



FACTORS INFLUENCING HRM PRACTICE IN Dr. AGARWAL'S EYE HOSPITAL**C. R. Nagendran¹ and Dr. K. Parthasarathy²****¹Research Scholar, Department of Life Long Learning, Bharathidasan University, Tiruchirappalli, Tamil Nadu.****²Senior Professor & Head, Department of Life Long Learning, Bharathidasan University, Tiruchirappalli, Tamil Nadu.****ABSTRACT**

The major aim of the study to find out the difference between employee age, gender, married status & family type are the factors influencing HRM Practice in the study area. Descriptive and analytical approach was used to study the research problem. Simple random technique was applied for selecting the sample size. Primary Data have been collected through questionnaire for data collection. To find out difference between dependent and independent variables so t-test were applied. It is found that there is a significant difference between male and female employees with regard to factors of HRM practices. There is also significant difference between married and unmarried employees and joint and nuclear family employees with regards to factor of HRM practices.

**KEYWORDS:** *Dr. Agarwal's Eye Hospitals Practices, Influencing Factor of HRM.***INTRODUCTION**

Human Resource Management is not a recent concept. It has existed form times immemorial as can be seen from the nothings in Kautilya's Arthasastra, as early as the 5th Century BC, which speaks of a systemic management of resources.

Every organization has either a setup of a separate human resource management department or manages human resource through the implementation of development oriented personnel policies. The Human Resource Development practices help in adding value to individuals, teams and organization as a human system. Human resource practices include the development of both those employed and that of the organization.

It has been found that features like procurement, and development of competent workforce goes a long way in maintaining competence and helps to achieve the goals of an organization. This is an effective and efficient manner of HRM practice and is the primary responsibility associated with human resource management. It also includes interviewing, job analysis and staffing. The effective utilization of manpower and organizing them, measuring the performance and appraising the work force, as also implementing reward systems for the staff, and developing professionalism and maintaining manpower are all pertinent to HRM practices. HRM does involve all management decisions in relation to manpower practices, especially those which directly affect the personnel, of the organization. The Philosophy reflected is thus the approach and the outlook of an organization. Planning, directing, organizing and controlling the manpower are the key functionalities of the Human Resource Management.

Each parameter of HRM practice focuses attention on a specific aspect of the individual progress within an organization and concentrating on the different aspects will ensure continuous development. In

order to arrive at concrete opinions regarding HRM practices, one needs to understand the different aspects that constitute HRM practices.

The present study on the HRM practices in the Dr. Agarwal's Eye Hospital has embarked on its journey of the research process by first outlining the parameters of HRM, ably supported by a wide range of literature and by pitching upon those relevant areas of HRM in the proposed study, such as the seven features of Recruitment and Selections, Training and Development, Compensation (Pay and Rewards, Performance Appraisal, Employee Involvement, Career Planning and Motivation/ Job Satisfaction, which would work as a whole towards Organizational commitment.

OBJECTIVES OF THE STUDY

- To study the HRM practices in the Dr. Agarwal Eye Hospital with select demographic components of the employees.

HYPOTHESES

1. There would not be significant difference between any gender, marital status and type of family and influencing factors of HRM Practices.

METHOD

The present research is quantitative. Descriptive and analytical approaches have been used to understand the problems involved in the field of hospital administration and management.

SAMPLING FRAME

Selection of HR personnel of different categories in various branches of Dr. Agarwal's Eye Hospital, Chennai.

SIZE OF SAMPLE

The sample consists of 360 employees working in Dr. Agarwal's Eye Hospitals who have served as the subjects of the study. The study depends on both primary and secondary data. The study has been made relying on primary data through personnel interviews as well as questionnaires with information collected from the administrative department of the hospital. The source of secondary data is from books, magazines, journals, manuals and websites. Data have been collected through the method of Simple random sampling technique.

QUESTIONNAIRE DESIGN AND DEVELOPMENT

The questionnaire administered has been prepared and administered to the staff of the sample in the selected organization to get primary information, regarding the different factors of HRM practices under study. The questionnaire has been developed and a reliability test was done before administering it to the respondents. The questionnaire consists of two parts. Part I, seeks the demographic information such as the independent variable listed and Part II, consists of 50 statements pertaining to HRM practices, as shown in the annexure at the end of this chapter.

ADMINISTRATION OF THE QUESTIONNAIRE

The questionnaire has been administered individually or as a group. In order to make the employees feel free, the manager's presence was avoided. The purpose of the questionnaire was to secure a description of the different ways in which employees and managers behave in the organizations and the situations and conditions in which they work for the goal attainment of the organization.

DATA ANALYSIS**Table 1: t-test for Significant Difference between Male and Female and Factors of HRM Practices of the Respondents**

Factors of HRM Practices	Gender				t-value	P value
	Male		Female			
	Mean	SD	Mean	SD		
Recruitment and Selection	25.80	3.02	24.95	2.79	2.748	0.006**
Compensation and Rewards	24.84	3.28	23.74	3.53	3.008	0.003**
Training and Development	20.59	2.84	19.81	2.89	2.511	0.012*
Performance Appraisal	23.93	3.30	23.09	3.46	2.293	0.022*
Employee Involvement	20.64	3.07	19.92	2.81	2.298	0.022*
Career Planning	17.41	2.31	17.01	2.36	1.617	0.107
Motivation/Job Satisfaction	24.55	3.13	23.69	3.11	2.564	0.011*
Organizational Commitment	20.41	3.27	19.96	3.30	1.283	0.200

Note: 1. **denotes significant at 1% level
2. *denotes significant at 5% level

Table-1 reveals that P-value is less than 0.01 and the sub hypothesis-1 is rejected at 1% with regard to Recruitment and Selection and Compensation (Pay and Rewards). Hence there is a significant difference between male and female employees with regard to factors of Recruitment and Selection and Compensation and Rewards. Based on mean score, male employees are better in Recruitment and Selection and Compensation (Pay) and Rewards than female employees in all dimensions because males are having close contact with the public.

Since P value is less than 0.05, the sub hypothesis-1 is rejected at 5% level with regard to Training and Development, Performance Appraisal, Employee Involvement and Job Satisfaction. Hence there is a significant difference between male and female with regard to Training and Development, Performance Appraisal, Employee Involvement and Motivation/Job Satisfaction. Based on mean score, males are better in Motivation/Job satisfaction than female employees because males are having close contact with the public.

There is no significant different between male and female with regard to Career Planning and Organisational Commitment, since P value is greater than 0.05. Hence the null hypothesis is accepted with regard to Career Planning and Organisational Commitment. Based on mean score, male is better in Organizational Commitment than female employees.

Table 2: t-test for Significant Difference between the Married and the Unmarried and Factors of HRM Practice of the Respondents

Factors of HRM Practices	Marital Status				t-value	P value
	Married		Unmarried			
	Mean	SD	Mean	SD		
Recruitment and Selection	25.58	2.88	24.73	2.91	2.622	0.009**
Compensation and Rewards	24.46	3.28	23.64	3.78	2.124	0.034*
Training and Development	20.21	2.94	19.95	2.79	0.818	0.414
Performance Appraisal	23.60	3.31	23.08	3.63	1.341	0.181
Employee Involvement	20.54	2.97	19.55	2.77	3.025	0.003**

Career Planning	17.38	2.40	16.76	2.18	2.345	0.020*
Motivation/Job Satisfaction	24.31	3.03	23.50	3.29	2.313	0.021*
Organisational Commitment	20.31	3.26	19.82	3.34	1.310	0.191

Note: 1. **denotes significant at 1% level
2. *denotes significant at 5% level

Table-2 shows that P value is less than 0.01 and so, the sub- hypothesis 2 is rejected at 1% level with regard to Recruitment and Selection and Employee Involvement. Hence there is significant difference between married and unmarried employees with regard to factors of Recruitment and Selection and Employee Involvement. Based on the mean score, the married are better in Recruitment and Selection than unmarried employees.

Since P value is less than 0.05, the sub-hypothesis 2 is rejected at 5%level, with regard to Compensation(Pay) and Rewards, Career planning and Motivation/Job satisfaction. Hence there is significant difference between married and unmarried employees with regard to Compensation (Pay) and Rewards, Career Planning and Motivation/Job Satisfaction. Based on the mean score, married employees are better in Compensation (Pay) and Rewards than unmarried employees.

There is no significant difference between married and unmarried of employees with regard to Training and Development, Performance Appraisal and organizational commitment, since P value is greater than 0.05. Hence the sub-hypothesis-2 is accepted with regard to Training and Development, Performance Appraisal and organizational commitment. Based on the mean score, married employees are better in Performance Appraisal than unmarried employees.

Table 3: t test for Significant Difference between Joint and Nuclear Family and Factors of HRM Practices of the Respondents

Factors of HRM Practices	Type of Family				t-value	P value
	Joint		Nuclear			
	Mean	SD	Mean	SD		
Recruitment and Selection	24.88	2.91	25.54	2.89	2.076	0.039*
Compensation and Rewards	23.59	3.59	24.52	3.36	2.469	0.014*
Training and Development	19.93	3.04	20.24	2.81	0.969	0.333
Performance Appraisal	22.77	3.44	23.80	3.36	2.775	0.006**
Employee Involvement	19.63	2.87	20.54	2.93	2.857	0.005**
Career Planning	16.95	2.36	17.30	2.33	1.389	0.166
Motivation/Job Satisfaction	23.44	3.07	24.38	3.13	2.747	0.006**
Organisational Commitment	19.80	3.51	20.34	3.16	1.505	0.133

Note: 1. **denotes significant at 1% level
2. *denotes significant at 5% level

Table-3 reveals that P value is less than 0.01 and so, the sub- hypothesis-3 is rejected at 1% level with regard to Performance Appraisal, Motivation/Job satisfaction and Employee Involvement. There is significant difference between joint family and nuclear family employees with regard to factors of Performance Appraisal, Motivation/Job Satisfaction and Employee Involvement. Based on the mean score, the nuclear family employees are better in Job Motivation/job satisfaction than joint family employees.

Since P value is less than 0.05, the sub-hypothesis-3 is rejected at 5% level with regard to

Recruitment and Selection and Compensation (Pay) and Rewards. Hence there is significant difference between joint family and nuclear family employees with regard to Recruitment and Selection and Compensation (Pay) and Rewards. Based on the mean score, nuclear family employees are better in Recruitment and Selection than joint family employees.

There is no significant difference between joint family and nuclear family of employees with regard to Training and Development, Career Planning and Organizational commitment since P value is greater than 0.05. Hence the sub- hypothesis-3 is accepted with regard to Training and Development, Career Planning and organizational commitment. Based on the mean score, nuclear families are better in Training and Development than the joint family.

DISCUSSION AND CONCLUSION

The study found that there are significant difference between respondent's profiles is gender, marital status and type of family and factors of HRM practices in the study. Further, it is found that there is a significant difference between male and female employees with regard to factors of HRM practice. There is also significant difference between married and unmarried employees with regard to factors of HRM practices. There is significant difference between joint and nuclear family employees with regard to factors of HRM practices.

Any organization needs to have these processes in order to arrive at a proper blue print for HRM implementation. The first step is recruitment and selection and the study has analysed this process from various angles and has come out with different findings. The next factor of training and development allows one to go into the process of improvement and growth not only for the individual but also for the organization.

Performance appraisal is key to finding out the retain ability and promotional opportunities of an employee and organizations capacity to identify key personnel in key posts. The next parameter of the employee involvement needs to be assessed for the sake of understanding the dependability and loyalty status of the employees in an organization. Career planning is an area which is of particular interest to the employee but in the present day of technological advancement it behaves the company to plan the career of each employee through proper training and development so that the organizations future expansions plan can be well ordained. For all activities of HRM, from the point of you of the employee, as also the organization, there needs to be both motivation and job satisfaction. There are various avenues and ways of motivating an individual and also ensuring his/her job satisfaction.

The sample in Dr. Agarwal's Eye Hospital is having less than one year experience and it can be concluded that training and developing this young and threshold occupants of the specific job need very discrete handling and even more competent supervision. It is concluded that more needs to be done to make personnel continue with the organization for longer periods than is presently the case. Out of the parameters of HRM practices Recruitment and Selection forms the start of the process in HRM the sample shows that in the Dr. Agarwal's Eye Hospital merit is the most significant factor in Recruitment and Selection.

It is concluded that this is a healthy trend of giving merit the top place of importance in the recruitment and selection process of the Dr. Agarwal's Eye Hospital. Training and Development is a concept that needs a thorough understanding not only by the recipients but more shown by those who are organising such training and development. The success of the Training and Development programmes in Dr. Agarwal's Eye Hospital can be attributed to the fact that training needs are discussed and identified based on the business strategy of the organization.

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