Chapter - I

HUMAN RESOURCE MANAGEMENT IN HOSPITAL
1.1 INTRODUCTION

India is on the threshold of a remarkable progress and has made great strides in social, political and economic fields since Independence. This progress has received further fillip after liberalization, privatization, and globalization, came into effect and India is now recognized for its all round development and growth by the advanced nations.

Astonishing is the pace of hospital administration in India when compared to the era of pre independence. Entrepreneurs and technocrats in the private sector see immense opportunity for ROI in this sector. There is enough evidence to justify a higher inclination to pay for medical services out of one’s own savings or through organizational perquisites. The era of charity, either by a social organization, or by the government, that existed in the pre independence days is no more relevant and prevalent. Strides made are commendable in the area of medical science and research.

Unfortunately, Government hospital administration is lagging far behind when compared to the corporate hospitals. Though half of the Pharmacy colleges in India are not recognized by PCI, Medicare has immense earning potential.” India Medicare” an exhibition focused towards medical devices, equipment, hospital industry supplies was held in Bangalore from 7-10 October 2005. The exhibition showcased the latest products, technologies and services related to the health care industry “Promoting Indian Medicare in South East Asia” The Hindu August 19th 2004, throws light on the efforts of delegates in Health Care Industry from Chennai, Madurai, Bangalore, Kolkata, Mumbai leaving to Singapore, Malaysia, and Indonesia to propagate globally competitive Medicare available in India The delegation would look for cooperation in the establishment of hospitals and
teaching institutions, including training of nurses. It would also interact with insurance companies and third party administrators of medical insurance.

Even the most sophisticated and the so-called modern government hospitals in India are still managed by the traditional and stereotyped system of hospital administration, where a senior doctor is appointed as a medical superintendent. He is entrusted with the wholesome responsibility of the entire administration of the hospital, irrespective of whether or not he has undergone any formal (or even informal) training in hospital administration.

**Changing Indian Hospitals**

The present Indian market is an arena of stiff competition for all the latest products, services and technologies, warranting specialization to the core, which is the order of the day. The corporate hospitals are embarking upon heavy advertisements to attract the patients, displaying the physical infrastructure, reputed doctors on consultants list, ambulance facilities and accident management facilities on par with any hospital in developed nations. It is thus imminent and imperative to have separate specialists for general, administrative and human resource functions in government hospitals; secondly, with the tremendous growth in health services, it is now essential to appoint specialists or experts in other areas of hospital administration in order to maximize efficiency at minimum cost. Thirdly, the burgeoning number of patients did not commensurate with adequate expansion of hospitals. This led to a chaotic like situation in the administration of government hospitals. This has thus led to an immediate requirement for better planning, as hospital administration can no longer be left to reel under the hands of a unskilled and
untrained people who are expected to deal with people who are normally under great stress and anxiety while visiting hospitals.

1.2 HISTORY OF INDIAN HOSPITALS

The past history of hospitals is replete with ill-treatment, recklessness, corruption, nepotism and what not, they could then afford the luxury of being totally un-business, nonprofessional like and resorting to trial and error and hit-and-miss methods of management. The government hospitals then were partly dependent on huge donations from a number of philanthropists to meet the ever-rising deficit in hospital budgets. Similarly, in the field of human resource management, as long as the salary budget was minuscule of the total budget, hospital administration could afford to neglect the introduction of scientific and progressive principles of human resource management. But they can no longer afford to do so as salary and wages now stand at 65 per cent or more of the total hospital budget.

Medical Colleges As on July 2004, in India there were 121 government medical colleges, three University medical colleges and 54 private medical colleges recognized by the Medical Council of India. There were also seven government medical colleges and 12 private medical colleges permitted under Section 10A of the Indian Medical Council Act, 1956, thus, there were 197 medical colleges, out of which 155 were recognized and 42 permitted under Section 10A of the Act.

Hospital status As per the report of the Steering Committee on Health for the tenth Five Year Plan, in India, there were 15,188 hospitals of Modern System of medicine having

Table 1.1: Classification of Hospitals, Dispensaries and Beds in India

<table>
<thead>
<tr>
<th>S.No.</th>
<th>System</th>
<th>Hospitals</th>
<th>No. of Beds in Hospitals</th>
<th>Dispensaries</th>
<th>No. of Beds in Dispensaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Modern System of Medicine</td>
<td>15,188</td>
<td>6,65,639</td>
<td>25,911</td>
<td>24,803</td>
</tr>
<tr>
<td>2.</td>
<td>Indian System of Medicine</td>
<td>2,991</td>
<td>60,803</td>
<td>23,028</td>
<td>23,028</td>
</tr>
</tbody>
</table>

Source: Steering committee on health-Tenth five-year plan

*Modern and Traditional* The information in the above table sufficiently displays the increasing importance of Modern medicine in the land of Ayurveda, which is even now renowned for its therapeutic values. All the branches of traditional medicines put together are not even one third of the size of modern medicine. This clearly emphasizes the need for a strategic approach towards the administration of government hospitals.

Table 1.2: Classification of Hospitals, Dispensaries and Beds in India

<table>
<thead>
<tr>
<th>S.No.</th>
<th>System</th>
<th>Hospitals</th>
<th>Dispensaries</th>
<th>Total Beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Modern</td>
<td>15,188</td>
<td>25,911</td>
<td>6,90,442</td>
</tr>
<tr>
<td>2.</td>
<td>Ayurveda</td>
<td>2,258</td>
<td>14,416</td>
<td>40,313</td>
</tr>
<tr>
<td>3.</td>
<td>Homeo</td>
<td>297</td>
<td>7,155</td>
<td>12,836</td>
</tr>
<tr>
<td>4.</td>
<td>Unani</td>
<td>196</td>
<td>970</td>
<td>4,872</td>
</tr>
</tbody>
</table>

Source: Steering committee on health-Tenth five-year plan
When we divide these hospitals and dispensaries under the Indian System of Medicine and Homoeopathy, we find that there were 14,416 Ayurveda dispensaries and 2,258 Ayurveda hospitals having 40,313 beds, 970 Unani dispensaries and 196 Unani hospital having 4,872 beds, and 7,155 Homoeopathy dispensaries and 297 Homoeopathy hospitals having 12,836 beds. Similarly, when we divide these hospitals and dispensaries under Modern System of Medicine, there were 25, 91 dispensaries having 24,803 beds and 4,926 hospitals having 6, 63,163 beds.

Hospitals are the focal points of Medical education for the health professionals and clinical research necessary for advancement of research in medicine. Thus the hospital is one of the most complexes of all administrative organizations. Therefore, it requires a thorough knowledge not only of the hospital set-up but also of its meaning, history, classification, peculiar conditions prevailing in hospital administration, etc, before one can undertake to study the relevance of human resource management.

1.3 NATURE AND SCOPE OF HOSPITALS

Human beings make society and Healthy human beings make a healthy society; however, every society has its share of unhealthy human beings. Illness, disease and invalidity with or without a remedy is no more considered a bane and is now the duty of the government to take remedial steps, to control them AIDS control exercise is one example. Patients are the ones who have already lost their health and are under a great stress and trauma and the hospitals should be the right place for these kinds of people. Since, they are as much a part of society as the healthiest of individuals.
In the past, an individual afflicted by a wound or disease was condemned to suffer and fend for himself. In those primitive days, the healthy never assisted or looked after the afflicted. The practice was to consider such an afflicted person a spent-force and no longer useful to society. Thus, complete isolation from society was the tragedy for the ailing. The belief, then, was that, illness was caused either by evil spirits or was the result of looking after the sick that were considered victims of a magic spell, by appeasing or scaring away the evil spirits with a counter-curse. Individuals civilized to civilize their families, tribe, community and finally to the organized community. Society acknowledged a common responsibility towards the sick. It was only when civilization progressed that man sought to provide for the welfare of his fellow beings (other than his own kith and kin).

1.4 DEFINITIONS OF HOSPITAL

The word 'hospital' is derived from the Latin word hospital, which comes from hopenes, meaning a host. The English word 'hospital' comes from the French word hospital, as do the words 'hostel' and 'hotel', all originally derived from Latin. The three words, hospital, hostel and hotel, although derived from the same source, are used with different meanings. The term 'hospital' means an establishment for temporary occupation by the sick and the injured.

Today hospital means an institution in which sick or injured persons are treated. A hospital is different from a dispensary a hospital being primarily an institution where in patients are received and treated while the main purpose of a dispensary is distribution of medicine and administration of outdoor relief.
Dorland's Illustrated Medical Dictionary defines a hospital as "An institution suitably located, organized, staffed to supply scientifically, economically, efficiently and unhindered, all or any recognized part of the complex requirements for the prevention, diagnosis and treatment of physical, mental and the medical aspect of social ills, with functioning If facilities for training new worker in many special professional, technical and economical fields, essential to the discharge of its proper functions, and with adequate contacts with physicians, other hospitals medical schools and all accredited health agencies engaged in the better health program".

A hospital in Steadman's Medical Dictionary is defined as an institution for the care, cure and treatment of the sick and wounded, for the study of diseases and for the training of doctors and nurses.

Blackiston's New Gould Medical Dictionary (Mc Graw-Hill, New York, 1956, p.560) describes a hospital as "An institution for medical treatment facility primarily intended, appropriately staffed and equipped to provide diagnostic and therapeutic services in general medicine and surgery or in some circumscribed field or fields of restorative medical care, together with bed care, nursing care and dietetic service to patients requiring such care and treatment".

According to the Directory of Hospitals in India, 1988 "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 body/ private and licensed by the appropriate authority".
A close analysis of the above definitions reveals that no single definition is perfect in defining a modern hospital and its multifarious services. Dorland's definition is comprehensive but fails to visualize rehabilitative and follow up aspects. Steadman's definition is very simple and to a great extent, highlights all the essential services definition given in the Directory of Hospitals in India. 1988 is also very simple but too short to cover all the aspects of a hospital.

On the basis of the above definitions, we can evolve a comprehensive definition of a hospital, highlighting all the essential services provided by a modern hospital.

* A modern hospital is an institution which possesses adequate accommodation and well qualified and experienced personnel to provide services of curative, restorative and preventive character of the highest quality possible to all people regardless of race, for the personnel particularly required for efficacious medical care and hospital service, which conducts research assisting the advancement of medical service and hospital services and which conducts programs in health education.

Modern hospitals are open 24 hours a day. Their personnel render services for the cure and comfort of patients. In the operation theatre, skilled surgeons perform lifesaving surgery. In the nursery, new born receive the tender care of trained nurses. In the laboratory, expert technicians conduct urine, stool, and blood tests, vital to the battle against disease. In the kitchen, cooks and dieticians prepare balanced meals that contribute to the patient's speedy recovery.
A hospital aims at the speedy recovery of patients. That is why its rooms are equipped with air-conditioners, call-bells and other devices. Several hospitals have libraries, which provide books for the patients. The telephone keeps the sick in touch with their friends and relatives. In most of the hospitals today, patients have newspaper and barber services have provided televisions and radio sets in their rooms/wards. To save the precious time of the medical staff, secondary duties, like explaining the diagnosis and line of treatment 'medical social workers'. In hospitals, therefore, the endeavor is to provide the best possible facilities to the patients within the hospital's resources.

1.5 HISTORY OF INDIAN HOSPITALS

Role of Indians The history of Indian medicine and surgery dates back to the earliest of ages. But hospitals as institutions to which a sick person could be brought for treatment were of a much later origin in other countries. In India, hospitals have existed from ancient time. Even in the 6th century B.C. during the time of Buddha, there were a number of hospitals to look after the crippled and the poor. More such hospitals were started by Buddha's devotees later on in different parts of India as well as outside the country.

The outstanding hospitals in India at that time were those built by King Ashoka (279-232 B.C) Charaka and Sushruta of ancient India were famous physicians. Medicine based on the Indian system was taught in the universities of Takshashila and Nalanda, which probably contributed to the advances in Arabic medicine. The Upakalpa niyam Adhyayam of Charaka Suthrasthanam gives specification for hospital buildings, labor rooms and children's wards. The qualifications for hospital attendants and nurses as well as specifications for hospital equipment, utensils, instruments, and diets have also been given.
There is evidence to show that there were many hospitals in South India in the olden days, as observed in the Chota and Malakapuram edicts.

According to historians, the study of the history of the medicine of ancient India was greatly handicapped for want of inscriptions, manuscripts or other records as are available for other ancient systems of medicine. The seals and tablets discovered at Harappa and Mohenjodaro are yet to be deciphered. But we do find from the books written by Arabian and European travelers (about A.D. 600) that the study of medicine in India was in its bloom. Every major city had a medical school. The decline of Indian medicine started with the invasions of foreigners in the 10th century A.D., which was a period of unrest. The zeal of the native vaidyas for the investigation of the Indian flora slackened for want of encouragement. The invaders brought with them their own physicians called hakims. Under imperial patronage, the hakims began to prosper at the expense of the vaidyas. The maintenance of hospitals in India declined during this period.

**Role of British** European missionaries on their arrival to South India brought the allopathic system of medicine in the 6th century. It was during the British rule that there was once again progress in the building of hospitals. The first hospital in Madras was opened in 1664, the establishment of a hospital in Bombay was under discussion in 1670 but apparently it was not actually taken up till 1676, the earliest hospital in Calcutta was built in 1707-1708, and in Delhi, in 1874.

**Role of Portuguese** The Portuguese organized hospitals of the European type at Calicut (Kerala), Goa and Santhoime (Madras) through missionary organizations. They set up treatment centers and trained local men and women as dresses, nurses, etc. In the early
Evolution of Modern Hospitals

In the 17th century, the European doctors employed by the east India Company played an important role in the introduction of modern medicine in India. The East India Company in Madras established its first hospital in 1664 for its soldiers and another in 1688 for the civilization population. Moreover, in the 17th century, Sir Thomas Roe introduced modern medicine in the court of Jahangir, the Moghul emperor when other princely states also evinced interest, European doctors started becoming popular. Many doctors, after discharge from the services of the East India Company, settled down in India as private practitioners. Quite a few also got employment in the courts of princely states. When Europeans doctors felt the need for assistants, they trained some local inhabitants as compounders and dressers. After some training and experience they were termed 'native doctors'.

Growth of Modern Hospitals

During the 17th and 18th centuries, there was a slow but steady progress in the growth of the modern system of medical practice in India and the indigenous system was pushed to the background. In the 19th century, modern medicine took firm root. Medical care based on this system spread all over India, mainly through the efforts of the missionaries.

Training

Organized medical training was started in the 19th century. The first medical school (*The Native Medical School) was started in Calcutta, followed by one in Madras. In the Beginning, both the modern system and the Ayurvedic system were taught. The army started a Hospital Assistants course of two years duration. The medical school in
Calcutta was converted into a college in 1835, later on, when the universities were started; some of the medical schools were taken over and converted into medical colleges.

*Evolution of Medical colleges* The following list shows the years of establishment of the medical school/college in various cities during the period 1835 to 1916.

**Table 1.3: Commencement of Medical Colleges**

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Place</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Calcutta</td>
<td>1835</td>
</tr>
<tr>
<td>2.</td>
<td>Madras</td>
<td>1835</td>
</tr>
<tr>
<td>3.</td>
<td>Bombay</td>
<td>1845</td>
</tr>
<tr>
<td>4.</td>
<td>Hyderabad</td>
<td>1846</td>
</tr>
<tr>
<td>5.</td>
<td>Travancore</td>
<td>1846</td>
</tr>
<tr>
<td>6.</td>
<td>Agra</td>
<td>1853</td>
</tr>
<tr>
<td>7.</td>
<td>Lahore</td>
<td>1860</td>
</tr>
<tr>
<td>8.</td>
<td>Nagpur</td>
<td>1867</td>
</tr>
<tr>
<td>9.</td>
<td>Patna</td>
<td>1874</td>
</tr>
<tr>
<td>10.</td>
<td>Dacca</td>
<td>1875</td>
</tr>
<tr>
<td>11.</td>
<td>Cuttack</td>
<td>1876</td>
</tr>
<tr>
<td>12.</td>
<td>Indore</td>
<td>1878</td>
</tr>
<tr>
<td>13.</td>
<td>Ludhiana</td>
<td>1895</td>
</tr>
<tr>
<td>14.</td>
<td>Dibrugarh</td>
<td>1900</td>
</tr>
<tr>
<td>15.</td>
<td>Rangoon</td>
<td>1907</td>
</tr>
<tr>
<td>16.</td>
<td>Lucknow</td>
<td>1912</td>
</tr>
<tr>
<td>17.</td>
<td>Delhi</td>
<td>1916</td>
</tr>
</tbody>
</table>

During this period, the British tightened their political control over the country. Many hospitals and dispensaries, originally started to treat army personnel, were handed over to the civil authorities for treating the civilian population. Local governments were...
encouraged to start dispensaries at the taluk/ Moffusil and district levels and gradually many were taken over by the states or provincial governments and run as taluk and district hospitals. Many of these district hospitals were run by the members of the Indian Medical Service. Some hospitals at the provincial headquarters were converted into teaching hospitals and attached to medical college.

1.6 NATURE OF HUMAN RESOURCE MANAGEMENT

It is rather difficult to express the true nature of human resource management. Human resource management is concerned with the management of people at work. It reflects a new philosophy, a new approach and a new outlook. The human factor plays such an important role in the field of management that some people consider human resource management and management as one and the same thing. As Appley observes: "Management is the development of people and not the direction of things". Human resource Management in hospitals assumes significance in an era of stiff and global competition, though we do not right now have global brands in hospitals it may not be too long since now to have such collaborations. The efficiency of any organization manufacturing or service, lies in its employees, as they are the ones who help the organization to realize its goals. The onus of the management now lies in making the employees ready for any kind of challenging roles in the organization to face the onslaught of competition. It is here that HRM assumes greater significance as it helps in Selection, Training, Placement, Control, and Compensation of the employees.
1.7 CHARACTERISTICS OF HRM

**Human oriented:** Human resource management, as the same suggests, is concerned with the management of human resource of an organization consisting of all individuals engaged in any of the organizational activities at any level. It deals with human relationship within an organization. It is the process of bringing people and organization together to achieve their goals.

**Development oriented:** Human resource management lays stress on development of employee's potential, capacity, interest and their personality. It helps the employees to get maximum satisfaction out of their work.

**Persuasive in nature:** Human resource management is very wide in its nature. It is concerned with the management of human resource of an organization consisting of all individuals engaged in any of the organization's activities at any level. Again, human resource management is pervasive in nature as people are the necessary ingredients in any organization. The human resource of an organization consists of all individuals at all levels. It has wide coverage. It is not confined to industry alone. It equally applies to all types of organizations – government, non-government, educational, social, religious, etc. Moreover, it is not confined to personnel functions alone but to all the functional areas, i.e., production, marketing, finance, etc. in factories, and nursing, medical, Para-medical, housekeeping, maintenance, etc. in hospitals.

**Continuous process:** Human resource management is a continuing and never ending process. It flows like a river continuously and is not stationary like a pool or pond. It cannot be switched on and off like an electric bulb. It is a constant function of an organization whether be it an industry or a hospital.
**Multi-disciplinary:** Human resource management deals with human beings, which have feelings and emotions too. Therefore, it is imperative to apply the doctrines of economics, anthropology, sociology and psychology, etc. to deal with them effectively.

**Developing discipline:** Human resource management is a developing discipline and is of recent origin as compared to the other specialized functions of management, i.e. productions, marketing or finance. It made its humble beginning only in the latter part of the nineteenth century.

**Management oriented:** The human resource department operates in an auxiliary or advisory capacity to other departments in the organization. It exists to assist and advise the line and operating managers to do their personnel work more effectively.

### 1.8 FUNDAMENTAL PRINCIPLES OF HUMAN RESOURCE MANAGEMENT

Human resource management of an organization represents one of its largest investments. Therefore, it is of utmost importance to deal with its human resources sympathetically and tactfully. Peter Drucker in his book, Practice of Management (Heinemann, 1959), wrote, “An effective management must direct the vision and effort of all managers towards a common goal”. His concept of a visionary goal-directed leadership is fundamental to human resource management. While Douglas McGregor advocated management by integration and self-control, he believed that a management philosophy needed to be built up, based on attitudes and beliefs about people and the managerial role of achieving integration.
Thus human resource management is an approach to the management of people based on the following fundamental principles:

*Human resource management is concerned with integration by getting all the members of the organization involved so that they may work together with a sense of common purpose.*

*Human resource policies of the organization should be fair to all. They should make a major contribution to the achievement of an organization's objectives as well as provide conductive atmosphere of working to the employees so that their output is maximum.*

*Human resources are the most important assets and their tactful management is the key to success of an organization. The culture and values of an organization exert enormous influence on the organization. Therefore, organizational values and culture should be accepted and acted upon by one and all in the organization.*

If the aforesaid fundamental principles are followed in letter and spirit, human resource management will tap of reservoir of untapped resources, develop a culture in which utmost emphasis will be placed on harmonious superior-subordinate relationship, and will create an overall climate in which the organization and its human resources will be able to do their best for each other.

**1.9 FUNCTIONS OF HRM**

Human resource management is a staff function. Human resource management advises line managers throughout the organization. Further-more, personnel requirements of the organization may vary from time to time. However, it is the first and foremost duty of the
human resource manager to see that square pegs are not fitted into round holes. The following are the functions of the human resource department in trying to keep the organization going smoothly and efficiently by supplying with the right type of personnel in the right position, when they are needed.

<table>
<thead>
<tr>
<th>Policy Formulation</th>
<th>Staff Function</th>
<th>Line Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procurement</td>
<td>Development</td>
<td>Compensation</td>
</tr>
<tr>
<td>Integration</td>
<td>Maintenance</td>
<td>Records and Research and</td>
</tr>
<tr>
<td>Personnel</td>
<td>Control</td>
<td>Directing and Controlling</td>
</tr>
<tr>
<td>Information System</td>
<td></td>
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</tr>
</tbody>
</table>

**Policy formulations:** One of the important functions of the human resource management is to prepare new policies and revise the existing ones in the light of the experience gained in the area of human resource management. However, those organizations, which do not formulate policies for human resource management, may find that they are not meeting either their personnel requirements or their overall goals effectively. To be meaningful, human resource policy formulation must consider both the strategic plan and the external environment of the organization.

**Staff function:** Line managers come across various problems in their day-to-day management, which can be solved satisfactorily with the advice of the personnel or human resource department. These problems may relate to employee's grievances in connection with distribution of overtime work, promotion, transfer, disciplinary action, etc. Advice given to them from time to time should be objective and legal, otherwise it will spoil human relations at work.
**Line functions:** Line functions consist of procurement, development, compensation, integration, and maintenance of the human resource of the organization to achieve the organizational goals. Candidates are usually selected through newspapers, professional journals, employment agencies, words of mouth and campus visit to colleges and universities. Selection involves various techniques such as short-listing the application forms, interviews, tests, reference checks, etc. Orientation is designed to help the selected candidates fit smoothly into the organization. Newcomers are introduced to their colleagues, acquainted with their behavioral expectations. Training aims to increase employee’s ability to contribute to organizational effectiveness. It is designed to improve their skills in the present job and their behavioral expectations. Training aims to increase employee’s ability to contribute to organizational effectiveness. It is designed to improve their skills in the present job and to prepare them for promotion. Performance appraisal is done to let an employee know about his performance. Low performance may prompt corrective action such as additional training or demotion, and high performance may merit a reward such as raise in salary or promotion. The employee’s supervisor does the appraisal, but the human resource department is responsible to establish the policies that guide performance appraisals. Promotion and separation are other major aspects of human resource management.

**Control function:** ‘Personnel’ is not just a benevolent helper, like other staff groups, it is often assigned authority laden control roles that line managers may view as restrictive. Two important control roles which find place in management literature are auditing and stabilization. “Auditing refers to the monitoring by the human resource department of the performance of line and other staff departments to ensure that they conform to established
personnel policy, procedures and practice in various personnel areas. Stabilization involves seeking approval of the human resource department by the line managers before they take any action. For example, granting annual increment, solving union’s grievances, taking disciplinary action against erring employees or rewarding the others, etc. The underlying objective is to ensure proper coordination between various departments vis-à-vis organizational objectives\textsuperscript{10}.

**Management functions:** Like other functional departments, human resource department also performs managerial functions like planning, organizing, directing and controlling in respect of human resource department. Through planning, managers constantly shape and reshape their organizations. They decide in what direction they want their organizations to go and accordingly, make the plans and decisions to get there. By organizing, managers shape relationship with organizational structures and thereby lead employees into the organization’s structures effective, otherwise the process of preparing people to work efficiently may collapse. A sensible strategic plan and sensible organizational structure result in the fulfillment of organizational goals. To translate these decisions into actions, managers encourage and support the people who carry out the plans and work within the structures. The managerial effort to keep people focused on the goals of an organization involves the process of directing. Finally, controlling helps the managers monitor the effectiveness of planning, organizing and directing and take corrective measures as needed. The process of ensuring that actual activities conform to plan activities is called controlling. Management control is a systematic effort to achieve organization’s objectives.
1.10 SIGNIFICANCE OF HUMAN RESOURCE MANAGEMENT

Importance of human factor, the only animate resource in the accomplishment of organizational goals, has been growing rapidly. As Drucker remarked, "the resources capable of enlargement can only be human resources. All other resources stand under the laws of mechanics. They can be better or worse utilized, but they can never have an output greater than the sum of the inputs. Man alone, of all the resources available to man can grow and develop". 

1.11 IMPORTANCE OF HUMAN RESOURCE MANAGEMENT

The importance of human resource management can be amplified from the following points of view:

For the organization

'Procurement' of employees and resources is also highlighted by the 'Porter's Value Chain Analysis'. Provision of persons to perform a variety of organizational tasks is one of the 'Support Activities' mentioned by Porter that help keep the primary activities (Inbound logistics, Process technology, outbound logistics, Sales and distribution, Customer relations) running. Recruitment, selection, placement, training and promotion policies, developing right attitudes and required skills among employees through training, refresher courses, workshops and performance appraisals, are all part of the HRM in a healthy organization. Developing a high morale among workers by introduction of incentive schemes, workers' participation in management, appropriate grievance handling mechanisms and redressal policies and procedures are a continuous exercise in an organization. Developing of healthy industrial relations by employee welfare measures like
provision of subsidized food, medical facilities, educational facilities, recreational facilities, etc are a vital to the success of HRM. Appropriate planning management and execution of the above reduces losses that arise due to unnecessary strikes and lockouts.

For the employees
Enhancement of quality of work life though various welfare measures.
Enhancing the dignity of labor through worker's participation in management and providing them an appropriate role and importance in the process of organizational growth.
Raising workers morale by providing those opportunities, which lead to job satisfaction, and personal and career development.

For the society
A happy employee is always a picture of a healthy and prosperous organization, this has been highlighted in many advertisements of many organizations in India, only to bring forth and reinforce the positive and glorifying image of the organization in the minds of the people in the society. Employees are part of the society and any loss to them is a loss to the society. Maintenance of good industrial relations lead to reduced strikes and lockouts.
Increasing productivity levels by workers' participation and involvement to achieve motivation is an important factor. Better utilization of human resource through proper recruitment, selection, placement and training is no doubt an essential ingredient. Planning strategies for appropriate manpower availability for successful organizational performance.

HR ACCOUNTING, AUDITING AND RESEARCH
Human resource accounting is the accounting of investment in personnel in the form of recruitment, selection, orientation, training, development, their placement and replacement, while human resource auditing is a systematic assessment of the
strengths, weaknesses and developmental needs of the existing personnel of any organization, and a health care organization is no exception.

Human resource accounting accounts for the amount that an organization may have invested in the human resource development. The process of human resource accounting involves identifying the human resource accounting objectives and developing human resource accounting measurements.

So far as human resource auditing is concerned, its need emerges from increasing demand for high quality patients care to be provided by personnel of a health care organization and an increasing demand for training and development of its personnel as well. Human resource auditing can point out deficiencies in human resource management and can forecast future needs and priorities of an organization and can certainly update human resource development plans keeping in view the emerging health care needs and technical advancements.

Human resource research is the process of evaluating the effectiveness of human resource planning, policies and practices. It includes:

- **Conducting** various surveys such as those on the morale, attitude and job satisfaction of employees.
- **Collecting** data and information regarding wages, training needs, employee turnover, fringe benefits, causes of accidents, etc.
- **Tabulating**, computing and analyzing of data and information.
- **Report writing** for the purpose of recording and preservation.
Exploring the shortcomings and their effects on the current policies and practices.

Developing appropriate policies, procedures and programs.

Submitting report to the concerned authorities that are competent to take decisions by going through the report.

1.12 TIPS FOR HR MANAGERS IN HOSPITALS

Service Motto

Human resource managers should always keep in mind that they are working in health care organizations, which render the highest and noblest form of service to the society at large through a team of dedicated and committed personnel. Being entirely people oriented institutions, people form the axle of health care institutions and their developments become the prime concern of the human resource managers. Therefore, they should develop team spirit amongst their personnel who have diverse social, educational, ethnic and economic backgrounds. By keeping management, philosophy and organizational goals in their minds, they should frame recruitment policy, salary structures, appraisal system, training programs, channels of human resource development, motivation, communication policy, grievance redressed procedures, etc.

Their aims should be to employ and retain dedicated and committed personnel not only at top level but at all levels and at all costs. They should see to it that there is proper distribution of personnel in all departments of the hospital. There should neither be shortage of neither skilled nor managerial personnel in one department
nor surplus in another. No decision should be taken which would lower the morale of personnel because health care organizations in particular, cannot afford to do that. They should leave no stone unturned to motivate their employees by adopting a fair and suitable salary structure, employees welfare schemes, incentive schemes, promotion policies, effective communication system, and effective supervision. Human Resource Managers often have to deal with employees who may be creative as well as troubleshooters. They should try to provide an environment in which creative employees can flourish and show their creativity, e.g. surgeons of high caliber, or skilled workers of maintenance and food service departments.

**Employee relations**

However, troublesome employees should be handled rather tactfully and carefully. The goal should be to clarify and firmly warn them of their unbecoming and unwanted behavior and lay down clearly what is expected of them. The sooner they fall in line with, the better it would be for both the employees and the organization. Human resource managers should remember that employees whether of industries or of health care institutions are progressive in their outlook besides being well organized through their trade unions. Thus human resource management has become a challenging profession ever than before. Therefore, human resource managers are not only required to have thorough knowledge of the human resource management but also of psychology of human behavior and prevalent labor laws of the land because at times they may have to take a tough stand and advise their management accordingly. Before advising the
management to take strict disciplinary action they should ensure fairness, and the erring employees should be provided sufficient opportunities to mend themselves. It is because the ultimate aim of human resource managers is to build team morale by taking good care of their employees at all levels so that the organization keeps going and continues to serve the sick persons.

**Humanistic approach**

Human resource management gives more emphasis on human aspect and believes in providing them as much amenities as it can by adopting human approach towards them. It develops among its employees a sense of commitment to achieve the overall goals and objectives of the organization. It considers personnel as resources rather than as costs. Recently dynamic and enlightened management have started conducting value-based training workshops cherishing Indian culture, tradition and ethos because they believe that management skills and practices have their origin in the ancient values of India. It is heartening to note that there is an increasing appreciation and recognition of this fact.

**Traditional touch**

Now the management experts like to give examples from the holy Ramayana, Geeta, Bible, Guru Granth Sahib and Quran Sharif to inculcate good habits and to make them good employees committed to their work as well as to their family. They think urbanization, industrialization and breaking of joint families have caused more harm than good and it is the duty of the employer to guard them of their ill effects. No wonder, some employers have gone to the extent of creating a working atmosphere without regulations, authority, penalty, etc. This philosophy is
based on affection and trusts which can get the best out of their employees who are the real assets of the organization. It treats the employees as partners and not as workers as suggested by Mahatma Gandhi. In this way, Indian organizations which are headed by professionally qualified executives and run on scientific lines and have belief in innovative ideas are giving a lead on the human resource management front. Their employees have started realizing that what they are learning is actually helping them participate better in the system including their workplace, family and the society at large. This is a real attitudinal change being brought about by the human resource managers.

1.13 CONCLUSION

Thus human resource management is a staff function through which manager's recruit, select, train and develops their employees and develops the organization as well. It can assure the organization of an adequate, timely and constant supply of skilled as well as unskilled employees. The success of human resource department is largely dependent on the way they treat their employees, formulate policies and recruit personnel. If they formulate just and fair policies, their success will be thirty-three per cent. If they fit round pegs into round holes and square pegs into square holes, their success rate will be sixty-six per cent. It would be better if they treat their employees well with the assurance that they are hiring them to retire in the normal course rather than to fire, their success rate would be hundred per cent. What a wonderful proposition
1.14 EVOLUTION OF HRM IN INDIA

The history of development of human resource management in India is of comparatively recent origin but Kautilya had dealt with some of the important aspects of human resource management in his Arthasastra 400 BC. The government of those days adopted the techniques as suggested by Kautilya, but in its modern sense, it has developed only just before independence on a minor scale and after independence on a major scale.

1.15 GROWTH OF SCIENCE

Even the growth of the science of personnel management in India has been recent. It developed on a wide scale only after independence. For the first time in 1931, the Royal Commission on Labor recommended the appointment of Labor Officers to deal with the recruitment of labor and to settle their grievances because the jobbers were rendering less service and more harm in industries. The next landmark was in 1948 when, under the Factories Act, it was made statutory to appoint a Welfare Officer in each factory employing 500 or more workers.

Personnel management went through dramatic changes since its inception. In the beginning, it was unscientific but finally a professional approach evolved leading the delegation of powers in the hands of a professional group of trained personnel managers.

While the evolution and development of personnel management in the UK and the USA was largely voluntary, in India it had to be prodded along by governmental intervention and legislation. In the western countries, the pioneering works in the
field of personnel management were taken up by voluntarily by enlightened industrialists, to improve the lot of their employees. Interest in personnel management in India grew as a result of a combination of the disquieting recruitment practices of jobbers, growing labor unrest resulting in strikes and loss of production and numerous grievances, especially in the textile and jute industries in the years prior to the Second World War.

**HRM in Industries** In the jute industry, before the Second World War, it was common for a jobber to import and recruit labor, supervise them, punish them, pay their wages and dismiss them at his will. Often, he provided living quarters and even fed them during short periods of unemployment; but this was done completely in his own interests. This system was full of malpractices. Moreover, it did not provide any security.

**Role of Govt** The Royal Commission on Labor in India, appointed under the chairmanship of J.H. Whitley, in its report covering all aspects of labor problems, recommended the abolition of the 'jobber' system of hiring and firing labor and insisted on the appointment of a labor officer to perform the function of recruitment and selection. Thus, the labor officer was responsible to the General Manager of the factory. Integrity, personality, energy, the gift of understanding individuals and linguistic facility were the main qualities required for a labor officer so that the workers would regard him as a friend. It was recommended that the labor officer should engage all labor and that none should be dismissed without his consent except by the management after hearing what the labor officer had to say, and that there should be no discharge without showing adequate cause. Finally, it was
noted that the labor officer could fulfill many other duties particularly in respect of welfare.

Meanwhile, a series of legal measures were being enacted with a view to regulating hours of work, work environment, payment of wages, employee benefits, etc. These legal controls of business and industrial enterprises brought in their wake so many complex regulations that it became necessary for the employers to seek the assistance of specialists in the area. The increasing industrial disputes in the 1920s resulting in strikes, industrial disharmony and loss of production forced the management and businessmen to think seriously in terms of using proper personnel management to control labor problems. The recognition of trade unions in India, with their right to organize the workers, brought a new perspective to the employer-employee relationship.

**Role of Entrepreneurs** There were some enlightened and benevolent entrepreneurs like the Tatas, Calico Mills, Empress Mills, British India Corporation, etc., who had appointed welfare officers as early as 1920. In the Calico Mills, Ahmedabad, a doctor and a nurse were engaged and a crèche was opened. The Tatas in Bombay appointed a medical officer in 1918 and showed a good deal of interest in promoting the welfare of employees.

**Role of Reformers** In the 1920s, the social reformers and trade-union leaders who were behind the organization of trade unions in India and who were carrying on some welfare work, impressed upon employers the need for a fair and equitable employee-employer relationship as well as the need for proper personnel management; but it was governmental intervention that acted as the catalyst in the
evolution of personnel management. The Bombay Trade Disputes Conciliation Act of 1934 provided appointment of Labor Welfare Officers whose functions were the redressed of employee grievances and the promotion of industrial harmony. A Commissioner of Labor was appointed as the Chief Conciliation Officer. On the recommendation of the Bombay Government, the Mill Owners' Association also appointed a Labor Officer with a view to settling disputes directly with his government counterpart. This system worked well. In 1937 in Bengal on the suggestion of the government, the Indian Jute Mill Owners' Association appointed a Labor Officer to bring about a settlement of employees' grievances with the mills and by 1939, there were five more Labor Officers appointed and their duties gradually increased. Other Employers' Associations, like the Indian Engineering Association, the Indian Tea Estates Owners' Association, etc., also followed the example of the Indian Jute Mill Owners' Association in appointing Labor Officers.

**Tripartite committee** In 1941, the Government of India initiated the Tripartite Labor Conferences with the representatives of the government, labor and employers meeting with a view to:

- Promoting uniform labor legislation;
- Determining a procedure to settle industrial disputes; and
- Promoting consultations on industrial matters affecting the country.

By and large, the appointment of labor officers to handle labor and welfare matters followed the passing of the Factories Act, 1948. Section 49 of this Act requires the appointment of qualified labor welfare officers in factories employing 500 or more
workers. Thus in a majority of large industrial establishments in the country, labor welfare officers were imposed by legislative action.

**Professional Approach** A significant professional development in India of the 1960s in the field of labor was the emergence of the personnel officer, against the historical background of the labor officer of the 1940s and welfare officer of 1948. During this phase, the human relations movement of the West also had its impact on Indian conditions. In various conferences and meetings, the subject matter of discussion started shifting from a legalistic approach to a human relations approach in our country.

Thus, it was the interaction of the government policy and the initiative of the leading employers' associations in the textile and jute industries that brought about the gradual development of personnel management in India. Also, in the textile industries, personnel management developed from the functions of recruitment and of considering grievances, rather than from the welfare function as in other countries.

The post-independence era of personnel management in India is marked by two distinct phases. In its first phase, the emphasis was on legal aspects when personnel management was obsessed with various provisions under the numerous acts and rules, court decisions and precedents. The second phase, which started around the late sixties, was dominated by the concepts of behavioral sciences, and human relations. New basic researches have also brought personnel management in planning exercises where the fullest utilization of human resources is concerned.
The consciousness and perspective of personnel management widened beyond the legalistic quibbles to which it had been confined. Till then the personnel department was often perceived as an administrative support function with a lowly status. Thereafter the personnel became very much valuable part of the human resource management of the organization. Thus the era of human resource management started in India sometime in 1980 but some may trace it to 1975.

**Changes in HRM** Now the role of human resource management is shifting from protector and screener to planner and change-agent. "The metamorphosis of personnel into human resource management reflects the fact that in today's flattened, downsized and responsive organizations, highly trained and committed employees—not machines—are often a firm's best competitive key."

Human resource management is a comparatively new and fast-growing profession in India and it will have to learn from the countries where industrialization began much earlier and where considerable research work has been devoted to the subject of human relations at work in industry. The concept of human resource management has already been adopted in industries in India, but it has yet to enter the health-care institutions of our country.

### 1.16 BROAD PERSPECTIVES OF HUMAN RESOURCE MANAGEMENT

Not only one but also many academicians have emphasized on four broad perspectives of human resource management. According to them human resource management is a restatement of basic personnel function. Secondly, it is a fusion of personnel management, which is managerially focused, and derivative of a
managerial agenda. Thirdly, human resource management represents a wider conception of the employment relationship to incorporate an enabling and developmental role for the individual employee. Final human resource management can be viewed as part of the strategic managerial function in the development of business policy in which it plays both a determining as well as a contributory role.

Now the fact remains that whatever may be the perspectives, two important points cannot be overlooked, i.e. (a) it has raised questions about the nature of the employment relationship that have stimulated one of the most intense debates to have occurred on the subject again and again, and (b) the management of employment relations and the question of employee commitment to the employment relationship remain undecided.

1.17 LATEST STRATEGIES IN HRM

As WIPRO takes the lead in dangling a new ESOP Carrot before its executives with the disbursement of 25 million shares at Rs 2 per share (market value Rs 2400 per share), other companies are also taking part in the race to keep employees glued to their organizations. The result is the birth of newer and better retention tools that drastically cut costs of hiring new employees in the current fluid job market. Indeed, some of these strategies are innovative and they do not even add to the company's cost.

Another prestigious institute is NIIT, known for its computer education and for providing e-business solutions, which has introduced HR schemes like Happy Nappy Day (holiday plus monetary incentives on birthdays, Granny Gratitude Day
(home delivered cakes for grand parents), etc. Telecom and IT companies like AT & T allow employees to tele-commute or work from their homes via the net. Xerox too is giving flexible timeframes to employees to pursue their favorite charities and hobbies. Pepsi provides counseling at discounted rates, so no employee leaves in the event of a personal crisis. Learjet, the aircraft company, foots a part of the tuition fee of their employees' children. The result is office environment becomes so conducive that employees love spending time in office. Most of the IT companies have adopted flexible office timings. Organizations like L&T, NTPC, Infosys, Johnson & Johnson and the Tata companies take a lot of care and concern for their employees.

Some scientifically and professionally run hospitals send their doctors abroad for higher studies and also get those cars at hospital expense but ask them to sign a bond to serve minimum 5 to 8 years. If they fail to serve, they pay back the expenses incurred over their studies or cars to the hospital.

Indeed, such is the demand for skilled and experienced employees that HR managers are wracking their brains in devising new strategies for retaining them. The scenario is so scary that two years is probably the maximum period an experienced executive stays with a particular company before another laps him up.

Skilled employees are hard to come by because currently they are the ones enjoying maximum job mobility and starting their own ventures, adding to an HR manager's cup of woes. Alarmed by this trend, personnel managers are trying everything from better pay scales and allowances to greater autonomy, for example, flexible office timings, doing office work at home instead doing it in office and so on.
The cost of replacing an employee is so high that no one wants to let go an experienced and talented staff easily. And if the HR manager is a little imaginative and can customize gifts and perks in a manner that do not let things come to such a pass, he can join the brigade that is inventing innovative routes that always lead to the premises of his own organization.

Though the above-mentioned practices were started in foreign countries but the progressive and enlightened employers in India soon caught the trend on the advice of their dynamic and innovative HR managers and customized strategies to suit the Indian ethos.

Thus, any organization that wants to survive in the tumultuous times ahead must be ready to open its eyes, ears and mind to the ground realities and not miss the sights and sounds that can form the basis for its future.

1.18 OBJECTIVES OF HUMAN RESOURCE MANAGEMENT

Human resource management is concerned with the management of personnel at work. The way in which the personnel are recruited, selected, trained, developed and utilized by management largely determines whether the organization will achieve its objectives or not. Therefore, the personnel available to management in the organization need to be properly looked after, utilized and coordinated. It is through the combined efforts of the management as well as of its personnel, the objectives of an organization can be achieved. Without concerted and combined efforts, an organization cannot accomplish its objectives. Now it is universally
recognized that the effectiveness with which personnel are coordinated and utilized is directly responsible for the success of any organization. Therefore, human resource management aims at obtaining and maintaining a capable work force so that the objectives of the organization can be achieved.

Briefly, the following are the objectives of human resource management:

- Obtaining and developing the right personnel.
- Providing effective motivation and leadership.
- Paying attractive remuneration and treating them like brothers and sisters.
- Effective utilization of human resources in the achievement of organizational goals.
- Establishment and maintenance of an adequate organizational structure and desirable working relationships among all members of the organization.
- Securing integration of the individual and informal groups with the organization, and thereby ensuring their commitment, involvement and loyalty.
- Recognition and satisfaction of individual needs and group goals.
- Provision of maximum opportunities for individual development and advancement.
- Maintenance of high morale in the organization.
- Continuous strengthening and appreciation of human assets.

From these Objectives one can conclude that the emphasis has been laid on the following: recruitment, selection, induction, providing adequate salary, periodic appraisal, specific training, retirement compensation, individual development, providing employees'
welfare, better working conditions, and mutual confidence, etc. These are the life-blood of human resource management.

These objectives can be achieved by conducting the following human resource management functions.

- Anticipating and providing personnel for future openings from time to time.
- Seeking and attracting qualified applicants to fill vacancies.
- Determining the organizational structure and manpower needs to effectively meet the organizational objectives.
- Analyzing the applicants' qualifications for determining their suitability.
- Officially assigning each employee an appropriate position which clearly defines his responsibilities.
- Ensuring that new recruits are provided with appropriate training and information to enable them to perform their duties effectively.
- Further providing for increasing the utilization of the employee's capabilities.
- Providing for the individual employee's development.
- Arranging programs as required for developing existing personnel.
- Providing facilities for the employees' enjoyment of the job and making the workplace more attractive and satisfying.
- Providing the needed exchange of information throughout the organization.
- Building up rapport with the officially-recognized and legally established employees' organizations in the best interests of both the organization and its employees.
- Developing effective work regulations and harmonious working relationships.
➤ Objectively appraising each employee's performance in relation to the duties' and responsibilities assigned.

➤ Helping employees solve their personal problems.

➤ Developing facilities and procedures for the prevention of on-the-job accidents.

➤ Preventing diseases and physical ailments and at the same time caring for diseases, ailments and injuries suffered by employees on-the-job.

➤ Providing precautionary measures for safeguarding the organization and its property from fire, theft, etc.

➤ Developing improved employees' attitudes and conditions of work.

➤ Doing a human resource audit.

By no means can all the above-mentioned functions be found in every human resource department; but they do cover the range of tasks seen in many commercial organizations, industries and hospitals where human resource management has been established as a specialty. The jobs that the human resource department is called upon to perform are too numerous and too varied to admit any concise presentation. But the objectives of human resource management can be achieved only by the performance of these functions.

1.19 OBJECTIVES OF HUMAN RESOURCE DEVELOPMENT

Human Resource Development (HRD) is a process that helps employees of an organization to improve their functional capabilities for their present and future roles, to develop their general capabilities to harness their inner potentialities, both
for their self and organizational development and for developing organizational culture in order to sustain harmonious superior and subordinate relationship, teamwork, motivation, sense of belonging, etc.

Human resource development makes efforts in training and development of employees in the form of education and development programs. This is also known as organization development (OD). The objectives of OD are to develop:

- Capabilities of all individuals working in an organization in relation to their present role;
- Capabilities of all such individuals in relation to their future roles;
- Better interpersonal and employer-employee relationships in an organization;
- Team spirit;
- Coordination among different units of an organization; and
- Organizational health (by continuous renewal of individual capabilities and keeping pace with the technological changes).

1.20 HUMAN RESOURCE SYSTEMS

There are several components of human resource management such as human resource organization, human resource planning, human resource relationship, and human resource utilization. One component is human resource system in which the human resource manager is required to do the following main key programs:

- Recruitment Management is a process of obtaining the required number of human resources for an organization. They should clearly
fit in the organization like a square peg in a square hole and round peg in a round hole.

- **Information Management** is a method of ensuring that all policies and practices are to be soundly communicated to each and every person in the organization from the lowest employee to the Chief Executive Officer (CEO).

- **Training Management** is a system of identification of training needs to develop employees. According to training needs, training programs are suitably prepared and appropriately arranged.

- **Performance Management** is a technique of appraising human resources objectively and scientifically against defined criteria, reviewing the present position and assessing further growth of employees. There are various appraisal systems.

- **Career Management** is a technique for charting career paths of the individual employees for advancement in the organization.

- **Health and Safety Management** is a system of maintaining healthy and safe working conditions so that each and every employee may work freely and safely in an organization by following the necessary precautions.

- **Discipline Management** is a system of administering discipline amongst employees to foster positive behavior which is conducive to both organizational and employee growth.
Culture Management is a system of inculcating a particular culture among employees by the management so that they think and behave according to the values, sanctions and attitudes of the organization.

Human resource systems are the essential programs needed for any organization for its growth and prosperity by adopting some, if not all, systems of human resource management as mentioned above.

1.21 HRM PROFESSION IN HOSPITALS

Human resource management has drawn its knowledge and insight from political science, psychology, sociology, economics, anthropology, history, philosophy, commerce, management, laws, etc., but by synthesis, it has developed into a science of its own. With these principles before him, the human resource manager has to develop his own sense of responsibility, knowledge and skill for working with people under specific social, economic and emotional conditions.

Human resource management has organized professional associations, which maintain standards of performance and behavior embodied in a code of ethics. It provides competent service with integrity and works for the welfare of the human beings whom it serves. Academicians and industrialists have recognized human resource management as a profession because it has acquired all the qualifications of a profession and has proved its worth. Human resource management possesses all the characteristics of any other profession, which can be summarized as follows.

- Requires special knowledge for the uniform performance of standard practices and procedures.
Requires special competence achieved through intellectual training, which develops skills and requires the use of independent and objective judgment.

Assumes a sharing of information among all members of the profession.

Maintains a continuous flow of professional literature.

Has a code of conduct; it requires the provision of specialized education and the use of specialized knowledge and skills.

Requires a high degree of personal responsibility and accountability from its members.

Demands primary allegiance to the profession from its members.

Requires a certain standard of ethical practices from its members.

These characteristics clearly prove that human resource management is a profession, but its acceptance as a profession in hospitals will entirely depend upon the competence of the individual hospital human resource manager, who not only carries out functions of specialized hospital human resource management but also of hospital general administration, thus providing maximum satisfaction to the employees, effectively meeting hospital goals and adequately contributing to the health of the community.

1.22 HRM IN HOSPITALS

The hospital, an institution dedicated to the attention of human suffering, the treatment of human ailments and the promotion of general health of the community, has to take care of the welfare of those who run it, i.e. its personnel. Every individual engaged in the singular service of promoting the cause and mission of a hospital is a vital link in
its overall chain, be he a skilled surgeon or an unskilled sweeper. The lower rungs of hospital staff should never be bracketed as labor' in trade union terms. They should be, in fact, considered as essential to hospital functioning as a physician or a staff nurse.

Recent trends indicate that employees can no longer be viewed as a commodity. The socialistic pattern of society, the advent of intervention by the State and the overall idea of a Welfare State must make the alert manager recognize the importance of human relations and his actions must result in social justice. Workers today are more progressive in their outlook. They are better organized today through trade unions. These factors highlighted the need to motivate them in the right direction, to develop their morale and contribute to happier management-employee relations. Human resource management can no longer be done by intuition or hunch. The human resource manager must be familiar with the relevant findings of the behavioral sciences. He should be aware of the contributions made towards it by psychology, business management and sociology, besides being conversant with the labor laws of the land. Governing boards and administrators of industries as well as of hospitals in advanced countries like the USA, Canada, the UK, Germany and Japan became conscious of the importance of human resource management long ago. But in India, the governing boards and administrators in industries alone have realized its importance. The time has now come for the governing boards and administrators of government and voluntary hospitals to adopt human resource management as a part of hospital administration.
1.23 References