



HRM IN CORPORATE HOSPITALS IN ANDHRA PRADESH

Dr. Mohd Asadullah Khan* **Dr. T Narayana Murty***

**Professors in Management Studies, Nimra College of Engg & Tech., Jupudi, Ibrahimpatnam, Vijayawada, AP.*

Abstract

Human Resource (HR) is the most vital factor and the organizations can show their excellence only through their people and people process. Apart from the normal functions, managing human resource available through constant up gradation of their skills, training and development at all levels, accurate evaluation of performance and faster career growth have become inevitable. The organization endeavoring to motivate its employees cannot treat them alike. Human Resource Management (HRM) gains prime importance as it involves the whole gamut of activities from acquisition, development till optimum utilization.

Key words: *HRM, Health Care, Hospital.*

Introduction

In the present knowledge economy, human resource is the most vital factor and the organizations can show their excellence only through their people and people process. Apart from the normal functions, managing human resource available through constant up gradation of their skills, training and development at all levels, accurate evaluation of performance and faster career growth have become inevitable. In a fiercely competitive global market acquiring human talent has emerged as a difficult task, which is the key to competitive success. The country's role in the development of Health care Industry by supplying skilled workforce has gained prominence in the world. India is a knowledge powerhouse and more concentration is required in areas relating to work ethic, quality standards, cost, attrition and government support to continue with the progress. The Human Resource (HR) 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. There is no apparent limit to their potential when motivated appropriately. This implies the organization endeavoring to motivate its employees cannot treat them alike. Human Resource Management (HRM) gains prime importance as it involves the whole gamut of activities from acquisition, development till optimum utilization. The congruence between individual and organizational goals creates greater bondage of employees with the organization, resulting in loyalty. It is the art of managing people at work in such a manner that they give their best to the organization.

Review of the Literature:

Charles W. Read, Brian H. Kleiner (1996)¹ - This paper sought to replicate on the importance of training and the importance of learning theory. The study also detailed on the factors considered for selecting the training method and the various ways of evaluating the trainees after completing the program. Mark Stam, Eric Molleman (1999)² - The study examined the ability of the IT professionals to integrate the business processes, strategic issues and handling information technology. Abdelgadir N. AbdelhafizElbadri (2001)³ - The study was conducted among 30 Polish companies to determine the training needs, developing programs and assessing outcomes. The results revealed that many companies neglected to assess training needs and evaluate outcome properly, providing for suggestions and



improvements. Shawn Kent (2001)⁴ - 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. Mentoring was considered to be a mutually advantageous way to both attract and retain employees. Mentoring programs were inexpensive, to inspire future leaders, improve management and staff relationship and prepare people to succeed an aging workforce. Mentors could provide just in time, development to those employees aspiring to grow.

Need for the Study

Implementing proper tools to measure performance of employees in the organizations helps to reduce the problem half way. The hot skilled employees are poached by the competitors adding cost to the company. Differentiating the smart employees from the mass and providing recognition for their hot skills and scope for earlier career growth paves way for developing leadership skills and also to fill vacancies arising in the middle and top level positions.

Statement of the Problem

The state of Andhra Pradesh becoming a medical hub has many multispecialty corporate hospitals meeting the health care needs of its growing population. Therefore, the researcher found that management of human resources will play a vital role in enhancing the performance of the healthcare sector. The study aims at examining the dimensions of employees' perception of the HRD factors Training and Development, Performance Assessment System and Career Growth Opportunities in select corporate hospitals in Andhra Pradesh. Hence this empirical study is directed towards Healthcare units targeting on the employees perception to trigger thoughts in the minds and find solutions to face the future challenges.

Objectives of the Study

1. To analyze the perception of employees towards the performance management assessment system in select corporate hospitals.
2. To identify the impact of Training and Performance Assessment on Career Growth of employees in select corporate hospitals.
3. To suggest the measures for enhancement of quality of human resources in healthcare industry.

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 management practices in the select corporate hospitals in Andhra Pradesh. The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

Discussions – Results and Findings

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 are 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

1. The HRD practices encompass the various developmental activities like performance assessment, potential appraisal, training and development, job rotation, and career planning. They should also incorporate the new mechanisms like stress management, fun at work, touch points, competency mapping and retention strategies.
2. The study has ascertained a significant effectiveness of Induction Training Program in Healthcare Industry. So, the top level management in corporate hospitals may take measures to implement an intensified Training Program in their organisation.
3. The HRD Needs in the Healthcare Industry emerged in the form of Innovative Competition and Organisational Dynamics. So, the corporate hospitals must adopt technological developments and up gradation of analytical abilities to meet the wide competition and to increase organisational efficiency.
4. 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 materialize the policy enforcement of their organisations.
5. The objectives of HRD, Needs of HRD and Practices of HRD show a positive relationship with the career growth opportunities providing scope for developmental needs of the employees.
6. 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 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. The practices of human resource management are very important in health sector and modern hospitals should have alternative approaches for practicing HRM successfully. The senior management in hospitals should have a clear strategic direction and clear objectives to improve the management of employees and staff in the hospital.

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