1.1 The statement of the problem:

From the top to the bottom, from the center to the periphery and in between, it is the men that make the machinery of hospital or any organization management and administration work. It is vain for Dean of hospital to take counsel concerning matters if they take no counsel likewise concerning persons, for all matters are as dead images and the life of the execution of the affairs lies in the good choice of persons. Therefore, the first and foremost task is to pay attention to the management of human resource, if he expects the effective performance of hospital organization. This thinking is visible not only in the developing countries but also in the developed countries.

Most of the thought revolves round the need of the revision of the basic concepts of human resource policy, modernization of management practices, reforms of recruitment methods, modification of performance appraisal, reforms in time management, modification of the structure and emoluments of the staff, manpower planning methods and promotion methods, greater delegation of authority and responsibility, searching and modifying training methods: But what about implementation all these in hospital organization, which need examination, review and analysis.

A comprehensive set of human resource development (practice) is available in all the countries for all types of organization including hospital. Most of the organizations have set up human resource departments to administer and manage their human resource efficiency and performance. A large number of training sprung up in all countries at all levels to impart the knowledge. Thus human resource management and its practice is a definite art which can be learnt and practiced to product designed output. It is an art that can help to direct and guide the efforts of those involved in the implementation of plans.
and policies of on hospital organization efficiently and systematically. But one most know real status of human resource practice for better implementation.

In fact, among the 3 most important components required for developmental tasks- men, money and materials (M3) – it is more the men (or the human factor) than any other factor which determines the quality and quantity of the performance and output. After all, even the contribution of money and material to performance depends substantially upon their manipulation by the men in an organization. It is with their requisite skills, aptitude, integrity and organizing capacity that they can build the image of their organizations as effective institutions in the nation building, process. Therefore systematic study is needed to examine and understand, what had happened in Indian hospitals, those are serving people in metropolitan cities like Mumbai, in respect of human resource practices or human resource development or human resource management practices, which are serving people of metropolitian like Mumbai after privatization, liberalization and globalization Indian economy. Hence an attempt is made by researcher in the present study to know and assess the following questions.

1. To what extent employees of hospital know the manpower planning practices adopted in hospital?
2. Whether employees of hospital know the existence of manpower planning department, manpower planning process undertaken, and duration of human resource planning practiced by hospital?
3. What factors are considered in manpower planning in hospital?
4. Whether job analysis description practices or not in hospital? If yes, then to what extent?
5. What are the sources of recruitment in hospital?
6. What is a pattern of external sources of recruitment adopted or practiced in hospital?
7. What methods are followed by hospital in selection of human resource?
8. Which training - on the job and off the job had received by hospital employees and to what extent? What is outcomes of such a training?
9. What is a outlook of hospital employees towards training?
10. Whether performance appraisal followed or not in hospital? If yes, then what is a need for making performance appraisal?
11. What is current status of performance appraisal practiced in hospital?
12. Whether job rotation is practiced in hospital for their employees?, If yes then to what extent?
13. Whether employees of hospital are aware career planning, career paths and its adequacy, if yes to what extend?
14. Whether promotion practices are followed or not in hospital? What is opinion of employee of hospital towards promotion practices in term of
   (a) Promotion as a part of career planning,
   (b) Existence of promotion policy for employees in hospital,
   (c) Basis of promotion practiced in hospital
   (d) Factors influencing promotion etc.
15. What welfare practices are followed in hospital for employees in respect of
   (a) Salary structure,
   (b) Perquisites,
   (c) Social security,
   (d) Leave facility enjoyed,
   (e) Deductions from salary,
   (f) Infrastructural facility,
   (g) Reward and recognition,
   (h) Learning culture and climate,
   (i) Additional welfare facility etc.
16. What is the level of human resource practices regarding
   (a) Manpower planning, recruitment and training,
   (b) Career planning, performance appraisal and promotion,
   (c) Employees welfare facilities, and
A new wind is blowing through management literature how-a-days which is fast driving out the traditional term ‘personnel management’ and substituting a new term ‘The Human Resource Management or development’ (1). The new term to emphasizes two things: One the human being are the most important resource of an organization, particularly service industry like hospital. They are unlike other resources, in fact they have the unlimited potential for investment. The more an organization invest in them, the more it can increases its return on investment. Second, Human resource development is the need of every organization, specially hospital, as it concern to human life. Further it is the soul of organization as it makes an organization growth oriented and dynamic and existence. Therefore to what extent human resource practices in any organization is prime concern topic for research purpose; and same is attempted in the present study.

In the field of health, programme is considered to be “change in the output of the health system such as the provision of medical care, environmental health, and other health services – these being considered as operating services or programme” (2). This is totally depends on human being or employees available in the services and their satisfaction of human resource practices. Hence it is essential to know and assess practices followed in hospitals. Such an attempt is made here.

The health department or human resource department should make efforts to develop the human resource development system in the hospital that focuses on HRD approach and ensures that staff working in the health system enjoy their work; feel proud and happy and are committed, competent and loyal to work as a team. But for this, there must be human resource department and it should be in functioning. To see whether human resources department is exit if so, how it is functioning is one of the objectives of this study. This is studied here.
In the modern environment where privatization globalization, and liberalization now direct our enterprises to be, more and more competitive, human resource development and its effective management, is the only way for their survival. Public sector hospital which employees a large segment of our workforce can do better in terms of productivity, quality, and cost effectiveness by nurturing, developing and utilizing their capabilities and potentials. It will accelerate the development and growth of the economy. The present study, therefore undertaken the human resource practices followed in the public sector hospitals. An enquiry is made by researcher on above mentioned 16 key questions. Hence the statement of the problem of the present study is as under: “Human resource practices in hospitals in Mumbai during 2010-2012”.

The present study is a modest attempt to know and understand human resource practices followed in selected hospitals in Mumbai. But before doing so, it is essential to know and understand what human resource is? What are its features, importance and constituents? In other words, ‘conceptual framework’ of human resource practice on development must be understood first. This is presented through following sections.

1.2 Meaning and significance of human resource:

The human resource development practices is a process of adding value to individuals, teams and organization as human system. Human resource practice or development is something that everyone does. Individuals do it as they work to development themselves, managers do it as they work to support others’ development and the HRD staff does it as it creates the overall development tools for the organization(3). Human resource practices includes both the development of the people and development of the organization. It is as the activities and processes undertaken to promote the intellectual, moral, psychological, cultural, social and economic development of the individual. So as to achieve his hightest human potential as a resource for the community. It means an all round development of the person so that he/she can contribute
his/her best to the community and the nation. In the words of Rao (4) human resource development or practice (HRD) is a continuous process to ensure the development for employee competencies, dynamism, motivation and effectiveness in a systematic and planned way.

He further suggests the following process mechanism or subsystems:
1. Performance appraisal,
2. Potential development and appraisal,
3. Feedback and performance coaching,
4. Training and development,
5. Career planning.

Human resource development practices or system is essentially part of broader concept of human resource management. Human resource management (HRM) is commonly defined as a ‘process of acquiring, training, apprising and compensation employees and attending to their labour relations, health and safety and fairness concerns (5) and as a strategic and coherent approach to the management of an organizations most valued assets – the people working there who individually and collectively contribute to the achievement of its goals.

Thus HRM would include following types of activities:
1. Job analysis.
2. Job description.
4. Recruitment.
5. Selection of candidates.
6. Inducting new employees.
7. Managing wage and salary structure and administration.
8. Providing other benefits and incentives.
10. Training and developing the employees.
11. Career planning.
12. Promotion and transfer of employees.
13. Retaining the employees, etc.

Human resource management practices are referred here human resource development and further this called here human resource practices. In brief in the present study human resource management practices and human resource development practices and human resource practices are referred synonymies or same. This study considered the definition given by Dessler (2002) and equate with human resource practices or development (HRD or HRP).

Thus broadly speaking, human resource development (practices) is one of the important Human Resource Management (HRM) functions and it includes the area of individual development, career development and organizational development. The remaining human resource area like employee-employer relations, human resource planning, recruitment and selection, organization / Job design etc. come under the purview of HRM. Actual implementation of human resource management and human resource development is called human resource practices. In the present study human resource management practices and human resource development is treated one and the same. Hence human resource development of human resource management is referred human resource practices or human resource management practices.

Since all healthcare is ultimately delivered by people, effective human resource practices will play a vital role in the success of hospital management. The review of literature shows lot of studies were undertaken on human resource practices on Indian corporate sector but on human resource practices in Indian hospitals are very few. In fact lack of human resource management practices in healthcare sector, could lead to a life or death question, pointed out by Suryawanshi (6).
1.3  Hospital human resource management:

1.3.1  Meaning of Health:
The world Health Organisation (WHO) defined health “as a state of complete physical mental social and spiritual well-being and not merely an absence of disease or infirmity” (7). Thus health is a condition under which an individual is able to mobilize all his/her resources intellectual, emotional and physical for optimum living.

1.3.2  Meaning of Hospital:
According to Directory of Hospitals India, 1998, “A hospital is an institution which is operated for the medical, surgical and or obstetrical care of in-patients and which is treated as a hospital by the central State Govt. / local bodies or licensed by the appropriate authority”, on the other hand WHO state that it is an integral part of social and medical organization the function of which is to provide for the population complete healthcare, both carative and preventive and whose out patient services reach out to the family and its home environment the hospital is also a centre for the training of health workers and bio-social research (8).

The people working in the hospital are medical, non-medical, para-medical, highly skilled and qualified, either totally unskilled or semi-skilled and either uneducated or partially educated. These personnel may work in any type of hospitals that render such services. The type of ownership of hospital and there legal entities are also different such as-

i)  Private – Personal.
ii) Private – Partnership.
iii) Private – Limited.
iv)  Public – Limited.
v)   Co-operative society.
vi)  Public trust and society.
vii) Public - Private partnership.
viii) Government.

This study is confined with government hospital (i.e. category 8 ownership structure).

1.3.3 Human resource development / management in hospital:

There is a great need to enhance the human resource capability of hospital so that they can achieve the objectives of the government in the shortest possible time. Human resource capability is an important means of converting or processing programme inputs into outputs. Human resource capability involves the development of the ability among personnel to mobilize, allocate and combine the action that are technically needed to achieve hospital development objectives. Today’s dean or registrar or superidentant of hospital lives in a world of rapid change, yet the rate of change increase in the years ahead. Unless they can keep up with this change, they may likely to find themselves obsolete – perhaps un-promotable, efficient low capable.

Hence HRD in brief is change of potential human resource into kinetic human resources that is optimization of the potential capacity of employees. HRD is an effort to development capabilities and competence among hospital employees, as well as to create an organizational environment conducive to the employees’ development. According to Ishwar Doyal, 3 things are important in HRD in hospital (9).

1. Ways to better adjust the individual to his job and the environment.
2. The greater involvement of the employee in various aspects of his work.
3. The greatest concern for enhancing the capabilities of the individual.

In the words of Goel (10), HRD in hospital is a process of the development of employees through training, performance appraisal, potential development exercise, communication, policies, job enrichment programmes, etc. and building of an organizational climate, which may encourage openness, risk
taking, role clarity, awareness of employee’s responsibility, increased communication, improvement of personnel policies, management styles, etc, so that employees may be effective in translating their potential energy into kinetic energy and the organization may be benefited in terms of better image, higher productivity, better utilization of resources etc.

1.4 Essentials of inducting HRD in hospital / health system:
They are as under (11):

1. An urge and desire on the part of the state health department and district health offices to find better methods of human resource development.
2. Requisite skill, attitudes and ability in the persons engaged in hospital HRD.
3. Proper rapport between the HRD team / department and the key human resources in the health organization at all levels.
4. Removal of hurdles from the organization affecting efficiency of the employees.
5. Involvement of the human resources of the organization to get a lot of unwritten information for understanding the dynamic of the organization for developing HRD programme.
6. The need for suggesting the introduction of only such indigenous methods, which can be implemented by the HRD section without much cost and resistance besides, the need for technical consideration may also be kept in mind.
7. Use HRD to keep continuous track of every employee and use performance appraisal, training etc to ensure change in the desired direction.
8. Members of HRD team should possess pleasant personality, common sense, imagination, enthusiasm, objectivity and the sense of humour required to induce change towards better HRD practices.
- The HRD section must be ready to face resistance to their ideas and dispel these with facts, patience and consideration. The aim should be to develop acceptance through co-operation.
- The HRD section must make all the employees in the organization understand the implications of new methods through seminars, lectures, role playing or any other method to thwart the potential fears amongst the employees of the proposed changes.
- HRD to be successful, needs revolution in the total concept of management of hospital and not merely sporadic and piece-meal attempts.
- The HRD team/section must possess technical, and managerial competence in HRD, missionary, zeal, the capacity to motivate and communicate with the employee, cultural adaptability, the capacity to organize and manage, the capacity to inspire confidence in employees, and finally patience and dignity.

1.5 Objectives of Human resource development/management of Hospital:
1. To provide a comprehensive framework and methods for the development of human resources in hospital.
2. To generate systematic information about human resources for the purpose of manpower planning, placement, succession and career planning.
3. To increase the capabilities of an organization to recruit, selection, retain and motivate talented employees.
4. To create a climate that enables every employees to discover, develop and use his or her capabilities, to a fuller extent in order to further both individuals and hospital goals.
5. To develop capabilities of each employee in relation to his or her expected future role.
6. To develop dynamic relationship between each employee and his or her supervisor.
7. To encourage team spirit and collaboration among different departments.
8. To improve overall health of an organization.
9. To modernize clinical and managerial practices.
10. To help the human resources to overcome their weakness and to improve further their performance.
11. To develop and maintain high motivation level of employees.
12. Strengthening superior-subordinate relationship. The studies conducted in Japan, USA, Europe and India and experiences of them helped in the development of human resource management/ development practices framework which is used in the present study (12).

1.6 Constituents / framework of HRD practices:

On the basis of above discussion HRD constitute following or the following is the framework used in the present study.
1. Manpower planning
2. Recruitment, selection methods, job analysis description
3. Training and development
4. Out look towards training and outcome from training
5. Performance appraisal
6. Rotation of work
7. Career planning
8. Willingness to remain in said hospital till retirement
9. Promotion
10. Employee welfare
11. Career paths.
1.7 Present study: objectives, hypothesis and area

The prime aims of the present study are (1) to know and understand the profile of the sample respondents, (2) to examine and assess the manpower planning, recruitment and training practices in hospitals, (3) to assess and analyses performance appraisal, career planning and promotion practices followed in hospitals (4) to assess and understand the employee welfare practices in hospitals and (5) to identify and assess the level of human resource practices in hospitals.

For this purpose, it assumed here that (i) human resource management/development practices are followed in government hospitals (ii) on the job training is highly practiced in hospitals, (iii) manpower planning, recruitment and training practices are followed at high level in hospital, (iv) career planning, performance appraisal and promotion practices are at higher level followed and employee welfare practices in hospitals are average level practiced.

In broader sense, this study is useful to medical industry, supply chain management, Central/State/local government, private and public hospitals, entrepreneurs and entrepreneurship, multinational companies, and medical practitioners. It also useful to foreign direct investors, who are interested to invest in hospital, specially government.

To achieve the objectives, primary data was collected by using structured questionnaire. Two public (government) sector hospitals. The Jamsetjee Jee Jeebhoy hospital (J.J) and Employee stute insurance scheme hospital (ESIS) have been selected for present study. Both the hospitals are government. The hospital selected are such as consider their human resources as most valuable and accordingly emphasize on their human resources development programme. Employees are belong from I to IV class. From Dean to peon. All employees,
who are working in J.J. and ESIS hospital are assumed as universe of this study.

Human resource management/development practices or simply human resource practices aims at helping people to acquire competencies through HRD mechanisms like management policy on HRD, performance appraisal, recruitment and selection, manpower planning, organizational learning culture and environment, job analysis description, job rotation, goal setting, career planning, reward and recognitions, training and development and employees welfare facilities etc. (for detail- objectives, hypotheses, scope, sample some, data collection and research methodology etc. see chapter 3)

1.7.1. Functions of human resource development/management:
Objectives and functions of human resource management are correlated to each other. The hospital organizational objectives is sought to be met by discharging functions human resource planning, organizing, directing, recruitment and selection, training and development and performance appraisal and controlling whereas the personal objectives is sought to be realized through such functions as remuneration, assessment and placement and promotion. The chart 1.1 shows human resource management/development objectives and functions.

Chart 1.1
HRD objectives and functions

1. Societal objectives
   (1) Legal compliance (2) Benefits (3) Union Management relation.

2. Organizational objectives
   (1) HR Planning (2) Employee relations (3) Selection (4) Training and development (5) Appraisal (6) Placement (7) Assessment.

3. Functional objectives
   (1) Appraisal (2) Placement (3) Assessment

4. Personal objectives
   (1) Training and development (2) Appraisal (3) Placement (4) Compensation (5) Assessment
Performing above 4 types of functions and objectives means practicing human resource management or development.

1.7.2. Human resource management/development practices: Measures and indicators:
This section describe the different measures and indicators/variables of human resource management or development suppose to be practiced by any organization, including hospital organization. There are two main measures and indicators that exist and helping to know the extent of human resource practice followed (13). They are hard and soft measures and indicators. Further hard measures and indicators consists of five sub-measures and indicators whereas equal number of measures and indicators are seen in soft category also. The classification of hard and soft measures and indicators in terms of chart help to know the overall network of measures and indicators. Out of these measures and indicators, satisfaction concern measures and indicators were selected by Patil. The overall measures and indicators are presented in chart 1.2.

Chart 1.2
Measures and indicators of HRM/D practice

Hard measures / indicators
1. Recruitment and selection
2. Training and development
3. Compensation and benefits
4. Employee relation
5. Overall HR management

Soft measures / indicators
1. Internal satisfaction
2. Total revenue per employee
3. Employees focus groups
4. Line management survey
   HR’s performance.
5. Senior management views
   of HR performance.
Rathnam studied personnel management policies and practices for two public enterprises namely Hyderabad Allwyn Limited and Andhra Pradesh state road transport corporation. They represent production and service sector respectively. The measures and indicators closer for study were as under(15):

1. Manpower planning
2. Recruitment and selection
3. Training
4. Promotion
5. Wage and salary administration and
6. Welfare practices

Human resource management practices: A critical study with special reference to hospital organizations in Pune metropolitan region undertaken by Suryawashi by selected following variables or parameters (16)

1. Human resource department
2. Human resource planning
3. Job analysis description
4. Selection system
5. Wage and salary system
6. Motivation system
7. Promotion and transfer
8. Training
9. Performance appraisal
10. Employee welfare facilities
11. Reward system
12. Career planning etc.

30 hospitals from Pune - Pimpri - Chinchwad were selected by researcher and only 30 questionnaires were analysed. Sample size is very small and hospitals were private ownership.
A study on Human resource development practices in urban co-operative banks in Pune district was undertaken by Dixit (17) and she has selected 14 parameters to know to what extent HRD practices were followed. The parameters selected by researcher for her study were as under:

1. Objectives of HRD
2. Separate HRD department
3. Manpower planning
4. Performance appraisal
5. Feedback and performance coaching
6. Training and development
7. Career planning
8. Organizational development or research and system development
9. Rewards
10. Employee welfare and quality of work life
11. Human resource information
12. Increase in productivity
13. Proper remuneration
14. Settlement of grievances

The HRD practices in India industries were studied by jain (18) at top, middle and lower level based on parameters as under.
Rathnam and Jain study is on corporate sector whereas Patil and Suryawanshi’s study is on hospital industry and Dixit study is about banking sector. These all studies gives total parameters or measures and indicators to be used for understanding the extend of human resource development practices and their relation with efficiency, performance and productivity. On the basis these the present study selected necessary measures and indicators for knowing the extent and level of human resource practices in government hospitals namely J.J hospital and ESIS hospital.

1.7.3 Selected measures and indicators for present study:
Basically 7 key measures and indicators are selected by researcher for present study purpose. The human resource development practices or simply human resource practices are studied and assessed based on following 7 key measures.
1. Manpower planning practices in hospital
2. Recruitment and selection practices in hospital
3. Training and development practices in hospital
4. Performance appraisal practices in hospital
5. Career planning practices in hospital
6. Promotion practices in hospital
7. Employee welfare practices in hospital

1. Manpower planning practices:
Manpower planning practices are measured with help following indicators they are 5 in number,
1. Existence of manpower planning department
2. Manpower planning process undertaken
3. Human resource planning duration
4. Job analysis description and interval
5. Factor considered in manpower planning
2. Recruitment and selection practices:
There indicators are considered to know and understand the extent of recruitment and selection practices followed in J.J and ESIS hospital.
1. Recruitment sources used or followed
2. Pattern of external sources of recruitment
3. Selection method adapted

3. Training and development practices:
Five sub indicators are considered to measure the extant of and level in training and development practiced in J.J. and ESIS hospital.
1. Extent of training received by hospital employee
2. Extent of on the job training received by hospital employee
3. Extent of off the job training received by hospital employee
4. Outlook of hospital employee towards training
5. Outcome of training programme.

4. Performance appraisal practices:
Seven sub-indicators are selected to know and understand the extent of performance appraisal practices followed as under:
1. Extent of performance appraisal
2. Need for making performance appraisal
3. Status of performance appraisal
4. Nature of performance appraisal
5. Duration of performance appraisal
6. Rotation of job

5. Career planning practices:
For measuring this measure, 6 indicators are selected and with help of these 6 indicators or variables extent of career planning practices followed in J.J. and ESIS hospital are observed.
1. Extent of awareness of career planning among hospital employees
2. Extent of awareness of career paths among hospital employees
3. View of employees on hospital as a career planning
4. Adequacy of career planning
5. Motivation programme for hospital employees
6. Willingness to remain till retirement in same hospital.

6. Promotion practices:
This practices are measured with the help of following 3 indicators or variables.
1. Promotion as a part of career planning.
2. Sound promotion policy exist.
3. Basis of promotion.
4. Factors influencing promotion.

7. Employee welfare practices:
This measure covers perquisite, social security, leave enjoyed, deductions, infrastructure, rewards, learning cultural and climate, additional and miscellaneous human resource development practices. In all Ten indicators are selected to look at extent of and level in employee welfare practices followed in J.J. and E.S.I.S. hospital. The specific indicators are as under:
1. Extent of perquisite provided to employee.
2. Extent of social security benefits enjoyed by employee.
3. Extent of satisfaction among employees towards wage and salary.
4. Extent of leave enjoyed by employee.
5. Extent of deductions from salary of employee.
7. Rewards and recognition.
8. Learning culture and climate.
9. Additional welfare facilities.
10. Miscellaneous human resource practices.
Thus 39 parameters or indicators or variables are selected to understand the extent of and level in human resource practices, divided into 7 main or basic measures. Table 1.1 shows division of indicators as per main measures and percentage of indicators of basic measures with total indicators or parameters or variables selected for study purpose.

Table 1.1

Weitage of each measure in total human resource development practices in percentage

<table>
<thead>
<tr>
<th>Measures</th>
<th>No. of indicators covered</th>
<th>% of indicators to total indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Manpower Planning</td>
<td>5</td>
<td>12.8</td>
</tr>
<tr>
<td>2. Recruitment and selection</td>
<td>3</td>
<td>7.7</td>
</tr>
<tr>
<td>3. Training and development</td>
<td>5</td>
<td>12.8</td>
</tr>
<tr>
<td>4. Performance appraisal</td>
<td>6</td>
<td>15.4</td>
</tr>
<tr>
<td>5. Career planning</td>
<td>6</td>
<td>15.4</td>
</tr>
<tr>
<td>6. Promotion</td>
<td>4</td>
<td>10.3</td>
</tr>
<tr>
<td>7. Employee welfare</td>
<td>10</td>
<td>25.6</td>
</tr>
<tr>
<td>Human resource development</td>
<td>39</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Employee welfare practices as measure has highest weightage in to human resource development practices. It is to the extent of 25.6 percent followed by performance appraisal and career planning measures to the extent of 15.4 percent each. Whereas training development and manpower planning measures have 12.8 percent weightage in human resource development practices. Promotion have 10.3 percent weightage as a measures of human resource development practices and least weightage is given to recruitment and selection criteria. This is due to the fact that recruitment and selection process is governed by Government of Maharashtra and hence recruitment and selection criteria.
practices has less or minimum role in human resource development practices at hospital level.

1.8 Definition of selected measures and indicators:

1.8.1 Hospital:
A hospital is an institution which is operated for the medical, surgical and or obstetrical care of in-patients and which is treated as a hospital by the Central / State Government / Local Bodies or licensed by the appropriate authority. This definition given by Directory of hospital in India, 1998. This is accepted for this study. J.J. and E.S.I.S. hospital is a social institution which possess adequate accommodation well-qualified and experienced staff to provide complete health care.

1.8.2 Human resource development/management practices:
It consists of 39 measures and indicators calculated to improve the quality of human resources who are employed in J.J. and E.S.I.S. hospital. 39 measures and indicators are divided into 7 basic or main measures and indicators. Implementing these 7 measures and indicators in J.J. and E.S.I.S. hospital is called HRD practices. These 7 measures and indicators are:

1. Manpower planning.
2. Recruitment and selection.
3. Training and development.
4. Performance appraisal.
5. Career planning.
6. Promotion.
7. Employee welfare.
1.8.3 Manpower planning:
Manpower planning is a practice, in the area of hospital human resource management/development, which focuses of knowing systematically the quality and quantity of E.S.I.S. and J.J. hospital manpower required. It is concerned with the assessment of manpower needs, taking correct selection decision and ensuring control over manpower supply by avoiding both deficiency and surplus of manpower.

1.8.4 Recruitment and selection:
Recruitment means the process of searching prospective employee and stimulating them to apply for jobs in the E.S.I.S. and J.J. hospital organization. It is process of finding and attracting capable applicant towards E.S.I.S. and J.J. hospital employment based on internal and external sources. Whereas selection refers to the process of offering jobs to one or more applications from among the applications.

3. Job analysis description:
Hospital job analysis is a process of identifying of duties, responsibilities and knowledge of job; which provides comprehensive information that has impact on almost all human resource practices such as preparation of job specifications, manpower planning, recruitment and selection, training, performance appraisal, comparisation and career planning.

1.8.5 Training and development:
Training is the act of increasing the knowledge and skill of an employee of E.S.I.S. and J.J. hospital for doing a particular job in the said hospital. It relates to knowledge, information, technical skills, social skills, administrative skills and finally attitude building.

Expenditure of the job or off the job training is an investment for manpower development and gives good dividend in the long-run. Training of employees is
the responsibility of the management i.e. human resource development department. The process of training and development are often confused. Training means learning basic skills and knowledge necessary for managing a specific job. Training is one of the areas of management where employer and employee have mutual interest. Development, on the other hand, means growth of the individual in all respect, knowledge, skills, mental and psychological qualities.

1.8.6 Performance appraisal:
It means judging independently and impartially the performance of all categories of employee at the work place of E.S.I.S. and J.J. hospital. In other words, performance appraisal also termed as employee’s appraisal, merit rating, personal performance evaluation or personal rating.

Performance appraisal is a systematic and orderly evaluation of performance of employees at work by their superiors or others who are familiar with the techniques (methods) of performance appraisal. It is normally done periodically. It is common in blue collared and white collered employees. Hospital employees are white collared employees and J.J. and E.S.I.S. hospital are Government managed. Hence in the process of hospital appraisal, employee’s merits such as initiative, regularity, loyalty, personality etc. are compared with others and ranked or rated. Hence performance appraisal indicates the position of an individual employee in relation to job expectations. It measures performance of an individual hospital employee. It may be inevitable for promotions and transfers, guiding the employees for self-improvement and self-development.

1.8.7 Job rotation:
The rotation of the job among number of employees is called job rotation in hospital. It simply means here, that every employee gets a change to perform
various jobs. The idea here is to make employees much knowledgeable and skilled and to make them aware about the proficiency required by each job.

1.8.8 Career planning:
Career consists of a series of properly sequenced role experience leading to an increasing level of responsibility, status, power and rewards. On the other hands, career planning means systematic process by which one decides his/her career goals and the path to reach these goals. It is a managerial technique for mapping employment stage to the retirement stage. It involves discovery development, planned employment and reemployment. Implementing this in hospital (i.e. J.J. and E.S.I.S.) actively is called career planning practices. It is one of the sub-system of human resource development and management practice. Hospital should make career planning to provide avencies for growth to its employees. Hospital employees must aware the career planning and its paths. Extending following activities by J.J. and E.S.I.S. hospital to their employees is referred here career planning practices.

1. Sponsoring for higher education.
2. Granting study leave.
3. Sending staff abroad for higher study or research.
4. Granting new project assignment.
5. Encouraging to research activities like Ph.D. etc.

If above activities followed in J.J. and E.S.I.S. hospital it is called career planning practices.

1.8.9 Promotion:
Promotion refers to the upward movement of an hospital employee from one job to another higher one, with increase in salary, status and responsibilities. Government has specified its promotion policy time to time and it has very clear promotion policy. J.J. hospital and E.S.I.S. hospital adopting government
promotion policy. Practicing following is called promotion practices as a one of the function of human resource practices.

1. Promotion as a part of career planning.
2. Sound promotion policy exist in hospital.
3. Basis of promotion practices.
4. Factors influencing promotion in hospital etc.

Implementing above measures or indicators is treated as promotion policy practices.

**1.8.10 Employee welfare practices:**
Providing appropriate salary structure, perquisites, social security, leaves, deduction facility, infrastructure, rewards and recognition, learning culture and climate, additional necessary welfare and others management relationship improvement schemes is called here employee welfare practices. It is also called welfare and fringe practices. Welfare facilities also known as compensation pay and fringe benefits provided by E.S.I.S. and J.J. hospital to their employees.

**1.8.11 Level of human resource practices:**
It means to know the degree or extent of human resource development practices or simply human resource practices followed by J.J. and E.S.I.S. hospital In practice maximum degree of human resource practices may followed upto 100 percent: This 100 percent degree or percent or score was divided in five categories. They are as under:

1. Below average – (BA)
2. Average – (A)
3. Moderate – (M)
4. High – (H)
5. Excellent or world class - (E)
This is called here level of human resource practices in E.S.I.S. and J.J. hospital.

The level of human resource practices in E.S.I.S. and J.J. hospital one calculated on the basis ‘yes’ responses as under:

<table>
<thead>
<tr>
<th>Level</th>
<th>Yes responses in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Below average</td>
<td>0 – 20</td>
</tr>
<tr>
<td>2. Average</td>
<td>21 – 40</td>
</tr>
<tr>
<td>3. Moderate</td>
<td>41 – 60</td>
</tr>
<tr>
<td>4. High</td>
<td>61 – 80</td>
</tr>
<tr>
<td>5. Excellent</td>
<td>81 – 100</td>
</tr>
</tbody>
</table>

1.9 Limitations of the study:
The present study has the following limitations:
1. The study had been conducted only in Mumbai – Metro city inspite of that Government and E.S.I.S. hospitals spread over all Maharashtra.
2. The study was based on random and convinience sampling based on hard and soft measures. E.S.I.S. hospital and J.J. hospital were selected. Other hospital are not considered.
3. Chi-square analysis was possible but it was not done and the hypothesis are not tested on the basis of ‘F’ or ‘T” or chi-square test. But they are tested logically.

1.10 Chapter plan:
The study is divided into 9 chapters as under:
1. Introduction.
2. Review of literature.
3. Research methodology.
4. Profile of the sample respondents.
5. Assessing manpower planning, recruitment and training practices in selected hospitals in Mumbai.
6. Assessing performance appraisal, career planning and promotional practices in selected hospitals in Mumbai.
7. Assessing employees welfare practices in selected hospitals in Mumbai.
8. Levels of human resource practices in selected hospitals in Mumbai.
9. Summary of findings, testing of hypotheses and suggestions.
References:


8. Ibid.


14. Ibid.


16. Suryawanshi, Ibid.
