

People Management Practices in Hospitals



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This study deals with HR practices being followed in hospitals and the satisfaction level of employees in Chennai. The role of Human Resources in a hospital industry is very critical in ensuring the satisfaction of employees and further, provides a positive work environment. The study analyzes the existing HR practices, its effective employment and the role played by People practices in ensuring employee satisfaction and quality services in turn. It is imperative to evaluate the satisfaction level of employees in terms of People Management Practices, to streamline the system and provide a Wow in healthcare industry.

Keywords: Benchmark People practices, Employee Satisfaction, Healthcare, HR Verticals

1. Introduction

Healthcare service is a vast field with intensive forms of services and aid which are aimed at the prosperity and well-being of human undertaken by a collective of health workers in hospitals and healthcare center. Healthcare has developed into one of India's leading sectors - both in terms of income and employment. It is a accepted reality that earlier the people working in healthcare sector and hospitals were not compensated commensurate to their commitment and responsibilities, this at times has affected the quality of services as well as the morale of staffs, however with qualified Human Resources management coming into place and best practices being explored the scope to improve satisfaction levels and there by enhanced performances and services could be expected.

1.1 Job Satisfaction & HRM Practices in Healthcare Industry

It is an established thumb rule that employee satisfaction and patient satisfaction together are a pivotal factors from the hospitals point of view. Ensuring hospital employees' job satisfaction and dedication is important to effectively deliver health services and to retain employees. Employees can instantly influence patient satisfaction based on their significance and constant free will communication with patients. Hence the role of HRM in Hospital management is of utmost importance. Taking all these aspects together a need was felt to evaluate the effectiveness of existing human resource management and need to have systematic HRM practices in place by trained and professional managers and administrators.

1.2 Effectiveness of HRM Practices

Human resources occupy the center stage of all economic activities, in an extremely competitive market, survival and prosperity of industry will depend significantly on the methods an organization deal with its resources particularly the human resources. It has been realized that for the HRM functions to be streamlined, the HRM activities has to be handled more efficiently, or delivered in a more cost-effective manner. There are various aspects involved in the human resources management in an organization, they can be generally categorized into following factors and a diagrammatic representation of same is illustrated below.

- Recruitment and Induction.
- Training and development.
- Performance Appraisal and Feedbacks.
- Benefits and Compensation.
- Career progression and Grievances redress.
- Team Work and Involvement

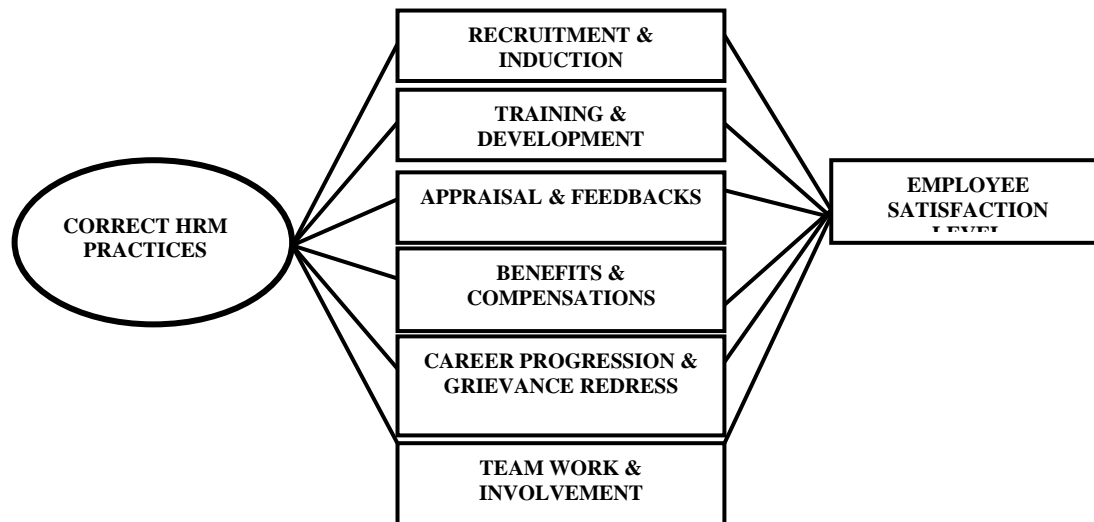


Figure 1 Diagrammatic Representation of the Ideal HRM Practices Variables and Relationship with Employee Satisfaction Level

The relationship between HRM practices and satisfaction of employees has immense effect in healthcare industry, it being an essential service a need was felt to evaluate and establish impact of each facet of HR practices along with the overall effect of the HRM practices on employee's satisfaction level. The study intended to provide an insight for the management to develop better practices and system for much improved workplace culture as well as effective workforce management.

2. Review of Literature

A study has been undertaken on existing HR practices in healthcare institutes and its impact on the Satisfaction levels of healthcare employees in Chennai. Few of the Literature reviewed which gave insight and guidance related to this study is produced in subsequent paragraphs.

Tuan Trong Luu (2019) in his study about the role of discretionary HR practices in promoting employee well-being and mechanisms underlying their effect found that more HRM systems invest in employees' work life and career growth beyond legal requirements leading to create happier employees. The study also helps to understand the HRM-employee well-being relationship by examining the predictive role of discretionary HR practices.

Arshad Mahmood et al (2019) has undertaken a study wherein the purpose was to increase understanding of the influence mechanisms of specific HR practices variables – salary, job stability and job enrichment – upon employee commitment, through the mediating role of job satisfaction, in a developing country context. This study indeed has provided a novel approach in evaluating to examine employee commitment using the high-performance work practices model in developing countries.

Empress Charlet Jenifer D & Dr S N Soundara Rajan (2017) in their study have brought out that Job satisfaction is one of the largely researched subjects in the area of organizational performance and human resource management. The study established significant link between the initial training provided by the hospital and the job satisfaction of the employee.

Singh Rajkumar G (2013) opines about a study on hospital employees to check out the factors influencing job satisfaction. Pay and expense factors were the most important factors absolutely linked with employee job satisfaction.

Elarabi H M, & Johari F(2013) studied the factors that affect job satisfaction and job performance and the relationship between job satisfaction and job performance. Study recognized four factors: work comfort, Work management, salary, incentives and evaluated their contact on job satisfaction of the medical staff working in government hospitals in Libya.

Mrinali Baburao Tikkare (2009) through her study on Human Resource Management Practices in Hospitals and its Impact on Employee Satisfaction has tried to highlight the relationship between Human Resource Management (HRM) practices with employee satisfactions. The study by and large is focused on four functions i.e. Recruitment, Selection, Induction, Training and Development, Performance Appraisal.

Wilfred J Zerbe , Dawn Dobni· Gedaliahu H Harel (2009) in their article shed light on the relationship between satisfaction with human resource management (HRM) practices and employee performance. They also sought to contrast the role of satisfaction with HRM practices with that of employees' perceptions of how service-oriented their organization's culture was, based on the position of marketing theorists that a service culture is fundamental to promoting service behavior.

3. Methodology

3.1 Objective of the Study

The objectives of the study are as given succeeding sub paragraphs.

- To Study the impact of HRM practices on Satisfaction level of healthcare employees of private sector/ Specialty Hospitals in Chennai.
- To establish Relationship between different variables of HRM practices and Job Satisfaction level of Healthcare employees.

- To critically evaluate the perceptions of various medical, para-medical and Admin staffs towards the existing HRM practices.
- To formulate broad guidelines, conclusions and suggestions suitable for the improvement of HRM practices in the Healthcare organizations.

3.2 Scope of the Study

The scope of the study was to ascertain the role of existing HRM practices, its impact on employee's satisfaction levels in specialist hospitals in Chennai and nearby adjoining areas. Over all scope also was to suggest broad guidelines and suggestions in order to bring in improvement in the work space and enhance work force motivation.

3.3 Nature of Study

The study is exploratory, descriptive, cross-sectional and research design in nature involving a survey amongst healthcare employees of various multispecialty hospitals. Data was collected through a questionnaire administered over 397 hospital employee's majority of NABH accredited private hospitals of Chennai over a period of two months period (Feb –Mar 2020). The collected data was analyzed using SPSS application for establishing the relationship and significance.

4. Data Analysis and Interpretation

Reliability Analysis using Cron Bach's Alpha: The reliability of the valuables tested using Cron Bach's Alpha was .959 which meant excellent reliability between the variables existed and hence the data accrued were ideal to progress the study.

Percentage Analysis (Descriptive Data Analysis): Each variable of HRM Practices were presented to the samples in the form of questions. There were six major variables with 5-6 factors each being assessed separately using percentage analysis. A compilation of overall impact of responses on each variable are elaborated in the tabulated data table.

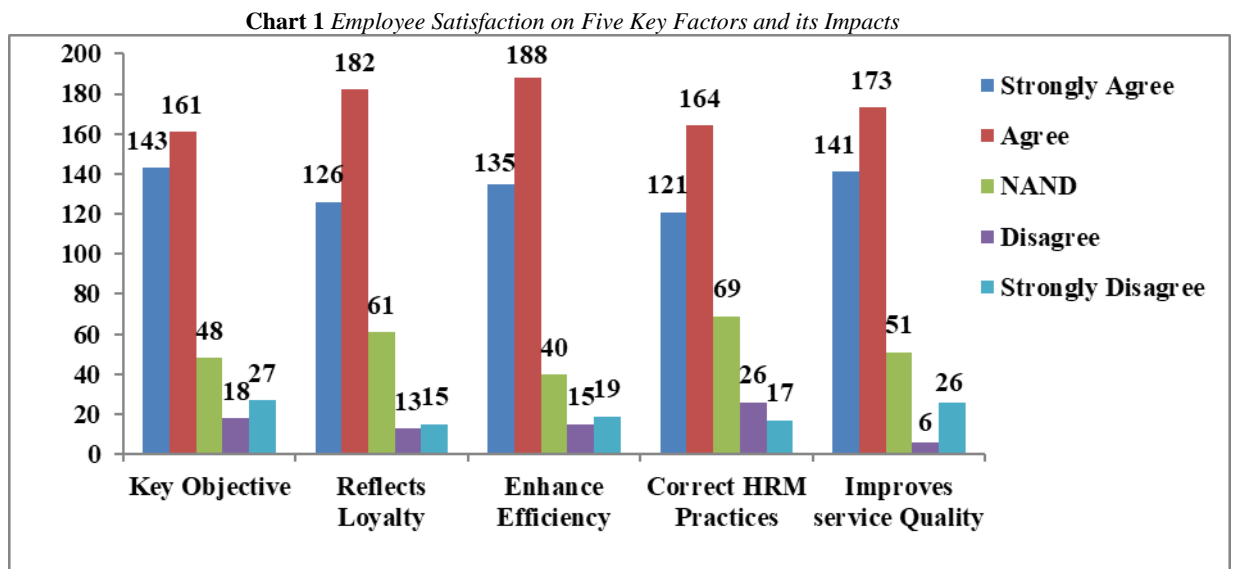
Table 1 Descriptive Statistics of Compiled HRM Practices Variable Factors

Sr No	HRM Practices Variable	Responses											
		Strongly Agree		Agree		NAND*		Disagree		Strongly Disagree		Total	
		Nos	%	Nos	%	Nos	%	Nos	%	Nos	%	Nos	%
1	Recruitment & Induction	135	34.0	156	39.3	52	13.1	30	7.6	24	6.0	397	100
2	Training & Development	116	29.2	153	38.5	65	16.4	39	9.8	24	6.0	397	100
3	Appraisal & Feedback	91	22.9	154	38.8	69	17.4	50	12.6	33	8.3	397	100
4	Benefits & Compensation	79	19.9	134	33.6	73	18.4	59	14.9	52	13.1	397	100
5	Career Progression & Grievances Redress	76	19.1	154	38.8	73	18.4	60	15.1	34	8.6	397	100
6	Team Work & Involvement	82	20.7	145	36.5	69	17.4	68	17.1	33	8.3	397	100

* Neither Agree Nor disagree

The data indicate that majority of employees are in agreement with reference to good HRM practices in places especially in terms Recruitment & Induction as well as Training & Development Practices. However minor dip in percentage of Benefit & Compensation, Career Progression & Grievances Redress as well as Team Work & Involvement wherein, factors like salary based on Skill & performance, timely grievance redress, job security and involving employees in decision making lacked conviction of agreement to indicate that these areas still needs improvement.

The Analysis of Satisfaction of Employees with Five Key Factors: The five key aspects which had direct impact on satisfaction of employees in health care sector are as given below



* Neither Agree Nor disagree

The employees gave a clear verdict with regards to the satisfaction quotient with employee satisfaction as an organizational objective. They were in strong agreement to the fact that their satisfaction reflects their loyalty to the organization. An overwhelming response also agreed that correct HRM practices are key factor for employee satisfaction. The employees also endorsed that the employee satisfaction ensures quality services to the patient. The disagreements in all aspects were miniscule and negligible to be discarded.

Statistical tools application to establish significances and relationships

In order to establish the existence of significance between the variables and see the variances, correlation, relationship etc the variables were tested with different tools of SPSS. The tests were carried out on each variable factor using different tools of SPSS to arrive at logical conclusions. The test carried out to establish the significance and relationship between the HRM practices and Employee Satisfaction as well as the Significance of various demographic aspects on satisfaction is highlighted in succeeding paragraphs.

Multiple Regression between independent Variables Age, Gender , Occupation & Education Qualification and Dependent Variable Satisfaction Level of Employees in healthcare sector.

- H₀: There is no significant relationship between independent variable Age, Gender, Occupation & Education Qualification in healthcare organisations and Employee Satisfaction Level within Healthcare sector.(Null Hypothesis)
- H₇: There is a significant relationship between independent variable Age, Gender, Occupation & Education Qualification in healthcare organisations and Employee Satisfaction Level within Healthcare sector.(Alternate Hypothesis)

Table 2: Multiple Regressions to Establish Relationship between Demographic Factors and Satisfaction Level of Employees in Healthcare Sector

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.157 ^a	.025	.015		.88072

a. Predictors: (Constant), Education Qualification, Occupation, Gender, Age

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.712	4	1.928	2.486	.043 ^b
Residual	304.060	392	.776		
Total	311.772	396			

a. Dependent Variable: Satisfaction Levels

b. Predictors: (Constant), Education Qualification, Occupation, Gender, Age

The calculated r value, is .157 and its significance at this level is **0.043**. Hence the null hypothesis is accepted and alternate hypothesis is rejected, since significant value is more than 0.005 it can be concluded that there is no significant relationship

between independent Variables Age, Gender, Occupation & Education Qualification and Dependent Variable Satisfaction Level of Employees in healthcare sector.

Correlation between HRM Practices being followed in organizations and Satisfaction Level of Employees in healthcare sector. The correlation was carried and tested for Significance and association.

- H_0 : There is no significant correlation between HRM practices in healthcare organisations and Employee Satisfaction Level within Healthcare sector. (**Null Hypothesis**)
- H_4 : There is a significant correlation between HRM practices in healthcare organisations and Employee Satisfaction Level within Healthcare sector. (**Alternate Hypothesis**)

Table 3 Correlation between HRM Practices and Satisfaction Level of Employees

		HRM Practices	Satisfaction Levels
HRM Practices	Pearson Correlation	1	.627**
	Sig. (2-tailed)		.000
	N	397	397
Satisfaction Levels	Pearson Correlation	.627**	1
	Sig. (2-tailed)	.000	
	N	397	397

** . Correlation is significant at the 0.01 level (2-tailed).

The calculated r value, ie the Pearson Correlation value is .627 and its significance at this level is 0.000. Hence the null hypothesis is rejected and alternate hypothesis is accepted, it can be concluded that there is significant association between HRM Practices being followed in organizations and Satisfaction Level of Employees in healthcare sector.

5. Findings and Suggestions

5.1 Findings

The study carried out detailed analysis of the data collected and inferences were drawn from the data regarding the HRM Practices generally being followed in healthcare organizations and its impact on the Satisfaction level of Employees in Chennai and are as in succeeding paragraphs. Recruitment and Induction variable of HRM practices were utilized well and almost 70% employees agreed to the various sub factors being followed like Systematic recruiting, Structured Interviews, Timely Induction, proper briefing on Policies of the Organisation, accurate Job description and explaining expectations & responsibilities well during the recruitment and Induction period itself. An Approximate of 62-74% samples understands that Training and development has a major role in improving efficiency and satisfaction of employees. All sub factors have significant importance and few areas like facilitating Training needs emphasis.

The Study established that Appraisal and Feedback Systems are key factors of HRM practice and most of the hospitals follow it to a larger extend:

Benefits and Compensations are very crucial for enhancing the satisfaction of the employees. Performance and skill- based salary along with Medical and retirement benefits needs further attention. Moreover, a good about 32% disagreement along with another 18% maintaining neutrality on non-Compensation for overtime is a concern. Career Progression and redress of grievances are factors which affect the employee's morale and by and large are followed by most hospitals with more than 50% samples in agreement. Here too scope exists in enhancing job security and career progression.

Team Work and involvement by staff is another major aspect of HRM practice. Many hospitals were way behind in terms of employee's involvement in Decision Making process. Most of the employees agreed that employee satisfaction is one of the key objectives of an organization in healthcare sector. 77.58% employees agreed that loyalty of the employee to the organisation is commensurate to the Job satisfaction being enjoyed by them. 81.37% employees believed that better Job satisfaction will enhance the working efficiency of an employee there by benefits the organisation.

Almost 72% of respondents were of the view that correct HRM Practices are important factor for ensuring employee satisfaction. A good majority of 79% responders endorsed that better satisfaction level of employee ensures quality services to the customer (Patients) in the healthcare sector. There were few non-NABH accredited hospitals which are poor in following the correct HRM Practices and clearly stood out with the disagreement statements by the respondents. The Hospitals which are following correct and good HRM Practices do have excellent significance and correlations in establishing relationship as well as have proportional impact on Employees satisfaction level in Healthcare sector.

5.2 Suggestions

The following Suggestions / recommendations are offered based on the findings enumerated in preceding Paragraphs.

Training and Development aspect of HRM practice need to be given better attention to ensure all staffs get adequate training.

The Appraisal systems at many hospitals need to be little more streamlined in a structured manner. The Salary of Staffs in healthcare sector need to be organized by making it more oriented to Skills and performances basis in many hospitals. Most of

the Hospitals don't follow any proper system regarding Career Progression, the procedure for grievances / dispute redress also need further improvement. The team building and involvement aspect need further enhancement especially while involving staff in decision making and giving freedom of expression at will.

The management needs to devise measures to ensure that systematic and correct HRM practices are put to good use to enhance the efficiency of the hospital. All Hospitals need to have Uniform HRM Practices in Place to enhance employee Satisfaction and enhance service quality.

6. Conclusion

The role and importance of HRM practices in enhancing or influencing the Job satisfaction amongst employees in healthcare sector is a vast area of study with lot of significances. While HRM practices are known to many in industry, it at times were felt that was not been utilized properly for various reasons. Hence it was felt to study the opinion and views of employees of healthcare sector in Chennai to ascertain the impact being made by correct HRM practices in effecting the Job satisfaction levels of employees for betterment of the organization. The study successfully endorses the positive impact of HRM Practices in influencing the Job Satisfaction amongst the employees or for the lack of it. Almost 80% employees agreed to the fact that Correct HRM Practices has impact on their Job satisfaction. Out of the Hospitals from where the samples were collected 68.75% confirmed proper HR practices are being followed and only 31.25% were falling short on few aspects. With consorted effect from all stakeholders in healthcare industry this aspect can be rectified to provide better job satisfaction and thereby quality healthcare services.

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