



## A STUDY ON HUMAN RESOURCE MANAGEMENT IN HEALTHCARE INDUSTRY IN ANDHRA PRADESH

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### **Abstract**

*In the changing economic scenario through Liberalization, Privatization and Globalization (LPG) with Health care to bring a paradigm shift, the Human Resource Management Practices have seen a sea change. Organizations have to be more dynamic and growth oriented to meet the challenges. Human resources are truly the most valuable resource as it activates all other factors of production, physical and financial resources. It is discussed that the factors influencing HRD practices and perceptual difference among the employees, factors influence on HRD practices and results.*

**Keywords:** *Human Resources, Healthcare, Hospital.*

### **Introduction**

The Healthcare Industry in India has grown phenomenally over the past decade and a half has attracted the attention of the world. Indian Healthcare services have to face the global competition and market demands. The Healthcare Industry is maturing and this is reflected in the volume in terms of large pool of skilled manpower hired by big Healthcare units. Mind sets need to change dramatically especially among leadership levels to cultivate R&D and entrepreneurial environment. Leveraging skill sets is a must as there is a scarcity of talent. An effective HR management has the power to transform the entire organisation. There is blurring of industrial boundaries altering the competitive landscape. The managers will be forced to deal with cultural and intellectual diversity on an unprecedented scale. They have to work with low level skill sets coming from various academic institutions. It's only with dedicated workforce and committed people any company can compete in business and remain successful. Training and development creates an atmosphere of perfection and emergence of skills among the employees. The performance assessment system and career growth play a dual role in determining the individual efficiency and organisational efficiency. The following summary highlights the important breakthrough and findings of the study. The human resource is the most important factor especially in service industry where the value is delivered through information, personal interaction or group work. The emphasis is more due to the unique characteristics. No two individuals can be interchanged or standardized and hence the manager has to follow tailor-made approach to understand the actions, attitudes, needs and urges of the individual concerned.

### **Review of Literature**

Charles W. Read, Brian H. Kleiner (1996) - This paper sought to replicate on the importance of training and the importance of learning theory. Ten learning methods were identified to be the best namely videotapes, lectures, one-on-one instruction, role plays, games/simulation, case studies, slides, computer-based training, audiotapes and films. Mark Stam, Eric Molleman (1999) - This article highlighted the role of career development and strategic training policies among IT companies and young IT professionals. Abdelgadir N. Abdelhafiz Elbadri (2001) - This comprehensive study was attempted to examine the emphasis given for training activities both internal and external to maintain competitiveness in the market. The results revealed that many companies neglected to assess training needs and evaluate outcome properly, providing for suggestions and improvements. Shawn Kent (2001) - This article examined the values of Mentor system prevailing in the organisations. The employees who became more productive, derived greater career satisfaction and enjoyed accelerated career growth were identified. Susan Geertshuis, Mary Holmes, Harry Geertshuis, David Clancy, Amanda Bristol (2002) - This paper supported the earlier work to implement good practices in training and its evaluation. The learning process is influenced by multiplicity of factors based on perceptions about learning and performance outcomes. S.A. Mufeed, Rafai Syed Nasreen (2003) - This paper attempted to ascertain the perceptions of both managerial and non managerial staff towards the existing Training and Development programme in leading J&K Tourism Development Corporation.

### **Objectives of the Study**

- To analyze the views of employees on the career growth opportunities provided talent retention strategies adapted by the select units.
- To recommend HRM policies and practices for enhancing the quality of health care professionals in health care sector.

### **Methodology of the Study**

The study primarily depends on primary and secondary data. The present study is concerned with the collection of information on prevailing human resource practices in the select corporate hospitals in Andhra Pradesh. The hospitals located



in namely Nagarjuna Hospitals (Vijayawada), Manipal Hospitals (Guntur) and Andhra Hospitals (Vijayawada) selected for the study by using random sampling. These are the large corporate multispecialty hospitals with 150 and above beds. The primary data are collected through survey method. Survey is conducted using well formulated Questionnaire. Totally 1000 Questionnaires were distributed and 619 collected out of which 540 completed questionnaires were found usable. Multi Stage Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically in select corporate multi specialty hospitals in AP are considered. The sample consists of doctors, nurses and paramedical staff who are working in different levels of management. Simple random sampling method is adopted. The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets. The Statistical tools used for obtaining results are - Z test and Paired Z test, Factor Analysis, K-means Cluster Analysis, Discriminate Analysis, Karl Pearson's Co-efficient of Correlation, and One way Analysis of Variance (ANOVA).

### **Discussions and Results**

The corporate hospitals provide training programs in-house or externally and the employees prefer to attend in-house training. The self-initiated employees improve themselves by attending training courses out of their own interest. The corporate hospitals are expected to follow norms for the provision of training to their employees for a fixed number of hours usually forty hours in a year as per global standards. The respondents have expressed that maximum number of employees undergo non-induction training for a period less than or equal to 10 days. The employees are asked to reflect on the emphasis of training. They have identified that the companies give same importance to training even with increase in employees' experience. The training needs are identified through proper evaluation system, measuring each individual's contribution. The number of respondents receiving training as a result of appraisal is low and those attending such remedial course are given intensive training practice in the technical side along with other types of training. HRD needs in Healthcare industry have emerged in the form of two factors – Innovative Competition and Organisational Dynamics, but in practice they materialise the HRD practices through Transformational Practices, Employee Upgradation and Policy Enforcement.

The respondents are asked to reflect on the path skills they would like to develop to have career advancement. Majority of the respondents opined that they want to shine in the career through people management rather than develop skills individually. The employees track selection, shows that they prefer more of management track than domain and technology to grow faster in the organisational hierarchy. The employees working for corporate hospitals are asked to express their feelings on the career planning aspects provided in the organisation. They believe that the organisation takes care of the career plan path and correlates it with the higher level of skills acquired through training is agreed upon. The Z test reveals that the employees' views on career growth opportunities paved way for challenges among the workforce to develop in their career. The corporate hospitals provide for career growth opportunities along with training and evaluation practices to retain the skilled employees. The results of ANOVA one way analysis show that the employees recommending their company to their friends are well versed with the career opportunities available. The employees expressed their satisfaction upon the promotion policy followed after considering the career prospects offered by the organisation.

### **Suggestions of the Study**

- The employees in corporate hospitals should be educated to the Transformational Practices and equipping themselves for the present organisational environment. They must be ready enough to imbibe the qualities to materialise the policy enforcement of their organisations.
- The learning programs in Healthcare Industry are an indispensable tool to upgrade the employees. So, the corporate hospitals may invest more funds on arranging the learning programs both theoretically and practically.
- The career growth is not an independent phenomenon but it depends upon proper training and perfect evaluation of skills. So, a flawless rigid system must be mechanized in every corporate hospital to simultaneously monitor the growth of the individuals and organisations.
- The corporate hospitals should try adopting current market needs for formulating course content for training programs to provide cutting edge technology widening the business through industry contacts and networking.
- The corporate hospitals determine the worth of the employees based on self evaluation, evaluation by the appraiser and by the reviewer which could be made absolutely transparent to increase the reliability of the organisation among its employees.
- The sustained growth of the corporate hospitals purely depend on their transformed talent pool which are to be appraised using effective measurement system reflecting on the employee turnover.
- The positive relationship existing among the HRD objectives, HRD needs, and HRD practices with the factors of PAS suggests that proper evaluation leads to loyalty among employees and increased reputation of the organisation and reduced churn out.



- It can be suggested that with assured expansion of the Healthcare market, the job opportunities are sure to boost up, which could be sustained only by developing skill sets making the workforce employable and trainable, and guiding the market with excellence through quality, the Indian way.

### **Conclusion**

The Human Resource is considered as the most significant resource activating all other resources in corporate hospitals which are knowledge driven. The Indian corporate hospitals are expected to upgrade their product/service quality to meet the requirements of the global customers with global standards. The management of human resources is essential to enable the delivery of efficient and effective medical services and to achieve patient satisfaction, the studies show that human resources management has a strong impact on healthcare quality, and most of literatures show the importance of human resources management to achieve the goals of health organizations, and emphasize to develop the performance of hospital staff and nurses through periodic training in order to improve the quality of healthcare service, also a strong, well-motivated and highly trained medical profession is critical to the success of the national healthcare reform.

### **Scope for Further Research**

The HRD subsystems can be evaluated and studied in detail individually like Training and Development, Performance Management and Career Growth. The retention policies followed by corporate hospitals can be researched to arrive at models and techniques. The role of effective HR department managing the various practices is to be detailed separately.

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