

A STUDY ON HRM PRACTICES OF PUBLIC AND PRIVATE HOSPITALS IN AMARAVATHI CAPITAL REGION: A COMPARATIVE

Sapta Sagar Nallamothu¹ & Nagaraju Battu²

*¹Research Scholar, Department of Human Resource Management, Acharya Nagarjuna University, Guntur,
Andhra Pradesh, India*

*²Associate Professor, Department of Human Resource Management, Acharya Nagarjuna University,
Guntur, Andhra Pradesh, India*

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ABSTRACT

Human resources, when pertaining to health care, can be defined as the different kinds of clinical and non-clinical staff responsible for public and individual health intervention. As arguably the most important of the health system inputs, the performance and the benefits the system can deliver depend largely upon the knowledge, skills and motivation of those individuals responsible for delivering health services. While the public healthcare network is widespread, majority of the service share lies with the private sector, which today caters to 70 per cent of out-patient and 60 per cent of in-patient services. In hospitals, a number of personnel of different categories are found working requiring multi-disciplinary expertise and excellence. The Para-medical staff, nursing staff and staff of managerial cadre have been found playing an important role in offering the healthcare services. It is essential that a hospital manager knows about the qualitative-cum-quantitative requirements of different departments and manages different dimensions of people management in the required fashion. However, in the dynamic and complex healthcare environment, the decreasing occupancy rates, rising excess capacity, shortening hospital stays of patients, diminution of once holy image of the hospitals. Finally the “quality of care” is at the top of all issues critical to the hospital sector associated to ineffective and inapt patient care, healthcare consumers’ preferences and choices, and is inseparable from the issues of organizational growth and performance.

KEYWORDS: *Pertaining, Healthcare, Quantitative, Dynamic, Organizational*

INTRODUCTION

Human resources can be thought of as the total knowledge skills, creative abilities, talents, competencies and aptitudes of an organizations workforce, as well as the values, attitudes, commitment and beliefs of the individuals involved. The term human resources at the macro level spells the total sum of all the components (like skill, creative ability) possessed by all the people employed or self-employed unemployed, Employers, owners etc. whereas the term of human resource even at the macro level is limited to the only employees of all organizations. Human resources even at the organizational level includes all the employers like managing director, board of directors, persons who work on the honorary basis, experts drawn from the various organizations and those people influencing the human resources of the former group.

ABOUT THE HOSPITALS

Guntur Medical College is one of the premiere medical institutions in south India. It is located in the heart of city of Guntur, the knowledge hub of Andhra Pradesh. The institution, established in the Pre independent India, has come a long way since 1946, the year of its inception. Guntur Medical College today not only offers undergraduate courses with an annual intake of 200 students but also various medical Specialities including non clinical, Para clinical and Clinical branches. The College is affiliated to the Dr. NTR University of Health Sciences and works in conjunction with Government General Hospital, a tertiary care hospital with 1170 beds, catering to the needs of people of Coastal districts of Andhra Pradesh.

NRI Academy of Medical Sciences (also referred as NRI Medical College) is the first medical academy in Andhra Pradesh, India started by NRIs. It is one of the medical colleges in Guntur District, offering graduate (Masters) and undergraduate (Bachelors) courses in medical sciences. It is located in Chinna Kakani; nearby cities are Guntur and Vijayawada. The academy is affiliated to the NTR University of Health Sciences, Vijayawada. NRI Academy of Sciences is promoted by a small consortium of 32 NRI doctors from USA who were all born and brought up in Guntur and Krishna Districts of Andhra Pradesh. The Medical College was started in the year 2003-2004 with an intake of 100 students with the kind permission given by the Ministry of Health and Family Welfare as per the recommendations of the Medical Council of India. The College and the Hospital are situated in a sprawling campus and has a total built-up area of 12,00,000 sq.ft comprising of 8 buildings. The entire necessary infrastructure is composed of fully-equipped laboratories, air conditioned lecture halls attached with a 750 bed Teaching Hospital as per MCI norms. Our teaching staff consists of many renowned professionals from all over India.

Vijayawada, Government General Hospital is a recognized name in patient care. They are one of the well-known Hospitals in Gunadala. Backed with a vision to offer the best in patient care and equipped with technologically advanced healthcare facilities, they are one of the upcoming names in the healthcare industry. Located in, this hospital is easily accessible by various means of transport. This hospital is also located at Behind Police Control Room, Opposite Tummapallapalli Kalakshetram - Canal Road. A team of well-trained medical staff, non-medical staff and experienced clinical technicians work round-the-clock to offer various services. Their professional services make them a sought after Hospitals in Vijayawada. A team of doctors on board, including specialists are equipped with the knowledge and expertise for handling various types of medical cases.

Dr. Pinnamaneni Siddhartha Institute of Medical Sciences and Research Foundation – Hospital was established in 2003 as a part of Teaching Hospital. Presently in 2017 we have 890 beds with all MCI approved super – Speciality Departments. The Hospital equipped with latest and modern facilities an all departments with 16 slice CT & 1.5Tesla MRI machine, Cathlab and modern auto machines in Laboratories diagnostic centres of the hospital the various departments have the latest technological advanced equipment to give appropriate healthcare at subsidised cost.

STATEMENT OF THE PROBLEM

Today, the Indian healthcare sector has become one of the largest sectors, not only in terms of revenue, but also in terms of employment. It is the fifth largest employer among all sectors, both in terms of direct and indirect employment. The sector offers direct employment to nearly five million citizens in India. Strengthened coverage, and increased

investments by both public and private players, has empowered the Indian healthcare sector, which is expected to generate close to 7.5 million direct opportunities by 2022. While the public healthcare network is widespread, majority of the service share lies with the private sector, which today caters to 70 per cent of out-patient and 60 per cent of in-patient services. The sector is projected to continue on its growth path, with an estimated market size of USD280 billion by 2020. The private sector is likely to contribute in a major way to this growth. With a shift in focus towards quality of service, particularly with the rising demand for tertiary and quaternary care, the industry requires specialized and highly skilled resources. As a result, a large increase in demand, for nurses in particular, is anticipated.

LITERATURE REVIEW OF THE STUDY

S. Ganapathy, Dr. Ashok kumar M(2017) *A Study On Human Resource Management Practices (HRM) And Job Satisfaction Of Employees Of Paramedics In Private Hospitals* Hospital organization faces various human resources management challenges. Managing human resources are a true challenge for hospital management. Human resource management contributes to the creation of good organizational climate which characterize the growth opportunities, proper distribution of work, reward and pleasant relationship. The correlation analysis shows that the recruitment and selection, compensation and rewards, training and development, team work and performance appraisal are moderately and positively associated with job satisfaction of the employees of paramedic in the private hospital. The private hospitals should appoint employees with skill and knowledge and make them to understand the state of affairs of their employment. In addition, the private hospitals should recruit new employees immediately when vacancy arises and must offer compensation as per the expectation of the employees of paramedics and give incentives and other fringe benefits to boost the employees' performance.

Aleksandra Elżbieta Murawska(2017) *Human Resources Management in Polish Hospital* Human capital in the hospital plays a very important role. It is therefore justified to address this topic. The aim of this article is to draw attention to the problems in managing human capital in the health service and pay attention to the problems of modern health care. A recurring issue for the last decade has been a health care system, so omnipresent in the political life of every government. All widely discussed models of health care, restructuring, transformation and privatization processes seem to treat hospitals as entities comprising objects without regard to their subjective aspect, which is human capital or simply people. Skipping or purposeful depreciation of medical personnel has been a cause of tensions and frustration, both on the part of hospital workforce as well as the recipients of their services, i.e. patients. Therefore, it seems justified to introduce changes in hospitals, not only on the systemic level but first and foremost the changes which would organize the work of medical personnel by applying human resources management, staff assessment, development and appropriate remuneration as well as observance of the labour law. The aim of the present paper is to present the main areas of improvement in human resources management. The purpose of this paper is to examine innovation in the resource-constrained context of India's healthcare industry. It is argued that the process of innovation in addressing healthcare management challenges in such a context occurs through organizational ambidexterity and that Human Resource Management (HRM) plays an important role.

NEED FOR THE STUDY

India, being the second most populous country in the world, has many limitations in reaching out to the entire population especially on healthcare and education. 'Sub-optimal functioning' of the public healthcare system is identified as a major impediment in the process of healthcare system development in India. There exists a wide gap between the facility requirements and staffing due to the reduction in government spending on healthcare. This gap can be bridged only by allocating more funds, which apparently is not possible for reasons explained elsewhere. However, the expectation of the public about the infrastructure and supporting services for healthcare has not diminished. The wide gap between the expectations of the public and the reality is currently being bridged by services provided by the private sector. This has however resulted in commercialization of healthcare, high healthcare costs and denial of services to many.

The private sector now plays a dominant role in India's healthcare delivery system. The factors such as the Economic Policy of 1991, influx of modern medical technology, growing deficits of public sector hospitals and rising affluence of middle class have contributed to the large scale growth of hospitals in the private sector in the last few decades. However, this growth has got its own consequences. Private health services are costly and often ignore the quality factor. There is no serious effort to regulate the private sector, so that it can be used as an effective means of delivering healthcare.

DIMENSIONS OF THE STUDY

- Recruitment and Selection
- Training and Development,
- Performance Appraisal,
- Career Development,
- Promotional Opportunities,
- Leadership,
- Interpersonal relationship,
- Communication,
- Management of Rewards, Recognition and Benefits,
- Pay,
- Participative Management,
- Welfare, Security and Grievance handling,
- Gender Issues, Social Issues,
- Managerial Policies, Procedure and Autonomy

OBJECTIVES OF THE STUDY

- To Identify the dimensions of the HRM practices in select hospitals
- To analyze the HRM practices with demographic factors in select hospitals
- To offer suggestions of the study

HYPOTHESIS OF THE STUDY

- Ho(Null Hypothesis): There is no significant impact of HRM Practices in the select Hospitals
- H₁ (Alternative Hypothesis): There is significant impact of HRM Practices in the select Hospitals

Methodology of the study

The data was collected from 500 respondents from both Public and Private Hospitals. The data collected through the primary and secondary data source of the study. The dimensions of the study are 14 factors are Recruitment and Selection, Training and Development, Performance Appraisal, Career Development, Promotional Opportunities, Leadership, Interpersonal relationship, Communication, Management of Rewards, Recognition and Benefits, Pay, Participative Management, Welfare, Security and Grievance handling, Gender Issues, Social Issues, Managerial Policies, Procedure and Autonomy. The analysis was through by using the statistical tools of ANOVA Table and T-test.

Table 1: HRM Practices by Using Anova Table

Sl. No.	Statements	Public Hospitals		Private Hospital		Accepted/ Rejected
		F-Values	Sig	F-Values	Sig	
1.	Recruitment and Selection	108.535	.020	107.00	.030	Rejected
2.	Training and Development,	389.820	.043	260.05	.022	Rejected
3.	Performance Appraisal,	613.809	.020	521.27	.003	Rejected
4.	Career Development,	296.366	.021	253.53	.023	Rejected
5.	Promotional Opportunities,	314.043	.021	172.59	.023	Rejected
6.	Leadership,	362.098	.012	196.42	.023	Rejected
7.	Interpersonal relationship,	382.098	.017	198.42	.019	Rejected
8.	Communication,	185.364	.009	130.14	.007	Rejected
9.	Management of Rewards, Recognition and Benefits,	191.16	.001	123.14	.009	Rejected
10.	Pay	246.006	.087	232.16	.070	Rejected
11.	Participative Management,	494.005	.035	439.49	.043	Rejected
12.	Welfare, Security and Grievance handling,	257.713	.021	185.83	.008	Rejected
13.	Gender Issues, Social Issues,	536.970	.001	719.60	.008	Rejected
14.	Managerial Policies, Procedure and Autonomy	398.189	.028	827.99	.017	Rejected

The above table represents the HRM Practices by using ANOVA Table in public and private Hospital. The hypothesis is rejected so there is significant difference in means of opinion of the HRM Practices and Designation of Respondents are Nurses, Paramedical staff, Administrative staff.

Table 2: HRM Practices by Using T-Test Table

Sl. No.		Public Hospitals		Private Hospital		Accepted/ Rejected
		t-test	Sig	t-test	Sig	
1.	Recruitment and Selection	58.356	0.011	50.523	.006	Rejected
2.	Training and Development,	36.000	.002	32.133	.009	Rejected
3.	Performance Appraisal,	32.862	.001	32.005	.000	Rejected
4.	Career Development,	36.000	.030	32.133	.000	Rejected
5.	Promotional Opportunities,	32.862	.040	32.005	.000	Rejected
6.	Leadership,	36.000	.002	32.005	.019	Rejected
7.	Interpersonal relationship,	32.292	0.00	31.718	.020	Rejected
8.	Communication,	32.862	.000	37.845	.000	Rejected
9.	Management of Rewards, Recognition and Benefits,	32.005	.010	37.684	.005	Rejected
10.	Pay	36.000	.007	32.133	.019	Rejected
11.	Participative Management,	32.862	.009	42.071	.008	Rejected
12.	Welfare, Security and Grievance handling,	36.000	.010	25.460	.008	Rejected
13.	Gender Issues, Social Issues,	32.862	.030	29.090	.010	Rejected
14.	Managerial Policies, Procedure and Autonomy	33.782	.023	31.01	.111	Rejected

The above table represents the HRM Practices by using t-Test Table in public and private Hospital. The hypothesis is rejected so there is significant difference in means of opinion of the HRM Practices and Gender of Respondents are Male and Female.

RECOMMENDATIONS

- The Management of the hospitals should see that the policies and procedures of the hospital should be congenial by solving the job related problems promptly
- The chances of promotion should be equal for all the employees and the management should provide a platform for the chances of promotion
- The management should not show any discrimination in the pay of the employees
- The salaries should be paid on time to the employees
- The present pay of the employees receive should be adequate for their normal expenses.
- It is suggested for the management of the hospital that men and women should be treated equal there should not be any discrimination in the compensation or any other related matter.
- Supervisors should encourage their subordinates to improve personal skills to enhance the chances of advancement
- If the training programs are developed they will help in the optimum utilization of the human resources that further helps the employees to achieve the organizational goals and their individual goals.

CONCLUSIONS

Healthcare is now one of the world's largest industry both in terms of revenue and employment. The industry that includes medical tourism, medical equipment and devices, telemedicine, health insurance, hospitals etc. is rising at a very fast pace in India. The increasing affluence and exceeded expectations for quality healthcare among the Indian public have reflected the industry, and more specifically the corporate hospitals as one of the rewarding business sector for investment by the domestic as well as foreign players.

However, in the dynamic and complex healthcare environment, the decreasing occupancy rates, rising excess capacity, shortening hospital stays of patients, diminution of once holy image of the hospitals and increasing hospital closures have been the disturbing indicators, and are the basic business challenges of sustained existence and success for corporate hospitals all over the world and India is not the exception. Predominantly, confrontation with these woes is two-fold: firstly, the healthcare market is shifting from seller-oriented to buyer-oriented market; and secondly, more healthcare consumers of corporate hospitals are sophisticated, actively involved with high expectations and preferring for ambulatory or out-patient care. Besides, the "quality of care" is at the top of all issues critical to the hospital sector associated to ineffective and inapt patient care, healthcare consumers' preferences and choices, and is inseparable from the issues of organizational growth and performance.

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