

IMPACT OF HUMAN RESOURCE MANAGEMENT ON THE PERFORMANCE OF EMPLOYEES OF PRIVATE HOSPITALS IN KANYAKUMARI DISTRICT

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ABSTRACT

HRM performs all the activities of an organization with the hope to attain the individual and organizational goals, the employees' employment life cycles stages are handled effectively with the help of human resource practices, which have direct impact on the employees' satisfaction on their work. Though private hospitals are filled with the big pool of human capital, still it lacks to tap the full potential of their employees. Therefore an attempt has been made to understand whether the existing human resource practices are much enough to enhance the potentiality of the employees and increase the performance. The aim of the present study was to investigate impact of Human Resource Management on the performance of employees of private hospitals in Kanyakumari district. The study aims to know the level of satisfaction of employees towards Human Resource Management of private hospitals. The present study is based on both primary data and secondary data. The primary data were collected through the questionnaire from the employees working in private hospitals in Kanyakumari district. 75 samples of employees were taken from private hospitals in Kanyakumari District. Well designed questionnaire was used for getting the responses of employees working in private hospitals in Kanyakumari district. It is found that experience wise there is a significant difference in satisfaction towards human resource management of private hospitals namely recognition and job security factor, grievance redressal and motivation factor and suggestion and control system factor.

KEY WORDS: Human Resource Management, Private Hospitals, Employees and Satisfaction

INTRODUCTION

Health and healthcare are now an essential part of each and every human being right from birth to end of life. From the moment we are born till we leave this world we are

dependent on healthcare and healthcare providers like physicians, nurses and other healthcare providers. Healthcare providers on the other hand are humans themselves so they and their emotions can't be ruled out either. They deal with life and death on a daily basis. Dealing with such adversities while handling the emotions of self can be very challenging and exhausting. Having control and awareness of one's own emotions becomes a basic requirement to be able to carry out this profession effectively and efficiently.

STATEMENT OF THE PROBLEM

Being human resources are sensitive and delicate one and also organizing their efforts efficiently is a complex process. The World Competitiveness Report rated India's human resource capabilities as being comparatively weaker than most Asian nations. The recognition of world class human resource capability as being pivotal to global success has changed Indian HRM cultures in recent years. While the historical and traditional roots remain deeply embedded in the subjective world of managers, emphasis on objective global concepts and practices are becoming more common. Three very different perspectives in HRM are evident. Firstly, Indian firms with a global outlook; secondly, global firms seeking to adapt to the Indian context; and thirdly, the HRM practice in public sectors. As the Indian economy becomes more globally linked, all three perspectives will move increasingly towards a cross verging strengthening. Regional variations in terms of industry size, provincial business culture, and political issues play very relevant roles. The nature of hierarchy, status, authority, responsibility and similar other concepts vary widely across the nations synergizing system maintenance. Indeed, organisational performance and personal success are critical in the new era. The best companies take the time and do it well.

Though private hospitals are filled with the big pool of human capital, still it lacks to tap the full potential of their employees. Therefore an attempt has been made to understand whether the existing human resource practices are much enough to enhance the potentiality of the employees and increase the performance.

The general attributes (functions) of private hospitals are influenced by the attitude of human capital. It is obvious that whatever be the size, human resource practices has significant effect. In order to examine the attitude of employee towards HRM practices and the desired levels of performance with the existing HRM practices in private hospitals, the following major aspects have been considered:

1. In what extent HRM practices and private hospitals' strategies are tightly connected?
2. Does private hospitals ' considered human resource as a cost or an asset?

3. What is the level of responsibility for HRM?
4. Are HRM strategies different for same level of employees?
5. In what extent the HRM practices influences the attitude of the employees?

SCOPE OF THE STUDY

HRM performs all the activities of an organization with the hope to attain the individual and organizational goals, the employees' employment life cycles stages are handled effectively with the help of human resource practices, which have direct impact on the employees' satisfaction on their work.

Due to ever growing demand for human capital, the human resource department in any sector faces never ending pressure to attract, retain and motivate their work force in the best way. The private hospitals too could not escape from these constraints. Hence an attempt has been made to study on **“Impact of Human Resource Management on the performance of employees of private hospitals in Kanyakumari district”**.

The aim of the present study was to investigate impact of Human Resource Management on the performance of employees of private hospitals in Kanyakumari district. The study aims to know the level of satisfaction of employees towards Human Resource Management of private hospitals.

The study can help the private hospitals in improving the work life balance of healthcare workers and thereby advance their overall performance and production. When the private hospitals takes more care about the healthcare workers, they may improve performance and thus the profit of the private hospitals increases. Also the healthcare workers can understand more about the importance of balance between work and lifestyle. Therefore it is important to have a research study on impact of Human Resource Management on the performance of employees of private hospitals in Kanyakumari district.

OBJECTIVES OF THE STUDY

- ✓ To assess the impact of Human Resource Management on the performance of employees of private hospitals.
- ✓ To know the level of satisfaction of employees towards Human Resource Management of private hospitals.

REVIEW OF LITERATURE

Prachee Tandon, Chauhan, R.K. and Vijit Chaturvedi (2019) in their study entitled “Impact of Emotional Intelligence on Healthcare on Healthcare Providers”, reveals that people with low esteem tend to get affected by the people around them and start

comparing their lives with those they are socially connected to. Thus, there are already a lot of unsaid and unexplained pressures present in our day to day lives. Emotions therefore have a huge impact on each and everyone's lives. They affect directly as well as indirectly. Directly they affect one's own self-awareness with respect to what and how they feel and how well can they take charge of their emotions and indirectly they affect the other people they interact with and deal with in their personal and professional lives.

Sahar Moh'd Abu Bakir (2018) made a study titled, "The Impact of Managers' Emotional Intelligence on Employees' Work Life Balance: A Field Study at Jordanian Private Hospitals" this paper focuses on testing the impact of managers' emotional intelligence on employees work life balance in Jordanian private hospitals. The most important findings of the study show that the managers in the examined hospitals have emotional intelligence skills, and the studied hospitals provide their employees with work life balance activities. The results of multiple regression revealed that there is a statistically significant impact of managers' (empathy and social skills) on employees' work life balance. The study revealed that there are differences of respondents' perception of work life balance initiative due to their gender, while there are no differences of employees' perception due to their marital status and number of children.

Hemalatha and Shumugasundaram (2018) in their study titled, "A Study on Work-Life Balance of Employees in Government Hospital with Special Reference to Coimbatore District", In order to attract and retain employees, an Organization has to develop a high work life Balance. Organization by adopting Work Life balance programmes ensure to create excellent work condition and job for its employees. The psychological wellbeing, employee friendly working and Work time are positively and significantly influencing the level of work-life balance among employees in government hospital. To improve the work life balance of employees in government hospital, the government should provide good working conditions, fair compensation and rewards, better growth and opportunities and trainings and they should also take care of the welfare of their employees.

METHODOLOGY

The present study is based on both primary data and secondary data. The primary data were collected through the questionnaire from the employees working in private hospitals in Kanyakumari district. Before undertaking a final survey, a pre-test was conducted. During the pre-test, it was found that some changes were needed to be made like re-sequencing questions, addition, and deletion of questions, simplifying some questions and reducing the

length of the questions. All these changes were incorporated in the questionnaire. The pre-test helped to identify the potential practical problem in data collection. The secondary data were collected from published thesis, records, books, journals, websites, research papers and other related projects.

The questionnaire used in the study is structured and constructive one. The questions used in the questionnaire were pre-tested. Its validity and reliability were also verified and tested. The validity aspects cover content, criteria and consistency. The reliability value is found to be 0.839 (Cronbach Alpha 83.9%). The constructed questions were open, closed and multiple choices in nature.

The sample of employees working in private hospitals in Kanyakumari district was taken. Well designed questionnaire was used for getting the responses of employees working in private hospitals in Kanyakumari district. 75 samples of employees were taken from private hospitals in Kanyakumari district.

ANALYSIS AND INTERPRETATION

Table 1
Private hospitals have an effective HRM department

Sl. No	Private hospitals have an effective HRM department	No. of Respondents	Percentage
1.	Strongly Agree	20	26.7
2.	Agree	37	49.3
3.	Uncertain	3	4.0
4.	Disagree	8	10.7
5.	Strongly Disagree	7	9.3
Total		75	100

Source: Primary data

The above Table reveals that most of the employees either agree or strongly agree with the statements "Private hospitals have an effective HRM department". Among the sample group of employees 49.3% agree with the statement and 26.7% strongly agree. Only 10.7% of the employees disagree and 9.3% of the employees disagree with the statements and 4% are uncertain.

Table 2
Opinion about the Effectiveness of HRM Practices

Sl. No	Opinion about the effectiveness of HRM practices	No. of Respondents	Percentage
1.	Highly effective	17	22.7
2.	Effective	35	46.7

3.	Neutral	4	5.2
4.	Ineffective	11	14.7
5.	Totally ineffective	8	10.7
Total		75	100

Source: Primary data

The above Table reveals that most of the employees either effective or highly effective with the statements “Effectiveness of HRM practices”. Among the sample group of employees, 46.7 per cent of the sample employees have mentioned effective with the statement and 22.7 per cent of the sample employees have mentioned highly effective, 5.2 per cent of the sample employees neutral with the statements, 14.7 per cent of the sample employees have mentioned ineffective and 10.7 per cent of the sample employees have mentioned totally ineffective with the statements.

Table 3**HR Manager Communicate the HRM Practices and Policies with the Employee**

Sl. No	HR manager communicate the HRM practices and policies with you	No. of Respondents	Percentage
1.	Always	29	38.7
2.	Often	20	26.7
3.	Usually	9	12.0
4.	Sometimes	13	17.3
5.	Never	4	5.3
Total		75	100

Source: Primary data

The above Table reveals that most of the employees either always or often with the statements “HR manager communicate the HRM practices and policies with the employee”. Among the sample group of employees, 38.7% said that always HR manager communicate the HRM practices and policies with the employee and 26.7% said that often HR manager communicate the HRM practices and policies with the employee. Only 12% of the employees said that usually HR manager communicate the HRM practices and policies with the employee and 17.3% of the employees said that sometimes HR manager communicate the HRM practices and policies with the employee and 5.3% are never.

Table 4**HRM plays an extremely important role in the Private hospitals future**

Sl. No	HRM plays an extremely important role in the Private hospitals future	No. of Respondents	Percentage
1.	Strongly Agree	22	29.2
2.	Agree	35	46.7

3.	Uncertain	5	6.7
4.	Disagree	8	10.7
5.	Strongly Disagree	5	6.7
Total		75	100

Source: Primary data

The above Table reveals that most of the employees either agree or strongly agree with the statements “HRM plays an extremely important role in the Private hospitals future”. Among the sample group of employees 46.7% agree with the statement and 29.2% strongly agree. Only 6.7% of the employees strongly disagree and 10.7% of the employees disagree with the statements and 6.7% are uncertain.

Satisfaction towards Human Resource Management Practices of Private hospitals Based on Experience of Employees

An attempt was made to know the satisfaction of the employees towards human resource practices of Private hospitals namely satisfaction towards recognition and job security factor, satisfaction towards grievance redressal and motivation factor and satisfaction towards suggestion and control system factor based on occupation. The experience of the employees was classified as below 1 year, 1-3 years, 3-5 years, 5-7 years, 7-10 years and above 10 years. To test the satisfaction of the employees towards human resource practices of Private hospitals based on experience of employees, the following null hypothesis was proposed.

H_0 : There is no significant difference between the experience of employees and satisfaction towards human resource management practices of private hospitals.

The non parametric statistics of Kruskal-Wallis test was used to analyze the satisfaction of the employees towards human resource practices of Private hospitals based on experience of employees and test the proposed null hypothesis. The details of the result of Kruskal-Wallis test is reported in Table 5.

Table 5**Kruskal-Wallis Test: Satisfaction towards Human Resource Practices of Private hospitals Based on Experience**

Factors	Chi-Square χ^2	p value	Mean ranks					
			Below 1 year	1-3 years	3-5 years	5-7 years	7-10 years	Above 10 years

Satisfaction towards Recognition and Job Security Factor	2.173	0.825	309.58	319.36	340.20	302.25	324.06	297.32
Satisfaction towards Grievance Redressal and Motivation Factor	3.243	0.663	308.82	321.93	311.86	308.35	345.23	283.77
Satisfaction towards Suggestion and Control System Factor	8.425	0.134	288.93	339.03	334.07	303.04	317.74	311.74

**Significant at 0.05 level

A Kruskal-Wallis test was run to determine if there were differences in satisfaction towards recognition and job security factor, satisfaction towards grievance redressal and motivation factor and satisfaction towards suggestion and control system factor score between experiences of the employees.

The result of the table shows that satisfaction score towards human resource management practices of Private hospitals was not statistically significantly different between the experience in satisfaction towards recognition and job security factor [$\chi^2 = 2.173, p = .825, >.05$], between the experience in satisfaction towards grievance redressal and motivation factor [$\chi^2 = 3.243, p = .663, >.05$] and between the experience in satisfaction towards suggestion and control system factor [$\chi^2 = 8.425, p = .134, >.05$].

From a theoretical point of view, satisfaction towards human resource management practices of Private hospitals wise data show that there was not statistically significantly different in satisfaction towards human resource management practices of Private hospitals between the experience of the employees with regard to the satisfaction towards recognition and job security factor, satisfaction towards grievance redressal and motivation factor and satisfaction towards suggestion and control system factor.

The proposed null hypothesis (H_0) was tested by the non parametric statistics of Kruskal-Wallis test. The significant level of confidence was fixed at .05. Using this significance level, it is possible to reach a decision with regard to whether to retain or accept the proposed null hypothesis. The decision made, based on this p -value, is presented in Table 6.

Table 6
Hypothesis (H_0) Test Summary

Null Hypothesis	Test	p -value	Decision

There is no significant difference between experience of employees and satisfaction towards human resource management practices of private hospitals	Kruskal-Wallis Test	.825 (Satisfaction towards recognition and job security factor)	Retain
		.663 (Satisfaction towards grievance redressal and motivation factor)	Retain
		.134 (Satisfaction towards suggestion and control system factor)	Retain

**Significant at 0.05 level

Table 6 discloses that the null hypothesis (H_0) is retained at the 5% level of significance with regard to the satisfaction towards human resource management of private hospitals namely recognition and job security factor, grievance redressal and motivation factor and suggestion and control system factor due to the p value is higher than 0.05.

SUGGESTIONS

- ✓ Identify the departments where work is more stressful and develop healthy HR practices to reduce burnout and stress, for e.g. small rest breaks in between work, better changing rooms, water and coffee dispensers. Periodically the employees can have some fun at work activities – like solving puzzles, birthday celebrations and so on to feel more relaxed.
- ✓ Regular health check-ups and short rejuvenating programmes for mental and physical health could go a long way in easing stress.
- ✓ Celebrate important events of employees lives like anniversaries, graduation of children, academic success of kids at the workplace also so that, even if he has missed out an important event at home, he can make up for it by this celebration.

CONCLUSION

Human resource management plays a huge role in the private hospitals. Various instances on a day to day basis may arise where the staff may have to deal with the emotions of self as well as the patient. Patient care also is delivered by the employees of private hospitals. Engaging those employees around the behaviors and skills that drive clinical excellence and a positive patient experience is going to be a key factor in determining how a hospital thrives in a competitive environment. Thus, human resource management becomes a necessary skill as well as a tool to cope up with stressful and challenging situations and maintain positive emotions.

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