

# HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES IN HOSPITALS (AN EMPIRICAL STUDY)

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## ABSTRACT

Human resources, pertaining to health care comprise different kinds of clinical and non-clinical staff responsible for public and individual health intervention. The need for significant changes in behaviour and attitude of health manpower and favourable Human Resource Management (HRM) practices is widely recognized in both developed as well as developing countries. The present paper is an attempt to have an easier look at the application of concept of HRM in the organizations, particularly hospitals. Very less research work so far has been done in this regard. The present paper indicates the existing HRM practices in hospitals with special reference to SMHS Hospital Srinagar, SMGS Hospital Jammu and UTG Hospital, Chandigarh. In the present study two tier research methodology have been adopted. The first tier comprises collection of factual data through questionnaires by adopting random sampling method. The second tier comprises collection of data from secondary sources. The data whatsoever collected from both the sources were analyzed statistically to reach the conclusion and finally provide the guidelines and suggestions for further improvement.

**{KEY WORDS};** Recruitment, Selection, Training and development, PAS

## Introduction:

Health care delivery systems involve a variety of stakeholders. These include doctors, nurses, pharmacists and other staff on the one hand and communities who utilize the services on the other. They organize themselves and interact with each other in highly complex organizational settings. The key stakeholders such as providers of services and communities are linked through the organization structure and financing mechanisms. The outcomes of these interactions are most of the time difficult to observe particularly in state-run systems where the incentive systems are inadequate. Over the years concerns have been raised about the poor performance of public health sector in India. India, a fastest emerging economies of the world and fourth-

largest in the world as measured by purchasing power parity, has not exhibited similar achievements on health side. India is currently second fastest growing economy in the world, with a GDP growth rate of 8 per cent at the end of the first quarter of 2006-2007 (EOI 2007), but in terms of health indicators India compares poorly. For example, UNDP's Human Development Report ranks India at 127 in a list of 177 countries, much lower than Sri Lanka which is ranked 93 on the list. The report points out that India accounts for one in five child deaths in the world, amounting to 2.5 million child deaths annually.

Only 42 percent of its children are fully immunized and that 63 of every 1000 infants born in India die within a year, while the corresponding figure is 46 in Bangladesh and just 13 in Sri Lanka. Given this and growing complexities and challenges the health sector faces, it is observed that reforms in this sector are inevitable. Most of the time the focus of reforms is to propose changes in financing mechanisms and existing technology. These developments have strengthened the health system but not produced desired results. This is because the reforms have often neglected the most important pillar of health system - "its people". Often the behavior, attitude and skills of health personnel are cited as one of the major cause of poor perceptions about the health care services (Lee 2001). However, the reform process makes some fundamental changes, but the intrinsic organizational and professional commitment and availability of skilled and competent health care professionals can only be developed through effective and efficient Human Resource Management (HRM) practices. In the modern scenario, tapping competencies and enhancing them for the industries does not remain just an issue for effectiveness but is a necessity for their survival as all the industries are passing through what could be called the toughest phase of cut throat competition. The thrust area to fight out this cut throat competition has to be HR which has proved itself as the only source to secure survival, growth and expansion in the corporate sector and the same parameter in hospitals too. Recognition

to the HR as the most important ingredient to the health sector and the learning process in hospital organizational setting shall be the key to success and reward as human 'resource' has stood out. With distinction to be 'the supreme' of all the resources. Effective delivery of health services is seriously affected by human resource constraints, Narasimham et al (2004). The major concern include inappropriate numbers and types of staff and the way they are distributed, and the performance of staff. Appropriate HRM policies and practices can improve human resource (HR) outcomes and thus the effectiveness of the workers, which in turn will contribute to improved organizational performance. Assuming HRM policies and practices are aligned with appropriate health service objectives. Improved HRM leads to improved health outcomes.

Keeping in view the paramount significance of HRM and its contribution to the overall performance of an organization, an effort has been made in the present study to have a birds-eye view of research studies in the area of HRM. It may be mentioned here that very limited research has been carried out on the overall components of HRM. Some scholars have worked on HRD like (Rao, 1982 & 1991; Casico, 1991, Johan 1989, Pareek, 1998, Saiyadain, 2001, Mufeed & Nasreen, 2003). Some on job analysis, such as (McCormix, 1976; Riggo, 1990; Harvey, 1991; Dessler, 2003, Siddique, 2004). Some on Recruitment and Selection, like (Mundy & Noe, 1993; Crawford, 2004). Some on Socialization like (Schular & Jackson, 1987; Arthur, 1994; Tushman, 1997). Some on Performance Appraisal System, like as (Invancerich, 1995; itipolito, 2002; Mufeed "1998-2000"; Alwater, 2002; Dessler, 2004) and others on training and Development (Pareek & Rao, 1998; Pal, 1997; Yajnikk, 1973; Anuradha, 2003). The following review of literature would unfold a broader canvass of empirical and conceptual studies on few of the major components of HRM, Which includes Recruitment and selection, Performance Appraisal system (PAS) and Training & development.

### **Recruitment and Selection:**

Recruitment is the process of attracting individuals on a timely basis, in sufficient numbers and with appropriate qualifications, developing their interest in an organization and encouraging them to apply for jobs within it (Mondy & Noe, 1993; Crawford, 2004). During this process, efforts are made to inform the applicants fully about the selection criteria of the required competencies that will lead to effective performance, as well as career opportunities the

organization can provide the employee. Whether or not a particular job vacancy will be filled by someone from within, or outside, the organization depends on the organization's human resource policies, the requirements of the job to be filled, the talent to be found and, often, the organizational politics surrounding the decision (Nankervis et al., 2002). Therefore, the effectiveness of recruitment has a significant impact on the efficiency of the selection process. The selection process should provide as much reliable and valid information as possible about applicants so that their qualifications may be carefully matched with the job requirements. Personnel and line management uses a variety of imperfect methods to aid the task of predicting which applicant will be most suitable in meeting the requirements of the job and are able to draw on their expertise to recommend the most effective selection methods for each particular job or group of jobs Tarring (1998). Some of the selection methods which usually are used includes, use of application forms, self assessment, telephonic screening, intelligence testing, interviewing, group methods and work sampling, Flippo (1984). A combination of selection methods is usually used, based upon the job nature, cost time, accuracy, culture, acceptability etc. Regardless of the different methods as mentioned above, Lewis (1985) suggests that selection criteria can be seen in three aspects, organization criteria, functional/departmental criteria and individual job criteria. Finally for doing a correct selection and appointment, we must consider adaptation of the job and departmental and organizational characteristics to applicant characteristics. Bohlander et al (2003), defined recruitment as the organizational activity that aims at "head hunting and simulating potential candidates to apply for previous and foreseen vacancies". Thus recruitment intends to influence the quality and the types of candidates for a certain vacancy Ivancevich (1995). When this activity incorporates the environment dimensions, the ecological performance of the company is used as an element for attracting talented people. As a corollary, German companies such as Siemens, BASF and Bayer use their institutional image in order to attract competent staff that is committed to the environment Wehrmeyer (1996). Where as the process of recruitment aims at increasing the quality of candidates, the aim of short listing is to reduce the number Flippo (1973) by choosing the candidate who best meets the criteria of the offered vacancy, Milkovach and Boudreau (2003) Robertson and Smiyh (2001) reviewed the

personnel selection studies and found that the important issues including change in organizations, change in work, change in personnel, change in the society, change of laws and change in marketing has influenced personnel selection and recruiting furthermore personnel selection studies from 1995 through 1999 and concluded that the nature and analysis of work behaviour are changing and hence affecting personnel selection practices. Lievens (2002) identifies challenges in personnel selection including labour market shortages, technological developments, applicant perception of selection procedure and construct driven approaches. Mean while the advancement in information technology are also affecting personnel selection as well as human resource management, Beckers and Bsat (2002), Kovach Cathcart (1999), Liao (2003). The applications of expert systems or decision support systems on recruitment and personnel selection are increasing, Kilmer & Liebowitz (1998) and Nussbaum et al (1999). Recruitment and selection (or staffing) is said to be the best represented area of research into people management in smaller, growth, or entrepreneurial organizations (Cardon & Stevens, 2004), with more scholarly work conducted than other functional aspects of HRM. It has been argued however that much work in this area carries an implicit comparison of practice with norms developed in larger organizations, and that informal practices are presented as inefficient and illegitimate. This is, as we have seen, problematic to say the least when we remember the nature of recruitment and selection in larger organizations. (Cassell, Nadin, Gray, & Clegg, 2002). Japanese recruiting practices offer unique insight into organization-environment relations in that they are at the nexus where firms meet the labour market and the underlying social structure. While a great deal of research has examined. A surprisingly small amount of prescriptive attention has been devoted to specifying the methods of recruitment and selection of employees which should be adopted by organizations pursuing a strategy of innovation. The advice which is offered is fairly general in nature. For instance, more general, implicit and less formalized selection criteria are proposed by some authors (Schuler, 1987). It is also argued that recruitment systems which are more open will allow employees to select themselves into innovative positions, allowing a better match between the requirements of the organization and the individual needs of the employee (Schuler & Jackson, 1987; Morris & Jones, 1993). Miles and Snow (1984) while

advocating the acquisition of human resources rather than internal development, offer little specific advice on how this should be done, apart from suggesting the use of some psychological testing. While Schuler and Jackson (1987) specify desirable employee behaviors associated with a strategy of innovation, they offer little advice on how this should be incorporated into the recruitment and selection process.

#### **Performance Appraisal System (PAS):**

Ivancevich (1995) defines performance appraisal as the dimensions of human resources which is used to analyze the employee's performance based on their responsibilities, and aiming at goal improvement of people's performance and productivity over time. Recent research from all over the world demonstrates that performance significantly improves when it is evaluated in an appropriate manner and the individuals when offered a genuine feedback definitely improves their performance (Maitra, 2004). Expectancy Valence theory of Victor Vroom (1964) states that if individuals make extra efforts, which leads to improved results then it is logical that the same be recognized and rewarded otherwise, it acts as a demonstrator. In context of the of the literature review, the main objective of performance appraisal is only for promotion and placement purpose (Miner, 1990; Cumming & Schawab, 1984), though most of the performance appraisal system aims to serve multiple purposes. However, not much of the research exists to test the efficiency of such system in achieving the multiple objectives. Several other studies have highlighted that the main purpose of performance appraisal system is identification of training and development needs (Spriegel and Mumna, 1961) Mayer & et al (1965); William, 1977 and; Latham & Wexley, 1982). Theoretically, in PAS, there may exist infinite number of sources of the Key Performance Areas (KPA) by which an individual might be evaluated on such factors which are usually covered as: (a) Job performance factors-Job knowledge, quality of work, target fulfillment, cost/time control, safety consciousness etc. (b) Managerial ability factors- Problem analysis and decision making-communication skills, self-motivation initiatives (Mufeed, 1998). Appraising the performance of expatriates is gaining deservedly increased research attention. Recent studies have been primarily descriptive or prescriptive in nature. They have focused on such issues as the process used for appraising expatriates (Harvey, 1991), practices used by multinationals in appraising the performance of

expatriates (Gregersen et al., 1996), performance appraisal as both a strength and an area needing improvement in the world's largest multinationals (Petersen et al., 1999), the necessity for identifying top management potential early as part of the human resource planning effort of multinationals (Cascio, 1993), and the transfer of traditional performance appraisal principles across cultural boundaries (Vance et al., 1992). As Gregersen et al. (1996) have noted, much more remains to be done to acquire sufficient understanding to develop effective expatriate performance appraisal systems

Research indicates "PAS, no matter how well designed, is doomed to fail, if it is not supported by the people who use it" (Burke & Wilcox, 1969) Lazer & Wikstrom, 1979). Research has stressed for various sources of employee assessments, in order to minimize human error of, assessment of employee appraisal (Liden & Mitchell, 1985), Carrol & Schnier, 1982). Recent research studies have indicated that superiors possess better knowledge on the subordinate tasks and are in a better position to provide information to management on employees performance which can be used for succession plan by identifying people with potential and also gives an opportunity to the subordinate to know where he stands, (Simoes, 1974, Carroll & Schnier, 1982). However, there is a wide spread of dissatisfaction among the employees about individual and top-down appraisal. Recent research work in the area of Performance Appraisal has advocated the use of self appraisal to improve upon the above traditional top-down process (Mayer, et al 1965). According to McGregor (1957), in the process of this appraisal the superior has no right to reject any claim of appraisal, but in practice it is totally different. According to Rao (1991), "it is an opportunity for the appraisee to recapitulate and list down his accomplishments and failures during the performance period and analyze the extent to which he is responsible and the extent to which other factors have contributed to his success and failure". It has been noticed that under most other circumstances, people tend to see themselves as better performers which has been further supported by the statement of Mazumdar (1978)- 'it is a sort of an autobiography of the appraisee by the appraisee himself for self-satisfaction in which he is more appropriate to highlight more his achievements than his failures", Some organizations use peer evaluation which involves the making of an employee by his colleagues in the group category in his own hierarchical

structure, which provides valuable input in understanding the performance of the concerned employee as seen by his colleagues. Peer rating is rare in business and several research findings have revealed that multiple evaluations are at times considerably more appropriate than the single assessment (Porter et al 1985) Recent research review of performance appraisal in the United States, emphasizes that organizations use a multiple rating system in which a ratee is being evaluated by several independent raters. Research studies have also indicated most performance appraisals are one-sided as the appraisal is downward in nature, therefore, need was felt to upward appraisals in Indian organizations (Mufeed, 1998). It gives subordinates a real stake in the appraisal interview. The major drawback of upward appraisal, is that subordinate appraisals are considered to be deficient, because the subordinate sees only part of the superior's job. Organizations are increasingly implementing high performance work practices such as 360-degree feedback interventions in the hopes of improving workplace attitudes and performance (London & Smither 1995), (Tornow & London, 1998; Alwater, et al 2002).

Many companies are establishing environmental objectives for their employees whose performance is evaluated as one of the criteria of the organizational programmers of individual performance appraisal Rothenberg (2003), and which affects the variable fraction of the amount of rewards and compensation attributed to an employee. An emblematic case happened in Xerox, which has a reward system and values the employees who meet satisfactory levels of innovation in terms of how they deal with waste reduction, reuse and recycling, Fernandez et al (2003). According to Govindarajulu and Daily (2004), performance appraisal programs are necessary to guarantee the effectiveness of environmental management work over time because they guide an employee's performance to the environmental performance desired by an organization. Research studies also revealed that a variety of new appraisal methods are used by many organizations in addition to traditional methods. These include the confidential reports, Narrative or descriptive methods: which include essay methods, critical incident methods, ranking techniques which includes simple or straight ranking, paired comparison, forced choice distribution; graphic scales, checklist methods, group appraisal, assessment centre methods; result oriented appraisal approaches like Management by Objectives (MBO)

and Behavior Anchored Rating Scale (BARS). A recent research study indicates that the most common approach measuring the quality of job performance are rating scales like 360 degree appraisal method, MBO; Descriptive methods; Behavior Anchored Rating Scale (BARS) (Saskin, 1981 and Leap & Crino, 1990). According to Mufeed (2002) 'each of the appraisal methods which are in use to appraise the performance of employees could be effective for some purpose, for some particular individual as well as organizational needs. It should be kept in mind that in no case should any one of them be rejected or accepted as inaccurate or accurate. The confidential report is the most traditional way of appraising an employee performance. Research indicates that this method of assessment by superior has become largely outdated (Basu, 1988) but is still being practiced in government organizations. Other methods, which are now obsolete, are essay or free written and critical incident method. The primary drawback of the ranking method is that the size of the difference among individuals is not well defined (Moskal.1983). In the paired comparison method, the supervisor requires to compare each employee with other employee working under him on the overall efficiency aspect. The use of Graphic Rating Scales (GRS) is the oldest and most widely used employee appraisal procedure. A rater is given a printed form that contains a number of employee qualities and characteristics to be judged. Personality traits, job behavior etc are commonly used outcomes more than anything else as they tend to be more objective than the personality traits ( Bassu, 1988). Yoder (1976) and Sayadin (1985) state that it could lead to subjective judgment as it is based on supervisor's interpretation of the characteristics on one hand and the perceived difference between the scale values on other, Researchers have developed new and improvised method like BARS. Behavior Observation Scales (BOS): Mixed Standard Scales (MSS) and Management by Objectives (MBO) in order to minimize the errors. Guild (1954) and Strauss (1972) drew attention to the forced choice report and stated that there are several groups of statements or traits. In each group, the rater has to choose a positive statement, one that best fits the individual rate and a negative one which fits him least. In this technique, an appraiser does not know which statement to select in order to give a high or low rating: the most descriptive will be chosen. Supervisors frequently resist this method since they cannot see the kind of overall appraisal they are giving. It also has no value

in performance discussion. Drucker (1954), introduced the concept of management by objective (MBO), which specifies the performance goal an individual hopes to attain within an appropriate length of time and periodically provide feedback. However, MBO is far from perfect tool of appraising performance of employees. Some researchers have criticized this method and have stated that this system involves laborious process initially and periodical review, which the manager might find difficult to implement (Latham, et al 1981) and that too when the future remains uncertain or hardly predictable (Monappa, 1974). BARS system also called a Behavioral Expectation Scale (BES) which is slightly different in degree from a Behaviour Observation Scale (BOS) (Carrol and Schnier.1982) Construction of BARS begins with identification of important job dimension and requires extensive time and effort to develop and maintain. BARS represent an emerging area of research and application. However, it may not represent the ultimate objective of job related appraisal system (Martin 1989).

The 360-degree feedback is a performance appraisal methodology that captures input from an employee's supervisors, colleagues, subordinates, and, possibly, customers. The person being appraised also evaluates his/her own performance (self evaluation), and those ratings are added to the overall feedback mix. Most 360-degree feedback programs focus on upper leadership positions. Institute of Government faculty reporter and performance evaluation expert Margaret P. (2000) reported three key assumptions on which 360-degree feedback is based; (1) Multiple viewpoints from multiple sources will produce a more accurate picture of one's strengths and weaknesses than would a single reviewer's evaluation; (2) The act of comparing one's own self-perceptions with others' perceptions will lead to enhanced self-awareness, and greater self awareness is a good thing; and (3) People who are effective at what they do will have self-perceptions that match others' perceptions of them fairly closely. According to human resources consulting firm William M. Mercer, use of 360-degree feedback is on the rise, reportedly growing from 40% of U.S. companies in 1995 to 65% in 2000 (Pfau & Kay, 2002). If more and more companies are turning to use of the 360- degree process, isn't that a sign of its effectiveness? According to Mufeed (2000), 360 degree-technique has gained tremendous importance in the present organization settings. Organizations like General Electric India (GE), Reliance Industries Ltd (RIL),

Wipro, Godrej soaps and Crompton Greaves etc, are all using 360-degree feedback multi rater assessment to find out whom truths about their staff in order to take administrative and development decisions. However, what Likert did not anticipate was the difficulty average person encounters in using a 5 or 7 point scale for assessment. " people do not talk in Likert scale language about performance", says Ken Keener (in Salopek;2004). A very small percentage of people, perhaps 1 in 10 make any meaningful change after a 360- degree. People do not understand the purpose of a 360. It is developmental tool not a report card. People are confused by the massive amount of data that 360- degree often produced, adding that Development Dimensions International (DDI) found that only 10% of participants had undertaken high quality development action. Performance appraisal can be used for human resource development purpose with a view to ensuring development climate, Rao (1982). According to Berdain and Beatty (1984) and Murphy Cleveland (1995) " it contributes to employees development, in that it makes it possible the identification of strengths and weakness, provides performance feedback and facilitates exchange with supervisors. PAS is linked with identification of training needs, promotion, salary and reward administration. Besides, it "also provides management with information that helps in identifying employees' potentials giving suitable direction to administrative decisions", Agarwal (2001). The other goals of PAS according to Bhide and Sayeed (2003) is to bring people together within hierarchical structure, where superior subordinate interactive relationships are transcended in to team work with dual focus on goal attainment and greater employee commitment. According to Mufeed (2000), "in most of the public and private sector organizations, very little has been done with a view to examining the appraisal effectiveness in accomplishing the goals for which they are designed". Hence in opinion of Bhide and Sayeed (2003) 'a need is generally felt at the level of policy makers not to introduce an effective PAS but also to evaluate it as a system that produces results. wanda et al. (2000), in study found that all performance appraisal discussions were likely to produce discomfort. Fandray (2000) in his survey indicated that 32% of HR professionals were unsatisfied or very satisfied with their organizations performance management system. Ghosh and Vijayaragavn (2003) conducted a study and found that majority of the extension personnel perceived existing performance appraisal as below average or

poor. Mattoo and Mir (2005) in their empirical study of HRD climate in hospitals that that the satisfaction level of doctors with performance appraisal system is totally low. However some studies have found positive responses in this regard. Mount (1984), found that managers were more satisfied than employees with most aspect of their appraisal system. Mufeed (1995 and 1998), in his empirical study found that managers were generally more satisfied with respect to appraisal variables than the workers. Priyadarshini and Venkatapathy (2003-2004) found that top performing private banks have the highest extent of performance appraisal and performance counseling practiced. Bhide and Sayeed (2003) designed performance appraisal system (PAS) and subsequently conducted an empirical assessment of its effectiveness which clearly revealed acceptability of PAS design and its implementation. Thus empirical evidences suggest that effectiveness of appraisal practices contribute to the organizational performance.

#### **Training and Development:**

According to Pfeffer (1998) "training is considered an essential component of successful companies". Men are the most vital and versatile resources of any organization. An effective method of making them able to adapt to newer technology and the changing environment is training. Ivancevich (1995) has defined training as a systematic process that leads the employees behavior towards accomplishing the set of organizational objectives. Anuradha (2003) has remarked; 'human resource training is an important requirement for enabling employees to function effectively and efficiently for an organization. Yajnikk (1973) and Wanchoo (1973) have revealed that training is a continuous process of changing people their knowledge, skills attitude and behavior through instruction demonstration practice planned experience or other techniques. Further training helps in changing the internal dynamics of an individual to cope up with changing scenario in the organization and in the society where he lives. Therefore, training is not to be seen as an insolated action but in totality to change and reorient the individual to make him fit in his organization and in the society. According to Fernandez (2003) the needs of training have to be detected in an integrated way, and involve the staff responsible for the management programs and other areas of a company, and including the top management as well.Sanker (1984) made a survey study of training trends in Indian industry across organizations from northern western, southern and

eastern region and found that organizations across industry sectors have oriented and developed sustainable training systems to manage the growth. Vaishali and Kumar (2004) indicated that training is likely to increase the levels of confidence among the officers at the various job functions, and would possibly increase the productivity and profitability of the individuals and the organization as a whole. However, in India training is not imparted as needed. According to Khan (2001) 'in India only about 2 to 3 days per year are devoted for training per employee, where as countries like USA and Japan spent 45 to 55 days on training each year for their employees.' In the words of Pal (1997), 'training is a short term process utilizing a systematic and organized procedure by which people acquire technical knowledge and skills for a definite purpose. In comparison, development is a long term educational process to similarly impart conceptual and theoretical knowledge. Training acts as a premium in ensuring versatility and flexibility of skills with the company (Lynton & Pareek 1998). The development of organizational training system requires an examination of not only current training needs but also the examination of many systematic issues, which will creep in the future (Lynton & Parrek, 1988). Pareek & Rao (1992) has identified the five reasons for the plight which are call girl role, expectancy of peripherality, low status, non professional image and slow professionalization. A good training system also ensures that employees develop in directions congruent with their career plans. The return of investment on training is very poor, because people are sent for training in many industries as fringe benefits and very little is being done to make use of their learning once they return from training programmes. Satwinder (2002) examined the training practices in respect of lower level managerial personnel in some of the world's largest multinational enterprise across industries, parent countries, host countries and the size of the firm. A study by Tripathy (2001) showed that 'learning by sharing of experiences of others' helped maximum respondents, followed by training methodology of experimental learning' and 'practical relevance of training to work'. ( Goyal, 2000), in his study of HRD climate in govt. hospitals found that only senior staff is sent for the training, and do not find necessity of giving any kind of training to the rest of the employee. The training unit in a successful programme, understands the organizations strategic direction and can design and implement a creative way of moving people in that direction.

According to Rao, & Abraham, (1989) Technology is developing continuously at a fast rate, system and practices get outdated due to new discoveries in technology, including technical managerial and behavioral aspects. Organizations which do not develop a mechanism to catch up with and use the growing technology soon become state. The development of a training system must include futuristic overview that recognizes expansion plans, emerging positions technological changes and other considerations. So the training should be viewed as an ongoing planned organization intervention. According to Rutherberg (2003) Training is designed to help the organization accomplish objectives. Determining organizational training needs is the diagnostic phase of identifying employees training needs. Matihis & Jackson, (1991), emphasized that if training is defective or insufficient, employees will not be prepared to deal with such complex problematic issues. Nagaraj and Kamalanagan (2000) found that training gaps can be quantitatively identified through the determination of satisfaction or dissatisfaction of clients with their contact person. Other researchers have found that the human interaction component is important in evaluating professional services; 'medical services' Brown and Swartz (1989) and Westbrook (1981). Similarly experimental studies of service satisfaction also have uncovered the importance of particular employee behaviors. Empirical studies provide valuable information on the importance of human behavior on customer services. Each of the service behavior aspect comprises of several individual knowledge/attitudinal/ behavioral traits or skills. This method of quantitatively identifying needs, besides the traditional methods, like, performance appraisal, job evaluation, employee request should help us to use more accurate information in identifying and performing the right training.

**Need for present Research:** Science of management applies not only to industry and commerce but also to all fields of employment. Management fundamentals and principles are universal. They apply to all areas of human activities. Though the activities and procedure of their application may differ depending up on the nature of their work to be performed thus good and professional management is essential for all the fields of human activity and the "Hospitals" are no exception. But in fact the use of modern management techniques for the optimum utilization of scarce resources is widely accepted in the industry of our country, while its uses in the area of public health, especially in Hospital

administration, where the system suffers from paucity of resources. The hospitals are very complex organizations with variety of jobs to be performed by various personnel specialized as well as other wise. Interaction of several heterogeneous groups constitutes a great challenge to Hospital managers and behavioral scientists. Besides, there is a hierarchy in which the staff members have to work in very sensitive and constant tension. Therefore proper human resource management practices and policies are required at every level. Where the persons have to deal with the other persons.

**Objectives of the Study:** In the light of the domain for research identified so far, this will address itself to the following objectives;

- a). to study how well the Prevalent HRM practices are taking care in the sample selected organizations Viz; SMHS, SMGS and UTG hospitals,
- b). to critically evaluate the perceptions held by medical and para-medical staff towards the existing HRM practices,
- c). to bring forth the factors which has led to low level of satisfaction towards existing HRM practices and
- d). to formulate broad guidelines, conclusions and suggestions suitable for the improvement of HRM practices in the understudy organizations.

**Sample Organizations:**

To carry out the present research study, three health care organizations (Hospitals) were selected, among which two hospitals are from the state of Jammu and Kashmir and one hospital from out side the state. The two hospitals selected from the state were Shri Maharaja Hari Singh (SMHS) hospital Srinagar and Shri Maharaja Gulab Singh (SMGS) hospital Jammu in order to give due representation to the state. The third hospital selected from out side the state includes Union Territory General (UTG) hospital Chandigarh. The unique thing among the three selected hospitals was that all of them are Associate Medical College Hospitals of their respective medical colleges of the States. From the sample selected organizations, both Medical and paramedical staff were selected for the study purpose. The respondents were selected on the basis of Simple Random Sampling Method (SRSM). From each sample organization 150 respondents were targeted which comprises of 100 medical and 50 paramedical staff. Thus the total sample for the present study was counted as 450, which includes 300 medical staff (100 from each hospital) and 150 paramedical staff (50 from each

hospital).

**Questionnaire Design and Development:**

A well-structured and well-designed questionnaire was prepared and administered in to the medical and paramedical staff of the sample-selected organizations to get the primary information, regarding the different components of HRM practices under study. The questionnaire has been developed and reliability test was done before administrating to the respondents. The reliability value of the 48 statements was 0.80. the questionnaire consists of two sections, section A and section B. the section A consists of 48 statements pertaining to HRM practices and the section B seeks the demographic information, like name, designation, experience etc. as shown in the annexure at the end of this chapter. The questionnaire is a five point likert scale, which varies from 1 to 5 as; 1-not at all true, 2-rarely true, 3-sometimes true, 4-mostly true, 5-always true. Mean score of around 5 is indicative of higher level of Satisfaction towards the HRM practices. In order to make the interpretation easier, the mean score was converted in to percentage of mean score by using the formula given by Rao, (1991).

$$\text{Percentage Score} = (\text{Mean score} - 1) \times 25.$$

This was done on the assumption that a score of 1,2,3,4 and 5 represents 0, 25, 50, 75 and 100 percent level of satisfaction respectively. The percentage score indicates the degree to which a particular dimension existed in that organization out of the ideal 100 percent.

**Data analysis and interpretation:**

**Table 1:**

The HRM practices in the sample study organization were analyzed based on 25 items of the questionnaire as mentioned earlier. In the Table-1 the statement from 1 to 8 pertain to recruitment and selection practices, from 9 to 19 pertains to performance appraisal system and from 20 to 25 pertains to training and development. The table-1 depicts the perceptions held by the medical and Para-medical staff of the sample study (hospitals) organizations. It can be revealed from there, that the attitude of both the cadres of employees towards the existing HRM practices is not favorable. The overall percentage mean score reveals that the there is less then 50% level of satisfaction, (SMGS hospital-48.42%, SMHS hospital-46.50% and UTG hospital-41.75%) among the employees of all the sample selected organizations. Which is not a healthy sign for these health care organizations as the growth and productivity of any organization is linked to its employees. Therefore the

management must take immediate steps to ensure the welfare of employees. Among the 25 statements the medical and Para-medical staff of the sample hospitals shows 60% level of satisfaction towards a few statements (Statement 4, 8 and 9 from SMGS hospital, Jammu and statement 4, 7, 13, 14 and 15 from SMHS hospital, Srinagar). However none of the employee/employees (medical and Para-medical staff) from UTG hospital Chandigarh shows 60% level of satisfaction towards any of the statement. To continue with the same, while comparing these three sample study hospitals the SMGS hospital Jammu shows a bit higher level of satisfaction ( $X=2.96$ ) as compared to SMHS hospital Srinagar ( $X=2.86$ ) and UTG hospital Chandigarh ( $X=2.67$ ).

**Table2:**

$Z\text{-cal} < Z\text{-tab}$ ;  $H_0 = \text{Accepted}$  &  $Z\text{-cal} > Z\text{-tab}$ ;  $H_0 = \text{Rejected}$ ;  $Z\text{-tab Value} = 1.96 (0.05)$ .

The table-2 depicts the component-wise perception of employees (medical and Para-medical staff) of the sample study organizations towards the three undertaken HRM components viz; recruitment and selection, performance appraisal system and Training and development.

From the table-2, we can analyze the perceptions of medical staff of the sample organizations towards the existing recruitment and selection practices, where we can find the medical staff of SMHS hospital Srinagar ( $X=3.20$ ) are more satisfied as compared to the medical staff of SMGS hospital Jammu ( $X=3.08$ ) and UTG hospital Chandigarh ( $X=2.55$ ). furthermore the significance level of perception towards the recruitment and selection policies by the medical staff of SMHS hospital Srinagar with the medical staff of UTG hospital Chandigarh reveals that  $Z\text{-cal} > Z\text{-tab}$  ( $3.08 > 1.96$ ), which indicates that there is significant difference in their attitudes towards the recruitment and selection policies of their organizations. While comparing the medical staff of SMHS hospital Srinagar with medical staff of SMGS hospital Jammu reveals that  $Z\text{-cal} < Z\text{-tab}$  ( $0.61 < 1.96$ ), which indicates that there is insignificant difference in their attitudes towards the recruitment and selection policies of their organizations. To continue with the same, the perception of Para-medical staff of SMGS hospital Jammu are more satisfied ( $X= 2.83$ ) as compared to the Para-medical staff of UTG hospital Chandigarh ( $X=2.80$ ) and SMHS hospital Srinagar ( $X=2.58$ ) towards the existing recruitment and selection policies. furthermore the significance level of perception towards recruitment and selection policies by the Para-medical staff of SMGS hospital

in comparison with Para-medical staff of UTG hospital Chandigarh reveals that  $Z\text{-cal} < Z\text{-tab}$  ( $1.12 < 1.96$ ), further comparing paramedical staff of SMGS hospital Jammu with Para-medical staff of SMHS hospital Srinagar, again the  $Z\text{-cal} < Z\text{-tab}$  ( $1.15 < 1.96$ ). Therefore their exists insignificant difference in the attitudes of Para-medical staff of the sample organizations towards the existing recruitment and selections policies of the organizations.

The perception of employees (medical and Para-medical staff) towards the existing performance appraisal system in the table-2 reveals that the medical staff of SMHS hospital Srinagar are more satisfied ( $X=3.73$ ) as compared to the medical staff of UTG hospital Chandigarh ( $X=2.83$ ) and medical staff of SMGS hospital Jammu ( $X=3.31$ ). furthermore the significance level of perception towards the performance appraisal system by the medical staff of SMHS hospital Srinagar with the medical staff of UTG hospital Chandigarh reveals that  $Z\text{-cal} > Z\text{-tab}$  ( $3.97 > 1.96$ ). This depicts that there is a significant difference in their perception towards the performance appraisal system. While comparing the medical staff of SMHS hospital Srinagar with SMGS hospital Jammu, the  $Z\text{-cal} < Z\text{-tab}$  ( $1.86 < 1.96$ ). Which indicates that there is insignificant difference in their perception towards existing performance appraisal system? To continue with the same, the perception of Para-medical staff of SMGS hospital Jammu are more satisfied ( $X=2.81$ ) as compared to the Para-medical staff of UTG hospital Chandigarh ( $X=2.67$ ) and Para-medical staff of SMHS hospital Srinagar ( $X=2.33$ ) towards the existing performance system. Further more the significance level of perception towards the performance appraisal system by Para-medical staff of SMGS hospital Jammu with UTG hospital Chandigarh reveals that  $Z\text{-cal} < Z\text{-tab}$  ( $0.55 < 1.96$ ), which indicates that there is insignificant difference in their perceptions towards the existing performance appraisal system. Further, while comparing Para-medical staff of SMGS hospital Jammu with Para-medical staff of SMHS hospital Srinagar, the  $Z\text{-cal} > Z\text{-tab}$  ( $2.18 > 1.96$ ). Therefore their exists significant difference in their perceptions towards performance appraisal system.

The table-2, also reveals the perceptions of medical staff of the sample organizations towards the existing training and development policies, where we can find the medical staff of SMHS hospital Srinagar ( $X=2.77$ ) are more satisfied as compared to the medical staff of SMGS hospital Jammu ( $X=2.72$ ) and UTG hospital

Chandigarh ( $X=2.53$ ). furthermore the significance level of perception towards the recruitment and selection policies by the medical staff of SMHS hospital Srinagar with the medical staff of UTG hospital Chandigarh reveals that  $Z\text{-cal}<Z\text{-tab}$  ( $1.12<1.96$ ), which indicates that there is insignificant difference in their attitudes towards the training and development policies of their organizations. While comparing the medical staff of SMHS hospital Srinagar with medical staff of SMGS hospital Jammu reveals that  $Z\text{-cal}<Z\text{-tab}$  ( $0.71<1.96$ ), which indicates that there is also insignificant difference in their attitudes towards the training and development policies of their organizations. To continue with the same, the perception of Para-medical staff of SMGS hospital Jammu are more satisfied ( $X= 2.56$ ) as compared to the Para-medical staff of UTG hospital Chandigarh ( $X=1.11$ ) and SMHS hospital Srinagar ( $X=2.12$ ) towards the existing training and development policies. furthermore the significance level of perception towards training and development policies by the Para-medical staff of SMGS hospital in comparison with Para-medical staff of UTG hospital Chandigarh reveals that  $Z\text{-cal}<Z\text{-tab}$  ( $1.19<1.96$ ), further comparing paramedical staff of SMGS hospital Jammu with Para-medical staff of SMHS hospital Srinagar, again the  $Z\text{-cal}<Z\text{-tab}$  ( $1.83<1.96$ ). Therefore there exists insignificant difference in the attitudes of Para-medical staff of the sample organizations towards the existing training and development policies of the organizations.

#### **Conclusions and suggestions:**

Effective and efficient management of hospitals in developing countries has got lot of relevance in the present day development of medical science in India. Moreover the hospitals are very complex organizations with a variety of jobs to be performed by various kinds of personnel. Medical care has also become a team work requiring proper planning, organizing, directing, coordinating and controlling. The use of modern management techniques is widely accepted in industry, and the hospitals as service organizations are no exception to it, where the system suffers from paucity of resources. In more advanced countries the uses of these techniques is widely demonstrated, while the India has to go long way for having perfectly professionally managed hospitals. The research supports the view that the existence of efficient, trained and developed workforce is the key to survival of any organization in the present volatile environment. How effectively and efficiently these organizations have been performing would naturally

depend upon how best the management in these organization have taken care of HRM. The supremacy of the human resource and the urgency of its development, therefore make out a strong case for the evaluation of the HRM in these organizations. The health-care (hospitals) organization under study has to take initiative to bring macro level changes in the existing HRM practices. Proper Human Resource Planning (HRP) should be done and the vacancies must be filled on need/demand basis. The human resource inventory system should be maintained by adopting computer technology to ensure the systematic record of all the employees working in the hospitals. The performance appraisal system is an invaluable tool in management of human resource. PAS facilitates overall organizational effectiveness by clearly defining avenues for the quality of informal and formal feedback, identification of training needs, appraisal participation and career planning like promotion, transfer, reward mechanism etc.. Therefore the PAS should be a key link in overall human resource management, climate, strategy and policy. Thus there is an urgent need for redesigning the performance appraisal system and an open appraisal system should be introduced which must be linked to aforesaid PAS objectives. Nowadays 540-degree appraisal system is gaining some momentum in Indian organizations. This appraisal system involves all round performance evaluation and all possible sources of feedback, which not only help the hospitals in enhancing team work but also in achieving organizational and individual goals. Trainings like any other subsystem in an organization, is meant to help the organizations to achieve their goals. A good system of training starts with the identification of training needs. It would be therefore mandatory for the hospital organizations to use various sources like PAS, potential appraisal, job rotation etc. for identifying training needs, then accordingly design and organize training programmes. It is in fact the training which helps in various ways in which employee competencies can be developed. If a programme administrator recognizes the importance of training, in respect of he is required to play, he can always find out ways of developing his people.

Organizational climate has a great impact on the quality of performance. If management is well aware of the fundamentals of organizational behaviour it can easily create and maintain favourable climate. For keeping the climate favourable certain elements are required such as good quality of leadership, mutual confidence, effective communication, adequate

delegation of authority, fair rewards, opportunity for development, and participation in decision making. Management should create such an atmosphere where an employee can feel that they are doing something important and useful. Employees also want some challenges which management should provide in job enrichment. For creating favourable climate, value premises are more important than fact premises. This all can be possible only if hospital managers are familiar with science of human behaviour and this is possible only if the hospitals are having a separate cadre equipped with professional personnel in the different areas of management. At present there is no awareness about all these factors in the hospitals. But it is now high time to think about all these matters more seriously for the sake of better patient care and for the successful implementation of the Health for All programmes

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**Table 1: Perceptions of Medical and paramedical staff towards Human Resource Management (HRM)**

| S.no | STATEMENTS   | SMGS Hospital |              | SMHS Hospital |              | UTG Hospital |              |
|------|--|---------------|--------------|---------------|--------------|--------------|--------------|
|      |  | Mean score    | % Mean score | Mean score    | % Mean score | Mean score   | % Mean score |
| 1    | Aspirants recruited as per the needs of organization   | 2.61          | 40.25        | 1.96          | 24.00        | 2.32         | 33.00        |
| 2    | Recruitment and selection(R&S) procedure done by different experts for recruiting suitable candidates. | 2.43          | 35.75        | 2.01          | 25.25        | 2.24         | 31.00        |
| 3    | The R&S policy always follows rules and regulations.   | 2.81          | 45.25        | 3.30          | 57.50        | 2.94         | 48.50        |
| 4    | Organization never tolerates any external interference in the selection of employees.                  | 3.62          | 65.50        | 3.76          | 69.00        | 3.04         | 51.00        |
| 5    | The selection procedure is done fairly and honestly.   | 3.18          | 54.50        | 3.23          | 55.75        | 2.99         | 39.75        |
| 6    | Selection systems followed are scientific & rigorous.  | 3.39          | 59.75        | 3.29          | 57.25        | 2.63         | 40.75        |
| 7    | Selection those having the desired skills and attitude.  | 2.95          | 48.75        | 3.48          | 62.00        | 2.23         | 30.75        |
| 8    | Employees are quite happy with the selection policy .  | 3.67          | 66.75        | 3.13          | 53.25        | 3.15         | 53.75        |
| 9    | Performance appraisal information is used for taking decisions of job rotations, compensation and T&D. | 3.52          | 63.00        | 3.38          | 59.50        | 2.56         | 39.00        |
| 10   | Performance appraisal system (PAS) creates seriousness to work with dedication and sincerity.          | 2.92          | 48.00        | 2.73          | 43.25        | 2.65         | 41.25        |

|                               |   |      |       |      |       |      |       |
|-------------------------------|---|------|-------|------|-------|------|-------|
| 11                            | The PAS helps in identifying training needs.  | 2.87 | 46.75 | 2.67 | 41.75 | 2.64 | 41.00 |
| 12                            | The PAS of our organization is strictly confidential  | 3.04 | 51.00 | 3.36 | 59.00 | 2.63 | 40.75 |
| 13                            | Employees take pains to find out their strengths and weaknesses from their superiors and colleagues.  | 2.41 | 35.25 | 3.46 | 61.50 | 2.66 | 41.50 |
| 14                            | PAS in organization is based on objective assessment, adequate information and not on favouritism.  | 3.30 | 57.50 | 3.74 | 63.50 | 3.16 | 54.00 |
| 15                            | PAS helps in determining the promotion, reward, job enlargement of the employees based on suitability of an individual rather than on favouritism.. | 3.13 | 53.25 | 3.50 | 62.50 | 2.82 | 45.50 |
| 16                            | The objectives of the appraisal system are clear to me.   | 3.02 | 50.50 | 1.96 | 24.00 | 2.42 | 35.50 |
| 17                            | The PAS helps in generating the data for demotion, punishment and transfer without any favouritism.   | 3.36 | 58.75 | 3.04 | 51.00 | 3.00 | 50.00 |
| 18                            | Employees are provided performance based feedback and counselling.  | 3.09 | 52.25 | 2.91 | 47.75 | 2.96 | 49.00 |
| 19                            | When feedback is given to the employees they take it seriously and use it for development.  | 2.80 | 45.00 | 2.33 | 33.25 | 2.74 | 43.50 |
| 20                            | Our hospital conducts extensive training programmes for its employees in all aspects of quality.  | 3.04 | 51.00 | 3.35 | 58.75 | 2.52 | 38.00 |
| 21                            | Training needs are identified through a formal performance appraisal mechanism.   | 3.14 | 53.50 | 3.39 | 59.75 | 3.08 | 52.00 |
| 22                            | Training is required by employees to help them in developing flexible and adoptive responses  | 2.69 | 42.25 | 1.87 | 21.75 | 2.40 | 35.00 |
| 23                            | .Employees returning after training programmes is given opportunities to try out what they have learnt.   | 2.64 | 41.00 | 2.72 | 43.00 | 2.41 | 35.25 |
| 24                            | Training is required by employees in hospital to give them an opportunity for learning through experiences.   | 1.87 | 21.75 | 1.61 | 15.25 | 2.19 | 29.75 |
| 25                            | Training and Development Programmes provide employees career opportunities in the organization  | 2.71 | 42.75 | 1.64 | 16.00 | 2.51 | 37.75 |
| Overall level of satisfaction |   | 2.96 | 48.42 | 2.86 | 46.50 | 2.67 | 41.75 |

**\*Higher the percentage of Mean Score Higher the level of satisfaction**

**Table2: Component-wise employee's perception towards HRM practices.**

| <b>Medical Staff</b>         |               |      |              |      |       |               |      |               |      |       |  |
|------------------------------|---------------|------|--------------|------|-------|---------------|------|---------------|------|-------|--|
| HRM Component                | SMHS hospital |      | UTG hospital |      | Z-cal | SMHS hospital |      | SMGS hospital |      | Z-cal |  |
|                              | X             | S.D  | X            | S.D  |       | X             | S.D  | X             | S.D  |       |  |
| Recruitment and Selection    | 3.20          | 0.91 | 2.55         | 1.08 | 3.08  | 3.20          | 0.91 | 3.08          | 1.02 | 0.61  |  |
| Performance Appraisal System | 3.73          | 1.13 | 2.83         | 1.15 | 3.97  | 3.73          | 1.13 | 3.31          | 1.13 | 1.86  |  |
| Training and Development     | 2.77          | 0.95 | 2.53         | 1.21 | 1.12  | 2.77          | 0.95 | 2.72          | 0.96 | 0.71  |  |
| Overall Satisfaction         | 3.23          | 0.99 | 2.63         | 1.14 | 2.72  | 3.23          | 0.99 | 2.97          | 1.03 | 1.06  |  |
| <b>Para-medical Staff</b>    |               |      |              |      |       |               |      |               |      |       |  |
| HRM Component                | SMGS hospital |      | UTG hospital |      | Z-cal | SMGS hospital |      | SMHS hospital |      | Z-cal |  |
|                              | X             | S.D  | X            | S.D  |       | X             | S.D  | X             | S.D  |       |  |
| Recruitment and Selection    | 2.83          | 0.86 | 2.80         | 1.12 | 3.08  | 2.83          | 0.86 | 2.58          | 0.98 | 1.15  |  |
| Performance Appraisal System | 2.81          | 0.94 | 2.67         | 1.20 | 0.55  | 2.81          | 0.94 | 2.33          | 0.91 | 2.18  |  |
| Training and Development     | 2.56          | 1.03 | 2.57         | 1.11 | 1.19  | 2.56          | 1.03 | 2.12          | 0.91 | 1.83  |  |
| Overall Satisfaction         | 2.73          | 0.94 | 2.68         | 1.14 | 1.60  | 2.73          | 0.94 | 2.34          | 0.93 | 1.72  |  |