CHAPTER -II
HUMAN RESOURCE MANAGEMENT: CONCEPTUAL FRAMEWORK

2.1 Management Concept:

Before a study of human resource management is undertaken, it is necessary to have an idea of what management in general is. Management is a universal discipline, of which human resource management is a part…… an important part. In general management is a science, which is concerned with the art of getting pre-determined results, in set time, by economical and proper use of apt human and material resources. In other way, management describes a set of functions directed towards:

1. Setting goals or objectives
2. Obtaining suitable material and human resource to further set objectives.
3. Using such resources properly
4. Getting envisaged results in specified time

2.1.1 Organizations Objectives and Resources:

Every organization should have some objective to fulfill. No organization can exist without any purpose. But organizations differ according to purpose, and purpose differs according to organization. Thus, the objective of a School is to impart knowledge and build character amongst students, the purpose of Hospital to provide health service and curing illness, the purpose of industry is to produce goods and services for the use of consumers.

Table No. 2.1: Organizations Objectives and Resources:

<table>
<thead>
<tr>
<th>Organizations</th>
<th>Main Objectives</th>
<th>Material Resources</th>
<th>Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family</td>
<td>Rearing Children, Sex, Education, Economy, Culture</td>
<td>House, Income, Equipment</td>
<td>Parents, Children, Neighbors</td>
</tr>
<tr>
<td>School</td>
<td>Education, Character, Play</td>
<td>Building, Books, Audiovisual equipment, Furniture etc</td>
<td>Students, Teachers, Administrative Staff.</td>
</tr>
<tr>
<td>Hospital</td>
<td>Health, Curing illness &amp; Service</td>
<td>Building, Medicine, Diagnostic and other equipment</td>
<td>Doctors, Nurses, Surgeons, Ward boys, Administrative Staff.</td>
</tr>
<tr>
<td>Factory</td>
<td>Production of goods &amp;services</td>
<td>Building, Machinery, Power, Raw material</td>
<td>Executives, Supervisors, Workers.</td>
</tr>
<tr>
<td>State</td>
<td>Security, People’s welfare.</td>
<td>Land, Rivers, Forests, Mines, Seas, Industries, Schools, Roads etc.</td>
<td>All citizen, President, Ministers, Legislators, Artists, Writers, etc.</td>
</tr>
</tbody>
</table>

2.1.2 Resources:

Without resources, no objectives can be achieved. And an objective is useless if it is not realized. It will remain a daydream only. Resources are the means for getting results or for fulfilling objectives. Without means it is impossible to reach set goals. Just as an army, however disciplined and trained cannot win battles without the necessary equipment, so also no organization, be it industry, hospital or school can obtain results without aid of required resources. There are mainly two types of resources.

(A) Material Resources: 1) Money-Cash and credit, 2) Land and building, 3) Power-water, wind, electricity, electronic, 4) Raw material, 5) Machinery, Tools, Equipments etc

(B) Human Resources: Persons viz Management, Middle management, other workers etc.

- Human Resources

Human resources of an organization are composed of all human beings working in that organization. Human resources are animate ones while material resources are inanimate. It should be noted that in the first instance it is human beings that create or bring together material resources which are necessary and are made available for the working of the concerned organization. Therefore it may be asserted that without human beings, there would be no material resources available at all. But it is waste of human resources to employ over-qualified persons to do simple job. Conversely, it is wrong use of human resources to employ under-qualified persons for jobs needing high skills and responsibilities. [1]

- 3R’s of Human Resource Management

All the Human Resource Management functions can be sequentially and logically grouped under the 3 R’s. It expresses the essence of the HRM.

(I) RECRUITMENT: Personnel planning, job analysis, job knowledge, application blank, contact with labor sources, inviting applications, screening applications, staggering interviews, the interview, selecting the candidates.

(II) RETAINMENT: Induction, placement and job assignment, preliminary employee, counseling, wage and salary administration, administration of leave, shift system, transfers, discipline maintenance, grievances and their settlement, communication engineering, incentives, rewards, motivation, training, employee welfare, supervisory leadership, human approach,
employee assessment, promotion, union-management relations, collective bargaining, workers-management participation, public relation.

(III) RETIREMENT: Retirement interview, reward and recognition, provident fund, pension, gratuity, filling vacancies (recruitment)

Table No.2.2: Differences between Human and Material Resources

<table>
<thead>
<tr>
<th>No</th>
<th>HUMAN</th>
<th>MATERIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Animate</td>
<td>Inanimate eg-Cotton, Steel Paper machine</td>
</tr>
<tr>
<td>2</td>
<td>Work for support of self &amp; others</td>
<td>Need not work for support</td>
</tr>
<tr>
<td>3</td>
<td>Growing physically &amp; mentally</td>
<td>Not growing</td>
</tr>
<tr>
<td>4</td>
<td>Have feelings</td>
<td>No feelings</td>
</tr>
<tr>
<td>5</td>
<td>Can think</td>
<td>Can not think</td>
</tr>
<tr>
<td>6</td>
<td>Can learn</td>
<td>Can not learn</td>
</tr>
<tr>
<td>7</td>
<td>Each person is unique? (Physically, mentally, emotionally)</td>
<td>Uniformity</td>
</tr>
<tr>
<td>8</td>
<td>Has no replaceable parts</td>
<td>Machine parts can be replaced</td>
</tr>
<tr>
<td>9</td>
<td>Can not be totally replaced</td>
<td>Can be totally replaced</td>
</tr>
<tr>
<td>10</td>
<td>Have sentiments.</td>
<td>No sentiments</td>
</tr>
<tr>
<td>11</td>
<td>Has opinions and attitudes</td>
<td>No opinion, no attitudes</td>
</tr>
<tr>
<td>12</td>
<td>Reactions cannot be foreseen</td>
<td>Reactions can be foreseen.</td>
</tr>
<tr>
<td>13</td>
<td>Needs rest</td>
<td>Except machines, Other materials need no rest</td>
</tr>
<tr>
<td>14</td>
<td>Can form unions</td>
<td>Can not form unions</td>
</tr>
<tr>
<td>15</td>
<td>Can be honest or dishonest</td>
<td>Can not be dishonest</td>
</tr>
<tr>
<td>16</td>
<td>Can bargain</td>
<td>Can not bargain</td>
</tr>
<tr>
<td>17</td>
<td>Have affective relations. (eg-Wife, Children, Parents, Colleagues)</td>
<td>No affective relations.</td>
</tr>
<tr>
<td>18</td>
<td>Can take initiative.</td>
<td>Can not take initiative.</td>
</tr>
<tr>
<td>19</td>
<td>Mobile</td>
<td>Not mobile</td>
</tr>
<tr>
<td>20</td>
<td>Can express feeling, opinions etc</td>
<td>No language</td>
</tr>
<tr>
<td>21</td>
<td>Changeable in mode</td>
<td>Not changeable in mode</td>
</tr>
</tbody>
</table>


2.2 Concept of Human Resource:

We know that management is considered as an art of getting things done through others with a view to achieve the common objectives of the organization. But these objectives can be achieved only if the organization is managed efficiently. The management is considered efficient if it is able to coordinate the various factors of production in such a way that they contribute their maximum towards the realization of common objectives.

Of all the factors of production or services, human being is by far the most important factor. The importance of human factor in any organization cannot be overemphasized because the success of every organization depends not so much on
material or financial resources, as on human resources. In the past, the management was primarily concerned with the full and proper utilization of the physical factor i.e., material, machine etc. But it did not pay any attention to the human factor on which the maximum utilization of the physical factors depended. Materials may be purchased at most competitive price and machine may be worked to their fully capacity but the out-put cannot be maximized without the willing cooperation of the workers. Peter Drucker says, “Human being is the central, the rarest, the most precious capital resource of our industrial society.” It is unique characteristic lies in the fact that, of all the resources employed in production, it is the most productive, the most versatile and the most resourceful. [2] In short, human factor is able to give an output far greater than its input only because of its ability to cooperate, coordinate, integrate, judge and imagine. But the management in modern days, the management has realized the importance of the human factor in productive activity as well as in the successful accomplishment of the organizational objectives. In fact the importance of the human factor is increasingly recognized by the people in the management of modern concerns.

2.3 Importance of Human Factor/ Resource

1. It is the only resource which can produce unlimited quantities through its better ideas. No other resources can do this.

2. It is the only factor which appreciates in value with passage of time. Because people become experienced and skilled over the period of time.

3. Human resource is animate, active and living. It is human being alone who, with his ability to feel, think, conceive and grow, shows satisfaction or dissatisfaction, pleasure or resentment, acceptance or resistance for all kinds of managerial actions.

4. It is the most unpredictable and complex factor in its behavior. There is no formula nor any fixed rules to guide the manager to motivate his workers.

5. Every individual has his own background which makes him distinct and unique in his psychological framework. Human resources are heterogeneous.

6. The importance of human resource has also increased because of the enactment of various labor laws which have compelled the employers to give fair and humane treatment to their labourers.
7. Finally, rise and growth of strong trade union have compelled the employers to treat the human factor with greater respect, because of strong opposition from such labour organizations.

It is because of the increasing importance of the human resources that a great necessity was felt for setting up a separate department for management of human resources popularly known as ‘Human Resource Management’ or ‘Personnel Management’ which is now considered as an integral part of the managerial set-up.

The term ‘human resource’ is wider in meaning than the term ‘personnel’. The ‘human resource’ at the macro level includes all the dynamic components like skill, creative ability, tact etc. possessed by all the people whether they are employees, self-employed people, employers, owners, organizers, promoters etc. working at different levels in the organization where as the term ‘personnel’ even at the macro level is limited to the employees working in all the organization. At the organizational level the term ‘human resources’ includes the component resources of all the employees working at various levels. From top to bottom, all the employees like board of directors, managing director, honorary workers, experts in different fields, shareholders and such people as family members influencing the employees of the organization. Thus human resources include the resources of all the people who contribute their services to the attainment of the organizational objectives and those who contribute their service with a view to create hurdle or obstacles in the attainment of the organizational objectives.

Hence, managing people is the most essential aspect of every manager’s job. Managers of today unmistakably realize that the human resources are most vital for the accomplishment of organizational goals and objectives, and unless the human resources are managed properly, achievement of organizational goals would be in jeopardy. Human resource management has, therefore, attained unprecedented importance in the realm of business. It is universally recognized as the heart of management process. In fact, no organization can exist without proper human resource management.

Managing people is no longer a function performed by an executive on the basis of his impressions or intuitions. Human resource management is now backed by large quantities of information inputs regarding human needs, motivation and morale, organizational commitment, human capabilities, career expectations, HRD needs, leadership requirements, human relations, job context and job content, and so on. This
is particularly so because of the tremendous changes in the occupational structures in recent times. Moreover, widespread use of information technology in managing people is another area which deserves to be kept in mind in human resource management. [3]

2.4 Concept: Human Resource Management:

Human resource is one of the most valuable and unique assets of an organization. The success of any organization depends on the management of human resources. It is the responsibility of human resource management to convert the human resources into skilled and quality human resources. The improvements in the quality and utilization of personnel have been the vital factor for increasing the pace of economic growth. Human resource is of paramount importance in the success of any organization. Most of the problems in organizational environment are human and social, rather than physical, technical or economic nature. Utilization of human energy for the achievement of purposeful goals is the main function of human resource management. At the same time management must be aware of the needs of the organization as well as the individual needs. This integrated approach is known as Human Resource Management (HRM).

Human resource management deals with the “People” dimension in management. Byars and Rue: say “Human Resource Management encompasses those activities designed to provide for and coordinate the human resources of an organization.”[4] Every organization is composed of people and utilizing their services, developing their skills, motivating them to enhance their levels of performance and ensuring that they remain committed to the organization are essential for the accomplishment of organizational objectives. This is true for all types of organizations-Government, Business, Education, Recreation, Health or Social action. Acquiring and retaining good human resources is an essential pre-condition for the success of every organization. Competent personnel are essential for the coordination of efforts towards the ultimate objectives which ensure the survival of the organization.

2.4.1 Meaning of Human Resource Management:

Human Resource Management is a newly emerging study in the field of management. It has fast driving out the traditional term ‘Personnel Management’ and
substituting a new term ‘Human Resource Management’. It is a management function that helps manager to recruit, select, train and develop members for an organization.

Human resource management is a process that consists of four functions-acquiring, developing, motivating and retaining human resources. The acquisition functions starts with planning and ends with staffing. The development function has three dimensions- employee training, management development and career development. The motivation function includes identifying the individual motivational needs of employees and ways to motivates them. The retention function is concerned with providing a conducive work environment to the employees and nurturing them to make them feel committed and attached to the organization. These functions are applicable to non-trading organizations too. Such as Education, Health care, Recreation etc. Thus, human resource management refers to a set of programs, functions and activities designed and carried out in order to maximize both employee as well as organizational effectiveness.

2.4.2 Definition- Human Resource Management:

1) Edwin B. Flippo – Human resource management is “The planning, organizing, directing and controlling of the procurement, development, compensation, integration and maintenance of people for the purpose of contributing to organizational, individual and societal goal.”

2) French Wendell – “Human resource management is the recruitment, selection, development, utilization of and accommodation to human resources by the organizations.”

3) V.P. Michael- “Human resource management is to reflect a new philosophy, a new outlook, approach and strategy, which view an organization’s manpower as its resources and assets and not as liabilities or mere hands”

4) Indian Institution of personnel Management-“Human resource management is that part of management function which is primarily concerned with the human relationship within the organization. Its objective is the maintenance of those relationships on a basis which by consideration of the wellbeing of the individual enables all those engaged in the undertaking to make their maximum contribution to the effective working of that undertaking.”

5) Lewrence Appley – (Former President of the American Management Association) “ Human Resource Management is a function of guiding
human resources into a dynamic that attains its objectives with a high degree of moral and to the satisfaction of those concerned. It is concerned with getting results through people”. [10]

6) Bhatia S.K. – “process undertaken to promote the intellectual, moral, psychological, cultural, social and economic development of the individual. So as to help him to achieve highest human potential as a resource for the community. It means a total all around development of the person so that he can contribute his best to the community and the nation.” [11]

7) Leon C. Megginson – “From the national point of view, human resources may be defined the knowledge, skills, creative abilities, talents and aptitudes obtained in the population, whereas from the view point of the individual enterprise, they represent the total of the inherent abilities acquired knowledge and skills as exemplified in the talents and aptitudes of its employees” [12]

8) M.N.Khan (1987)- “Human resource management is the process of increasing knowledge, skills, capabilities and positive work attitude and values of all people working at all levels in a business undertaking.” [13]

9) Sheth N R (1988) - “Human resource management as an ideology to reflect liberal democratic humanistic view of management of people”.

10) P. L. Rao. (1986)- “Human resource management is a strategy to transform human resource inputs into outputs. The inputs are the people, the individuals, groups and total human organization. The transformation processes are the managerial sub-system for acquiring, developing, allocating, conserving, utilizing and evaluating people. The outputs are the service provided by the individual and groups to the organization in which they are employed in particular and to the society in general.” [14]
### 2.4.3 Difference between HRM -PM and HRM -HRD:

#### Table No. 2.3: Difference between HRM and PM

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Personnel Management</th>
<th>Human Resource Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Contract</td>
<td>Careful delineation of written contracts</td>
<td>Aim to go ‘beyond contract’</td>
</tr>
<tr>
<td>Guide to management action</td>
<td>Procedures</td>
<td>Business need</td>
</tr>
<tr>
<td>Behavior referent</td>
<td>Norms / Customs &amp; practices</td>
<td>Values / mission</td>
</tr>
<tr>
<td>Initiatives</td>
<td>Piecemeal</td>
<td>Integrated</td>
</tr>
<tr>
<td>Speed of decision</td>
<td>Slow</td>
<td>Fast</td>
</tr>
<tr>
<td>Management role</td>
<td>Transactional</td>
<td>Transformational leadership</td>
</tr>
<tr>
<td>Communication</td>
<td>Indirect</td>
<td>Direct</td>
</tr>
<tr>
<td>Selection</td>
<td>Separate, marginal task</td>
<td>Integrated, key task</td>
</tr>
<tr>
<td>Pay</td>
<td>Job evaluation (fixed grades)</td>
<td>Performance related</td>
</tr>
<tr>
<td>Conditions</td>
<td>Separately negotiated</td>
<td>Harmonization</td>
</tr>
<tr>
<td>Job design</td>
<td>Division of labor</td>
<td>Team-work</td>
</tr>
<tr>
<td>Conflict handling</td>
<td>Reach temporary truce</td>
<td>Manage climate and culture</td>
</tr>
<tr>
<td>Evolution</td>
<td>Precedes HRM</td>
<td>Latest in the evolution subject</td>
</tr>
<tr>
<td>Respect for employees</td>
<td>Labor is treated as a tool which is expendable &amp; replaceable</td>
<td>People are treated as assets to be used for the benefit of an organization, its employees and the society as whole.</td>
</tr>
</tbody>
</table>


### Difference between-HRM and HRD

Some writers have used both the terms HRM and HRD interchangeably assuming that they are synonymous. But they are not synonymous. The main differences are as under-

1. HRM is concerned with managing people at work at all levels in the organization. It is a routine, maintenance oriented and administrative function. HRD is a continuous on-going development function which aims at improving human resources.

2. HRM is concerned with bringing people and their organization together to achieve the goal of them. HRD is concerned with the development of the competencies, motivation, dynamics and effectiveness at the people in the organization.

3. HRM is considered as a micro-concept as it concentrates on individuals. Where as HRD is both a micro and macro concept.

4. HRM is regarded as a reactive function responding to the needs of the organization as and when they arise. HRD is regarded as a proactive function not only to cope with the needs of organization but also to anticipate them and to act on them in advance in planned and continuous way.
5. HRM is the integrated approach to actuating and managing the people of organization. HRD deals with the process of developing people in accordance with their aspirations and to suit the organizational needs.

6. HRD is at the center of HRM but both HRM and HRD are interdependent and integrated into one system.

It should be noted that though there is some difference between personnel management (PM), Human Resource Management (HRM) and Human Resource Development (HRD). They have been considered as synonyms in this study as they have common objectives to be achieved.

2.5 Nature of Human Resource Management:

It is rather difficult to express the true nature of human resource management. Human resource management is concerned with management of people at work. It reflects a new philosophy, a new approach and a new outlook. The human factor plays such an important role in the field of management that people consider human resource management and management as one and the same thing. As ‘Appley’ observes- “Management is the development of people and not the direction of things.”

Human resource management is a process of bringing people and organization together so that the goals of each are met. It tries to secure the best from people by winning their wholehearted cooperation. It has the following features-

- **People Oriented:** It is all about people at work, both as individuals and groups. It tries to put people on assigned jobs in order to produce good results.
- **Continuous Process:** Human resource management is not a “one shot” function. It requires a constant alertness and awareness of human relations and their importance in every day operation.
- **Future Oriented:** It helps an organization meet its goals in the future by providing for competent and well motivated employees.
- **Integrating Mechanism:** It tries to build and maintain cordial relations between people working at various levels in the organization.
- **Action Oriented:** Human resource management focuses attention on action, rather than on record keeping or rules.
- **Inter-Disciplinary function:** Human resource management utilize knowledge and inputs drawn from various sector, i.e., Psychology, Sociology, anthropology, economics etc. It is multi-disciplinary activity.
- **Development Oriented:** - The main intention of human resource management to develop the full potential of employees.

- **Comprehensive function:** - It is concerned with all types of organization and all categories of personnel from top to bottom of the organization.

- **Auxiliary Service:** - Human resource manager is a specialist advisor. They assist and advise the line or operating managers to do their personnel work more effectively.

### 2.6 The Semantics- Human Resource Management

As in any other discipline, there is the problem of semantics in human resource management too. Human resource management differs from personnel management both in scope and orientation. HRM views people as an important source or assets to be used for the benefit of organizations, employees and the society. It is emerging as distinct philosophy of management aiming at policies that promote mutuality-mutual goals, mutual respect, mutual rewards and mutual responsibilities. Though a distinct philosophy, HRM can not be treated in isolation. It is being integrated in to the overall strategic management of business. Further, HRM represents the latest term in the year 1990 was a turning point in this evolution. The American Society for Personnel Administration (ASPA), the largest professional association in this field of management, changed its name to the Society for Human Resource Management (SHRM). Since then the expression is gradually replacing the hackneyed term ‘personnel management’.\(^{[16]}\)

Personnel management has a limited scope and an inverted orientation. It was never considered a part of the strategic management of business. Historically, personnel management preceded human resource management.

Another term widely used these days is HRD. For many people, HRD and HRM convey the same meaning. This is not true. Essentially, it is a function more concerned with the training and development of employees. HRD therefore, is a part of HRM and forms one wing of the latter department.

Industrial Relations Management (IRM) is yet another term which adds to the problems of semantics. ‘Industrial relations’ as the term implies, is merely concerned with employee grievances and their settlement, unionization, and the like. Obviously, IRM is one wing of HRM.
2.7 Evolution of Human Resource Management:

As a part of study, it is necessary to know the evolution of Human Resource Management. It is a relatively new term emerged during the 1970’s. Majority people continue to refer to the discipline by its traditional title i.e., Personnel Management. Due to changing trend, the term nowadays used in industrial sector is HRM. Coming to the evolution of HRM, it may be stated that concern for the welfare of workers in management of business has been in existence since ages. Koutilaya had dealt with some important aspects of human resource management in his “Arthasastra” 400 BC. The Government then took an active interest in the operation of different enterprises and provided systematic procedure for regulating employer-employee relationships. Elsewhere, human resources in organizations received the management attention much earlier. As early as in 1800 BC itself, ‘minimum wage rate’ and ‘incentive wage plan’ were included in the Babylonion Code of Hammurabi.

Experts of HRM in our country have tried to chronicle the growth of the subject only since the 1920’s. This was the period when state intervention to protect the interest of workers was felt necessary because of difficult conditions which followed the First World War, and emergence of trade unions. For the first time in 1931 The Royal Commission on Labour recommended the appoint of Labour officer to deal with the selection of workers and settle their grievances. Because the jobbers were rendering less services and more harm in industries. The next landmark was The Factories Act 1948, made appointment of welfare officers compulsory in each factory employing 500 or more workers.

After the recommendation of Royal Commission, Labour officer can fulfill many other duties particularly in respect of welfare. Meanwhile, a series legal measure were enacted with view to regulating hours of work, work environment, wages, employee benefit etc. The recognition of trade unions for maintains employer-employee relationship. In the Calico Mills, Ahmedabad, a doctors and a nurse were engaged and crèche was opened. The Tatas in Bombay (Mumbai) appointed a medical officer in 1918 and showed a good deal of interest in promoting the welfare of employees. The Bombay Trade Disputes Conciliation Act of 1934 provided appointed of labor welfare officer whose function were the redressal of employee grievances and the promotion of industrial harmony. Similarly, in 1937 in Bengal on the suggestion of the government, the Indian Jute Mill Owner Association appointed a Labour officer to bring about a settlement of employee’s grievances with the mills.
In 1941, the Government of India initiated the Tripartite Labour Conferences with the representatives of the government, Labour and employers. With view to (a) Promoting uniform Labour legislation (b) To determining the procedure to settle industrial disputes and (c) Promoting consultations on industrial matter affecting the country.

In course of time, two professional bodies, the Indian Institute of Personnel Management (IIPM) and the National Institute of Labor Management (NILM) were setup with its headquarters at Calcutta and Mumbai respectively. During the 1960’s the personnel functions began to expand beyond the welfare aspect, with labor welfare, industrial relation and personnel administration integrating into the emerging profession called personnel management. [17]

In the 1980’s professionals began to talk about new technologies, HRM challenges and HRD. The two professional bodies- IIPM and NILM merged to form National Institute of Personnel Management (NIPM). In the 1990’s the emphasis shifted to human values and productivity through people. Reflecting this trend, the American Society for Personnel Administration (ASPA) was renamed as the Society for Human Resource Management (SHRM). Thus, beginning in the 1920’s the subject of HRM has grown into a matured profession.

Now the role of HRM is shifting from protector and screener to planner and change-agent. “The metamorphosis of personnel into human resource management reflects the fact that in today’s flattened, downsized and responsive organizations, highly trained and committed employees-not machines are often a firm’s best competitive key.” Thus HRM is a fast growing profession and it has already been adopted in industries in India but it has yet to enter the health care institutions of our country. The above picture shows in brief as under:

<table>
<thead>
<tr>
<th>Period</th>
<th>Development</th>
<th>Outlook</th>
<th>Emphasis</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1920-1930</td>
<td>Beginning</td>
<td>Pragmatism of capitalists</td>
<td>Statutory, welfare, paternalism</td>
<td>Clerical</td>
</tr>
<tr>
<td>1940-1960</td>
<td>Struggling for recognition</td>
<td>Technical legalistic</td>
<td>Introduction of techniques</td>
<td>Administrative</td>
</tr>
<tr>
<td>1990-onward</td>
<td>Promising</td>
<td>Philosophical</td>
<td>Human values, productivity with people</td>
<td>Executive</td>
</tr>
</tbody>
</table>

2.8 Scope and Objectives of HRM:

**Scope of HRM:**

The scope of HRM is very wide, which is obvious from the fact that it is called by several terms such as ‘Labour management, Personnel management, Manpower management, Human relation etc. All major activities in the working life of workers-from the time of his/ her entry into an organization until he/she leaves-come under the purview of HRM. Specifically, the activities included are-Human resource planning, job analysis and design, recruitment and selection, orientation, motivation and communication, welfare, safety and health, industrial relations and the like. The Indian Institute of Personnel Management has specified the scope of HRM as-

1. **Personnel aspect:** - This is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, layoff and retrenchment, remuneration, incentives, productivity etc.
2. **Welfare aspect:** - It deals with working conditions and amenities such as canteens, crèches, rest and lunch room, housing, transport, medical assistances, education, health and safety, recreation facilities etc.
3. **Industrial relation aspect:** - This is concerned with organization relations with the employees as a group and includes union-management relations, joint consultation, collective bargaining and negotiating, grievance and disciplinary procedures, settlement of disputes etc.

For the sake of convenience, we can categories all the above activities in to 7 sections:-
(1) Introduction to HRM (2) Employee hiring (3) Employee and executive remuneration (4) Employee motivation (5) Employee maintenance (6) Industrial relation and (7) Prospects of HRM. See **fig: 2.1**
Objectives of Human Resource Management:

Broadly, the objectives of hospital organizations are service and efficiency. The objectives of employees are good salary and working conditions, job security, opportunity for advancement etc. The important objectives visualized by HR department of any hospital organization include:

1. Maximum individual development- HRM develop the skills of an individual worker to the fullest potential, in a way, leads to enhancement of his abilities.
2. Effective utilization of human resource- The human resource is recognized as an asset. So it is in contrast to other physical resources enables gain maximum output with minimum cost.
3. Effective relationship between the employer and employee- HRM create an environment conducive to work so that respect and trust are developed between them.
4. **Establishing group satisfaction**- HRM encourages group satisfaction and team spirit, which will improve relationship between employer and employee. It will create moral to work whole heartedly and will also lead to welfare and harmony.

5. **Develop and maintain a quality of work life**- The organizational performance depends on improvement in the quality of work life. So it makes employment in the organization a desirable, personal and social situation.

6. **Communicate HR policies to all employees**- The responsibility of HRM to communicate in the possible sense, tapping ideas and opinions of customers, non-customers and other public as well as understanding the views of internal human resources.

7. **Ethically and socially responsive to the needs of society**- HRM ensure that organizations manage human resource in an ethical and socially responsible manner through ensuring compliance with legal and ethical standards.

### 2.9 Recent Development in HRM:

Globalization and international corporate scene have made a great impact in the process of development in all the developing countries. Among different developing countries, India is a one, which facing new system of liberalization. A shift from standardized to a flexible manufacturing of customer oriented product and services to capture the world market in a competitive scenario has become an inevitable need. The requirements of the open market need to be understood with adequate care and caution. The development of skills in the workers of an organization is of paramount importance so far as organizational development is concerned.

There are various factors have contributed to the recent development in HRM. Many changes have taken place in corporate sector to bring efficiency and cost effectiveness. The transition of old Human Resource Development (HRD) to New People Management (NPM) is a gradual process. So, during this changing situation HRM plays a vital role in its wide field of activities. The employees are empowered to take routine decisions in their respective field of work. This makes an employee feel that he is part and parcel of the organization. They accept responsibility and accountability towards their jobs. So they are in a way to become self-sufficient. \[^{18}\]

Some important points in the recent development in HRM are as follows:-

1. Globalization has led to international competitiveness.
2. This competition in global market demands better skill to match the benchmark level in quality of goods or services.

3. A trend has been noticed amongst the industrialists to choose location for a new industry, where either the labor union are weak or not in existence.

4. Industries are shifting from mass production and specialization to the Japanese Style of management and flexible specialization.

5. The new HRM concepts are not conducive to unions to function, as its main focus is on individual and not on collective work relations.

6. Transition of HRD to New People Management (NPM)

7. “Hall mark” of an enterprise now is to be more customers oriented.

8. New concept of ‘empowerment’ to employees to make work decisions of all levels and makes them feel that they are part and parcel of the organization.

9. Employee’s commitment is secured through cooperation, more involvement in the organizational activities and labor management consultation.

10. Adopt the self management and allowing the workers to manage themselves with responsibility and accountability to the functional management of the organization.

2.9.1 Human Resource Management Model:

For discussing the HRM subject we follow the model as shown the figure: 2.2 below. The model contains all human resource activities. When these activities are discharged effectively, they will result in a competent and willing workforce who will help to realize organizational goals. Similarly, there is another variable in the model i.e., environment. It is stated that human resource function does not operate in vacuum. It is influenced by several external and internal forces like, economics, technological, political, legal, organizational and professional conditions.
2.9.2 ‘OCTAPAC’ Value in HRM:

Udai Pareek maintains that human resource management, in Indian context, is a concept based on the values of:

- **Openness**: - implying confronting the problems rather than avoiding them.

- **Confrontation**: - meaning facing the problems and exploring the ways of improving relationships amongst individuals and searching for solution to problems.

- **Trust**: - is result of openness and confrontation.

- **Authenticity**: - is the value underlying the trust. It is the persons’ acknowledgement of his feelings and acceptance of both himself and others as persons.

- **Proacting**: - that is, instead of merely reacting to the situation, the organization takes the initiative in influencing the situation.

- **Autonomy**: - means that an individual does not feel threatened in seeking help from others in coping with problems. Autonomy underlines collaboration, because only an autonomous person can collaborate and not perceive in collaborative initiative as a sign of weakness or inferiority.

- **Collaboration**: - is emphasized as a value, so that individuals, instead of working independently in solving their problems, work in teams and with a commitment to their respective roles and to the organization.

Since their verbalization, the OCTAPAC values of the human resource management concepts have greatly influenced the evolution of HRM practices in India.

2.9.3 Value of HRM (Emerging role of HRM)

In the changing scenario, it has become evident that the human resource of an organization can lead it on the path of success. It is the competencies and attitudes of the human resource that can make or break a business. Innovative and proactive human resource managers have been defining new boundaries of HRM. The business of attracting and retaining talent and nurturing it has become imperative for the development of an organization. A new strategic role has emerged for HRM, that of a key player, to make the organization survive and success in competitive business environment.

The human resources of an organization play a vital role in determining its progress and prosperity. Even a nation with rich physical resources will not develop, if its human resources are inadequate. In this modern age of technology and
globalization, quality human resource is an important contributor to well being and development of a nation. That means a notion rich its human resources can developed nation enriches the quality of its human resources, this is a cyclic process.

- **HR- A Competitive Advantage** - Presently an organization has become knowledge based, service oriented, competitive and more dynamic. The quality of human resources has become an essential factor in determining the success of every organization. According to Adi Godrej, Chairman and Managing Director, Godrej Consumer Products Ltd., “all corporate strengths are dependent on people.”  

  \[ \text{[19]} \] Human resource is a unique asset to the organization and is essential for an organization to gain competitive advantage over its competitors. Hence, there is a need for effective human resource management in the market.

- **HR- Accounting** - The concept of attributing an appropriate value to the worth of human resources of an organization has become popular. As per the words of Eric Flamholtz a renowned HR consultant defined as “accounting people as organizational resources, HR accounting is measurement of cost and value of people for an organization.”  

  \[ \text{[20]} \] People were not accounted as resources and no value was attributed to their contribution. But in recent time the criticality of the contribution of human resource have been acknowledged and recognized. Thus, HR accounting helps management to value its human resources and use it with wisdom. It also provides essential information to the management to maintain and develop its important resources. Hence, it is and appropriate control technique.

**Role of HRM in the Service Sector:**

Economic theory traditionally looks at the society as consisting of three main sector, namely, (i) the primary or agriculture sector comprising occupations and activities such as agriculture, forestry, fishing, mining and quarrying (ii) the secondary or industrial sector comprising manufacturing and construction. (iii) the tertiary or service sector comprising occupations and activities like banking, insurance, hotel, transportation, communication, education and health. Service sector enacts a crucial economic role in the society. Service creates value by providing a bridge between the production and consumption segments of the society. Unlike agriculture produce and industrial goods a service is intangible and perishable, in the sense that neither its provider nor its consumer can store a service. This characteristic
has an important implication for the kind of human resource and human competencies required in the service industries. Hence, human resource management in the service sector, besides having certain universal aspects, in addition, has certain aspects unique to it.

**Universal Aspects of HRM:**

The aim of human resource management is developing on individual, matching him to role both by developing him and organizational renewal. Universally, human resource management system in an organization generally has the following sub-system: role or analyses, selection and placement, transfer and rotation, reward and punishment, performance and potential appraisal, feedback and counseling, training and development, career planning and development, succession planning, quality of total life and employee welfare and human resource information system. An organization desiring to go beyond the status-quo bureaucracy, places greater reliance on performance and potential appraisal as well as training and development. An organization concerned with long term viability harnesses the sub-systems of role analysis, career and succession planning, quality of total life and welfare, human resource information system etc. These are the HRM’s universal aspects applicable to all the organization in all the circumstances.

**Service Industry-Specific Aspects of the HRM:**

Designing and implementing the HRM system specifically for the service industry calls for the consideration of certain specific aspects.

- **Intangibility:** - Service is a provision of value to a customer, without a physical product. This could create lack of clarity about the tasks and erosion of self-confidence. HRM in the service industry, therefore, has to create appreciation of client needs and pride in the potency to meet those needs through the optimum use of organizational resources.

- **High Degree of Public Exposure:** - A service organization is much more exposed to its client base. Hence, its employees expressly need to develop human relations skills and tolerance of public reaction.

- **Size Constraints:** - Majority of the service clients perceive themselves as being anonymous and insignificant and the organization as being huge, slow and insensitive monolith. Since the link between the two is provided by the human individual at the interface, he should have clear understanding of his specific
role, while interface both with the organization and client. HRM in a service organization, therefore, has to pay particular attention to this aspect.

- **Procedural and Technological Simplicity:** A service, together with its procedural and technological aspects, should be easily understandable by the customer. Conversely, the human interface between the organization and the customer should be fully conversant with the power and the limitations of the organization as well as understand the needs, expectations and limitations of the customer. HRM in a service organization, therefore, has to pay particular attention to this aspect also.

- **Knowledge ability:** The personnel of service organization are expected to be a few steps ahead of their clients in the knowledge ability of their particular service activity. It is also observed that the general and specialized education levels are relatively high in the service sector. On the one hand, in order to maintain the knowledge ability of its human resources at the higher plane, a service organization has necessarily to change itself into a learning organization on the other, the motivation of the knowledgeable human resources is more complex besides monetary rewards, they also crave for the satisfaction of higher needs and richer quality of life. HRM in such a situation, therefore, has to design and position an efficient monitoring system for ascertaining the emerging training and development needs as well as organizational and HRM climates.

- **Tendency towards Disintegration:** Service organizations world wide have a marked tendency towards disintegration. Personal ambitions, bruised egos, perceived inequity and injustice, all contribute to the breaking away of the rebel group and individuals from the mother organization and forming new ones. Human resource management in such a volatile atmosphere needs to provide for more participation in planning and control, sharing of rewards, profit and organizational development.

### 2.10 Functions of Human Resource Management:

Human resource management functions refer to tasks performed in an organization to provide for and coordinate human resources. The functions of HRM are concerned with a variety of activities that influence almost all areas of
organization. It can broadly classify into two categories. (I) Managerial Functions (II) Operative Functions

(I) Managerial Functions:
The basic managerial functions comprise planning, organizing directing and controlling.

1. **Planning**- Planning of personnel today prevents crises tomorrow. It involves formulating the future course of action. It also includes identifying human resource requirements and forecasting personnel needs.

2. **Organizing**- It is primarily concerned with proper grouping of personnel activities, assigning of different groups of activities to different individual and delegation of authority. It involves establishing an intentional structure of roles for people in an organization.

3. **Directing**- It is the process of directing all the available human resources towards organizational goals. It involves supervising and guiding the personnel without direction there is no destination.

4. **Controlling**- It is concerned with the regulation of activities in accordance with the plans. It is the comparison of results with the standards and correction of deviations that may occur. It makes individuals aware of their performance through review report and personnel audit.

(II) Operative Function:
The operative functions are related to specific activities of HRM. Viz: Procuring, Developing, Compensating, Integrating and maintaining the employees for attaining the organizational goals. These functions are also known as service functions.

1. **Procurement**- This function is concerned with procuring and employing people who possess necessary skill, knowledge and aptitude. It includes following-
   
   i) **Job analysis**- It is the process of collecting information relating to the operations and responsibilities pertaining to a specific job.

   ii) **Human resource planning**- involves forecasting the requirements and future supply of human resources. It assures an organization of suitable and adequate manpower performs various jobs in accordance with the organizational goals.

   iii) **Recruitment**- It is the process of searching for prospective employees and stimulating them to apply for job in the organization.
iv) **Selection** - It is a process of choosing capable applicants according to the predetermined number out of a large number of applicants through different tests.

v) **Placement** - It means sending the newly employed person to some department for work. It is based on the qualification and qualities of the person selected.

vi) **Induction and orientation** - Induction is the welcoming process to make the new employees feel at home and generate in him a feeling of belonging to the organization.

vii) **Internal mobility** - The movement of employees from one job to another through transfer and promotion is called internal mobility.

2. **Development** - It is the process of training and developing employees to improve and update their knowledge, skills, aptitude and attitude. It helps them to perform their job better. This function includes-

i) **Training** - It is a continuous process, by which employees learn skills, knowledge, abilities and attitudes to organizational and personnel goals.

ii) **Executive Development** - It is a systematic process of developing managerial skills and capabilities through appropriate program.

iii) **Career planning and development** - It refers to identifying one’s career goals and formulating plans of reaching them through means of education, training and work experiences.

iv) **Human resource development** - It create a climate that enable every employee to develop and use his capabilities in order to further both individual and organizational goals,

3. **Motivation and Compensation** - It is a process which stimulates people to give their best to the organization through the use of intrinsic and extrinsic rewards.

i) **Job Design** - The main purpose of job design is to integrate the needs of employers to suit the requirements of an organization.

ii) **Work Scheduling** - It is an attempt to structure work incorporating the physical and behavioral aspects of work.

iii) **Motivation** - It is the complex of forces inspiring and keeping a person at work in an organization.

iv) **Job Evaluation** - It is a systematic process of determining the relative worth of jobs in order to establish which jobs should be paid more than others within the organization.
v) Performance Appraisal- It is a systematic and objective way of evaluating work related behaviour and potential of employees.

vi) Compensation Administration- The main purpose to design a low-cost pay plan that will attract, motivate and retain competent employees.

vii) Incentives and Benefits- In addition to basic wage structure, organization offer incentive compensation based on actual performance. It includes Social security, insurance, welfare amenities etc.

4. Maintenance- It has aims to protecting and preserving the physical and psychological health of employees through various welfare measures.
   i) Health and safety- All employees are ensuring a work environment that protects from physical hazards and unhealthy condition.
   ii) Employee welfare- It includes the services, amenities and facilities offered to employees within or outside the establishment for their well being.
   iii) Social security measures- To provide social security to employees in addition to fringe benefits. It includes maternity benefits, dependent benefits, retirement benefits, medical benefits, disablement benefits etc.

5. Integration Function- It helps to integrate the goals of an organization with employee aspirations through various employee-oriented programs. Such as
   i) Grievance redressal- Every organization requires a permanent procedure for handling employee grievances.
   ii) Discipline- It means working in accordance with certain recognized rules, regulations and customs whether they are written or implicit in character.
   iii) Teams and teamwork- Self managed teams have emerged as formal groups in organization. Teams have inherent strengths which lead to organizational goals.
   iv) Collective bargaining- It is a process of agreeing on a satisfactory labour contract between management and union.
   v) Employee participation and empowerment- Participation means sharing the decision making power with the lower ranks of an organization in an appropriate manner.
   vi) Trade unions and employees association- It is a continuous association of workers for the purpose of maintaining or improving the conditions of their working lives.
   vii) Industrial relation- Harmonious relation between employer and employee are essential to achieve organizational growth and higher productivity.
6. **Emerging Issues** - Effective HRM practices need to look at other important issues that can motivate people to give their best in a dynamic and ever changing environment.

   i) **Personnel records** - It is essential to have tangible record to know what is actually happening in an organization.

   ii) **Human resource audit** - It is a process of examination and evaluation of policies, procedures and practices to determine the effectiveness of HRM.

   iii) **Human resources research** - It is a way of evaluating the effectiveness of human resource policies and practice and developing more appropriate ones.

   iv) **Human resource accounting** - It is a measurement of the cost and value of human resources to the organization.

   v) **Human resource information system** - Human resource information system is an integrated system designed to improve the efficiency with which human resource data is complied.

   vi) **Stress and counseling** - To promote the physical and mental well being of employees through proper counseling and development program.

   vii) **International human resource management** - In this global scenario international HRM places greater emphasis on a number of responsibilities and functions. Such as relocation, orientation and training services to help employees adapt to a new and different environment outside their own country.
Fig -2.3 (Source: Dr. VSP Rao, Human Resource Management- Excel Books p-14)
2.11 Content of Study

2.11.1 Human Resource Planning:

The actual HRM process begins with the estimation of the number and the type of people needed during the coming period. Human Resource Planning (HRP) basically ensures the availability of the right resources in the right place to match the future organizational needs. In simple words, HRP is understood as the process of forecasting an organizations’ future demand for and supply of the right type of people in the right number. It is a subsystem in the total organizational planning which is facilitates the realization of organizations’ objectives by providing the right type and the right number of personnel. Human resource planning is variously called manpower planning, personnel planning or employment planning.

Coleman (1970) defines as “Manpower planning is the process of determining manpower requirements and the means for meeting those requirements in order to carryout the integrated plan of the organization.” [22] In other words of D.S.Beach (1967) Human resource planning may be defined as “the process of ensuring the right number of qualified people into the right job at the right time to deliver the result in an efficient and effective manner.” [23] It is a process by which a management determines how an organization should move from its current manpower position to its desired manpower position. Thus, it is basically a strategy for the acquisition, utilization, improvement and preservation of an organizations’ human resources. It is aimed at coordinating the requirements for and availability of different types of employees.

- **Objectives of HRP**-
  1. Ensuring maximum utilization of human resources
  2. Assessing future requirements of the organization.
  3. Determining recruitment sources.
  4. Anticipating from past records:- (i) Resignations (ii) Simple discharge (iii) Dismissals (iv) Retirement.
  5. Determining training requirements for management and organization development.
  6. Control the cost aspect of human resources and improve productivity.
  7. Help to meet the needs of expansion and diversification program.
• **Importance of HRP**: Human resource planning is an important tool of HRM. It helps in following ways-

1. Determine present and future personnel needs.
2. Enables an organization to cope with changes in competitive forces, markets, technology, products etc.
3. Ensures optimum use of available human resources.
4. Creating highly talented personnel
5. It is foundation for personnel functions.
6. Helps to increasing investments in human resources.
7. It anticipates redundancies of labor force and avoids unnecessary dismissals.
8. It is a process of getting the right number of qualified people into right job at right time.
9. Useful for managerial succession.
10. It is evaluation tools and helps to reduce labor cost.
11. Resistance to change and move.

• **Process of Human Resource Planning**-

   I. Scrutiny of the present personnel strength
   II. Anticipating human resource needs
   III. Investigation of turnover of personnel
   IV. Planning job requirements and job descriptions
   V. Selecting adequate sources of recruitment.

• **The Human Resource Planning System**- Human resource planning contributes to maintain internal harmony in addition to coping with external changes in markets, the economy, technology and society. It enables to match between the demand for and supply of human resources. It is more effective if human resource planning (HRP) concept to be viewed as a system as illustrated below-[fig.2.4](#)
Human Resource Planning System

DEMAND

Corporate / Organization plan, Market, Production, Services, Finance etc.

Forecast of Manpower Demand

SUPPLY

Audit of Current human resources

Forecast of Labour Wastage

Study of Labour Market

Human Resource Plans

1. Recruitment
2. Training
3. Remuneration
4. Industrial Relations
5. Employee Services etc.

2.11.2 Job Analysis:

Job analysis is a formal and detailed examination of jobs. It is a systematic investigation of the tasks, duties and responsibilities necessary to do a job. Job analysis provides the necessary inputs for a number of human resource activities like recruitment, selection, job design training and appraisal. These activities depend on job analysis and its end products for their own functioning. In simple term job analysis may be understood as a process of collecting, analyzing and recording information about various jobs. The primary aim of job analysis is to determine the duties and responsibilities of the job as well as qualifications on individual should possess to perform that job.

1. According to Harry Wylie- “job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job. The immediate products of this analysis are job descriptions and job specification” [24]

2. According to Richard Henderson- “The job analysis involves the identification and precisely identifying the required tasks, the knowledge and the skills necessary for performing them and the conditions under which they must be performed.” [25]

3. John A Shbim-“Job analysis is the methodical compilation and study of work data in order to define and characterize each occupation, in such a manner as to distinguish it from all others”.

Thus, job analysis is a systematic exploration of the activities within a job. It is a basic technical procedure, one that is used to define the duties, responsibilities and accountabilities of a job.
Use of Job Analysis

fig. 2.5
fig.2.6: HRM- Global Strategies for Managing a Diverse Workforce

**JOB ANALYSIS**
Systematic investigation into the tasks & skills, and other information relevant to performing a job.

**EMPLOYMENT**
- Select the best & most suitable
- Recruitment
- Selection

**JOB EVALUATION**
- Estimate the worth of a job
- Job Enrichment
- Wage Surveys

**JOB DESIGN**
- Improve performance
- Alternative work schedule

**TRAINING**
- Determine the training
- Establishing formal job requirements
- On the job development

**APPRAISAL**
- Measure and reward
- Performance Appraisal
- Equitable compensation

*Source: Introduction to Human Resource Management – ICFAI centre, Hyderabad*
• *Techniques / Methods of Job Analysis*- There are four methods / techniques of collecting data for the purpose of job analysis.

1. *Questionnaire*- Under this method, job analyst prepares a questionnaire and distributes it among the workers to get the desired information.

2. *Personal observation*- Under this method, job analyst observes the activities of the workers on the job and asks the questions wherever necessary from the workers.

3. *Personal interviews*- Under this method interviews with workers and supervisor are arranged to get the necessary information.

4. *Record method*- Under this method data is collected from the records of personnel already available with the personnel department.

2.11.3 Recruitment and Selection:

**Recruitment**- Procurement of adequate and suitable personnel is quite essential for the success of any organization. For this purpose human resource planning (HRP) helps determine the number and type of people an organization needs. Recruitment has acquired immense importance in today’s organization. Organizations have realized the value of human capital and its role in their development. Recruitment is the first steps in the process of acquiring and retaining human resources for an organization.
Thus, recruitment is not only a matter of satisfying organizations’ needs. It is an activity which influences the shape of the organizations’ future. Recruitment is the process of finding and attracting capable applicants for employment. The process begins when new recruits are sought and ends when they are selected. Thus recruitment serves as a link between those having jobs and those seeking jobs.
In the word of E B Flippo (1971) “Recruitment is a process of searching for prospective employee and stimulating them to apply for job.” It is different from selection which begins after recruitment has ended.

According to Byers & Rue- “Recruitment is the process of seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen.” In short, recruitment as a process, start with identification of the need for human resources and ends with getting the prospective employees to apply for the vacancies available. The general purpose of recruitment is to provide a pool of potentially qualified candidates for job.

The recruitment process should inform qualified individuals about employment opportunities, create a positive image of the organization, provide enough information about the jobs so that applicant can make comparisons with their qualifications and interests and generate enthusiasm among the best candidates. So, that, they will apply for the vacant position. Thus, the effectiveness of the recruitment process can play a major role in determining the resources that must be expended on other human resource activities and their ultimate success.

Need- The need for recruitment arises out of the following situations-(a) Vacancies due to transfer, promotion, retirement, termination, permanent disability or death. (b) Vacancies due to expansion, diversification, growth or job re-specification. The first of these occurs purely because of the mobility of human assets and the second by the growth of organization.

Sources of Recruitment- Sources of recruitment can be broadly classified in to two types ‘Internal’ and ‘External’. Most of the organizations usually depend on internal and external sources of recruitment. However, the relative importance and use of these two sources may differ from one organization to another.

(A) Internal Sources- It includes-Transfers, promotions, present employees extension services, etc.

i) Transfer- involve shifting of employees from the present jobs to similar job in other places. But they do not any change in rank, responsibility and prestige of the employees,

ii) Promotion- It refers to shifting of the employees from lower positions to higher positions carrying higher responsibility, higher salaries and better prestige.
iii) Present Employees- The existing employees know the needs and requirements of the vacant positions, they would be able to recommend the names of suitable persons from their relatives and friends.

iv) Extension Services- Due to expansion of organizational working activities, the existing part time employees become fulltime. It is a best internal source to stimulate and develop the employees.

(B) External Sources- When recruitment is not possible from within either because the adequate persons are not available or it is on entirely new organization, the external sources have to be tapped. External source of recruitment means, filling up the vacant posts in the organization by inviting people from out side. It includes-

i) Advertisement- It is the best source of recruiting the skilled, experienced staff at higher level. The advertisements are given in local, regional and national newspapers, journal, TV channel and magazines. The detailed of the requirement are given in the advertisements.

ii) Employment Exchanges- Under the controlling of state Government the employment office in every district where the names of the people desirous of getting employment are registered. They supply the details of the job seekers to the employers at the letter request.

iii) Educational Institutions- Schools, colleges, universities and other educational institutions serve as an important source of employees. Some institutions have set up their own employment bureaus for providing employment opportunities to students. It is known as campus recruitment.

iv) Private Employment Agencies- Now day’s private employment agencies are also coming up as a good external source of recruitment. They register the names of people desirous of being appointed at higher or middle level. For rendering these services they charge some fee from organization.

v) Recommendations of the Present Employees- Sometimes the organization recruit the people on the recommendations of the present employee with a view to establishing better labor management relationship. It is a method to motivate the old employee and there is a complete control on the new employees.

vi) Employment at Hospital/ Organization Gate- This method is generally adopted to recruit unskilled workers and to fill up casual vacancies. Job seekers assemble at the gate of an hospital/ organization on given time and manager selects the required number of persons according to their need.
vii) Unsolicited Application- Sometimes an organization receiving application from job seeker without any notice or advertisement and they kept in record. Whenever necessity arises, reference is made to this list and suitable candidates are recruitment.

From the above external source of recruitment an organization get following benefits-
(a) Availability of suitable persons (b) Entry of young blood and new ideas (3) To secure expertise experience (4) Less chances of favoritism (5) Scope of wide choice (6) It is economical and permanent source. On the contrary there are some limitation like- (i) Decrease in morale of existing employees (ii) Increase in labor turnover (iii) Lack of cooperation, (iv) Chances of wrong selection (v) Very expensive sources.

Recruitment Policy- The hospital authorities should frame a recruitment policy for the guidance of the human resource development. The management should clearly spell out the objectives and principle they intend to pursue while recruiting employees. They should considerations for framing recruitment policy such as (a) Internal vs. External recruitment (b) Appointment of relatives of employees (c) Over and under qualified staff (d) Exit interview.

A good recruitment policy is based on the organization’s objectives, identification of recruitment needs, source of recruitment, criteria for selection, the cost of recruitment and other financial implications. It should the reputation and image of the organization.

• Employee Selection:-

Selection process of candidates begins where their recruitment ends. In the other word, it is only after an adequate number of applications have been secured through different sources of recruitment (Internal or External) that the process of selection begins. Selection involved a careful screening and testing of candidates who have put in their application for a job in the organization.

The process of choosing the most suitable candidate for a job from among the available applicants is called selection. In the word of Dale Yoder- “Selection is the process in which candidates for employment are divided into two classes- Those who are to be offered employment and those who are not.” It is the process of ascertaining the qualifications, experience, skill, knowledge etc. of an applicant with the purpose of determining his suitability for a job. It is a tool in the hands of management to differentiate the qualified and unqualified applicants by applying various technique
such as interviews, test etc. In this sense, it is a negative process of employment in which only a few who qualify for the job are offered employment and other are denied the opportunities.

**Selection Procedure** - The selection procedure consists of several stages / process.

1. **Receipt and Scrutiny of Applications** - Whenever there is a vacancy, it is advertised or enquiry are made from the suitable sources and application are received from the candidates. Every one who applied for a job in an organization may not possess the necessary qualifications or experience for it. Candidates with insufficient qualification or experience should be eliminated from the list of those who have to be called for preliminary interview.

2. **Preliminary Interview** - The object of preliminary interview is to see if an applicant appears to be physically and mentally suitable for the job. Questions put to a candidate during such an interview are of general and definite nature and mostly concerned with his qualification, experience interest etc. Candidates who pass the preliminary interview are asked to fill up a blank application form designed by an organization.

3. **Blank Application Forms** - The successful candidates in preliminary interviews are supplied the application blank to get a written record of applications. (i) Identifying information – such as name, address etc. (ii) Personal information- such as age, birth place, marital status, citizenship etc (iii) Information regarding education and experience. (iv) Expected salaries and allowances (v) Information regarding community activities etc. Such information helps the management in screening out the undesirable applicants and in maintaining the record for the future.

4. **Employment Test** - Test serves as an important device in the process of selection. These are aimed at measuring such skills and abilities in a worker which will help him in performing his job well. Employment test are widely used for judging the applicant’s suitability for the job. There are many types of tests, such as: (a) Performance test (b) Aptitude test (c) Intelligence test (d) Practical test (e) Personality test (f) Medical test (g) psychological test etc.

5. **Employment Interview** - Perhaps this is the most complex and difficult part of the selection process. “An interview is a face to face oral, observational and personal appraisal method” (Jucius Michael) The purpose of interview is to determine the suitability of the applicant for the job and of the job for the applicant. It is
conducted by HRM in a friendly atmosphere and candidate must be made to feel at ease. In any selection process, interview may be of various kinds such as-(a) Direct or indirect interview (b) Patterned interview (c) Stress interview (d) Systematic interview (e) Panel interview (f) Group interview.

6. **Reference Check**- If the applicant crosses all the above hurdles, an investigation may be made on the references supplied by the applicant regarding his past employment, education, character, personal reputation etc. Referees may be called upon on telephone / mail / personal visit. Some extra information can also be recorded by asking the questions from referees.

7. **Medical Examination**- It is conducted after the final decision has been made to select the candidate. The medical examination will eliminate on applicant whose health is below the standard or one who is medically unfit. This is important because a person of poor health may generally be absent from work and the training given to him may go waste. A thorough physical examination is essential to be sure that the candidate is able to handle the job efficiently.

8. **Final Selection and Appointment Letter**- When a candidate successfully overcomes all the hurdles in the above procedure, he would be declared selected. An appointment letter will be given to him mentioning the terms of appointment, pay scales, post on which selected etc.

9. **Induction**- The candidate selected is issued the appointment letter and is requested to join the hospital organization within a specified period. The induction function follows this step and is generally considered to be a part of the hiring procedure. This is the last activity in relation to a newly employed person before he is trained for his job. It is introduction or orienting new employee to the hospital organization and its procedures, rules and regulations.
The steps in selection procedure are not rigid. They may vary from hospital to hospital or from job to job.

2.11.4 Training and Development:

Training is an organized activity for increasing the knowledge and skills of people for a definite purpose. (Dale. S. Beach) it involves systematic procedures for transferring technical know-how to the employees so as to increase their knowledge
and skills for doing specific jobs with proficiency. Training makes a very important contribution to the development of the organizations’ human resources and hence to the achievement of its aims and objectives. All types of jobs require some type of training for their efficient performance and therefore all employees (new or old) should be trained or retrained. Thus, training is valuable to the employee in terms of better job security and greater opportunity for advancement.

The term “training” indicates the process involved in improving the aptitudes, skills and abilities of the employees to perform specific jobs. Training helps in updating old talents and developing new ones.

"According to Edwin Flippo, "Training is the act of increasing the knowledge and skill of an employee for doing a particular job."

"According to John P Jkenny (1979) "Training an individual means helping him to learn how to carry out his present job satisfactorily, Development can be defined as preparing the individual for a future job."

Thus, training is an organized procedure for increasing the knowledge and skill of the employee for the better performance on the job. Training and development constitute the most important factor for developing people at all levels. It is conscious efforts directed towards the improvement or increase of a person’s power, skills and understanding and development of his beliefs and values. Thus training and development is the basic and strong mechanism of HRM. It can also strengthen inter-personal relationship, increase teamwork and collaboration, and reduce wastage.

- **Types of Training**
  1. **Induction Training**- It refers to the initial training provided to new employees at the time of joining the hospital organization. The aim of induction training is to introduce the new employees to the organization and familiarize them with it.
  2. **Job Training**- It refers to the training of workers for a particular job. It is provided to the employee with a view to increase their knowledge about their job and make them more proficient.
  3. **Training for Promotion**- It is provided in some organization to fill higher post from among the existing employees. This gives encouragement to employees to work harder.
4. **Refresher Training**- It is arranged through short-term courses for the old employees to keep abreast of latest development in their fields. It is designed to avoid the personnel obsolescence in the organization.

- **Methods of Training**: The choice of any of the methods depends on several factors such as cost of training, purpose of training, number of workers, depth of knowledge etc. Some methods are as under-

  1. **On the job Training**- It is commonly and widely used method. The new employees are put on a specific job in the organization and asked to perform it. He is instructed by a special instructor or his supervisor. Thus, training and job operation go side by side.
  2. **Vestibule Training**- It is training at training center through models. Under this method training is given in class rooms where working conditions are created which are similar to the actual workshop conditions. After training the worker is put on similar job in the workshop.
  3. **Apprenticeship**- Under this method the new employees are required to work as apprentices to the experts for a period of 1 to 4 years. They also have to attend the classroom lectures for the theoretical knowledge. It is particularly used for training of technical areas.
  4. **Job Rotation**- Under this method, the employee is periodically rotated from one job to another instead of sticking to one job just to acquire the general background and knowledge of the functioning of the job.
  5. **Training within Hospital**- This program is designed to familiarize new employees with their job, to introduce fellow-workers and interrelationship between various sections of whole hospital. It is help to know the overall hospital policies and procedure to make coordination and cooperation among the human resource.
  6. **Professional training through deputation**- It is a joint program of training in which business houses and vocational institutions cooperate and hence perfect stress will be given on theory and practice. This method is useful for training only skilled and technical personnel.
2.11.5 Wage and Salary Administration:

The basic purpose of wage and salary administration is to establish and maintain an equitable wage and salary structure. It is a pivotal function of human resource management. Because, it is complex problem and is often the bone of contention between employees and employers. Employers (Doctors) want to keep down the wage rate and employees want to see their wages rise continually. It is of utmost importance to develop a sound wage and salary scheme at attract capable employees, motivate them to ward better performance and retain them. It also enables the hospital organization to improve the quantity and quality of output services, reduce cost of production, earn a reasonable amount of profit and increase its competitive ability in the hospital organization.\[26\] The way in which this function is discharged varies depending upon policies, size and other characteristics of the hospital. Compensation may be defined as money received in the performance of work, plus the many kinds of benefits and services that organizations provide to their employees.

- **Wage vs. Salary** - Payments made to compensate labor for the work done is generally termed as wages (They called as blue-collar workers). On the contrary, money paid periodically to persons whose output cannot easily be measured, such as clerical staff, supervisory and managerial staff in term as salaries (They called as white collar workers)

For the present research work all employee are treated as human resources. Hence, above two terms can be used interchangeably. Therefore, the term wage and salary can be defined as the direct remuneration paid to an employee compensating his services to an hospital organization.

*Meaning of Wage and Salary Administration-*

*To the hospital:*

i) Fair and equitable wages and salaries for all employees.

ii) A basis for establishing, and maintaining good employee relation and morale.

iii) A basis for facilitating control over expenditure on wages and salaries.

*To the employees:*

i) Greater job satisfaction and feeling of security.

ii) A basis for understanding the hospital’s policies concerning wage, structures and ranges.
iii) A means for clarifying opportunities for development and channels for promotion.

* To the patients:
  i) Better service to patients by employees, who enjoy their job and are happy with their work.
  ii) Lower hospitalization costs, resulting from a higher degree of employee efficiency.

- **Factors Influencing Wage and Salary Policy** - There are several factors which influence the wage rate while determining a sound salary/wage policy, such as:
  1. Demand and supply of labor.
  2. The prevailing wage rate/market rate.
  3. Hospital’s ability to pay.
  4. Cost of living
  5. Capacity to bargain power (Trade union’s bargaining power)
  6. Productivity of labor.
  8. Job requirement.
  9. Managerial attitudes.

- **Objectives of Wage and Salary Administration** -
  1. To acquire qualified and competent personnel.
  2. To retain the present employees.
  3. To ensure internal and external equity.
  4. To ensure favorable behavior and increase loyalty of labor.
  5. To control costs.
  6. To improve public image of an organization
  7. To establish job sequences and lines of promotion.
  8. To improve union management relation.
  9. To pay according to ability.
  10. To follow up wage Act.
- **Types / Classification of Wage**-

I. **Minimum Wage** - means the payment to employee which is just sufficient to cover the bare necessities of food, shelter and clothing for himself and his family and to maintain his work efficiency.

II. **Fair Wage** - It is something more than the minimum wage, but below the living wage. In order to determine the fair wage, several other factors are to be considered such as payment by other units, ability to pay etc.

III. **Living Wage** - It is compensation for the services which is sufficient to ensure the bare necessities to food, shelter and clothing and frugal comforts and provision for evil days.

**Building the Wage and Salary Structure** - It is very important to build a wage and salary structure for the hospital. The matters of primary importance in developing such a structure for a hospital are:

1. Establishing the job to be performed, describing their content and the duties and responsibilities of employees assigned to them.

2. Studying and analyzing each job to determine the standard of performance necessary for its successful completion and the qualities which the person should possess.

3. Evaluating each job to determine the relative value in relation to all other jobs performed in the hospital. Through ranking method, classification method, factor comparison method, point system etc.

4. Classifying the job into group which possesses similar characteristics and establishing a wage level for each group.

5. Developing compensation procedures, items to be considered are-Basic pay, DA. HRA, CCA, Uniform allowance, Mess allowance, Night allowance, Provident fund, Gratuity, Free medical care, Casual leave, Festival leave, Sick leave, Annual leave and any other benefit given by the hospital for e.g. Overtime etc.

**2.11.6 Promotion:**

As soon as an employee is selected and placed on a hospital job, it becomes the duty of the human resource management to develop his capabilities, skill and efficiency. So that he may prove himself an asset to hospital organization. In fact an employee should build his career within the hospital organization. The human
resource management can play very crucial role in this sphere. Changes in various job positions from time to time help in matching the man to the job and this is one kind of training. The employee has an urge to improve and move up in the organization. Every employee expects rewards in the form of higher position and increased pay for rendering efficient and satisfactory service in the hospital organization. These requirements of employees are met by promotions and transfers by the employer. The management makes use of the tools like job evaluation and performance appraisal for the purpose of promotions of its employees.

The term ‘promotion’ denotes an idea of advancement of an employee from a lower job to a higher job. Advancement within an organization is ordinarily labeled as ‘promotion’. Promotion involves movement of a person to a position carrying higher status, more pay, increased responsibilities, increased benefits and privileges in the same organization.

According to Scott and Spriegegl (1977) “Promotion is the transfer of an employee to a job that pay more money or that enjoys some preferred status.” [27] The purpose of promotion is to provide a vacancy which, in general, is worth more to the hospital organization than the incumbent’s present position.

- **Purpose of Promotion**:
  1. It is recognition of a job well done by the employee.
  2. Promotion builds loyalty, morale and belongingness on the part of the employee.
  3. It is to increase the employees and hospital’s effectiveness.
  4. Promotion impresses upon others that opportunities are available to them also if they perform well.
  5. It aims at developing a competent internal source of employee available and fit for higher level jobs.
  6. It is a device to retain and reward an employee for his years of service to the hospital organization.
  7. Promotion is expected to attract competent, suitable and talented persons to the hospital organization.

- **Promotion Policy**:

The promotion policy is one of the most controversial issues in every organization. The management usually favors promotion on the basis of merits, where as the unions generally favor promotion on the basis of seniority. It is hence
essential to examine this issue and arrive at an amicable solution. So every hospital organization should have a sound promotion policy for its employees. In case the hospital organization has no such promotion policy, then its employee is likely to go frustrated and restless as they will have no opportunity for promotion.

Following factors must be the basis for promotion—(1) outstanding service in terms of quality as well quantity, (2) Above average achievement in patient care/public relation, (3) Experience, (4) Seniority, (5) Initiative, (6) Record of loyalty and cooperation, (7) Recognition by employee as a leader, (8) Particular knowledge or experience necessary for vacancy. Human resource department should carefully follow the progress of the promoted employee.

2.11.7 Working Conditions:

An organization cannot sustain itself for a long time without a safe and healthy working environment. An unsafe working atmosphere results in accidents, causing harm to employees ‘health and well being’. Hospital employees have to work constantly under conditions of great stress. It is therefore the responsibility of the hospital authorities to provide them good working conditions which meet accepted standards of cleanliness, ventilation, working time and place, light and air etc. So, as to ensure their safety and welfare.

Hospital employees are exposed to various diseases as they have to work with patients. The provision of good working conditions in hospitals will improve the efficiency of the employee which in turn to improve the level of patient cares. Some jobs in hospitals have the problem of monotony and boredom associated with repetitive work being performed. Employees should be trained to perform several different tasks so that they can easily adjust to alternate job from time to time. Working hours and shifts should be regularized in such a way that, the maximum work may be taken from the employees without causing fatigue and endangering their health. The aim of hospital manager should be to make the physical environment at work as congenial as possible.

Dr. KG Desai—in his book “Human Problems in Indian Industries” stated—“I believe that our workers are capable of doing the work at a much higher level of efficiency but our managements have failed to create the conditions whereby we get the best out of our workers. I believe that it is the responsibility of the management to create conditions so that the workers would give their best to the organization.” The
statement of Dr. Desai can be proving true, if the hospital authorities follow the points:

1. The physical surroundings in which employees do their jobs must be as pleasant and comfortable as the circumstances of the work permit.
2. Adequate welfare services like transport, housing, canteen, fair price shop, counseling etc, should be provided.
3. Security of employment in all respects must be provided by the hospital authority.
4. The number of working hours should be restricted to 48 in a week, so that basic social needs at home and in the community can be taken care of.
5. The employee work beyond the time limit, he should pay extra remuneration on his overtime.
6. The employee’s safety and their health should be ensured.

There are various Acts empowers the Government to fix the working condition, minimum rates of wages and overtime for employees. It is entirely up to the hospital authorities to provide all the security and conditions. Hospital administrations are concerned about working conditions of medical, Para-medical and clerical employees. Now a day’s multifunctional mechanical instrument are used for maintaining good working conditions.

2.11. 8 Welfare Facilities:

A labor welfare facility includes various services, benefits and facilities offered to employees by the employer. Through such generous fringe benefits the employer makes life worth living for employees. The welfare amenities are extended in addition to normal wages and other economic rewards available to employees as per the legal provision. The basic purpose of labor welfare is to enrich the life of employees and keep them happy and contented. In other word welfare facilities of an organization that promote the well-being of its employees, are essential for winning and maintaining whole hearted cooperation from the employees. The Report of Royal Commission on Labor (1931) stated that, “The benefits are of great importance to the worker which he is unable to secure by himself. The schemes of labor welfare may be regarded as a ‘wise investment’ because these would bring a profitable return in the form of greater efficiency”. Thus, labor welfare measures are to provide facilities services, and amenities to the workers in addition to wages and other legal payment.
- **Purpose of Welfare Facilities in Hospital Organization**
  1. Enables workers to have a richer and more satisfying life.
  2. Improve the physical and psychological health of employees, which in turn will enhance their efficiency and productivity.
  3. Promote a sense of belonging among workers and improves the relations between employees and employers.
  4. Promote a real change of heart and a change of outlook on the part of both employees and employers.
  5. Prevents social evils like drinking, gambling etc. and unhealthy practices like absenteeism, strike, labor turnover etc.

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<td>Medical aid</td>
<td>Fair price shops or Social insurance etc</td>
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Labor welfare facilities is a wise investment that helps a hospital organization attract, motivate and retain people both in times of prosperity and adversity.

### 2.11.9 Trade Union:

The failure of an individual worker to seek solutions to problems, while discharging his duties, personal as well as organizational, led workers to form a formal group which is identified at present as trade union. A trade union is a formal association of workers, acting collectively, who seek to protect and promote their mutual interest through collective action. The main objectives of any trade union are to protect the interest of employees in the organization. However, the workers interest or welfare is a broad term in which various subjects- Wages and salaries, working conditions, working houses, transfers, promotion, recruitment, training, discipline, leave and holidays, allowances, bonus, incentives, quarters, sanitation, employee relation, mechanization, facilities to unions, welfare and like are included. Thus, a
trade union is meant to conduct negotiations on behalf of the individual employees in respect of several items.

According to V V Giri- “Trade union is a voluntary organization of workers formed to protect and promote their interest through collective action.”

According to R A Lester define-Trade union is an association of employees designed primarily to maintain or improve the conditions of employment of its members.

In modern times, the trade unions have widened their scope of activities and contributed a lot to improve the fate of employees. Such trade union may be formed on plant basis, industry basis, firm basis, hospital basis or regional basis.

- Importance of Trade Union-
  1. Promote unity among employees and increase mutual understanding.
  2. Employees’ efficiency is increase by improving working conditions.
  3. Trade unions induce self-reliance and self respect among employees.
  4. Trades unions help maintain the wages at uniform level in terms of the actual economic value.
  5. Trade unions negotiate better with the employers through collective bargaining.
  6. Eliminating the organizational disputes by changing the employer’s attitude of exploiting workers.

Thus, the trade unions play very important role at improving the conditions of employee’s life by securing better terms of employment, satisfactory work environment and greater welfare facility. The Royal Commission on Labor in India (1931) remarked, “it is in the power to combine that labor has the only lasting effective safeguard against exploitation and only lasting security against inhuman conditions.” [29]

2.11. 10 Leave and Retirement Provision:

Certain extra benefit offered by hospital organization for its employees in addition to the normal compensation paid in the form of wage or salary. Many years ago, benefits and services were labeled “fringe” benefits because they were relatively insignificant or fringe components of compensation. However, the situation now is different, as these have more or less, become important components of a comprehensive compensation package offered by employers to employees. These
benefits help to raise the living conditions of employees and create and improve sound organizational relations. These benefits include leave and retirement provision.

**Leave**- There are various types of leaves which are apply in the organization, it include-

a) *Casual Leave*- Most of the hospital organization provides their employees with pay for days not worked. In other word, a leave which can be taken casually / occasionally due to any reason which has come up suddenly and employee has to take leave on that account.

b) *Earned Leave*- A leave which an employee has earned after a specific period of service in any organization and which he / she avail.

c) *Sick Leave*- An organization provides their employees with pay for days not worked because of illness. Sick leave is allocated on the basis of so many days a year, accrued on a cumulative basis or expanded relative to years of service with the organization.

d) *Maternity Leave*- Women employees are entitled to get maternity leave for 12 weeks (Six week before the delivery and six week after the delivery) it is a benefit whose time has come as per medical leave Act 1993, recently the period has been extended; it is also known as parental leave of the family leave. It is a need because many women and men today are heads of single parent households.

e) *Leave Without Pay (LWP)*-It means, cutting labor costs temporarily is to give workers the opportunity to take leaves of absence without pay. This may provide time for an employee who is financially capable to leave the organization temporarily in pursuit of personal interests.

**Paid Holiday**- According to factory Act 1948, a worker shall have weekly paid holidays, preferably Sunday. When a worker is deprived of weekly holidays he is eligible for compensatory holidays of the same number in the same month. **Holiday Pay**- Generally organization offer double the normal rate of the salary to those workers who work during holidays. **Shift Premium**- Organization operating second and third shifts; pay a premium to the workers who are required to work during the odd hours shift.

**Retirement Provision**-

Generally, the organizations provide some monetary benefits to their employees or dependants of the employees after the retirement. That means employers provide
some benefits to the employees after retirement and during old age, with a view to create a feeling of security about the old age. These benefits are called old age and retirement benefits, it includes-

(a) **Provident Fund**- It is meant for economic welfare of the employees. PF scheme of the Act provides for monetary assistance to the employees or their dependants during post retirement life. Both the employee and employer contribute to the fund. This facility provides security against social risks and enables the employee to have better retire life.

(b) **Pension**- the Govt. introduces a scheme of employee’s pension for the purpose of providing family pension and life insurance benefits to the employees. The amended Act of family pension found was introduced in 1971. Both the employer and employee contribute to this fund. This scheme provides for the payment of lump sum amount to an employee on his retirement as a retirement benefit.

(c) **Gratuity**- It is a reward to an employee for his long services with his present employer. This is important retirement benefit to be provided to an employee either on retirement or at the time of physical disability and to the dependents of the deceased employee.

(d) **Deposit Linked Insurance**- Under this scheme, if a member of employees provident fund dies in service, his dependents will be paid an additional amount equal to the average balance during the last three years in his account. Employees deposit linked insurance scheme was introduced in 1976 under the PF Act, 1952.

(e) **Medical Benefit**- Some organization provides medical benefits to their retired employees and their family members. This benefit creates a feeling of permanent attachment with organization to the employees even when they are no longer in service.

### 2.11.11 Grievance Procedure:

When an employee feels that something is unfair in the hospital organization, he is said to have grievance. According to Jucius- a grievance is “any discontent or dissatisfaction, whether expressed or not, whether valid or not, arising out of anything connected with the organization which an employee thinks, believes or even feels to be unfair, unjust or equitable.” A grievance is a sign of an employee’s discontent,
either with the job or organization. The gap between employee’s expectation and organizational rewards normally leads to a grievance. Dale S Beach defined grievance as “dissatisfaction or feeling of injustice in connection with one’s employment situation that is brought to the notice of the management.” Grievance can also arise out of day to day working relation in an organization.

According to the ‘National Commission of Labor’ – “the complaints affecting one or more individual workers in respect of their wage payment, overtime, leave, transfer, promotion, seniority, work assignment and discharge would constitute grievances.” Such grievances not redressed immediately to the respect of all parties, it can result in a climate of organizational conflict.

- **Causes** - Grievance may occur for number of reasons:
  1) Economic- Wage fixation and revision, overtime, bonus, allowances etc., employees may feel that they are paid less when compared to others.
  2) Work Environment- Unhealthy and harmful working condition e.g. unfair rules, lack of adequate and qualitative resources to achieve the objectives of job.
  3) Supervision- Unpleasant relationship with supervisor and colleague, supervisor’s attitudes towards the employee such as perceived notions of bias, favoritism. Nepotism, caste affiliations, regional feelings etc.
  4) Work Group- Employee is unable to adjust with his colleague, suffers from feelings of neglect, victimization etc.
  5) Miscellaneous- These include issues relating to certain violations in respect of promotions, safety methods, transfer, disciplinary rules, fines, leaves, medical facilities etc.

- **Discovery of Employee Grievances** -

  Excellent management always anticipates employee grievances and prevents them arising. Management redresses grievances as soon as they arise. Therefore the executive of the excellent management anticipates the bickering and grumblings of employees and takes steps to tackle them before they assume dangerous proportions. Some methods should follow to discovery of grievances: (1) Observation (2) Exit interview (3) Opinion surveys (4) Gripe Boxes (5) Open door policy.

- **Effective Grievance Redressal** -

  The following conditions are necessary for grievance redressal procedure:

  1. Enjoys the trust, confidence and respect of all the employees and management.
2. Identifies the roots cause for employee grievance
3. Resolves the issue at the lowest possible level.
4. Resolve the issue in an amicable manner and without any delay.
5. Does not result in any violation of organizational rules and policies
6. Provides for data and information management of employee grievance
7. Helps the management to identify core issues, which need to be avoided in future.
8. Provide unbiased and objective redressal of employee grievance
9. Consider the legal, social, financial and psychological aspects for an amicable settlement.
REVIEW OF LITERATURE

Though a large number of books and articles are available on Hospital and Management subject, only a few of them are related to Hospital management / administration and majority of the books and articles deal with Hospital technology, various disease and different technical part of hospitals. However, an attempt is made to present the available literature on human resource management in private hospitals, as under two sections: (I) Studies relating to Hospital Organization (II) Studies relating to Human Resource Management.

I. Studies relating to Hospital Organization:

1. C. V. Nagamani - [31] in his articles’ titled “Hospital services: The Changing Scenario” (1991) Expressed the difficulties in providing health and hospital services in a country with a population exceeding 85 crores. There are differential pricing strategies, based partly on quality of services but mainly on the patient’s capacity to pay. He further explains that staff recruitment and equipment acquisitions require judicious planning on short-term as well as on long term basis. Overstaffing is as bad as understaffing in a hospital. For ensuring efficiency and viability, a hospital requires systematic approach to planning, budgeting and monitoring its activities, revenues and expenses. Computers are also important in hospital services. Finally, he concludes with the remark that achieving the target of ‘Health for all by 2000AD’ would require establishing more hospitals on the one hand and managing the existing ones in a better way, on the other.

2. Odeyar D. Heggade - [32] (1998) in his study analyzed the development of the health sector in Karnataka State. The major finding of this study includes (a) the financial resource allocation for health sector had declined in real terms between the 4th plan and the subsequent plans. This shows that the state government has adopted the norms of ‘availability of funds’ rather than the ‘needs of health’ and ‘price index of health inputs’ for the allocation of outlay. There are no clear rational guidelines for resource allocation to the health sector in Karnataka. (b) The total bed strength of urban hospitals has increased gradually, of which the share of private hospitals is substantial the increase in bed strength of public sector hospitals is low which denotes a growing inability of the state to finance the hospital services. (c) There is steady decline in the bed strength of hospital and dispensaries run by urban local bodies and other departmental undertakings. (d) The bed strength of private hospitals almost
increased by three fold during 1980-93. Nearly 2/3 of this is in urban health sector and 1/3 is in the rural private health sector, to solve these imbalances and problems of health sector in Karnataka. The author has made a number of useful suggestions, including further privatization of secondary and tertiary level health services in Karnataka.

3. **Vinit Sharma**-(1992)\[33\] in his article, “Optimal Utilization of Medical Manpower in a Hospital in the Context of Health for All”- makes an ironic observation that in spite of the prohibitive cost of hospital treatment, specialists in hospitals are overworked and overburdened. He further points out that modern hospitals with their predominantly urban base, their reliance on sophisticated technology and curative bias have become costly, individual oriented and resource intensive establishment. This is an antithesis to the philosophy of primary health care and the ultimate objective of health for all. By virtue of their status and prestige in the community, hospital can play a very crucial role in the context of health for all through the economic and optimal use of resources, better distribution of services and maximum satisfaction of patients. Concepts of team work and health education are two important pre-requisites for the better utilization of resources. Explaining the team work concept, Mr. Sharma visualizes a closely woven network of dedicated health workers, general practitioners and specialists and a sound referral system interlinking them all together. The specialists housed in the hospital, in close collaboration with the health workers and the general practitioners in the area under the hospital’s jurisdiction, should evolve a framework for referrals. Health workers should educate the people that hospital care should be considered only when there is no alternative left.

Health education of the community generally and the patients and their attendants particularly is very important. A team of medical social workers attached to the hospital should stress on the importance of health promotion and disease prevention. The health education may as well being with the patients waiting in the OPD and may proceed to the wards. Audio-visual aids can add extra glamour to such sessions.

4. **Dr. Krish Pennathur**-\[34\] in his paper, “Management Techniques in Hospitals” Discusses some management techniques adopted by hospitals. According to him, professionals like doctor must be interested in management techniques also, but they tend to shy away from the subject because of their misapprehensions about management. The author concludes that the medical professionals need not know in
depth what the various management techniques are, but they must know enough about them to enlist the services of the right person trained in the right discipline to help them out.

5. **Haward Barnum and Joseph Kurzin**- [35] in their study “Public Hospitals in Developing Countries: Resources, Cost and Financing.” Explain different issue in health care keeping the public hospitals at the center of health care production and delivery. This study is very significant work on the health sector in less developed countries. According to authors says the definition of hospital vary between countries. “Differences in case mix. Technical capacity and skills differentiate hospital levels. These differences may also imply different sizes of facilities, roughly measured by the number of operational beds, upper level facilities often having a larger size.”

Further, they suggested that, “Possibility for improving the internal efficiency of hospitals may be to change the mix of labor inputs in the production of hospital services. Many hospitals in developing countries are organized and staffed based on industrialized country models; the different resource endowments and epidemiological profile of low income countries suggest that such a model may not be appropriate here. This is a sensitive issue because medical and paramedical professionals may perceive such reallocation as a threat to the positions they have worked hard to attain.

6. **Richard N. Rosett**- (1983) [36] has tried to explain the “growth and performance of proprietary hospitals in the United States.” Based on this study he had tried to theorize on some aspects of the working of proprietary hospitals. Author analyses the interests of physicians in organizing proprietorship hospitals. He classifies U S hospitals into two types i.e., voluntary hospital and proprietary hospitals. The voluntary hospitals are defined as non-profit institutions and proprietary hospitals a profit seeking but both are privately owned.

The study by Rosett (1983) raises and answers an important question relating to the working of hospitals in private sector. To quote: “It has been traditionally argued that short-term private hospitals in the United States are predominantly non-profit voluntary institution because they owe their origins to the charitable hospital of the 19th century. Because they enjoy tax and other advantages over profit making hospitals and because Americans adhor the idea of profiting at the expenses of the sick.”
7. Sheela Prasad- (1996) [37] has made comparative study of public and corporate hospitals with reference to Hyderabad (A.P). She had assess the issue like whether the growth of private sector leads to widening inequalities in health care? Is it correct to say that private health care widens choice for consumers and results in more efficient use of inputs? This study is based upon a very small sample of 3 government hospitals and 3 corporate hospitals. The important findings of the study are as under.

1. The development of private corporate hospitals in Hyderabad City has been able to attract the patients from rich and middle class groups. Thus, they are able to reduce the pressure on government hospitals and they are acting as higher order referral hospitals.

2. The study reveals certain interrelationship between the pace of urbanization and privatization of health services. This trend is not however, unique to the Hyderabad City, It may be observed elsewhere in India and other countries.

3. There is certain degree of competition between corporate hospitals and increasingly more competition between large and small private hospitals.

Sheela Prasad observes that: Private hospitals in Hyderabad are better placed than their government counterparts and it must be admitted that they rate a more positive image among the public. Unlike other cities, the private hospitals of Hyderabad are part of a chain and are all promoted by doctor and not industrialists. All these private hospitals have been set up with public funds in terms of borrowings from various funding agencies.

The author, further suggest policy measures for the improvement of public sector hospitals and kept silent about the emerging issues in privatization of health sector. This is the weak spot in study. She also has not paid attention into collect required data to prove the superiority of private hospitals over the public sector hospitals.

8. Dr. Suresh D. Shinde- [38] in his research article titled “The Distribution of Population and Medical Facilities in India”- (1978) with the remark that “health care in India currently faces a number of serious crises, in cost, in quality of care and in equitable distribution of modes and standards of services to the population as a whole.” He highlights the regional disparities in the medical facilities available in Maharashtra State. He presents the statistics of general hospital beds vis-à-vis population in the 26 districts of the state and calculating the workload factor (Population served in hundred divided by general use of in-patient beds) for each
district. The exercise leads to certain startling revelations, that is, in 17 districts the situation is really serious needing government attention to improve medical facilities. The distribution of medical facilities clearly reveals that only 9% of the state’s total population largely concentrated in the urban areas in relatively better served where as over 90% remains under served. Dr. Shinde, However, Attributes this disparity to two hidden factors, first, the outpatient facilities effectively reduce the actual load on in-patient hospital facilities, and secondly, several diseases mainly experienced in Maharashtra can fairly adequately by treated by dispensaries rather than through hospital attendance.

9. **Dr. P.N. Ghei**. [39] in his article titled “Hospital Management Training in India” (1992) by explaining the operational complexities of modern hospitals and point out that earlier. All the administrative responsibilities of a hospital customarily used to be thrust upon the senior-most doctor without providing him any managerial support. The first ever indigenous attempt at developing the specialty of hospital management was made in 1960 by inviting an American hospital consultant. Promotion of Indian Hospital Association (IHA) and development of master’s degree program in hospital administration were the two major outcomes of this alliance. Later on, the IHA refined a mother syllabus for management skills in personnel, communication, work-organization and resources. But some expert said that- “the greatest obstacles in achieving health for all by 2000 AD” is the planning, organization and management of health system.

**Dr. Ghei**, re-emphasizes the current issues in hospital management training that need attention through further research and concludes on an optimistic note that- Hospital management is one of the most exciting and will become a rewarding, career in India. It offer the opportunity to influence directly the quality of people’s lives, both by improving hospital services and by creating the best possible working environments for doctors, nurses, paramedical etc. This specialty needs highly motivated and talented trained hospital managers if the community is to be well served……

10. **Dr. R.K. Aggarwal**. [40] Express in his essay “Day Hospital” (1990) with a brief reference to changing concepts, goals and objectives in health care services from curative -to preventive -to social and lastly, to community-medicine. And point out that although minimum health services are now available at grass root level, curative services of a hospital are absent at this level.
He emphasizes the day hospital concept on preventive and diagnostic activities where in-patients and out-patients services would work in close collaboration with bigger hospitals, general practitioners and public health workers. A day hospital can be set up as an extension of a general hospital or PHC, but outside the premises. In such a hospital, diagnosis may be offered and relief provided to the patients for few hours under direct supervision of doctors or nurses.

Finally, he formulates a definition of the ‘day hospital’ as “Day hospital is a subsystem of a hospital which is an integral part of social and medical organization, the function of which is to provide to the population, minimal health care both curative and preventive, and whose out patients services reach out to the family and its home environment. The day hospital, like any other hospital, is also a center for the training of health worker and for biosocial research, especially at grass root level”

11. Dr. R. Rajesh (1990) \(^{[41]}\) explains experiences in his article regarding the socio-economic upliftment and educational activities to achieve the goal of “Health for All by 2000 AD”. “SEWA”, a rural voluntary organization is working since October 1980 towards overall community development. It is involved in various socio-economic upliftment and educational activities concerned with women and youth, such as

1) Every worker is given training about treating minor ailments and identifying major illness at village-level during mobile visits of doctors
2) For indoor patients, health education sessions are organized. Here the patients are taught about treatment various diseases.
3) Every patient is given a referral slip mentioning the ailment and the economic status of the patient.
4) A weekly meeting of indoor patients is organized in which each patient is enquired about his condition and problem.
5) A separate OPD was formed for the patients from project village. It provides clinical knowledge of various diseases.
6) Problems are solved through (Problems & solution) regular coordination meeting between patients and workers.

12. Ganesh Kulkarni – \(^{[42]}\) in his research article title “Control in Hospitals”, expresses the fact that in Indian hospitals, accounting procedures and practices are not followed properly. An individual has to have complete authority in handling all phases of hospital financial transactions from its beginning to end. In hospital
organization managerial control system essential. Managerial control system includes administrative controls and accounting controls. Administrative control deals management’s authorization for specific transactions and accounting control includes safeguarding of assets and liability of financial records. For exercising proper control a report should be prepared at regular intervals which brought to the native of the management. This world facilitates taking corrective action / decision to meet charging situations. Managerial control system in hospital is useful for optimum utilization of available resources. Specially human resources and reduce the wastages, which leads to improve the overall performance of hospital organization.

13. K.C.Ojha \[43\] Examined his paper entitled “problems of Hospital Administration” and identified a number of problems facing hospitals. Such as

a) Lack of educational and (in-services) training facilities.

b) Limited financial resources.

c) Overcrowding of existing hospitals because of shortage of hospital facilities.

d) Political interference in running of certain hospitals.

e) Over dependence on outside service agencies.

f) Lack of full authority to a hospital administrator and time wastage in calling and attending meetings of him.

g) Overcrowding in the hospital wards by the patients relatives.

h) Use of illegal strikes (as a weapon) to fulfill the demand of employee union.

He suggests the following for alleviating these problems:

1) In order to run a hospital efficiently and effectively, it is imperative that there should be a full time hospital administrator.

2) The main responsibility of hospital administrator to develop and maintain a high moral among the personnel and satisfy the medical staff.

3) There should be prescribed training course in hospital administration in that at least one university in each state.

In another article entitled “planning a New Hospital”- (1982) K.C.Ojha \[44\] Explain the establishment of a new hospital from different aspect. Firstly – he lays down that at the initiative stage, the promoters should determine the goal and objective of the hospital- project. Next, he lists hospitals services, equipment and material needed to be kept ready all the time in almost all the department. About the
architectural aspect, the author says that, the design of a hospital building must suit the local public requirement and also take care of the local climate conditions. There should be shortest walking distance between the hospital building and the transport area. Regarding financial provision, he says that, there is a need of necessary fund for both capital and revenue expenditure.

The author concludes that, better planning can reduce the expenditure on construction and equipment and that planning can also ensure delivery of quality medical services with minimum expenditure. (No need to overcharge on patients)

14. B. P. Shaligram[45] – In his article titled “Labour Laws Applicable to Hospitals”- Assess the historical review of different Labour laws applicable to hospitals. He states that in addition to the Industrial Disputes Act 1947. Following 13 Labour law are also applicable to the hospitals-

1. The workmen’s compensation Act, 1923,
2. Indian Trade Unions Act, 1926
3. The Payment of Wages Act, 1936
4. The Industrial Employment Act, 1946 (If more than 50 employee)
5. The Minimum Wages Act, 1948
6. The Bombay Shops and Establishments Act, 1948
7. The Employees Provident Fund Act, 1952 (If more than 20 Employee)
8. The Bombay Labour Welfare Fund Act, 1953
10. The Payment of Bonus Act, 1965 (Applicable only for profit oriented hospitals)
11. The Contract Labour Act, 1970
13. The Payment of Gratuity Act, 1972 (If more than 10 Employee)

Hospitals have been declared a ‘Public Utility Services’ and hence, attract the provision of industrial Disputes Act, 1947 in the matter of disputes between employer and employees.
15. **Goutam Sen** [46] – In his paper “Hospital planning in a Developing Country: Cost and Care – A Critical Balance” (1990) highlights the obstacles / problems faced by the hospitals in the absence of planning in developing countries. He states that developed nations are increasingly facing the Dilemma of providing quality health care and reasonable cost. The Third World countries must take stock of their health care facilities and initiate corrective action in developing health care facilities if they aspire to catch up with the health care standards in the developed nations. It is only through realistic planning, ‘appropriate’ to the local communitys’ and surrounding areas needs that a critical balance can be maintained between cost and care.

The author further explained the current scene in health care and health care providers and takes a review of their current problems. Like poor, inter-sectoral co-ordinations, shortage of health-planners and administrators, lack of basic information’s in hospital designing etc.

Finally, he concludes that “Proper understanding of the community needs, proper planning which is relevant and appropriate to local conditions, through coordination and cooperation, evaluation of equipment and dedicates team of professionals in the project team and community participation are some of the main pillars of hospital planning. Then and then the nation can realistically look forward to the “Health for All by 2000 A D”

16. **Tiwari C. K** – [47] in his research article “Hospital Budgeting” (1990) express some important aspects of hospital budgeting in non-profit sector. He said, the budget is a complete set of management plans expressed in quantitative terms, by which objectives can be achieved within a definite period in future. It is a major tool for coordination and it serves as a predetermined factor for control and operation. Under the heading of Budgeting Approaches, he discusses five approaches namely, (1) Zero base Budgeting (2) Program Budgeting (3) Flexible Budgeting (4) Responsible Budgeting (5) Forecast Budgeting.

**Tiwari** gave various objectives of budgeting and discusses in detail like – (i) Effective Budget (ii) Coordination (iii) Standard Setting (iv) Budget Committee (v) Budget Manual (vi) Collection of data (vii) Comparison and evaluation (viii) Budgetary Control (ix) Advantages of in a hospital.
Finally, the author concludes that as hospitals are facing increasing demands on their services, hospital budgeting needs proper and planned attention for better management.

17. Dr. U. R. Manepati[^48] – in his thesis entitled “A Study of Hospital Management in selected Hospitals in Miraj City.” Discussed the effectiveness of hospital services can be measured both qualitatively and quantitatively, through hospitals activities. (Aimed at achieving it’s, stated objectives.) Its effectiveness is reflected in the level of staffs motivations and dedications. Their attitude towards work prevailing management practices in patient care, record maintenance, waste avoidance through good housekeeping and inventory control, maintenance of equipment, cost containment, quality assurance, proper communication and information system etc. He focus on critically evaluation of health care services, inventory control and accounting procedure used by hospitals, Assess the quality medical services experienced by the patients and appraisal of personnel policies adopted by hospital etc.

The observations and suggestions given by author on the Challenges arise from declining resources, patient’s pressure for specialized services, manpower fluctuations, technological changes and multi-institutional arrangement. He suggests that, to set up a hospital management consultancy cell under its own auspices by drawing on the expertise of local management consultant or medico-commercial experts. To start a ‘Diploma in Hospital Management (DHM) Course, or To include a compulsory paper, as Hospital Management in the course of MBBS degree. So as to better orient the medical graduates to knowledge manage their chosen occupation. In fact human resource development (HRD) has emerged as an important area of modern management science. The hospital organization sooner or later will have to wake up to this realization. Today’s seller’s market in medical services would gradually turn into a buyer’s market which in turn, would change the entrepreneurial hospitals into facilities and manpower starved establishments ignored by the community. So it need of quality medical care based on scientific hospital management techniques.

18. S. Sukanya[^49] – in her research study entitled “Analysis the level and pattern of investment in private corporate hospitals in Madras city.” She provides a brief review of factor responsible for increasing capital intensity of health services, particularly in the private sector. She pointed out that, “The health care industry in India has undergone change in its structure with (i) the increased role of private sector (ii) the
emergence of corporate hospitals (iii) the diffusion of modern health care technology. Income growth, increased demand for hospital based health care scarcity of governmental resources has encouraged the expansion of private sector in the health care industry. ”

Further, she observed that the , “...... dominance of private hospitals, high competition among them and the emerging philosophy of viewing hospital enterprises as a commercial proposition have made a large number of medical practitioners move into group practice. The concept of corporatization of health care services has been developed in India in the early 80’s Thus, Sukanya- rightly argued that: “a study on the investment behavior of private hospitals in India will throw light on the investment management of hospitals India substantially, if not fully as the market share of private hospitals is dominant. There is No study on the resource management of private hospitals in India based on a hospital survey.”

Sukanya further concludes with following observations: “The sample should cover more geographically regions including rural and urban for better understanding of the health care industry in India. The study highlights the impact of corporatisation on the investment pattern of hospitals. On an average a corporate hospital invests almost 20 items more than sole proprietary hospitals. As huge resources are committed in medical equipment, studies on resource management assume relevant. The present study makes a beginning for further studies in the direction of efficient resource management of the hospital in India. Further studies on comparison of private and public sector hospitals regarding investment pattern, rate of utilization of medical equipment and the price charged by them can be undertaken. Understand the resource management behaviors and resource management of private hospitals will help policy makers in ----

(1) Efficiently allocation of scarce resources to various health services.

(2) Regulating the investment pattern of private hospitals for providing health care suited to the needs of the people.

19. Dr. Odeyar D. Heggrade – (2000) [50] in his research study title “Hospital management”- Express an important exercise in the “Economics of privatization of Health Services” in a developing economy like India. The study shows that growth of private nursing homes and hospitals helps the states to achieve the goal of equity in health services reduce the pressure on government hospitals, helps policy makers to understand the problems caused by growth and working to private hospitals. The
study has examined the growth and Performance of selected private nursing homes and hospitals in Mangalore City with the purpose of identifying the benefits and costs, the problems and prospects of privatization of secondary and tertiary health care in India.

Further, Dr. Heggade explains that the health care is an important social services sector essential for achieving sustainable human development process in all countries. The ongoing globalization process shall force the developing countries like India to reduce the fiscal deficit to the manageable limit, which forces government to reduce their subsidies in all economic sector including education and health.

In short, the author says the health services in fact have social economic and human value, good health promotes economic productivity of labor, it enhanced the longevity of life, and it improves the quality of future generation human beings. 

(It is a research study under UGC Minor Research Project Assistance Scheme)

20. Prakash L. Patil (2008) in his research entitle “A study of Quality Management of Medical Services in Hospital in Satara City.” It is found that most of the private hospitals are being run by the doctor-owner himself without any assistance from other doctors or visiting consultants. Majority of the hospitals have no provision for the doctors to be present round the clock. Hence, the availability of doctors is occasional and the hospitals are mainly looked after by unqualified lower-rung staff. Similarly, the availability of staff for running the hospitals have full-time hospital administrator and rest of the hospitals are managed by the doctor owner himself.

Further, he had seen that, in both public and private hospitals, the actual experience of staff fell short of their expectations, in almost all aspects, indicating that the staff is not at all satisfied with their present job. He stated that, it is necessary to emphasize that as the proper management of the hospitals rests on the shoulders of all the hospital staff, right from doctors to supportive staff to sanitary people, unless and until the entire staff becomes duty conscious and responsible the scenario of the hospital would remain the same. However, the job in security, low wages, heavy workload and poor working condition are bound to affect the quality of care provided to patients, since it does not generate a sense of belonging and loyalty among the staff.

21. Nagla, Madhu - (1982) in his research study entitle “Doctor-Patient Relationship- a Study of Medical Professionals and their Clients in a Hospital Setting.” It was observed that the profession of medicine relates to acquiring of
specific knowledge through long training, but its emphasis is more on earning money rather than on service orientation. Because of the changing values of the society, professionals in medicine are becoming self oriented rather than altruistic in their behavior.

However, medical professionals still enjoy high esteem in our society and patient’s attitudes towards physicians are that of respect. The humanistic element in the treatment process is essential for the recovery of the patients was found lacking, by and large, doctors tend to maintain affective neutrality with the patients. Physicians are not interested to serve in rural areas because of lack of facilities, urban orientation, elite consciousness and their adoption of particulars patter of life style. Further, he found that, educated patients with urban background and high income status were better aware of their ailments, recognized them more correctly and were more favorably disposed toward seeking medical care than patients with rural background and low income status. This shows that, social status of patients is an important factor in seeking medical care and in cooperating with the doctor to get well.

22. C.A.K. Yesudian (1979) [53] in his study on “Utilization of Health Services in a Metropolitan City” observed that, various health services were utilized more by the rich than the poor. The selection of a health center by the well-to-do persons was on the basis of their personal knowledge of the doctor in the center and at the same time, they utilized the private health services also. The poor on the other hand, depend entirely on public health services for all their health needs. Lack of resources and ignorance were the main causes for the poor being unable to properly utilize the health services.

23. Dr. Ravi. K.V and Baburajan P.K (1991) [54] a research article on “Job Satisfaction among Health and Family Welfare Personnel: A case study of two Primary Health Centers.” carried out to analyses in the relation to various job related issues, the level of job satisfaction among them and the factors which affect it. It was found that, most of the respondents were either moderately or highly satisfied with their job. However, the number of those least satisfied was also found to be substantially high. The age of the respondents and length of service were negatively related to overall satisfaction. Employees who had been provided with staff quarters were found to be highly satisfied with their job, as compared to those who were not given staff quarters. Futher, they found that, promotional opportunities, availability of infrastructural facilities, leadership qualities, collective decision making process and
opportunities for advanced training were the main variables which influenced the job satisfaction. The popular notion that salary affects job satisfaction was disproved in the study.

24. Nandraj, Sunil and Ravi Duggal- (1997) \(^\text{55}\) in their study on physical standards of private health sector in an average district of Marashtra- It was found that, the standards in private hospitals were poor. Most of them were located in residential premises. Many lacked space, narrow entrance, passages were congested and it was impossible to manoeuvre either a trolley or stretcher. Some had converted kitchens into operation theatres. Many of the hospitals were ill equipped. Few had doctors around the clock. Most hospitals employed unqualified nurses and other staff. Supportive services were inadequate like ambulance, blood generators etc. Many of the hospitals did not have continuous water supply. Sanitary conditions of the hospitals left a lot to be desired. The number of toilets and bathrooms were not in keeping with the number of beds in the hospital. For from incinerating infectious waste material, hospitals dumped waste in ordinary municipal bins.

25. Mahapatra, Prasanta, P. Shridhar and K.T. Rajshree- (2000) \(^\text{56}\) In their study on “Structure and Dynamics of Public and private Health sector in Andra Pradesh”- The study revealed that, public sector hospitals were generally better endowed with the land and floor space. Maintenance of medical records was comparatively better in public sector hospitals than the private sector hospitals. The level of patient satisfaction was generally low and similar in both private and public hospitals, suggesting on environment of poor patient orientation in the health sector.

Further, they observe that the human resource problems non availability of skilled manpower, absenteeism and low productivity were the main problems encountered by private hospitals. The level of job satisfaction among staff with respect to physical working conditions, tools and materials for practice was found to be particularly low in public hospitals.

26. Murthy, Nirmala (1999) \(^\text{57}\) - In their study, conducted a household survey in Ahamednagar district of Maharashta to gauge, the extent to which the respondents were satisfied with the government and private services. Most women looked upon private service as ideal. The overall score for the government services was lower than that for the private services significantly, more women thought that private doctors examined them properly and gave more effective treatment than they received from government doctors. Availability of medicines, effective treatment, proper
examination of patients and availability of doctors are the areas of significant dissatisfaction with government services.

Population Research Center of Gokhale Institute of Politics and Economics Pune: Carried out an ‘Annual-Patient and Staff Satisfaction Study’ in public hospital in Maharashtra (2003) [58] It found that, socio-economically weaker sections of the population who cannot afford private hospitals, utilize the government services. Dissatisfaction was of higher order about effectively of treatment, behavior of staff, examination time spent by providers, crowding, cleanliness, adequacy of equipment and communication. About 1/3 among indoor patients had to borrow for paying the hospital charges. Job security and risk in establishing private practice are the main reasons for doctors joining the government sector. In comparison to the doctors, nurses seem to be slightly more satisfied. The staff’s complaints were about poorly equipped facilities, low salary and little recognition.

II. Studies relating to Human Resource Management:
1. *Harel Gedaliahu, H and Tzafrir Shay S* [59] in their study examined the relationship between HRM activities and perception of organization. The study is based on a national sample of organizations from private and public sectors in Israel including 15 organizations from Israel Government department. The result indicates that the HRM practices have a significant impact on both the perceived organization and market performance of the organization.

2. *V. Prasanna Bhat* (1991) [60] in his article-“Accommodating human resources” states that, in an organization, unlike physical assets that depreciate in value and eventually turn in to scrap, human assets are capable of appreciating in value, if properly developed or managed. In such development of human resource, the organizational design plays an important role. However, unless the people who occupy the positions understand their roles, and then function with commitment by developing or managing proper job knowledge, the effectiveness of the organization will not be up to the mark. The main thrust of Mr. Bhat’s argument is on the idea that organizational design is a dynamic concept and design should be flexible enough to accommodate super skilled personnel at increasingly higher hierarchical levels, as their commitment to the organization increases and they perform with higher
motivation. This flexibility, in turn, makes it possible for the organization to reap the benefits by keeping itself ahead.

3. Heneman Robert. L. [61] - has conducted a study on HRM practices in small and medium size enterprises. The study involved an in-depth qualitative assessment of a variety of management issues including human resource management practices that challenges the creation and growth of small and medium sized enterprises. The result revealed gaps and omissions in the literature, including the importance to entrepreneurs of developing high potential employees that can perform multiple roles under various stages of organizational growth and matching of people to the organization culture.

4. Guest David. E- [62] in his study HRM the workers verdict has discussed the perception of workers on human resource management. Theoretical analysis on HRM, potential implications of HRM for workers etc. are covered in this study.

5. C.V.Subramaniam (1991) [63] in his article entitled “Need to consider human element,” Comprehensively covers’ participation’ ‘Communication’ and ‘motivation’ for the purpose of organizational development. Human element is the live force in the organization and the human resources are the precious resources that tend to all its other resources. Hence, the management’s approach towards its human resources ought to be human and all member of the organization ought to work in coherence to achieve the common goals. The work place is now the primary focus of people’s lives and it is here that people look for gaining a sense of achievement. He explained the three features of Japanese industrial organization such as- (i) the Japanese people’s ability to achieve a consensus around a higher goal (ii) their necessity for fulfillment of purpose which drives them to intense effort and (iii) their tremendous adaptability, the willingness to change. In India too, management policies should be reoriented towards people and their development. He concludes with Jawaharlal Nehru’s remarks “Administration is meant to achieve something and not to exist in some kind or ivory tower, following certain rules and procedures and narcissus-like looking on itself with complete satisfaction. The test after all is the human beings and their welfare”

6. Dayal Ishwar (1954) [64] has pointed out that personnel to be appointed in different categories must fit in with the demand for the required kinds of ability. Thus, the organizational waste is minimized when a right man does the right job. A
scientific selection ensures this by identifying individuals with abilities required for a given job.

7. Ratnam C.S, Venkata, Chandra. V-[65] in the study conducted by them discussed impact of societal diversity in India on corporations and their management. The study also presents an exploratory analysis of the sources of diversity in India and its implications for human resource management and reviews the experiences of select organizations.

8. Siddiqui Junaid-[66] in the study looks at how the health care industry can benefit from human resource management practices such as environmental effects and managing diversity. The study also makes speculation as to whether traditional health care facilities can adopt to the development, what is required for the effective management of people and for the increase of employee participation in the industry etc.

9. C. Mamutty- (1996) [67] in his article states that today’s wrong recruitment and selection are tomorrow’s organizational problems. Therefore, while recruiting and selecting, the job requirements in the context of existing and future roles have to be kept in view. The candidates selected should have the potential, capability, attitude and adaptability to meet the position profile. Focus should not be only on job skills but on attitude and behavior as well.

10. Prakash Maheshwari- [68] has studies types of recruitment system, training, appraisal, wage administration, discipline and motivation and workers awareness about welfare facilities, recreational and other activities, workmen’s participation in the trade union activities etc.

11. Chaudhari B.R (1994) [69] in his article, “Revitalizing Organizational System” is devoted to two aspects of organization’s functioning, improving efficiency and developing human resources. An organization committed to excellence has to ensure that it has the best people to work for it. These people should also have the opportunity to work in an environment in which they should be able to develop a sense of responsibility which is the core quality of the fully mature, fully functioning and self-actualizing individuals. They should never think that they are working for anyone but themselves. Introduction of new technology may change the form and the way in which the organizations may improve their efficiency. But, since it is the human beings who propel the technology, make it work and improve the productivity
and restructuring consequent to technology should be considered by giving careful thought to human resources.

12. **Krishna Kumar Dua** (1996) [70] in his article pointed out that since recruitment is a long-term hiring decision, it should be based on sound principles, in order to avoid any future unpleasantness for the organization and individual. Hence, the organization needs reliable measures that can delve deeper into a candidate’s profile and present certain parameters for his personality, ability, values and aptitudes.

13. **Mahapatra Prasad Gopal** [71] in his analytical and descriptive study has highlighted the personnel policies and practices and their impact on training and salary administration, workers participation in management, motivation, job satisfaction and grievance procedure. His findings are related to inadequate manpower planning, ineffective grievance procedures and worker’s participation in management, motivation and job satisfaction of the flying crew as quite low in Indian Airlines and Air India.

14. **Boliko Mbulis** [72] – Study demonstrated that regardless of the cultural and economic conditions prevailing in a country, successful SME entrepreneurs are those who trust their employees, give them training and seek their participation in the decision making process. Regression analysis used in the study showed that the strongest contribution to business success measured in terms of market share and profit increase was brought by HRM variables, rather than by factors such as entrepreneurial paths, finance, technology and environment.

15. **Bhargava and Kelkar** – [73] in their study observed that job satisfaction and empowerment were positively related but were unrelated to job involvement. Centralization was positively related to job involvement. The measures of Human Research Development (HRD) could be predicted by without having satisfaction with their job and getting a feeling empowerment in the organization which showed that motivating people at the work place is a challenging task. The authors are of the view that organization have to opt for the strategies that could take in to account the all round development of their members through strategic human resource management.

16. **Nair M.K and S. Srivastava**-(1996) [74] in their articles explained that, the purpose of human resource planning is a balance the organization’s human resources in various functions to ensure that it has the optimum quantity and quality of skills for the economical functioning. Based on the manpower plan, the organization has to
obtain the requisite skilled personnel in time to take up positions in the organizational hierarchy.

17. **W.S.Cashel** [75] Stated that, “The big unknowns in human resource planning are….. the rapidity and extent to which new technologies will be introduced, the improvements in productivity that will be realized, and the degree to which staff growth will occur to fill the needs for more methods, better training and more system analysis and programming to support a more complex, computer oriented technology. These are unknown, and because predictions about them are uncertain, the predictions about people are also uncertain.

18. **Chandavarkar M. R**- [76] in her thesis has examined the spectrum of various interventions of Human Resources Development and their effect on the productivity of an organization (Cement Factory) from different points of view by applying the statistical tools like mean, percentage, coefficient and analysis of variance (ANOVA)

19. **Sankar Chetan**- [77] has analyzed the factors that affect job satisfaction of technical employees in 3 countries. The result showed that only 2 factors, job characteristics and organizational progressiveness, influenced job satisfaction in all the three countries. Thus, multinational corporations need to enrich the employee’s job and position their organizations progressively if they want their employees to be satisfied.

20. **William Kyle Luthans**- [78] found a system of high performance work practices to be positively related to “hard measured” of productivity and efficiency. He has analyzed the impact of high performance work practices on the performances of distribution utilities in rural electric industry. A factor analysis was conducted in order to divide the very comprehensive traditionally defined categories of high performance work practices in to more operational and manageable human resource practices.

21. **Rudrabasavaraj M M**-(1980) [79] he stated in Indian undertaking (Steel units and heavy engineering) found that, the methods used to recruit employees were, casual collers, news paper, advertisement, employment exchange, employee recommendations, relatives and friends, educational institutions, transfers from other undertakings etc. likewise, a survey carried out by Nigerian Federal Ministry of Economic Development in Nigerian Organizations. Reported that different method adopted by organization to recruit personnel.

22. **Carl Rosenfeld**- (1975)[80] he examined the methods used to obtain workers in America. He also found that, friends and relatives, advertisements, private and public
employment agencies. Civil services tests, teachers / professors job leads and others are mostly used.

23. Pell Arthur [81] in his investigation, he concluded that, local newspapers are good methods of recruiting blue-collar workers, clerical employees and lower level administrative employees.

24. Okere Loveday (1994) [82] in his Ph.D research study had focused on ascertaining the training needs of the managerial and non-managerial staff in Nigerian Banks. He reported that the newly recruited managerial and non-managerial personnel of these Banks expressed a very high degree of their training needs in basic management skills, interpersonal skills, administrative skills and quality control skills.

25. Umah (1982) research conducted in brewing company in Nigeria related to the need for manpower training. The essence of training program was to ensure that its members of staff were equal to the challenge of the stiff competition going on in the brewing business in Nigeria.

26. Hinrichs, J.R. (1976) [83] in his study on ‘Personnel Training’ stated that, training needs assessment is a critical component of the training system, because it provides data to determine who is to be trained, what training programs are needed, and how the results of training program are to be evaluated.

27. B.R. Shaha (1990) [84] in his article states that the key to building an effective, well motivated team is a reward system which is not only fair, but is also seen to be fair. At Lipton, the practice is to remunerate an employee according to the nature of job responsibility shouldered. Increases in the salary levels in the normal course depend on performance and the extent to which the objectives set have been achieved. This means that salary rises are merit-based and not automatic.

28. Panandikar [85] has extensively reviewed the various methods of recruitment to the post of Indian organization. He suggested that, it is necessary to device better and more reliable techniques of measuring the personnel skills and qualities which have direct bearing upon the various kinds of functions involved in the job itself.

29. Wendell [86] He focused about methods of recruitment and suggested that, advertisement is the best method to recruit homely workers, as well as scientific professionals, and technical employees.

30. K.Kumar (1994) [87] in his article states that, manpower planning aims to profile the trails, skills and capabilities required of new role-sets and new functions expected to be performed by the organization’s personnel. In future, his aspect of manpower
planning will assume more importance and the quantitative projections based on volumes to work will be relegated to secondary position.

31. Bhaskar Chatterjee (1995) [88] in his book stated that, the modern day human resource planning places considerable emphasis on proactive strategy which anticipates and responds to changes in the environment, it has to be linked to the corporate strategy designed to enhance competitive advantage or quality of service.

32. Shamsastry R. [89] Koutilya provides a systematic treatment for managing of human resources as early as 4th century BC in his treatise title “Artha-Shastra.” As it has been described in the third section of the book, there prevailed logical procedures and principles in respect of labor organizations such as shreni of guild (yi) system and cooperative sector. The wages were paid strictly in terms of quantity and quality work and punishments were imposed for unnecessarily delaying the work or spoiling it. The organizations are used to adopt for establishing good relationships between employer and employee.

33. Sharma M.R. [90] He lucidly pointed out, Koutilya provides an excellent discussion on staffing and personnel management embracing job descriptions, qualification for job, selection procedure, executive development, incentive system and performance evaluation.

34. R.S.Gupta (1991) [91] (Chairman and Managing Director of BHEL) in his article- “Human resource management “visualizes the dominant role the HRD function will have to play in meeting the challenges of ‘nineties’ decade. The human resource manager will have to more away from the narrow rigid confines of ‘personnel management’ with all its negative connotations of a reactive discipline, to a broader concept of HRD/HRM. This embodies a proactive approach, the main objective of which is to help employees acquire or sharpen capabilities required to perform their present or expected future roles in a continuous and planned way. He suggests that, organizations should concentrate on developing different strategies and plan for adjusting to the competitive and uncertain environment. This would necessitate designing multi-faceted training program to make the workers multi-skilled, develop their self renewal capabilities, building up team spirit as also shape the organizational values and culture for excellence. At the end he conclude, “The most successful organization of the 1990’s will be something of a learning organization, a consummately adaptive enterprise with its working free to think for themselves, to identify problems and opportunities and to go after them”
35. S.Ravishankar and R.K.Mishra [92] in his study “The Human Resource Management philosophy believes that, it is the responsibility of the top management to create a climate of development and make the place of work enjoyable, So that people may give their best for the organization along with a sense of satisfaction.”

36. Avinash Rege (1994) [93] in his article “Impact of HRD on Industrial Relation”- stated that scientific recruitment and selection allows only that manpower with appropriate knowledge, skill and attitude to enter the organization. This manpower can later be molded properly through training to best serve the organization’s goals. When the employees truly identify themselves with organizational goals there is less possibility of conflict.

37. Okere Loveday (1994) [82] in his thesis (Doctoral research) title “A Study of Human Resource Management with Special Reference to Recruitment, Selection and Training of Managerial and Non-managerial Staff in the Nigerian Bank” reported that, these Banks undertook both short and long term human resource planning prior to recruitment and selection. The methods adopted for were trend projection, human resource budgeting and planning analysis. Among the internal and external factors that affected the recruitment and selection process were the bank’s wage and salary polices, age-composition of existing workforce, employee turnover, future expansion or reduction program. Technological considerations, competition and political sentiments, while advertising in national newspapers was the popular method for recruiting managerial personnel and non-managerial personnel were recruited through employee referrals, recommendations and unsolicited applications. Other recruitment sources such as public or private employment agencies, campus recruiting or trade union referrals were not used by these Banks. Pre-printed application blanks, preliminary screening of applicants, reference checking, professional tests, employment interview and medical examination were the vital steps in the managerial and non-managerial selection process in the Nigerian banks.

38. Udai Pareek and T.V. Rao: (1980) [94] write “Most of the training in Government today is institution-oriented. If training has to serve a useful purpose, employee should feel a need for training, he / she should be sponsored for training at a suitable time and should be provided the opportunity or facilities to use the skills learned during training.

39. M.P.Bansal (1991) [95] in his research study conducted in the Steel Plant of the ‘Steel Authority of India Ltd.,(SAIL), reports that, training was introduced as an
important thrust area of human resource management in SAIL’s plants. It was
recognized that, instead of merely imparting knowledge, training must play an
effective and important role in helping to actually improve the performance of
employee on the job. SAIL’s training philosophy is that training should facilitate the
growth of employees as persons capable of handling greater responsibilities and
should promote good performance over his enlarged career plan. Accordingly,
training in SAIL is divided into two broad areas, management development and
employee development. It is administered through a corporate HRD Group, which has
devised several special and generic training packages supported by adequate physical
facilities and monitoring and evaluation apparatus. The success of this earnest training
and development effort is that, as reported by Mr.M.Nair, SAIL’s Director-personnel
“The company’s training institutes have provided important conceptual and skill-
oriented training to more than 1.5 lac employees. That in itself is a noteworthy
contribution towards fostering a culture of professionalization in the steel industry.”

40. S. N. Swaroop: (1990) [96] feels that in government departments and organization
training of public servants has already received priority importance and investment,
which has resulted in the creation of a ‘training culture’. Government’s strength lies in
utilizing the skill and knowledge of its vast number of public servants. But the mere
creation of ‘training culture’ will not change the “work culture” of the government
administration. There is an urgent need to have a fresh look at the past and present
training effort in the government. It is necessary to move away from the present
‘training culture’ to a ‘learning culture’. While ‘learning concepts will need to focus
on the asset value of employee. The procedure-oriented machinery of government will
have to give way to the result-oriented administration.

The training culture has focused mainly on skill development. But it is not the
end. Conversion from training culture to learning culture should link the aspirations of
people with the goals of organization. Now for bringing about this conversion, the
government would need to have a team of committed trainers and training managers
who are willing to take up training as a career.

41. More Bhagwant D. (1997): [97] in his doctoral research study focuses that, the
human resource development fundamentals like manpower planning, training and
development (including an assessment of training needs of employees and employers)
scientific performance appraisal, career planning and employee welfare of police
department. Further he expressed that human resource development climate and
effectiveness of training in Maharashtra Police and future of human resource of Maharashtra police. Finally, he suggested that, to effective utilization of available HR in police department. There is need of development “a central career counseling and Training information cell,” Refresher training, Performance Appraisal System, Health care and Medical facilities, coverage of insurance, consumer cooperatives, and education facilities for children etc. for police department personnel.

42. Stella M. Nkomo: (1987) [98] in her ‘Survey Report HR Planning in “FORTUNE-500” companies, observed that in most of these companies, human resource planning was still in its infancy. It was viewed as the responsibility of corporate / divisional human resource departments. But at this level too, it was not integrated as a derivative of the strategic plans. Hence, human resources were treated as operating costs rather than a major corporate resource. Human resource planning generally lagged behind financial planning probably because of the notion that while financial resources were scarce, human resources were abundant, that is, right number of right kind of people will always be found at right time. Also, in many organizations even with well established planning culture, several strategic decisions were often made outside the formal planning structure. Consequently, human resource needs were met through informal systems, giving a go-by to human resource planning.

43. Salokhe Vidya Anandrao. (2000) [99] in her doctoral research study of human resource development in scheduled, cooperative and public sector banks in Kolhapur district. Focused on ascertaining the human resource development (HRD) climate, effectiveness of HRD practices and the factors that foster or hinder the HRD effort for devising a comprehensive HRD framework, so that the organization have functioning proactively in the changing environment. She also concentrates on evaluation of HRD practices such as training, performance appraisal, career planning, employee welfare etc. adopted in the different sectoral banks. Finally, she suggested that designing, implementing, monitoring and evaluating HRD interventions is a specialist function within the realms of the human resource management (HRM), for which banks should have HRD professionals in their employ. In order to elevate the HRD climate to an ‘Excellent’ level throughout the banking sector, it is recommended that the present human resources policies of each bank are re-oriented to wards the personal and professional development of individual bank employees.
III. Conclusion:

Human Resource Management World wide includes various basic functions- Firstly, it has to procure people for the organization, Secondly, it has to retain people by compensating them adequately, and thirdly it has to ensure the satisfaction of their biological, psychological and social needs through the provision of facilities and systems for the maintenance of satisfying quality of life. Fourthly, it has to ensure that the organization’s human resources, unlike its material resources appreciate over time through training and development and, Lastly, the Human Resource Management has to create such organizational conditions that ensure the fuller utilization of its human resource’s collective and individual potential. Generally the above functions of HRM are commonly seen in majority of organization every where, irrespective of place, size, type nature of business etc. However, private hospital organization may lay stress on one or the other function differently, depending on specility, size and locational factors.

Thus, the literature reviewed on the topic shows that though a study has been carried out on Hospital industry and related aspects, Major study carried out is related to labor problems or management of manpower or human resource management in Hospital industry. It is rather not carried out. The researcher intends to fill this gap by providing a comprehensive analysis of human resource management in private hospital of selected area. The study would help in understanding the various aspects of human resource management in hospital industry in general and private hospitals of Kolhapur District in particular.

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