



THE ROLE, FUNCTIONS, AND IMPROVEMENTS OF HRM PRACTICES IN HEALTHCARE ORGANISATIONS

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Abstract

In order to ensure that medical services are delivered effectively and efficiently and to ensure employee satisfaction, human resource management is essential in healthcare institutions. The purpose of this study is to ascertain how human resources management practices affect healthcare organisations in terms of service quality and patient happiness, after staff satisfaction. The goal of human resource management, or HRM for short, is to optimise employee performance in the workplace. HR is generally focused on processes and policies and is concerned with how people are handled inside organisations. Organisations' human resource departments and divisions are normally in charge of several tasks, such as hiring new employees, providing training and development opportunities, evaluating employee performance, and compensating staff (by overseeing pay and benefit plans, for example). Industrial relations, or the balance of organisational practices with restrictions resulting from collective bargaining and governmental laws, is another area of importance for HR. The human relations movement of the early 20th century gave rise to HR, when scholars started recording methods of generating economic value via the strategic management of labour forces. To create new policies, more research and a renewed emphasis on human resources management in the healthcare industry are required. To improve health care outcomes and access globally, effective human resources management solutions are crucial.

Keywords: management, human resources, healthcare organisation, HR Department, Training and Development, Performance Appraisal, And Rewarding

Introduction:

Human Resource Management (HRM) is crucial in healthcare and other service sectors where customers face challenges due to staff performance and experience (Howard et al., 2006) [5]. HRM plays a dynamic role in the success of health sector reforms. Human resource management aims to enhance both individual and organisational growth.

Human Resource Management is thus concerned not only with securing and developing the abilities of individual employees, but also with implementing programmes that improve communication and collaboration among those employees in order to foster organisational development. One of the primary purposes of human resource management (HRM) is to improve organisational performance.

Human resource functions are no longer unique to the human resource or personnel department. In today's competitive corporate environment, all managers are responsible for managing human resources. It is fairly certain that the majority of organisational difficulties are human-related, as humans are energetic, complex, and extremely sensitive to their surroundings.

Managing human resources in any organisation is thus a difficult endeavour; until the organisation learns to tune human resources, success will remain elusive.

The most crucial duties involved in human resource management are job analysis and staffing, workforce organisation and utilisation, performance evaluation and measurement, employee reward system implementation, worker professional development, and workforce maintenance. Any country's healthcare sector's growth plan may be impacted by the dearth of research on the subject of human resources management and its impact on healthcare quality. In addition, inadequate research in this area may impede hospitals' ability to function as a whole. In order to identify the commonalities among earlier studies that looked at HRM, this study aims to analyse the key papers and literatures with empirical research that addressed the function of HRM in the health sector. Furthermore, as suggested by past research and literature, this article examines the effect of HRM practices on the quality of health services provided by healthcare organisations.

Role of HRM in the Health Care Sector:

The significant importance that HRM activities play in a healthcare organization's operations is stated in Niles (2013) [7]. Regardless of the industry, human resources are linked to every aspect of an organization's operations. As was briefly mentioned, HRM plays a variety of roles in the management of health care. These roles include dealing with ethical and legal concerns regarding treatment, patient and employee health and wellbeing, careers in the healthcare industry, labour unions in the industry, job investigation and design, hiring and selection, benefits for employees, training and motivating staff, and firing staff. Due to HRM's importance to effective strategic planning, labour budgeting and forecasting are included in strategic planning. There is also discussion of recent and emerging developments in HRM. Patient care will eventually improve as a result of exciting developments in healthcare, such as the growing diversity of patients and staff, the impact of technology and economic globalisation on healthcare delivery, the rise in medical tourism, and a greater emphasis on teamwork education and accountability in service delivery.

Practices of Human Resource Management in Healthcare Organisations:

Human resource management (HRM) is becoming increasingly important in many health-care systems throughout the world. Human resources are one of three primary health system inputs, the other two being physical capital and consumables. First the link between health system inputs, budget components, and spending categories. Second Three major health system inputs: human resources, physical capital, and consumables and also explains how the financial resources required to acquire these inputs are both capital and recurring in nature. Similar to decisions made in other businesses, investments in the health sector are crucial since they are typically irreversible, including substantial sums of money committed to establishments and endeavours that are challenging, if not impossible, to discontinue, scale back, or cancel.

In the context of health care, human resources are the many clinical and non-clinical staff members who are in charge of providing individual and public health interventions. Arguably the most significant input into the health system, the knowledge, abilities, and drive of people in charge of providing healthcare services determine a great deal about the system's effectiveness and potential advantages. To guarantee the system's effectiveness, it is crucial to maintain a suitable mix between the various kinds of health promoters and carers in addition to the balance between people and physical resources. HRM practices must be created in order to strike the right balance between the availability of workers and their capacity for effective and efficient practice, in both employer-paid and government-funded systems. A practitioner without sufficient tools is just as ineffective as a practitioner without tools.

There are several common human resources concerns and inquiries that come up when looking at health care systems in a worldwide setting. The size, makeup, and distribution of the health care workforce; workforce training; health worker migration; the degree of economic development in a given nation; and sociodemographic, geographic, and cultural factors are some of the most important issues that will be covered in more detail. It is extremely concerning when it comes to a county's health care workforce's size, distribution, and makeup. One important measure of a nation's ability to offer deliveries and interventions, for instance, is the quantity of health personnel that are present in that nation.

Training of the workforce is another crucial concern. Human resource staff members must take into account the skill and training levels of the health workforce when making decisions. To make sure that the workforce is aware of and ready to satisfy a given country's present and future demands, new choices for health care professionals' education and in-service training are needed. A competent and well-trained personnel is a must for every effective health care system. One issue that comes up when looking at international health care systems is the movement of healthcare professionals. Examining national health care systems also raises questions about how developed a nation's economy is. There is proof that a nation's quantity of health-related human resources and its degree of economic growth are significantly positively correlated. Higher GDP per capita nations spend more on healthcare than lower GDP nations do, and they also often have larger health workforces. This is a crucial aspect to take into account while analysing and trying to apply remedies to issues in developing nations' healthcare systems.

Socio-demographic elements such as age distribution of the population also play a key role in a country's health care system. An ageing population leads to an increase in demand for health services and health personnel. An ageing population within the health care system itself also has important implications: additional training of younger workers will be required to fill the positions of the large number of health care workers that will be retiring. It is also essential that cultural and geographical factors be considered when examining global health care systems.

The age distribution of the populace and other socio-demographic factors are important for a nation's health care system. The demand for health services and medical professionals rises as the population ages. The health care system's ageing population has significant ramifications as well. Younger employees will need more training to replace the increasing number of retiring health care professionals. When analysing global health care systems, cultural and geographic considerations must also be examined.

Functions of human resource management:

The overall goal of human resources management is to boost workers' contributions inside companies. These contributions include achievement, innovative thinking, and hard labour. Management of human resources ought to be responsible for societal goals. This indicates that because of their expectations from organisations, human resources managers should minimise any negative influences on organisations while still acting fairly and ethically towards society. One may infer from perspective that human resources management is also accountable for organisations. Their primary goal is to provide more equitable and superior working conditions for all employees. The HRM function, according to Robinson (1997) [9], is to support line employees—those who are directly involved in creating the goods and services of the company—with HRM-related concerns. To achieve organisational goals, it is imperative to acquire people's services, develop their abilities, inspire them to high performance levels, and guarantee their continued maintenance and dedication to the organisation. The four functions that make up the authors' proposed HRM-specific strategy are staffing, training and development, incentive, and maintenance. In human resource management, a plan should be created taking into account the organization's current potential, development trend, and strategic aims in order to deliver the necessary number of personnel on time. It is known as "human resource management," and its goals include making the most use of the current workforce while ensuring that there is a sufficient and high-quality supply of labour for the future. (Akyüz, 2001).

Human Resources' Effect on the Reform of the Health Sector:

Investigating how human resources affect health sector transformation is helpful and crucial when analysing global health care systems. Although each nation has its own unique health care reform process, certain patterns may be seen. The three primary trends are goals related to quality, equity, and efficiency. A number of HR initiatives have been implemented in an effort to boost productivity. In order to increase efficiency, fixed labour expenses have been transformed into variable costs through the usage of outsourcing services. Other examples of measures used are contracting-out, performance contracts, and internal contracting.

Increasing equality or fairness is a goal of many human resources strategies for health sector change. A more methodical approach to health care planning is necessary for strategies that promote fairness with respect to needs. Introducing financial protection measures, focusing on certain needs and populations, and re-deploying services are a few of these tactics. Using these and other strategies to promote fairness in their nations must be one of the objectives of human resource professionals. In the reform of the health sector, human resources also aim to raise patient happiness and service quality. Technical quality and sociocultural quality are the two broad categories used to describe the quality of health treatment. The influence that the health services that are provided can have on the health conditions of a community is referred to as technical quality. The degree of acceptance of services and the capacity to meet patients' expectations are measured by socio-cultural quality. Human resource professionals have several challenges while attempting to provide residents with high-quality healthcare. Budgets, a lack of alignment between the interests of many stakeholders, absenteeism rates, high turnover rates, and low morale among medical staff are a few of these restrictions. As part of the health sector reform, it has been suggested that patients' services be better coordinated through multidisciplinary cooperation and that a wider range of health care professionals be used. Since people are ultimately responsible for providing all medical treatment, the success of health sector reform will largely depend on efficient human resources management.

Conclusion:

This study revealed how intricate the connection is between healthcare and human resources management. The results of this study and analysis have shown that a number of important issues need to be resolved and that human resources management may and should be a vital component of health care sector reform and high-quality services. The study was conducted in a privately owned, renowned healthcare facility in Warangal; therefore, its conclusions cannot be applied to other private medical facilities providing high-quality care in the same region. To be able to generalise the results across all medical centres in the Warangal area, the research may be replicated by gathering more data from all private and public medical facilities. To have a clearer understanding of the nature of the relationship, surveys with a broad spectrum of individuals are necessary.

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