

**HUMAN RESOURCE MANAGEMENT IN CATHOLIC HOSPITALS OF ANDHRA  
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**ABSTRACT**

HRM in catholic hospitals remains as unknown functioning sole in the organization. Most of literatures have showed the importance of human resources management on developing the quality of healthcare service (Yu, 2007). It is important to know the activities and duties fulfills by HRM in catholic hospitals in AP and TS. In this study employee satisfaction is considered, to show the functionality of the HRM in organization. Catholic hospitals provide Modern Health care to people who can't afford getting quality treatment in private hospitals with best doctors in the field. It is essential for the organization to maintain the Human Power in strict control. To maintain the best HRM about 3 critical success factors such as training and development policy, Compensation and Performance appraisal procedure, working conditions are essential to be maintained at best. So employees of the organization are provided with Questionnaire to determine the employee job satisfaction towards those services in catholic hospitals in AP and TS. Though there are several studies on Compensation, Performance appraisal, working conditions employee satisfaction, the researcher could not come across studies in the context of Catholic hospitals. But few studies have addressed the multidimensional character of performance and linked HR practices to various employee outcomes (Harris C, 2007).

**KEYWORDS:** HRM, Catholic hospitals, job satisfaction, working conditions, training and development policy, compensation and reward system.

**INTRODUCTION**

HRM is the integrated use of system, policies and management practices to meet its desired goal through recruitment, maintaining and development of employees.

Maintaining health care system is a complex process since time of inception. In recent years HRM is introduced into health care system for several different services (staffing, placement, research and decision making to have an effective, successful hospital atmosphere). Due to lack of awareness many people think that Human Resource dept., handles only employee issues but HRM plays a more crucial role in an organization. An organization should have a HR team for maintaining and success in multiple ways. In hospital industry primary responsibility associated with the HRM include job analysis and staffing organization and utilization of the work force.

According to the American society for health care resource believes that the presence of HR in the health care is essential in order to deliver the effective services. HRM is the main principle of health care system which is defined in different kinds like clinical and non-clinical

staff.<sup>[1]</sup> Clinical staff is responsible for public and individual health intervention. And non-clinical roles are the ones that do not offer any sort of medical attention, or testing. It consist of medical billing and coders, receptionists, hospital executives, transcriptionists and anyone who works as a support staff at a hospital such as Human Resources, IT, administrative assistants, etc. Some non-clinical workers do interact with patients, but don't essentially offer medical care.<sup>[2]</sup>

**OBJECTIVES**

1. To assess the HRM process and practices in large hospital.
2. Organization development.
3. To explore the impacts of HRM practices towards employ job satisfaction.

**HRM FUNCTIONS**

HRM involves in all the functional areas such as production, financial and marketing management and full fill the goals and objectives of the organization. They perform in 2 sets of functions namely managerial and operative function. Managerial function is performed by the HR managers in their capacity as managers or heads

of their own departments. Operative functions are the specialized activities performed by the HR managers from all departments.

### HR IN INDIA

According to recent statistics the density of doctors in India is 6 for a population of 10,000 from which we can say that India has a serious shortage of Human resources for health. The people in rural areas receive care from unqualified health providers. The work force is concentrated in urban areas, bringing qualified health worker to rural areas was challenging. Such issues are results of under investment and poor governance of health sector.<sup>[4]</sup> To encourage the qualified health workers to work in rural areas, the public sector should need to redesign appropriate packages of monetary and incentives. Both the number and health care consumables are rising astronomically which leads to increase in cost of health care.

### BENEFITS OF STRONG HRM SYSTEM

#### For the organization

1. Increases the organizations capacity to retain staff and achieve its goal.
2. Increases the level of employees performance.
3. Uses employees skills and knowledge efficiently.
4. Improves the organization ability to change.
5. Sales cost through the improved efficiency and productivity of workers.

#### For the employee

1. Helps employees to understand how their work relates to machine and the values of organization.
2. Improves equity between compensation of employee and level of responsibility.
3. Helps to motivate employee.
4. Increases employee's job satisfaction.
5. Encourages employees to work as a team.

### IMPORTANCE OF HRM COMPONENTS

HRM capacity: HRM depends on HRM budget and staff. HRM budget allows for planning and relating costs and HRM staff are essential for policy development and implementation.<sup>[3]</sup>

- HRM planning allows HRM resources to be used effectively in support of organization goals.
- Personal policy and practice allows organization to standardize the jobs and types of skills requires.
- HRM allows for appropriate location and training and tracking of personal costs.
- Performance Management evaluates the personal performance of an individual.
- Training is the cost effective way to develop the staff skills and organizational capacities.

### BACKGROUND OF THE STUDY

Within the competition world the hospitals are increasing yearly but the improvement in hospitals performance had never been greater. Due to this the challenging

environment characterized by intense revelry and increasing costs. Many hospitals had increased their use of administrative techniques monitoring of resource consumption and introduced performance measurement and incentive systems for encouraging efficiency.<sup>[5]</sup> These parameters depend on the decisions and actions of the staff. The decisions and actions of the staff are effected by human recourse management.

The early Christians were noted for tending the sick and Christian emphasis and practical charity gave rise to the development of systematic nursing and hospitals. The Benedictine rule holds that the care of the sick is to place above and before every other duty as if indeed Christ were being directly served by waiting on them". In last two decades several studies on HRM and employee satisfaction have been conducted in the health care sector. But studies on Catholic hospitals are scarce or none.

### CATHOLIC HOSPITALS IN INDIA

From the centuries onward catholic health care was scientifically primitive. Christians in the United States had recognized the necessity of caring for a person both physically and spiritually. For this the Roman Catholics and southern Baptists established their hospitals in the mid nineteenth and late nineteenth centuries in America. The hospitals and health clinics which bare the name catholic treat one of every 6 patients in US.

In modern times the Catholic Church is the largest non-government health provider in the world. Catholic religious have been responsible for founding and running networks of hospitals across the world where medical research continues to be advancing. In 2013, Robert Calderisi wrote that the Catholic Church has around 18,000 clinics, 16,000 homes for the elderly and those with special needs and 5,500 hospitals - with 65 per cent of them located in developing countries. The Eternal Saint Teresa of Kolkata established a Missionary of Charity in the slums of Kolkata. She gathered few sisters and served among "Poorest of the poor" for which she is awarded with Nobel Peace Prize in 1979 "for work undertaken in the struggle to overcome poverty and distress, which also constitutes a threat to peace".

### PURPOSE OF THE STUDY

The purpose of this study was to analyze and measure the impact of Human Resource Management (HRM) practices on Employee job satisfaction in catholic hospitals of Andhra Pradesh and Telangana regions. The study HRM facilitates to understand the satisfaction levels of employees on the practices in catholic hospitals. This study will examine the relationship between Human Resource Management practices and employee job satisfaction in hospitals and identify the key elements of HR practices which strongly influence the job satisfaction levels.

## MATERIALS AND METHODS

There are no studies conducted before on Human resource management in catholic hospitals. HRM works as strength for an organization with dedicated employees. In this current study we tried to analyze the employee satisfaction towards Human Resources Management in their respective hospitals.

The hospitals considered in this study are more than 100 bed hospitals from 2 states i.e., Andhra Pradesh and Telangana. The main concentrated area is employee satisfaction which shows major impact on several hospital performance factors, Financial and client satisfaction. As catholic hospitals are self-funded hospitals so finance management and utilization must be accurate and lessen the misuse of funds. So employee satisfaction is foremost important on HRM for Successful running of an organization.

## OBJECTIVES OF THE STUDY

1. To determine the critical success factors influencing the employee satisfaction of catholic Hospitals.

2. To understand whether the employees of catholic Hospitals are satisfied with the **Training and Development policy**.

3. To understand whether the employees of Catholic hospitals are satisfied with **Compensation and Performance appraisal procedure**.

4. To understand whether the employees of Catholic hospitals are satisfied with **working conditions**.

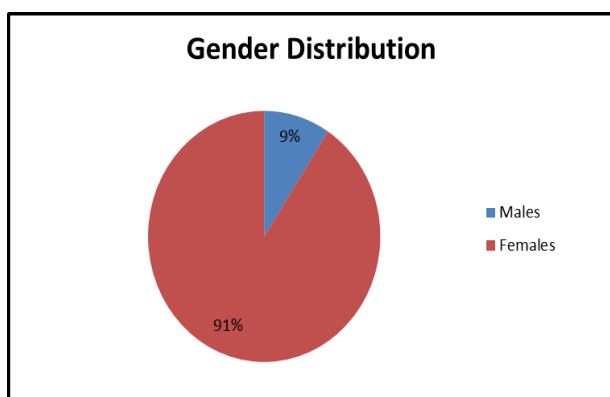
## RESULTS ON DEMOGRAPHICS

A team of researchers were appointed for the present study in different Catholic hospital settings in AP and TS. List of common Questionnaire are put together determining the HRM activities carried out in respective hospital settings.

To review the HRM duties we have considered the employees working at the catholic hospitals in AP and TS. A number of 400 employees were chosen from different departments. Demographics details and years of experience, status of education are considered as per the better understanding of the HRM.

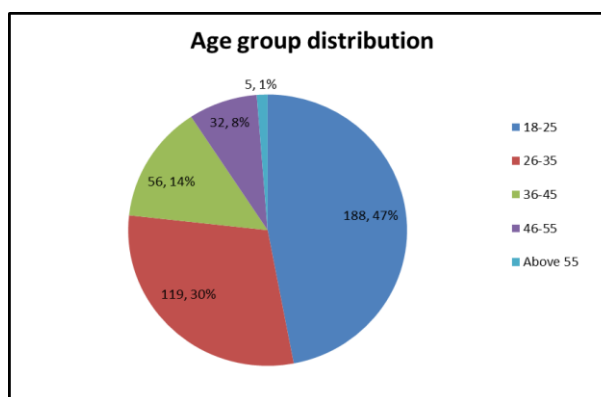
**Table. 1: The demographic details of the employees included in the study.**

GENDER (%)		AGE (%)		MARITAL STATUS	
<b>MALES</b>	37(9)	<b>18-25</b>	188(47)	<b>MARRIED</b>	200
<b>FEMALES</b>	363(91)	<b>26-35</b>	119(30)	<b>UNMARRIED</b>	200
		<b>36-45</b>	56(14)		
		<b>46-55</b>	32(8)		
		<b>ABOVE 55</b>	5(1)		



**Figure. 1: The gender wise distribution of the employees.**

Among 400 employees participated in the study, 36(9%) men and 363(91%) women are enrolled. Of the valid information majority of services in catholic hospitals were carried out by Women.



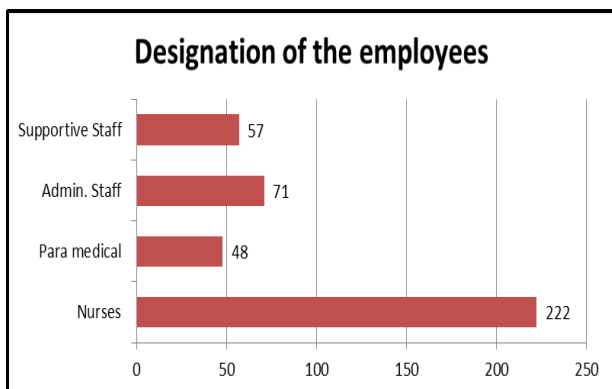
**Figure. 2: Represents the distribution of employees in age group wise.**

As age is subdivided into categories, 47% employees are of age group 18-25 and 30% are 26-35, 36-45, 46-55 and above 55 were 14%, 8% and 1% respectively, we could only say approximately about the predominant age category. The predominant age category is 18-25 which suggests that majority of employees working are the average age with slightly above the 21 years.

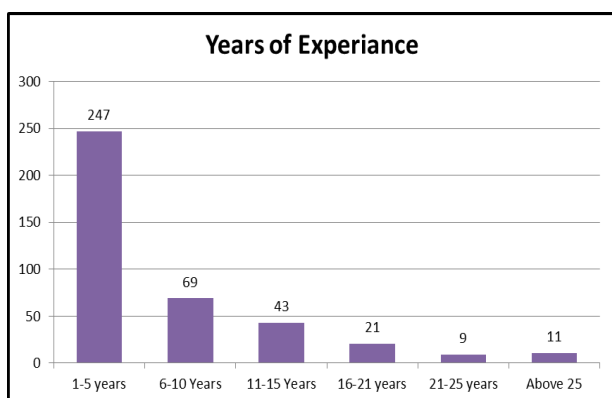
**Table. 2: Shows the demographics related to Job designation, Y.O experience and Highest Qualification.**

DESIGNATION (%)		YEARS OF EXPERIENCE (%)		HIGHEST QUALIF. (%)	
NURSE	222(56)	1 TO 5	247(62)	METRICS	77(19)
PARAMEDICAL	48(12)	6 TO 10	69(17)	INTER	98(25)
ADMIN. STAFF	71(18)	11 TO 15	43(11)	GRADUATION	205(51)
SUPP. STAFF	57(14)	16 TO 20	21(5)	PG	20(5)
		21 TO 25	9(2)		
		ABOVE 25	11(3)		

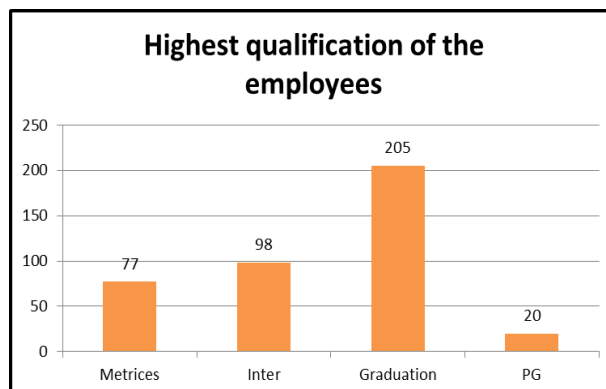
The employees working in the catholic hospitals are mostly nurses (56%). Administrative (18%) mostly include non-clinical staff works along with clinical staff which affect the patients satisfaction towards employees. This will have the impact on HRM practices in catholic hospitals.

**Figure. 3: The Designation of the employees involved in the study.**

Designation category 222 (56%) of employees are nurses and Paramedical staff are 48(12%), and administrative and supportive staff found to be 71(18%) and 57(14%) respectively.

**Figure. 4: Represents the years of experience.**

As mentioned that years of experience is included in the study, 247(62%), 69(17%), 43(11%), 21(5%), 8(2%) and 25(3%) employees had 1-5, 6-10, 11-15, 16-20, 21-25, above 25 years of experience respectively. The employees in the Catholic Hospitals are supervised by experienced staff who have worked >10 years.

**Figure. 5: Shows the employee's highest qualification.**

Among 400 employees, highest qualification was 77 did their metrics, 98 did their Intermediate, 205 completed their Graduation and 20 achieved their PG. it can be determined that graduates and Post graduates are more, There is a scope of growth in quality health care with proper training. This can be helpful for organization and other employees.

#### HRM and Job Satisfaction

Chan and Mak (2012) with their study entitled "High performance human resource practices and performance the mediating role of occupational safety and health"; the aim of this study is to examine the relationship between high performance human resource practices (HPHRP) and organizational performance. The results showed that the mediating role of perceived safety climate in the relationship of HPHRP and organizational performance is confirmed. The finding suggests that organizational emphasis on safety issues contributes to establishing effective HPHRP and driving organizational performance. Organizations can benefit from effective HR practices by paying attention to employees' safety issues, which in turn result in better organizational performance (Hassan Mohamed Elarabi, 2014).

Employees of the selected catholic hospitals with more than 100 beds were enrolled. Employees were then provided with questioner that represents the satisfaction levels on Training and development policy, Compensation and Performance appraisal procedure, working conditions in the hospital.

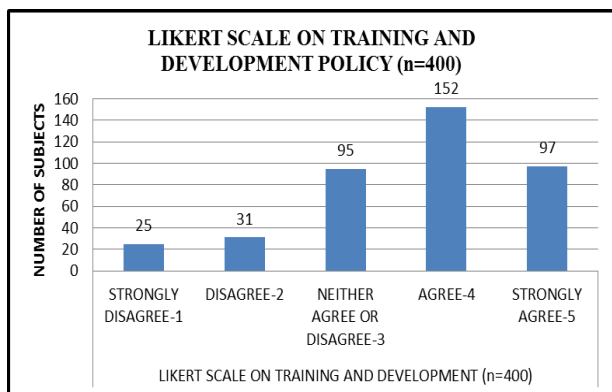
Training and development policy was measured using mean obtained from employees rating. A sample item is: Are the employees satisfied with the training and development policy of the catholic Hospitals?.

Responses were given using a five-point Likert scale ('totally disagree' to 'totally agree'). All standardized loadings were greater than 5. The resulting points were mean and final score was found to be **3.52**.

**Table. 3: The number of subjects providing their decisions on the Training and development policy provided to them in catholic hospitals.**

LIKERT SCALE ON TRAINING AND DEVELOPMENT (N*=400)				
STRONGLY DISAGREE-1	DISAGREE-2	NEITHER AGREE OR DISAGREE-3	AGREE-4	STRONGLY AGREE-5
25(6%)	31(8%)	95(24%)	152(38%)	97(24%)

N\*-Number of Employees.



**Figure. 6: The graphical representation showing the Likert scale on Training and Development Policy.**

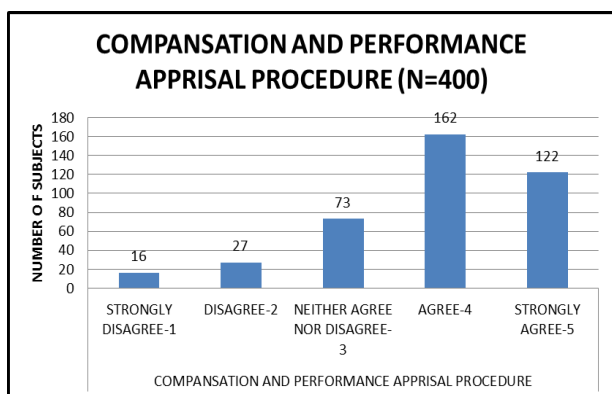
While 80% plus of the employees perceived Training and Development policies in Catholic hospitals are better, there is a persistently minority that perceived the policies are somewhat inferior. Here employee choice towards Agree is more i.e. 38% respectively. While strongly disagree is 6%.

Compensation and Performance appraisal procedure in the hospital was measured using mean obtained from employee rating were measured with five-point scale on services provided by HRM. A sample item is: Are the employees satisfied with the Compensation and performance appraisal system of the catholic Hospitals? The resulting points were calculated and final score was found to be **3.87** as given by employees.

**Table. 4: The number of subjects providing their decisions on the Compensation and Performance Appraisal Procedure in catholic hospitals.**

COMPENSATION AND PERFORMANCE APPRISAL PROCEDURE(N*=400)				
STRONGLY DISAGREE-1	DISAGREE-2	NEITHER AGREE NOR DISAGREE-3	AGREE-4	STRONGLY AGREE-5
16(4%)	28(7%)	76(18%)	162(40%)	125(31%)

N\* Number of Employees.



**Figure. 7: Graphical representation showing the likert scale on Compensation and Performance Appraisal Procedure.**

Coming to Compensation and Performance Appraisal Procedure in Catholic Hospitals about 89% of the employees represent to be performed better, were a least of 11% are show the Procedures to be inferior. In this scale Agree (40%) was chosen by 162 employees.

This reviled that HRM has significant role in job satisfaction on the employees performance appraisal procedure.

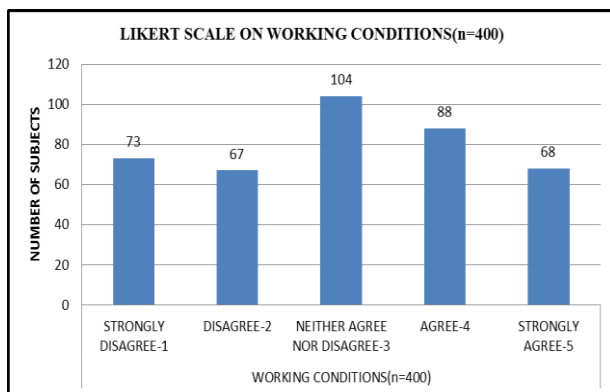
Working conditions provide the employees shift timings, approving leaves when required, over time etc., the scale estimated that the employee satisfaction towards working conditions is **3.02**.

**Table. 5: The number of subjects providing their choice on the Working Conditions In catholic hospitals.**

WORKING CONDITIONS(N*=400)				
STRONGLY DISAGREE-1	DISAGREE-2	NEITHER AGREE NOR DISAGREE-3	AGREE-4	STRONGLY AGREE-5
73	64	104	88	71

N\*-Number of employees.

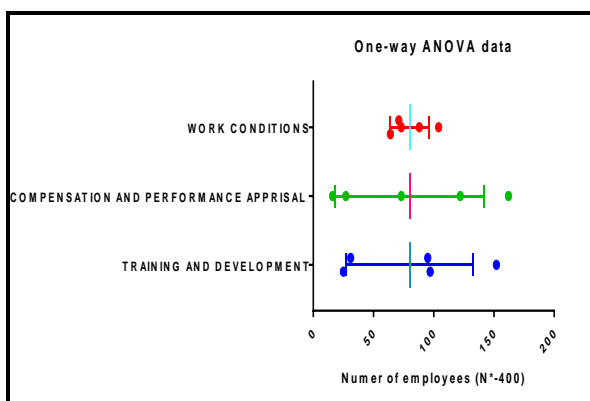




**Figure. 8: The graphical representation showing the likert scale on Working Conditions in catholic hospitals.**

While Training and Development and Compensation and performance appraisal are between 80-90% towards agree. Employees choice towards agree was less compared with other scenarios. About 34% employees have chosen working conditions to be slightly low, in 18% was strongly disagree. 66% of the employees express working conditions to be slightly better of which 22% has chosen agree.

As the data was non-parametric Kruskal-Willies test was conducted for Scenarios. P value was found to be Non-Significant ( $P < 0.05$ ).



**Figure. 9: Shows the scattered plot of Scale (1-5) and number of employees on x- axis.**

The dots in the above scattered plot indicate the employees choice on Likert Scale. While Lines indicates the SD Error bars with vast distribution in population. In case of Working conditions SD shows less distribution.

#### HRM and outcomes in the health care sector

In the last two decades, several studies on HRM and performance have been conducted in the health care sector. In their review of health care studies, Harris et al. concluded that HR practices are often related to patient oriented performance outcomes. There are no studies conducted on HRM practice in catholic hospitals in Andhra Pradesh and Telangana. Employee satisfaction levels on HRM team had never conducted in catholic

hospitals. This is innovative because although many health care studies have analyzed care. Employee satisfaction on HRM has received much less attention in catholic hospitals. Moreover, we are unaware of health care sector studies that have examined the relationship between HRM activities like Recruitment policy, Training and development policies, performance appraisal, working conditions, career opportunities. Upon the basis of employee job satisfaction we considered the below points for this article.

#### Hypothesis of the study

**Ho1:** The employee satisfaction shows the positive impact on Training and development policy in catholic hospitals.

**Ho2:** The employee satisfaction shows the positive impact on Compensation and Performance appraisal procedure in catholic hospitals.

**Ho3:** The Employee satisfaction shows the positive impact on Employee working conditions in catholic hospitals.

#### CONCLUSION

The main contribution of this research work was on HRM in catholic hospitals. It was clear that the HRM is not the simple one and it gives the clear cut information regarding the issues and difficulties on the HRM in the catholic hospitals in getting implemented in even successful manner. HRM was mainly responsible for the employee satisfaction and was conducting its duties for making employees trained and perform in good hospital conditions. Compensation and performance appraisals giving a positive impact on employees to expect fair justice to their work done for the organization and upon the employee satisfaction there is the positive impact on hypothesis in this research work. Hence, after completing the study, it is essential and clear indication that proper implementation of HRM is important in development of catholic hospitals in Andhra and Telangana states.

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