

Role of Human Resources Management in Healthcare Organizations: A Critical Review on Government and Private Hospitals

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ABSTRACT

The role of Human Resource Management is to improve the staff performance, client satisfaction and delivering better health care service. The main aim of quality healthcare should be safe, patient centred, timely, efficient & equitable. The Human Resource Management should promote training, motivate, retain, implement new strategies, systematic planning for optimal utilization of the available sources. In the current scenario, inadequate training and lack of mastering the competencies are prevailing among wide range of health care employees. Patient centred care has become a critical component in delivery of safe healthcare. Health care is the world's largest profitable industry. Some decades ago hospital administration was managed by a single doctor but now the system requires a total professionalism to achieve high quality and cost-effectiveness. Improvement of health care services is required to achieve higher levels of employee satisfaction which leads to high quality of patient care.

Keywords- Human Resource Management, Competency, Healthcare, Employees training, Management, Human Resource Management practices, job satisfaction, Private and Government hospitals, Service, People, Pertaining, Quantitative, Dynamic, Organisational.

INTRODUCTION

Human Resources Management plays a significant role in healthcare delivery system and a systematic management is critical. Human Resource Management not only implement an existing methodology, but focus on research, analysis and implementation of new strategic plans for training and evaluation of the competency of both new and existing staff. There are three basic principles involved in Human Resource Management. Along with health system inputs, physical, capital and consumables should also be looked into. Human Resource Management mainly focus on healthcare based on different kinds of clinical and non-clinical staff who are directly involved in the management of public and Individual health systems and intervention. The outcome of the performance and benefits that Human Resource Management could achieve are largely based on knowledge, skills and motivation of those individuals who forms the entire health care organization.

The main task of Human Resource Management involves job analysis, man power requirement and organization of workforce, measurement as well as performance appraisal, reward implementation, professional development and constant maintenance of workforce. Human Resource Management in every organization is essential for efficient delivery system, effective medical services in order to achieve patient satisfaction. Human Resource Management stress the importance of Human Resource Management to achieve the goal of healthcare organization and emphasize the importance of training and development for all levels of staff at periodic intervals to improve the quality of health care services. Well motivated and highly trained medical professionals are critical for the success of national healthcare forum. If the existing practices associated with Human Resource Management are not adequate, alternate approaches for practicing Human Resource Management should be designed and put to use for better outcome. All senior level managers should chalk out new innovations and strategies to achieve better outcome in Human Resource Management.

Human Resource Management plays a significant role in global healthcare systems. Specific healthcare reforms should be in place in every Human Resource Management is to improve the standard of overall healthcare of the patients. Three basic trends identified by HRM are efficiency, equity and quality objectives. There are many HRM initiatives available to increase the efficiency, one of which is outsourcing of services to convert fixed labour into

various costs as a means of improving efficiency. The other goals that may be followed by HRM are contracting out, performance contracts, as well as internal contract.

HRM has achieved better performance among its staff if incentives and motivation to work, bonuses based on performance rated competency of individuals make a significance difference in the overall improvement of the organization. HRM should also focus on maintaining the mental health of its employees. Better mental health could be delivered at primary health settings through Community based programs employing lay workers, non-professional health care workers, caregivers could play active role with proper supervision will be able to detect, diagnose, treat and individual monitoring could improve the status of all mentally affected people. Unless adequate funding by HRM is provided, a wide range of mentally ill staff will increase. An effective feasible approach, investment, innovative thinking and effective leadership are the need of the hour to improve mental health status of staff. For a better management of HRM, it is important to work out the size, composition, proper management and distribution of health care workforce, training based on the need of economic development, socio-demographic and cultural factors. It was observed that examining the shape of the organizations corporate culture plays a significant role for overall health delivery. Steps were taken to define values, behaviours and competence of the existing culture with a set of goals prefixed. Training was imparted to HRM professional to empower employees with training goals to make them more creative and innovative. Nursing staff were trained on team based approach to patient care and several nursing stations were setup in the hospital premises for easy access to patients need. Training was also given to employees to prepare themselves for marketing of internal resources as well as encouraging employment opportunities outside the organization.

For developing countries, accessing good quality healthcare services will be an arduous job and it is equally prevalent in rural areas also. At times medical personnel and resources may not be available for much rural residents and for migrant workers, the situation will still be worse as they migrate from one country to another since such migrants are based on incentives offered by other countries.

Health care is the world's largest industry. India has to meet the health care challenges as hospitals are concerned with maximising effectiveness through appropriate management policies and procedures. Effectiveness in hospitals can be measured partly by their success in treating illness and avoiding deaths. Now hospitals have to be competitive and cost effective. Patients are the main source of decisive force on the hospital management. From hospital management point of view, patient's satisfaction and delight is the main concern. Human resource management in hospitals applies the functions of general management – planning, organising, directing and controlling towards the task of human resource management ie. procurement, development, compensation, integration, maintenance and separation.

Human Resource is responsible for the appointment of the skilled staff within hospitals according to the policy of the specific authorities. All the employees recruited by the Human Resource department are required to undergo a mandatory pre-employment medical check-up. The hospital will conduct induction programme for the all newly joined employees including to those who are placed on deputation to acquaint them with the hospital, its mission and vision, its policies, its organisation structure, management personnels, employees rights and responsibilities etc

Human Resource Management is considered as the epicentre of healthcare Industry. India has become a Medical Tourism due to the emergence of many innovative healthcare organizations and the role of Human Resource Management is critical in achieving organizational goal and success. Human capital investment has been recognized as the organizations life blood and it needs to be developed continuously keeping in pace with its demand. The Human Capital Investment should be based on sound knowledgeable work force, skilled in the area of occupation with flexible altitude and of Human Resource Management plays a crucial role in the aspect. Both quantity and quality should be an integral part. Employee motivation, reinforcement of Internal and external factors, self efficiency, goal settings, health competition and job satisfaction has all shown positive results. Such PBF program helped staff to get recognition from management committees and colleagues due to enhanced accountability and governance. It has been observed that healthcare workers may strike to work due to poor staff welfare, salary, leadership management and failure to implement agreements between staff and management. Such strikes may disrupt service delivery, training program, increased morbidity and mortality of patients, loss of public confidence in the organization. This could be overcome by recognizing staff wage agreement, its implementation necessitating that only properly trained managers should be appointed as head of health care organizations. Behavioural changes of workers should be periodically monitored and Community Health Volunteers (CHV) role may be useful to achieve this.

A study done in Kenya under Ministry Of Health has revealed that, while the role of CHV's may be effective in rural healthcare systems, such CHV's may not be effective in urban based health delivery organization. The main role of those CHV's is to induce behavioural changes in healthcare workers. Lack of compensation for CHV's was noted as the demotivating factor along with challenges faced by social environment were observed as the main

reason for less motivation to encourage behaviour changes in local communities. In order to achieve optimal performance by CHV's, it is important to allot more resources; better co-ordination and additional training in modern methods of inducing behavioural changes are required to implement health care programs.

A study has found out failure in the outcome of resources even when the hospital has prepared quality plans, organizational structure based on scientific method. This was later attributed to lack of motivation of hospital Director and various categories of workers such as Doctors, Technicians and Administrators. Global consensus is increasing about the education of healthcare professionals to keep pace with scientific, social and economic changes that are constantly transforming the healthcare environment. Best healthcare professional could be produced through cooperative, comparative and by health professional educational methods based on the nations need. A national assessment bound to be setup to serve as resources centre for countries like India, Bangladesh, China, Thailand and Vietnam to plan of Human Resource Management related future actions. A study undertaken in Sierra Leones's health outcome has predicted the worst type of of Human Resource Management system in the world. High rate of attrition was cited as the reason for the shortage of Healthcare Workers (HCW). All HCW's lacked accurate information about entitlements, policies and procedures laid down by of Human Resource Management department. This has driven rural HCW's towards job dissatisfaction and attrition. A system oriented, low cost initiative by HRM may address these concerns among HCW's. The outcome of this study could be applied by other countries facing HCW's retention challenges and could be considered as a model for developing global HCW retention strategies. It has been widely accepted the role of line manager's in implementing HRM policies. A study done in two trust hospitals have observed that positioning line managers in HRM services decision making bodies have shown improvements in the changing process. With increasing workloads and high expectations, tensions may mount which may have been a role conflict inherent to their position. This is due to under resourced line managers who may find lack of time to manage their staff effectively. The changing nature of staff may be a problem to manage them effectively by HRM. A study has suggested the method of tailoring of HRM practices to suit local circumstances the impact of certain HRM policies, motivation, and Job satisfaction to assess the performance of staff working in healthcare organizations. HRM should encourage health researchers, managers and policy makers among their staff. HRM should also study the relationship between the range of HRM practices, policies, system to performance of staff.

HRM services are more concerned with the development of both health workers in private and public health services. HRM professionals' roles are to carryout fundamental activities in monitoring daily routine activities of healthcare workers as well as regulate and implement staff recruitment performance and appraisal. They should be competent to assess complex skills, motivations of their staff through evolving training and development workshops on staff engagement and performance. The crucial elements in promoting healthcare quality services and safety of patients entirely depend on an effective HRM management. Hence HRM should find qualified candidates for various positions in healthcare institutions and working closely with them, training them on their responsibilities to achieve the desired results.

HRM also could not be accounted for the failure of an organization in achieving desired results, but agents inside and outside also should be monitored. It is the responsibility of companies to choose its best model of HRM department based on corporate choice, its responsibilities in achieving the desired results. A large number of organizations have proved very useful in identifying a wide range of behaviour in the distribution of HRM responsibilities. A study done in Nigeria for a health care system has recommended that the measure of the duties and responsibilities of HRM head will bear a direct relationship on the outcome of achieving the best results. The HRM managers should engage healthcare workers in the higher practical responsibilities in order to motivate them with confidence in their daily discharge of duties. The HRM manager should also address health workers annual increment in remuneration, and performance incentives. Further research is required to propose more strategies for effective HR services delivery in healthcare settings.

HRM is responsible for the alteration, selection, training, assessment and rewarding employees as well as overseeing organizational leadership, culture and ensuring compliance with employment and labour laws. HRM should be responsible to set overall strategies and goals, design work systems, produce goods and services, monitor quality, allocate financial resources and then market the product and services. The HRM could certainly make every employee as a resource for the organization.

A study done in "Gaza" has found out that Institutions do not engage workers in HR planning process and lack clarity as well as professional experience in man power planning and top management support. The study recommended preparing plans, clear vision in professional and systematic approach to develop human resources, to create a separate department for personal affairs, involve employees as part of it as well as using external expertise for determining the HR needs in health Institutions.

HRM could certainly impact healthcare services by recruiting staff based on certain guidelines training them to fit into the organizations culture and demand, regular competency evaluation, contributing to learning initiatives and focusing on retention. All these activities if given due importance will certainly bring out rewards to the organization as well as customer satisfaction. Regular monitoring of patients safety, their feed backs based on facilities and services provided will focus the organization to limit complaints in order to get more funds for expanding the facilities. Employees' disputes must be solved at the earliest by a redressal committee.

Human Resources Management in Hospitals

HRM functions are efficient and effective for the hospital operation to function. A hospital is an institution dedicated to the attention of human suffering, treatment of human ailments and promotion of the general health of the community. Hospital is for the care, cure and treatment of the sick and wounded people and for the study of disease and training for doctors and nurses. Human Resources in health care are defined as the different kinds of clinical and non-clinical staff responsible for health intervention. The performance of the system largely depends on the knowledge, skills and the motivation of the employees responsible for delivering health services. 70% of the outpatient services and 60% of inpatient services cater to private sector. Also in hospitals a no. of personnel of different categories are found working in multi-disciplinary expertise and excellence. Quality of care is of the critical hospital sector associated to ineffective and inapt patient care.

The new economic policy brought out by the Government of India in 1991 has enabled health care organizations to make some sweeping changes in its functions and responsibilities. It has stressed the restrictions of employing superannuated staff, but such implications have affected many HR organizations man power crunch and efficient functioning has become a major challenge. Some of the terms and conditions of employment have brought out some legal issues. Some conflict of interest may arise if some employees start working in other organizations also due to low salary. The stability of a healthcare organization is directly related to employing experienced staff on a long term basis with good terms and conditions of employment. The three lacunae is healthcare organizations function identified are compensation and career growth, disparity in the organization and human resources. Discontent was found among the contractual healthcare providers due to discriminating, disparities and anomalies in job leave provisions, delay in bill reimbursements and compensations associated with job.

The major drawback identified in health care organizations is the failure to make room for issues of human resources. The lacunae observed are, a reactive, ad hoc attitude towards problems of human resources, dispersal of accountability in their HRM sphere, limited notion of personnel administration and short term perspectives. Such lacunae could be overcome by realizing the central role of work force in healthcare, studying the challenges posed by the healthcare systems, and the need to correct them with proactive policies and procedures. The move from traditional approach to global concept, more weight for integration, independent and systemic nature of different components, preparing and implementing good and acceptable policies, equal commitment to all professionals will certainly make a good HRM department in a Healthcare system.

Insufficient workforce may hamper the development of healthcare system. Newspapers, journals and newsletter have been writing about the shortage of workforce as the reason for the stagnation in the growth of healthcare industries. These findings have been reported in the field of nursing. However, imbalances are of different types and their impact on the healthcare system varies. There is a general need to critically review imbalances in healthcare organizations. Some studies have focused to estimate the impact of economic factors on the demand for healthcare. Studies done in USA have attempted to estimate price and income elasticity for medical services. Estimation of income and expenditure may change the impact on the demand for healthcare.

A strong understanding between HRM department and the customers are very important for better services delivery and this will ensure success for the healthcare providers. Extensive research should be conducted to bring about new human resource policies and practices to benefit individuals and the world, although such practices are complex particularly when examined from a global perspective. Health of a nation depends much on the comprehensiveness of its health care systems. It should be firmly established with harmonious interconnection among its building blocks. The factors that bring much success of such interconnection are governance, HR, Information system, medicine, laboratory services, pharmacies, financing and speed of service delivery. Out of these building blocks, HRM is the central and cross cutting block to all other building blocks. HRM only unite and ignite fire in the entire operation of healthcare systems.

A study has indicated that correlation between HRM and client satisfaction is generally rather low. HRM function does indeed affect job and client satisfaction. Employee satisfaction with their organization is directly related to client satisfaction. While job related training showed no relation with job satisfaction, but a clean relation with the client satisfaction. However, leadership style in HR had a significant job satisfaction, but showed only limited client satisfaction. Regular performance review by HRM are important for both job and client satisfaction. While more regular schedule increase employee satisfaction, but decrease client satisfaction. Health care organizations face

competition with market and organizations with long term strategies and objectives invest in HRM to challenge competition. Effective HRM will serve as the catalysts to induce better employee performance which may improve the image of the organization in the competitive world. Available literature cites three steps for reliable assessments for staff viz the analysis of required job positions, the results and the method of measuring achievements. Personnel performance should also be analyzed along with the advantage and purpose of evaluation. Hence, a well organized and structured system which meets the special conditions and goals of every business model play a significant role so that the performance of staff will improve and the organizations productive based work. Human resources and human capital are traits that man power brings to the work place such as knowledge, intelligence, enthusiasm and ability to learn under these situations, employees will be considered as strategic resource providing an organization with competitive advantage. Generally human resources are expensive in terms of management than other factors of production. HRM should ensure that employees work as per organizational goals, maximize their productivity and remain motivated. It is always a challenge to motivate employees to contribute as humans are complex and emotional creatures. After recruiting a staff for an organization, the HRM department should give clear job description, the organizations expectations, employee obligations and scope of their tasks in order to get a proper service contract. The first priority of HRM is to train the employees as it will sharpen their existing skills to develop a new role.

Whenever a dispute arises between the employees and the management, HRM should act as a consultant and mediator to offer solutions for the dispute. HRM also should build up relationship with other business sectors for the organizations survival and future growth. The public image of an organization will further improve if business meetings, seminars and various official gatherings are held periodically on behalf of the company. Further, maintaining favourable working conditions is vital part of HRM. The company should also provide a safe working environment which will foster productivity and job satisfaction of their employees.

Health care includes the care in medical care initiates by the public sector and private sector. India being a second popular country which has many limitations in reaching out the entire population especially on healthcare and education. The economic development is accomplished when they have well-educated, trained, highly motivated and properly developed human resources. The success of an organisation depends on the people who boost the organisation for the effective functioning who are the key elements when task, structure and technology are available; it is the human resources which exploit all other resources which are significant in contributions relating to effective organisational performance. In hospitals HRD depends on the progress and quality of hospital management.

Need For The Study

India, being the second most populous country in the world, has many limitations in reaching out to the entire population especially on healthcare and education. There exists a wide gap between the facility requirements and staffing due to the reduction in government spending on healthcare. This gap can be bridged only by allocating more funds, which apparently is not possible for reasons explained elsewhere. The wide gap between the expectations of the public and the reality is currently being bridged by services provided by the private sector. This has however resulted in commercialization of healthcare, high healthcare costs and denial of services to many.

The private sector now plays a dominant role in India's healthcare delivery system. The factors such as the Economic Policy of 1991, influx of modern medical technology, growing deficits of public sector hospitals and rising affluence of middle class have contributed to the large scale growth of hospitals in the private sector in the last few decades. However, this growth has got its own consequences. Private health services are costly and often ignore the quality factor. There is no serious effort to regulate the private sector, so that it can be used as an effective means of delivering healthcare.

Dimensions of the Study

1. Recruitment and Selection
2. Training and Development
3. Performance Appraisals
4. Career Developments
5. Promotional Opportunities
6. Leadership
7. Interpersonal relationships
8. Communications
9. Management of Rewards, Recognition and Benefits
10. Pay
11. Participative Management
12. Welfare, Security and Grievance handling
13. Gender Issues, Social Issues

14. Managerial Policies, Procedure and Autonomy

Health care is the world's largest industry. As such, India has to be prepared to meet the health care challenges of the new millennium. Similar to other organizations, hospitals are concerned with maximizing effectiveness through the adoption of appropriate management policies and practices. Unlike most other organizations, however, 'effectiveness' in hospitals can be measured partly by their success in treating illness and avoiding deaths. Also unlike many other sectors, little research has examined and identified the management policies and practices that promote effectiveness in hospital settings. Hospitals in modern days have to be competitive and also cost effective. In order to survive today's cut-throat competition, Patients i.e. Customers are the main source of decisive force on the hospital management. From hospital management point of view, patient's satisfaction and delight is the main concern. In order to satisfy patient's needs during their hospitals stay, hospital employees, hospitals infrastructure support and hospital services are on test all the time. An important resource in a hospital is human resource. Human resource management in hospitals applies the functions of general management- planning, organizing, directing, and controlling to each of one the tasks of human resource management-Procurement, development, compensation, integration, maintenance and separation.

The broad objective of HRM is to contribute towards realization of the hospitals goal. The specific objectives are to

1. Achieve and maintain good human relations within the hospital.
2. Enable each employee to make his/her maximum personal contribution to the effective working of the hospital.
3. Ensure respect and the well-being of the individual employee.
4. Ensure the maximum development of the individual, and to help him/her contribute his/her best to the hospital.
5. Ensure the satisfaction of the various needs of individuals in order to obtain their maximum contribution to achieve the hospitals goal.

Human resource management in hospitals has now become a necessity and it has to achieve (a) effective utilization of human resources; (b) desirable working relationships among all employees, (c) maximum employees development; (d) high morale in the organization; and (e) Continuous development and appreciation of human assets.

REVIEW OF LITERATURE

According to Michael A. West , Carol Borrill , Jeremy Dawson , Judy Scully , Matthew Carter , Stephen Anelay , Malcolm Patterson & Justin Waring (2002).The relationship between human resource management practices and organizational performance (including quality of care in health-care organizations) is an important topic in the organizational sciences but little research has been conducted examining this relationship in hospital settings. Human resource (HR) directors from sixty-one acute hospitals in England (Hospital Trusts) completed questionnaires or interviews exploring HR practices and procedures. The interviews probed for information about the extensiveness and sophistication of appraisal for employees, the extent and sophistication of training for employees and the percentage of staff working in teams. Data on patient mortality were also gathered. The findings revealed strong associations between HR practices and patient mortality generally. The extent and sophistication of appraisal in the hospitals was particularly strongly related, but there were links too with the sophistication of training for staff, and also with the percentages of staff working in teams

According to Susan C. Eaton (2006) This study examines the link between human resource management, (HRM), work organization, and patient care quality in U.S. long-term care settings, proposing a key role for both management philosophy and improved front line staffing arrangements in delivering consistently higher quality care, defined to include both physical and psychological outcomes. Using the "high performance" model from industrial relations as a lens, the paper identifies three distinct systems of HR and nursing home management: traditional low-service quality, high service quality medical rehabilitative, and 'new paradigm regenerative.'

According to Michaela. West James, P. Guthrie, Jeremy F. Dawson, Carol S. Borrill And Matthew Carter (2006) Developing effective health care organizations is increasingly complex as a result of demographic changes, globalization, and developments in medicine. This study examines the potential contribution of organizational behaviour theory and research by investigating the relationship between systems of human resource management (HRM) practices and effectiveness of patient care in hospitals. Relatively little research has been conducted to explore these issues in health care settings. In a sample of 52 hospitals in England, we examine the relationship between the HRM system and health care outcome. Specifically, we study the association between high performance HRM policies and practices and standardized patient mortality rates. The research reveals that, after controlling for prior mortality and other potentially confounding factors such as the ratio of doctors to patients,

greater use of a complementary set of HRM practices has a statistically and practically significant relationship with patient mortality.

According to Stefane M Kabene, Carole Orchard, John M Howard, Mark A Soriano and Raymond Leduc (2006) This paper addresses the health care system from a global perspective and the importance of human resources management (HRM) in improving overall patient health outcomes and delivery of health care services. We explored the published literature and collected data through secondary sources. Various key success factors emerge that clearly affect health care practices and human resources management. This paper will reveal how human resources management is essential to any health care system and how it can improve health care models.

John T. Delaney and Mark A. Huselid (1996), In 590 for-profit and nonprofit firms from the National Organizations Survey, we found positive associations between human resource management (HRM) practices, such as training and staffing selectivity, and perceptual firm performance measures. Results also suggest methodological issues for consideration in examinations of the relationship between HRM systems and firm performance.

Challenges in the health care systems in Canada, the United States of America and various developing countries are examined, with suggestions for ways to overcome these problems through the proper implementation of human resources management practices. Comparing and contrasting selected countries allowed a deeper understanding of the practical and crucial role of human resources management in health care. 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 skill required for the health care workers to deliver high quality care to patients is the HR development. Most of the hospitals should go through various planning process of human resources. By placing the right person on the right job at the right time, the hospitals work for the achievement of efficiency of the employees and satisfaction of the patients. Also performance appraisals of the employees are to be considered while upgrading the human resource selection procedure.

The health care industry in India is reckoned to be the engine of the economy in the years to come. India has become one of the favourites for health care treatments. Due to the progressive nature of the health care sector in India several foreign companies are intending to invest in the country. Many health care organisations are expanding their new service areas with state of art equipments, latest technology and marketing strategies

HRM refers to the practices and policies needed to carry out the personnel aspects of management they include

- a) Analyzing jobs
- b) Planning manpower needs and recruiting competent people
- c) Selecting best people
- d) Appraising performance and potential on ongoing basis
- e) Socializing, training and developing people
- f) Managing compensation
- g) Communication
- h) Building employee commitment and so on

Recruitment is the entry step and if required care is not taken then the organization will have to face adverse consequences. Shefai Goyal (2008) highlights the impact of Internet on recruitment. It also discusses the concept of e-recruitment from the perspective of employers and job-seekers, and throws light on the growing world of job portals in e-recruitment arena in India. Information Technology and Internet have changed the face of an organization. Never more has the concept of "boundary less organizations" been more apt than in today's world. Internet has increased the reach of organizations both in terms of markets and manpower.

S. Ganapathy, Dr. Ashok kumar M(2017) A Study On Human Resource Management Practices (HRM) And Job Satisfaction Of Employees Of Paramedics In Private Hospitals Hospital organization faces various human resources management challenges. Managing human resources are a true challenge for hospital management. Human resource management contributes to the creation of good organizational climate which characterize the growth opportunities, proper distribution of work, reward and pleasant relationship. The correlation analysis shows that the recruitment and selection, compensation and rewards, training and development, team work and performance appraisal are moderately and positively associated with job satisfaction of the employees of paramedic in the private hospital. The private hospitals should appoint employees with skill and knowledge and make them to understand the state of affairs of their employment. In addition, the private hospitals should recruit new employees immediately when vacancy arises and must offer compensation as per the expectation of the employees of paramedics and give incentives and other fringe benefits to boost the employees' performance.

HRM Practices affects on Job satisfaction found by Alina Ileana, Petrescu, and Rob Simmons (2008). The purpose of this paper is to investigate the relationship between human resource management (HRM) practices and workers' overall job satisfaction and their satisfaction with pay. After controlling for personal, job and firm characteristics, it is found that several HRM practices raise workers' overall job satisfaction and their satisfaction with pay. However, these effects are only significant for non-union members. Satisfaction with pay is higher where performance-related pay and seniority-based reward systems are in place. A pay structure that is perceived to be unequal is associated with a substantial reduction in both non-union members' overall job satisfaction and their satisfaction with pay. Although HRM practices can raise workers' job satisfaction, if workplace pay inequality widens as a consequence then non-union members may experience reduced job satisfaction.

Ching-Chow Yang (2005), study confirms that HRM significantly affects TQM practices. The study concluded that HRM practices have a significantly positive effect on the implementation of TQM. Implementing HRM practices can also have a significant effect on employee and customer satisfaction. It also positively affected "employees' quality awareness" and "corporate image". The quality performances were also significantly affected by the implementation of TQM.

Sreekumar P. (2008) analyzes and compares certain critical HRM strategies with respect to the management of knowledge workers and how the knowledge workers and those who manage them can understand their roles better and contribute to the upgradation of human capital of their firm.

Aleksandra Elżbieta Murawska(2017) Human Resources Management in Polish Hospital Human capital in the hospital plays a very important role. It is therefore justified to address this topic. The aim of this article is to draw attention to the problems in managing human capital in the health service and pay attention to the problems of modern health care. A recurring issue for the last decade has been a health care system, so omnipresent in the political life of every government. All widely discussed models of health care, restructuring, transformation and privatization processes seem to treat hospitals as entities comprising objects without regard to their subjective aspect, which is human capital or simply people. Skipping or purposeful depreciation of medical personnel has been a cause of tensions and frustration, both on the part of hospital workforce as well as the recipients of their services, i.e. patients. Therefore, it seems justified to introduce changes in hospitals, not only on the systemic level but first and foremost the changes which would organize the work of medical personnel by applying human resources management, staff assessment, development and appropriate remuneration as well as observance of the labour law. Human Resources can be defined as the total knowledge skills, creative abilities, talents, competencies and aptitudes of an organisation's workforce. Managing Human Resource are a true challenge for hospital management as it contributes to the creation of good organisational climate which characterize the growth opportunities ,proper distribution of work, reward and pleasant relationship .

Michael A. Campion, Elliott D. Pursell, Barbara K. Brown (2006), A highly structured employment interviewing technique is proposed, which includes the following steps: (1) develop questions based on a job analysis, (2) ask the same questions of each candidate, (3) anchor the rating scales for scoring answers with examples and illustrations, (4) have an interview panel record and rate answers, (5) consistently administer the process to all candidates, and (6) give special attention to job relatedness, fairness, and documentation in accordance with testing guidelines. Examination of psychometric properties for hiring entry-level production employees reveals high inter-rater reliability and predictive validity, as well as evidence for test fairness and utility. The levels of these properties are comparable to those of a comparison battery of typical employment tests, and correlations with the tests suggest that the interview has a strong cognitive aptitude component. Potential explanations for the effectiveness of this structured interviewing technique are discussed.

Andrew (2004), discussed on, Triumphant Companies have recognized the role of HR in appropriate selection of Employees. World economy has shifted from manufacturing to service and knowledge. The new role of HR is to determine the perfect skill essential for the employees to accomplish the organization's strategy.

Training as a core function in theory as well as practice of human resource management. Manishankar Chakraborty (2009) explains the actual need for training and its relationship with the development of an organization, both monetarily and non-monetarily. Training has taken centre-stage and is often related to the developmental aspect of an organization. It is indeed surprising to note that most companies put in place training schedules without even demarcating the long and short-term implications such programs would have on the individual employee and the organization as a whole.

Shrinivas Kandula (2006) focuses on deploying training strategies for managing change in organizations. The paper is organized into three parts The first part explores the role of training system in managing change in organizations, the second part deliberates the need to replace traditional training system with strategic training system and the

third part suggests training strategies that are apt to manage change in organizations. The paper also illustrates the essential ingredients of a rational training system like training policy, training needs analysis, design of training programmes, selection of participants, selection of internal faculty, selection of external faculty, time perspective, training purpose, training content, evaluation and audit. The paper concludes, establishing that though managing change in organizations through training is a Herculean task, it is not impossible to achieve if committed and sustainable efforts are put in.

Today human resources occupy the centre stage of all economic activities. More innovative and flexible organisations need to adopt new ways of attracting, retaining and motivating employees who can contribute to the growth and development of the organisation. The most important of the health system inputs, the performance and the benefits the system can deliver depend largely upon the knowledge, skills and motivation of those individuals responsible for delivering health services

RECOMMENDATIONS

- The Management of the hospitals should see that the policies and procedures of the hospital should be congenial by solving the job related problems promptly
- The chances of promotion should be equal for all the employees and the management should provide a platform for the chances of promotion
- The management should not show any discrimination in the pay of the employees
- The salaries should be paid on time to the employees
- The present pay of the employees receive should be adequate for their normal expenses.
- It is suggested for the management of the hospital that men and women should be treated equal there should not be any discrimination in the compensation or any other related matter.
- Supervisors should encourage their subordinates to improve personal skills to enhance the chances of advancement
- If the training programs are developed they will help in the optimum utilization of the human resources that further helps the employees to achieve the organizational goals and their individual goals.

CONCLUSIONS

Healthcare is now one of the world's largest industries both in terms of revenue and employment. The industry that includes medical tourism, medical equipment and devices, telemedicine, health insurance, hospitals etc. is rising at a very fast pace in India. The increasing affluence and exceeded expectations for quality healthcare among the Indian public have reflected the industry, and more specifically the corporate hospitals as one of the rewarding business sector for investment by the domestic as well as foreign players. However, in the dynamic and complex healthcare environment, the decreasing occupancy rates, rising excess capacity, shortening hospital stays of patients, diminution of once holy image of the hospitals and increasing hospital closures have been the disturbing indicators, and are the basic business challenges of sustained existence and success for corporate hospitals all over the world and India is not the exception. Predominantly, confrontation with these woes is twofold: firstly, the healthcare market is shifting from seller-oriented to buyer-oriented market; and secondly, more healthcare consumers of corporate hospitals are sophisticated, actively involved with high expectations and preferring for ambulatory or out-patient care. Besides, the "quality of care" is at the top of all issues critical to the hospital sector associated to ineffective and inapt patient care, healthcare consumers' preferences and choices, and is inseparable from the issues of organizational growth and performance.

The HRM plays an essential role in motivating the employee, improving the interpersonal skill, communicating skills, heeding, interacting and escalating the issues. Indeed they act as a bridge between the Management & Employee. Periodic assessment, reviews, addressing deficiencies, choosing criteria for employee appraisal/rewards are effective measures in helping out. The HRM needs to design and develop simplified standards. The challenges such as workforce shortages and lack of effective communication, lack of teamwork are to be overlooked by HRM for quality healthcare.

The management of a firm's human resources is important because it affects profitability and competitiveness through its effects on employees' level of job satisfaction, commitment to the organization, and other organizational citizenship behaviors. Hoon, Lee Soo (2000), The HRM audit provides a means for managers to evaluate their firms' HRM practices and to assess how these HRM activities are contributing to their organizational objectives. The results obtained serves to encourage managers to develop a strategic approach to managing human resources as well as in measuring the performance of HRM activities. Systematic analysis of performance can help determine priorities that will lead to a more rational approach to the management of human Resources.

Most business authorities believe that Talent Management (TM) has emerged as an important global business challenge. In developed economies, employers anticipate many experienced workers to retire, creating a vacuum of talent that will not be easy to fill; in developing economies, talent needs are fuelled by explosive business expansion and pending waves of retirements.

Talent Management has focused on attracting, developing and retaining talented people. Organizations will need next generation talent management. William J Rothwell (2008)

The new perspective in the functioning of an HR Manager, Seema S. (2008) explained the role of the Human Resource Manager is changing in the competitive environment. He plays a crucial role in the future of an organization. HRM supports Strategic Management. Talent acquisition and retention has become a significant job of an HR Manager. The success of an organization depends on deploying employees who can adapt to and be comfortable in the changing environment. Acquisitions and mergers are taking place so rapidly that organizations have to grow by them or get 'swallowed' by others. There is an increasing demand for HR personnel who are capable of managing the increasing workforce.

HR managers should develop themselves into capable "change managers" as long as the economy is dynamic and evolving, discussed by K Mallikarjunan (2008). Organizational change is generally called for because of external and internal factors, like competitive forces and consumer patterns (external) and need for reorganization (internal) in the light of changing business environment. To be successful in managing change, the HR team should pick up new perspectives that will encompass not only the conventional HR tasks but also active participation in business matters to the extent of gaining a degree of awareness of the business nuances. Such awareness will enable the HR team to make useful contribution to the adaptive strategies of the corporate towards the changing environment.

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