Chapter II

NATURE, SCOPE AND RESEARCH METHODOLOGY OF THE STUDY
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After the introduction to the topic, this chapter deals with Nature, Scope and Methodology of the study. The contents of the chapter are
1. Nature and scope of the study
2. Objectives of the study
3. Research methodology of the study
4. Criteria for Construction of Questionnaire
5. Statistical Analysis
6. Research Design
7. Limitations of the study
8. Report writing

1. Nature and Scope of the study –

The scope of this study is studied from Geographical, Temporal and Functional perspective

a) Geographical -

Ahmednagar district is located between 18.2 and 19.2 north latitude and 73.9 and 75.5 east longitude in the central belt of Maharashtra state, with an area of 6807.09 sq miles.

Ahmednagar district is surrounded by Beed in east, Osmanabad and solapur in southeast, Pune to southwest, Nasik to north and Aurangabad to northeast.

b) Temporal –

This study is done with the help of data ranging for period between 1990-2000, but according the availability of data, it could have been possible to cover more periods.
c) Functional –

Management has always been weakest aspect of Indian hospitals as result hospitals have lagged far behind industry in development of management policies and strategies.

Personnel management, which is concerned with management of personnels, is comparatively new and rapidly growing profession in India. There is a vast scope for Personnel management in hospital as it is in industry. The work environment of industry and hospital may differ in many ways but the role of Personnel management cannot be different, in fact it is more significant in hospital than in industry, it can be noted from the figure II – 1 ( A and B ) which provides us clear picture of work environment in hospital and industry.

(Figure – II –1, A and B)

Work Environment of Hospital & Industrial Employee

(Figure A- Hospital employee)
The present day hospitals have become hi-tech organization with multifarious services. The rising cost of hospital services and its maintenance have become quite expensive and have similar implications to that of rising production cost in the industry, thus there is an immense need for proper scientific management of hospitals. In the view of the high cost involved there is need for re-examination of working methods and techniques to ensure optimum use of resources.

Since human resource is prime resource in hospital, it’s effective utilization assumes vital significance in terms of cost involved.

Effective utilization of human resource, right employee selection, training, balanced remuneration system and cordial employee-management relations can bring about economy and efficiency in hospital work. The role of Personnel management in all these areas cannot be overlooked or denied, especially in the light of the fact that hospitals of today have become labour intensive organizations.

Modern day hospitals have increased in size and complexity because the number of people who use hospital services have increased manifold. During the study it was
observed that the average growth rate in both OPD and IPD patients was phenomenally high in Sainath hospital, it was 293.3 % and 157.6 % respectively.

In Ahmednagar district out of the five selected hospitals two are superspeciality (PRH and Sainath) hospitals. While other three have capability to be the same in future. This can open avenue for advancement of medical tourism in Ahmednagar district, medical tourism is a fast emerging sector having potential of creating jobs and can be a large foreign exchange earner. It is expected that medical tourism would generate about Rs 100 billion of revenue for India by 2012, if Indian economy grows by Rs 100 billion that can generate a tax base giving government enough room to raise more revenue and invest it in Public health. Ahmednagar district has historical and spiritual background (Shirdi). By focusing on medical tourism the government will be able to push the Ahmednagar district as one of the tourist destination.

The Preamble of the study is to make assessment of the role of Personnel management in management of the hospitals in Ahmednagar district. As all the hospitals in Ahmednagar district are working with more or less common problem, the study may therefore prove to be highly interesting to the policy makers, administrators and planners in formulation and implementation of programme for promotion and development of Personnel management not only in selected hospitals of Ahmednagar district but also in different districts of other states.

2. Objectives of the study
Following can be stated as the main objectives of the study

1. To study the major functions of Personnel management in hospital and its benefits to the hospital.
2. To assess the process of Manpower planning in hospital and determine the manpower strength in selected hospitals.

3. To assess the Recruitment practices in selected hospitals and to study various personnel management functions associated with it.

4. To study the Salary and wage Administration in selected hospitals.

5. To study the nature of Employee – management relations in Selected hospitals.

6. Any other incidental or collateral issues that could not be covered under the above objectives.

3. Research Methodology of the study –

There were 5 major hospitals in Ahmednagar district employing employees in range of 100 and above during the period 1990-2000. All these five hospitals were selected for this study and since these hospitals employed large number of employees it served to the purpose of the study. Thus by way of purposive sampling method, the following hospitals were selected:

1. Evangeline Booth Hospital, Ahmednagar (E.B.H)
2. The Civil Hospital, Ahmednagar
3. Sainath Hospital, Shirdi, Taluka Rahata
4. Pravara rural Hospital, Loni (P.R.H)
5. St.Luke Hospital, Shrirampur
The two most commonly used criteria for classification of any hospital are Ownership control and clinical basis. In ownership control the hospitals are divided into four types

- **Public hospital** – These hospitals are run by government or local bodies

- **Voluntary hospital** – These hospitals are run by trusts established under Public trust Act 1882

- **Private Nursing homes** – These are run by individual doctors or group of doctors.

- **Corporate hospital** – These hospitals are established under the company Act.

Amongst the five selected hospitals four are classified under voluntary hospitals while one is classified as Public hospital (Civil). In clinical basis the hospitals are classified under two types General and Specialized. In General hospital all kinds of diseases are treated while in specialized only specific type of diseases are treated. General hospitals are bigger in terms of Bed strength and number of employees employed as compared to specialized hospitals, which served the purpose of the study. All the five selected hospitals were General hospitals.

The present study deals with various aspects of Personnel management in hospital in Ahmednagar district. The major emphasis of the study is application of Personnel management principles to hospital management for efficient operations of the hospital.

For the selection of sample from amongst the above-cited employees of the hospital Simple random sampling method was used. In order to deliver substantial, more accurate result, the researcher has selected 100 heads of the departments or senior employees in supervisor capacity in aggregate from all selected hospitals. This representation was 100 % in EBH, Sainath and
St. Luke, While in Civil and PRH it was 70% and 60% respectively. In case of employees it was 60% of the total employees from each selected hospital. The following table provides us information on number of sample respondents of selected organizations.

(Table II-1)
Information on sample respondents

<table>
<thead>
<tr>
<th>Employees</th>
<th>Head of the department</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total universe</td>
</tr>
<tr>
<td>EBH</td>
<td>144</td>
</tr>
<tr>
<td>Sainath</td>
<td>269</td>
</tr>
<tr>
<td>St.Luke</td>
<td>158</td>
</tr>
<tr>
<td>Civil</td>
<td>375</td>
</tr>
<tr>
<td>PRH</td>
<td>281</td>
</tr>
</tbody>
</table>

Source – Office records

The justification for such large sample size stems from the fact that Personnel Management is a very sensitive issue and only large sample size can take the researcher closer to a realistic analysis.

The study is mainly based on primary data and to some extent on secondary data.
a) Primary data

Since the scope of data was vast it was decided that Combination method of data collection be used . The researcher made use of following techniques for data collection.

1. Questionnaire technique
2. Interview schedule

Questionnaire was used as a principle source for primary data collection. There were two separate questionnaires used to collect data from employees and senior supervisors or head of the department from the selected hospitals. The information, which could not be sought with the help of questionnaire technique, interview technique was used to seek such crucial information.

b) Secondary data -

Secondary data largely included statistical Information required to support the fact of the thesis. The following criteria was kept in mind for collection of secondary data for research

1. Qualitative standard and reliability of data.
2. Authenticity and Relevance of data

The researcher has used the following sources for collection of secondary data Books, Manuals of concerned hospitals, Medical journals, Government publications related to medical field, Annual reports, Agreements between employees and management, Standing orders etc.

4. Criteria for construction of questionnaire

Table II - 2, Provides information on Criteria for questionnaire
(Table – II-2)
Criteria for construction of questionnaire

<table>
<thead>
<tr>
<th>Area of Research</th>
<th>Questions Related</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Profile</td>
<td>Experience,</td>
</tr>
<tr>
<td></td>
<td>Qualification, length of service,</td>
</tr>
<tr>
<td></td>
<td>designation</td>
</tr>
<tr>
<td>Facility</td>
<td>Health, safety, welfare, allowances,</td>
</tr>
<tr>
<td></td>
<td>housing, loans, educational facility</td>
</tr>
<tr>
<td>Training</td>
<td>Use of training facility</td>
</tr>
<tr>
<td>Employee Management relations</td>
<td>Degree, its impact</td>
</tr>
<tr>
<td>Attitude</td>
<td>Rigid, flexible</td>
</tr>
<tr>
<td>Workers participation in</td>
<td>Impact, role</td>
</tr>
<tr>
<td>Management</td>
<td></td>
</tr>
<tr>
<td>Grievances Redressal</td>
<td>Codes of discipline and ethics</td>
</tr>
<tr>
<td>Functions of Personnel</td>
<td>Manpower planning,</td>
</tr>
<tr>
<td>management in</td>
<td>Recruitment, Selection, Training</td>
</tr>
<tr>
<td>hospital commonly used</td>
<td>Induction, Salary and wage</td>
</tr>
<tr>
<td></td>
<td>Employee management relations, working conditions</td>
</tr>
</tbody>
</table>

5. Statistical Analysis

The research tools applied are simple count tables, Percentages, averages index numbers and other statistical methods. Besides charts and figures are used to highlight various vital matters. For the sake of tabulation, the year wise data are presented and analyzed.
6. Research Design

The research process which is followed in the present study is described in figure II - 2

(Figure – II – 2)
Research design

- Research Design
- Review of literature
- Design of the study
- Design of the questionnaire
- Interview schedule
- Selection of the sample
- Data collection
- Data Analysis
- Report writing

7. Limitations of the Study

a) The Study assesses the role of management in hospitals with special reference to personnel management and since personnel management is a vast subject, only selected functions of personnel management were included in the study.

b) The emphasis of the study is to a large extent based on management perspective. The employee perspective is covered in limited manner.
c) The statistical information and data related to policy matters could not be adequately made available on the ground of secrecy.

d) The data related to manpower planning, recruitment, selection, salary, workers participation, conciliationary machinery etc was not available on sufficient scale for two reasons lack of adequate record maintenance and sound working systems

e) The respondents of the questionnaire did not provide properly filled up questionnaire and it was very difficult to personally supervise the work.

8. Chapter scheme -

The whole report is divided into 8 chapters so as to present the facts in chronological form. The table II - 3 provides us information on the Chapters and its titles.

(Table – II – 3)

Report writing in chronological form

<table>
<thead>
<tr>
<th>Chapter no</th>
<th>Name of the chapters</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to the topic</td>
</tr>
<tr>
<td>2</td>
<td>Nature, Scope and Research methodology of the study</td>
</tr>
<tr>
<td>3</td>
<td>Profile of Ahmednagar district and selected hospitals</td>
</tr>
<tr>
<td>4</td>
<td>Manpower planning</td>
</tr>
<tr>
<td>5</td>
<td>Employment</td>
</tr>
<tr>
<td>6</td>
<td>Salary and wage Administration</td>
</tr>
<tr>
<td>7</td>
<td>Employee-Management relations</td>
</tr>
<tr>
<td>8</td>
<td>Summary of the Findings and Recommendations of the study</td>
</tr>
</tbody>
</table>
References

1. Gupta, S.C. and Indra Gupta "Business Statistics"

2. Kothari, C.R. "Research Methodology"
   Vishwa Prakashan, New Delhi, 2002.