

# ASSESSMENT OF HRM PRACTICES IN HOSPITALS: Case Of Super Specialty Hospitals In Noida, Uttar Pradesh. India

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## Abstract

The objective of the study is to critically examine the human resources management (HRM) practices in hospitals with a focus on super-specialty hospitals located Noida, Uttar Pradesh, India, and to predict the future of the healthcare system delivery. The research method used in the study is the case study method. Available hospitals in Noida, Uttar Pradesh, with published information about their human resources management practices. The study found that Medica Super Specialty Hospital has a great deal of work to do to ensure its employees are engaged and productive.

**Keywords:** HRM practices; Employee Engagement; SHRM, HRM outcomes.

## Introduction

The objective of the research in this study is to examine the human resources management (HRM) practices in hospitals with a focus on super-specialty hospitals in Noida, Uttar Pradesh, India, and to predict the future of the healthcare system delivery. The research method used in the study will be the case study method. Available hospitals in Noida, Uttar Pradesh, with published information about their human resources management practices, will be presented in the study, as well as other such hospitals in India. According to Khatri, et al., “the human factor is central to healthcare, yet its proper management has remained beyond the reach of healthcare organizations” (9). However, in recent years the shift in the role of human resource management has been

dramatic, in that, it is no longer just an administrative role, and specifically there has been the shift toward aligning the practices of human resources with the goals and strategies of the organization as a whole (Khatri et al. 2013) The analysis in this study will examine whether super-specialty hospitals in India have aligned their human resources management practices with the organizational goal and strategies.

## CONCEPTUAL FRAMEWORK

The conceptual framework of this study is that of the Strategic Human Resources Management (SHRM) Competency Model. The SHRM Competency Model is shown in the following figure.

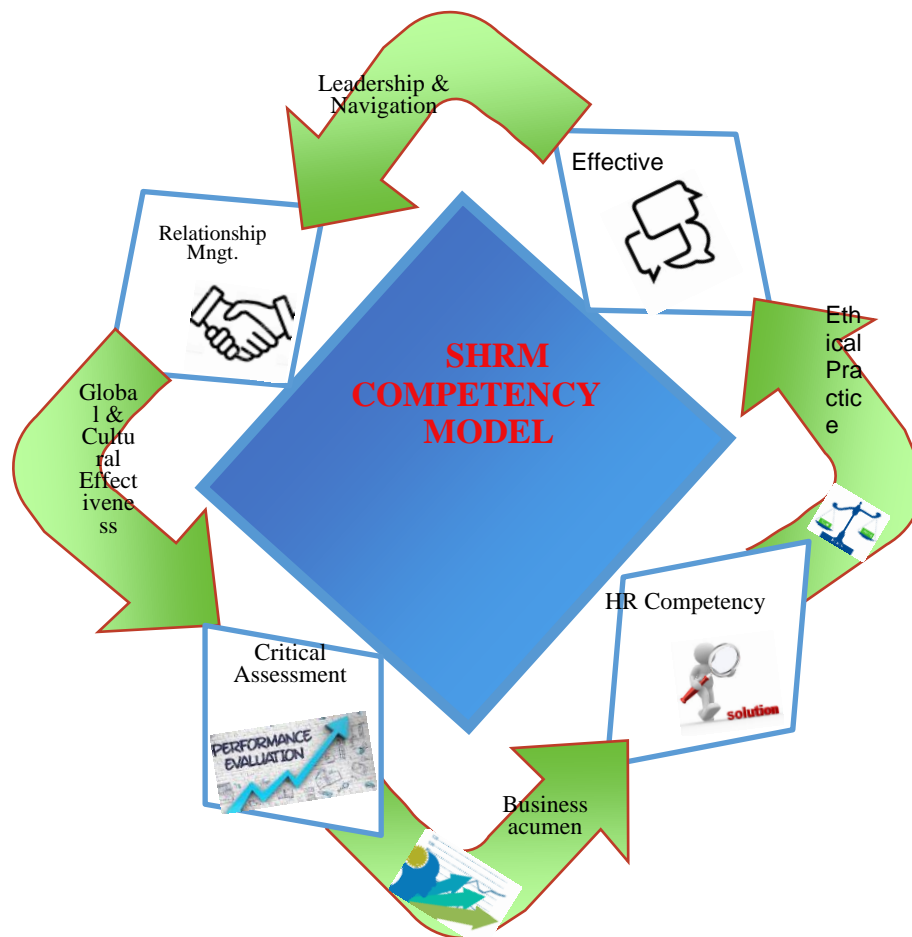


Figure 1. SHRM Competency Model (Source: SHRM.org)

As shown in the above figure, the SHRM Competency Model makes the identification of what is required by human resources management. The model not only defines the necessary knowledge and competencies to ensure an effective practice, but it also provides support for professional and career development, as well as assisting the organizations in constructive the approaches needed in the identification and cultivation of human resources leadership, and other employees and teams in the organization (SHRM). The SHRM Competency Model additionally makes the provision of a foundation for management of talent across the human resources lifecycle, as well as building employee capacity (SHRM). Strategic human resources management (SHRM) has been defined as a management approach that includes strategies of human resources that are designed with a focus on bringing about an improvement in the performance of the organization while measuring the effect of

those strategies on the organization's business objectives (Armstrong and Brown, 2019). Rather than being a top-down approach, SHRM is focused on vertically aligning and integrating the business and HR strategy (Duncan Brown). Important characteristics of strategic human resources management include those of (1) security of employees; (2) hiring that is selective; (3) teams that are self-managed; (4) compensation that is high and that is contingent on the performance of the employee; (5) training and education to make provision of higher skills and to motivate employees; (6) a reduction in the differentials related to status; and (7) information sharing (Duncan and Brown). Saha et al. (2016) took the theoretical framework of SHRM even further, as shown in the following figure and set out the key concepts, how knowledge is internalized and externalized, the competence of the organization and the individual, organizational learning, and ultimately how all of those factors influence organizational success.

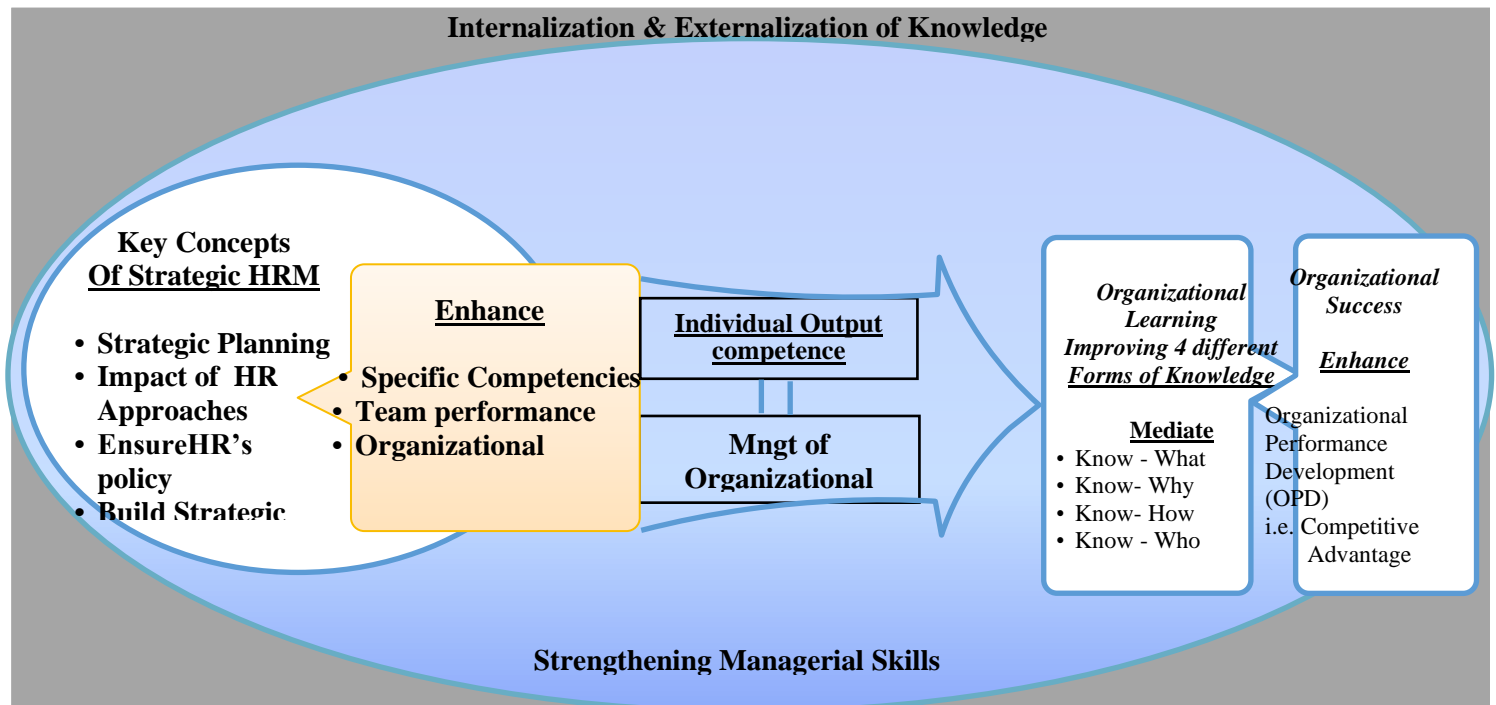


Figure 2. Extended SHRM Model (Source: Saha et al.)c

## CASE STUDIES

The Fortis Super Specialty Hospital. The human resources practices in Fortis Super Specialty Hospital, which has a location in Noida, were addressed in 2015 and 2016 and are reported to have started a journey for the hospital in becoming an organization that is purpose-led (Fortis). The operations were restructured, and a Corporate Office designated as a Support Office with a focus on making Fortis “lean responsive and agile to effectively achieve the organizational goals” (Fortis). The change was instituted by Fortis using a workshop that had a focus on co-creation, evaluation, and renewing of the hospital employees' “ways of working” (Fortis). Specifically, the support office worked with other team members and groups, so make a determination of a framework that was new to engage employees (Fortis). Fortis instituted what they called a Hospital Experience Program to support all the employees in the office of the hospital. The program was designed for the purpose of constructing an understanding that was insightful about the services the hospital offered and how those align with one another. Some of the key initiatives in training for the human resources

of the hospital included those such as: (1) Reaching Your Peak; (2) Fortis People Program; (3) Leadership the Next Paradigm; (4) Nurs-ing Leadership Program; (5) Nursing Supervisory Program; and (6) Others, including Corporate Grooming (Fortis). Additionally, Fortis instituted the use of the Occupational Personality Questions or OPQ for a tool that would provide support to human resources and the already existing functional interviews (Fortis).

Specific to doctors and nurses, it is reported that launched were “several clinical en-gagement and talent management initiatives” (Fortis). Included were a team that received train-ing that was cross-functional, reported to be including the company's HR, Nursing, Operations, and Medical Strategy and Operations Group (Fortis). Each of these actors worked in collabora-tion with one another toward the development of a staffing plan that was comprehensive in na-ture, and that addressed the norms of manning the hospital, hospital recruitment, and training and progress of the career path (Fortis). It is additionally reported that Fortis launched is Nurs-ing Council and the Nursing Operational Leadership Talent Pipeline (NOLTP) to

increase the abilities of nurses to have more and better career opportunities (Fortis). Fortis also provided more strength to its Medical Operations Group as it appointed Clinical Talent Management and management committees for the hospital, along with executive committees at all of the major hospitals, to enable administrators of the hospitals to effectively connect with medical consultants on important matters of business (Fortis).

**Max Super Specialty Hospital.** Max Super Specialty Hospital has a location in Noida and re-ported that it had made profound changes to its human resources management practices. In 2017, Max Healthcare Institute announced that a Clinical Directorate for HR that was vertical had been set up under the Clinical Director's guidance to make the provision of in-class learning that is the very best. The primary focuses of the strategy are those as follows: (1) clinical human resources operations; (2) employee happiness and culture; (3) learning, development, boarding, and induction; (4) a system to manage performance, compensation, and capacity building (Max Healthcare Institute). The key areas of strategic focus are on different outcomes for various stakeholders (Max Healthcare Institute). For senior clinicians, the focus will be to provide a type of sounding board, to listen to them and their concerns, and to provide any need-ed feedback (Max Healthcare Institute). For junior clinicians, the focus is on the provision of a buddy to offer advice about policies and the like (Max Healthcare Institute). For the unit teams, the focus is on acting as experts, functionally, and related to subject matter on the critical is-sues that present in day to day operations (Max Healthcare Institute). The leadership function makes provision of any aids and assistance needed by leaders in their engagement with clini-cians (Max Healthcare Institute).

**Medica Super-Specialty Hospital, Kolkata.** Mutsuddi (2019) reported on Medica Super Specialty Hospital, Kolkata, and stated that when employees are highly committed to the organization and very engaged in the work they do, the company realizes a competitive advantage due to retention being higher, productivity increases, and a lower turnover of employees. For this reason, organizations of all

kinds have made a substantial investment in practices and policies that serve to increase engagement as well as commitment among employees. The research re-ported by Mutsuddi (2019) has the specific intention of ascertaining some insight on the initia-tives of employment engagement used by the Medica Super Specialty Hospital, Kolkata, to un-derstand employees' satisfaction as it affected their engagement and to make identification of areas that could be improved. The response of the employees relating to job engagement is shown in the following figure.

		Job Attractive-ness	Involvement with Organi-sation	Goal Achieve-ment	Fair Compem-sation	Availability to Resources
N	Valid	31	31	31	31	31
	Missing	0	0	0	0	0
Mean		4.03	3.35	3.94	4.03	3.77
Std. Deviation		0.912	0.877	0.892	0.948	0.990

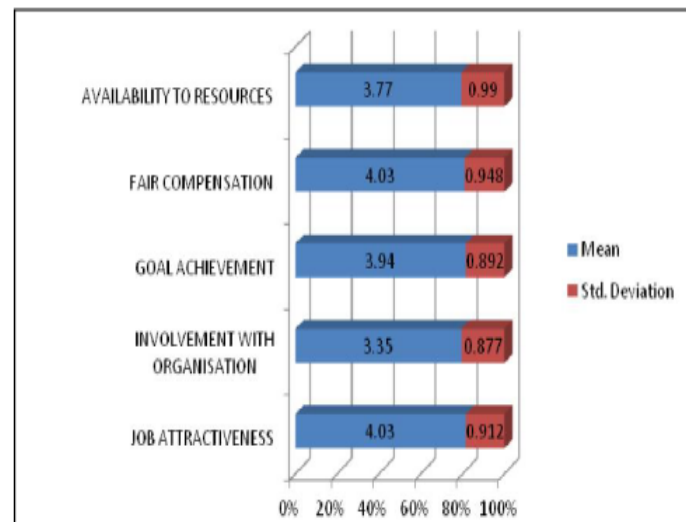


Figure 3. Employee Engagement Perspectives in Medica Super Specialty Hospital (Source: Mutsuddi)

As shown in the above figure, access to resources, fair compensation, the achievement of goals, organizational involvement, and the attractiveness of the job, all influence employee engagement either positively or negatively (Mutsuddi, 2019). However, as shown in the following figure, the engagement of employees at Medica Super Specialty Hospital, Kolkata, was not very high.

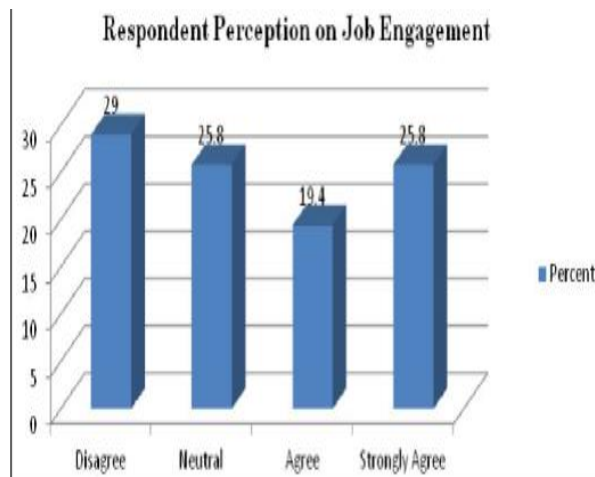


Figure 4. Employee Engagement at Medica Super Specialty Hospital, Kolkata (Source: Mutsuddi)

Analysis. Three hospitals human resources practices were reviewed in the study, including Fortis, Medica, and Max specialty hospitals, all located in India. Fortis Super Specialty Hospital has made great progress in its human resources management practices. There is a vertical human resources management structure in the organization that works toward engaging the hospital's employees. Several notable programs have been created to assist various sectors of employees in the organization in gaining new skills through learning and development. Fortis has instituted initiatives for clinical engagement and to manage its' talents among doctors. Additionally, cross-functional training has been instituted, as have initiatives for hospital recruitment and career path of employees. The nursing talent pipeline that has been put into place will help Fortis to acquire the best possible nursing talent. Max Super Specialty Hospital has really made great strides in its human resources management in the Max International hospitals, including those in India. Max is focusing on vertical alignment of the human resources management with the organizational objectives and goals and toward that end, has instituted the best possible class learning for employees of the hospital, including those related to clinical HR operations, employee happiness and culture; learning and development, as well as hiring and induction of new employees. Additionally, Max has instituted a management performance system that includes a focus on compensation of employees and capacity building. There are

areas of focus specific to each group of employees in the hospital to meet their specific needs, including the provision of a sounding board for senior clinicians, an advice buddy for junior clinicians, and for the unit teams, the offering of expert and functionality assistance. Finally, the leadership team also has available aids and assistance. Max's focus on learning and development is superior in that it focuses on the needs of learning in the technical, specialty, functionality, behavioral learning, and development areas. Balanced scorecards for employee performance have been developed along with career progression reviews and internal development programs. Max has a capacity-building initiative with a direct focus on younger clinicians by involving them with, particularly interesting or rare cases as they arise. Max has also instituted a coaching program to assist clinicians in developing clinical leadership capacities. However, the findings related to Medica Super Specialty Hospital are not so positive, and the hospital has a great deal of work to do in developing sound human resource development practices. The research conducted in this study revealed that only 25.8 percent of Medica's employees stated they strongly agreed that they were engaged in their work, and 29 percent of the employees stated they disagreed that they were engaged in their work. The study found that Medica needs to work on a model of engagement that supports a work culture that is participative. Employees' benefits and quality of work-life are also serious issues that need to be addressed.

HRM Practice. The primary component missing in Medica hospital's human resources management practice is that ensuring employee engagement. However, failure to engage employees is based upon failure in other areas, such as building capacity, communication, information sharing, and ongoing education and training. The SHRM model sets out these two components as critical to the organization. Although two of the hospitals in the case study have aligned their HRM practices with the SHRM model, Medica hospital has not. The hospitals are investing greatly in training and providing high levels of communication, consultation, and making information available to those who need it. The failure of Medica Super Specialty Hospital to engage its employees is problematic because

employees that are not engaged are not satisfied with their job and will not be retained. In addition, employees that are not engaged and satisfied with their job will not perform well and in the hospital setting creates danger for patients. Moreover, Medica is not building capacity in its employees with education and training, and it is not creating a pipeline for new employees, as are Max and Fortis.

**Solutions.** According to the American Hospital Association (2016), employee engagement in the hospital setting requires the components of (1) knowledge sharing across the continuum of the hospital; (2) capacity building; (3) physician training; and (4) development of the next generation of workers. Max and Fortis are doing just that; however, Medica is not investing in its employees, is failing to build capacity, is not training its physicians, and much less so developing the next generation of employees. The solution for Medica is to partner with a university or universities to create a pipeline of employees for the hospital. Medica also needs to institute a system of knowledge sharing so that all employees from the front-line to the highest levels of service have a greater understanding of the hospital's mission and operations. Medica also needs to focus on building the capacity of its employees with various programs that assist them in honing their skills, including education and training for all employees. If Medica takes those actions, the employees will be more engaged, have a higher level of job satisfaction, and will be more likely to stay in their employment with the hospital rather than seeking work elsewhere. Ongoing education and training for the employees of Medica is a serious issue that should be addressed. When organizations invest in employees by providing education and training, the employees feel valued by the organization, and their job satisfaction and engagement increases (Osborne & Hammound 2017).

**Recommendations.** Medica should survey its employees to determine what areas are lacking in the hospital, such as communication, information sharing, and so forth to determine the areas that employees perceive need improvement. Medica hospital leadership and management should conduct a job satisfaction survey among hospital employees. According to Meng et al., the evaluation of satisfaction is

used widely in the healthcare setting among employees. The survey should examine the satisfaction of employees with hospital management, the work environment, the environment of practice, rewards of the job, and other related factors. The survey would inform Medica about where improvements are needed to raise the level of job satisfaction and, ultimately, the level of engagement among its employees. Medica should also use the Strategic Human Resources Management model to bring about a transformative change in the hospital. The Strategic Human Resources Management model, as presented earlier in the study, is focused on competency in the areas of communication, relationship management, ethical practice, human resource expertise and knowledge, business acumen, critical evaluation, global and cultural effectiveness, leadership, and innovation, and compensation. Medica needs to examine its competencies in each of these areas with a focus on moving toward higher levels of employee engagement and job satisfaction. Although employee engagement appears to be the only problem evidenced in the case study, the lack of employee engagement arises from deficiencies in several of these components for Medica employees.

## CONCLUSION

The case studies conducted in this present study revealed that both Max and Fortis hospitals are each doing a great job at managing its human resources practices. Max and Fortis have their human resource management practices vertically aligned with the organizational objectives and goals. The study found that Medica Super Specialty Hospital has a great deal of work to do to ensure its employees are engaged and productive. Recommendations for the future of hospitals in Noida, Uttar Pradesh, India include that the hospitals should look to the models of human resources management utilized by Max and Fortis to construct their own effective and vertically aligned successful model.

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