

A Study on Performance and Job Satisfaction of Employees of Paramedics in Private Hospitals

Dr. M. Subba Rao, M.Com. MBA. M.Phil., Ph.D, Principal,
Sri Balaji PG College (MBA), Ananthapuram. sai999msrao@gmail.com, Contact:
9440429977

P.Sreenath Reddy, Research Scholar (Part – Time) SKIM, Ananthapuram -515055, Email:
psreenath115@gmail.com

Abstract:

Hospital organization faces various human resources management challenges. Managing human resources are a true challenge for hospital management. Human resource management contributes to the creation of good organizational climate which characterize the growth opportunities, proper distribution of work, reward and pleasant relationship.

The study depicts training and development, team work and performance appraisal are moderately and positively associated performance with job satisfaction of the employees of paramedic in the hospital. The private hospitals should appoint employees with skill and knowledge and make them to understand the state of affairs of their employment.

In addition, the hospitals should recruit new employees immediately when vacancy arises and must offer compensation as per the expectation of the employees of paramedics and give incentives and other fringe benefits to boost the employees' performance. Besides, the hospital should integrate compensation plan with its mission and goals in order to gain or sustain competitive advantages.

Keywords: HRM Practices, Job Satisfaction, Paramedics, Hospital.

Introduction

Performance management is an ongoing process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. The communication process includes clarifying expectations, setting objectives, identifying goals, providing feedback, and reviewing results.

From a performance perspective, our review reveals that employee outcomes and organizational outcomes are frequently researched, whereas team outcomes and patient outcomes are significantly less researched. Most studies report HRM interventions to have positively impacted performance in one way or another. As researchers have studied a wide variety of (bundled) interventions and outcomes, our analysis does not allow to present a structured set of effective one-to-one relationships between specific HRM interventions and performance measures. Instead, we find that specific outcome improvements can be accomplished by different HRM interventions and conversely that similar HRM interventions are reported to affect different outcome measures.

Human Resource Management (HRM) practices in the health care sector stalks for improving the quality of services and patients satisfaction. The usage of variety of health care providers and better co-ordination of health services through inter disciplinary team work is required as a part of human resource management. Since all the health care is eventually delivered by people, effective human resource management will play a critical role in the success of health care delivery mechanism in any country. Human resource management practices deals not only deal with the individual but with the team work.

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Quality health-care starts with the human resource management practices. In the present scenario, every health-care employee becomes important to health-care service delivery mechanism. Health care organizations need a skilled and competent labour force because of the advanced medical technologies and demand for more sophisticated patient care. Job satisfaction among the health-care employees are increasingly being considered as a measure that should be incorporated in quality improvement programmes of healthcare system

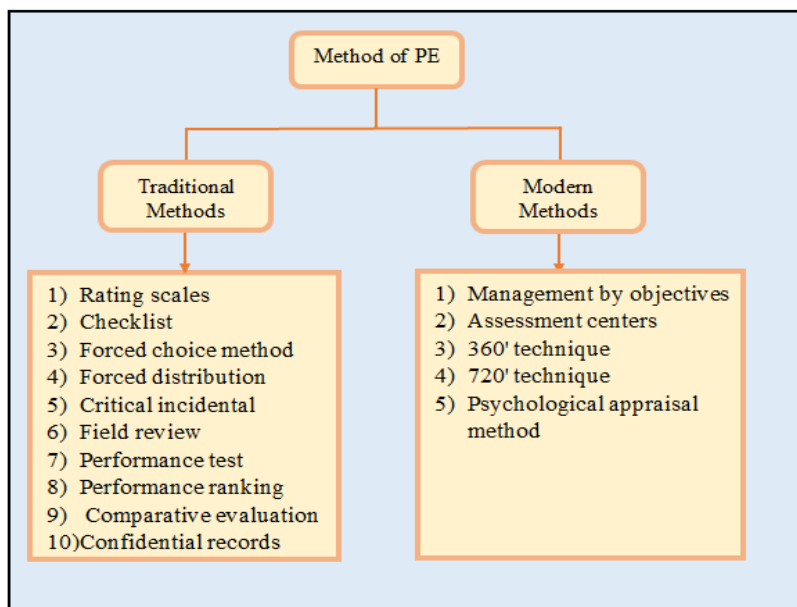
The role of paramedical staff assumes significance in the context of their dealing with the human beings who are in suffering; further, they spend more time with the patients than the doctors themselves. In many cases, these paramedical staffs are not mandated to have any specific qualification or training. Yet they are expected to provide soothing care to the patients. Such a role by the paramedical staff in the hospitals, an unorganized sector makes interest for a researcher to study about their job satisfaction.

The job satisfactions of healthcare employees have a huge impact on quality, effectiveness and efficiency and also on healthcare costs. Besides, job satisfaction of healthcare employees is directly related with the absence, human relations and work (Visser, et. al., 2003). The satisfied employees are more productive, creative and committed to their healthcare organizations (Ho, et. al., 2009). Therefore, the present research is made to study the Human Resource Management Practices (HRM) and job satisfaction of employees of paramedics in the hospitals, in Ananthapuram city.

Objectives of the study:

- To Study Work Performance of Health Workers and
- To Study the job satisfaction of employees of paramedics in hospitals

Methods for Performance Evaluation:-



STATEMENT OF THE PROBLEM

Healthcare is one of India's largest sectors both in terms of revenue and employment. At present, the Indian healthcare market is worth of US\$ 100+ billion and is expected to grow to US\$ 280 billion by the year 2020 with a compound annual growth rate (CAGR) of 22.92 per cent. The hospitals are facing many issues due to severe crunch of human resource.

Every healthcare professional is integral to healthcare service delivery system. Healthcare organizations require skilled workforce because of the advancement in the medical technology and demand for more sophisticated patient care. Good HR practice shall help the hospitals in maintaining a quality health care system. The job satisfaction of the employees will help to maintain the quality, efficiency and effectiveness of the hospital.

Healthcare delivery contains hospitals, nursing homes and diagnostics centers, and pharmaceuticals, constituting 61 per cent of the overall market. There is a great scope for improving healthcare services considering that healthcare expenses as a percentage of Gross Domestic Product (GDP) is increasing.

REVIEW OF LITERATURE

Patrick (1991)¹ viewed that soft HRM was characterized with a resource perspective of the employees and are characterized by an egalitarian culture, organic organization structures, broadly defined jobs, and merit-based pay, gain-sharing and direct communications with employees. Wright and McMahan (1992)² found that the basic premise of the institutional approach was that many structures, programmes and practices in the organizations attain legitimacy through the social construction of reality. Venkata Ratnam (1995)³ found that the Indian organizations needed to cope with the need of developing a highly diverse workforce into a well-trained, motivated and an efficient employees with the subsequent de-skilling, re- retraining and multi-skilling problems, workforce reduction policies, and retention and career development issues. Gooderham et. al., (1999)⁴ highlighted the needs to incorporate in the country-specific, institutional factors of patterns of organizational practices in general and SHRM practices in particular. Roehling et al (2000)⁵ opined that the compensation and benefits were closely connected with the local labour market conditions. Swart et. al., (2003)⁶ opined that HR practices improved the relationships according to their boundaries and the nature of the relational exchange.

They suggested that the HR practices should improve the interactions between the individuals and groups within the organization. According to Edgar and Geare (2005)⁷ HRM practices would give a positive influence towards the organizational fairness, employee job satisfaction and organizational commitment. The employees job satisfaction in the workforce is very important in every organization because it could help to decrease the absenteeism or turnover, behaviour problem and reduce the medical costs.

Demographic variables such as age, gender, current job position, marital status, and experience had the effect on job satisfaction or dissatisfaction. Al-Aseeri (2012)¹¹ has identified the association of nurses' perception of commitment with the selective characteristics revealed the significant variations. Surprisingly, negative association was found between the nurses professional status (clinical ladder and education) with commitment. Saif and Sartawi (2013)¹² stated that the hospital managers had to pay serious attention to the relationship between the HRM practices and performance.

They should also consider how to enhance the capabilities in the fields of human resource and skills development in order to increase the hospital performance. Naff et al (2014)¹³ identified that the employees were more likely to pursue training opportunities because they believed in doing so was linked to the future promotion opportunities or at least favorable consideration for merit increases and positive performance reviews.

Ali et al (2015)¹⁴ indicated that the employees working in the hospital sector felt that they were satisfied with their jobs. Also they were provided with a good and healthy working environment. The employees were satisfied with the pay and the benefits. Wamuuru, G and Denis Muchangi

Jamleck (2016) in their Empirical studies, in order to open the black box to get a better understanding of the relationship which would help in guiding organizations to attain their objectives and achieve high performance.

RESEARCH GAP

Though a series of articles are published in relation to this industry, yet it is observed that the factors considered by the researcher are not crucially analyzed. Hence, the researcher has taken the following factors based as an outcome of the past studies job satisfaction and organizational commitment of employees of paramedics in hospital, employers' view on the HRM practices in the private hospitals and employees' factors for effective implementation of HRM practices(performance assessment) in the private hospitals. With the help of critical reviews of earlier research studies, the appropriate objectives and hypotheses have been formulated for the present research.

METHODOLOGY

The Anantapur city is selected for the present study. The employees of paramedics in the private hospitals have been selected by adopting random sampling technique. The population of the study is the employees working in the health care industry in Anantapur. The data have been collected from 50 employees of paramedics through structured questionnaire. It should be noted that;

- a) It is an unorganized sector.
- b) The total number of paramedical employees in private hospitals in Anantapur city is not known.
- c) A small sample size of 50 is thought to be more appropriate for a good research study.
- d) The study was done only with the paramedical employees who are forthcoming to share their views.
- e) The employees are scattered among the different private hospitals across the city and suburbs.

To examine the socio-economic profile of the employees of paramedics in the private hospital, the frequency and percentage analysis have been carried out.

CONCLUSION

The study reveals that the majority of the employees are females and most of the employees belong to the age group of 29 – 36 years. Majority of the employees have the educational qualification of graduation and most of the employees are staff nurses. Majority of the employees belong to the monthly income group of Rs.9000 – Rs.15, 000 and most of the employees have the work experience of 2 – 6 years. The analysis shows that the performance appraisal are moderately and positively associated with the job satisfaction of the employees of paramedics in the private hospitals.

SUGGESTIONS

Based on the above findings and conclusion drawn, the following suggestions are made to make private hospitals to attain greater efficiency and gains through better HRM practices.

- 1.The private hospitals may do well to appoint skilled and knowledgeable employees and make their employees to understand the state of affairs of their employment. Besides, new employees may be recruited immediately when vacancy arises.
- 2.The private hospitals should try to match the compensation and the expectation of the employees of paramedics and give incentives and fringe benefits to boost employees' performance. Besides, the private hospitals should integrate their compensation plan with their mission and goals in order to gain or sustain competitive advantage.
- 3.The private hospitals may organize training programme frequently for their paramedical employees for improving their knowledge and skills emphasizing on long term development.

4. The private hospitals may encourage the paramedical employees at each level to take part in decision making process, especially the superiors should involve their immediate juniors in making decisions.

CONCLUSION

The private hospitals may allow involvement and participation of paramedical employees in the entire performance appraisal process; the appraisal system should be growth and development oriented. The private hospitals must provide performance based feedback, pointing out areas where the paramedics need to improve and do the appropriate counseling. Also, the private hospitals can maintain their appraisal system as unbiased and transparent.

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