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Research Article

TO STUDY THE HR POLICIES: MANUAL WITH SPECIAL REFERENCE TO MANAGERIAL SERVICES IN HOSPITALS AT JAIPUR

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ABSTRACT

In this paper it is argued that to study of HR polices: Manual with special references to managerial services like other policy, must be provided by the hospital organization to employee. Jaipur hospital follow all HR Policy and employee can get that policies benefits. Like other policy, must be supported by hospital authority and tools if it is to achieve its intended objectives. It is further urge, that policy formulation is a journey with challenge. The strength of the policy implementation lies in identified such challenges, and finding ways of overcoming them. Lastly, the discussion reveals that the study of HR policy :manual for the hospital with special emphasis services condition is linked to other human resources factors that pertain at a given period, such as Training & Development, Job Rotation, Induction & Placement, Counseling, Succession Planning, Human Resource Information Management System. Retirement Planning, etc. Tanning & Development policies, Job Rotation, Induction & Placement, counseling process, Succession Planning, Human Resource Information Management System, Retirement Polices, was Designed. HRPolicy: Manual must be reviewed from time to time to keep in step with changing environment.

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INTRODUCTION

HR Policy and Manuals

Human resource management is concerned with people element in management. Since every organization is made up of people, acquiring their services, developing their skills/motivating to high level of performances and ensuring that they continue to maintain their commitments to the hospital organization which are essential to achieve organizational objectives. The HR Policies and manual are a tool to achieve employee satisfaction and thus highly motivated employees. The main objective of various HR Policies is to increase efficiency by increasing motivation and thus fulfill hospital organizational goals and objectives.

HR Policies and Manual cover the following

- Policy of hiring people with due respect to factors like reservations, sex, marital status, and the like.
- Policy on terms and conditions of employment-compensation policy and methods, hours of work, overtime, promotion, transfer, lay-off and the like.
- Policy with regard medical assistance-sickness benefits, ESI and company medical benefits.

- Policy regarding housing, transport, uniform and allowances.
- Policy regarding training and development-need for, methods of, and frequency of training and development.
- Policy regarding industrial relations, trade-union recognition, collective bargaining, grievance procedure, participative management and communication with workers. This manual includes the service conditions which are most frequently asked for.

The various services conditions included are: Provident Fund, Gratuity, Privilege Leave, Superannuation Scheme, Medical Reimbursement & Hospitalization, Dental Policy, Group Accident Insurance Scheme, Housing Loan Scheme, Vehicle Loan Scheme, Phone Policy, Leave Travel Assistance (LTA), Local Conveyance Rules, Transfer Policy, Canteen Service, Parivar Suraksha Yojna, Application for Housing Loan, Application for Car Loan.

Research Objectives

1. To study the HR Policies of the Jaipur Hospital
2. To design a HR Policy manual for the Hospital with special emphasis on the "Managerial Service Conditions

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Review of Literature

Kundu. Subhash C., Divya Malhan (2009) in their article on "HRM Practices in Insurance Companies: A Study of Indian and Multinational Companies" opined that Competitive advantage of a company can be generated from human resources (HR) and company performance is influenced by a set of effective HRM practices. The results of this study indicated that both multinational companies and Indian companies have to significantly improve their practices regarding performance appraisal, training and financial benefits, and HR planning and recruitment. Service sector is human resource intensive business. To gain competitive advantage, service organizations should emphasize on human resource management practices, as has been indicated in the results.

Tripathy (2008) observed that an organization can have competitive advantage by utilizing its human resources. This can be achieved through sound HRD Practices. According to him HRD include three C's- Competencies, commitment and culture. An optimum level of progressive climate is essential for facilitating HRD in an organization. It was resulted that good HRD Practices can influence financial and other performance indicators in the organization.

Singh S.K (2008) in his research entitled — HRD Climate: Interventions and challenges examined that survival of the organizations in dynamic and complex environment require employee involvement, productivity and this can be achieved with the help of quality targets, quality circles, training and development & suitable method of performance appraisal etc. Above these HRD interventions/practices should be implemented in a suitable way and HRD Climate should be conducive so that cooperation of employees can be achieved and conflicts can be sorted out which in turn increase the effectiveness of the organization.

Patil, Kallinath S. (2007) in his study opined that, the service sector plays a vital role in the development of the country. LIC has grown into a living saga. This transformation has not come about overnight. A breakthrough has been achieved on the strong foundation laid by the people of this great institution, which provided confidence and inner strength to explore new frontiers through the program of massive decentralization, development, expansion and diversification undertaken in recent years. The organization is today on the threshold of new vistas, striving and straining for reaching new heights and surging ahead in quest of excellence.

RESEARCH METHODOLOGY

Researcher has chosen the questionnaire methods of data collection due to limited time in hand. While designing data-collection procedure, adequate safeguards against bias and unreliability must be ensured. Researcher has examined the collected data for completeness, comprehensibility, consistently and reliability.

Researcher has also gathered secondary data which have already been collected and analyzed by someone else. He got various information from journals, historical documents, magazines and reports prepared by the other researchers. For the present piece of research the investigator has used the following methods:

- Questionnaire
- Interview
- Observation

Sample Size: For the study researcher choose 100 relevant sample. The survey of the patient was discussed on the bases of designed questionnaires.

Questionnaire: Designed questionnaire was discussed and recorded statements of HR Manager. The questionnaire consisted of a number of questions printed in a definite order. HR Manager has to answer the questions on their own. The researcher has chosen this method of data collection due to low cost incurred, it is free from bias of the interviewer and respondent have adequate time.

The various procedures that form the HR Policy of the Hospital Organization are

Recruitment and selection of manpower, Induction and Placement, Job Rotation, Performance appraisal, Counseling, Career Planning, Succession planning, Employee training and Development, Human Resource Information Management System, Retirement Planning, Job Enrichment

A brief preview of the above Mentioned Policies

Recruitment Policy

In Jaipur hospitals, recruitment and selection of personnel is explicitly based on the criteria of their knowledge, skills and attitudes, so as to secure super achievers and nurture them to excel in their performance.

All new recruiters are absorbed only after satisfactory completion of appropriate training.

Induction and Placement Policy

All new recruits imparted such induction, orientation, training and placement so as to individuals to the task and inculcate a high sense of organizational loyalty.

Job Rotation Policy

Systematic Job Rotation from time to time shall have a revitalizing effect on the individual as well as the organization.

Performance Appraisal Policy

Performance Appraisal grooms every individual to realize his potential in all facets by helping to identify and achieve his personal goals within the framework of Hospital objectives.

Counselling

Counseling sessions, which are conducted by HR Department OR Professional Counselor OR Performance Appraiser, are available to all the employees.

Career Planning Policy

Career Planning system in Jaipur Hospital is aimed at developing people of the right caliber to meet present and future needs of the organization. It shall be an essential ingredient for Succession Planning.

Succession Planning Policy

HODs and above identify successors, primary and secondary, to his position at the time of annual appraisal. This is reviewed every year along with the annual appraisal.

Training and Development Policy

Training and Development activities strive to ensure continuous growth of Hospital by nurturing the strengths of the employees and providing the environment and opportunity for every individual to realize his/her potential.

Human Resource Information Management System

Human Resource Information Management Systems (HRIMS) aims to providing accurate information about employees to management for decision making.

Retirement Planning

Retirement of all individuals is aided through planned programs by HR Department so as to lessen the associated misgivings and anxiety.

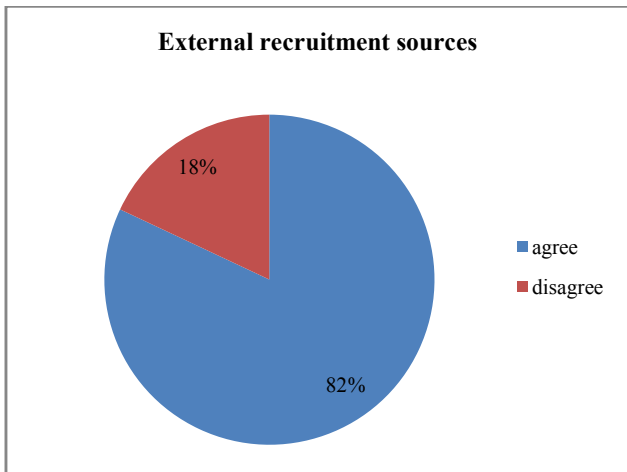
Job Enrichment

Jaipur Hospital follows a people centered approach to job enrichment with a view to enhance the performance of the employee, leading to higher job satisfaction.

Research Data Analysis and Interpretation

Recruitment and Selection

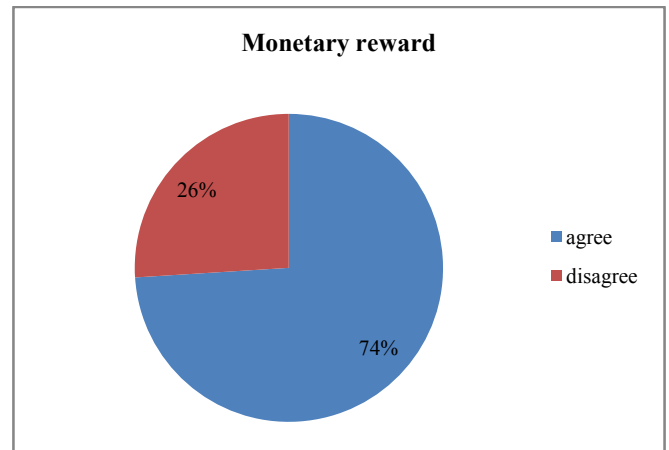
Do you agree with the external recruitment sources performed in your organization.



Graph 1 External recruitment sources.

Interpretation: Regarding external recruitment sources 82% employees are satisfied or agree whereas 18% are disagree which is performed in the organization. Therefore, the employees are satisfied by recruitment

Do you agree with the monetary reward given on bringing a candidate on board?

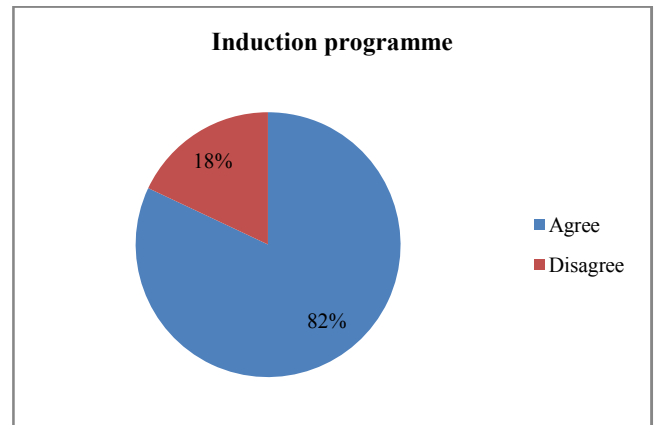


Graph 2 Monetary reward

Interpretation: Regarding monetary reward given on bringing on board 74% of employees are agree and 26% are not disagree.

Induction

The induction programme of your Hospital is informal type.

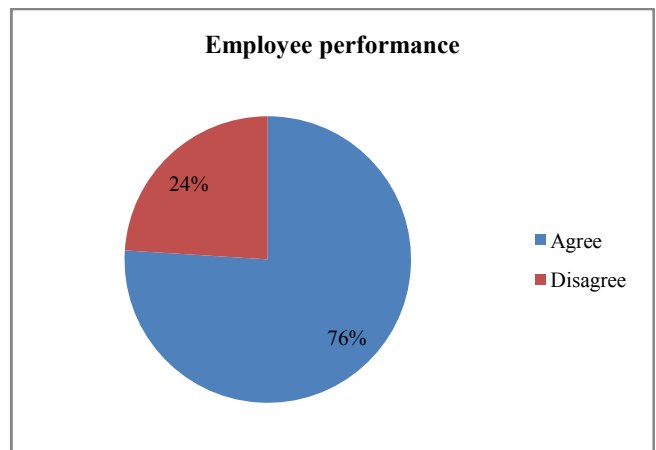


Graph 3 Induction Programme

Interpretation: Regarding induction programme which is conducted in the Hospital, 82% of the employees are agree whereas 18% of the employees are not disagree.

Training and Development

Employee performance is the training need analyzed in your organization

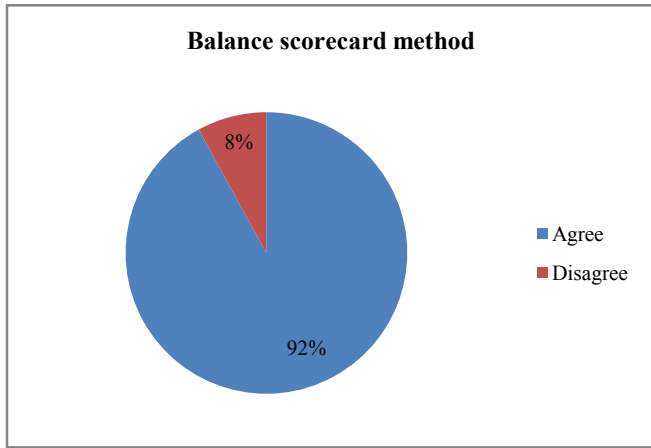


Graph 4 Employee Performance

Interpretation: Regarding employee performance, 76% of employees are agree whereas 24% of employees are disagree. It means that most of the employees get affected from this evaluation.

Performance Appraisal

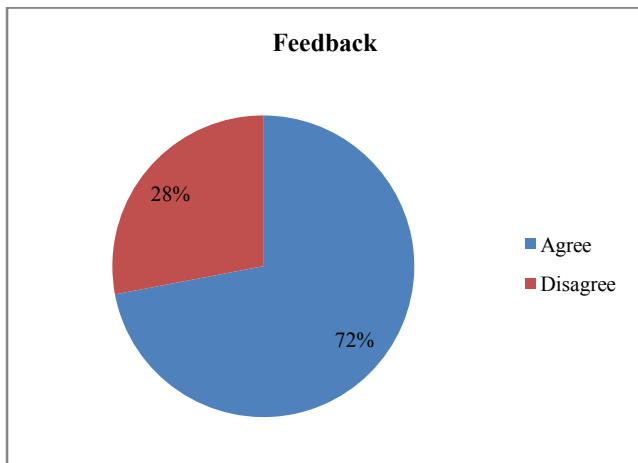
Do you agree with the Balanced Scorecard method?



Graph 5 Balance scorecard method

Interpretation: Regarding Balance scorecard method, 92% of the employees are agree whereas only 8% of the employees are disagree. It means that most of the employees are benefited from this evaluation method.

Do you agree with the feedback given to you by hospital organization?

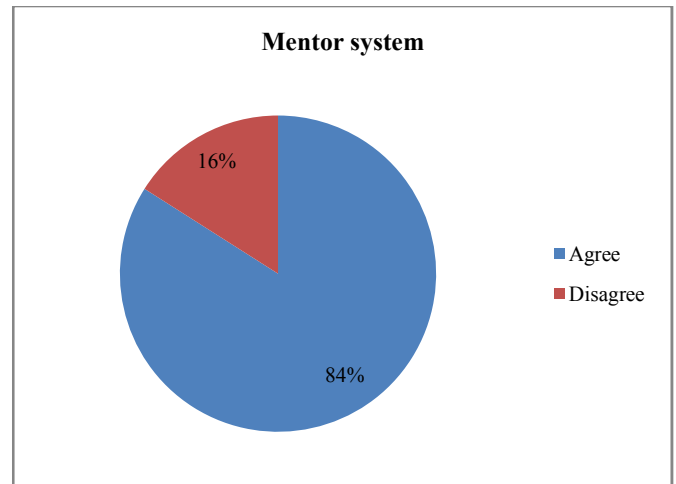


Graph 6 Feedback

Interpretation: Regarding feedback 72% of the employees are agree whereas 28% of the employees are disagree. It means that some of the employees get benefited but some are not.

Career Planning

Do you agree with the mentor system followed for career planning?

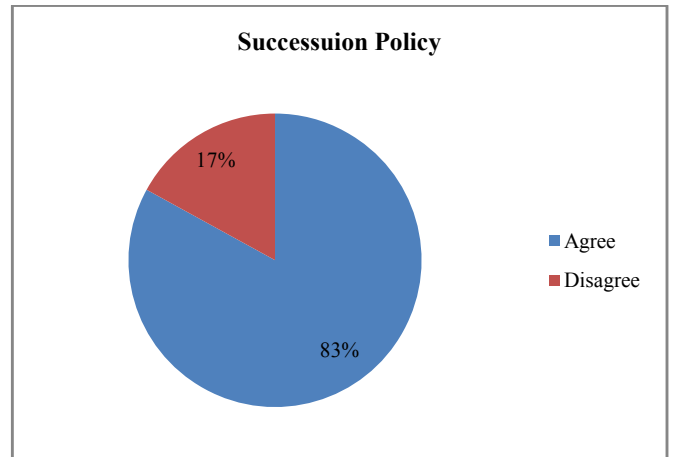


Graph 7 Mentor system

Interpretation: Regarding mentor system followed for career planning, 84% of the employees get benefited and only 16% of the employees are exempted.

Succession Policy

Do you agree with the succession policies in your hospital?

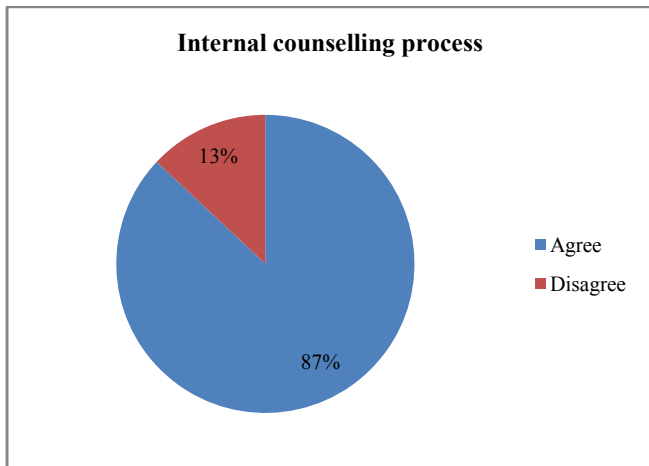


Graph 8 Succession Policies

Interpretation: Regarding succession policies in the hospital for employees, and hospital 83% of the employees are agree whereas 17% of the employees are disagree.

Counselling Process

Do you agree with the internal consulting process in the hospital?

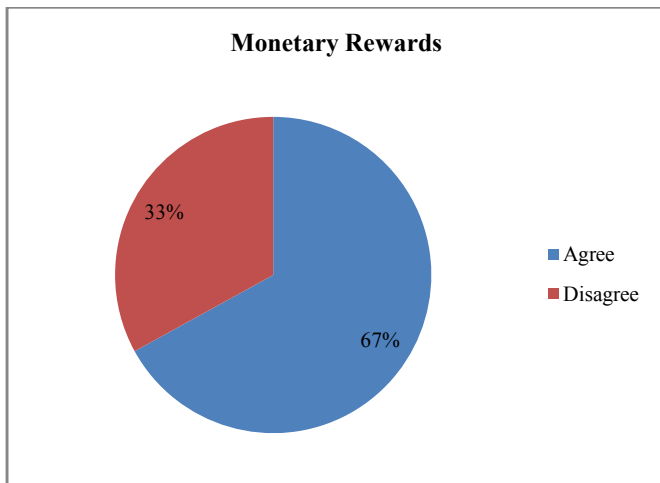


Graph 9 Internal counseling process

Interpretation: Regarding internal counseling process, 87% of the employees are agree and 13% of the employees are disagree. It means most of the employees are comfortable with this counselling process.

Human Resource Information Management System

Do you agree with the human resource information system?

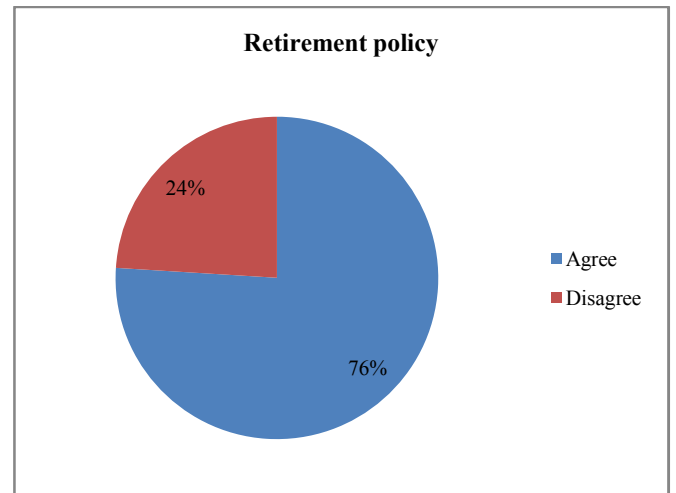


Graph 10 Monetary Reward

Interpretation: Regarding human resource information management system, 67% of the employees are agree whereas 33% of the employees are disagree.

Retirement Policy

Do you Agree with hospital retirement policy?



Graph 11 Retirement policy

Interpretation: Regarding retirement policy in the hospital, 76% of the employees are agree and 24% of the employees are disagree.

Conclusion

Study shows that

- The Policy of the Hospital provides facilities for all round growth of individuals by training in-house and outside the organization, reorientation, lateral mobility and self-development through self-motivation.
- The Policy grooms every individual to realize his potential in all facets while contributing to attain higher organizational and personal goals.
- The Policy builds teams and foster team-work as the primary instrument in all activities.
- The Policy implements equitable, scientific and objective system of rewards, incentives and control.
- The Policy recognizes worth contributions in time and appropriately, so as to maintain a high level of employee motivation and morale.
- The employees agree on the part of their performance that they know what is expected from them.
- The employees are not satisfied with the communication and decision-Making process as it leaks the information related to organization.

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