Chapter-II
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OBJECTIVES AND METHODOLOGY OF HOSPITAL MANAGEMENT STUDY

Research may be defined as a documented prose work. Documented prose work means organised analysis of the subject based on borrowed materials with suitable acknowledgement and consultation in the main body of the paper. Research in management is particularly important to find out different phenomena. At the outset research in different areas should be distinguished. Management research comes within the purview of social science research and there are other different types of research which broadly fall into the category of physical science research. Carrying out research in social science subjects, i.e., Commerce, Management, Economics, Sociology, etc., is basically different from Physical Science because, here it is needed to study the society based on certain trends and for this the laboratory is the society.

Research in management is particularly difficult because of its convergence with different disciplines. As it is known management is not a particular discipline and in any study on management we need to integrate the different approaches borrowing suitably from different disciplines. Similarly, to understand the complexity of research in commerce and management, one need to define certain important concepts.
Independent variable is a variable, whose effect upon the dependent variable we try to understand. There may be several independent variables. For instance, we may simultaneously investigate the effect of mother's exercise, parents' weights and other variables upon the weight of a baby. In this case, mother's exercise, parents, weights and other variables are independent variables, which we want to study, upon the weight of the baby, which is dependent variable.

Now, there are certain other areas. First is Universe. We can define it as the total population. It is the laboratory for the research. In our research we may have or we may take the entire population of India. In that case, as it is obvious, no researcher can carry out research on the entire population of India to find out the truth or to find out some areas of his research interest. In some cases, Universe or population may be a particular group. To clarify this point further, let us assume we want to study some effects on some particular group of people, religions; Hindu, Muslim, Christian, Jain etc., or certain particular age-group, the age of 25 to 35. In that case our universe is getting limited to that particular number or to that particular age-group of people. Even on that particular group of people having those religions. Similarly even then we find that carrying out research on the universe, i.e., on the entire population of that particular group may not be always possible because of the time factor and the money involved. In that case, what we usually do is to take out samples selected from the entire population. In selecting samples, we use the available sampling techniques to draw from the
total population. Apart from these, we need to clarify certain other concepts. For example, what does the term empirical mean?

Empirical means the observations and propositions which are primarily based on some sense experiments or derived from experience by methods of inductive logic including mathematics and statistics. This technical definition is difficult to understand. To be more clear we can define empirical research as that type of research where we try to deduce some logic and principles based on our survey reports. In other words, when we want to analyse the survey report using some mathematical and statistical tools and deduce logic to authenticate our findings, we follow the empirical research method.

Other important things are attitude and opinion. Attitude as we all know is the psychic change and it can neither be demonstrated publicly nor can it directly be observed, because most of the psychological variables as we know are dormant or latent and can never be measured unless we use the most sophisticated tools, like scales etc., with suitable weight factors. To be more clear if we try to measure it, use the technical scales fixing or affixing weights for each and every individual response.

Opinion and attitude differ principally in that opinion is a verbal statement of a person and given merely for the sake of responding or rather to answer a particular question without any object or aim and based on superficial and or partial information of the object or situation about which the opinion is passed. But, attitude, as we have already defined, is a state of mind. So it can well
be understood in the context of our discussion, that in carrying out research, based on survey responses, it is better to rely more on attitude than on opinion, because, through attitude in a survey we can really understand the inner mind or the inner psychology or inner perception of the individual or the respondent, while, through opinion survey we can simply provide superficial answers from the respondents which obviously do not serve the purpose of any research.

Now, before we proceed into the depth of research we need further clarifications on social science research. As has already been mentioned, management research falls within the category of social science research. Social science research as we all know, is carried out on the society, considering society as the field of experiment or to be more precise as a laboratory. Research on management or research on social sciences may be fundamental in nature when we want to build a new theory and approach on any particular discipline. For example, in the case of management, before the Hawthorne experiment was carried out by Elton Mayo, it was not known that work environment and human relations have an effect on workers productivity. But Elton Mayo and his colleagues by varying the work environment could substantiate with their findings for the first time that work environment has got some direct relationship with workers productivity. This is certainly a fundamental research which helped us to build a theory on management science. But there are certain other areas of research on management too, where we cannot simply develop any theory or where we cannot put our contribution into the development of certain basic theories, etc. But
we can contradict, modify or alter any existing theory for better understanding. For example, consider Maslow’s hierarchy of needs theory, which defines various deeds of a human being in order of priority. To be precise, in our approach the workers are having certain needs in order of their importance or in order of their requirements. Maslow believed fulfillment of one need leads to satisfaction and motivate the workers and after the lower level need is fulfilled, the workers strive for fulfillment of higher level needs. To contradict Maslow’s need hierarchy theory, Alderfer Clayton with his existence, relatedness and growth approach to motivation, substantiated that there may be certain need factors important for workers, which may even arise before the needs of the lower level had actually been fulfilled. For example, we know that there are physiological needs related to shelter, clothing and food, etc. Unless these primary needs are fulfilled one cannot have the needs of higher level like social needs, etc. But today if we just try to find out from our society, we can get examples of different workers who get motivated simply by fulfilling certain social needs. So in that case, these social needs or the fulfillment of social needs are primarily important for that group of workers, even though for them the physiological or other needs have not been met to the required level. To give a practical example, let us assume the case of journalists employed by different newspaper houses. If we follow the Maslow’s hierarchy of needs theory for their motivation, it would obviously fail because journalists value their job environment most. So obviously fulfillment of physiological needs is not relatively more important for the journalists. We have tried to analyse the difference
between the fundamental research, which help us to build a new theory or a new approach to management and other types of research which merely help us to contradict, alter, or modify the existing research findings.

Management is a deliberate effort to achieve some defined goals. With definition alone we can understand management from a broader perspective. Now what is a 'deliberate effort'? No management can succeed unless the efforts or actions are initiated as a deliberate process from the top. So the action should be initiated as a deliberate policy on the part of the company or the industry or the union whatever it may be. Now what is the 'defined goal'? We know that unless some one is having a defined goal, the question of achieving it does not arise at all. So, there should be some definite goal on the part of the management or on the part of the country or organization, whatever may be the case, and the definite goal obviously should fulfill the requirements of law, legislation, etc.

1. **OBJECTIVES**

The objective of research is to find out answers to questions through the application of systematic and scientific way.

Though there is a specific purpose behind each research study, however, the objectives can be broadly classified as under:

- To obtain familiarity of a phenomenon.
- To determine the association or independence of an activity.
- To determine the characteristics of an individual or a group of activities and the frequency of its (or their) occurrence.
The Major objective of this research is to study hospital management, its professionalisation and organizational behaviour in Government hospitals.

The study tries to find out the degree of professionalisation employed in hospital services provided to the general public. Medicine is considered as a profession since years. The major objective of hospitals is to “Care of the Sick” and performance of this job is very important and delicate too. The question of life and death of ailing human beings is involved here.

It is essential that each and every service provided to the patients must be provided by professionals. The term “professionals” here refers to the person who have specialized knowledge and formal training in their respective fields. Every employee of the hospital organization must be fully qualified for the services given by him to the patients. In this sense, the major objective of the study is to find out, how far our public hospitals provide professional medical services to common people.

The study also tries to concentrate on the problem of efficient management of public hospitals. The science of management has now been accepted as a profession. It signifies that to manage any organization – it may be industrial or business organization or financial institution’s organization or hospital organisation - requires the scientific and systematic knowledge of management science and some formal training in its respective areas. The problems of financial planning and control, inventory management, personnel management have been becoming very important in hospital
management also. Therefore objective is to find out, how far our hospital organisations take advantage of modern management techniques.

Hospital organisation involves hetero-geneous group of specialized personnel. The job of medical care, today, is no more a one man show. It is a team-work and successful operation of any hospital organization depends on the services of a large number of personnel specialized in different areas of medical science. Thus, hospital are very complex organizations with a variety of jobs to be performed by various personnel specialized as well as otherwise. Inter-actions and Intra-action of several heterogeneous group constitute a great challenge to personnel management and behavioural scientists. Thus, hospital management calls for an imaginative and constructive study of organizational behaviour in the personnel managing the hospitals. The objective is also to study human behaviour and concerned problems in our public hospitals.

Thus the major objectives may be described as under:

- Study of the degree of professionalisation in the management of government hospitals of Uttar Pradesh.
- Study of the degree of professionalisation in providing medical services to the patients in government hospitals.
- To know the awareness of doctor administrators about the importance of the “Quality of Management” in hospital organisation’s effectiveness and efficiency.
- When the knowledge of organizational behaviour is applied scientifically and successfully by the managers, managing any
institution, where people work together, becomes a rewarding system in which human, organizational and social objectives are effectively met. Our objective is to study the actual position in this area in Government hospitals.

- Evaluate the necessity of special cadre of hospital administrators having combined knowledge of medical science as well as management science.

Purpose of research is to review and critically examine, the vision, mission, goals, objectives, strategies, action plan, policies and overall management of the government hospitals in Uttar Pradesh.

2. **METHODOLOGY**

There are more than 70 districts in the state of Uttar Pradesh and it is not possible to collect data from all the hospitals, therefore few hospitals are selected for this study. For selecting the hospital the researcher classified them into 3 clusters on the basis of the number of beds and selected 2 hospitals from each cluster making the total number of 6 hospitals for the intensive analytical study.

Generally there are 3 method of obtaining information in social research:
- Direct personal investigation method for collection of primary data.
- Observation method of behaviour of group of persons or organization.
- The published material of the subject called as secondary data.
The researcher has collected the primary data by conducting personal interviews with the aid of questionnaire. The secondary data are also used and the researcher has collected them from various books, journals, government records and publications. Information from reliable non-government publications were also welcomed.

Besides this the researcher has used internet for collection of data. The identify of the selected hospitals is displayed by code names of A, B and C category. For this purpose hospitals upto 200 beds are put in the C category, hospital between 201–400 are shown in B category and hospitals above 400 beds are shown in A category.

Table No. 2.1: Name of test hospitals included in clusters A, B & C

<table>
<thead>
<tr>
<th>CLUSTER</th>
<th>NO. OF BEDS</th>
<th>NAME OF TEST HOSPITALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>656</td>
<td>Balrampur District hospitals, Lucknow</td>
</tr>
<tr>
<td></td>
<td>416</td>
<td>U. H. M. District Hospitals, Kanpur</td>
</tr>
<tr>
<td>B</td>
<td>325</td>
<td>District Hospitals, Bareilly</td>
</tr>
<tr>
<td></td>
<td>226</td>
<td>District Hospitals, Sultanpur</td>
</tr>
<tr>
<td>C</td>
<td>156</td>
<td>District Hospitals, Jhansi</td>
</tr>
<tr>
<td></td>
<td>100</td>
<td>District Joint Hospitals, Kannauj</td>
</tr>
</tbody>
</table>

The researcher has applied various statistical tools and techniques wherever it was necessary. Following statistical techniques have been used in this work. They are discussed as under:

- **Multiple Regression:** In multiple regression, we form a linear composite of explanatory variables in such a way that it has maximum correlation with a criterion variable. This technique is appropriate when the researcher has single, metric criterion variable which is supposed to be a function of other explanatory variables. The main objective in using this technique is to predict the variability for the dependent variable based on its covariance with all the independent variables. One can predict the level of
dependent phenomenon through multiple regression analysis model given the levels of independent variables.

- **Multiple Discriminant Analysis:** Through discriminant analysis technique, the researcher has classified individuals or objects into one of two or more mutually exclusive and exhaustive groups on the basis of a set of independent variables. Discriminant analysis requires interval independent variables and a nominal dependent variable. This analysis is considered as an appropriate technique when the single dependent variables happens to be non-metric and is to be classified into two or more groups depending upon its relationship with several independent variables which all happen to be metric. The objective in discriminant analysis happens to be to predict an object’s likelihood of belonging to a particular group based on several independent variables.

- **Multivariate Analysis of Variance:** Multivariate analysis of variance is an extension of bivariate analysis of variance in which the ratio among groups variance within groups is calculated on a set of variables instead of a single variable. This technique is considered appropriate when several metric dependent variables are involved in a research study along with many non-metric explanatory variables.

- **Correlation Analysis:** In this technique an effort is made to simultaneously predict a set of criterion variables from their joint co-variance with a set of explanatory variables. Both metric and non-metric data can be used in the context of this multivariate technique. The procedure followed is to obtain a set of weights for the dependent and independent variables in such a way that liner
composite of the criterion variables has maximum correlation with the linear composite of the explanatory variables.

- **Factor Analysis:** Factor analysis is by far the most often used multivariate technique of research studies, specially pertaining to social and behavioural sciences. It is a technique applicable when there is a systematic interdependence among a set of observed manifest variables and the researcher is interested in finding out something more fundamental or latent which creates this communality. It seeks to resolve a large set of measured variables in terms of relatively few categories, known as factors. This technique allows the group variables into factors and factors so derived may be treated as new variables and their values derived by summing the values of the original variable which have been grouped into the factor.

- **Cluster Analysis:** Cluster analysis consists of methods of classifying variable into clusters. Technically, a cluster consists of variables that correlate highly with one another and have comparatively low correlations with the variables in other clusters. The basic objective of cluster analysis is to determine how many mutually and exhaustive groups or clusters, based on the similarities of profiles among entities really exist in the population and then to state the composition to such groups.

Logical conclusion are drawn on the basis of observations and analysis of given information. During the course of research, the researcher has visited various libraries and offices of Medical department of Uttar Pradesh government. Extensive use of government orders (GOs), hospital records has also been made. Internet is also widely used to obtain required informations.
3. PATTERN OF ANALYSIS

The data and the information collected for this research is mostly in descriptive form. The researcher has collected the data and essential information and then has studied the same thoroughly, analysed it intellectually and derived some logical conclusion about the actual condition of public hospitals. The researcher has used indices in the evaluation of their quantitative performance. Some of the indices used in such analysis are:

- Bed occupancy
- Death rates
- Average length of stay
- Bed turnover rate.

To study qualitative aspect a specially designed survey is carried out. Thus the pattern of analysis includes both quantitative study based on statistical tools and qualitative analysis based on special survey.

4. STUDIES MADE IN INDIA

Effective and efficient management of hospital in a developing country has got lot of relevance in the present day development of medical science in India. The hospitals are very complex organizations with a variety of job to be performed by various kinds of personnel. Medical care has also become a team work requiring proper planning, organizing, directing, co-ordinating and controlling. Thus hospitals are very exciting area for the students of management.

The use of modern management techniques are widely accepted in industry whereas, its use in the area of public health especially in hospital management, where the system suffers from paucity of
resources has not had the same reception. In more advanced countries the use of these techniques are widely demonstrated, while India has to go a long way for having perfectly professionally managed hospital.

There are very big hospitals situated in big cities. But as India lives in her lakhs of villages, and small cities, efforts must be undertaken to bring professionalisation in managing the public hospitals and in providing professional medical services to the people at grass root levels too.

If we think on research area, no remarkable research has been conducted so far, on overall managerial aspects of hospital organisations. Some seminars, workshops and conventions are being held occasionally by some of the institutions like Indian Hospital Associations, National Institute of Health and family Welfare, Operational Research Society of India, Indian Management Associations and some management institutes.

Some studies have also been made on personnel management in hospitals (specially on nursing staff). One such study had been made in government hospital of Tamil Nadu also. It was an attempt to use the methodology of management techniques to demonstrate their applicability in Government hospital system. But so far no research study has been made on professionalisation and organizational behaviour of the Government hospitals of Uttar Pradesh. Therefore, this study will add to the present knowledge of the problem.

5. CURRENT LITERATURE

So for is the current literature is concern following works are worth mentioning.
The work entitled Public Health Administration by Lloyed F. Novick and published by Jones & Bortlett, 2008 has highlighted the fact that no programs or interventions designed to improve and protect the health of the population can happen without competent and effective leadership. The work emphasised that administration is the means by which effective leadership is translated into effective action.

Another work entitled Public Health Informatics and Information System by Patric W O’ Carroll and published by Library of Congress Cataloging in publication data Springer, marks the first systematic effort to provide informatics principles and examples of practice in a public health context. In doing so, it clarifies the ways in which newer information technologies will improve individual and community health status.

Research article of R.K. Sapru on Health Care Policy and Administration in India has reviewed systematic development of health care policy and administration during the past 50 years similarly The New Millennium Rural and Slums Health Care in India: Health Care for all by 2025 by M.L. Kataria describes the 21st Century philosophy of an open and free market to cater for total needs and wants of the society depicts its socio – economic development. The marketing of health – care services is an important index of advancement of its science, technology and the art of Management. These articles are published in a book containing various articles by Deep & Deep Publication New Delhi.

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