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## Human Resource Management Practices in Health Care Sector – A Review

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### Abstract:

This review is made to establish the impact of Human Resource Management (HRM) practices on employee's performance in organizations. HRM is concerned with recruiting and developing employees so that they become more valuable to the organization. HRM is the function within an organization that aims at the recruitment and directs the people in the organization at all levels. The results revealed that HRM practices like Training for employees, Employee Participation, Better Payouts and Performance Appraisal have a positive blow on employee's performance.

**Key words:** Human Resource Management (HRM), Healthcare, HRM Practices, Employee's Performance.

### 1. Introduction:

Human Resource Management evolution has been significantly influenced by the dual pressures of public policy and the rise of workplace trade unionism and collective bargaining. It was during the late 1980s, however, that the term human resource management emerged in Britain. The change from Personnel to human resource management is not just a matter of semantics. Moreover, the change did not happen in a political and economic vacuum, it reflected as ascendancy of a new political ideology and the hanged conditions of national and global capitalism. Further, if we accept a feminist critique, the gender dimension has also shaped the way personnel management has been constituted as a subject for study.

Health care system is drawing more attention to human resources management (HRM). Human resources can be defined, in the health industry, can be categorized as unskilled and skilled staff, responsible for public and individual health. The most important inputs largely depend upon the knowledge, skills, and motivation of the individuals responsible for extending health services. The association between human resources and healthcare is very crucial. The costs of healthcare consumables are touching the sky, which in turn can drastically result in the increase of costs of health products. In government-funded organizations, HRM practices must be developed in order to find the appropriate workforce supply and the ability of those employees to implement effectively and efficiently. An employer without adequate skilled or unskilled employees, tools, is as inefficient as having the tools without a proper employer.

Human resource functions refer to those tasks and duties performed in large as well as small organisations to provide and co-ordinate human resources. The Society for Human Resource Management (SRHM) has identified six major functions of human resource management, HR planning, recruitment and selection, development, compensation and benefits, safety and health, employee and labour relations and human resource research.



Human Resource Management has expanded and moved beyond simple administration of the customary activities of employment, labour relations, compensation and benefits. Today HRM is much more integrated into both the management and the strategic planning process of the organisation.

### 3. Review of Literature:

Mohammed Nurul Absar et al. (2018) studied on the impact of HR Practices on Organizational Performance in Bangladesh to investigate the HR practices on Organisational performance. The information was collected from fifty firms in Bangladesh shows that HR practices have significant association with organizational performance. It is concluded that only Performance Appraisal is found to have strong effect on organizational performance.

Jemmy Mumbua Mutua et al. (2017) conducted a study on assessing the influence of human resource management practices on employee performance in the health section in Machakos County, Kenya to sought to determine the influence of Human resource management practices on employee performance in the health sector in Kenya, The general targets were; to investigate the influence of manpower on the performance of employee, recruitment and selection, training and development and reward and compensation. The study concludes that the management of the hospitals should incorporate manpower planning, should recruit the worth candidates. The organization should arrange for training of their employees and to reward their employees for work done.

S.Abdul Hameed and Dr.N.Shaik Mohammed (2017) studied on HRM practices and Organisational Performance in hospitals to view the relationship among the HRM Practices and Organisational performance. Out of the five HRM practices, two HRM practices for example, Recruitment followed by Selection, Training followed by Development are found to be significant foretellers of Organizational performance.

S.Ganapathy and Dr. Ashokkumar M. (2017) investigated the relationship between Human Resource Management practices (HRM) and job satisfaction of employees of paramedics in private hospitals in Coimbatore, Tamil Nadu. The study is for creation of good organizational climate for growth opportunities, proper distribution of work, reward and pleasant relationship. He concluded that the private hospitals should recruit new employees immediately when vacancy arises and must offer emoluments as per the expectation of the employees of paramedics and motivate them in order to boost the employees' performance more and more.

E. Mubarak Ali & S.Abdul Aameed (2016) did a study on Human Resource Management issues and challenges in health care are the most critical one that makes a vast difference in performance of an organisation. Effective Human Resources Management practices are essential for retaining sound professionals in hospitals. He concluded that the impact of effective human resource management on healthcare quality and in the improvement of performance of employees.

Rimjhim Jha et al. (2016) investigated on employee performance appraisal and job satisfaction in health care sector. He found that an effective Performance Management system is essentially required in Hospitals. Unsatisfied employees in hospitals can affect the quality of patient care, at least to some effect. The study explored the necessity and requirement of Performance Appraisal, Job satisfaction and need for rewarding the appropriate in health care sector.

Gajendra Singh & Karan Singh Negi (2013) assessed the relationship between Human Resource management practices and processes in large hospitals in his paper titled Human Resource Management



Practices in Large hospitals in Dehradun. He concluded effective human resources management practices strategies are greatly needed to achieve better outcomes.

Naresh Khatri et al. (2006) examined on strategic human resource management (HRM) issues in an University and a Community hospital. The findings indicate that the two hospitals lacked a clear understanding of their strategic intention and objectives like; the Community hospital understood the inter-relationship between culture and HRM where as the university hospital did not. Moreover, the University hospital showed only a humble understanding in managing HR functions. The author found that the Community hospital made significant gains in the past few years in managing its culture by appointing an able HR manager. The relationship between HR practices and outcome was much less in the university hospital than in the Community hospital.

Philipos P Gile (2013) made a study on the Effect of Human Resource Practices on Employee Performance in Hospitals. He found that Human resource (HR) practices are important for enhancing the performance of employees and sizable attention should be given on recent research innovations.

Saroj B. Patil & Dr. P.T.Choudhari (2013) conducted a study on HRM practices in hospitals which is aimed to identify and compare Human Resource Management (HRM) practices in private and government hospitals of Jalgaon District. The study revealed that core practices are applied in Government hospitals and HR practices are followed in Private hospitals. The reason being Administrative approaches/practices impact is more in Government hospitals rather than in private hospitals.

Didem Pasaoglu A et al. (2014) conducted a study on “Strategic importance of HR Practices on Job satisfaction in Private hospitals in Turkey” aimed to define the relationship between human resource management practices and job satisfaction of employees in private hospitals. The study was conducted on white-collar and blue-collar employees working in 5 private hospitals in Turkey. He further emphasised that if effective human resource management practices are implemented it will improve the overall performance of the employees and indirectly help for the overall development of Private hospitals in Turkey.

Akhilesh Mishra and Shubhashri Bose (2010) have studied on effective HRM Practices in their paper titled A study on Human Resource Management Processes and Practices- A Review. They have established through their research that the external as well as internal factors affect the HRM practices directly or indirectly on employee’s attitude, employee and employer relationship, financial performance, productivity etc. and ultimately contribute to overall corporate performance.

Stefane M Kabene (2006) revealed the impact of human resources management how it is essential to any health care system and how to improve health care. He concluded that human resources management is critical in providing high quality health care. It is emphasised that more research on human resources management in health care industry is required to develop in new dimensions.

Stephen E. Condrey (2005) made a study in his study titled “Towards Strategic Human Resource Management in Government” to improve and implement strategic plans by the HR manager as per the requirement from day to day in government organisations. He concluded that privatisation and hiring the outsource workers from the reality of present situation in government organisations’ human resource management.



Paibul Suriyawongpaisal (1998) made a study on “Potential implications of hospital autonomy on human resources management – A Thai case study” to examine how Management of human resources in health industry is a major challenge to health systems development in Thailand. This includes planning, production, preparation and exploitation of health personnel. He concluded that liberty of network to public providers, rather than independency of individual hospitals, should be encouraged if management of health manpower is to be best used.

#### 4. Conclusion:

The review reveals a significant relationship between Human Resource Management (HRM) practices (Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement) and employee’s performance. Among the various HRM practices Training and employee involvement play a positive role in increasing employee’s performance. It can be emphasised that whenever a vacancy(s) arise it has to be filled immediately and offer emoluments in order to increase the output of the employee, more and more.

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