

## **AN ANALYSIS OF THE PRACTICES USED IN RECRUITMENT, SELECTION, AND TRAINING BY PRIVATE HOSPITAL MANAGERS OF HUMAN RESOURCE MANAGEMENT**

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### **Abstract**

*By becoming one of the main service industries, India's healthcare sector is poised to advance significantly in the next years. In India, "healthcare" encompasses all facets of healthcare aimed at avoiding sickness, not only the provision of medical treatment. It includes both the activities carried out by the commercial sector and the medical treatment delivered by the governmental sector. India is the second most populated nation on the earth, making it difficult for the nation to provide all of its citizens with basic amenities like healthcare and education. A significant barrier to creating a healthcare system in India has been noted as the "sub-optimal functioning" of the public healthcare system. One of the main obstacles is this. Undoubtedly, improved organizational efficiency, machinery, technologies, processes, and systems are crucial; nevertheless, what matters even more is the caliber of the people leading these projects.*

**Keyword:** 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 grow 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 accessible technology, the human resource is the last piece of the production jigsaw. In terms of their contributions to the effective running of an organization, human resources are seen as being of the highest relevance and significance. Their utilization also enables the full potential of all other resources that are accessible.

It has been shown that human resource management practices including training, employee engagement and remuneration, worker assignment via a recruitment and selection process, and an internal labor market all have a favorable 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' skills to do their tasks well are two of these methods.

The ability to think and act in any manner makes the human brain the most amazing thing that nature has ever produced. The efficiency of an employer's management is crucial in getting the most out of an employee's skills. In other words, human resource management is the process of optimizing the use of already-existing human talents, such as intellectual, technical, entrepreneurial, and even moral qualities, as well as the creation of new capabilities. It acts as the center of gravity for many different processes, including hiring, selection, placement, training, promotion, transfer, and retirement, among others.

Two of the most crucial elements affecting the development of human resources are the development and quality of hospital administration. The provision of top-notch hospital administration is thus crucial for the overall development of a state. On the other hand, it is evident that the level of medical treatment offered by the public hospitals in the Pune area is of shockingly poor caliber. The health care services offered by private hospitals are, on the other hand, somewhat better than 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 district of Pune's entire health care system falls well short of what is required to qualify as an effective tool for the development of human resources. In light of this, it has been proposed 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 administration is necessary as a consequence.

## **2. LITERATURE SURVEY**

Kumar claims The authors use the X and Y theory to analyze data from 119 participants from two public and private organizations to draw conclusions about the relationship between HRD practices and Indian business beliefs. Participants were drawn from both publicly and privately held enterprises. Participants came from both public and private groups, among other various kinds. According to the study's findings, there is no correlation between the management philosophies of governmental organizations 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 seen 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 formalized training infrastructure, thus the normal way of selecting trainees entailed choosing general graduates who had the aptitude for the position and excellent communication skills.

This was the process utilized to choose trainees. On the other hand, there are well-established apprenticeship programs in the hotel industry that may last anywhere from six months and two years. The duration of these programs ranges from six months to two years. One of these programs normally takes one to two years to finish. This would suggest that the development of human resources for the tourism industry is still in its infancy and that a more comprehensive and deliberate approach is needed to balance supply and demand.

According to Khan, this suggests that the majority of employees think it is vital to reorganize the companies 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 suggests that these changes are necessary because it demonstrates the need for them. They think that this adds to the tension that results in subpar service since they feel that their skills are not being used to their full potential in order to enhance the performance and productivity of the firm. Additionally, they think this is one of the reasons why the company doesn't provide quality service. Additionally, they believe that this is a factor in the inability to

provide clients with service that is appropriate.

Vazirani claims: Every single pharmaceutical business that was questioned was found to have some kind 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 practices of many different pharmaceutical companies.

Singh thus argues that before beginning any initiatives related to the development of human resources, a company's senior management should investigate the managerial culture of the group and the organization. Based on the replies of 176 top level managers from 56 different enterprises situated in various regions of the country, his study on the management culture of India utilizing 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 utilizing human resources.

Observed job instruction training, apprentice training, work 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 knowledge that the training has correctly guided us in coming to the conclusion that it has a beneficial influence on the performance of the organization, according to Hansson. This study sought to answer the following questions: What organizational 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 data for this study came from a total of 26 different countries, it was carried out on a worldwide 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 sources that provide information on a research subject constitute the review of the literature. The investigator may 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 cited significant studies previously conducted on the same subject in order to carry out the study of Human Resource Management Practices in Private Hospitals in the Pune District of Maharashtra.

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

Any organization, in general, has some sort of the function, method, framework, and strategy of human resources. Their precise appearances might, 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

organization are closely correlated with its efficacy.

The role of human resource management in hospitals does not vary greatly from that of human resource management in any other organization in terms of its objective, execution, methodology, and attitude toward human resources. The activities of human resource management are of the highest relevance and essential necessity for a hospital to run in a manner 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 operating it, commonly known as its staff, since it is an institution dedicated to easing human suffering, treating human sickness, and promoting the general health of the community. The individual 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 for the shared objective of furthering the cause and purpose of the hospital. The lower-level roles in a hospital's employees should never be referred to as "labor" when talking about trade unions.

They should be seen as being just as crucial to the running of the hospital as a staff nurse or a doctor, in fact. One of the most noble and honorable forms of service is working in human resource management for a health care organization (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 devoted to the care, treatment, and curing of sick or wounded people as well as the education of medical specialists like doctors and nurses. Employees from a number of different categories often collaborate in private hospitals to satisfy 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 people.

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 demands of the several departments they are responsible for. Our attention has switched to producing staff members who have a balanced mix of the two attributes, namely professional competence and personal commitment, as a consequence of the public's perception of the caliber of hospital employees. The patients will get effective services if they are skilled professionals; if they are genuinely committed, the patients will experience compassion, empathy, and joy from the treatment they receive. Patients will benefit if hospitals are able to provide top-notch medical facilities by using their human resources.

Businesses nowadays must fight to outperform their competitors in every facet of the industry due to the fierce rivalry that exists today. The management of human resources will be crucial for carrying out the business's strategic strategy. To the total effort to accomplish the objective, 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 bulk of the research was conducted using the field survey technique in order to achieve all of the aforementioned objectives of the study. The Taluka-by-Taluka study was conducted by visiting a number of private hospitals in the Pune District. The information was acquired by asking the hospital director or the facility manager questions and conducting interviews with them. For this specific study, discussion and observational methods were also used.

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 utilization of available resources.

- **Primary Data:** A questionnaire that has undergone pilot testing and been sent to respondents working in private hospitals in the Pune District is used to collect primary data.
- **Secondary Data:** The supplemental data needed for this investigation originates from a wide range of sources. The researcher visited several government and non-government organizations, as well as educational institutions. A literature review on human resource management is conducted using secondary materials gathered from various libraries in order to get theoretical and conceptual information. Review articles are drawn from several scholarly journals, magazines, and websites.
- **Sampling procedure:** The sample population is chosen by the researcher depending on who they feel would be most appropriate for the inquiry. This method is often used when there aren't enough people accessible who are competent in the area being studied. Due to the possibility that well-known experts may vary from less well-known but equally skilled individuals, these samples are skewed.
- Quota sampling is a kind of non-probability sampling in which the researcher ensures that participants are represented proportionately or equally based on the attribute that is selected as the quota's basis. a method that does not depend on chance to choose 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 using the knowledge and judgment of selectors. Even without a sample frame, the researcher may control variables via quota sampling.
- The present research project was conducted in Pune and is titled "Analytical study of Human Resource Management Practices in Private Hospitals with specific reference to Pune District of Maharashtra State." Only the Pune District in the Indian state of Maharashtra, which is divided into 10 talukas, will be the subject of this specific geographic study project. Examining the methods of human resource management used by a number of private hospitals in the Pune District is part of the thematic topic. 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 via the careful implementation of effective human resource management.

The following is a list of the study's key findings:

1. Less than five years of experience was held by 47 respondents, or 27.33%.
2. According to 115 respondents, or 66.86%, the hospital management is now conducting a planned and organized hiring drive at its facilities.
3. Eleven respondents, or 6.40 percent of the total, said organizational analysis is one of the key criteria in determining training needs.
4. Only 73 hospitals, or 42.44%, offered hospital staff employees on-the-job training.
5. Patient satisfaction was employed in 29 (16.86%) of the institutions as a measure of the training's effectiveness.
6. The statement that Trainees are picked based on their degree and experience was very strongly agreed with by 57 respondents.
7. All of the respondents were asked this question in order to get insight into how satisfied they were with the relevant employment profiles. According to the statistics in the table above, of the 172 respondents, 61 (35.47%) expressed complete happiness, 76 (44.19%) expressed satisfaction, and 35 (20.35%) expressed dissatisfaction. There were 172 pleased responders in all.
8. A total of 134 respondents, or 77.91%, had some understanding about the hospital's past, present, and future as well as its goals and organizational culture.

## 5. CONCLUSION

Some conclusions that may be drawn from the study done on the private hospitals in the Pune area include the following: In order to find the right balance between the supply of employees and their ability to do their tasks effectively and efficiently, HRM procedures must be established. HR policy is a crucial part of all healthcare organizations since it acts as the manual for human resource management. The availability of qualified staff has 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 enhance the performance of the hospital organization. The relationship between the two is shown to be one that is quite complicated when seen from the viewpoints of both the health care and human resources management businesses.

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