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A Study on HRM Strategies in Hospitals

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ABSTRACT

Human resource management (HRM) was first developed as a corporate business strategy. Later it has been developed in all sectors. Effective HRM strategies are greatly needed to achieve better outcomes and access health care around the world. Many health care systems focus on developing human resource management strategies. Training and development provide support which a health care facility needs for the employee development and employment. HRM improves overall patient health outcomes and delivery of health services. This paper deals with the human resource management strategies in health care system.

Keywords: Training, Health Care, Strategy, Services and Outcome

INTRODUCTION

Human resource management (HRM) was first developed as a corporate business strategy that aimed to retain employees in the workplace and to develop personnel who generated results and whose capabilities could be effectively utilized. In recent years, human resource perspectives have been emphasized in personnel management by hospital nursing organizations.

Human resources management (HRM) is a management function concerned with hiring, motivating and maintaining people in an organization. It focuses on people in organizations. Human resource management is designing management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals.

Strategic human resource management is a proactive process of managing employees in an organization, that includes standard human resource components such as attracting, developing, rewarding, and retaining employees and brings them one step further by taking in consideration the goals and needs of other departments within the organization, and the organization itself.

It's important to analyze organization-wide goals and needs, including all departments, and create a strategy for managing employees that is aligned with the overall vision, mission and values of the particular organization. The end-goal of the strategic human resource management is ensuring a higher chance of organizational success.

REVIEW OF LITERATURE

Pamela Hogan (2001), Searched the way of Human resource management strategies for the retention of nurses, Retention of nurses is a critical problem facing health care managers across Australia today. Retention of experienced employees is not only cost effective, but of great importance to the continued high performance of the nursing services in health care organisations. This article will examine innovative human resource management strategies to promote the retention of nurses.

Shaun Tyson (1997), a process for managing the contribution of HRM to organizational performance, This paper describes human resource strategy as a management process, as part of emergent strategy formation. A framework is proposed to describe the different levels of analysis, societal, organisational and individual, which managers seek to integrate so that the meanings organisation members bring to their work are managed. The consequences of taking this approach as opposed to the rational view of HR strategy are outlined and the benefits of a processual, interpretationist perspective to the study of strategy for example by studying symbols and the processes of meaning construction are discussed.

David G. Collings (2010), The study also examines the association between the alignment of HRM practices with the overall strategic orientation of the organization and the three organizational outcomes. The results provide support for the contingency approach, with HRM and strategy fit being the only variable which impacts on all three outcomes considered. Our findings also provide some interesting insights on the applicability of western HRM 'best' practices

OBJECTIVES OF THE STUDY

- ❖ To develop better human resource management in health care systems.

- ❖ To find some new strategies in order to improve human resource management.
- ❖ Analyzing and providing new strategies to reduce employee shortages.
- ❖ To observe problems in HRM development.
- ❖ To provides better training & development to the employees.

METHODOLOGY OF THE STUDY

The research design adopted is descriptive. The secondary records were collected from specific sources. That includes the Articles, Text-books and websites.

HEALTH CARE SYSTEM STRATEGIES

The Practice Environment Scale of the Nursing Work Index was employed to assess the type of environment in which nurses wished to continue working, and factors contributing to a desirable nursing practice were effective HRM policies for hospital nursing organizations. It was also shown that the nursing practice environment was made more attractive by incorporating more of these policy elements.

The following six strategies were identified:

1. Enhancement of personal career development and organizational development.
2. Goal management and personnel evaluations to assure the quality of patient care and promote team collaboration.
3. Flexible hiring and transfer policies based on business execution.
4. Promoting outside interactions to make the organization an open system.
5. Ensuring support for career development.
6. Supporting a safe and healthy nursing practice environment by enhancement of manpower.

CHALLENGES AND ISSUES IN STRATEGIC HRM

It can be a difficult task as there is no 'right way' of developing them. The process can even be just as important as the contents of the strategies. Furthermore, implementing HR strategies with the business strategies is also a very complicated process

The integration can be achieved in two ways:

Vertical fit integration:

Vertical fit is about matching the HR measures with the strategy pursued by the company. It is considered to be a critical step towards attaining the organisational goals with an aid of human resource activities.

Horizontal fit integration:

Horizontal fit refers to the congruence among the various HRM practices among themselves. There are three factors that influence horizontal fit: HR policy, options of HR policy, and the budget of HRM.

Structure:

The success of the company depends a lot on whether there is a proper management structure in place.

Team-working:

The communication between staff is easier and more effective. In addition to that, it could have far-reaching effects on flexibility and performance and to achieving a better coordination of business.

Training & Development:

Insufficient training and development also play a significant role in high attrition rates. Low retention rates leave management with fewer choices and often leads to undertrained and ill-prepared employees placed into critical positions without the necessary skills and knowledge.

Performance:

The performance can be improved by taking the steps to improve training, development, reorganization, the development of performance management processes, business process re-engineering, etc. This scheme brings new priorities of involvement, teamwork and self-development.

Satisfaction & Morale:

Unsatisfied employees with low morale simply don't have the incentive to exceed expectations from either managers or customers. Such circumstances are especially dangerous in the hospitality industry as inferior quality service directly impacts customer satisfaction and, eventually, brand reputation.

Quality and customer care:

The aim of most companies is to achieve the competitive advantage. The competitive advantage is often measured by customer satisfaction and hence loyalty and retention. The strategy for quality should be built into the business strategy.

CONCLUSION

Human resource management is important in health care system. Effective HRM strategies are greatly needed to achieve better outcomes and access health care around the world. It also provides better services to the patients. The skilled HR Manager will find new strategies and provides solutions for avoiding employee crisis. Implementing new strategies will result in better performance of employees as well as promotes employee satisfaction.

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