HUMAN RESOURCE MANAGEMENT: A STUDY BETWEEN GOVERNMENT AND CORPORATE HOSPITALS IN HYDERABAD, ANDHRA PRADESH, INDIA

G. RATNA VANÍ*

*Lecturer in Public Administration, Loyola Academy Degree & PG College, Secunderabad, India

ABSTRACT

Human Resource Management is the management of an organization’s work force. It includes human resource planning such as job and work design, Job analysis, staffing, performance appraisal, compensation and reward, training and development for organizational improvement. An organization aims at proper management of its affairs and attainment of goals only when it manages its employees properly and keeps them motivated and committed. The objective of the present study is to know the human resource management practices that followed in government and corporate hospitals. In a hospital, employees are the major components of the health care delivery system; they play a vital role to achieve the aims and objectives the hospital therefore like any other organization hospitals need a sound personnel management system. The study found some similarities and some differences in HRM practices of both government and corporate hospitals. Job security, fair and equitable remuneration, strong unions and association are the prominent features of government hospitals whereas importance to merit rather than seniority, 360 Degree performance appraisal, minimal Impact of Associations and labour unions, organizing orientation and capacity building programmes to improve the efficiency in their employees are the main characteristics of the corporate hospitals. However good HR practices can help the government and corporate hospitals to attract, motivate and to retain best people. Organisation that pay and treat its employees well always race ahead of others and deliver excellent services.

KEYWORDS: Management, work force, organizational objectives, performance appraisal, compensation and reward, training, capacity building, Labor unions, job satisfaction.

INTRODUCTION

Every organization is made up of people, organization functions through its personnel; these are the people who strive for the fulfillment of organizational objectives they are no longer be viewed as a commodity but considered the most valuable asset of an organization. Employees of twenty first century are more progressive in their outlook they are better organized through unions and associations therefore a sound Human resource
management needed to motivate them in right direction to develop their morale and contribute to good employer and employee relations. Human resources create organizations and make them survive and prosper. If human resources are neglected or mismanaged the organization cannot do well. Hospitals are no exception for this principle the personnel working in hospital play a very vital role in promotion of general health of the community and the quality of patient’s care.

**Definitions of Human Resource Management**

According to Flippo, HRM is “the planning, organizing, directing and controlling of the procurement, development, compensation, integration, maintenance and reproduction of human resources to the end that individual, organizational and societal objectives are accomplished”

According to National Institute of Personnel Management of India “Personnel management (human resource management) is that part of management which is concerned with people at work and with their relationships within the organization. It seeks to bring men and women who make up an enterprise, enabling each to make his own best contribution to its success both as an individual and as a member of a working group”(AquinasP.G,2006:3)

**Human Resource Philosophy**

Human Resource Philosophy represents those basic belief, ideals, principles and view which are held by management with respect to the remaining four management functions namely organizing, staffing, directing and controlling employees at work. Organizing means arranging work for the effective accomplishments of objectives. Staffing involves choosing competent and suitable personnel for different positions in the organization. Directing entails guiding and supervising personnel to bring about purposeful action towards the desired objectives. Controlling ensures progress toward objectives according to plans. The human resource philosophy should be flexible so that it may be amended as conditions alter with the passage of time.

**HUMAN RESOURCE OBJECTIVES**

It is important to set the objectives to set the objectives of the human resource department within the framework of hospital policies. Broadly speaking, the objectives of most hospitals are service and efficiency. The objectives of employees are good salary and
working conditions, job security, opportunity for advancement, etc. the important objectives visualized by the human resource department of any hospital should normally include a) recruiting the best available candidates, b) evaluating the performance of employees for their promotion, c) ensuring reasonably good working conditions for the employees, d) giving adequate and fair emoluments to employees commensurate with their performance, and e) motivating employees to work harder. (Goyal R.C, 2000:130)

**Government hospitals-Human resources management**

Andhra Pradesh has fourteen teaching hospitals. The Osmania General Hospital (OGH) is the oldest and the biggest teaching hospital in the state located in the capital city Hyderabad with a bed capacity of 1168. The OGH is a referral centre to three districts, viz., Medak, Nalgonda and Hyderabad. However, in practice, it is admitting patients from all over the state and also some of the patients of adjoining districts of neighbouring states. Gandhi Hospital is located at Secunderabad, which is popularly known as twin city of Hyderabad. It is one of the premier hospitals having a very good infrastructure in Andhra Pradesh under the public sector. It caters to the health needs of the twin cities and other parts of the state. The in-patient services are the core services of the hospital besides it has teaching facilities. Osmania General Hospital and Gandhi Hospital together attend to more than 5000 Out Patients and about 300 emergency patients daily. The services are rendered by a large work force.

Directorate of Medical Education (DME) is the administrative authority for smooth functioning of all government medical colleges and attached teaching hospitals, nursing schools and colleges. DME monitors the medical education of Andhra Pradesh. The directorate has 38 hospitals, out of them 14 are very large general hospitals attached to each of the medical colleges. DME was created in the year 1987, located at Hyderabad. It is headed by the Director, Medical Education who supervises the functioning of principals of medical and nursing colleges, superintendents of general and specialty hospitals and chief accounts officers. He is assisted by Additional director, Joint directors, Assistant directors and Chief Information Officer. It is the agency through which the government guides, supervises and controls the medical services and personnel management. (http://www.apvvp.ap.nic.in accessed 05.01. 2012)

**Recruitment Process in Government Hospitals:** For all positions of entry into the medical services like assistant civil surgeons, staff nurses and non-gazetted technical and
administrative staff the mode of recruitment is direct and for all other senior positions, it is indirect. Although all senior positions are filled through indirect recruitment, provision is made for direct recruitment for all such positions if suitable candidates are not found from within the service. Selections are made by the A.P. Public Service Commission (APPSC) and they become part of A.P. medical service cadre. In recent years because of financial constraints the government has been giving temporary appointments to assistant surgeons on contract basis. The other staff like non-gazetted nursing (head nurses and staff nurses) and technical personnel, non-gazetted administrative staff are recruited by the APPSC. The Superintendent of the hospital recruits class IV employees with the assistance of the medical officer. The superintendent can fill or clear leave vacancies. DME is responsible to organize training and capacity building programmes to the employees.

There is an institute at the national level for conducting training from the administrators namely the National Institute of Hospital Administration and Education (NIHAE), New Delhi, financed by the Union Ministry of Health. There are some more training institutions such as (i) The All India Institute of Medical Sciences, New Delhi which offers a post-graduate course in hospital administration for doctors and (ii) The South-East Asia Regional Office of World Health Organization, New Delhi which conducts orientation and training programmes in the hospital administration for trainees coming from South-East Asia including India. (Satyanarayana RaoA.V,1986:135)

Corporate Hospitals-Human Resource management

In India, till recently, hospitals were funded by central or state governments or by charitable trust. But now joint stock companies are coming up to establish and manage hospitals on business lines which are called corporate or for profit hospitals, they collect share capital and deposits, raise funds from financial institutions create surplus and offer dividends to shareholders. In India, hospitals gained the status of corporate sector in the year 1984; the corporate phenomena are gradually spreading. These multi specialty corporate hospitals had a phenomenal growth in A.P in recent years. This is a trend perhaps not matched by any other state. Hyderabad, the capital city, itself is having more than 20 star hospitals with branches and franchised units. The main reason behind the growth and craze of corporate hospital is deficiency of government hospitals and over crowdedness. The private/corporate hospitals offer super specialty services to attract rich clients however they offer subsidized services to the poor in a limited way in order to retain the service perspective (Narayana K. V, 2004:351-356).
Corporate hospitals in general staffed well trained and qualified doctors, nurses, paramedical personnel, bio-medical engineers, accountants’ auditors’ hospital administrators and public relation officers. The unique feature of corporate hospitals are, they have doctors and Para-medicals who have crossed 58 years of age which is retirement age of government hospital staff. In corporate hospitals promotions are through seniority cum merit. Generally merit is given more importance when compared to government sector where merit does not play any role in promotion. These hospitals recruit their employees as per the rules laid down by medical counsel of India purely through interviews. One more feature is they have consultants. They are not the employees of the organization. They pay 30% from their consultation fee to the hospital.

The organizational structure is a vital factor that influences the success of the hospital. Rapidly changing technology, competition, expectations of patients and government policies making corporate hospital administrators search for alternative organization structure Matrix.

Matrix is an organizational structure that facilitates the horizontal flow of skills and information. It is used mainly in the management of large projects or product development processes, drawing employees from different functional disciplines for assignment to a team without removing them from their respective positions. Employees in matrix organization report on day-to-day performance to the project or product manager whose authority flows sideways (horizontally) across departmental boundaries. They also continue to report on their overall performance to the head of their department whose authority flows downwards (vertically) within his or her department (Seth Allocaran, 1990:575).

Apollo Hospitals, Jubilee Hills, Hyderabad is one of the sample hospital for the study; it is a 350-bed tertiary care centre. It has over 50 medical and surgical disciplines. Spread over a campus area of 35 acres, the hospital has a built-up area of 190,000 square feet. Its services are supported by sophisticated technology and of internationally trained and educated doctors and experienced medical and administrative professionals. It has about 1098 employees work in 3 shifts i.e. 8AM to 4.30PM, 10.30PM to 7AM, 8PM to 8AM and the general shift is from 9AM to 5.30PM. Most of the consultants at the hospital have international experience either educational, work experience - related or observational. As per hospital management, the average staff to patient ratio for the hospital is 3:1 with a 1:1 ratio prevailing in priority areas like the intensive care unit and the cardiac care unit. Apollo
Hospitals, Hyderabad handles close to 100,000 patients per year. Many International patients are also treated by the hospital. (www.apollo.org.in accessed, 30-10-2012).

Krishna institute of medical science (KIMS) is a 350 bedded upscale multi-specialty hospital managed by Bollineni group of hospitals, a reputed health care group with a chain of hospitals located centrally at Minister’s Road in Secunderabad, spread over a campus of 5.5 acre and expanding its bed strength to 1000 beds with a built up area of 12,00,00 square feet. It has over 30 medical and surgical disciplines with more than 1200 employees (http://www.kims.org.in accessed 01.11.2012). Both the sample hospitals have a well managed Human Resource Department. It looks after the recruitment and training, policy proposal, proposal of salary structure, performance appraisal and record maintenance of the staff. It ensures maximum employees satisfaction and enhances overall productivity of the organization. Senior personal officer is an assistant to G.M operations of HR. He prepares service rules, coordinates with all HOD’s, and handles all disciplinary cases.

**OBJECTIVE OF THE PROPOSED STUDY**

To know the human resource management practices that followed in government and corporate hospitals of “Greater Hyderabad” in Andhra Pradesh.

**Hypothesis:**

Quality of hospital patient’s care depends on the sound human resources policy.

**Methodology:**

For the purpose of the present study all major government and corporate hospitals in Hyderabad are listed in alphabetical order and two hospitals from each side have been selected in simple random method. These four hospitals are involved in teaching with super specialties treatment, and bed strength is more than 350 having huge number of personnel. The hospitals from the public sector are:

1. Osmania General Hospital, Afzal Gunj, Hyderabad,
2. Gandhi General Hospital, Musheerabad, Secunderabad.

The corporate hospitals are:

1. Apollo hospitals, Jubilee hills, Hyderabad,
2. Krishna Institute of Medical Sciences, Minister’s Road, Secunderabad.

Total 200 respondents are selected as sample size i.e., 50 respondents from each hospital. Out of 50 respondents of a hospital, 5 administrative officials, 25 staff members, and 20 patients from different wards of the hospital.
Techniques used for the data collection:
The study is based on both primary and secondary sources of data.

**Primary source of data:** The two tools in qualitative research are used to collect the required information, such as

- Observation method
- Questionnaire method

Focus is laid on observation in the selected hospitals. To elicit necessary information, the researcher personally visited all the sample hospitals several times, to observe the work conditions and the facilities. A questionnaire is used to collect the required information from the administrative officials and staff of the hospitals at various levels to get an insight and to assess the perceptions and motivations for their job satisfaction.

**Secondary source of data:** Data is drawn from books, journals, hospital records, websites, government publications, reports, newspapers and handbooks.

**Data Analysis:**
Information obtained from the primary source has been carefully analyzed and tabulated. Data is presented in diagrammatic form to make the study easy and understandable.

<table>
<thead>
<tr>
<th>S.no</th>
<th>Mode</th>
<th>Government hospital</th>
<th>Corporate hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Permanent</td>
<td>40(80%)</td>
<td>38(76%)</td>
</tr>
<tr>
<td>2</td>
<td>Contract</td>
<td>5(10%)</td>
<td>2(4%)</td>
</tr>
<tr>
<td>3</td>
<td>Outsourcing</td>
<td>5(10%)</td>
<td>10(20%)</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>

Table-1 Recruitment pattern of staff
Recruitment is the most important activity in the staffing process. Recruitment means selection of the right person for the right job at the right time. Recruitment, selection and induction are crucial functions of Human Resource Department. The present modern hospitals are following different methods of recruitment such as recruitment through service commission, recruitment on contract basis and outsourcing.

This table is prepared with the help of respective hospital staff records and through questionnaires. There are many similarities between Government and corporate hospitals in their recruitment policy. In Government hospitals, 80% are permanent staff, 10% are on contract basis and the remaining 10% are outsourced. Similarly in the corporate sector, 76% of employees are permanent, 4% are on contract basis and the remaining 20% are outsourced.

### Table-2 Working Hours, Service Conditions and Pay of Staff

<table>
<thead>
<tr>
<th>S.no</th>
<th>Variables</th>
<th>Government hospital</th>
<th>Corporate hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Satisfied</td>
<td>Dissatisfied</td>
<td>Satisfied</td>
</tr>
<tr>
<td>1</td>
<td>Duty hours</td>
<td>50(100%)</td>
<td>Nil</td>
</tr>
<tr>
<td>2</td>
<td>Service condition</td>
<td>40(80%)</td>
<td>10(20%)</td>
</tr>
<tr>
<td>3</td>
<td>Payment</td>
<td>25(50%)</td>
<td>25(50%)</td>
</tr>
</tbody>
</table>

It is most important for a hospital to develop a sound wage and salary system. In a hospital, employees are the major components of the health care delivery system. Some studies revealed that most of the stressful occupations are present in the health care field because hospital employees are not only responsible for the patient’s health care but also to ensure the satisfaction of the patient’s families, management, accrediting bodies etc.

Regarding the Staff working hours, Service conditions and the Pay of the employees, the respondents in Government and corporate sample hospitals expressed their opinion as per the above table. In Government, all the (100%) respondents were satisfied with their duty hours.
About service conditions, 80% were satisfied while 20% were dissatisfied. Regarding the payment, 50% were satisfied and 50% were not. The junior doctors often go on strike for an increase of their stipend and other doctors demanding salaries equal with the doctors of All India Institute of Medical Science (AIIMS) Delhi.

Coming to Corporate hospitals, 20% were satisfied with their duty hours and the remaining 80% were not satisfied because long hours of duty and sometimes getting leave is also very difficult. About service conditions, only 40% of them were satisfied with their working conditions but 60% said they were not satisfied. Regarding the pay, 80% of them were satisfied while 20% were dissatisfied but still they are working for experience which will help them to get opportunities in hospitals abroad.

Table-3 Promotion channel

<table>
<thead>
<tr>
<th>S.no</th>
<th>Opinion of the respondents</th>
<th>Government hospital</th>
<th>Corporate hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Satisfied</td>
<td>45(90%)</td>
<td>30(60%)</td>
</tr>
<tr>
<td>2</td>
<td>Dissatisfied</td>
<td>5(10%)</td>
<td>20(40%)</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>

Promotion means to move forward, to elevate and change for better prospects from one job to another job or an upward movement in the hierarchy. It is one of the rewarding activities of any organization. Man craves for recognition and advancement, when it is not met he tends to quit the organization that may affect the services of the institution. So every organization needs to have a proper promotion policy. The sample hospitals consider two methods in the promotion process. They are
Seniority (length of service) and
Merit (efficiency) or performance

In the Government sector, 90% of the respondents are happy with their promotion channels while 10% are not happy because of the reservation policy of government, some respondents said due to this policy juniors and some inefficient staff are getting promotions. In the Corporate sector, 60% of the respondents were satisfied and the remaining 40% were dissatisfied. In the sample corporate hospitals the management prefers efficiency and additional qualifications of the employees in the promotion process. In these hospitals reservations are not considered but favouritism has slight influence. Some of the senior employees are not happy because their juniors get promotion and a good hike in their salaries in the name of performance.

Table-4 Performance Appraisal

<table>
<thead>
<tr>
<th>S.no</th>
<th>Type of hospital</th>
<th>Six months</th>
<th>Annually</th>
<th>Rarely</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Government Hospital</td>
<td>Nil</td>
<td>10(20%)</td>
<td>40(80%)</td>
<td>50</td>
</tr>
<tr>
<td>2</td>
<td>Corporate Hospitals</td>
<td>10(20%)</td>
<td>40(80%)</td>
<td>Nil</td>
<td>50</td>
</tr>
</tbody>
</table>

Performance appraisal is a systematic and periodic evaluation of personnel by superiors. It is an important administrative tool and one of the components of information and control system. It helps an organization and individual employees to evaluate their strengths and weaknesses, accordingly the organization can develop training, coaching and counseling programmes for required standards. Periodically performance appraisal should be done by the
immediate superior because he observes the employee directly. The main components of performance appraisal in both government and corporate hospitals are

- Job expectations (responsibilities)
- Performance standards and
- Regularity to duties.

<table>
<thead>
<tr>
<th>Opinion of the respondents</th>
<th>Government hospital</th>
<th>Corporate hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>40 (80%)</td>
<td>10 (20%)</td>
</tr>
<tr>
<td>No</td>
<td>10 (20%)</td>
<td>40 (80%)</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>

In Government sample hospitals when asked about periodical performance evaluation of employees, 20% of the respondents (Administrators and Staff) said that a confidential report is sent by the superiors to the Directorate of Medical Education once every year while 80% said only at the time of promotion the reports are sent to DME by hospital authorities. Coming to the corporate sector, 20% employees said it is done every 6 months while 80% said annually. In corporate hospitals the immediate superior, Head of the department and based on the feedback of the patients, the administration evaluates the performance of the employee.

Table-5 Opportunities for Academic advancement

![Bar chart](chart.png)

Well qualified personnel is an added advantage to the institution specially to health care institutions, highly qualified doctors, nursing and paramedical staff are an asset. Hospitals should encourage the aspirants by providing a suitable environment to gain extra-knowledge. Incentives should also be there for obtaining higher qualification.
When a question was put-up regarding permission and leave to pursue higher studies in public hospitals 80% of the respondents gave a positive answer. They said along with leave government also pay fees and the salary during the study period but 20% of the staff mainly Para medical were not satisfied with the existing system. In corporate hospitals 80% of the respondents were not happy because they do not get long leave for higher studies but 20% of the respondents answered positively and they said their hospital arranges short time educational programmes such as national, international seminars and workshops to update their knowledge.

Table-6 Incentive mechanism

<table>
<thead>
<tr>
<th>S.no</th>
<th>Opinion of the respondents</th>
<th>Government hospital</th>
<th>Corporate hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Satisfied</td>
<td>10(20%)</td>
<td>42(84%)</td>
</tr>
<tr>
<td>2</td>
<td>Dissatisfied</td>
<td>40(80%)</td>
<td>8(16%)</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>

Employee reward system refers to programs set up by an organization to reward performance and motivate employees on individual and/or group levels. They are normally considered separate from salary but may be monetary in nature. Financial rewards, especially those given on a regular basis such as bonuses, gain-sharing, pension, medical facilities etc. Recognition programs are generally not monetary in nature as they may be a word of appreciation, felicitation etc.

In the Government sector, 20% of the respondents said they were satisfied with the reward mechanism such as medical benefits, retirement benefits re-appointment facilities. While 80% felt that there could be much betterment in the reward system. In the corporate sector, 84% are satisfied and 16% are dissatisfied with the increment policy and medical benefits of their management.
Table-7 Capacity Building Programmes for staff

<table>
<thead>
<tr>
<th>S.no</th>
<th>Opinion of the respondents</th>
<th>Government hospital</th>
<th>Corporate hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Yes</td>
<td>5(10%)</td>
<td>50(100%)</td>
</tr>
<tr>
<td>2</td>
<td>No</td>
<td>45(90%)</td>
<td>Nil</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>

Continued education and in-service training of hospital staff in their respective spheres contribute to better patient care. Programmes should be organized regularly for in-service training of all personnel at various levels like, clinical meetings, clinical pathological conferences, seminars, refresher courses, qualification courses and workshops for paramedical staff to update their skills. Exchange of ideas is possible in seminars and workshops, which are helpful to the employees.

When asked about of capacity building programmes in government sample hospitals 10% staff responded positively while remaining 90% answered negatively saying that very rarely are these programmes organized. But all the respondents of corporate hospitals responded very positively, they said at least once in three months Human Resource department organize capacity building programmes for all categories to enhance their performance.
Table-8 Necessary protective measures

<table>
<thead>
<tr>
<th>S.no</th>
<th>Opinion of the respondents</th>
<th>Government hospital</th>
<th>Corporate hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Yes</td>
<td>2(4%)</td>
<td>40(80%)</td>
</tr>
<tr>
<td>2</td>
<td>No</td>
<td>48(96%)</td>
<td>10(20%)</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>

All the personnel of the hospital are exposed to infections and are at total risk of getting infection which could be transmitted to the staff through air, blood, needles, blades which are usually used objects of the patients. Air-borne infections like TB, Hepatitis have the potential to transmit to the staff especially to the 4th-class employees who carry body fluids and wastes. Hospital authority should provide an adequate number of gloves, foot ware, headgear, masks and gowns. The staff working in high risk areas must be immunized against Tetanus, Hepatitis etc.

In sample Government hospitals, just 4% of the respondents said that protective measures are good. While 96% answered negatively saying there is shortage in supply of gloves, foot wear and masks. In Corporate Hospitals, 80% responded that protective measures are good and the remaining 20% answered negatively.
Table-9 Impact of labor unions

<table>
<thead>
<tr>
<th>S.no</th>
<th>Opinion of the respondents</th>
<th>Government hospital</th>
<th>Corporate hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Yes</td>
<td>50(100%)</td>
<td>5(10%)</td>
</tr>
<tr>
<td>2</td>
<td>No</td>
<td>Nil</td>
<td>45(90%)</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>

An association of workers /employees is called Labor union . Its main purpose is protecting and advancing the members economic and working relationship. The Indian trade union act 1926 provided an opportunity to the employees to form unions and Art 19 of Indian constitution permitted people to form Associations and Unions. There are a number of labor unions, associations working in health sector in India such as Doctors association, Nurses association and Para Medical association etc., All these influence the policies of their organizations for betterment of their group.

To a question on Impact of labor unions, in the Government sector all the respondents said unions and associations are very active but in the corporate sector only 10% said that the unions and associations are active while the remaining 90% said that unions had no influence on the administrative system.

Table-10 Maintenance of hospital equipment

<table>
<thead>
<tr>
<th>S.no</th>
<th>Opinion of respondents</th>
<th>Government hospital</th>
<th>Corporate hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regular</td>
<td>5(10%)</td>
<td>45(90%)</td>
</tr>
<tr>
<td>2</td>
<td>Irregular</td>
<td>10(20%)</td>
<td>5(10%)</td>
</tr>
<tr>
<td>3</td>
<td>Very Irregular</td>
<td>35(70%)</td>
<td>Nil</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>50</td>
<td>50</td>
</tr>
</tbody>
</table>
Certain Committees highlight the poor maintenance of hospital equipment and the absence of planned maintenance programmes. It is estimated that around 50% of medical equipment in developing countries is not functional, not used correctly and invariably not maintained seriously. Equipment like Lifts, wheel chairs and stretchers also required as much attention as the sophisticated machines. The Engineering department of the hospital looks after these things.

Regarding the maintenance of hospital equipment in Government hospitals 5% responded positively and rest of 95% said maintenance is not good and also complained that hospital furniture like wheel chairs, stretchers, lifts and tables in labour ward are not in a good condition. But in Corporate hospitals, 90% replied that maintenance of equipment is regular, furniture like wheel chairs, stretchers, lifts and coats are good, and 10% staff commented that some of machinery is not maintained well.

### Table -11 Manpower Status of the Hospital

<table>
<thead>
<tr>
<th>S.no</th>
<th>Opinion of the respondents</th>
<th>Government hospital</th>
<th>Corporate hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Adequate</td>
<td>Nil</td>
<td>10(16.6%)</td>
</tr>
<tr>
<td>2</td>
<td>Not adequate</td>
<td>60(100%)</td>
<td>50(83.4%)</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>60</td>
<td>60</td>
</tr>
</tbody>
</table>
For quality Medical care, adequate staff is the pre-requisite. To realize the Organizational goals the management should appoint sufficient number of personnel. Health man power includes both professional and auxiliary staff which is very vital to provide efficient services. The number of Doctors, Nurses, Para medical staff and sufficient sub staff are required as per the ratio of the bed strength and the number of patients. Regarding the adequacy of staff, all the respondents of Government hospitals said that the sub staff is not adequate and not proportionate to the bed strength whereas in Corporate hospitals 17% said that the staff is adequate but 83% said that there is no adequate workforce at a lower level.

Table-12 Patients’ cooperation with the staff

<table>
<thead>
<tr>
<th>S.no</th>
<th>Opinion of the respondents</th>
<th>Government hospital</th>
<th>Corporate hospital</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Yes</td>
<td>10(20%)</td>
<td>45(90%)</td>
</tr>
<tr>
<td>2</td>
<td>No</td>
<td>40(80%)</td>
<td>5(10%)</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>50%</td>
<td>50%</td>
</tr>
</tbody>
</table>
Undoubtedly medical care is the central responsibility of the hospital personnel. But the effectiveness of medical care depends on the patient’s co-operation. Personnel and patients are two sides of the same coin of health care delivery. A patient should give correct information regarding his personal details, past illness and present complaints. The attitude of the patient is more important during the treatment. They are also a part in the maintenance of sanitation, security conditions of the hospital during their stay and should observe the rules and regulations of the hospital.

In the Government sample hospitals, only 20% of the staff said that the patients are co-operative while 80% said that the patients and their attendants do not co-operate and neither follow visiting hours nor maintain sanitation. In Corporate hospitals, 90% of the respondents expressed positively, but the remaining 10% said that patients and their attendants do not follow certain norms of the hospital.

Findings in Government Hospitals

- Job security is a prominent feature of these hospitals
- In Government hospital remuneration of employees is fair and equitable
- There is much scope for promotions of the staff and the administration follows the seniority principle in the promotion system.
- Hospital authorities are not conducting Performance appraisal on regular basis.
- Most of the staff leaves the hospital before the prescribed duty hours.
- In Government hospitals employees associations and Labor unions are very strong. They influence the administrative decisions of the hospital. At times it affects the medical services of the patients.
- The Nursing staffs complains that they are over burdened with excessive work load, clerical work, besides the nature of their work. That is why they are unable to meet the expectation of patients.
- Most of the staff in the Government hospitals felt that they have excessive work load, poor infrastructure and unhygienic work environment.
- There is no motivating leadership in government hospitals and
- Very poor staff-patient relationship is found.
Suggestions:

- Government hospitals need to focus on human resource issues and innovative practices which will yield good results.
- Performance appraisal should be conducted periodically for the staff to know their abilities and to render accountability.
- Hospitals may introduce biometric machines to make sure that the staff is punctual for the duty hours.
- Risk and reward system may be introduced to increase the staff’s satisfaction level in all public hospitals.
- Maintenance of clean environment in the hospital is very important for hospital personnel and patient; it creates a favorable impression in the minds of patients and his attendants.
- The staff including doctors should be friendly with patients.

Human Resource Issues in corporate hospitals:

- A well established and competent human resource department is one of the characteristic features of the corporate hospitals which take care of human resource planning and staffing.
- Most of the staff in these hospitals are recruited on a contract and outsourcing basis.
- A 360 Degree performance appraisal is conducted periodically for the staff to know the abilities.
- Based on performance appraisal of the staff, orientation and capacity building programmes are organized by the human resource department to improve the efficiency in their respective fields.
- Employer-employee relations are in good order.
- These hospitals are utilizing man power to the extent possible.
- Corporate hospitals use biometric machines to make sure that the staff is punctual for their duty, with which most of the employees are not comfortable.
- Promotion channel in these hospitals is a major dissatisfaction among employees when compared to government hospitals. Some of the senior employees are not happy because their juniors get promotion and a good hike in their salaries in the name of performance.
- Inadequate sub-staff were found in the hospitals.
Infection controlling and protective measures are given priority.

There are counselors to guide patients and the visitors in the hospital.

Impact of Associations and labour unions are minimal in decision making in these hospitals.

Doctors and nursing staff explain the nature of the disease and the mode of treatment clearly to the patients and their attendants.

The management monitors online doctor's appointment system.

Health information system is used extensively by the hospitals for effective communication in administrative and clinical purposes.

The hospitals take a feedback from the patients and their attendants for better management and responds well to the grievances

Suggestions:

- There could be little flexibility in working conditions
- Reward mechanisms need to be changed as per staff expectations.
- Corporate hospitals should provide opportunities for advanced studies and for research to its staff.
- Apart from merit and qualifications, seniority also should be considered for promotion to satisfy its employees.

CONCLUSION

The Hospital is an integral part of social organization. Hospital administration is more complex than administration of any other business organization. It is concerned with planning, organizing, staffing, directing, coordinating and evaluating. The success of a hospital is generally measured in terms of patient care, efficiency, experience of personnel and community service. Absence of any one of these requirements leads to failure. Human resources management is responsible for success and smooth operation of the hospital. The modern multi specialty hospitals to achieve their primary aim of render the quality of health care to the patients and to maintain the merit and commitment in the personnel should adopt a sound human resource management. Good HR practices can help the government and corporate hospitals to motivate and to attract best people. The Organization that pays and treats its employees well always race ahead of others and deliver excellent services.
References

4. Gandhi Hospital, (2011), Medical Superintendent’s Office Records, Hyderabad.
11. Bhatia S. L,(1977), A History of Medicine, Management Committee B C Roy National Award Fund Medical Council of India, New Delhi p.175.
17. Park.K,(2002), Textbook of Preventive and Social Medicine, Jabalpur publishers, Banaras, p.646.

www.jiarm.com