Doctor:** Out of Kolhapur district population of 1452 inpatient private hospitals 120 hospitals (8.25%) were selected for detailed investigation on the criterion of 5 or 5+ bed capacity. Care was also exercised in ensuring that at least one hospital of each specialty and average 10 hospitals from each taluka were retained in the selected sample. Hospital age, location of hospital, qualification of doctor, urban, semi-urban and rural area, sex of doctors etc. variables have considered by the researcher while he has selected samples. Doctors or medical in-charge (male or female) of these 120 hospitals were administered a comprehensive pre-tested interview schedule to assess the managerial aspects of hospitals.
b) **Hospital Staff:** The sample 120 hospitals have collective staff strength of 1311 employees. Out of this 120 staff members (9% of the total) were selected by stratified random sampling technique. *Considering volume of the Hospital staff, the researcher has selected 120 respondents only.* It means one employee (male or female) was selected from each sample hospital. It included administrative officials, nursing and non-nursing staff, technicians and hospital service personnel. They were administered a comprehensive interview schedule to gauge the opinions and attitudes about the human resource policies adopted by the employing hospitals.

c) **Hospital Patients / Relatives:** In order to elicit the relevant information regarding quality of medical services and doctor-patient-staff relationship perceived by the patients, the sample was selected of 120 patient’s respondents. Here, the researcher has taken one respondent from each selected hospital. When the respondent (patient) was a small child or had a serious illness, the attendant / relatives were requested to participate in this study. *In selection of sample patient age, financial background of the patient, nature of disease, length of patient disease etc. variables have considered.* It is specially noted here that, the patients response is not major part in researcher’s research so, for the sake of information the researcher has selected only ‘120’ patient respondents.

4.10. Data Analysis and Interpretation:

The primary data collected from the three sets of the respondents was processed on a computer by developing application specific software and under expert supervision. The statistical findings derived from this exercise, juxtaposed against theoretical background, have been interpreted through an intellectual exercise for the purpose of drawing conclusions. Similarly, application specific computer software i.e SPSS, Excel etc., was used for word processing and graphical presentation. The work was completed at a private (EDP) computer center in Kolhapur.

The Hospital Human Resource Relation and Management survey of structured interview schedule administered to the respondents contained a total of 19 statements touching and the hospital patients / relatives dimensions. The respondents were asked to rate each statement according to their level of agreement with it by using a 5-point Likert Type scale (1: Strongly Disagree, 2: Disagree, 3: Undecided (Neither disagree
nor agree), 4: Agree, 5: Strongly agree) After working out a mean score for each statement, each mean score was converted into a percentile value, so as to obtain an easily comprehensible picture of the agreement level for the contents of that particular statement among the respondents.

4.11. Research Design

The formulation of research design is very crucial problem and a pivotal point for the success of the research program. It is a plan of activities that in the final analysis would constitute a research study. It is a logical and systematic planning research study. During the research process researcher has planned the ‘research design’ and methodology in the following manner.

1. Selection of problem
2. Statement of the problem
3. Significance of the study
4. Scope of the research study
5. Data collection
6. Processing the collected data

4.11.1. Limitations of the Study:

This study is by no means an exhaustive one, as it is carried out with many constraints, some of them arising out of human element, an essential part of research. Following are the main limitations and constraints of the study under which the researcher worked.

1. The present study is confined or restricted to the Kolhapur District of Maharashtra.
2. The study is limited to human resource (manpower) of selected private hospitals from twelve talukas of Kolhapur District.
3. There was limited free access to all the records or documents, which though mostly confidential were valuable for study.
4. Up to date information about hospitals and human resource in hospitals was not sufficiently available in any organized body or authority.
5. Being individual research study project; the researcher is likely to come across few constraints in the terms of time, efforts and money.
6. Being the hospitals are private organization, employees hesitate to respond. Where as the feedback of the hospital employee or respondent has its own shortcomings.

7. The study is conducted in a mixed urban and rural setting where spatio:temporal perceptions differ (a person’s perceptions of space and time utilities differ) widely from those prevailing either in highly urbanized or pure rural environments.

8. At the time of interview it was observed that some illiterate employee/people were not able to grasp the meaning of the problem / statement, and naturally they might have selected and marked wrong option. Hence, there is a possibility of wrong conclusions.

Since accurate details were not available on the private hospitals, an analysis become difficult and restricted to whatever data available for private hospitals through result of small studies and investigations. Hence, the analysis presented must be viewed in this context of limited information.

4.11.2. Writing of Research Report:

Report writing is the final stage of a research study. The purpose of report is to present the problem investigated the results of the investigation and the conclusion and suggestions drawn from the result. A research work remains incomplete if, it is not given the shape of a report and presented to the public lay renders as well as specialists. Keeping in mind the importance of report writing the researcher proposes to present his thesis under the following format.

4.11.3. The Chapter Scheme:

The present study is divided into six chapters; the brief outline of each of the chapter is as follows:

CHAPTER-I: INTRODUCTION

This chapter covers the general introduction and concept of the study. It includes human resource in general and human resource in hospital, nature and types of hospitals, need of human resource in hospital, hospital is a service industry and it’s prospective. It also includes the operating concepts/definition which has been developed for all these terms like Doctor, Nurse, Patient, Receptionist etc. Need for human resource management and HRM in the new era.
CHAPTER-II: HR MANAGEMENT- A CONCEPTUAL FRAMEWORK

This chapter deals with the meaning, definition, importance, objectives, evolution, and scope of human resource management. It includes the functions of human resource management and the explanation of the contents of study like human resource planning, job analysis, recruitment, selection, training, remuneration, working condition, welfare facilities etc. It also covers the review of literature on human resource management as well as hospital management.

CHAPTER-III: PROFILE OF PRIVATE HOSPITAL IN KOLHAPUR DISTRICT

This chapter deals with concept of health and hospitals, nature and scope of hospitals, important components of private hospital organization and historical background of Kolhapur based on hospitals, growth and development of private hospitals in the study area. It also includes taluka wise brief profile and model of hospital’s human resource management.

CHAPTER-IV: RESEARCH METHODOLOGY

This chapter deals with introduction of the subject. The introduction points out the general background on which the research problem is formulated. Again it covers significance of the study, objectives of the study, hypotheses, scope of the study, research methodology, research design, and limitations of the study and chapter scheme.

CHAPTER-V: ANALYSIS AND INTERPRETATION OF DATA

This chapter covers data presentation, analysis and interpretation with tables, graphs etc in three sections. It includes analysis and interpretations of different aspects of private hospitals, staffing policy and practices in private hospitals and services to patients and relatives provided by private hospitals.

CHAPTER-VI: FINDINGS, CONCLUSION AND SUGGESTIONS

This chapter summarizes all the important findings of the study. The conclusions and suggestions are drawn by the data analyzed and interpreted critically. A few suggestions for hospital management and human resource management in private hospital in the Kolhapur district are made at the end.
4.12. Conclusion:

Human resource management science applies not only industry and commerce, but to all areas of employment. The private hospitals are no exception. The significance of human resource is now being increasingly realized in the entire sector in general and private hospital in particular in the light of new economy. Medical sector is developing very fast, more and more specialized and non specialized personnel’s are utilized and sophisticated instruments are being introduced in private hospitals. The medical fitness of any hospital depends wholly on the quality of services it offers. And that, to a great extent depends upon the competent, experienced and skilled human resource. In most of the private hospitals the problem of getting competent and relevant people, retaining them, keeping up their motivation and morale, and helping them to both continuously grow and contribute their best to organization.

Today’s private hospitals are very complex organization in service sector. They run not only by medical people but many other paramedical, technical, administrative and non-medical peoples. Considering this fact the present study is directed towards human resource management in private hospitals for not only managing the labour force but also for solving the problems intelligently and equitably. The findings of the study have been derived from both primary and secondary data. The researcher has visited all the sample selected private hospitals and interviewed the head of the organization, their staff and patients too, with the aid of the questionnaire (interview schedule). He used some statistical tools and techniques for tabulation, processing, analysis and interpretation of collected data to arrive at meaningful conclusion and suggestions.
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