CHAPTER VII
SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

7.1 Introduction

In India the quality of healthcare has improved considerably with the availability of world class high-tech medical equipment and information technology. Growth rate of Health-Care sector in India is moving ahead and is neck to neck with the pharmaceutical, software, construction industry of the country. Common man has confidence in healthcare products and services offered by private hospitals. Thus, it can be rightly said that the job of medical care, today, is no more a one man show. Modern hospital organisation involves heterogeneous group of specialized personnel. It is teamwork and successful operation of any hospital organisation depends on the services of a large number of personnel specialized in different areas of medical science and management. In short, the hospital staff have to be well trained and have to be monitor them effectively at all levels of services.

The success of hospital is usually attributed to the skills of its doctors, nurses and administrative staff, but there is a club of behind the scene personnel, who are always on toes to keep the wheels of any healthcare facility smoothly turning. Hospital administration is all about weaving the different units of a hospital together into a cohesive whole. Management tools play important role in the day to day functioning of a hospital.

Based on the previous literature survey report’s elaborate discussion it has been realised that the healthcare sector, especially private management faces innumerable challenging factors of talent management, training, workforce planning, recruitment and retention. Thus, this study aims at finding out talent management practices in service industries in India in general and talent management practices in private hospitals currently functioning in Coimbatore city, Tamilnadu in particular.
Based on the theoretical and past empirical discussion the following objectives are framed to understand the demographic, socio-economic and occupational status of the hospital employees surveyed, to critically evaluate the talent management practices of private hospitals’ survey, to analyse the employees’ perception towards HR and organisation practices adhered to in their work environment, to measure the influences of HR practices and organisation policies of private hospitals in talent management, to measure the prevailing gap in the talent management among the surveyed private hospitals and to suggest suitable measures for the implementation of effective talent management systems.

The research methodology of the study consists of two stages explorative and descriptive in nature. As Coimbatore city is emerging as an important center for medical transcription and consultation on clinical research, it has been chosen as the research area for the conduct of the research. For this study, multistage sampling techniques are used for selection of the sample. The researcher has adopted Cluster based random Sampling Procedure (Probability) for defining the entire population area i.e., hospitals and the convenience sampling techniques in the collection of primary data. The respondents were approached with the support of the friends and reference groups, and only voluntary respondents were included in the survey.

There are seven hospitals in the Coimbatore region that offer exclusive super-specialties services. All seven hospitals were chosen for the survey and data collection. A pilot study was conducted with a sample of seventy employees at the rate of ten employees from each hospital. Based on the suggestion given by respondents necessary modifications were made in the interview schedule. In the second stage of the study the following criteria were considered in selection of the sample hospitals: super specialty hospitals with more than 100 bed facilities and it is also considered that all the specified departments of medical facilities and administrative operations are actively functioning. A sample of 10 per cent of the staff strength from the actual
population enrolled in seven private hospitals was fixed as sample. The sample size of the present study has been fixed at 510 hospital employees. The respondents were informed well before they were interviewed. Further, the researcher is bound ethically to maintain the anonymity of the research respondents and keep the research data in confidence. No monetary rewards were paid for the data collection and only voluntary persons who came voluntarily were surveyed. At the end of the data collection process it was found that nearly ten schedules were incomplete and inconsistent in respect of data supply and hence those schedules were deducted from the actual sample, the sample size was restricted to 500 respondents.

7.2 Major Findings of the Study

The major findings of the study are summarized in this sub-section of the study.

I. Demographic, Socio-Economic and Occupational Status

The elaborate data analysis reveals that 70 per cent of the respondents participated in the survey are male and 45 per cent of the respondents fall under the age group of 30 to 40 years. Similarly, it has been found that 45 per cent of the respondents are undergraduate degree holders. Further, it has been observed that 85 per cent of the respondents are married.

II. Job Profile

From the empirical data analysis it has been found that 46 per cent of the respondents surveyed are staff nurses, 24 per cent of the sample subjects have gained 12-15 years’ work experience in hospital service and 40 per cent of the respondents monthly earning ranges above Rs.80000.

III. Employees’ Recruitment Practices (Talent Pool)

As per the opinion survey results it has been inferred that, 88.80 per cent of the sample subjects feel that their organizations have an effective talent pool
to improve their service efficiency. On the contrary, it was ironic that 42 per cent of the respondents claim that the talent pool is not technically sound and skilled as far as their organisation is concerned. The results of hypothesis test complement this empirical finding of the study, by concluding that the clinical and non-clinical staffs recruited in the private hospitals differ in their opinion on talent based recruitment practices adhered to by their hospital administration.

The elaborate data analysis reveals that only 10 per cent of hospital employees are recruited from the competitors (hospitals). Similarly, 10 per cent of employees working in private hospitals are found idle and kept as surplus staff. As per the opinion of 93.20 per cent of the respondents, efficiency of a person has been considered as the major criterion at the time of recruitment. The empirical analysis of the study clearly states that there exists a wide gap between talent demand and its supply in hospital services. Thus, it becomes important for the hospital administration to take effective measures to retain its existing work force for the future well-being of the organisation.

IV. Employees’ Perception on Talent Management Practices

Out of 500 respondents surveyed, majority i.e., 64 per cent of employees (1.92 on mean score of three) have said that talent management is all about employees’ performance planning. Similarly, majority of the respondents believe that leaders’ commitment towards their job and juniors determines effective talent management in their work place. These empirical findings of the study well complement the hypothesis finding of the study, which concluded that that employees’ perception towards talent management practices adhered to in their organisation differs according to their demographic and socio-economic status and work profile. The mean score and standard deviation calculation also explicitly claims this differences. As the Z test results confirms researchers’ hypothetical prediction that the clinical staff (Nurses and junior doctors) differs in their opinion on talent management practices followed in their hospital administration, in comparison with the non-technical
administrative staff. Similarly, it has been found that the clinical and non-clinical staff differs in their perception towards talent management dimension of their organisation. The result of reliability analysis discloses the Cronbach’s Alpha value .736 and .661 which confirm significant and positive association between the variables tested. It establishes the existence of internal constancy in the data collected at the time of field survey.

V. Employees Perception towards Motivational Factors

On an average 3.96 employees’ have said that their organizational culture well suits with individual personal values of serving the suffers. Similarly, most of the respondents have opined that their organisation highly regards towards employees’ individual contribution in the team, it is rated in the first place with mean score of 3.82. Followed by, 83.60 per cent of the respondents have stated that their organisation helps them in identifying and improving their abilities, goals, strengths & weaknesses and 80 per cent of the respondents have said that they are able to do the job with high degree of freedom as it provides high status to them. On an average of 4.07 employees’ have expressed the view that their organization allows them to work autonomously after assigning them of certain task.

VI. Employees’ Perception towards Hygiene Factors

It is general assessment that employees’ prefer to stay in an organisation for a long period when they have strong relations with their seniors and colleagues. In this context it has been observed that majority of the sample respondents have opined that the leadership practices implemented in the organisation enhances their job satisfaction. This factor has been ranked first with an average score of 4.17. Similarly, it has been disclosed that on an average score of 4.08 sample subjects claim that their team leaders recognise their talents and help them in promotion and development. The study has found that 75.60 per cent of the sample respondents are satisfied with the remunerations packages offered by their organization. On an average 77.40 per
cent of the private hospital employees’ have opined that policies framed by their organization are well understood by the employees’ working there and their HR department is up to date and review the polices periodically and continuously follow the mentioned changes for the employees’ benefit. Followed by, 78.40 per cent employees’ had claimed that they experiences a very pleasant physical working condition in their organisation and on an average 79.80 per cent of the sample employees’ have appreciated their healthy relationship with their hierarchies (seniors).

VII. Employees’ Commitment and Intention to Stay

The elaborate data analysis reveals that 90.33 per cent of the employees’ are of the opinion that their organisation helps them in the career development and promotion that in turn enrich their organisational commitment. Majority i.e., 6.32 respondents on an average have been influenced by the trust factor established in their work environment. Survey results reveals that on an average score of 4.18 employees surveyed out of every five feel proud being part of their organisation, i.e., to work in the organization and on the contrary, on an average score of 4.15 employees feel that there is low scope for personal and career development in the current job.

The survey result had found that 80.20 per cent of employees have an intention to stay in the current organisation. On the contrary, 19.80 per cent of employees have the intention to leave their current organisation. The results of the multiple regressions reveal that there exist (i) Association between HR practices & organisation practices and employees’ commitment towards their organisation. (ii) Association between HR practices & organization policies and employees’ retention in the organisation (iii) Association between HR practices and talent management in private hospitals and (iv) Association between organisation practices and talent management in private hospitals.

The result of ANOVA test indicates that there exists an association between effective talent management practices and employees commitment
toward the organisation. It has also been found out that, there exists an association between effective talent management practices and employees retention by the organisation.

7.3 Suggestions

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

- For enhancing employee work experiences and satisfaction towards the job, the researcher suggests to the private hospital to adopt organisational and structural changes such as:
  
  - Establishment of quality-related councils and committees in order to empowerment of nurses and other department staff in the area of modern technologies, modern medical treatments and to make themselves adapted to the changing scenario of hospital services.
  
  - Hospital administration should release the fact that employee turnover negatively impact customer service, work production standards, and profitability, thus they should take enough care in
maintaining appropriate staffing at different level of its
operational services. And the hospitals should avoid enrolling
excess staff, as they reduces the hospitals profit margin and
increases their salary & other benefit payment expenditure.

- The private hospital must realise the fact that the employees’
  engagement (involvement in work i.e., Talent Management) towards
  organisation should be shaped in a proper way for enhancement of
customer satisfaction, innovation, service provider profitability,
employees’ productivity, loyalty and quality of their job. The surveyed
private hospitals can adopt these benchmark practices for enhancing
their employees’ commitment with the best practices of Herzberg’s
theory of motivation, that in turn ensure that employee feel that they are
integral part of their hospital and its functions:

  - Creating sense of commitment among the employees’ towards
    their job and organisation.

  - Creating a feel of Pride in the job and being part of the
    organisation.

  - Creating an attitude among the employees, a willingness to
    advocate the benefits and advantages of the job and organisation.

  - Creating a feel of satisfaction among the employee towards the
    job and organisation

- The study also suggests to the private hospitals to restructure their
  present instituting policies, so that it may encourage the staff to express
  concerns, identify deficiencies, and challenge the status quo such as
  nurse, medical staff, junior doctors and administrative empowerment
  programme.
• Private hospitals operating in Coimbatore city should ensure flexibility in working hours for both its clinical and non-clinical staff, without affecting the routine work flow of the hospitals.

• From the empirical survey findings it has been inferred that the employees feel less committed towards their organisation due to the mismatch of these factors: service motto, fairness, honesty, organisational culture fit, knowledge fit, pays and provision of benefits package, scope of rational & innovative thinking, positive recognition, opportunities for personal and career development, organisational policies that helps their employees’ to identify /improve their abilities, goals, strengths and weaknesses, provides promotional opportunity. Thus, it suggested to the hospital management and its HR departments to review its policies and practices on the above stated issues and reframe an effective bench mark towards creating employees’ commitment and in retaining them for a long duration.

• Similarly, the HR department in various hospitals should provide enough opportunities and create conducive environment for:
  ❖ Speedy learning of job skills by the employees,
  ❖ Creating a feel of self-motivation,
  ❖ Enhancing employees’ skilled to do a number of different jobs,
  ❖ Provision of opportunities to the employees’ to learn new things,
  ❖ Offered a good amount of variation in the job i.e., job rotation.
  ❖ Ensuring autonomy in work assignments to the seniors.
  ❖ Feel of assurance that the present job provides high status and belongingness towards the organisation.
7.4 Conclusion

Planning for human resources is a challenging task in the rapidly changing times like those which characterized the latter half of the twentieth century and which promises to proceed at an equally heady pace. With an increasingly competitive environment, projected labor shortages, changing demographics, and increased pressure on employers to secure rights of the employees, organisations have to be flexible and remain conscious of the potentials of their work environment.

From the elaborate data discussion it has been clearly found out that the private hospitals located in the Coimbatore city do not have effective talent pool in their organisation, i.e., there exists a wide gap between the right talent demand and its supply from the institution and from competitors. Thus, it is suggested that by adopting effective HRM and motivation practices the organisation can retain the available work force and train them according to their job need, so that the employees can be retained for long-term and can be committed towards the organisation.

With the supports of detailed data analysis it has been observed that factors like: personal cultural fits, Employees’ feel on organisation valuing individual excellence, feel of high degree of freedom, Support systems available from the organisation in identifying individual employees’ abilities, personal goals, strengths and weaknesses, work autonomously, effective leadership practices, team leaders’ role in recognising individual subordinates’ talents and help them in promotion and development of their skills, right amount of remunerations, right organisation policies, pleasant physical working conditions, good hierarchy relationship among the workers are found to the prime motivating factors that influence the employees’ perception to retain or shift from one work place to the other i.e., quit.

The descriptive data analysis reveals that on an average score of 90.33 per cent of the sample employees have opined that their organisation helps
them in the career development and promotion, so they feel committed and feel being part of the organisation. On the contrary on an average score of 83 per cent employees feel that there is low scope for personal and career development in the current job, so they tend to less committed towards their employer. Similarly, majority of the respondents are influenced by the trust factor that influences them to stay in the organisation for long-term. The survey result also reveals that 80.20 per cent of employees have an intention to stay in the current organisation. On the contrary, 19.80 per cent of employees have an idea of shifting their current job.

In short the study has brought to sharp focus the extent to which the workforce identifies with the organisation, is committed to it and how it provides discretionary effort to emerge successful. Engagement is a key leading indicator for high performance workplaces, improved employee productivity and subsequently reduces employee turnover.

7.5 Scope for Future Research

The empirical limitation of this study provides wider opportunities to the future researchers. The researcher proposes the following topics and areas to the future researcher.

- Comparison of talent management practices adhered in the Multi-specialty and Super-specialty hospitality in Chennai and Coimbatore.
- Impact of Talent Management on Employees Retention.