

# A STUDY OF HUMAN RESOURCE MANAGEMENT PRACTICES IN RECRUITMENT, SELECTION AND TRAINING PRIVATE HOSPITALS

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**Abstract:** The healthcare industry in India is making significant headway into the future by ascending to the position of one of the primary service sectors. The term "healthcare" in India refers to not only the provision of medical care but also to all aspects of healthcare aimed at preventing illness. It encompasses both the medical care that is provided by the public sector as well as the initiatives that are carried out by the private sector. Due to the fact that India is the second most populous country on the planet, the country faces many challenges in its efforts to provide its entire population with essential services like healthcare and education. "Sub-optimal functioning" of the public healthcare system has been identified as a major obstacle in the process of developing a healthcare system in India. This is one of the major impediments. Greater organizational effectiveness, machines, technologies, procedures, and systems are, without a doubt, important; however, the quality of the individuals who are driving these initiatives is even more essential. This paper makes an attempt at conducting an analytical study on the practices of human resource management in private hospitals located within the Pune District of the state of Maharashtra.

**Index Term:** Human resource management; Managerial effectiveness, Human Resource Management Practices

## 1. INTRODUCTION

Developing or underdeveloped nations cannot advance economically without well-developed human resources that are highly motivated, well-educated, and professionally trained. To a similar extent, a company will not succeed unless it has a staff that is competent, hardworking, and highly motivated. Human resources are one of the most essential factors in a company's success. One of the biggest factors in whether a company succeeds or fails is the caliber of its employees. The human resource is the final piece of the production puzzle when there is a task, a framework, and available technology. Human resources are regarded as being of the utmost importance and significance in terms of their contributions to the efficient operation of an organization, and their use allows for the maximum potential of all other available resources.

The activities of human resource management such as training, employee participation, and compensation, assignment of workers through a recruiting and selection process, and an internal labor market are all examples of activities that have been shown to positively impact productivity. HRM activities have the potential to have a positive impact on an organization's bottom line in a number of different ways. Two of these ways are by boosting employee motivation and improving workers' capabilities to perform their jobs effectively.

The human brain is the most incredible creation that nature has ever made; it has the capacity to think and act in any way. When it comes to getting the most out of an employee's abilities, the effectiveness of their employer's management is critical. To put it another way, human resource management is the process of maximizing the use of existing human capabilities, including intellectual, technological, entrepreneurial, and even moral capacities, as well as the development of new capabilities. It serves as the pivot around which various activities, such as hiring, selection, placement, training, promotion, transfer, and retirement, among others, revolve.

The advancement and standard of hospital management are two of the most important factors that influence the development of human resources. As a result, the provision of high-quality hospital management is of utmost significance for the general progress of a state. On the other hand, it can be seen that the quality of health care services provided by the government hospitals in the Pune district are of an extremely low standard. On the other hand, the health care services provided by private hospitals are, to some extent, superior to those provided by government hospitals; however, there is a question of heavy expenditures, which are unaffordable for people of middle class and lower class. Accordingly, the overall health care sector in the Pune district is not at all satisfactory to be considered a potent instrument for the development of human resources. In light of this, it has been suggested that the expansion of the health care industry should be prioritized in order to foster the development of human resources. It is necessary to improve the management system of the hospital. As a result, it has been determined that a discussion on hospital management is required.

## 2. LITERATURE SURVEY

Kumar say, The authors make findings on the link between HRD practices and Indian business ideologies by examining data from 119 participants from two public and private firms using the X and Y theory. The participants came from organizations that were both publicly and privately owned. Participants came from a variety of different types of organizations, including public and private ones. The results of the research indicate that there is no link that can be considered statistically significant between the management philosophies of government agencies and the practices of human resource development. On the other hand, the management style that prevails in the private sector puts a higher focus on the prospects for progress as well as the financial benefits associated with those opportunities.

Jithendran and B'aum, It has been noticed that "on the job" training is the major form of human resource development that is used by the Indian tourist sector. [Citation needed] Because there was no established training infrastructure in the early decades of the existence of the travel and tours industry, the typical method of hiring trainees involved the selection of general graduates who possessed the ability to

communicate effectively and an aptitude for the job. This was the method that was used to hire trainees. On the other hand, in the hotel business, there are well-established apprenticeship programs that may span anywhere from six months to two years. These programs cover the gamut of time from six months to two years. One to two years is typically required to complete one of these programs. This would imply that the cultivation of human resources for the tourist sector is still in its infancy, and it would seem to call for a strategy that is both more thorough and strategic in order to bring supply and demand into alignment.

Khan say, indicates that the majority of workers believe that it is necessary to restructure the organizations as well as educate and develop individuals in line with the goals that have been specified. This is in accordance with the findings of the study that was conducted. This conclusion is crucial since it implies that these modifications are required because it shows that there is a need for them. They have the impression that their abilities are not being utilized to the full potential that they have in order to improve the performance and productivity of the organization, and they believe that this contributes to the conflict that leads to unsatisfactory service. Moreover, they believe that this is one of the factors that cause the organization to not provide satisfactory service. In addition, they feel that this is one of the aspects that contribute to the failure to give service that is suitable to the customers.

Vazirani say, It was discovered that every single pharmaceutical company that was questioned had some kind of performance management system. This, in turn, helps to identify the training requirements of workers, promotions that enhance one's capacity to make decisions, career planning discipline, and other similar things. The examined the human resource policies and procedures of a number of different pharmaceutical corporations through the lens of benchmarking. Therefore, according to Singh's logic, the top management of a company needs to conduct an investigation into the managerial culture of both the group and the organization before commencing any efforts relevant to the development of human resources. His research on the management culture of India using Hofstadter's model was based on the responses of 176 high level managers from 56 different firms located in different parts of the nation. According to the findings of this research, Indian managers perform poorly across all four categories, which include power distance, uncertainty avoidance, individualism, and masculinity. As a consequence of this, he proposed that we put into action solutions that were designed using human resources.

Reddy say, On-the-job methods include things like observed job instruction training apprentice training job rotation and coaching, lecture role plays, (age study, T-group, computer based training, brain straining, projects, conference, management games, and so on). On-the-job methods also include things like job rotation and coaching.

Hansson say, We have arrived at the realization that the training has led us to the correct conclusion that it has a positive impact on the performance of the organization. The purpose of this study was to investigate the questions of what factors influence employee training from an organizational viewpoint, to what extent do investments in employee training contribute to company performance, and to what extent do investments in employee training contribute to company performance. This research was conducted on a global scale since the information for it came from a total of 26 different nations.

The purpose of review of literature is to obtain comprehensive knowledge base and information from previous studies. Review of literature involves systematic identification, location, scrutiny and summary of written materials that contain information on a research problem. Review of Literature helps the investigator to develop deeper insight into the problem done before. It provides basis for future investigation, justifies the need for replication, throw light on the feasibility of the study, constraints of data collection, and relates the findings from one study to another with a hope to establish a comprehensive body of scientific knowledge in a professional discipline from which valid and pertinent theories may be developed. To undergone the study of Human Resource Management Practices in Private Hospitals in Pune district of Maharashtra, the researcher has referred to important studies already undertaken on the similar topic.

### 3. HUMAN RESOURCE IN HOSPITAL

The role, process, structure, and strategy of human resources are all present in some form or another in any organization in general. However, their exact manifestations might vary. This is due to the fact that organizations were created to serve individuals. They are not only composed of humans but also created by people. Their efficiency is directly proportional to the actions and output of the individuals that make up the organization. Not only in terms of its purpose and execution, but also in terms of the approach and attitude towards human resources, the position of human resource management in hospitals is not significantly different from that of human resource management in any other business. For a hospital as an institution to operate in a way that is both efficient and successful, the functions of human resource management are of the utmost significance and fundamental importance. In spite of this fact, the constant shifts that are taking place in the health care business, which in turn have an effect on health services, have also had a significant impact on the function of human resource management.

The hospital, as an institution devoted to the alleviation of human suffering, the treatment of human disease, and the promotion of the general health of the community, is obligated to look out for the well-being of the people who are responsible for running it, also known as its employees. No matter how competent or unskilled the person may be, if they are working toward the common goal of advancing the cause and purpose of the hospital, then they are an essential link in the chain that makes up the hospital as a whole. When discussing trade unions, the more entry-level positions in a hospital's workforce should never be classified as "labor." In point of fact, they ought to be seen as being just as important to the operation of the hospital as a staff nurse or a physician. Working in human resource management in a health care organization (a hospital), which provides the highest and most noble form of service to patients and the public at large through a team of devoted and committed hospital personnel, is considered one of the most noble and honorable forms of service.

A hospital is an establishment that is dedicated to the care, cure, and treatment of ill or injured individuals as well as the research and training of medical professionals, such as physicians and nurses. In private hospitals, there are often employees from a variety of different categories working together to meet the need for interdisciplinary competence and outstanding performance. It has been determined that the physicians, paramedical staff, nursing staff, technical staff, and management cadre personnel all play

a significant part in the provision of health care services. It is vital for a hospital manager to have a thorough understanding of the qualitative and quantitative needs of the many departments under their supervision, as well as the ability to handle the various aspects of people management in the appropriate manner. As a result of the public's opinion of the quality of hospital staff, our focus has shifted to the production of staff members who have a balanced combination of the two qualities, namely professional competence and personal dedication. If they are competent professionals, the patients will get effective services; if they are personally devoted, the patients will receive compassion, empathy, and pleasure from the care they receive. If hospitals are able to deliver high-quality health care facilities by using their human resources, then the patients will profit.

In this day and age of cutthroat competition, businesses have no other option than to strive to outcompete their rivals in every aspect of the industry. The management of human resources is going to be very important for the implementation of the business strategic plan. Each of the HR roles makes a good contribution to the overall effort to achieve the goal. The primary responsibility of management of human resources is to assist other divisions in recruiting the most qualified candidates. Because of this, it is very necessary to have the most qualified individuals present at the appropriate time and location.

#### 4. RESULT AND DISCUSSION

This research is one of a kind in a number of important areas. In recent years, there has been a rise in awareness about the notion of human resource management in private hospitals within the Indian setting. Despite this, it is still a frontier of inquiry that has not been fully explored. An exploratory research is being conducted as a first attempt to comprehend the human resource connection and management in the private hospital and the numerous facets that comprise it. In order to accomplish all of the aforementioned goals of the study, the field survey approach was used for the majority of the research. Visiting the several private hospitals in the Pune District was how the Taluka wise survey was carried out. The information was gathered through conducting interviews and questionnaires with the director of the hospital or the person in charge of the facility. In addition, the approach of discussion and observation was used for this particular research. The observation and discussion were made with regard to the human resource planning, forecasting, job analysis, and utilization of available resources, as well as the working conditions and welfare facilities of their employees, the scope of training and development within the hospital, cleanliness, support facilities, and the overall human relation and management of the hospital.

**Primary Data:** Primary data are gathered by means of a questionnaire that has been pilot-tested and sent to respondents working in private hospitals in the Pune District.

**Secondary Data:** The supplementary information that is required for this study comes from a variety of different sources. The researcher went to a number of different government agencies, educational establishments, and non-government groups, among other places. Secondary sources collected from a



variety of libraries are used to conduct a literature assessment on human resource management and to collect theoretical and conceptual data. Review articles are taken from a variety of academic publications, periodicals, and websites.

**Sampling procedure:** The researcher selects the members of the sample population based on those whom they believe would be suitable for the investigation. This approach is often used when there are only a small number of persons available who are knowledgeable in the field that is the subject of the study. These samples are skewed due to the fact that notable specialists could be different from other people who are similarly knowledgeable but less prominent. A method known as quota sampling is a kind of non-probability sampling in which the researcher assures an equal or proportional representation of subjects depending on whatever characteristic is chosen to be the foundation of the quota. A technique for choosing survey participants that does not rely on randomness. The person conducting the interview starts with a matrix of the target demographic that is to be represented, and possible respondents are picked according to that matrix. In quota sampling, often referred to as a purposeful sample or a nonprobability sample, the aim is to pick individuals that are typical or representative, and the expertise and judgment of selectors are intentionally put to use in order to accomplish this. The researcher is able to regulate variables via quota sampling even when there is no sample frame involved.

An "Analytical study of Human Resource Management Practices in Private Hospitals with specific reference to Pune District of Maharashtra State" is the topic of the current research project, which was carried out in Pune. Only the Pune District in the state of Maharashtra in India, which is comprised of ten talukas, will serve as the focus of this particular research endeavor with regard to geography. The thematic scope includes an examination of the approaches to human resource management used by a selection of private hospitals in the Pune District. The achievement of the goals outlined for the research is included within the analytic scope of the project. The functional scope is limited to providing a few ideas that are useful for enhancing the quality of human relations in private hospitals that are already in operation via the prudent application of suitable human resource management.

The important findings of the study are listed below:

1. 47 of the respondents, or 27.33%, had experience that was less than five years.
2. 115 of the respondents, or 66.86%, answered that the administration of the hospital is now engaged in a structured and systematic recruiting drive in their facilities.
3. 11 respondents, or 6.40% of the total, answered that organizational analysis is one of the main factors to determine training requirements.
4. Only 73 hospitals, or 42.44%, were offering on-the-job training to hospital staff members.
5. In 29 (16.86%) of institutions, patient satisfaction was used as a measure of the efficacy of the training.
6. There were 57 respondents who had a very high agreement with the statement that Trainees are chosen based on their education and experience.

7. The question was posed to all of the respondents in order to get insight into their levels of contentment with their appropriate work profiles. The data shown in the table above reveals that, out of 172 respondents, 61 (35.47%) respondents were entirely happy, 76 (44.19%) respondents were satisfied, and 35 (20.35%) respondents were not satisfied. The total number of satisfied respondents was 172.
8. 134 of the respondents, or 77.91%, had some level of knowledge of the hospital's history, vision, mission, objective, and organizational culture.

## 5. CONCLUSION

The following are some of the findings that can be derived from the research done on the private hospitals in the Pune district: It is necessary to establish HRM practices in order to discover the suitable balance between the supply of workers and their capacity to do their jobs in an effective and efficient manner. Due to the fact that it serves as the guiding document for Human Resource Management, HR policy is an essential component of all health care institutions. A significant component of the quality of treatment provided by a hospital is the availability of trained personnel. It is possible for the performance of the hospital organization to be improved by the adoption of service quality, which is reflected on the tangibility, responsiveness, assurance, and empathy for the requirements of customers and patients. When seen from the perspectives of both the health care and human resources management industries, the connection between the two is shown to be one that is fraught with a great deal of complication.

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