

# Human Resource Management Practices in Private Health Care Industry

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## Article Info

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## Abstract:

Background: Health care industry is one of the fastest growing industry in India. Which provides the services by using latest technologies and modern medical facilities. The human resource management (HRM) practices are important for the present healthcare policies.

Objective: This paper aims to examine HRM practices followed by the private health care organization and challenges faced by health care employees.

Methodology: A Structured Questionnaires was designed and sent to the eligible respondents through an online Google forms. Employee working in health care sectors were the eligible respondents. Out of the 40 eligible respondents identified, 35 respondents responded through online forms for the pilot survey among the health care industry in Haryana. Secondary data obtained from the existing literatures, internet.

Result: The result showed that HRM practices had a positive influence on employee productivity and performance in Healthcare industry. Approximately 60% of employees are satisfied with their organizational HRM practices. About 10% employees are not aware about their organizations financial position.

Conclusion: More than half of the employees are satisfied with HRM practices and only few of them are not aware about their organizations financial position. The organization might need to work on improve the career development plans of employees.

**Keywords:** Human Resource Management; Health Care Industry; Private Sector.

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## I. Introduction

The Indian health care industry is one of the fastest growing industry in the globe in terms of providing employment as well as revenue. The health care sector in India expected to reach US\$ 372 billion in 2022("Healthcare Industry in India, Indian Healthcare Sector, Services," n.d.). Human resource playing a very critical role in health care industry by achieving the success and the organizational goal. Human capital are the life blood of organization, it may private or public organizations. When analyzing overall health care sector, it is important to explore the impact of human resource management practice

on health care reform. Comparing with global health care reform, the process of health care reform varies by country wise. Some of the trends can be identified. The main three trends are efficiency, quality objectives and equity(Kabene, Orchard, Howard, Soriano, & Leduc, 2006a).

## Quality management in Healthcare

Quality in healthcare has been defined in various ways. Quality is everything that organization undertake to satisfy the needs and wants of its customers as well as employees (Dodwad, 2013). Managing quality mean maintaining the same

quality from the starting stage to ending stage without any failure.

## Literature

A good recruitment system can help to search a professional and dedicated employee, private healthcare decide the human resource practices quite different from government healthcare. Multispecialty hospital employees are satisfied with their recruitment policies (Sheila & Durai, 2018). No appropriate management of human resource in providing a high quality of health care, more research are needed to develop the healthcare policies (Kabene, Orchard, Howard, Soriano, & Leduc, 2006b). HRM practices are important component in the service sectors because when employees are happy they provide better services and do quality work, well functioned HR department and HRM practices leads to the greatest quality service delivery (Prakash Pillai & Abraham, n.d.). Human resource management practices must be construct in order to discover the suitable balance of human resource supply and the ability of those practitioners to practice successfully (Sonawane & Bhor, 2017). Need to develop a competency framework for the attitude, skill knowledge and behaviour required for a various employees. role and responsibility of a HR manger clearly defined (El-

Jardali, Tchaghchagian, & Jamal, 2009). The reward and the compensation had no significant effect on organizational performance, pay policy implied in the organization is not motivating the employees (Hameed & Mohamed, 2016). Employees are overburdened, poor working condition and poor communication skills effect the organization to maintain the quality in health care (Nikic, Arandjelovic, Nikolic, & Stankovic, 2014). Organization should work together to get or produce. Quality products and services to satisfying the customer wants. recognition, leadership and reward have direct influence on productivity of human resource (I Siregar, A A Nasution, 2017).

## Methods

A Structured Questionnaires was designed and sent to the eligible respondents through an online Google forms. Employee working in health care sectors were the eligible respondents. Out of the 40 eligible respondents identified, 35 respondents responded through online forms for the pilot survey among the health care industry in Haryana. Secondary data obtained from the existing literature. This survey, which was undertaken as a part of development of human resource practices in health care industry.

## II. Data Analysis and Discussion

Table: 1 HRM Practices

S. No.	HRM Practices	Scale					Mean	S.D	Range	Min	Max
		SD	D	N	A	SA					
1	Right person for the right job	1	6	5	17	6	3.6	1.06	4	1	5
2	Medical costs	2	6	6	18	3	3.4	1.06	4	1	5
3	Pay the salary on time	1	5	3	13	13	3.91	1.1	4	1	5
4	Business needs and strategies	2	5	7	15	6	3.5	1.1	4	1	5
5	Induction program	3	6	3	16	7	3.5	1.24	4	1	5
6	Training needs	2	5	8	17	3	3.4	1.03	4	1	5
7	Suggestions to management	5	3	10	14	3	3.2	1.18	4	1	5
8	Financial position	4	5	7	16	3	3.2	1.17	4	1	5
9	HR requirements	2	7	8	14	4	3.31	1.10	4	1	5
10	HRIS with the latest software	2	3	7	16	7	3.6	1.08	4	1	5
11	Performance standards	2	10	9	13	1	3.02	1.01	4	1	5
12	Career planning and development	3	9	3	16	4	3.2	1.22	4	1	5

13	Career paths and internal promotion	5	5	6	17	2	3.17	1.2	4	1	5
14	Employee satisfaction surveys	4	8	9	12	2	3	1.13	4	1	5
15	Suggest product/process improvement	1	6	4	14	10	3.7	1.14	4	1	5
16	Recognition programs and awards	3	3	8	17	4	3.4	1.09	4	1	5
17	Agreement between management	2	4	9	15	5	3.4	1.06	4	1	5
18	HR issues with the business strategies	2	3	10	17		3.4	.98	4	1	5
19	Succession planning	2	7	8	16	2	3.2	1.03	4	1	5
20	Distributing Authority	2	3	7	20	3	3.5	.98	4	1	5

### III. Discussion

As per the details of Table 1, 35 respondents from healthcare industry participated. Out of the total respondents, 11 were male and 24 were female. 57 per cent employees were under the age group of 21-30 years. 65 per cent of employees were post-graduate. Approximately 65 per cent respondents were agreed that organization hires right person for the right job so that organization able to finish their task within a given period of time. For the HR practice, 'medical facility', 18 respondents agreed (approximately half of the respondents) that organizations offers a good medical facility. Most of the employees were agreed side when measuring the salary payment on time by the organization but 5 respondents were not happy with payment system. 10 respondents were neutral providing suggestion to

the management and 5 were completely disagree with it. 13 respondents were agree and 10 respondents were disagree with the performance standards it show organization not maintaining a particular performance standard. Career planning and development and succession planning quite good in the healthcare organization 16 respondents were in a positive side. Employee recognition and awards based on the performance were provided by the organization. Approximately 10 per cent respondents were not aware about the financial position and organization business needs and strategy formulation. The organization delegating the authority to the lower level employees also 20 respondents were agreed.

Table: 2 Comparison with demographic profile

S.NO	HRM Practices	Age														
		21-30					31-40					41-50				
		SD	D	N	A	SA	SD	D	N	A	SA	SD	D	N	A	SA
1	Right person for the right job	1	1	3	12	3	0	5	2	5	0	0	0	0	0	3
2	Medical costs	2	2	3	12	1	0	4	3	4	1	0	0	0	2	1
3	Pay the salary on time	1	2	1	9	7	0	3	2	4	3	0	0	0	0	3
4	Business needs and strategies	1	1	4	10	4	1	4	3	3	1	0	0	0	2	1
5	Induction program	1	2	1	12	4	2	4	2	3	1	0	0	0	1	2
6	Training needs	1	0	4	14	1	1	5	4	1	1	0	0	0	2	1
7	Suggestions to management	3	1	4	10	2	1	2	6	3	0	1	0	0	1	1
8	Financial position	3	2	3	10	2	1	3	3	5	0	0	0	1	1	1
9	HR requirements	2	2	3	10	3	0	5	5	2	0	0	0	0	2	1
10	HRIS with the latest	1	1	4	10	4	1	2	3	5	1	0	0	0	1	2

	software															
11	Performance standards	2	4	3	11	0	0	6	6	0	0	0	0	0	2	1
12	Career planning and development	2	2	2	12	2	1	7	1	3	0	0	0	0	1	2
13	Career paths and internal promotion	2	2	4	11	1	3	3	2	4	0	0	0	0	2	1
14	Employee satisfaction surveys	3	2	6	8	1	1	6	3	2	0	0	0	0	2	1
15	Suggest product/process improvement	1	3	1	9	6	0	3	3	5	1	0	0	0	0	3
16	Recognition programs and awards	3	0	3	11	3	0	2	5	5	0	0	1	0	1	1
17	Agreement between management	2	0	7	7	4	0	3	2	7	0	0	1	0	1	1
18	HR issues with the business strategies	2	0	5	11	2	0	3	4	5	0	0	0	1	1	1
19	Succession planning	2	3	3	11	1	0	4	5	3	0	0	0	0	2	1
20	Distributing Authority	2	0	5	11	2	0	3	2	7	0	0	0	0	2	1

Table: 3 Comparison with demographic profile

	HRM Practices	Gender										Qualification									
		Male					Female					Graduation					Post-Graduation				
		SD	D	N	A	SA	SD	D	N	A	SA	SD	D	N	A	SA	SD	D	N	A	SA
1	Right person for the right job	1	3	0	5	2	0	6	2	12	4	0	0	3	7	2	1	6	2	10	4
2	Medical cost	1	1	1	6	2	1	5	5	12	1	1	1	3	7	0	1	5	3	11	3
3	Pay the salary on time	1	0	1	4	5	0	5	2	9	8	0	1	0	5	6	1	4	3	8	7
4	Business needs and strategies	1	1	2	5	2	1	4	5	10	4	0	1	1	7	3	2	4	6	8	3
5	Induction program	3	2	0	4	2	0	4	3	12	5	0	0	1	7	4	3	6	2	9	3
6	Training needs	2	0	4	4	1	0	5	4	13	2	0	0	3	7	2	2	5	5	10	1
7	Suggestions to management	2	1	1	6	1	3	2	9	8	2	1	0	4	6	1	4	3	6	8	2
8	Financial position	3	2	0	5	1	1	3	7	11	2	1	2	1	6	2	3	3	6	10	1
9	HR requirements	1	0	4	5	1	1	7	4	9	3	1	0	4	5	2	1	7	4	9	2
10	HRIS with the latest software	0	1	2	6	2	2	2	5	10	5	0	1	2	5	4	2	2	5	11	3
11	Performance standards	1	3	3	3	1	1	7	6	10	0	1	2	4	5	0	1	8	5	8	1
12	Career planning and development	2	3	0	5	1	1	6	3	11	3	1	1	1	8	1	2	8	2	8	3
13	Career paths and internal promotion	2	1	0	7	1	3	4	6	10	1	1	1	3	6	1	4	4	3	11	1
14	Employee satisfaction surveys	0	4	2	4	1	4	4	7	8	1	2	1	4	4	1	2	7	5	8	1
15	Suggest product/process improvementa	0	2	1	5	3	1	4	3	9	7	1	3	0	4	4	0	3	4	10	6
16	Recognition programs and awards	2	0	0	8	1	1	3	8	9	3	2	0	3	5	2	1	3	5	12	2
17	Agreement between management	1	0	2	7	1	1	4	7	8	4	10	0	4	4	3	1	4	5	11	2

18	HR issues with the business strategies	1	1	2	6	1	1	2	8	11	2	1	0	3	7	1	1	3	7	10	2
19	Succession planning	1	3	2	4	1	1	4	6	12	1	1	2	1	7	1	1	5	7	9	1
20	Distributing Authority	1	2	2	5	1	1	1	5	15	2	1	0	4	6	1	1	3	3	14	2

**SD-Strongly Disagree, D- Disagree, N- Neutral, A- Agree, SA-Strongly Agree.**

### Discussion

As per the details of Table 2 & 3 comparing demographic information with the HRM Practices. Age with HR practices More than 60% of respondents were agreed that organization having a good human resource practices in the organization their age group 21-30 years it means young assets of the organization are happy with the organization in that female employees are agreed compared with male. 7 respondents from the age group 21-30 agreed that organization paying salary on time without any delay and 3 respondents strongly agree from the age group 41-50. 10 respondents were satisfied with these HR Practices Business needs and strategies, employee suggestion to the management, awareness about the financial position and customer needs, HR requirements, latest software Human Resource Information System their age group 21-30. Employee satisfaction survey or employee attitude 6 respondents in the age group 31-40 disagreed that organization not giving more importance to the employee satisfaction and in the age group of 21-30 6 respondents are neutral. 11 respondents were satisfied with the Employee recognition and award, succession planning, delegating authority to the lower level employees and HR issues with business strategy. Approximately 68 per cent of respondents from post graduates and 20 per cent respondents from graduates who responded that Human resource practices were good in their organization.

### Challenges

Limited employees and more work load disturb the employee health condition, poor working conditions, salary and to meet the family expectations and difficulties in maintain work life balance (Jaeger, Bechir, Harouna, Moto, & Utzinger, 2018). monetary and nonmonetary packages should be revised to

qualified health care workers it will help to encourage the employee (Rao, Rao, Kumar, Chatterjee, & Sundararaman, 2011). Absence or human power crisis, no adequate number of health care workers 2011 study reveals that India roughly 20 health care workers for 10,000 population. Cost of health care or affordability private sectors are dominant in Indian health care sector (Kasthuri, 2018).

### IV. CONCLUSION

This paper is to examine the HRM Practices followed by the private health care sectors using the 20 HRM practices questions. The study shows that 60 percent of the respondents were satisfied with the organizational HRM practices they are in the age group of 21-30 years. Female respondents are happy with their originations as compare to male. The sustained improvement only can come through the work dedication, commitment and participation of everyone involved. The organization should put more effort to aware the employee about the financial position and the customer needs. If the organization try to satisfy their employees that result they can see through the customers.

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