SYNOPSIS

HUMAN RESOURCES MANAGEMENT PRACTICES:
A CRITICAL STUDY: WITH SPECIAL REFERENCE TO
HOSPITAL ORGANIZATIONS IN PUNE METROPOLITAN
REGION

Synopsis submitted to the Tilak Maharashtra University, Pune
For the degree of
Doctor of Philosophy
In
Management

Submitted by
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Pune- 411 001

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Introduction:
Proper management of human resources is critical in providing a high quality of health care. A refocus on human resources management in health care and more research are needed to develop new policies. Effective human resources management strategies are greatly needed to achieve better outcomes from and access to health care in Pune & Pimpri Chinchwad Area.

Human resources, when pertaining to health care, can be defined as the different kinds of clinical and non-clinical staff responsible for public and individual health intervention. As arguably the most important of the health system inputs, the performance and the benefits the system can deliver depend largely upon the knowledge, skills and motivation of those individuals responsible for delivering health services.

Human resources in health sector reform also seek to improve the quality of services and patients' satisfaction. Health care quality is generally defined in two ways: technical quality and socio-cultural quality. Technical quality refers to the impact that the health services available can have on the health conditions of a population. Socio-cultural quality measures the degree of acceptability of services and the ability to satisfy patients' expectations.

Human resource professionals face many obstacles in their attempt to deliver high-quality health care to citizens. Some of these constraints include budgets, lack of congruence between different stakeholders' values, absenteeism rates, high rates of turnover and low morale of health personnel.

Better use of the spectrum of health care providers and better coordination of patient services through interdisciplinary teamwork have been recommended as part of health sector reform.
An examination of the main human resources issues and questions, along with the analysis of the impact of human resources on the health care system, as well as the identification of the trends in health sector in the Pune Metropolitan area has been a key area of focus of this study. These trends include efficiency, equity and quality objectives. Since all health care is ultimately delivered by people, effective human resources management will play a vital role in the success of health sector reform. Though we have seen the adoption of HRM practices in the corporate sector, the health care sector, where lack of HRM practices could lead to a life or death question has yet to fully adopt them.

The basic and underlying notion of Human Resource Management (HRM) is to attain a sustained competitive advantage through effective utilization of human resources. Most traditional resources such as capital, equipment and location are less significant as they can be acquired by anyone at a price, whereas, the acquisition of a ready pool of highly qualified and highly motivated personnel is rather difficult if not impossible. A committed and dedicated work force is a valuable asset that can hardly be duplicated or imitated by the competitors. Commitment has been considered a part of HRM literature since 1980s. This is as a result of Harvard scholars including it in the area of HRM and indicating the advantage it has given Japanese organizations when compared to the Western organizations.

Organization Commitment (OC) can be characterized by three factors: a strong belief of the employees in and the acceptance of organizational goals and values, employees' willingness to exert considerable effort on behalf of the organization and their strong desire to maintain membership in the organization.

**Rationale and significance of the study**

The government policymakers, social reformists and activists and NGO's bear the responsibility for making available to the society best services so that physically sound human resources contribute significantly to the process of human capital formation. Of late we have realized the contribution of professionals in improving the potential of an organization.
The process of social engineering no doubt, a number of factors are found instrumental but, of all the factors, healthcare assumes a place of outstanding significance. 'Health is Wealth' this proverb was effective yesterday, is effective today and will remain effective tomorrow or even a day after tomorrow. This is due mainly to the fact that a sound health is a prerequisite for a healthy & productive mind. To accelerate the pace of economic transformations, we appreciate the contributions of human beings and to improve the quality and strength of human beings. We estimate highly the contributions of HRM practices.

Of late, the concept of managing hospitals professionally has gained momentum all over the world.

For successful HRM practices, it is necessary that hospitals are professionally sound. The slogan of quality in totality can not be translated into meaningful purposes unless the hospital HRM offer world-class services.

We consider a hospital as a social institution. The hospital capable of personnel should be made aware of the organizational goals to make sincere efforts to succeed. Besides the question of survival is a major problem of growth and prosperity. Hence, hospitals organizations are a social institution; it is important to give due weightage to public interests. HRM practices help in professionalizing the services in tune with the defined goals & targets.

The rationale behind this research effort must be spelled out clearly. This will enable readers to understand the motivation of the researcher in undertaking this task.

Everyone proclaims that human asset is the most important asset. On the other side health is declared to be one of the most important wealth. Hospitals & Pharmaceutical companies constitute two arms of the "health management/ Maintenance" effort of humanity. Hence, it follows that Human Resource Management [HRM] adopted in these institutions/organizations influences 'health us keep' of human race.

Study of HRM system in these vital institutions will show, as to how far they adopt the 'known' i.e. theoretical model found in the literatures. If there is any 'ad-hocism', it will surface and can be consciously scanned by the management concerned. Of course, decision thereafter will have to be that of the management concerned. All the same the essential first step of diagnosis would have risen up for their decision-making. However
goal-being 'health care' through the agency of human hand improvement in HRM will smoothly blend, like oxygen & hydrogen in water to render better 'health-care' to patients i.e. customers. Researcher’s intent is to bring about such cohesion- in a studied way. Today the cost of healthcare in India is only one-tenth the cost in the US in cases of major surgeries. With costs of providing healthcare low, and with global standards available, the world can not compete with us. Looking at Pune is being a cosmopolitan hub of the country. And with the I.T. Sector and I.T. enabled services sector's mushrooming very fast. There is a need for sophistication of the Medicare services, & also that these services should reach every strata of society, and these things are achieved by effective HRM practices introduced & implemented by hospitals. Hospitals will soon go hi-tech, not so much in terms of sophisticated medical equipment, but in that a patient's kith & kin can virtually visit him/her from any part of the world and the patient too can communicate with them and relieve their undue anxiety.

**Statement of the Problem:**

As India entered the new millennium with 1.02 billion people, which is the second largest population country in the world & supports 16.7% of the global population, the achievement of national goal of "Health for All". (By 2000 AD) had been elusive and seems to be a utopian vision in today's India. In spite of efforts made by the government of India through five year plans, the 2005 Human development index of India which ranks 128th among 178 countries of the world, is the clear indication of poor performance in the health sector. The effectiveness of hospital services (HRM) is reflected in the several dimensions of quality of patient care such as- availability of physical infrastructure, adequacy of equipments & supplies, services & amenities provided, prescription practices, referrals, record maintenance, prices of services, maintenance & upkeep, adequacy & competence of staff, the level of staff’s motivation & dedication, their approach towards work, behaviour of staff, interpersonal relations, work environment, work relationship, professional satisfaction, personal losses & gain, main bottlenecks & effectively of treatment. These dimensions provided a useful framework to analyze the extent a quality of care provided in the hospitals. Quality of
hospitals represents how well we do what we do. Thus quality is doing the right thing right the first time & doing it better the next time & it is simple the process of incremental improvements of the status quo. Evidently, quality of health care means how well a hospital treats the patients when they are sick & quality management involves the measures taken by the hospitals to ensure & improve the quality of care provided. Understanding competencies needed in managing HR functions, which hampered its ability to identify competent HR managers & employees.

**Objectives of the Research Study**

The main objectives of the research study are:

1. To study the conceptual framework of Human resource management & hospitals.
2. To identify the HRM practices in the hospitals.
3. To study the percentage of hospitals in Pune & Pimpri Chinchwad area practicing human resource management functions & activities.
4. To study the percentage of hospitals in Pune & Pimpri Chinchwad area that have adequately fulfilled the human resource management objectives.
5. To study the percentage of hospitals in Pune & Pimpri Chinchwad area having human resource development systems in place.
6. To collect data about the human resource management practices in hospital organizations in the Pune metropolitan region, classify, tabulate and analyze it with a view to finding conclusions from the same and assess whether such human resource management practices are being applied.
7. To suggest HRM policy and practices for enhancing the quality of employees.

**Hypotheses:**

Keeping in view the above objectives, this study proceeds to test the following hypotheses.
H1  The percentage of Hospitals in Pune and Pimpri-Chinchwad Area adequately practicing Human Resource Management functions and activities is less than 70%.

H2  Less than 70% of the Hospitals in Pune and Pimpri-Chinchwad have adequately fulfilled the Human Resource Management objectives.

H3  Less than 70% of the Hospitals in Pune and Pimpri-Chinchwad have Human Resource Development Systems in place.

**HYPOTHESIS TEST RESULTS & RESEARCH OBJECTIVES CO-RELATION**

**AT A GLANCE**

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Findings</th>
<th>Conclusions</th>
<th>Suggestion</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1  The percentage of Hospitals in Pune and Pimpri-Chinchwad Area adequately practicing Human Resource Management functions and activities is less than 70%.</td>
<td>Equal to 70</td>
<td>The proportion of Hospitals that adequately follow the Human Resource Management functions and activities is equal 70%.</td>
<td>Though 70% of the Hospitals adequately practice HRM functions this is not sufficient &amp; norms should be established to ensure compliance.</td>
</tr>
<tr>
<td>H2  Less than 70% of the Hospitals in Pune and Pimpri-Chinchwad have adequately fulfilled the Human Resource Management objectives.</td>
<td>Less than 70</td>
<td>Since, the computed value of the test statistics is more than the critical value, we reject the Null Hypothesis. It therefore, can be concluded that, the proportion of hospitals adequately fulfilling the Human Resource Management objective is less than 70%.</td>
<td>1. The HRM objectives have been given the short shrift. Salary and wages can account for over two-thirds of the total operating budget of health care organisations, making the efficient and effective management of hospital staff a</td>
</tr>
</tbody>
</table>
priority.
2. Self respect, high morale, dignity of employees work should be properly observed. This will motivate them to work very efficiently.

| H3 | Less than 70% of the Hospitals in Pune and Pimpri-Chinchwad have Human Resource Development Systems in place. | Less than 70 | The proportions of hospitals that adequately follow the Human Resource Development practices are less than 70%. | A similar lackadaisical approach to HR development system is observed. Some of these HR practices include rigorous selection procedures, internal (merit-based) labour markets, an emphasis on training and development, and team structures. This is an opportune time to consider how the HRM can contribute to better performance within the hospital sector. |
**Time Factor:**

The research survey was conducted in the period 15\textsuperscript{th} Jan, 2011 to 30\textsuperscript{th} Nov, 2011.

**Pune Metropolitan Region:** The study deals with the HR management practices in hospital organization in the Pune metropolitan region includes among others, the limits of the Pune Municipal Corporation, the Pimpri Chinchwad Municipal Corporation, and the Cantonment Board.

i. **Pune Municipal Corporation (PMC):**
   The Pune Municipal Corporation was established in Feb. 1950 by amalgamating the Pune Sub-urban municipality.

ii. **Pimpri-Chinchwad Municipal Corporation (PCMC):**
   The establishment of the PCMC in Oct. 1982, is the culmination of the process of industrialization which had once started and around the Pimpri and Chinchwad villages.

iii. **Pune Cantonment Board (PCB):**
    The Pune Cantonment Board was established in 1818 and covers total area of 13.80 Sq. Kms. It comes into existence under the Pune Corporation Act.

**Statistical Population:**

The total number of objects or individuals under study is called the population. In the current research work the statistical population is the sum that of 75 hospitals in Pune city and Pimpri-Chinchwad area. The unit of statistical population is the HR Department head/ representative of the concerned hospitals and data are collected from them by scientific methods.

**Population Definition:**

The criteria for selection of hospitals for interview were hospitals with 30 and above bed capacity.
As per the records of Pune Municipal Corporation, Pune Cantonment Board and Pimpri-Chinchwad Corporation as on date Jan. 2011. The total number of hospitals in Pune Municipal Corporation, Pune Cantonment Board and Pimpri -Chinchwad Municipal Corporations' jurisdiction were 928, however only 75 hospitals had bed capacity more than 30. Thus the population was considered as 75 hospitals from Pune Municipal Corporation, Pune Cantonment Board and Pimpri-Chinchwad Municipal Corporation area.

A pilot study of 10 hospitals revealed that hospitals with 30+ beds observed Human Resource (HR) practices. Thus hospitals with 30+ beds were the selection criteria for sample elements.

**Selection of Hospitals**

The researcher had chosen more than 30 beds size hospitals for the study. Out of 928 hospitals, (Pune and Pimpri Chinchwad area) only 75 hospitals are more than 30 beds. The researcher has further chosen 30 hospitals from 75 hospitals randomly.

**Sample Design:**

A sample is a portion of the total population that is considered for study and analysis. The type of sampling, which the researcher has used in the present research work, is random sampling.

The researcher has selected 30 hospitals for collecting actual data and also he has selected from the populating (40%) for filling in the questionnaire.

The representatives of hospitals were selected from the area of Pune Municipal Corporation, Pune Cantonment Board and Pimpri-Chinchwad Municipal Corporation.

The researcher in selection of the hospitals in which the study was conducted (bed strength), however the researcher choices were crucially determined by the willingness of the hospitals to participate in the study. Pune city and Pimpri Chinchwad had 75 hospitals in total; out of this contingent 30 hospitals were selected and approached for detailed investigation in the basis of 30 bed capacity criterion.
As expected not all hospitals responded positively, few hospitals refused to participate in the study. Hence, the researcher, worked with those who agreed to co-operate the study was total 30 hospitals (40% of the total hospitals in the city). Doctor-owner/ Managers of those selected hospitals were administered a comprehensive interview schedule to assess the HRM practices aspects of hospitals, personnel employed, HRM functions and objectives.

In all 50 questionnaires were circulated, 30 hospitals have responded, 17 hospitals have not responded for one or other reason. Remaining 3 hospitals questionnaires filled in were incomplete. In few large hospitals the management had not allowed to make any survey. Some of them refused to provide information. 30 hospitals were selected which had provided information about their hospitals.

In this research work - researcher compute the sample size of following manner.

**Computation- Sample Size:**

Sample size for the study was calculated using proportion method.

For small population formula -

\[
 n = \frac{Z^2 \times (p \times q)}{e^2} \times \sqrt{\frac{N - n}{N - 1}}
\]

Where,

- \( n \) = Sample Size
- \( Z \) = Standard Scored associated with 95% level of confidence (1.96)
- \( p \times q \) = Variability [since \( p \) & \( q \) were unknown, the worst case scenario was considered.

Thus, \( p = \) was taken as 0.5 and
- \( q = 0.5 \)
- \( e = \text{(error)} = 15\% \)
- \( N = \text{Population Size} [75] \)
\[ n = \frac{Z^2 \times (p \times q)}{e^2} \]

\[ = (1.96)^2 \times (0.5) \times (0.5) \]
\[ = (0.15)^2 \]
\[ e = 1\% \]

\[ = 3.84 \times 0.25 \]
\[ = 0.96 \]
\[ = 42 \]

Thus, the sample size calculated as follows.

\[ = 42 \times \sqrt{\frac{N - n}{N-1}} \]
\[ = 42 \times \sqrt{\frac{75 - 42}{74}} \]
\[ = 42 \times \sqrt{\frac{33}{74}} \]
\[ = 28.17 \quad \text{rounded off to 30.} \]

**Methods of Data Collection:**

In order to accomplish research objectives to conduct this study, required data has been collected from Primary as well as secondary sources. For these purpose basically two methods i.e. survey method & discussion & interviews technique have been used. A survey was carried out by personally visited the selected hospitals in Pune & Pimpri Chinchwad. Primary data is collected through administering a survey questionnaire, in depth interviews, secondary data is provided from published & unpublished sources.
**Primary Data:** Primary data is collected through the following ways:

i) **Questionnaire:** Detailed & comprehensive questionnaire was prepared for HR managers / administrators/owner-doctors.

ii) **Discussion & Interviews:** A detailed discussion with the persons directly & indirectly related to Hospital Administration was conducted. These persons are in the various capacities as Administrators/manager, doctor-owners, executives, nurses etc. In the interviews, open end questions were asked to gather information. The interviews conducted were unstructured.

**Secondary Data:**

Secondary data has been gathered by the researcher from the Reference books, Journals, Relative Thesis, Computer (Internet), Reports, Magazines, newspaper, Medical journals giving theoretical background of HRM practices in the hospitals considered for research.

**Scope of the Study:**

The present study has been undertaken to know the process of human resource planning, job analysis & examine the methods of human resource recruitment, selection, assessment of training needs & its utility, impact of motivational schemes on Hospital managers/administrators as well as employees of selected hospitals in Pune and Pimpri-Chinchwad. Only 30+ bed capacity hospitals have been included in the study. The nature of hospitals such as Proprietary, Partnership, Private Limited, Public Limited and Charitable Trusts hospitals have been considered for the study. The sample selected represents 30 hospitals from 75 hospitals (Population).

**Coverage of the Study:**

As mentioned earlier, in this study, 50 questionnaires were circulated out of which 30 were properly filled in by the hospital Administration Heads/Doctors, 20 were incomplete hence 30 questionnaires were selected.
The hospitals included Private/Government/ Semi-Government these I have studied carefully according to the purpose and objects of the study.

**Data Analysis and interpretation:**
The data gathered through the questionnaires and interview was classified and analyzed with the help of SPSS. A statistical package for social sciences and the perceptions, opinions of the respondents were incorporated in the findings, similarly application specific computer software was used for graphical presentation and to analyze various data statistical tests were used. Analysis would be presented with the help of Pie-charts, bar diagrams.

**Statistical tools and techniques to be used:**
On the current research work the analysis of data has been carried out by the researcher as follows -

**Limitations of the Study:**
1. This study of HRM practices was mainly confined to hospitals in Pune & Pimpri Chinchwad region i.e. mainly the urban areas so the findings of the study are related mainly with the urban areas.
2. The focus of this study is to know whether HRM practices are being implemented in hospitals for the benefit of the employees, Owner/Body of the Management and the benefit of the patients/beneficiaries.
3. There are 75 hospitals, having more than 30 beds in Pune & Pimpri Chinchwad. 50 questionnaires were circulated. But researcher could select only 30 hospitals for the purpose of the study.
List of hospitals where survey and interviews were conducted

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name and Address of the Hospital</th>
<th>Proprietary/Partnership/ Pvt./Govt./Charitable trust</th>
<th>Name of the respondent/owner/administrator</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Lokmanya Hospital, Chinchawad, Pune-411033</td>
<td>Trust</td>
<td>Dr. V.G. Viadya/ Rakesh Deshmukh</td>
</tr>
<tr>
<td>2.</td>
<td>Unique Children Hospital, Chinchawad, Pune-411033</td>
<td>Pvt.Ltd</td>
<td>Dr. Sanjay Bagade (Director HR)</td>
</tr>
<tr>
<td>3.</td>
<td>Subodh Hospital &amp; Research Center, Kothrud, Pune-411038.</td>
<td>Trust</td>
<td>Dr. K. S. Laddha</td>
</tr>
<tr>
<td>4.</td>
<td>Shashwat Hospital, Kothrud, Pune-411029</td>
<td>Pvt. Ltd</td>
<td>Dr. P.S. Karmarkar</td>
</tr>
<tr>
<td>5.</td>
<td>Kulkarni Hospital, Bhosari, Pune-411039</td>
<td>Sole proprietor</td>
<td>Dr. Ravindra Kulkarni</td>
</tr>
<tr>
<td>6.</td>
<td>Krishna Hospital, Paud Road, Pune-411039</td>
<td>Pvt. Ltd.</td>
<td>Dr. Karmarkar CMD</td>
</tr>
<tr>
<td>7.</td>
<td>Jahangir Hospital, Sasoon Road, Pune-411001</td>
<td>Trust</td>
<td>Prasad Mughikar</td>
</tr>
<tr>
<td>8.</td>
<td>Phadke Hospital, Shivajinagar, Pune-411004</td>
<td>Sole proprietor</td>
<td>Dr. D. M. Phadake</td>
</tr>
<tr>
<td>9.</td>
<td>Morya Hospital, Dapodi, Pune-411012</td>
<td>Trust</td>
<td>Dr. Pawan Lodha</td>
</tr>
<tr>
<td>10.</td>
<td>Dwarika Sangamnerkar Medical Foundations, Navi Peth, Pune-411030</td>
<td>Trust</td>
<td>Dr. Arvind Sangamnerkar</td>
</tr>
<tr>
<td>Sr. No.</td>
<td>Name and Address of the Hospital</td>
<td>Proprietary/Partnership/ Pvt./Govt./Charitable trust</td>
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<tr>
<td>11.</td>
<td>Sant Dnyaneshwar Hospital, Bhosari, Pune-411039</td>
<td>Pvt. Ltd.</td>
<td>Dr. Balghat J. C.</td>
</tr>
<tr>
<td>12.</td>
<td>Sancheti Hospital, Shivajinagar, Pune-411005</td>
<td>Trust</td>
<td>K. H. Sancheti/ Mr. Kulkarni</td>
</tr>
<tr>
<td>13.</td>
<td>S. V. P. Cantonment General Hospital, Golibar Maidan, Pune-411001</td>
<td>Govt.</td>
<td>Dr. S. M. Mahajan</td>
</tr>
<tr>
<td>14.</td>
<td>Padmashri Dr. D. Y. Patil Medical College &amp; Hospital Pimpri, Pune-411018</td>
<td>Trust</td>
<td>Dr. P. D. Patil</td>
</tr>
<tr>
<td>15.</td>
<td>District Civil Hospital, Aundh Cantonment, Pune-411027</td>
<td>Govt.</td>
<td>Dr. Vinayak More</td>
</tr>
<tr>
<td>16.</td>
<td>Padmashri Dr. D. Y. Patil Ayurvedic Hospital, Pimpri, Pune-411018</td>
<td>Trust</td>
<td>Dr. R. B. Chavan</td>
</tr>
<tr>
<td>17.</td>
<td>Om Hospital, Bhosari, Pune-411039</td>
<td>Partnership</td>
<td>Dr. Ashok Agarwal</td>
</tr>
<tr>
<td>18.</td>
<td>Noble Hospital, Hadapsar, Pune-411013</td>
<td>Pvt. Ltd.</td>
<td>Dr. Dilip N. Mane</td>
</tr>
<tr>
<td>19.</td>
<td>Mankikar Children Hospital, Bhosari, Pune-411039</td>
<td>Sole Proprietor</td>
<td>Dr. Gajanan Mankikar</td>
</tr>
<tr>
<td>Sr. No.</td>
<td>Name and Address of the Hospital</td>
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</tr>
<tr>
<td>20.</td>
<td>Kotbagi Hospital, Aundh, Pune - 411007.</td>
<td>Partnership</td>
<td>Dr. Mahesh Kotbagi</td>
</tr>
<tr>
<td>21.</td>
<td>Surya Hospital, Kasba Peth, Pune- 411030.</td>
<td>Pvt. Ltd.</td>
<td>Mr. Mahesh Kulkarni</td>
</tr>
<tr>
<td>22.</td>
<td>Hardikar Hospital, Shivajinagar Pune-411005.</td>
<td>Trust</td>
<td>Dr. M.S. Hardikar</td>
</tr>
<tr>
<td>23.</td>
<td>King Edward Memorial Hospital, Mudliar Road, Rasta Peth, Pune 411011.</td>
<td>Trust</td>
<td>Dr. K. J. Coyagi/Mr. Shinde</td>
</tr>
<tr>
<td>24.</td>
<td>Madhukar General Hospital, Sinhgad Road, Pune- 411051</td>
<td>Pvt.Ltd.</td>
<td>Dr. Sanjeev Dongare</td>
</tr>
<tr>
<td>25.</td>
<td>Dr. Makan Surgical Maternity &amp; Accident Hospital, Sangavi, Pune 411027.</td>
<td>Sole Proprietor</td>
<td>Dr. P. D. Makan</td>
</tr>
<tr>
<td>26.</td>
<td>Medipoint Pvt. Hospital, Aundh, Pune- 411007.</td>
<td>Pvt. Ltd.</td>
<td>Dr. Ajay Gupta (Chairman/Cl. Takawale)</td>
</tr>
<tr>
<td>27.</td>
<td>Maharashtra Medical Foundation, Joshi Hospital, Bhandarkar Road, Pune 411004.</td>
<td>Trust</td>
<td>Dr. Phadake/Dr. Deshpande</td>
</tr>
<tr>
<td>28.</td>
<td>Sanjivani Hospital, Karve Road, Pune 411004.</td>
<td>Trust</td>
<td>Mr. D. A. Agashe, (Administrator)</td>
</tr>
<tr>
<td>Sr. No.</td>
<td>Name and Address of the Hospital</td>
<td>Proprietary/Partnership/ Pvt./Govt./Charitable trust</td>
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</tr>
<tr>
<td>29.</td>
<td>Sahayadri Hospital (Corporate HR), Law College Road, Pune-411004.</td>
<td>Trust</td>
<td>Mr. Unnikrishnan</td>
</tr>
<tr>
<td>30.</td>
<td>Oyster &amp; Pearl Hospital, Shivajinagar, Pune 411005.</td>
<td>Pvt. Ltd.</td>
<td>Col. Menon</td>
</tr>
</tbody>
</table>

**Organization of thesis**

Chapter Scheme: The thesis has been divided into 7 chapters.

**Chapter I:** is devoted introduction. It explains in detail. Introduction of the study, Rational and significance of the study, Review of literature, Statement of the problem, Objectives of the research study, Hypotheses, Time factor, Pune Metropolitan region, Research design, Statistical population, Population definition, Selection of the hospitals, Sample design, Computation of sample design, Methods of data collection, Scope of the study, Coverage of the study, Data analysis and interpretation, Statistical tools and techniques, Limitations of the study, List of hospitals surveyed.

**Chapter II:** Pertains to introduction to theoretical concepts regarding Human Resources Management which includes, Introduction, What is HRM, History of HRM, Characteristics of HRM, Scope of HRM, Objectives of HRM, Functions of HRM, HRM Model, Importance of HRM, HRD, HRM and personnel management.

**Chapter III:** Offers broad profile historical perspective of the Hospital Industry, meaning and importance of the Health, meaning of Hospital, nature and scope of the Hospital, Hospital organization, Objectives of hospital management, Classification of the hospitals, New developments in hospital management.

**Chapter – IV:** Hospital management & human resource management in hospitals – Introduction, Objectives of HRM in hospitals, Functions of HRM in hospitals, Role of HRM in hospital. The future of HR functions in hospitals.

**Chapter – V:** Research Methodology – Introduction, meaning of Research Methodology, Importance of Research Methodology, Research Methodology & data collection, objectives of the research study, hypotheses, statistical population, population definition,
selection of hospitals, sample design, computation - sample size, methods of data collection, primary and secondary data, scope of the study, coverage of the study, data analysis and interpretation statistical tools and techniques, limitations of the study.

Chapter VI:- Analysis and Interpretation: presentation and Interpretation of the data collected and inferences drawn by classifying and tabulating the data, Hypothesis testing, adequacy index model.

Chapter VII:- It is devoted to Summary of conclusions, recommendations and suggestions. The questionnaires used for collecting the primary data appear as appendices and comprehensive bibliography concludes the thesis.

CONCLUSIONS - Here the conclusions are being presented under follows-

Hospital Doctor-owners -

➢ Ownership of hospitals: It is found that majority of the hospitals belong to the charitable trust. The study reveals that a majority of the organizations in the hospital industry fall under the category of proprietary, partnership, Pvt. Ltd, Government, Charitable trusts which is stated by 13.33%, 6.67%, 30%, 6.67% & 43.33% of hospitals respectively.

➢ Ownership of premises: It is seen that majority of the hospitals own the premises they occupied. While some hospitals are housed in rented and leased premises.

➢ It is revealed that most of the hospitals are functioning form an independent building of their own. And 13.3% hospitals are functioning form a commercial buildings.

➢ Location of hospitals - It is found that 56.7% hospital located were in commercial area, whereas 36.7% hospitals in residential area.

➢ Residence of Doctor-owners: It is observed that, 20 % of the doctor-owners are residing in the same premises, while 63.3% are staying near by at a walking distance. Nevertheless a few are staying far away from the hospital.

➢ Category of hospitals: It came out that, majority of the sampled hospitals are multi-specialty hospitals followed by specialty hospitals, general surgery hospitals and general medicine hospitals in the descending order.

➢ 50% respondents are of the opinion that hospitals were profit-making remaining 50% respondents are of the opinion that hospitals was not for profit making.

➢ Motivating Factors: It is revealed that, providing service to the people in need, respect & trust by people, following family tradition are the prime motivating factors expressed by doctors for the establishment of the hospital.

➢ Period of Establishment: It is seen that, the two government hospitals are established before independence of India. And growth of hospitals in the private
sector is of recent origin and has taken place mostly in the last twenty five years from 1980 to 2005.

- **Bed Size Strength:** According to HR management of hospitals regarding bed strength it is found that 63% of the hospitals have less than 100 beds, 30% of the hospitals have bed strength between 100 & 500, 3% of the hospitals have bed strength between 501 & 1000. And the remaining 3% have bed strength of more than 1000.

- **Intensive Care Unit Facility:** It is seen that, 86.7% of the hospitals have less than 25 ICU beds, 10% of the hospitals have ICU bed strength between 26 & 50. And the remaining 3.3% of the hospital have ICU bed strength of more than 75.

- **Government Doctors, serving as consultants:** It is concluded that 90% hospitals did not had government doctors serving as consultants. And 10% hospitals had government doctors serving as consultant.

- **Human Resource Planning:** Most of hospitals understand the importance of HRP & they do HRP to a great extent. Further, almost equal percentage of hospitals does HRP to some extent.

  - It was enquired that whether Hospitals take into account job analysis, job description & job specification while planning the human resources, it is in this respect can be concluded that majority of the hospitals i.e. 53.3 % have started most positively. It is made clear while discussing in detail and discovered that as health care jobs are sensitive in nature its description is important for assigning the job to right employees. It is found that Doctors, nurses & other employees are having right educational qualification training & long experience of the jobs.

  - By placing the right person on the right job, the hospitals strive to achieve efficiency of the employees & satisfaction of the patients. It is observed in this respect that 90% hospitals place the right persons on the right job irrespective of the size of hospitals whether the small, medium or large.

  - It is observed from the analysis of information that maximum number i.e. 83.3% of hospitals use external sources and as well as internal sources for recruitment of human resources.

  - In respect of employment test used for employee’s selection, respondents stated that all type of tests i.e. the aptitude test, achievement test, personality test & interest test were used for this purpose. Employee responses were found to be in favour of these tests.

  - It can be concluded that performance appraisal of employees is highly considered while upgrading the human resources selection procedure. There are less responses towards opinions analysis about selection procedure, tenure of human resources as responded by hospitals with regard to up gradation of selection procedure from time to time.
It is concluded that, according to respondents efficiency and seniority-cum efficiency / merit are mainly considered as criteria for promotions of human resources.

According to HR management of hospitals respondents, there is no agreement taken place between HR management & employee regarding the base for promotion of human resources.

The enquiry made about the departmental test for promotions, majority of hospitals responded negatively in this respect. It is observed that maximum number of hospitals respondents opined about the use of performance appraisals for promotions of human resources.

According to 80% of hospitals respondents that induction training (orientation programme) is provided to newly recruited & selected human resources

Since the new employees require knowing about organization, their jobs as well as staff, there is a need of induction training. Hence, it seems that duration of induction training of two weeks is considered as necessary as it is pointed out by many respondents.

It is important to note that as strongly stated by majority of the hospitals i.e. 75% therefore considering job description & job specification, employees need training facility to become perfect in their jobs.

As per the opinions of 90% of hospitals respondents, hospital HR assigns jobs to their employees as per job description & job specification. It is important in respect of satisfaction of the employees. 90% respondents are found to be satisfied with their job which they are carrying on today.

In respect of evaluation of training programme it is pointed out by 50% of the hospitals that training programmes are not evaluated.

As per enquiry was made, it can be found that there are no recognized unions in maximum no. of hospitals as informed by 80% of them.

An enquiry was made regarding any strike occurred or taken, place in last five years, it is found that there is no any strike taken place in the last five years as stated by 90% of hospitals. Therefore use of negotiations or disciplinary action or lay off as a method was used for resolving the strike is worthless in this respect.

An enquiry was made regarding the state of relationship existing between management & employee, it is found that satisfactory & good relationship have existed in maximum number of hospitals as stated by 70%. Only some few hospitals were found to be having not satisfactory relations in their hospitals.

Manpower Planning -

i) Manpower Planning is done in most of these hospital organizations by personnel departments (HR). However, some hospitals have central manpower planning department.
ii) There is no periodical or regular manpower analysis.
iii) For the supply of manpower all the hospitals use internet & external sources. The most commonly used methods are promotion and open advertisement internal and external sources respectively.

Recruitment & Selection -
i) In the selection process most of the hospital gives preference to the internal candidates (employees).

Placement and Induction -
i) Initiation of job training is the most common method of first placement of new recruits.
ii) Induction (Orientation) training is given in all hospitals except (2) hospitals.
iii) The most common objective of induction training is introduction to the organization.

Human Resource Information -
i) Almost all the hospitals maintain human resource information.
ii) The information is used for planning HRM activity and training.
iii) The information is updated once a year or whenever there is a need.

Performance Appraisal -
i) All hospitals have common performance appraisal for all the employees.
ii) Most of the hospitals follow the confidential appraisal system.
iii) 50% hospitals give opportunity for self appraisal.
iv) The primary objective of performance appraisal is consideration for promotion.
v) Some hospitals give training to the appraisers to develop their appraisal skills.

Training
i) All the hospitals have not a separate training department.
ii) The training needs are identified based on performance appraisal reports, performance review meetings and changes due to growth, diversification etc. Sometimes the employees themselves indicate the training needs.
iii) Lectures, lecture-cum-discussion, seminars, conferences, educational & medical films are the most common techniques used in training programmes.
iv) Assessment of effectiveness of training through feedback reports is done in all the hospitals.
v) In most of the hospitals the effectiveness of training is not evaluated.

Career Planning -
i) The hospitals long range plans are communicated to the employees only by 50% of the hospitals.

ii) In most of the hospital organizations, monetary incentives are offered as a reward when they acquire additional qualifications pertaining to the field of their work.

HRD Climate -
i) The general HRD climate is at an average level, i.e. 50%.
ii) Attitude of top Management towards its employees.
The attitude of top management towards its employees is below average (46). The top managements are unable to make sure that employees enjoy their work and long range plans are rarely communicated to the employees.

iii) Attitudes of employees towards each other.
This attitude is at a more than desirable level. The overall average score of this attitude is 56%. Employees have mutual trust and are helpful to each other.

iv) Performance appraisal -
This mechanism has a score of 50% i.e. at an average level. The response indicates that performance appraisal is based equally on objectivity & favoritism.

v) Training.
The training mechanism has an average score of 53.15%. i.e. above average. Although training is taken seriously by the employees, they hardly get an opportunity to try out what they learn in training programme.

vi) Self Development-
The employees efforts at self development are at desirable level i.e. 50.33%. The psychological climate is very conductive for self development.

SUMMARY OF RECOMMENDATIONS AND SUGGESTIONS:
The most critical component of any health or human service organization is not its physical facilities, buildings, equipment or location nor is the sophistication of computer services, high-tech machines or streamlined procedures. The most critical component of any agency or facility is the staff. Without quality staffing to ensure qualified personnel, equipment is misused, software is flawed and processes go awry. Only by obtaining & retaining qualified individuals may an endeavor develop an efficient & effective system, ensuring its continued survival & efficacy. Thus the prime responsibilities of human resource management have become planning, organizing, leading, evaluating & successfully staffing their enterprises.

As human resources have become viewed as more critical to organizational success, many organizations have realized that it is the people in an organization that can provide a competitive advantage. Human resource management deals with the design of formal systems in an organization to ensure the effective & efficient use of human talent to accomplish organization goals. Human resource utilization is concerned with the quality of human behavior & relationships as they influence performance of the individual as well as that organization. It is derived from the basic needs of the organization i.e. to develop human resources both for current and anticipated growth of the organization. HRM in health sector/hospital has to function with some unique characteristics. The ability of staff and organizations to improve the workplace partnership is vital to the future success of health care.
The administrators of all health institutions - large, medium and small - in the public, private and voluntary sectors are facing today, challenging problems of providing quality health care services at reasonable costs, with the limited resources at their disposal. To achieve this goal they have to effectively utilize the technical & supportive manpower in the health institutions.

**Recommendations**

The following points for effective HRM practices of hospital management are recommended for creating & improvement of the staff [Doctors, Nurses, Other Staff] & quality of hospital management.

- Hospital & administrators should consider offering a retirement system plan & benefits to improve the work environment.
- Administrators should spend more time in communicating with their staff [Doctors, Nurses, Other Staff]. Hospital administrators need to talk to the staff regarding what is happening in their organization & what needs to happen to keep staff satisfied over the long-term.
- Administrators must consider changing the work context - especially concerning salary & promotions policies, in ways that can contribute to job satisfaction & maintain work force for the future.
- Administrator educational programmes could focus more specifically on human resource management. Training programs about management expectations and quality of care programs could be developed to address administrators concerns about their employees.
- Attractive employment benefits such as competitive salaries and flexible scheduling.
- Create positive overall image of employees both within and outside the organization.
- Access to information about Hospital organization policies to all employees.
- Contributing pay benefits and compensation package that recognize experience.
- Providing rewards for advanced training or education.
- Managers must spend equal time with all who work under their direction to support them.
- Support of Personnel by hospital administration.
- Increase job stability and security especially of employees especially in private hospitals.
- Realistic appraisal system for employees especially in private hospitals.
- Increase wages/salary to make employees more satisfied with their jobs.
- Empowering employees in their jobs & allowing them to be involved in organizational decisions and planning.
- Identify, evaluate, prioritize and plan standardized process to decrease barriers to workflow [patient care]
- Create an educational plan for the entire staff.
- It is extremely important to start- paying attention to the work-related abilities, needs and desires of individual employees, in order to adjust leadership style, work-related demands and development plans.
- Participation of employees in recognition program and assortment of recognition strategies.
- The foremost task before the hospitals is that they should satisfy the employees and patients [beneficiaries] by making available to them facilities through the effective HRM practices. We cannot deny that in the HRM practices in addition to the medical aid, a number of other factors also play a significant role. If the doctors, nurses, other personnel are found soft, sympathetic, decent to the patients, the time lag for curing a patient is minimized fantastically. In the Indian prospective, the core medical personnel lack this dimension. By the HRM practices, there can be a strong foundation for both i.e. personal touch in the service & best medical aid to beneficiaries.
- In most of Government Hospitals the behavioral dimension is missing and no due weightage is given to this aspect & hence weightage should be given to this concept by these government hospitals. The medical personnel in general and the front-line personnel in particular need an in-depth knowledge of 'behavioral management', this helps in minimizing the duration of treatment. If the doctors, nurses and other staff are found behaving decently the patients or users recover very fastly.
- While HRM practices & functions it is important that the behavioral profile of different segments of society should be studied these government hospitals.
- Most of the private hospitals should minimize the cost of the services. These private hospitals should have a action HR plan, a set HR goal and a well thought strategy, the duration of treatment can be minimized substantially & thus naturally the service costs would be reduced & goals of HRM is to be achieved.
- Man-Power planning- As regards man-power planning the various requirements of the departments are ascertained in consultation with the departmental heads.
- It is important to the future of health care that ample strategies be identified to provide support for employees [Doctors, Nurses & Other Staff] as the take on the challenges of the new century.
The researcher would like to recommend the following general suggestions. Based on the understanding of the state of the health sector, with particular reference to the study area and review of literature on the subject, the researcher would like to propose the following suggestions.

- It is suggested to establish human resource/personnel department in hospitals as to make all the activities effective related to organization and human resources.
- The hospital HR management should make use of long range estimate of vacancies fixed minimum specific requirements, specific positions, and estimates as methods for human resource planning.
- It is advised to hospitals HR management to consider balance of current supply of employees & to develop realistic forecast of employee supply & demand accordingly as purposes of HR planning.
- There is a need to consider recruitment plan, age distribution of employee’s, total number of personnel available as well as salary range as the criteria for human resource planning for hospitals.
- The Hospital HR are required to understand the changing behavioral profile of patients and attendants and they should be held responsible for decent, polite, sweet, sympathetic treatment.
- It is seen that, patients were more critical about the careless, insensitive, mechanistic, causal, rude, and arrogant behavior of the hospital's staff. The staff should be impartial, friendly, sympathetic, and courteous to patients under all circumstances. To make this happen and to bring about attitudinal change the staff should be given some type of orientation course on human psychology and interpersonal communication to deal with the patients in such a way that the health care needs of the patients are met humanely.
- The sole proprietary managers of Hospitals need to have right/scientific knowledge about job analysis, job description & job specification as it is found to be lacking in scientific approach towards the process of job analysis. It is possible to accept the services provided by experts, so as to make the job analysis process more effective, meaningful, and beneficial.
- The hospitals HR management/administrators should make use of national newspapers like Indian Express, Times of India as well as medical professional journals for getting right kind of candidates required for the jobs. Besides there, use of tele-advertising and internet may be done for getting highly skilled & trained personnel.
- A recruitment policy involves general principles such as to find and employ the best qualified person for the job; to retain the best and most promising of those hired; to offer promising opportunity for life-time working careers and to provide
programmers & facilities for personnel growth on the job. It is therefore, hospitals HR management need to have the sound recruitment policy and the recruitment programme of the Hospital must be in line with its recruitment policy.

- High employee turnover is prevailed in the hospitals. It is suggested in this respect that hospitals should have efficient career planning & development programmes which will ensure the availability of human resource with required skill, knowledge and talent. The right policy & practices improve the organizations ability to attract and retain highly skilled and talented employees.

- In today’s environment, there is more concentration on assessment of employees on the basis of performance appraisal. Therefore, besides the promotions the performance appraisal may be used for self assessment of employees, ascertaining the employee difficulties on the job, identifying the men with the potential to man the positions in the future & identifying the training needs.

- To enhance the knowledge and skill of human resource to handle jobs & activities effectively with accuracy & efficiency, it is important to concentrate over various on the job methods like assignments, coaching etc. and off the job methods e.g. vestibule method, conferences/discussion/work-shops methods & performed instruction method etc. Different training aids should be used to make training programme more effective, meaningful & useful.

- At present there are no norms & guidelines laid down for 'the establishment of various types of hospitals and the health sector is functioning without any regulations, restrictions and accountability. Therefore, to rein the private health sector, the government should lay down minimum decent standards and requirements for various categories of hospitals on the basis of both- bed size & service offering and be made legally binding.

This should include standards for space requirements, hygiene, equipments, amenities, human power requirements, their qualifications, remuneration and working conditions etc. This is very important because the entire monitoring & auditing of hospitals will depend on having such norms.

- It should be ensured that, nobody without a valid license start a hospital. Any doctor wanting to set up a hospital will have to seek the permission of the health authority and the licenses should be issued to only those who strictly comply with minimum standards laid down for space equipments, amenities & personnel etc. Thus, the government should ensure that adequate physical infrastructure and staff is in place for the care & safe, proper treatment of individuals in hospitals, in the light of advancing knowledge.

- Man-Power planning in the hospitals in Pune city and Pimpri-Chinchwad area should be done more scientifically. More emphasis should be given to future
changes which may be required to be made in the Hospital organization. Periodic analysis of the Man-Power should be made in a regular and systematic manner.

- Induction (Orientation) training and its importance should get proper attention from the top management of the hospital organization. During induction training the new recruits should be indoctrinated in the values philosophies of hospitals. The programme should also emphasize the role of new recruits in fulfilling the objectives of hospitals.

- The hospital organization should have a common format of performance appraisal, for effective and objective assessment of performance, the nature of the assessment should be changed from confidential appraisal to at least- semi-confidential appraisal giving scope for self-assessment.

- The hospital administration should communicate long range plans to the employees, so that they have a general idea of the future plans. This will help the employees to know the possibilities of individual growth & career opportunities. This will also enable the employees to prepare for future changes.

- The personnel policies in hospitals should be oriented towards employee development, mechanism should be devised to recognize and reward good work done by the employees. The hospital administrator’s commitment to the HRD system & its willingness to invest time and other sources should be reflected in the personnel policies of the organization.

- It is seen that, some hospital employed unqualified staff, given their low educational qualification and the very superficial training given to them by the doctors, most of them can not cope up with the responsibility they have to handle therefore, there is need for proper training at regular intervals for paramedical staff.

- It is found that, public hospital staff gets good employment benefits like provident fund, gratuity and pension and enjoy all types of leave facilities. However, few of the pvt. hospitals offered employment benefit and leave facilities to their employees and the dissatisfaction was Of a higher order for leave and retirement provisions among pvt hospital staff show be given weekly of and other leave facilities along with traveling, washing allowances, yearly increment and retirement benefits like provident fund , gratuity

**Concluding Remarks**

To sum up, in the current research work, the researcher started with an elucidation of the concept of Human Resource Management in its historical, comparative and systematic perspectives. In the next stage, the researcher made an attempt to present the analysis, observation and interpretation of the primary and secondary data collected from various sources related to the selected sample of Hospital organizations, as decided by the
research methodology. Finally some suggestions the researcher put forth the justificatory explanations as per the objectives of the study delineated at the beginning of the research work.

With this, the researcher comes to the logical end of the current research work he has undertaken. In fact there remains much more to study and understand if the scope of the research is extended to further limits.

Each concerns of HRM practices in a Hospital industry itself is a vast & complex area and hence each of them itself can constitute a topic of independent research.

Lastly, the researcher submits that, at a later date, given due opportunity, he intends to undertake a detailed studies of at least one of the above topics.

Further research studies are as follows:

In Pune city & Pimpri-Chinchwad hospitals have to develop their services like that infrastructures, employee’s development and increase the strength of bed size & improve the positive attitude in employees themselves.

Further study areas- like that “Human Resource Development (HRD)- especially in case of Performance appraisal, Training & Information book of employees should be maintained by the hospitals.

For improving the human resource management practices in hospitals the following suggestions are made for future research.

➢ The link between the HRM practices & patient mortality.
➢ Role of total quality management on quality of patient care & human resource management.
➢ Research into the effectiveness of different human resource strategies in output of hospitals HRM practices & quality of medical care.

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