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ANALYSIS OF HUMAN RESOURCE PRACTICES FOR HEALTH CARE REFORMS: A CASE STUDY OF JALGAON DISTRICT

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ABSTRACT

This research investigates the influence of human resource management practices to improve the job satisfaction level among the nursing professions. The study covers nurses employed in both private sector hospitals and government sector hospitals. The sample size of the research study is 130, out of which 100 doctors are from private hospitals and 30 doctors are from government hospitals. HRM practices slightly differ significantly between the nurses working in the private sector hospital and those working in the government sector hospitals. Findings of the research supported both these hypotheses. These findings are discussed and suggestions have made to improve the performance of HRM practices. The paper addresses issues of the Human resource planning and development of Organization, Working Conditions and Recognition of nursing staff. These can focus on, training and development needs of the staff more likely to achieve sustained improvements in organizational performances.

KEYWORDS

Government sector hospital, HRM practices, Private sector hospital.

INTRODUCTION

The public health system requires effective human resource management for quality health system performance.¹ How providers delivers services to patients depends on the processes that define, deploy and organize the workforce². In any sector, the workforce must be motivated, well-staffed and appropriate skilled to do their job well.¹ In the recent years it has been increasingly recognized that getting HR policy and management "right" has to be at the core of any sustainable solution to health system performance^{3,4}. A well-motivated and appropriately skilled and deployed workforce is crucial to the success of health system delivery. The actual methods used to manage human resources in health care may in themselves be a major constraint or facilitator in achieving the objectives of health sector reform.^{5,6}

"GOOD PRACTICE" IN HUMAN RESOURCE MANAGEMENT

In order to place the evidence based on HRM in health care in context, this section considers how "good practice" in human resource management have been defined and evaluated in other sectors. Essentially there are two sub-themes: how have HRM interventions been defined? And, how have the effects of these interventions are most effective? In other words what is "good" HRM. A review of English-language publication highlights that there is a growing evidence base on these issues. Much of it focuses on organizational performance and output. Productivity is defined as the ratio of outputs to inputs or as the relationship between inputs and outputs.⁷ In light of traditional economic definitions of productivity as the numeric cost ratio of outputs to inputs, administrators in health care have focused on quantifying nurse's work in economic input-output terms. Within the discipline of nursing, some viewed nurse productivity as a measure of the efficiency with which the input of nursing tasks and other labourers' tasks, materials and equipment were converted into goods and services delivered within the health care system.⁸ Also, nursing productivity was defined as equilibrium between demand for and supply of services and managing cost structure of a system by integration of financial and clinical processes and providing good care in a cost-effective manner. Some researchers have defined productivity and managing staffing to meet budgeted standards.

Employee productivity was also measured by the hours of care per day and salary dollars per procedure. Sometimes acuity also was factored in. Productivity was also measured by budgetary standards set by organization or through community or national norms. Among the most quoted groups of studies are those by Pfeffer^{10, 11}. He was summarized seven characteristics that identifies as the core practices that "characterize most if not all system producing profits through people".

These seven characteristics are:

- An emphasis on providing employment security
- The use of self managed teams
- Decentralization of decision making and extensive training
- Selective hiring of new personnel
- Reduced status distinctions and barriers
- Extensive provisions of training
- Compensation linked to performance.

Recent research also highlighted a so called "prime block" of HRM- the principle of "OCR". There must be sufficient employees with the ORGANIZATION, WORKING CONDITIONS to apply, the RECOGNITION must be well defined and strictly to follow there must be a selection for the appropriate candidates. To make a choices about how their job is done. The author suggests that organizations wishing to maximize the contribution of their workforce need to have workable policies in these three broad areas. The various HRM dimensions, which is made up of variables and hence contribute to HRM that have been studied by previous investigators include.

RESEARCH METHODOLOGY

This research aims at examining the HRM practices within the frame work of job satisfaction of nurses. Doctors work both in the government hospitals and private hospitals in Jalgaon District. Using the sampling methods, 130 doctors are selected from both government and private sector hospitals to complete the designed questionnaire. Working condition differs in both these two hospitals and HRM is influence by the working environment. Hence, this research would make the comparison between doctors worked done in the government hospitals and the private hospital. The working conditions like scope of participation in

decision-making and autonomy differ across this hierarchy. 100 doctors from private sector hospitals and 30 doctors from government sector hospitals completed the questionnaire.

This research investigated the impact of two independent variables:

- 1) Human Resource Planning/Organization Development and
- 2) Recruitment and selection

Human Resource planning refers to private sector and government sector.

This research has included:

- Doctors employed in private hospitals located in Jalgaon district.
- Doctors employed in government hospitals located in Jalgaon district.

This research studied whether the proper HRM practices are available and implemented for better patient care along with job satisfaction of nurses. This research has studied the impact of two independent variables on job satisfaction level of nurses working in government and private hospitals.

INSTRUMENT PARAMETERS

The instrument used in this study is composed of 8 parts which includes factors of HRM practices. It contains HR planning, recruitment & selection, personnel policies, practices for employee benefits, workplace management, relations & communication, training & development and employee welfare & compensation. The response categories were: (1) yes (2) no. The measures used were tested for validity and reliability.

HYPOTHESIS

This research tested the following hypothesis:

1. HRM practices differs significantly between the employee working in hospitals in the private and government hospitals
2. HRM differs significantly between the nurses working planning, recruitment and selection, training and development, Employee communication, Employee welfare and compensation.

FINDINGS

The study findings have validates both these hypothesis.

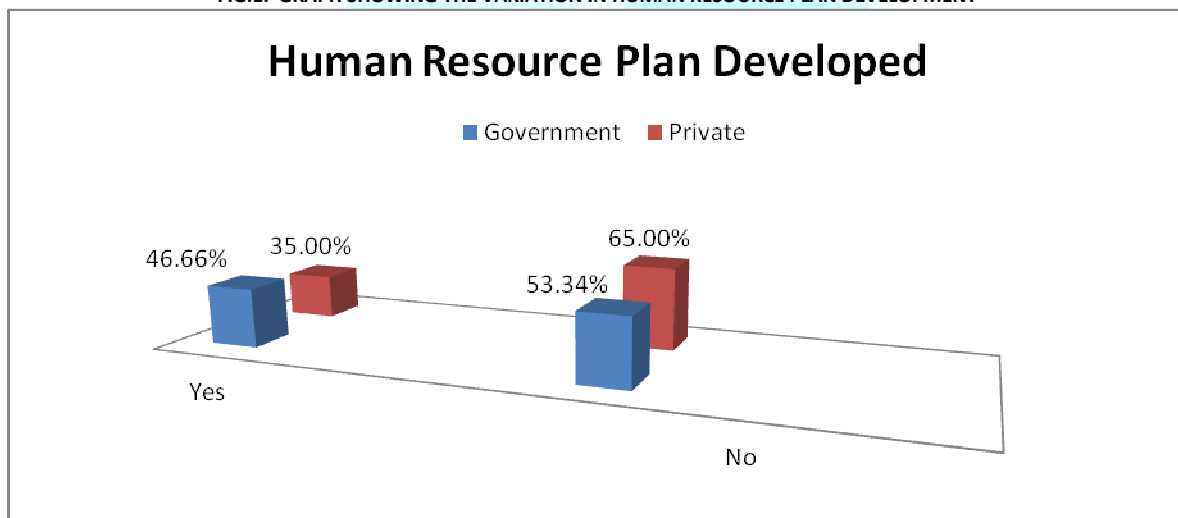
A. HUMAN RESOURCE PLANNING/ORGANIZATION DEVELOPMENT

In order to determine whether there is a significant difference in nurse of Government and private hospital about agreement of development of human resource plan in their hospital.

TABLE 1 : RELATIONSHIP BETWEEN HUMAN RESOURCE PLAN DEVELOPMENT

Is respective human resource plan was developed		Type of hospital		Total
		Government	Private	
Yes	Count	14	35	49
	% within Type of hospital	46.66%	35.0%	37.70%
No	Count	16	65	81
	% within Type of hospital	53.34%	65.0%	62.30%
Total	Count	30	100	130
	% within Type of hospital	100.0%	100.0%	100.0%

FIG.1: GRAPH SHOWING THE VARIATION IN HUMAN RESOURCE PLAN DEVELOPMENT



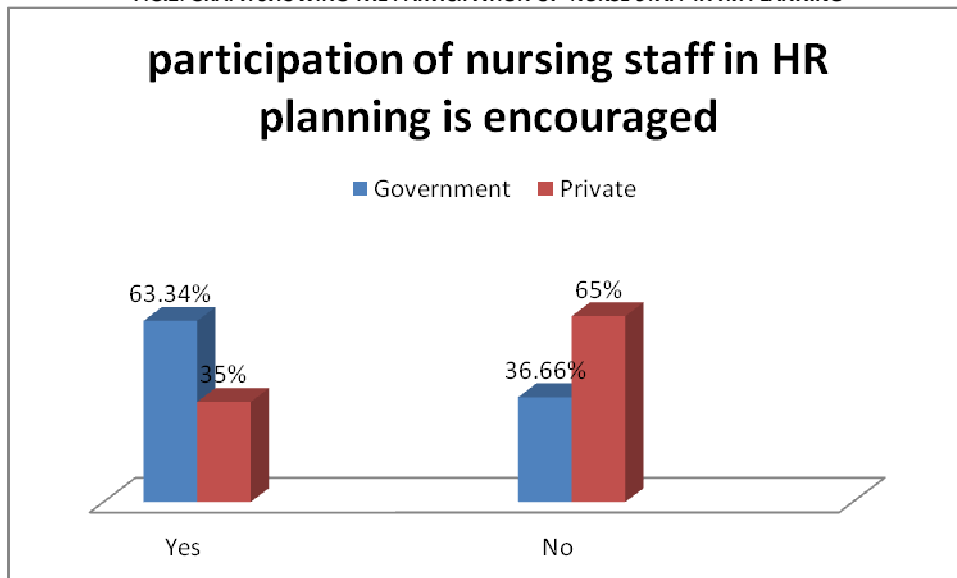
B. WHETHER PARTICIPATION OF NURSING STAFF IN HR PLANNING IS ENCOURAGED

In order to determine whether there is a significant difference in nurse of Government and private hospital about agreement in encouraging the nursing staff in HR planning in their hospital

TABLE 2: RELATIONSHIP BETWEEN THE NURSING STAFF AND HR

Whether participation of nursing staff in HR planning is encouraged		Type of hospital		Total
		Government	Private	
Yes	Count	19	35	54
	% within Type of hospital	63.34%	35%	41.54%
No	Count	11	65	76
	% within Type of hospital	36.66%	65%	58.46%
Total	Count	30	100	130
	% within Type of hospital	100.0	100.0%	100.0%

FIG.2: GRAPH SHOWING THE PARTICIPATION OF NURSE STAFF IN HR PLANNING



C. RECRUITMENT AND SELECTION

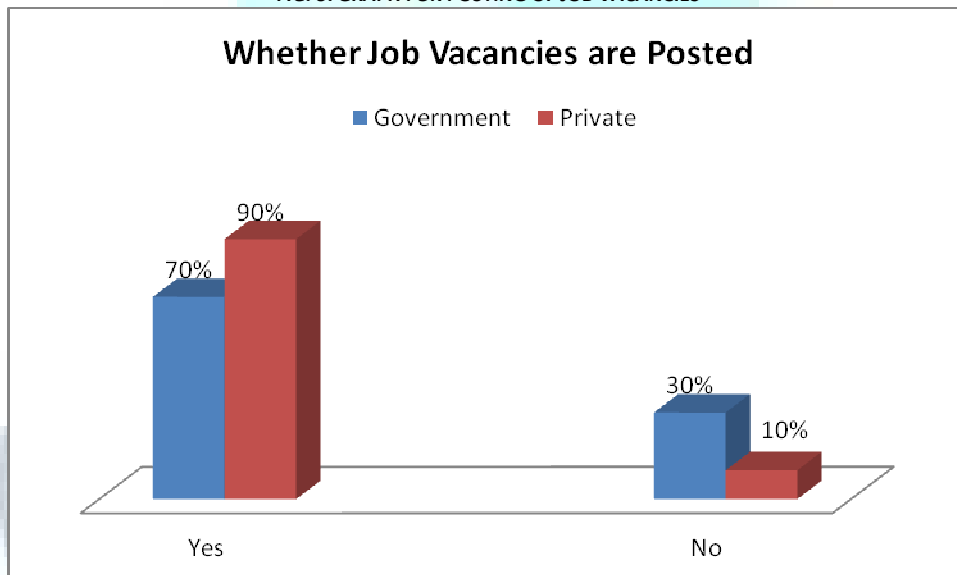
C1. WHETHER JOB VACANCIES ARE POSTED

In order to determine whether there is a significant difference in type of hospital and whether job functions are posted in their hospital.

TABLE 3: FOR THE POSTING OF JOB VACANCIES

Whether job vacancies are posted		Type of hospital		Total
		Government	Private	
Yes	Count	21	90	111
	% within Type of hospital	70%	90%	85.40%
NO	Count	9	10	19
	% within Type of hospital	30%	10%	14.6%
Total	Count	30	100	130
	% within Type of hospital	100.0%	100.0%	100.0%

FIG. 3: GRAPH FOR POSTING OF JOB VACANCIES



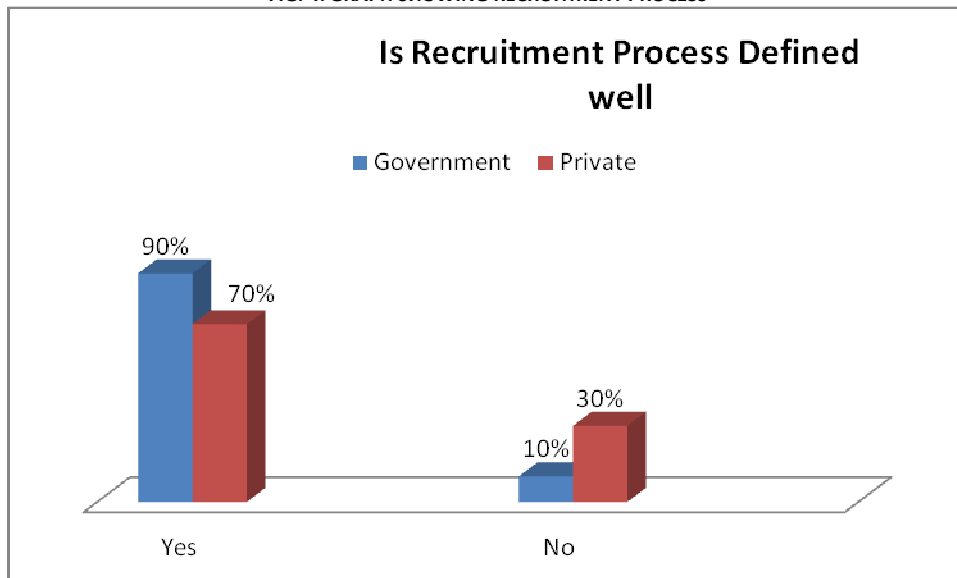
C2. IS RECRUITMENT PROCESS WELL DEFINED?

In order to determine whether there is a significant difference in type of hospital and agreement of nurses whether recruitment process defined well in their hospital.

TABLE 4: RECRUITMENT IS DEFINED WELL

Is recruitment process defined well		Type of Hospital		Total
		Government	Private	
Yes	Count	27	70	97
	% within Type of hospital	90%	70%	74.62%
No	Count	3	30	33
	% within Type of hospital	10%	30%	25.38%
Total	Count	30	100	130
	% within Type of hospital	100.0%	100.0%	100.0%

FIG. 4: GRAPH SHOWING RECRUITMENT PROCESS



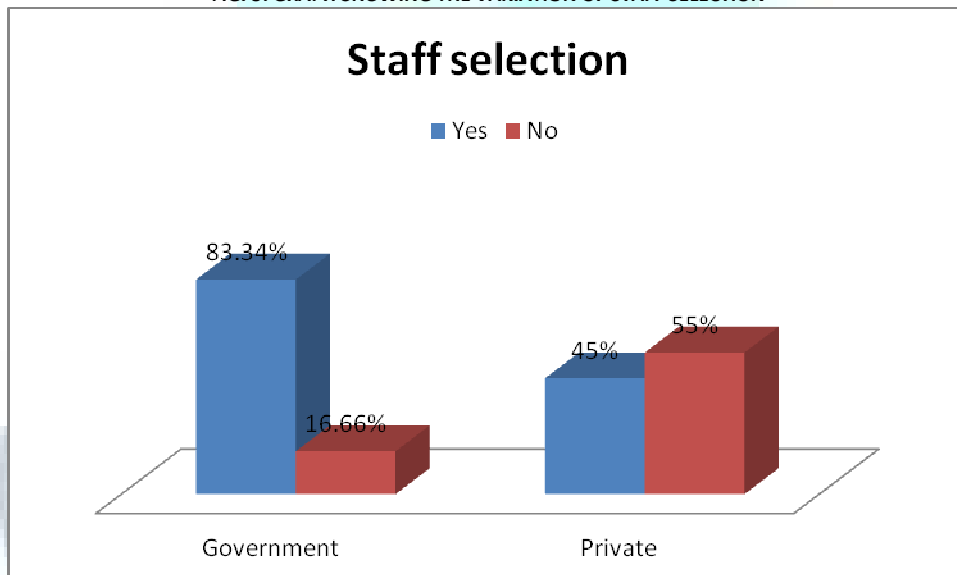
D. THE STAFF SELECTION IS FAIR & CLEARLY SET OUT THE CRITERIA OF SELECTION

In order to determine whether there is a significant difference in type of hospital and agreement of nurses for the staff selection is fair and clearly set out the criteria of selection in their hospital.

TABLE 5: RELATION BETWEEN STAFF SELECTION

The staff selection is fair & clearly set out the criteria of selection.		Type of hospital		Total
		Government	Private	
Yes	Count	25	45	70
	% within Type of hospital	83.34%	45%	53.84%
No	Count	5	55	60
	% within Type of hospital	16.66%	55%	46.16%
Total	Count	30	100	130
	% within Type of hospital	100.0%	100.0%	100.0%

FIG. 5: GRAPH SHOWING THE VARIATION OF STAFF SELECTION



1. From the above Table.1 we observe that 46.66% of the doctors in government hospital and 35.0% of the private nurses agree that human resource plan was developed. It is disappointing to note that nurses by an large feel that HR plans were not developed. Management take a serious view of this.
2. From the above Table. 2, we observe that 63.34% of the doctors in government hospital and 35.0% of the private doctors agree that hospital is encouraging nursing staff in HR planning. The private hospital doctors in a larger proportion feel that hospitals are encouraging nursing staff in HR planning.
3. From the above Table 3, we observe that 70.0% of the doctors in government hospital and 90.0% of the private doctors agreed that job functions are posted in their hospital.
4. From the above Table 4, we observe that 90% of the doctors in government hospital and 70.0% of the private doctors agree that recruitment process defined well in their hospital.
5. From the above tables, we observe that 80.34% of the doctors in government hospital and 45.0% of the private doctors agree that the staff selection is fair and clearly set out the criteria of selection in their hospital. Staff selection in private sector also is governed by the definite norms mandated by the government. The private hospitals must look into this matter to keep their images fair.

CONCLUSION

Government hospitals doctors are more willing in developing the human resource management plan than those of in private hospitals. Nurse staff in private hospitals are lesser encouraged in HR plan than the government hospitals. Training of nurses, vacant job posted, pay packages are better in government hospital than the private hospitals. Pay structure, Recruitment process is well defined in government hospitals. Career development scheme are same in both the private and government hospital. Education and Experience are used mostly in government hospital rather in private hospitals. Skill development activities, interdisciplinary relationship, nurses are participating in hospital management in their hospital is higher in government hospital than in private hospitals. Opportunities for continuing educations available in their hospital are equal in both hospitals.

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