

Employees Impression of Human Resource Management Practices in IBN SINA Hospital Limited

Md. Minhajur Rahman¹ Shah Ali Dolon²

Md. Matiur Rahman³

Abstract

This study investigates the implementation of Human Resource Management (HRM) practices in hospital industry in Bangladesh and its impact on perception of employees which leads to employee satisfaction. Data are collected through both primary & secondary sources. The study revealed that a better understanding of the HRM practices can help HRM policy and decision makers to implement programs tailored to organization's needs and available HRM quality as perceived by both internal and external customers of HRM department. The researcher predicts that the study will play a role, no matter how small, in developing the HR practices for promoting and improving the human resources available at different private hospitals servicing in Bangladesh.

Keyword: HR policy, Hospital, HRM practice, IBN SINA

1. Introduction

- 1 Research Assistant, Center for Research on Islamic Management and Business, Cell: +8801916 959 330, email: rumon11@live.com
- 2 Admin & Commercial Officer, Intense Business Solution Ltd, Contact: +8801677339362, Email: dolon019@gmail.com
- 3 Probationary Officer, Islami Bank Bangladesh Ltd, Head Office Complex Corporate Branch, Contact: +8801627524820, Email: matiur.rahman@yahoo.com

Existing healthcare organizations are expanding by opening hospitals in new service areas and new organizations entering with state of art equipment's, latest technology and marketing strategies. Consequently, competition in the healthcare sector is on the rise. Increased incomes and awareness levels are driving the customers to seek quality healthcare. The providers in turn need to be more innovative in their approach and offer quality services at competitive price. All this necessitate the systematic Human resource Management by trained and professional managers and administrators. To ensure the proper customer satisfaction, the hospital management has to employ the right people in right place. Prior to this a detailed job Analysis is almost essential. With Job Descriptions and a sophisticated Job Evaluation system, management will be able to recruit and determine pay levels better, determine the types of training the hospital staff should go on and have a basis to appraise them. Job Descriptions furnished by business units are current and accurate so that the Job Evaluation exercise will produce the desired outcome. With proper Job documentation, HR will be able to integrate their initiatives towards the personal and career development of employees. Greater organizational efficiency can be expected when everyone is clear about their roles, responsibilities, and accountabilities to the Company.

2. Objectives of the Study

This study is an attempt for achievement of two major objectives of the human resource management practices in the private hospitals in Bangladesh.

A. General Objective

To analyze the importance of HRM and to examine the trends of HR practices in IBN SINA Hospital Limited.

B. Specific Objectives

The specific objectives are:

1. To analyze and evaluate the HRA plans and policies from previous literature review and applications of HRA in different organizations.
2. To find the satisfaction levels of employees as a consequence of the HRM Practices of the Hospital.
3. To make recommendations to the IBN SINA Hospital in order to increase the efficiency and effectiveness of its Human Resources.

3. Literature Review

The HRM audit provides a means for managers to evaluate their firms' HRM practices and to assess how these HRM activities are contributing to their organizational objectives. The results obtained serves to encourage managers to develop a strategic approach to managing

human resources as well as in measuring the performance of HRM activities. Systematic analysis of performance can help determine priorities that will lead to a more rational approach to the management of human resources (Hoon & Lee Soo, 2000).

Garg, Parmar, Rajviret. al (2001) objectively discussed various issues related with motivational needs of medical professionals. The overall results have highlighted low level of motivation incareer, unmet comfort needs, and low self-esteem among doctors. The analysis of occupational role structure of "Doctors and Nurses" concluded that self-esteem and pride in job depends upon social and professional standard of doctors in an organization.

Ching-Chow Yang (2005) study confirms that HRM significantly affects TQM (Total Quality Management) practices. The study concluded that HRM practices have a significantly positive effect on the implementation of TQM. Implementing HRM practices can also have a significant effect on employee and customer satisfaction. It also positively affected "employees' quality awareness" and "corporate image". The quality performances were also significantly affected by the implementation of TQM. The management of a firm's human resources is important because it affects profitability and competitiveness through its effects on employees' level of job satisfaction, commitment to the organization, and other organizational citizenship behaviors.

James Buchan (2006) clearly indicated that it is not only the organizational context that differentiates the health sector from many other sectors, in terms of HRM. Many of the measures of organizational performance in health are also unique. As noted in the discussion, "performance" in the health sector can be fully assessed only with indicators that are sector specific. HRM practices influence employee skills through the acquisition and development of a firm's Human capital. Recruiting procedures that provide a large pool of qualified applicants will have

a substantial influence over the quality and type of skills that new employees possess. Providing formal and informal training experiences, such as basic skill training, on-the-job experience, coaching, mentoring, and management development, can further influence employees' development. HRM practices can influence employee skills through the use of valid selection methods to hire appropriately skilled employees and through comprehensive training to develop current employees. Even high skilled workers will not perform effectively if they are not motivated. Managers can use HRM practices for the motivation of employees to work both harder and smarter.

HRM Practices effect on Job satisfaction (Alina, Petrescu& Simmons et. al 2008). Seema S. (2008) explained the role of the Human Resource Manager is changing in the competitive environment. He plays a crucial role in the future of an organization. HRM supports Strategic Management. Talent acquisition and retention has become a significant job of an HR Manager. The success of an organization depends on deploying employees who can adapt to and be

comfortable in the changing environment. Acquisitions and mergers are taking place so rapidly that organizations have to grow by them or get swallowed by others. There is an increasing demand for HR personnel who are capable of managing the increasing workforce. HR managers should develop themselves into capable "change managers" as long as the economy is dynamic and evolving (Mallikarjunan, 2008). Organizational change is generally called for because of external and internal factors, like competitive forces and consumer patterns (external) and need for reorganization (internal) in the light of changing business environment. To be successful in managing change, the HR team should pick up new perspectives that will encompass not only the conventional HR tasks but also active participation in business matters to the extent of gaining a degree of awareness of the business shade. The purpose of this paper is to investigate the employees' impression on human resource management (HRM) practices and workers' overall job satisfaction.

4. Methodology of the Study

This study is based on qualitative methods. Researcher Tried to find the applicability of employee impressions on HRM practices in IBN SINA Hospital. The information collected from two sources:

Primary sources: Primary data has obtained through a sample survey via face-to-face and email questionnaires to the employees of IBN SINA Hospital Limited. Total 10 number of employees in the category of managers in different fields have been interviewed.

Secondary sources: The secondary sources of information has collected from various publications, journals, books, newspapers, magazines and websites about HRM of national and international private Hospitals.

5. Analysis

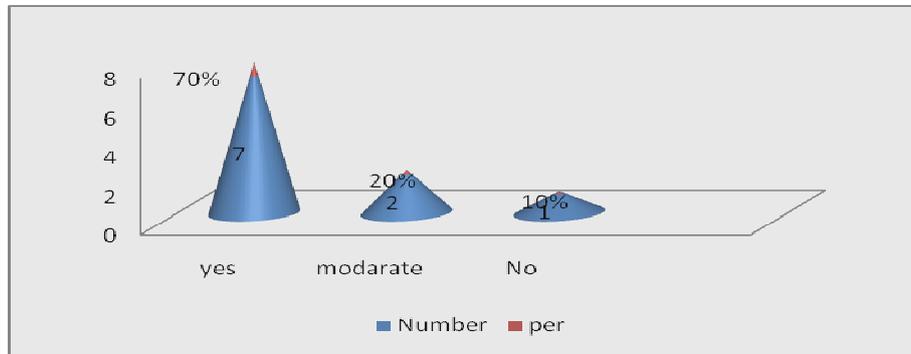
The analysis of the study is estimated by the answer of the respondents. These are shown in the below:

01. Are you happy with your job environment?

Table-1

Particular	Yes	Moderately happy	No	Total
Number	7	2	1	10
Percentage	70%	20%	10%	100%

Chart-1



According to the above table & graph it is clearly defined that 70% respondents are given the yes opinion on the basis of job environment and 20% remained moderate and 10% did not give any opinion.

02. Are you happy with your training process?

Table-2

Particular	yes	Moderately happy	No	Total
Number	3	5	2	10
Per	30%	50%	20%	100%

Chart-2



According to the above table & graph it is clearly defined that 30% respondents were given the yes opinion on the basis of training process and 50% remained moderate and 20% did not give any opinion.

03. Do you think the technology facilities are up-dated which provide by hospital?

Table-3

Particular	Yes	No	No Commence	Total
Number	6	2	2	10
Per	60%	20%	20%	100%

Chart-3



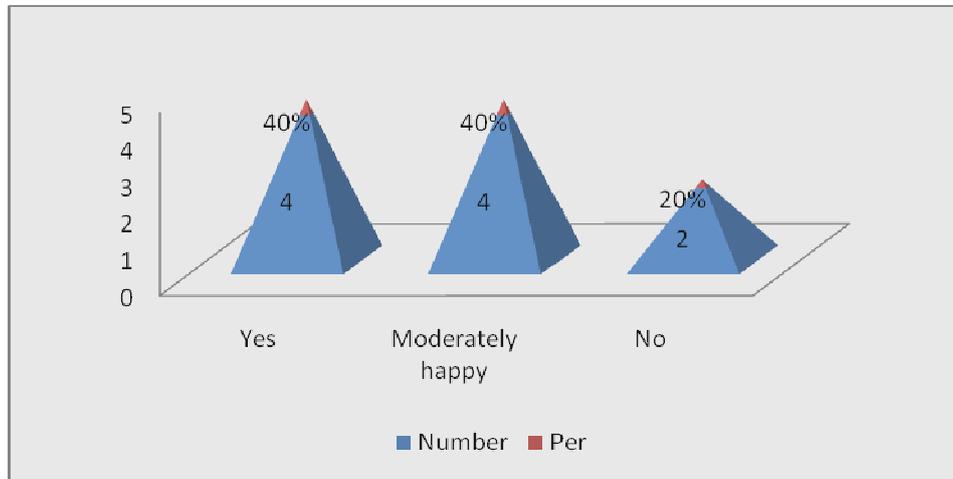
According to the above table & graph it is clearly defined that 40% respondents were given the yes opinion on the basis of technology facilities and 40% remained moderate and 20% did not give any opinion.

04. Are you satisfied with your promotion process?

Table-4

Particular	yes	Moderately happy	No	Total
Number	4	5	4	13
Per	30.77%	38.47%	30.77%	100%

Chart-4



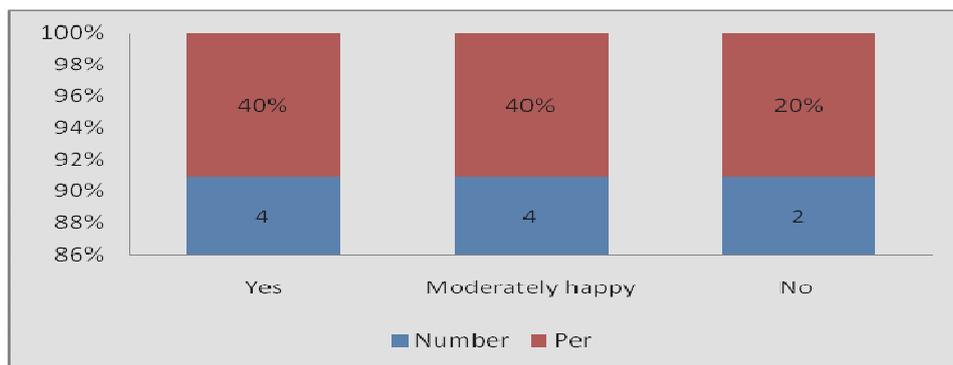
According to the above table & graph it is clearly defined that 40% respondents were given the yes opinion on the basis of promotion process and 40% remained moderate and 10% did not give any opinion.

05. Are you happy with your other facilities like (leisure time or transportation facilities)?

Table-5

Particular	yes	Moderately happy	No	Total
Number	7	5	1	13
Per	53.85%	38.47%	7.70%	100%

Chart-5



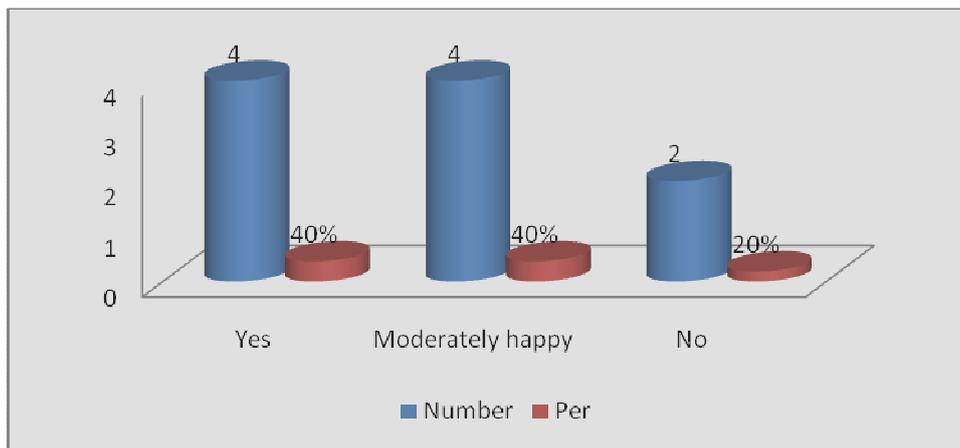
According to the above table & graph it is clearly defined that 40% respondents were given the yes opinion on the basis of other facilities and 40% remained moderate and 20% did not give any opinion.

06. Are you happy with your company salary structure and other benefit?

Table-6

Particular	yes	Moderately happy	No	Total
Number	4	5	2	11
Per	36.37%	45.46%	18.19%	100%

Chart-6



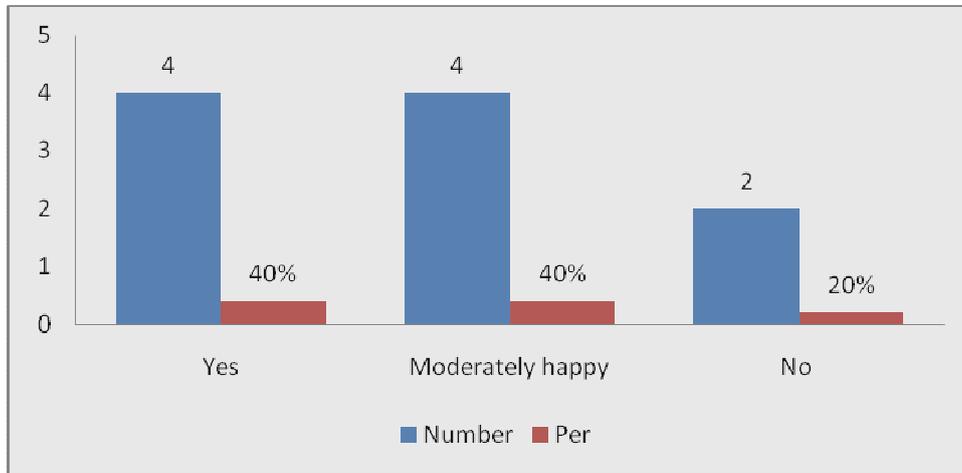
According to the above table & graph it is clearly defined that 36.37% respondents were given the yes opinion on the basis of salary structure and 45.46% remained moderate and 18.19% did not give any opinion.

07. Are you satisfied about leave procedure?

Table-7

Particular	Satisfied	unsatisfied	No commence	Total
Number	4	5	2	11
Per	36.37%	45.46%	18.19%	100%

Chart-7



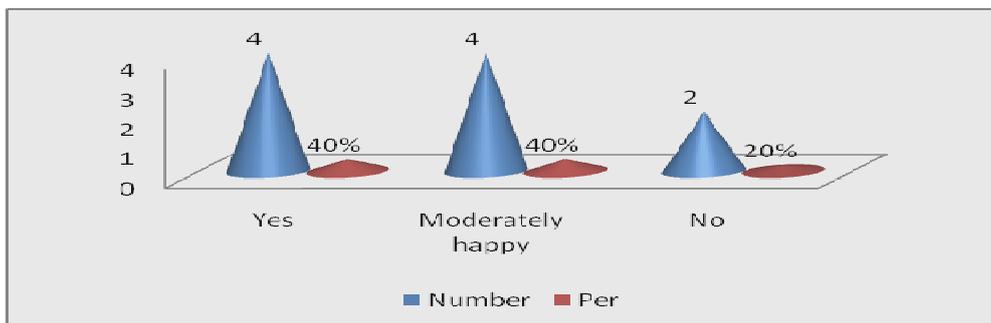
According to the above table & graph it is clearly defined that 36.37% respondents were given the yes opinion on the basis of leave procedure and 45.46% remained moderate and 18.19% did not give any opinion.

08. Do you happy regarding your organization compensation package?

Table-8

Particular	Yes	Moderately happy	No	Total
Number	4	5	2	11
Per	36.37%	45.46%	18.19%	100%

Chart-8



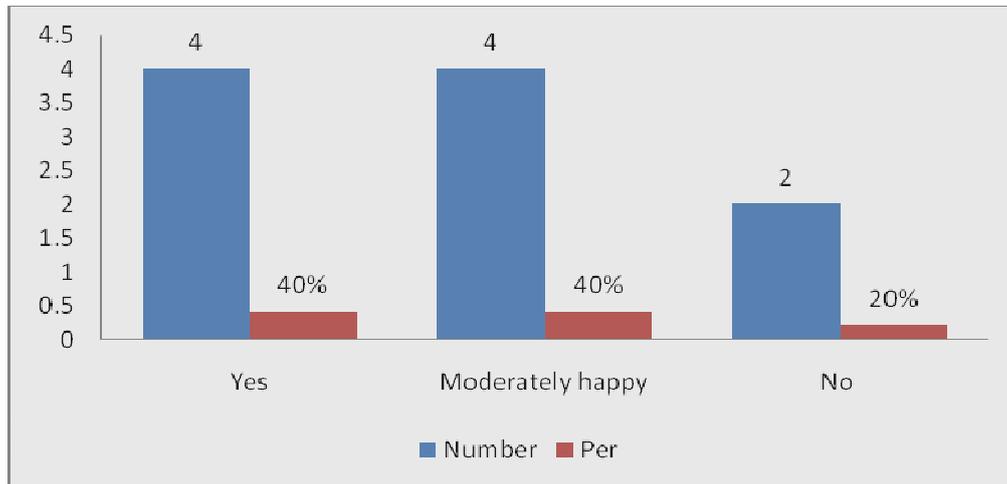
According to the above table & graph it is clearly defined that 36.37% respondents were given the yes opinion on the basis of compensation package and 45.46% remained moderate and 18.19% did not give any opinion.

09. Do you happy with your company management structure?

Table-9

Particular	Yes	No	No Commence	Total
Number	5	3	2	10
Per	50%	30%	20%	100%

Chart-9



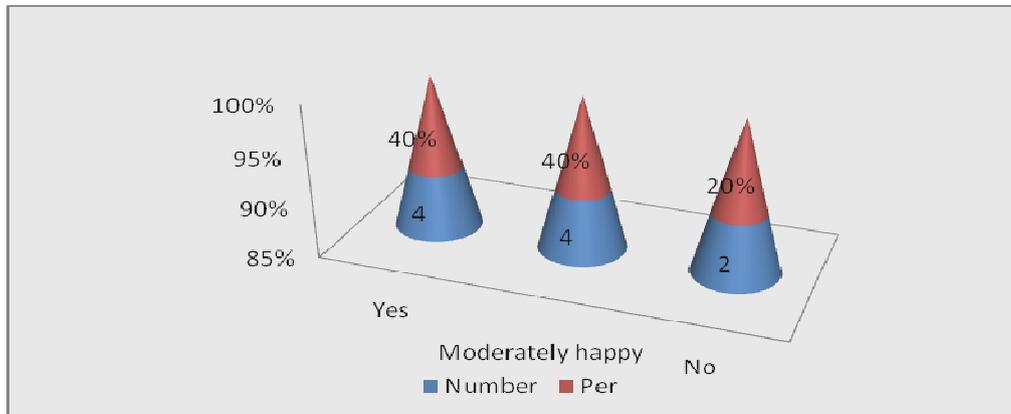
According to the above table & graph it is clearly defined that 50% respondents were given the yes opinion on the basis of company management structure and 30% remained moderate and 20% did not give any opinion.

10. Are you happy with your motivational mechanisms?

Table-10

Particular	Yes	Moderately happy	No	Total
Number	4	4	2	10
Per	40%	40%	20%	100%

Chart-10



According to the above table & graph it is clearly defined that 40% respondents were given the yes opinion on the basis of motivational mechanisms and 40% remained moderate and 20% did not give any opinion.

6. Findings

- ❖ Here we see that most of the employees are happy regarding the job environment of IBN SINA hospital. Here 70% employees are satisfied 20% employees moderately happy and 10% are unsatisfied.
- ❖ Most of the employees are moderately happy for the training process of IBN SINA hospital. So I can say that IBN SINA hospital not practice better quality training process. Here 50% employees are moderately happy & 20% are unhappy.
- ❖ In case of better quality technological facilities we see that 60% employees are says yes, 20% employees are says no and 20% no comments. So we can say that technological supports are optimum for employees
- ❖ We can state that IBN SINA hospital promotion policies are not better yet. The response percentage show that 30.77% employees say yes, 30.77% employees says no and 38.47% employees say moderately happy.
- ❖ Here we see that IBN SINA hospital given good transportation and others facilities for the employees. So maximum employees are happy and only 7.70% employees are unhappy.
- ❖ We can say that IBN SINA hospital salary structure is not so good. Here 45.46% employees are moderately happy 18.19% employees are unhappy and 36.67% employees feel good about salary structure.
- ❖ We can say that IBN SINA hospital given different types of leave. But most of the employees are not satisfied about that. Because large numbers of employees are want

much more. So here 45.46% employees are unhappy and 18.19% employees are not commencing about leave rest of employees are happy.

- ❖ We can say that IBN SINA hospital compensation structure is not so good. Here 45.46% employees are moderately happy only 18.19% employees are unhappy and 36.67% employees are saying well.
- ❖ We can say that maximum portions of the employees are happy of the organization management structure. Because 50% employees say yes, 20% employees are not commencing and 30% employees are unhappy concerning hospital management structure.
- ❖ In term of IBN SINA hospital motivational mechanism 40% employees are moderately happy, 40% employees are happy, but 20% employees are unhappy. Because they wants several changes in motivational system.

7. Recommendations

HR practices in health care aims at achieving utmost utilization of potential human resources through excellence in individual and organizational performance. It is of high relevance to the hospitals in order to survive in the competitive market.

After completing data analysis, I have come up with some suggestions which Ibn Sina Hospital can use for their advancement.

- IBN SINA Hospital should restructure their salary & other benefits
- They should increase leave facility
- The compensation package in IBN SINA Hospital is not as much as attractive. So they should restructure their compensation package
- IBN SINA Hospital should improve their promotional process
- As there is competency gap in employees of IBN SINA Hospital, that's why they should increase employee training and other development programs to develop employee's skill.
- Employee should maintain a positive attitude with coworkers and as well as with management and with others departments.
- Tactful discipline is required in order to implement sound human resource management system
- The skill set should be the minimum what is required for the proper functioning of the position.

8. Conclusion

Hospital industry possesses a vast growing potential in Bangladesh business sector. Corporate Hospital is a relatively new entrant to this private dominated industry. Severe competition in the market compelled the hospitals to strive for survival. As a consequence the idea of health care HRM emerged. IBN SINA hospitals Dhaka, though it is a small venture compared to the large potential market, has proved its competence and secured a prominent place in the health care scenario of Bangladesh as well as the learning paradise especially for the HR practitioner. The success of a hospital is largely determined by its management ability to lead the human resource in most productive manner. Hence the recommendations are to give conscious efforts to rectify the defects in HR practices and to make the HR department performance oriented in order to attain better results. The study identifies that apart from the HR department the whole organization is responsible to set up the prescribed practice. It is highly appreciable what the HR department has done so far. But there is unlimited scope of development which is still remained untouched. We will need to attain that extent of progression, pave the way of further development. We can incorporate those components for provide more comprehensive service measurement plan in health care.

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