

# AN ANALYSIS OF HRM PRACTISES IN THE HEALTH CARE SECTOR'S RECRUITMENT, SELECTION, AND TRAINING

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## Abstract:

By moving up to become one of the main service industries, India's healthcare sector is advancing significantly in the future. In India, the phrase "healthcare" encompasses not only the provision of medical care but also all practises aimed at preventing illness. It comprises both the initiatives carried out by the commercial sector and the governmental sector's delivery of healthcare. Being the second most populated nation in the world, India faces numerous difficulties in trying to provide all of its citizens with basic services like healthcare and education. The public healthcare system's "sub-optimal functioning" has been noted as a significant barrier to India's efforts to create a healthcare system. This is one of the main obstacles. Unquestionably significant are improved organisational effectiveness, machinery, technologies, procedures, and systems; but, far more crucial is the calibre of the people leading these initiatives. In this essay, we aim to undertake an analytical investigation into the methods used in private hospitals in the Uttar Pradesh district of Gorakhpur for managing human resources.

**Key Word:** *Human resource management; Managerial effectiveness, Human Resource Management Practices*

## 1. INTRODUCTION

Without highly motivated, educated, and properly trained human resources, developing or impoverished countries cannot advance economically. In a same vein, a business cannot survive without a capable, diligent, and highly motivated workforce. One of the most crucial elements in a company's success are its human resources. The quality of a company's workforce is one of the key determinants of its success or failure. When there is a task, a framework, and available technology, the human resource is the last piece of the production jigsaw. In terms of their contributions to the effective running of an organisation, human resources are seen as

being of the biggest relevance and significance. Their utilisation also enables the full potential of all other resources that are accessible. It has been demonstrated that human resource management practises including training, employee engagement and remuneration, worker assignment through a recruiting and selection procedure, and an internal labour market all have a favourable effect on productivity. Activities related to human resource management (HRM) have the ability to improve an organization's bottom line in a variety of ways. Increasing worker enthusiasm and enhancing employees' abilities to do their tasks well are two of these methods.

The human brain is the most incredible creation that nature has ever made; it has the capacity to think and act in any way. When it comes to getting the most out of an employee's abilities, the effectiveness of their employer's management is critical. To put it another way, human resource management is the process of maximizing the use of existing human capabilities, including intellectual, technological, entrepreneurial, and even moral capacities, as well as the development of new capabilities. It serves as the pivot around which various activities, such as hiring, selection, placement, training, promotion, transfer, and retirement, among others, revolve.

Two of the most crucial elements affecting the development of human resources are the development and standard of hospital management. The provision of top-notch hospital administration is therefore crucial for the overall development of a state. On the other hand, it is evident that the level of medical care offered by the public hospitals in the Gorakhpur district is of a shockingly poor calibre. The health care services offered by private hospitals are, on the other hand, somewhat superior to those offered by government hospitals; nonetheless, there remains the issue of high costs, which are out of reach for those from middle-class and lower-class backgrounds. As a result, the Gorakhpur district's entire health care sector cannot be regarded as a powerful tool for the development of human resources. In light of this, it has been suggested that in order to promote the development of human resources, the growth of the health care sector should be given priority. The hospital's management system has to be improved. It has been decided that a conversation about hospital management is necessary as a result.

## **2. LITERATURE SURVEY**

Kumar claims The authors use the X and Y theory to analyse data from 119 participants from two public and private organisations to draw conclusions about the relationship between HRD practises and Indian business ideals. Participants were drawn from both officially and privately owned organisations. Participants came from both public and private organisations, among other various kinds. According to the study's findings, there is no correlation between the management philosophies of governmental organisations and the strategies for human resource development that can be regarded as statistically significant. On the other hand, the dominant management approach in the private sector places a greater emphasis on the potential for advancement as well as the financial rewards connected to those opportunities.

B'aum and Jithendran, The Indian tourism industry has been observed to adopt "on the job" training as its

primary method of human resource development. [Reference required] In the early years of the travel and tours industry's existence, there was no formalised training infrastructure, thus the normal way of selecting trainees entailed choosing general graduates who had the aptitude for the position and effective communication skills. This was the process utilised to choose trainees. On the other hand, there are well-established apprenticeship programmes in the hotel industry that can last anywhere between six months and two years. The duration of these programmes ranges from six months to two years. One of these programmes normally takes one to two years to complete. This would suggest that the development of human resources for the tourism industry is still in its infancy and that a more thorough and deliberate strategy is needed to balance supply and demand.

According to Khan, this suggests that the majority of employees think it is vital to reorganise the organisations as well as educate and develop people in accordance with the stated aims. This is consistent with the results of the research that was done. This conclusion is important since it implies that these changes are necessary because it demonstrates the demand for them. They believe that this contributes to the tension that results in subpar service since they feel that their skills are not being used to their full capacity in order to enhance the performance and productivity of the organisation. Additionally, they think this is one of the reasons why the company doesn't offer quality service. Additionally, they believe that this is a factor in the failure to provide clients with service that is appropriate.

Vazirani claims: Every single pharmaceutical company that was questioned was found to have some sort of performance management system in place. In turn, this aids in determining the training needs of employees, promotions that improve one's ability for decision-making, career planning discipline, and other related things. Through the perspective of benchmarking, the researchers looked at the human resource policies and practises of several different pharmaceutical companies. Singh therefore argues that before beginning any initiatives related to the development of human resources, a company's top management should investigate the managerial culture of the group and the organisation. Based on the replies of 176 top level managers from 56 different enterprises located in various regions of the country, his study on the management culture of India utilising Hofstadter's model. The results of this study show that Indian managers underperform in all four domains, including power distance, uncertainty avoidance, individualism, and masculinity. As a result, he suggested that we implement solutions that were created using human resources.

Observed job instruction training, apprentice training, job rotation and coaching, lecture role plays, (age study, T-group, computer-based training, brain straining, projects, conferences, management games, and so on) are some examples of on-the-job approaches, according to Reddy. Methods used on the work can include coaching and job rotation.

We have come to the realisation that the training has correctly guided us in coming to the conclusion that it has a good impact on the performance of the organisation, according to Hansson. This study sought to answer the

following questions: What organisational factors affect employee training; how much do investments in employee training affect company performance; and how much do investments in employee training affect company performance. Since the data for this study came from a total of 26 different countries, it was carried out on an international scale. The goal of a literature review is to gather thorough knowledge and data from earlier investigations. The methodical identification, location, examination, and summarization of written materials that provide information on a research subject constitute the review of the literature. The investigator can have a greater understanding of the subject at hand with the aid of a review of the literature. It offers a foundation for further research, supports the need for replication, sheds light on the study's viability, addresses data collection limitations, and connects the results of one study to those of another in an effort to build a thorough body of scientific knowledge in a particular field from which sound and useful theories can be derived. The researcher has made reference to significant studies previously conducted on the same issue in order to carry out the study of Human Resource Management Practises in Private Hospitals in the Gorakhpur area of Uttar Pradesh.

### **3. HUMAN RESOURCE IN HOSPITAL**

Any organisation, in general, has some sort of the function, method, framework, and strategy of human resources. Their precise appearances could, however, differ. This is as a result of the fact that businesses were built to help people. Not only are they made up of people, but people also created them. The activities and output of the people who make up the organisation are closely correlated with its efficacy. The role of human resource management in hospitals does not differ considerably from that of human resource management in any other organisation in terms of its objective, execution, approach, and attitude towards human resources. The activities of human resource management are of the utmost significance and fundamental importance for a hospital to run in a way that is both effective and efficient. Despite this, the ongoing changes in the health care industry that have an influence on health services have also had a big impact on how well human resource management is doing.

The hospital has a duty to consider the welfare of those who are in charge of running it, commonly known as its staff, as it is an institution dedicated to easing human suffering, treating human sickness, and promoting the general health of the community. The person is a crucial link in the chain that connects the hospital as a whole, regardless of how skilled or incompetent they may be provided they are working towards the shared objective of promoting the cause and purpose of the hospital. The lower-level roles in a hospital's employees should never be referred to as "labour" when talking about trade unions. They should be regarded as being just as crucial to the operation of the hospital as a staff nurse or a doctor, in fact. One of the most noble and honourable forms of service is working in human resource management for a health care organisation (a hospital), which offers the highest and most noble form of service to patients and the general public through a team of dedicated and committed hospital personnel.

A hospital is a facility dedicated to the care, treatment, and curing of sick or injured people as well as the education of medical specialists like doctors and nurses. Employees from a number of different categories frequently collaborate in private hospitals to meet the demands for great performance and multidisciplinary knowledge. It has been found that the provision of health care services involves the involvement of doctors, paramedical staff, nurses, technical employees, and management cadre personnel. A hospital manager must be able to effectively manage the many areas of people management, as well as have a deep awareness of the qualitative and quantitative needs of the numerous departments they are responsible for. Our attention has switched to producing staff members who have a balanced combination of the two attributes, namely professional competence and personal dedication, as a result of the public's perception of the calibre of hospital employees. The patients will receive effective services if they are skilled professionals; if they are genuinely committed, the patients will experience compassion, empathy, and pleasure from the treatment they receive. Patients would benefit if hospitals are able to provide top-notch medical facilities by utilising their human resources.

Businesses today must fight to outperform their rivals in every facet of the industry due to the fierce competition that exists today. The management of human resources will be crucial for carrying out the business's strategic plan. To the total effort to accomplish the goal, each HR job contributes positively. Helping other departments find the best competent individuals is the main duty of human resource management. Since this is the case, it is imperative that the best people are there at the right time and place.

#### **4. RESULT AND DISCUSSION**

This study is unique in a number of significant ways. In private hospitals in India, there has been an increase in recent years in knowledge of the concept of human resource management. Despite this, there is still much to learn about this area of research. To understand the linkage and management of human resources in the private hospital and the many components that make it up, an exploratory study is being done. The majority of the research was conducted using the field survey approach in order to achieve all of the aforementioned objectives of the study. The Taluka-by-Taluka survey was conducted by visiting a number of private hospitals in the Gorakhpur District. The information was acquired by asking the hospital director or the facility manager questions and conducting interviews with them. For this particular research, discussion and observational methods were also employed. The observation and discussion focused on the hospital's overall human relations and management as well as the working conditions and welfare facilities for its employees, the scope of training and development within the facility, cleanliness, support facilities, and the utilisation of available resources.

**Primary Data:** Primary data are gathered by means of a questionnaire that has been pilot-tested and sent to

respondents working in private hospitals in the Gorakhpur District.

**Secondary Data:** The supplementary information that is required for this study comes from a variety of different sources. The researcher went to a number of different government agencies, educational establishments, and non-government groups, among other places. Secondary sources collected from a variety of libraries are used to conduct a literature assessment on human resource management and to collect theoretical and conceptual data. Review articles are taken from a variety of academic publications, periodicals, and websites.

**Sampling procedure:** The sample population is chosen by the researcher based on who they feel would be most appropriate for the investigation. This method is frequently employed when there aren't enough people accessible who are knowledgeable in the area being studied. Due to the possibility that well-known experts may differ from less well-known but equally skilled individuals, these samples are skewed. Quota sampling is a type of non-probability sampling in which the researcher ensures that participants are represented proportionately or equally based on the attribute that is chosen as the quota's foundation. a method that does not rely on chance to select survey respondents. Possible interview subjects are chosen in accordance with a matrix that represents the target demographic that is intended to be represented. The goal of quota sampling, also known as a deliberate sample or a nonprobability sample, is to choose persons who are typical or representative, and this is done with the knowledge and judgement of selectors. Even without a sample frame, the researcher can control variables via quota sampling.

The current research project was conducted in Gorakhpur and is titled "Analytical study of Human Resource Management Practises in Private Hospitals with specific reference to Gorakhpur District of Uttar Pradesh State." Only the Gorakhpur District in the Indian state of Uttar Pradesh, which consists of ten talukas, will be the geographic focus of this particular research project. The assessment of the human resource management strategies employed by a number of private hospitals in the Gorakhpur District is included in the topic scope. The project's analytical scope includes the accomplishment of the research's stated objectives. The functional scope is restricted to offering a few suggestions for improving the standard of interpersonal relationships in private hospitals that are currently in operation through the careful implementation of effective human resource management.

The important findings of the study are listed below:

1. 47 of the respondents, or 27.33%, had experience that was less than five years.
2. 115 of the respondents, or 66.86%, answered that the administration of the hospital is now

engaged in a structured and systematic recruiting drive in their facilities.

3. 11 respondents, or 6.40% of the total, answered that organizational analysis is one of the main factors to determine training requirements.
4. Only 73 hospitals, or 42.44%, were offering on-the-job training to hospital staff members.
5. In 29 (16.86%) of institutions, patient satisfaction was used as a measure of the efficacy of the training.
6. There were 57 respondents who had a very high agreement with the statement that Trainees are chosen based on their education and experience.
7. The question was posed to all of the respondents in order to get insight into their levels of contentment with their appropriate work profiles. The data shown in the table above reveals that, out of 172 respondents, 61 (35.47%) respondents were entirely happy, 76 (44.19%) respondents were satisfied, and 35 (20.35%) respondents were not satisfied. The total number of satisfied respondents was 172.
8. 134 of the respondents, or 77.91%, had some level of knowledge of the hospital's history, vision, mission, objective, and organizational culture.

## 5. CONCLUSION

Some conclusions that can be drawn from the study done on the private hospitals in the Gorakhpur district include the following: In order to find the right balance between the supply of workers and their ability to perform their tasks effectively and efficiently, HRM practises must be established. HR policy is a crucial part of all healthcare organisations since it acts as the manual for human resource management. The availability of qualified staff plays a big role in how well a hospital treats its patients. By adopting service quality, which is expressed in the tangibility, responsiveness, certainty, and empathy for the needs of customers and patients, it is possible to improve the performance of the hospital organisation. The relationship between the two is revealed to be one that is very complicated when viewed from the perspectives of both the health care and human resources management businesses.

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