

# Study on Human Resource Management Practice in Hospitals and Its Impact on Employee Satisfaction

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**Abstract – This paper means to explore the effect of HRM practices on employee satisfaction in 15 hospitals from Kochi city. Statistical tools like Descriptive statistics mean and standard deviation was utilized to survey the effect of HRM practices on employee satisfaction. The examination uncovers that employees in hospitals are happy with the recruitment and selection, and training and advancement policy and practices of hospitals. Then again, employees are dissatisfied with the human resource arranging, working condition, compensation policy, performance appraisal, and industrial relations. The examination proposes that the hospital ought to create legitimate human resource policy and given accentuation on appropriate human resource practices to upgrade the satisfaction of their employees and construct them powerful human resources.**

**Keywords: Human Resource, Hospital, Employee Satisfaction**

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## INTRODUCTION

Health care has become one of India's largest sectors both in terms of revenue and employment. Health care comprises hospitals, medical services, clinic trials, outsourcing, telemedicine, medical tourism, health in duration and medical equipment. The Indian health care sector is growing at a brisk pace due to its strengthening coverage services and increasing expenditure by public as well as private players.

Indian Health Care delivery system is categorized into major components- public and private. The Government: private public health care system comprises limited secondary and tertiary care institutions in key cities and focuses on providing basic health care facilities in the form of primary health care centers in rural areas. The private sector provides majority of secondary and tertiary care institutions with a major concentration in inner tier I and tier II cities.

Existing health care organizations are expanding by opening hospitals in new service areas and new organizations entering with state of art equipments latest technology and marketing strategies. Consequently competition in the healthcare is on the rise increased income and awareness level are driving the customers to seek quality health care. The providers in turn need to be more innovative in

their approach and offer quality services at competitive price. All these necessities the systematic Human resource Management by trained and professional managers and administrators.

## NEED AND SIGNIFICANCE OF THE STUDY

Human Resource management refers to the practices and policies needed to carry out the personal aspects of management. These include;

- ▶ Analyzing job
- ▶ Planning man power needs and recruiting competent people.
- ▶ Selecting the best people.
- ▶ Appraisal performance and potential on ongoing basis.
- ▶ Socializing, training and developing people.
- ▶ Managing compensation.
- ▶ Communicating.

- ▶ Building Employee commitment.

Today human resource occupies, more than ever, the center stage of all economic activities. It is the alarming time for all those organizations that wish to be successful in global markets to gear up and implement desired shift in their prevailing human resource management practices and leverage their human resources along with the other resources.

Impact of human Resource Management on employee satisfaction

HRM practices and management. Employee Relations change (2005) examined HRM practices as a whole, measured at an organizational level and found significant positive relationship with employees.

An employee relationship with an organization is shaped by HRM actions such as recruiting, appraising, performance, training and benefits administration through which employees come to understand the terms of their employment (Rousseau and uncller, 1994)

Form above discussion, it is observed that Human Resource management has transitioned from traditional personal management to strategic Human Resource management to Human capital management and Talent management in General.

The following one the problems of HRM practices faced by many service industries:-

- ▶ Hiring the wrong person for the right job
- ▶ Experiencing high employee turnover
- ▶ Finding people not contributing their best.
- ▶ Poor time management.
- ▶ Failure to provide job related training which will eventuin undermine the departments effectiveness

**STATEMENT OF THE PROBLEM**

The role of human resource management in the health care industry, one of the world’s largest employers. Managing the flow of the health care force is a tall order that reassures creativity, knowledge, insight and most of all team works. An important indicator of health care facility’s competitiveness is its Hospital consumer Assessment of Health care providers and system scores. The HRM Department helps the helps to get better HCAHPS Scores by training its employee in the delivery of good customer service. Hence the investigator is interested to understand the value of

Human on resource management in hospitals. Therefore the present the study is entitled as

“Study on Human Resource Management practices in Hospitals and its impact on Employee satisfaction”

**OBJECTIVES OF THE STUDY**

- ▶ To examine the trends of HR practices in selected hospitals.
- ▶ To find out the satisfaction level of employees as a consequence of HR practice of the hospital.
- ▶ To establish Relationship between HR practices and satisfaction levels.
- ▶ To make recommendation to these selected hospitals in order to increase the efficiency and effectiveness of its human resources.

**STATEMENT OF HYPOTHESIS**

- ▶ Alternative Hypothesis (HI) systematic and scientific HRM practices leads to higher employee satisfaction.
- ▶ Null Hypothesis (HO) systematic and scientific HRM practices do not lead to higher employee satisfaction.

**METHODOLOGY OF THE STUDY**

Normative survey method was found to be appropriate.

**TOOLS USED FOR THE STUDY**

For this study, the survey- questionnaire instruments were used.

**Population and sample**

Sample design has used the non-probability – purposive sampling Methods. The deliberate selection has been made to select the above hospitals, to confirm the predetermined criterion that is well known, Tertiary care. Trust hospitals above 100 bedded capacity of 15 hospitals from Kochi city.

**STATISTICAL TECHNIQUES**

Tendency and stander the data and information collected for the study has been subjected to a proem analysis and interpretation with a view to arrive at a fairly accurate picture about the status of HR aspects and employee satisfaction for the

measurement of the response likert's summated scale has been used.

- ▶ Descriptive statistics mean and standard deviation.

## SCOPE OF THE STUDY

The present study is an attempt to find out human resource management practices in hospitals and its impact on Employees satisfaction. The researcher hopes that Human resource management practices in the hospitals industries as a wide role.

### Limitation of the study

- ▶ This study is restricted only to the 100 bedded capacity hospitals at Ernakulam District.
- ▶ The sample of study is limited to 15 hospitals only.

## REVIEW OF RELATED LITERATURE

This chapter has been divided into two parts. Part first deals with Human Resource Management practices in hospitals and part second consists of studies related to satisfaction of employees in health care industry.

A literature review is both a summary and explanation of the complete and current state of knowledge on a limited topic as found in academic books and journal articles. It provides an excellent starting point for researchers beginning to do research in a new area by forcing them to summarize, evaluate and complete original research in that specific area.

## CONCLUSIONS AND FINDINGS

The different statistics analysis enabled the investigator to summarize the major findings of the study as follows.

- ▶ Majority of the employees are quite satisfied with the training programme conducted in hospital.
- ▶ Employees participate in determining their training programmes and orient to their specific needs.
- ▶ Most of the employees are having more than 15-20 years of experience.

### Conclusions

Human resource manager should always keep in mind that they are working in health care organizations, which render the highest and noblest form of dedicated and committed personal. Being

entirely people oriented institutions, and their development becomes the primary concern of the human resource managers. Therefore they should develop team spirit, amongst their persons' who have diverse social educational, ethnic and economic backgrounds. Human resource managers should remember that employees whether of industries or of health care institutions are progressive in their outlook besides being well organized through their trade unions. Thus human resource management has become a challenging profession.

## EDUCATIONAL IMPLICATIONS

The hospital an institution dedicated to the attention of human suffering, the treatment of human ailments and the promotion of general health of the community has to take care of the welfare of those who run it, i.e. its personnel. Every individual engaged in the singular service of promoting the cause and mission of hospitals in a vital link in its overall chain, be a skilled surgeon or a skilled sweeper. The lower rungs of hospital staff should never be bracketed as labour in trade union terms. They should be in fact, considered as essential to hospital functioning as a physician or a staff nurse.

## SUGGESTIONS FOR FURTHER RESEARCH

The present study opens new opportunities for further research in spite of constraints such as time. Small samples etc. some of the possible areas where further research can be attempted are;

- ▶ The present study can be conducted in a globalised context to analyse the influence of human resource managers in health care industry.
- ▶ The study can be extended to other service industries also.

The investigator would feel a sense of fulfillment if the findings of the study help to expand the domain of knowledge. It will be satisfying if the present study helps the scholars, teachers and educational administration to gain some insight, however little it may be.

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