



A STUDY OF HR POLICIES AND PROCEDURES IN HOSPITALS WITH SPECIAL REFERENCE TO NASHIK DISTRICT

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Abstract:

Many research studies have proved that high level of efficiency to a greater extent depends on the way the professional are treated in the hospital. It has been observed that they are not taken care well in the hospitals. Hospital staff are often seen undergoing much of the personal and professional stress. They often get frustrated as they have to carry heavy patient loads but at the same time they do not have adequate autonomy to implement procedures and make decisions. Also the doctors who conduct lectures too find themselves under enormous pressure of workload. Hospital and college staff frequently have feeling of not having sufficient skills or knowledge needed to face the pressure of higher workload. This results in professional as well as personal discomfort. Hence leaving the hospital in search of less stressful job is often noticed in this type of organization. As the threat of shortage of staff is becoming even larger, employers, policymakers and researchers alike are interested in learning what human resource procedure should be adopted to overcome this problem. In Nashik district, there are many hospitals and medical colleges and majority of them have well established HR departments. Hence, this paper is an attempt to analyse the nature of HR policies and procedure adopted by hospitals for hospital staff in Nashik.

Index Terms: *HR Policies, HR Procedure, Hospitals, Employees, Patients*

Introduction:

Hospitals are professional organizations engaged in rendering medical services to society. In the present time, hospitals are regarded as one of the service industries and since it is an industry, "Human Resource Management has gained importance in its working. Today, hospitals and medical colleges and hospitals are run not only by doctors and nurses but also by other paramedical staff and non-medical staff. An effective human resource management is a prerequisite for effective functioning of hospitals and medical colleges."⁴ Whether the hospital is small or big, private or public, its efficiency depends on effective utilization of human resource. Hospital and medical college staff is one of the most unique and valuable asset. In fact ineffective human resource management may hamper the development of nation even if it is rich in physical resources. If an organization wishes to fulfil its goals, it must get desired co-operation from its employees. Hence, it is necessary that management must work with its employees and develop policies and programmes which will help it to seek best result from its staff.

It is observed that hospitals and medical colleges are run by the senior most physician called as either doctor or health care officer with the help of his medical staff. These doctor specializes in medical science but has no idea about hospital administration and behavioural management science. It must be noted that good doctors may not always be good administrators. "A doctor cannot take care of his patients, medical college students and administration at the same time. Attending all the duties effectively and efficiently is not possible for doctors. Hence, it is necessary to have a separate cadre for the management of hospitals."⁵ When more and more specialized and non-specialized personnel are appointed, the behavioural problems may arise. It can be said that medical job is no more a one man show, it is more of a team work and it is necessary that team must work as

team to attain the set goals and objectives. For this human resource management becomes necessary. "Human resource management follow the proper steps such as recruitment, selection, training, development and commitment of employees and show them directions to attain desired goals. Improper management may result in loss of productivity, high turnover rate of employee, rise in wastages, etc."⁶ Hence, it is necessary that appropriate human resource policies are framed and implemented in the hospitals and medical colleges. Effective policies and procedures and their implementations are important for the survival and growth of hospital organization and maintenance of relations with patients and the society at large.

Objectives:

The main objective of the study is to gain a deep understanding of human resource policies and procedures adopted in medical colleges and hospitals in Nashik district.

Methodology:

As the study is related to Human Resource Policies and Procedures related to staff of medical colleges and hospitals in Nashik district, all medical colleges and hospitals of Nashik district forms the population of the study. There are 96 hospitals and medical colleges in Nashik district. As per Krejice and Morgan sample size and formula and the table (1970), for the population of 96 banks, the sample size will be 75 at confidence level 95% and 5% margin of error. Hence, all the 75 hospitals and medical colleges are selected for the purpose of study by using **convenience sampling technique**.

Questionnaire is filled up by 75 hospital heads of selected hospitals.

Data Analysis and Interpretation:

Classification of Sample Hospital:

The following table shows the classification of hospitals selected for study:

Table No. 1: Classification of Sample Hospital

Type of Hospital	Frequency	Distribution
General	21	28
Specialized	35	47
Composite	19	25
Total	75	100

Source: Primary Data

Out of selected hospitals, 28 per cent are general hospitals, 47 per cent are specialized and 25 per cent are composite hospitals

Criterion for Recruitment of Manpower:

Manpower in the hospitals are recruited either on the basis of their educational qualification or experience or both. The following table shows the criteria followed for manpower recruitment in selected hospitals:

Table No. 2: Criterion for Manpower Recruitment

Criterion for Manpower Recruitment	Frequency	Percentage
Educational Qualification	10	13
Work Experience	35	47
Both	30	40
Total	75	100

Source: Primary Data

It can be seen from the above table that 10 per cent hospitals recruit the employees based on educational qualification alone whereas 35 per cent prefer experienced employees. 30 per cent of the hospitals recruit the employees based on their qualification and experience both.

Job Information Furnished Before Joining:

There is some critical information about the job that must be furnished to the employees before joining so that they are very clear about the terms of work, work culture and other details about the organization. The following table shows the job information that is provided by selected hospitals to the employees before joining:

Table No. 3: Job Information Furnished Before Joining

Job Information Furnished Before Joining	Frequency	Percentage
Nature of work	37	50
Monetary benefits	20	27
Working conditions	10	13
Nature of incentives	8	12
Total	75	100

Source: Primary Data

It can be observed from the above data that 50 per cent of the organization provide information about nature of work to their employees before joining, 27 per cent inform them about monetary benefits they can reap from their work, 13 per cent hospitals feel it necessary to inform the employees about working conditions whereas 12 per cent inform them about nature of incentives.

Appointments and Induction Policy:

The first day of the work is critical and if it is dealt properly it can help in creating right employee-employer relationship that helps in retaining the employee on job. Induction helps the new employee to get familiar with the working culture of the organization. Each organization has different appointment and induction policy. The appointment and induction policies of select hospitals are as follows:

Table No. 4: Appointment and Induction Policy

Appointment and Induction Policy	Frequency	Percentage
Issue of Appointment Letter	22	29
Written down job description/ job specification	20	27
Imparting induction training	33	44
Total	75	100

Source: Primary Data

22 per cent of the selected hospitals just issue appointment letter at the time of joining and no training or job description is provided. 20 per cent hospitals provide the employees with the job description/ specification whereas 33 per cent provide induction training to the employees.

Training Method Adopted by the Hospitals:

Training help the employees to practically understand how the job can be done effectively and what exact procedure must be followed while doing the work. There are various methods of training. The following table shows the training methods followed by the selected hospitals:

Table No. 5: Training methods Followed by Hospitals

Training methods Followed by Hospitals	Frequency	Percentage
On the job training	33	44
Professional training	20	27
Through deputation	13	17
Job Rotation	9	12
Total	75	100

Source: Primary Data

The above table shows that majority hospitals provide on the job training which is the best method to get the employees practically acquainted with the work culture of the organization, 27 per cent of them provide professional training, 17 per cent follow the method of deputation whereas 12 per cent use job rotation method to make their employees ready to do any kind of work that arises at the time of emergency.

Basis of Promotion:

There must always be a scope for employees to get promoted in their organization. There are several bases on which promotion of the employees is done such as seniority, qualification, performance and nepotism. The following table shows what bases is followed by selected hospitals while promoting their employees:

Table No. 6: Basis of Promotion

Basis of Promotion	Frequency	Percentage
Qualification	28	37
Seniority	23	30
Performance Evaluation	14	19
Nepotism	10	15
Total	75	100

Source: Primary Data

37 per cent hospitals promote their employees on the basis of qualification, 30 per cent use seniority as a basis for promotion whereas 19 per cent make evaluation of their performance at the job before promoting them. 15 per cent of the selected hospitals make promotions based on nepotism.

Retirement Benefits:

A crucial part of financial plan is to save enough for future when a person has a stable income source. The retirement benefits may not be a primary concern but it is important such planning will surely make the future safe. People now-a-days have become well-aware of need of retirement planning. Hence, employee too are interested to know what retirement benefits are they going to get from their organization post retirement. Employers have to give some retirement benefits if they expect dedicated life- long service from their employees. The following table shows the retirement benefits given to the employees by the selected hospitals:

Table No. 7: Retirement Benefits

Retirement Benefits	Frequency	Percentage
Provident fund	54	72
Gratuity	16	21
Family pension	5	7
Total	75	100

Source: Primary Data

It can be noted from the above table that 72 per cent of the selected hospitals provide provident fund, 21 per cent provide gratuity and 7 per cent provides family pension as a retirement benefits to their employees.

Conclusion:

The following conclusions are derived from the study:

1. Majority of the selected hospitals are specialized hospitals
2. While recruiting the employees in the hospitals, qualification and work experience both are given importance
3. Almost all the hospitals furnish necessary information at the time of joining and most of them particularly share information related to nature of work and monetary benefits as these two factors are important from the view point of employees
4. Most of the hospital have now understood the importance of induction training and provide the same to their new employees
5. All the hospitals provide training to their new employees irrespective of their qualification or experience. Most of the hospitals on the job training or professional training to make their employees ready for the job
6. Fair bases for promotion are adopted by all the hospitals. Seniority and qualification are the top two criteria followed while promoting the employees
7. Hospitals also provide retirement benefits to their employees to retain them on the job. Provident fund is the most preferred retirement benefits provided by the selected hospitals

Suggestions:

1. Hospitals selected provide information about nature of work and monetary benefits, but employees need other details too such as scope for growth, future of their job, job security, recognition, onboarding, etc. Such details should also be provided to the employees at the time of joining
2. Promotion should not only be based on seniority and promotion. When employees stretch behind the task assigned to them and exceed their responsibilities, are recognized as leaders by other employees, they create solutions, ask for feedbacks and are ready for constructive criticism, they must be given a chance for promotion

3. All the hospitals do not have separate training departments. Separate department must be set up to monitor the performance of the employees and to identify training needs from time to time to upgrade their knowledge
4. Most of the times, training needs are identified on the basis of performance appraisal reports, performance review meetings and change due to arrival of new technology and medicines, but sometimes employees themselves indicate the training needs, their needs must be taken care of
5. Hospitals provide training, but effectiveness of this training is not evaluated, such evaluation should also be done
6. Employee development should be given importance in the hospitals. Mechanism should be devised to recognize and reward the hard work of the employees.

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