

Title**HUMAN RESOURCE MANAGEMENT PRACTICES IN THE PRIVATE HEALTH CARE INDUSTRY IN KOZHIKODE****Introduction**

The real wealth of a nation is its people and an organization is rich because of its personnel. Importance of human factor the only animate resource in the accomplishment of organization goals has been growing rapidly because of increasing competition and globalization of management. A hospital is 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 deistic service to patients requiring such care and treatment. As hospital is defined as an institution which is operated for the medical and surgical care of inpatients and which is treated as a hospital by the central/ state governments/ local bodies or licensed by the appropriate authority.

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, colour, creed or economic status which conducts educational and training programmes for the personnel particularly required for efficient medical care and hospital service which conducts research assisting the advancement of medical service and hospital services which conducts programme in health education.

The human factor is central to healthcare, yet its proper management has remained beyond the reach of healthcare organizations.

Human resource management is recognized as the most important factor to be a more productive and competitive medical institution. The rapid increase of medical staffs requires an effective management of human resources. In consequence, hospitals are giving more attention to the planning and effective management of their human resources, as measured in terms of recruitment and selection, training and development, motivation and reward, retention strategies, and compensation and benefit plan design. In reality, organizations including hospitals have been tried to utilize a variety of approaches in order to distribute human capital. In turns, hospitals often make and buy their human capitals. To take a holistic view of human capitals, high commitment and high-involvement work systems would be foster sustainable competitive advantage.

Literature review

According to Rajeshwar Mishra (1980) job satisfaction is a feeling accruing out of different conditions within a job and outside the job. Renu, Harveen (1984) have revealed that the higher the age and the higher the number of dependents the lesser will be the job satisfaction. Nayana Mendhi (1985) has examined the need satisfaction and job attitudes of managers and observed that job dissatisfaction is highest for those public sector managers who have never changed their jobs. Balaji (1985) has found that professionals have weaker organizational commitment than non- professionals. Mattaz (1986) has indicated that education has an indirect positive effect on organizational commitment by increasing work rewards.

Daftur and Prasad (1986) have found that the personnel in private organizations with the exception of those at the, middle level, are more satisfied than those working in public organizations. Thomas Joseph Thoomskuzhy (1993) has suggested that in order to ensure better job satisfaction of employees more and effective attention should be focused on the areas of performance appraisal, promotions, working conditions, recognition, transfer salary and work load.

Wilson (1995) in his research study has found that older employees and women employees are more committed to their organization than younger employees and men employees. Married employees are more committed than unmarried employees. He also states that the level of education increases the organizational commitment of employees. Salary and family income are positively related to organizational commitment. Savita Sharma and Cherry (1996) observed from the study that considerable managers ability to harness the talent and skill of human resources was essential in health care. The study asserts that organization can stretch themselves only if they allow employees participation in setting individual and work group goals.

Balachnader and Anantharaman (1996) have found a strong relationship between organizational commitment and facets of organizational stress and job satisfaction. Sakthidharan (1997) in his research study has found that organizational commitment does not produce any significant difference between workers and managers. Biswas (1998) has suggested that performance threat and frustration stressors are significant predictors of organizational commitment. Bhagyalekshmi Snakar (2000) examined the working of the principle and practice of human resource management in Apollo hospitals and concluded that the doctors using their professional skills with the support of the paramedics and modern technology have helped a lot to build Apollo as a world class institution. The concept of right person for right job is Apollo's credo. Chandrasekhar (2000) states that the health team includes not only doctors, nurses but also Para - professionals, Para medics and pharmacists.

Sharma (2004) found that public sector employees are in a better position in terms of their job satisfaction than the employees of private sector organizations. Top management employees are more satisfied than in middle and lower level employees. It was also revealed that the public sector employees

are more dissatisfied with their working conditions and incentives. In a study on employee attitude and job satisfaction Saari and Judge (2004) found that job dissatisfaction appears to be related to other withdrawal behavior including lateness unionization, grievance, drug abuse and decision to retire.

Rmaesh Bhat and Sunilkumar maheswari (2005) examined the human resource challenges in health care sector. One of the finding of the study is that most respondents expressed the desire to assume higher levels of responsibilities and expect more transparency and involvement in manpower planning and development of people. Most health officials felt that management systems were highly centralized constraining them from experimenting with ideas to improve services. Ekta Sharma (2005) in her study showed that both private and government hospitals should consider conducting stress audits regularly so that affected doctors can be identified and their stress levels can be reduced which will in turn improve the quality of work. Ganguli in a study of attitude and impact in personnel selection and recruitment found that pay and allowances are the most important factors generating satisfaction or dissatisfaction to workers.

Statement of the problem

Hospitals are an essential service. Throughout the world hospitals are facing many challenges including increased costs, per capita decreases in government funding, technology that delivers both less invasive surgery (consequently capacity to perform more inpatient procedures) and the capacity to deal with more complex medical interventions. As such, one important area of improving and maintaining service delivery is to better manage the HR

function and human resources more generally. In many cases this is complicated yet further because people working at a hospital site are likely to be employed by a range of different organizations both from the public and private sectors. This makes management of what is meant to be a joined-up healthcare experience potentially confusing and subject to multiple influences.

Government reports have warned that a chronic shortage of health professionals is constraining the capacity of hospitals to deliver adequate services. Shortages of nurses, doctors and some allied health professionals are national and international problems. There have been many media reports of hospitals closing emergency departments and wards due to workforce shortages. Such labour shortages are putting pressure on politicians, policy-makers, health practitioners and administrators to find solutions to what is increasingly seen as a health-care crisis. One of the main causes of labour shortages is the inability of hospitals to retain existing staff. An alarming proportion of the trained and experienced health workforce become dissatisfied and exit from hospital settings.

Proper management of human resources is critical in providing a high quality of health care. A refocus on human resources management in health care and more research are needed to develop new policies. Effective human resources management strategies are greatly needed to achieve better outcomes from and access to health care around the world. The efficiency of an organization depends to a great extent on the proper utilization of its human resource. Efficient and effective human resource management becomes the key to the excellent performance of an organization. An organization cannot prosper grow or even survive without adequate human resource.

In a developing economy like ours the problem of understanding the job attitudes of workers has added significance. In such countries capital and technological resources are scarce and manpower is the major asset. Development requires a high rate of production and the fullest possible utilization of both human and material resources. Under such circumstances it is essential that a proper understanding concerning the satisfaction or deprived of its emanating from job- life is obtained. This can be best answered through scientific job attitude studies.

India is fast developing as an international health care destination. Availability of cheap and high quality health care services in India is attracting patients from all over the world. A hospital has many organizational and operational elements in common with other service industrial organizations like hotels and educational institutions. The organizational structure of a hospital is highly complex and interactive and inter-woven. A unique management practice in the hospital sector is the dual control by way of profession, authority and executive authority which can lead to management bottlenecks. Health care industry is basically human organization. The staff structure of hospital includes a wide spectrum of individuals starting from highly skilled and qualified super specialists to the unskilled laborer. People are involved at every stage. Therefore humility, devotion to patients, compassion and consideration for the sick and wounded are the hallmark qualities of all those who work there. Management with a human touch is a must in hospital management. In this juncture it is proposed to conduct study on “HRM practices in the private health care industry of Kerala”.

Objectives

- 1.To study recruitment and selection practices of private healthcare industry
- 2.To analyze training and development practices of private healthcare industry
- 3.To identify different motivational strategies in private healthcare industry
- 4.To assess the job satisfaction of employees in private healthcare industry
- 5.To understand the promotional policies, safety and welfare measures of employees.

Methodology

The study covers only the allopathic hospitals in the private sector. Stratified sampling method will be adopted for selecting samples. The data will be collected from the doctors, administrative staff and technical staff and nurses of these hospitals by using structured interview schedules. It is

proposed to collect secondary data from health record, journal, news paper, and other articles for the study.

Tool for analysis

Chi-square test is used for analyzing the data.

Tool for data collection

The data will be collected from the doctors, administered staff and technical staff, nurses of these hospitals by using structured interview schedules.

Scope of the study

The study area is restricted to the state of Kerala. In Kerala hospitals are functioning in government, private and co-operative ownerships. But the present study covers only the allopathic hospitals in the private sector.

Limitations of the study

The study covers only the allopathic hospitals in the private sector of Kerala. The other important health care services are not being considered for the study.

Report presentation

The report will have six chapters

Chapter I	Introduction
Chapter II	An overview of literature
Chapter III	Hospital industry in KOZHIKODE – An overview
Chapter IV	Human Resource management practices in private health care

industry- A theoretical Framework

Chapter V

Human resource management
Practices in hospitals an analysis

Chapter VI

Summary of findings and suggestions