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EFFECTIVE HRD PRACTICES IN CORPORATE HOSPITALS IN HYDERABAD REGION

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ABSTRACT

The healthcare industry in India is reckoned to be the engine of the economy in the years to come. Growing at an enviable rate of 15% every year, the healthcare industry in India is estimated to be a \$60 million by 2020. There are vast differences in medical expenses in western countries and that of India; India has become one of the favorites for healthcare treatments. Due to the progressive nature of the healthcare sector in India, several foreign companies are intending to invest in the country. Existing healthcare organizations are expanding by opening hospitals in new service areas and new organizations entering with state of art equipment's, latest technology and marketing strategies. Consequently, competition in the healthcare sector is on the rise. Increased incomes and awareness levels are driving the customers to seek quality healthcare. The providers in turn need to be more innovative in their approach and offer quality services at competitive price. All this necessitates the systematic Human resource Management by trained and professional managers and administrators. The Andhra Pradesh state known for 'Health Tourism spot' by raising their share in Indian health tourism and the same will be resembled in state economy contribution. In this regard, there is a need to study HRD practices followed in Hyderabad corporate hospitals and its contribution will be discussed in this paper.


KEYWORDS

motivation, work life, job chart.

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INTRODUCTION

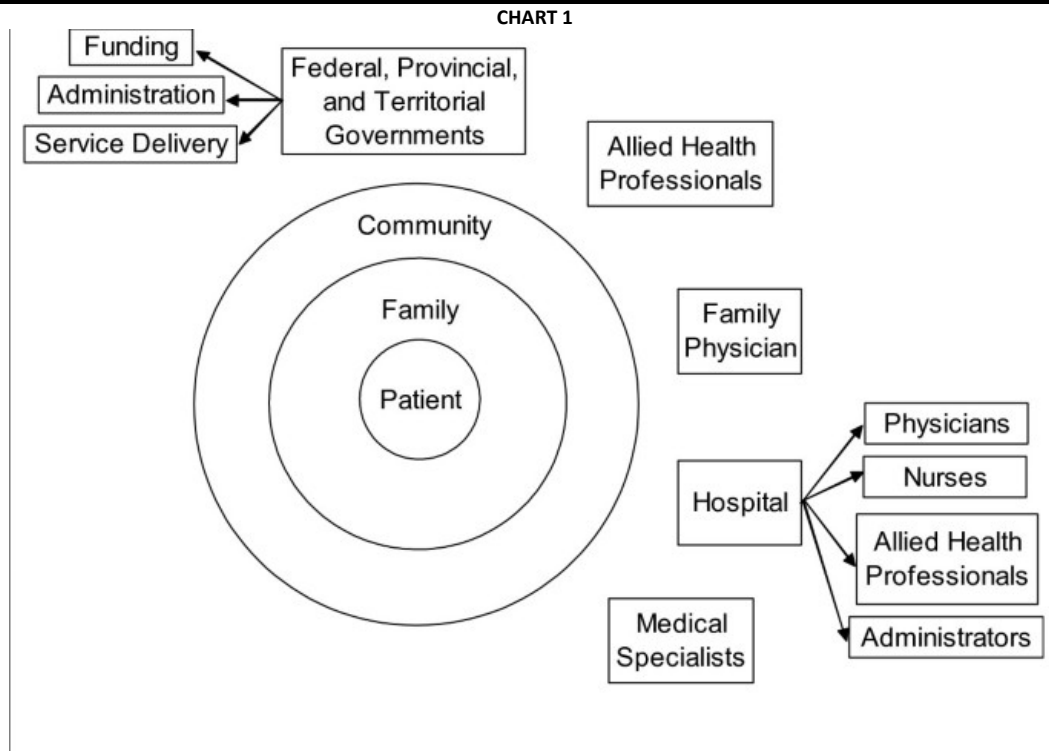
 Organizations have increasingly recognized the potential for their people to be a source of competitive advantage. Not too long ago, so called HR functions was the preserve of "Personnel Managers" whose duties were to recruit and select, appraise, promote and demote. These superficial duties could be performed by any manager, it therefore never seemed necessary to employ an expert in the form of a human resource manager let alone create a whole department dedicated to HRM. Little attention was paid to human resource management issues and its impact on organizational performance. In today's competitive and rapidly changing business world, organizations especially in the service industry need to ensure maximum utilization of their resources to their own advantage; a necessity for organizational survival. Studies have shown that organizations can create and sustain competitive position through management of non-substitutable, rare, valuable, and inimitable internal resources. HRM has transcended from policies that gather dust to practices that produce results. Human resource management practices have the ability to create organizations that are more intelligent, flexible and competent than their rivals through the application of policies and practices that concentrate on recruiting, selecting, training skilled employees and directing their best efforts to cooperate within the resource bundle of the organization.

The human resource development mostly depends on the progress and quality of hospital management. Hence, the existence of quality hospital management is an immensely important for the overall development of a state. But in case of Godavari district it is seen that, quality of health care service provided by the government hospitals are very poor. On the other hand, the health care service rendered by private hospitals are to some extent better than government hospital but where there is a question of heavy expenditure which is not possible for middle and low class people. So, overall health care sector in Godavari district is not at all satisfactory to treat as a powerful tool for human resource development. So, it is considered that keeping in view developing the health care sector in the greater interest of human resource development. The hospital management system should be upgraded. Hence the discussion of hospital management is found to be needed.

ORGANIZATIONAL STRUCTURE OF MEDICAL AND HEALTH SERVICES IN HYDERABAD

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

Hyderabad, also called as the City of Pearls, is the capital of the Indian State, Telangana, and is a major centre for latest technological advancements. Hyderabad is the fourth most populous city of the country and caters to a lot of people for IT, Medical and Engineering sectors from outside the city. Being a technologically advanced city, Hyderabad provides cutting edge healthcare to patients, via hospitals of international standard, across various healthcare domains in affordable prices.



Source: Srinivas.K (2006)

LITERATURE

Sonawane (2018) in his study identified that, HRM practices must be developed in order to find the appropriate balance of workforce supply and the ability of those practitioners to practice effectively and efficiently. HR policy is important for all health care facilities as it is the guiding document for Human Resource Management. The implementation of service quality as reflected on the tangibility, responsiveness, assurance, and empathy for customers /patients' needs is able to improve the performance of hospital organization. It can be said that the relationship between human resources management and health care is extremely complex, particularly when examined from both the sectors' perspective.

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 center-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 study is organized into three parts, 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 programs, 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.

OBJECTIVES

- 1) To examine the trends of HR practices in selected hospitals.
- 2) To study the impact of Training methods on paramedical staff in select Corporate Hospitals.
- 3) To determine performance appraisal impact on employee contribution.
- 4) To make recommendations to increase the efficiency and effectiveness of its HRD Practices.

METHODOLOGY

HYPOTHESIS

H₀₁: There is significant association between Gender of the Employees and their opinions on Training and Development process.

H₀₂: There is significant relation between Designation of employees and their opinions on Training and development.

H₀₃: There is significant association between Designation of employees and their opinions on Performance appraisal system.

SAMPLE

Reputed Corporate Hospitals which are having more than 10 years of experience in health care sector are considered as sample. Some of them are KIMS, Sunshine Hospital, Apollo, Care Hospitals are name a few.

SAMPLE SIZE

Samples of 100 paramedical staff opinion are considered for data collection with the help of questionnaire in various above listed corporate Hospitals in Hyderabad Region.

SAMPLING TECHNIQUE

Random Sampling technique was adopted for the data collection process by visiting corporate Hospitals in Hyderabad.

DATA ANALYSIS

H₀1: There is significant association between Gender of the Employees and their opinions on Training and Development process impact on performance.

TABLE 1: RESPONDENTS OPINION ON TRAINING AND DEVELOPMENT

GENDER		Crosstab					Total
		Training and Development					
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
MALE	Count	6	13	4	24	15	62
	% within GENDER	1.9%	19.4%	0.81%	42.2%	21.1%	100.0%
FEMALE	Count	5	6	4	14	9	38
	% within GENDER	1.2%	12.5%	19.2%	49.2%	17.9%	100.0%
Total		11	19	8	38	24	100

From the above crosstab it is evident that opinions of respondents on the practice of training and development was that 49.2 per cent of female and 42.2 per cent of male agreed and 17.9 per cent of female strongly agreed. On the overall agreement of female employees was highest

TABLE 1.1: CHI-SQUARE TESTS RESULTS TRAINING AND DEVELOPMENT

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35.273 ^a	4	.000
Likelihood Ratio	35.477	4	.000
Linear-by-Linear Association	17.886	1	.000
N of Valid Cases	400		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 2.40.

From the above table it is found that chi square is significant (Chi square sig. Value is 0.000 < 0.05) and therefore **null hypothesis is rejected**. It means that there is a significant association between gender and their opinions on training and development. It means that training and development method has huge impact on people performance as per gender opinion.

H₀2: There is significant relation between Designation of employees and their opinions on Training and development.

TABLE 2: CROSSTAB VALUES OF DESIGNATION AND TRAINING

Designation		Training and Development					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
NURSE	Count	6	5	3	16	8	38
	% within Desig	0.6%	15.3%	27.1%	44.1%	12.9%	100.0%
PARAMEDICAL	Count	3	5	1	13	17	39
	% within Desig	1.0%	1.9%	21.9%	48.6%	26.7%	100.0%
ADMIN & SUPPORTIVE STAFF	Count	2	2	0	8	11	23
	% within Desig	3.2%	20.0%	38.4%	33.6%	4.8%	100.0%
Total		11	12	4	37	36	100

TABLE 2.1: CHI-SQUARE TESTS VALUES OF DESIGNATION AND TRAINING

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	47.476 ^a	8	.000
Likelihood Ratio	52.473	8	.000
Linear-by-Linear Association	8.172	1	.004
N of Valid Cases	400		

a. 3 cells (20.0%) have expected count less than 5. The minimum expected count is 1.58.

From the above table it is observed that chi square is significant (sig. Value is 0.000 < 0.05) and therefore **null hypothesis is rejected**. It concludes that there is a significant association between designation and their opinions on training and development. It further explains that training and development is dependent on designation. The Nurses and para medical staff required proper training in time to meet NABH standards rather than focusing on supportive staff training and also more weight age will be given to nurse and para medical people only.

H₀3: There is no significant association between Designation of employees and their opinions on Performance appraisal system.

TABLE 3: CROSSTAB VALUES OF DESIGNATION AND APPRAISAL

Designation		Performance Appraisal					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
NURSE	Count	13	5	3	9	8	38
	% within Desig	0.0%	24.7%	30.0%	40.6%	4.7%	100.0%
PARAMEDICAL	Count	17	4	2	8	8	39
	% within Desig	0.0%	16.2%	61.0%	21.0%	1.9%	100.0%
ADMIN & SUPPORTIVE STAFF	Count	4	8	2	5	4	23
	% within Desig	1.6%	20.8%	39.2%	36.0%	2.4%	100.0%
Total		34	17	7	22	20	100

TABLE 3.1: CHI-SQUARE TESTS VALUES OF DESIGNATION AND DESIGNATION AND APPRAISAL

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.489 ^a	8	.091
Likelihood Ratio	31.696	8	.000
Linear-by-Linear Association	.977	1	.323
N of Valid Cases	400		

a. 5 cells (33.3%) have expected count less than 5. The minimum expected count is 5.3.

From the above table it is found that chi square is significant (sig. Value is 0.091 > 0.05), and therefore **null hypothesis is accepted**. It means that there is a significant association between designation and their opinions on performance appraisal. It means that performance appraisal not in fair worthy in Corporate hospitals, most of the time other factors like relatives, friends etc. may have impact on appraisal rating.

DISCUSSION OF RESULTS

Training programs must be personalized to specifically address the company's needs. Ideally, hospital staff, who have direct knowledge of issues which may require more training should be consulted when developing a program. Most readily available modules are too generic and don't concentrate on specific concerns. It may consider utilizing pre-packaged modules, which provide opportunities to edit materials and can include concepts that are relevant to the hospital's needs. Training solidifies employees' existing skills and helps them improve in lacking areas. An effective training program spots individual area of improvement in order to address them properly. This enables every staff member to be independently effective when it comes to performing their roles without relying on fellow employees who are more experienced with specific tasks. This builds the nurse's confidence, improves overall performance and encourages cooperation, as well as creativity to bring new ideas into the workplace. Despite good intentions, hospital training programs are only effective through best practices. It involves a process which extends before, during and after the training. The program should be designed based on two principles: it must cater to all types of learners, and needs to be customized specifically for your hospital's system.

CONCLUSION

The training program should be adjusted to the needs of the employer and employees. Perhaps offering different routes for a professional development career could be a solution to the problem. For people with the lowest income, it is worth preparing a broader offer of cost-free courses. The training anticipated by nurses could be a vital element of a motivating system. The Corporate Hospitals in Hyderabad Region may have to improve employee training standards for better service to patients and society, where more transparency required while performance appraisal.

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