

Dissertation

In

Park Hospital Faridabad

(January 10 – April 10, 2014)

Title of the Report

**Study on Human Resource Management Practices in Park Hospital,
Faridabad and its
Impact on Employee Satisfaction**

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2012-14

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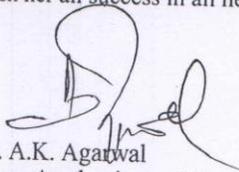
2014

TO WHOMSOEVER MAY CONCERN

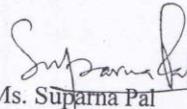
This is to certify that Dr. Shweta Rani student of Post Graduate Diploma in Hospital and Health Management (PGDHM) from International Institute of Health Management Research, New Delhi has undergone internship training at Park Hospital, Faridabad from 10th January, 2014 to 10th April, 2014.

The Candidate has successfully carried out the study designated to her during internship training and her approach to the study has been sincere, scientific and analytical.

The Internship is in fulfillment of the course requirements. I wish her all success in all her future endeavors.



Dr. A.K. Agarwal
Dean, Academics and Student Affairs
IIHMR, New Delhi



Ms. Suparna Pal
IIHMR, New Delhi



Park Hospital

A Multi Super Speciality Hospital

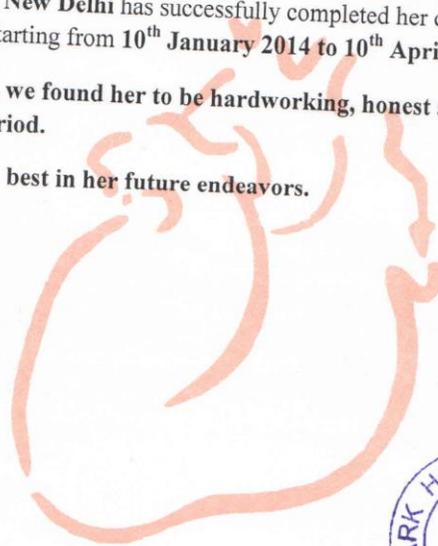


To whomsoever it may concern

This to certify that **Dr. Shweta Rani**, student of **International Institute of Health Management Research, New Delhi** has successfully completed her dissertation in **Human Resource Department** starting from **10th January 2014 to 10th April 2014**.

During her dissertation, we found her to be hardworking, honest and sincere. Her conduct was good during this period.

We wish her all the very best in her future endeavors.




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Certificate of Approval

The following dissertation titled **Study on Human Resource Management Practices in Park Hospital, Faridabad and its Impact on Employee Satisfaction** is hereby approved as a certified study in management carried out and presented in a manner satisfactorily to warrant its acceptance as a pre-requisite for the award of **Post- Graduate Diploma in Hospital and Health Management** for which it has been submitted. It is understood that by this approval the undersigned do not necessarily endorse or approve any statement made, opinion expressed or conclusion drawn therein but approve the dissertation only for the purpose it is submitted.

Dissertation Examination Committee for evaluation of dissertation.

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INTERNATIONAL INSTITUTE OF HEALTH MANAGEMENT RESEARCH,
NEW DELHI

CERTIFICATE BY SCHOLAR

This is to certify that the dissertation titled **Study on Human Resource Management Practices in Park Hospital, Faridabad and its Impact on Employee Satisfaction** and submitted by (Name) **Dr. Shweta Rani** Enrollment No. **PG/12/85** under the supervision of **Ms. Suparna Pal** for award of Postgraduate Diploma in Hospital and Health Management of the Institute carried out during the period from **10th January 2014 to 10th April 2014** embodies my original work and has not formed the basis for the award of any degree, diploma associate ship, fellowship, titles in this or any other Institute or other similar institution of higher learning.

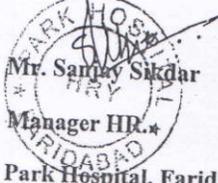

Signature

Certificate from Dissertation Advisory Committee

This is to certify that **Dr.Shweta Rani**, a participant of the **Post Graduate Diploma in Health and Hospital Management**, has worked under our guidance and supervision. She is submitting this dissertation titled, "**Study on Human Resource Management Practices in Park Hospital, Faridabad and its Impact on Employee Satisfaction**" in partial fulfillment of the requirements for the award of the **Post-Graduate Diploma in Health and Hospital Management**.

This dissertation has the requisite standard and to the best of our knowledge no part of it has been reproduced from any other dissertation, monograph, report or book.

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FEEDBACK FORM

Name of the Student: Dr. Shweta Rani

Dissertation Organization: Park Hospital Faridabad

Area of Dissertation: Human Resource Department.

Attendance: 100%

Objectives achieved: Fully met objectives.

Deliverables: Well Defined.

Strengths: Sincere, Hardworking, Positive learning attitude with good communications skills and have good analytical skills.

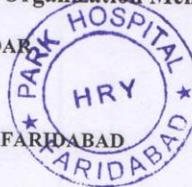
Suggestions for Improvement: Keep your emotions in control.


Signature of the Officer-in-Charge/ Organization Mentor (Dissertation)

MR. SANJAY SIKDAR

MANAGER HR

PARK HOSPITAL FARIDABAD



Date: 11th April 2014

Place: Faridabad

Acknowledgement

Any attempt at any level cannot be satisfactorily completed without the support and guidance of learned people. I owe a great debt to all the professionals at Asian Heart Institute and Research Centre, Mumbai for sharing generously their knowledge and time, which inspired me to do our best during my summer training.

I would like to express our immense gratitude to **Dr. Ajit Gupta Chairman and Dr. P.S. Yadav Medical Director** PARK HOSPITAL FARIDABAD for providing support and guidance for the learning in the hospital and for directing the thoughts, goals and objectives towards the attitude that drives to achieve and other aspects that one as novice needs to be acquainted with. It has been a privilege to work under his dynamic supervision at the hospital.

I express my heartfelt gratitude to **Mr. Sanjay Sikdar Manager HR** for providing me with valuable information and an opportunity of working in his department.

I am glad to acknowledge **Dr. L.P.Singh, Director, Dr. A.K. Aggrawal, Dean, Academic and Students' Affairs,** and **Ms Suprana Pal (Mentor)**, IIHMR for incorporating right attitude into me towards learning and for helping and supporting whenever required. I am grateful to them for giving me an opportunity to learn administrative tricks and styles, so that I come to know how a hospital caters their patients successfully and how a hospital gives quality treatment to patients.

I also like to acknowledge all the Hospital staff for their support and sharing their knowledge regarding the study.

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LIST OF ABBREVIATIONS

The following abbreviations have been used in this study-

ASST –	Assistant
CEO –	Chief Executive Office
r Dept. –	Department
HCO -	Health Care organization
HOD –	Head of the Department
HR –	Human Resources
HRM –	Human Resource Management
ICU –	Intensive Care Unit
IT –	Information Technology
MBO -	Management by Objectives
PA –	Performance Appraisal
SQ –	Service Quality
TDP –	Training and Development Programme
TQM –	Total Quality Management
STS -	Strategic Training System
TTS -	Traditional Training System
UT -	Union Territory
Admin-	Administrative

ORGANIZATION PROFILE

Park Hospital

The Park Legacy

The Park has a strong legacy of more than 3 decades that redefines healthcare arena in a unique and larger perspective. Since its inception the group has always strived to take the healthcare services to a new level. This journey of healthcare excellence and highest level of patient satisfaction has seen many milestones on its way. Today the group boasts a panel of more than 100 doctors and an array of state-of-the-art healthcare facilities across its hospitals in West Delhi, South Delhi, Gurgaon, Faridabad and Panipat. Patients at Park include common people, corporate, government employees and many who's who of the society. Park envisions of providing latest and affordable services to the people of all social and economic backgrounds. With a passion to surpass patients' expectations and bring about a meaningful change in the lives of people, the Park is on its way to becoming a leading healthcare provider of north India.

Chain of Park Hospital

Park Hospital (Gurgaon)

Park Hospital (West Delhi)

Park Sunil Hospital (South Delhi)

Park Cancer Hospital (West Delhi)

Park Hospital (Faridabad)

Park Hospital (Hodal)

Park Hospital Faridabad

Park Hospital Faridabad is an ambitious initiative from the house of Park. Fully-equipped with all state-of-the-art medical facilities, this hospital, with a capacity of 250 beds, is the beginning of a new era in taking healthcare services to a new level. Park Hospital envisions of providing a comprehensive spectrum of advanced medical & surgical interventions with a perfect mix of inpatient and outpatient services to people of all social and economic backgrounds. It is the onset of a new experience where patients not only get medical services as per international standards but also receive an empathetic and humane treatment by the professionals attending to them. It is about pursuing a dream called 'wellness for all'

The Park has a strong legacy of more than 3 decades that redefines healthcare arena in a unique and larger perspective. Since its inception the group has always strived to take the healthcare services to a new level. This journey of healthcare excellence and highest level of patient satisfaction has seen many milestones on its way. Today the group boasts a panel of more than 100 doctors and an array of state-of-the-art healthcare facilities across its hospitals in West Delhi, South Delhi, Gurgaon, Faridabad and Panipat. Patients at Park include common people, corporate, government employees and many who's who of the society. Park envisions of providing latest and affordable services to the people of all social and economic backgrounds. With a passion to surpass patients' expectations and bring about a meaningful change in the lives of people, the Park is on its way to becoming a leading healthcare provider of north India.

The Park Mission

"To deliver state-of-the-art personalized healthcare services to people of all social and economic background and achieve highest level of patient satisfaction."

The Park Vision

"To be a leading name in the healthcare sector by providing holistic healthcare at affordable cost."

About Logo

PERSONALISED

ALL SPECIALITIES

REASONABLE COST

QUALITY SERVICES



The two hands stand for care & help. Blue color signifies excellence and orange indicates the zeal for care. The logo also assures people that they are in safe and caring hands

Commitment Towards Quality

At Park Hospital, we believe in our people, our systems and our commitment to quality and continuous improvement. It is our aim to deliver safe, cost-effective care to the community and the patients we serve. At Our Hospital we believe that the patient experience is comprised of outstanding quality and excellent customer service.

We are committed to provide our patients with the: Highest-quality, safest and most-satisfying care possible.

There are many factors that patients and their families consider when choosing a hospital, but, the most important ones are the quality of patient care and the satisfaction experienced by both the patients and their families. That's why we follow strict quality and safety practices throughout our entire hospital, monitor our staff's compliance with these practices and continuously seek ways to improve.

Park Hospital is committed to meet or exceed customer expectation in quality, delivery and cost. As the level of their expectation increases every year, continuous quality improvement is critical to our success in the competitive marketplace.

***“Doing the right thing, the right way,
at the right time, in the right amount,
for the right patient
that does not result in harm to the patient.”***

For us, quality performance means two things. First, we take pride in satisfying our customers by delivering services to meet their specified requirements at affordable cost. Secondly, we are committed to continuously improving the processes and revising the standards by which we provide our services so that our work meets requirements and is done right the first time.

The key elements of a successful strategy

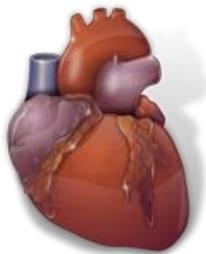
- Developing the right culture for quality to flourish
- Attracting and retaining the right people to promote quality
- Devising and updating the right in-house processes for quality improvement
- Giving staff the right tools to do the job.

Why Park?

- 30 years of trust and unmatched experience
- Understands the difference between ‘being well’ and ‘wellbeing’
- Comprehensive quality care at an affordable cost
- Wide range of healthcare solutions under one roof
- Inspired by humanity & driven by values
- Based on the philosophy of ‘Patient First’
- One of the fastest growing healthcare names of Delhi NCR
- Excellent track record in patient care and satisfaction

SERVICES AVAILABLE AT PARK HOSPITAL FARIDABAD

Cardiology Department



Cardiovascular Division at Park Hospital is **Centre of Excellence for Cardiovascular Sciences**. We have one of the best technologies, skills and knowledge to ensure that every patient gets best cardiac treatment.

CARDIAC CATH LAB

Park Hospital has latest GE Innova® 3100 IQ which can perform a wide range of procedures including peripheral, neurological imaging and cardiac. It has imaging system that offers advanced technologies, such as AutoEx, features and controls to help effectively deliver excellent required image quality at a low dose. It particularly helps clearly see fine vessel detail right up to the surface of the skin with its excellent dynamic range. It Images small vessels all the way to the body's periphery without density filters or close collimation. The square format panel offers a wide range of complex cardiac positioning angles with InnovaSense™ automatic patient contouring to help optimize efficiency. Panel size and magnification to a 12 cm field of view provides imaging of large cardiac silhouettes. It obtain excellent peripheral angiographic and interventional imaging virtually anywhere in the body with convenient detector positioning, flexible acquisition protocols, and excellent image quality with industry leading dose efficiency.

Interventional Procedures

- Coronary Angiography and Coronary Angioplasty,
- Complex Coronary Interventions including left main, ostial and bifurcations,
- Peripheral Angiography and Angioplasty
- Pacemaker implantation,
- ICD implantation
- Rotablation Rotational Atherectomy, Directional Atherectomy and Rotacs Procedure,
- ASD/VSD Closure
- BMV
- Intravascular Ultrasound (IVUS)

Park Hospital is first Hospital in the country to bring in **Laser Coronary Intervention** and **Remote Magnetic Navigation System (Robotic Angioplasty)** soon. The hospital also runs a 24 hour acute myocardial infarction intervention (**Primary PCI**) program which is supported by 24 hour functional cath lab, onsite interventional cardiologist, cath lab nurse and technologist. The average “door to balloon time” here is less than 45 min which is comparable to the best centers in the world. The cath lab procedures are supported by an expert team of anesthesiologists who make the procedures safe and pain free. Well equipped Day cath facilities, pre and post cath areas of international standards make the procedure a very pleasant experience.

Cardiac Surgery

At Park Hospital we perform all types of thoracic and cardiovascular operations have including Port Access surgery, Off-Pump Coronary Artery Bypass (OPCAB), and Minimally Invasive Coronary Artery Bypass (MIDCAB),with one of the best success rate in the world.

- Bypass surgery
- Valve surgery
- Congenital heart surgery
- Aortic surgery
- Atrial fibrillation surgery

- Hypertrophic cardiomyopathy surgery
- Heart failure surgery
- Minimally invasive heart surgery

Patient-centered system

We strive to provide each patient and family member with education, support and world-class medical care extending from his first visit until discharge. We also provide personal services (including a free “concierge” service for out-of-state patients) that put the comfort and well-being of cardiac surgery patients before all other considerations.

Outcomes

Every year, the heart surgeons at Park Hospital achieve outstanding surgical outcomes – even for the most complex, difficult cases. The Park Hospital model emphasizes an integrated, team approach to provide the best care for each patient.

Latest Advances

Park Hospital is on the cutting-edge of new, advanced treatment options, such as minimally invasive cardiac surgery, “off-pump” bypass and robotically assisted surgery.

Our Working Philosophy

In addition to offering ground-breaking technology, our program provides patients with the advantage of an on-site multi-disciplinary team of anesthesiologists, intensivists, interventional radiologists, vascular surgeons, advanced practice nurses, nurse practitioners, dietitians, physical therapists, and social workers.

This team often expands to include immediate care from on-site physicians from every medical specialty required. Our multi-disciplinary approach and expertise has gained us the reputation of being the best-prepared practice to handle procedures that may be complex and/or complicated by underlying illness or age. Our cases consisting of many complex and complicated procedures in all areas, including pediatric and aortic cardiac procedures, assures patients that they are receiving the best care possible from some of the most experienced and expertly skilled surgeons in the world.

Orthopedics Department



This center at Park Hospital offers the following surgical care employing sophisticated techniques for the treatment of joints using equipments like operating microscopes and computer navigations. We have the operation theaters equipped with Laminar Air flow systems and Specialized filters to minimize the risk of infections.

The center is equipped with latest implants like high flexion implants and offers physiotherapy services.

General Orthopedics

- Deformity correction
- Reduction of fracture
- Sport Injuries
- Treatment of Degenerative diseases like – Osteoporosis

Joint Reconstruction

- Arthroscopic surgery
- Hand Surgery
- Hip Replacement
- Knee Replacement
- Shoulder replacement
- Surface replacement of hip

Ortho Spine Treatment

- Spine fracture and Paralysis
- Degenerative Spine
- Revision spine Surgery
- Spine Instrumentation
- Spine Tumor
- Ozonolysis

Neurology and Neurosurgery Department



This department at Park Hospital offers evaluation, specialized care of wide range of services to patients with Backache, Brain Hemorrhage, Epilepsy, Facial pain, Headache to stroke, Neuro oncology and Spinal disorders

Stroke center

- Intraarterial thrombolysis
- Intravenous thrombolysis
- Mechanical thrombolysis
- Stroke prevention
- Stroke rehabilitation

Clinics

- Dementia Clinic
- Headache Clinic
- Movement Disorder Clinic
- Multiple sclerosis

Services Available

- Brain Tumour surgery
- Cerebro –vascular Surgery
- Deep Brain Stimulation
- Head Injury Surgery
- Neuro Navigation
- Paediatrics Neurosurgery
- Skull base Surgery
- Sterotactic Neurosurgery

Spine Surgery Center

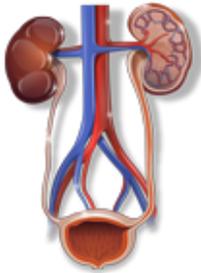
- Anterior Decompression and fixation of Cervical spine
- Corrective Surgery for Kyphosis /Scoliosis

- Disc replacement
- Kyphoplasty
- Minimal Invasive spinal surgery
- Paediatrics Neurosurgery
- Posterior Lumbar interbody fusion
- Retriperitoneal Decompression
- Transformational Lumbar Interbody fusion
- Transthoracic Decompression

Neurophysiology Laboratory

- EEG
- EMG
- Evoked Potentials
- Long term Memory Test
- Nerve Conduction Studies (NCV)
- Sleep studies

Nephrology & Urology Department



Park Renal Center of Kidney and Urology is a unique resource for those with the diseases of the urinary system, including the kidneys, bladder and prostate gland. We are proud to offer some of the region's finest experts covering every major urology and nephrology specialty. We provide patient oriented management of cancer and benign urological diseases by integrating and leveraging our combined expertise. The center works as a cohesive team with interdisciplinary interactions between urologists, nephrologists, medical and radiation oncologists.

Facilities Offered

Nephrology

- CRRT , Plasma –pheresis
- Dialysis done under the supervision of Nephrologist with separate room for separate patients
- Facility for isolation hemodialysis
- Latest ultramodern hemodialysis machines with bicarbonate dialysis
- Preventative & Critical care Nephrology

- Reverse Osmosis water plant for pure and trace element free water for dialysis

Urology

- Non surgical removal of kidney stones through Lithotripsy
- Cystoscopy
- Bladder Cancer surgery
- PCNL
- Benign prostatic hyperplasia
- Erectile dysfunction
- Kidney cancer
- Kidney stone surgical management
- Pediatric urological problem
- Penile cancer
- Prostate Cancer
- Laser surgery for Prostate
- Prostatitis
- Testicular cancer
- Urinary incontinence
- Hernia & Hydroceles

Gastroenterology Department



Gastroenterology is a medical specialty dealing with the study of the digestive system and its disorders. Diseases affecting the gastrointestinal tract, which includes the organs from mouth to anus, along the alimentary canal, are the focus of this specialty. Hepatology, or hepatobiliary medicine, encompasses the study of the liver, pancreas, and biliary tree, and is traditionally considered a sub-specialty associated with gastroenterology. The knowledge and technology in Gastroenterology has grown in the last times.

The department of Gastroenterology at Park Hospital provides a comprehensive and state-of-the-art service by means of the outpatient and inpatient facilities. The department is managed by experienced Gastroenterologists, efficient medical officers, skilled and compassionate paramedical staff and well trained technicians and other personals. The latest equipments and technology of the department is supported by the highly skilled and expert medical and

paramedical staff. The department is proficient in providing excellent medical care for all the patients with disorders of the gastro-intestinal system.

Some of the illnesses managed by the department are:

- Esophageal disorders: Reflux, motility problems, malignancy
- Peptic ulcer disease
- Complex luminal disease: e.g. inflammatory bowel diseases
- Irritable Bowel syndrome
- Gastrointestinal infections
- Gastrointestinal bleeding of all causes
- Symptoms like Excessive bloating, “Gas”, Loss of appetite, Loss of weight, Anemia, Pain abdomen, Foreign bodies in gastrointestinal tract
- Jaundice both medical and obstructive
- Complex liver disease, Viral hepatitis, infection autoimmune disease
- Chronic liver disease, management of cirrhosis and its complications (Hepatocellular cancer, Variceal bleeding, hepatic encephalopathy, hepatorenal syndrome
- Gall bladder: cholecystitis, stones, cancer
- Acute and chronic pancreatitis
- Pancreatic Cancer

Facilities

The gastro-intestinal services are supported by both inpatient and outpatient services including

- Upper Endoscopy
- Colonoscopy
- Polypectomy
- Variceal Sclerotherapy/banding
- Esophageal/enteral/colonic Stentig

- Liver biopsy
- Glue injection for fundal varicies
- Esophageal /Enteral dilation, balloon and bougie
- Enteral (naso- jejunal) tube placement
- Sclerotherapy for piles
- Argon Plasma Coagulation (APC)
- Foreign body removal
- Percutaneous Endoscopic Gastrostomy Tube Placement(PEG)
- Endoscopic Cystogastrostomy
- Endoscopic Retrograde Cholangio Pancreatography (ERCP), both biliary and pancreatic
- Therapeutic
- Enteroscopy
- Capsule Endoscopy
- MRCP
- Dietetics and Nutrition
- Screening and Surveillance of gastrointestinal and liver diseases

Pediatrics Department



Park pediatrics care offers state-of-the-art tertiary care in various pediatric specialties. Our aim is to provide holistic care to the children in an environment which is sensitive to the needs of child and the family. To provide comprehensive management of problems of children, excellent support is available from experts in rehabilitation and physiotherapy, dietetics and nutrition, child guidance etc.

The center has well equipped **Pediatric Intensive Care Unit** comparable to best in the world. Our team of doctors at PICU is most dedicated and committed to their patients.

Services offered:

- All types of Pediatric emergencies
- Pediatric Intensive care and Pulmonology
- Pediatric metabolic medicine including juvenile diabetes
- Pediatric neurology
- Pediatric cardiology and cardio vascular surgery
- Pediatric gastro-enterology
- Pediatric nephrology
- Pediatric Oncology
- Pediatric infectious diseases and immunology

General / Minimally Invasive Surgery Department



Park Hospital boast of a unique, most advanced comprehensive General as well as Laparoscopic / Minimal Invasive surgery which offers highest degree of most precise Minimal Invasive Surgery done by surgeons of repute following the easiest recovery of patients.

The Department has state of the art Operation Theatres with laminar air flow for air-conditioning with HEPA filters imported dual dome OT lights, low flow anesthesia machines with built in ventilators and complete monitoring system .Patient safety is also enhanced by infection control committee which works towards bringing in almost zero infection rate in all surgical procedures.

Some of the commonly offered surgeries are:

- Advanced Laparoscopic and minimally invasive surgery
- Benign and Malignant diseases of Esophagus, Stomach and intestine
- Gall bladder diseases and surgical jaundice
- Liver ,Spleen and Pancreatic Surgery

Internal Medicine Department



Department of Internal Medicine strives to provide compassionate, comprehensive and state of the art personalized care.

- General Internal Medicine
- Cardiovascular Medicine
- Endocrinology
- Diabetes metabolism
- Hepatology
- Infectious diseases
- Rheumatology
- Immunology

Comprehensive management of infertile couples with emphatic approach



- Ovulation Induction
- IUI
- IVF-ET
- ICSI
- IMSI
- Surgical Sperm Retrieval
- Assisted Hatching
- Budget IVF
- Cryopreservation program

- Surrogacy
- Fertility enhancing surgeries
- Genetic Counseling
- Third party reproduction
- Andrology
- Psychosexual counseling

Intra Uterine Insemination (IUI)

Once known as artificial insemination, intrauterine insemination (IUI) is the process by which sperm is deposited in a women's uterus through artificial means. IUI begets better results when carried out during a natural cycle. Thus it is usually preceded by ovulation induction / ovarian stimulation using appropriate fertility enhancing drugs.

Available facilities for this procedure include an advanced IUI Lab with a separate semen collection room.

In Vitro Fertilization (IVF) & Embryo Transfer (ET)

With IVF, a method of assisted reproduction, a man's sperm and the women's egg are combined in a laboratory dish, where fertilization occurs. The resulting embryo is then transferred to the women's uterus (womb) to implant and develop naturally. Usually, 2-3 embryos are placed in the women's uterus at one time. Each attempt is called a cycle. The term test tube is often used to refer to children conceived with this technique.

Intra Cytoplasmic Sperm Injection (ICSI)

ICSI is advancement in the procedure of in vitro fertilization where in a single sperm is injected directly into egg. This procedure is most commonly used to overcome male infertility problems, although it may also be used where eggs cannot easily be penetrated by sperm as in recurrent IUI failures.

The steps involve in ICSI procedure are exactly the same as for IVF, except that fertilization is achieved with the help of a micromanipulator. In some cases, when there is a complete absence of sperm in the ejaculate, sperm can be retrieved from the testis / epididymis and used for ICSI.

The testicular / epididymis sperm retrieval techniques are PESA (Percutaneous Epididymis Sperm Aspiration), MESA (Microsurgical Epididymis Sperm Aspiration), TESA, (Testicular Sperm Aspiration) and TESE (Testicular Sperm Extraction).

IVF using donor oocyte (eggs) / donor embryo / surrogacy

Some women with poor ovarian reserve who may be unable to produce their own eggs or whose eggs may fail to fertilize during an IVF cycle can be helped by using donor eggs. Replacement at donor embryos and surrogacy are other options available to the infertile couple.

Cryo Preservation of Embryos (embryo freezing)

Cryopreservation is a process where cells or whole tissues are preserved by cooling to low sub-zero temperatures, -196 0C (the boiling point of liquid nitrogen). At these low temperatures, any biological activity, including the biochemical reactions that would lead to cell death, is effectively stopped. These frozen embryos can be used subsequently without the need for ovarian stimulation and egg retrieval.

ENT Department



This department has been equipped with advanced diagnostic and surgical instruments specialized for ENT Care and treatment.

Key Surgeries

- Adenoidectomy
- All Head & Neck cancers
- Audiometry
- Cochlear Implant
- Early detection of oro-laryngeal cancer
- Endoscopic Nasal Surgery
- Foreign Body removal
- Functional Endoscopic Sinus Surgery (FESS)
- Hearing Aid Trial
- Mastoidectomy
- Microlaryngoscopic Surgery
- Microsurgery for ear and Larynx
- Myringoplasty
- Paediatric Sinusitis Treatment
- Phonosurgery
- Septoplasty
- Speech Rehabilitation
- Stapedectomy
- Surgery for middle and internal ear
- Surgery for Snoring and Sleep Disorders

- Tonsillectomy
- Treatment for Sinusitis
- Tympanoplasty

Dental Care Department



We at Park Hospital can assure you that you have arrived at the perfect resource packed with all the necessary information you need to know and much more. We offer cheap dental implants that help you save a fortune on your treatment when compared to other dental clinics. Their affordability does not in any way overshadow the superlative quality of treatment we offer. As a result, our dental implant packages attract more and more overseas patients every year. Our clinic is completely mercury free and we can get your metal fillings changed into tooth colour fillings in one visit.

Other routine treatments offered at the clinic include Sinus grafting, Bone grafting, Nerve repositioning, Complex Dental Implant, Hi-bridges, dentures fixed to implants and other fixed way of replacing teeth.

Our Hospital have a well respected dental specialist, leading a team of dental experts. This team of dedicated and dynamic specialists is committed to:

- Treating patients with personalized care and compassion
- Keeping themselves abreast with latest trends & techniques, by regularly attending Conferences, Courses and Continuing Education Programs.

The office conforms to global standards with respect to;

- State-of-the-Science Expertise
- State of the Art equipment
- World Class Material

Park Hospital is committed to ethics high standards and pursuing excellence in advocacy, community service and education.

Together these dental surgeons conduct COMPREHENSIVE DENTAL CARE which includes:

- Dental Implants/Immediate Implants/Teeth In An Hour: Revolutionary as this is as close to natural teeth as can be.
- Micro-Root Canal Treatments, RCT'S (include+ng one sitting RCT'S) to save your natural teeth.
- Piezo-surgery
- Tooth Coloured Restorations beautifully matched to your natural teeth.
- Cosmetic dental procedures viz.. cosmetic contouring and bonding for the Smile Design you always desired.
- Composite Veneers/All Ceramic Veneers/Thineers to close gaps between teeth.
- Brighter Whiter Smile In 1 Hour By Zoom Advanced/procedure for home whitening kit also available.
- Tooth Diamond to add that extra sparkle in your smile.
- Depigmentation of Dark Gums and treatment of gummy smiles.
- Invisible Ceramic Braces/Lingual or Palatal Braces i.e. on the underside of the teeth - Now age no bar and no social embarrassment with braces.
- Clear Aligners viz... Invisalign to align crooked teeth.
- Nti Device/Night Guard for teeth grinders/bruxers to get rid of that nagging headache/muscle soreness.
- Snore Guard for a sound sleep.
- Sealants/Fluoride treatments for kids as prevention of decay is better than cure.
- Deep Cleaning Of Gums And Root Planing- mandatory every 6 months.
- Surgical treatments; Gum/Bone Grafts/Extractions of teeth including impacted teeth.
- Crowns and Bridges (All Ceramic Metal Free viz. By Procera/ Ceramic fused to metal/ only metal- both non precious and precious).

Park Hospital aims to provide a custom-made, cost-effective treatment plan to suit every discerning patient's needs. High safety standards are adopted at the clinic with great emphasis being placed on asepsis and sterilization. Emergencies are treated on priority.

Respect For Your Time:

- No waiting – treatment by appointment only.
- Scheduling for dento-tourists, in advance.
- Central location, adequate car parking within clinic compound.
- All dental specialities / latest treatment modalities (or single sitting implants / all ceramic crowns /lingual braces etc) and facilities (including comprehensive lab & X-Ray) at one place.
- Co-ordinated care with physician, if required.

Personalized Professional Care:

- Committed and caring team of experienced dental surgeons.
- Custom made, cost effective treatment plan for the discerning patient.
- Facility of advance scheduling for dento-tourists.

Concern For Hygiene And Patient Safety: Strict sterilization procedures:

- 1) Scrubbing instruments with spirit thoroughly
- 2) Soaking for 45 minutes in bactericidal antiseptic like KORSOLEX
- 3) Autoclaving
- 4) Disposable consumables used

Only international quality material used

Use of state-of-the-art equipment, including:

- 1) Latest Intra-Oral Camera.
- 2) Zoom Advanced for teeth whitening within one hour.

Ophthalmology Department



Park's Eye center offers state-of-the-art modern diagnostic, therapeutic, and rehabilitative services of the highest quality in all subspecialties of ophthalmology.

Park's Eye center has all the latest diagnostics and treatment modalities meeting international standards which makes it a preferred destination for eye treatment for both Indian and international patients. A firm commitment to quality is at the heart of all services provided at our Centre. Our hospital incorporates hi-tech eye center with most sophisticated ophthalmic gadgets

Services

- Cataract Surgery
- Lasik Eye Surgery
- Glaucoma
- Retina and Vitreous
- Oculoplasty
- Charity Work
- Refractive Surgery
- Phacoemulsification
- Femto Cataract Surgery

Our sole aim of providing world class and most recent eye technology. Our state-of-the-art technology can be exemplified with the equipments mentioned below:

- The Automated lamellar keratomileusis system
- The IOL Master
- The Sovereign Phaco emulsification machine
- The Nidek Cx3 Quest Excimer Laser
- The HRT3 Heidelberg Retinal Tomography System
- The Moria Epi- LASIK system

Physiotherapy Department



Physiotherapy is a health care profession which aims the physical treatment and management of disease or condition which enables people to reach their maximum potential. Physiotherapy is a health care profession which provides services to individuals and populations to develop maintain and restore maximum movement and functional ability. This includes providing services in circumstances where movement and function are threatened by aging, injury, disease or environmental factors. Physiotherapy is concerned with identifying and maximizing quality of life and movement potential within the spheres of promotion, prevention, treatment/intervention, habilitation and rehabilitation. This encompasses physical, psychological, emotional, and social well being. Physiotherapy utilizes an individual's history and physical examination to arrive at a diagnosis and establish a management plan, and when necessary, incorporate the results of laboratory and imaging studies

Providing quality care to our patients...

- One of the best upcoming centers dedicated solely to the rehabilitation of people with various health and fitness related problems with a multidisciplinary approach
- Dedicated team of professionals in the field of rehabilitation
- Holistic: Holistic approach to rehabilitation (all services under one roof):It caters for the physical, cognitive, psychological, social and cultural dimensions of the personality, stage of progress and lifestyle of both the patient and his/her family.
- Patient-focused: Detailed assessment of every patient by all professionals. Tailor-made treatment program with adequate time spent with every patient during therapy.
- Hands on therapy by experienced therapists with minimal use of electrical gadgets.

- Participatory: The patient and family is well-informed. Regular case meetings of various professionals with the family and patient are conducted regarding the treatment and progress of patient's condition.
- Community-focused: Providing solutions best adapted to the specific characteristics of the community favouring the best possible community reintegration of the disabled person
- Physiotherapy at Park hospital aims for complete rehabilitation of its patients through their active involvement thus helping them to lead a life of maximum functional independence

What kind of health problems/ injuries is treated here?

- Neurological Disorders
- Musculoskeletal Disorders
- Cardiopulmonary Disorders
- Geriatric Disorders
- Pediatric Disorders
- Ergonomic Disorders
- Ergonomic Workstation Evaluations
- Posture Evaluations & Management
- Counseling and Awareness Programs for Stress Related Disorders
- Metabolic Disorders
- Fracture Rehabilitation
- Vestibular rehabilitation
- Reduced Exercise Tolerance
- Sports Injuries
- Post surgical rehabilitation for various conditions

What is different about Park Hospital Rehabilitation Services?

Expertise (Hands on Practice):

- Motor Relearning
- Bobath Approach
- Roods Approach & Vojta
- Neural Mobilization
- Proprioceptive Neuromuscular Facilitation
- Manual Therapy
- Pre and Post operative Cardio-respiratory Care
- Exercise testing and Exercise Prescription for the elderly
- Exercise Prescription in cardiac and pulmonary patients.
- Functional Re-education
- Therapeutic exercise Including Range of Motion Exercises, Strengthening Exercises PRE etc
- Manipulative & Mobilization therapy

- Gait Training
- Progressive Aerobic Exercise
- Body Composition Analysis
- Life Style Management
- Diabetic Counseling
- Weight Management Program
- Stress Management
- Prenatal, Antenatal and Postnatal Exercise Programs
- Group Therapy
- Advanced Relaxation Techniques
- Mental imagery

International Patients

India, an international frontrunner in the healthcare sector, has emerged as a preferred destination for quality medical treatment attracting patients worldwide. Advantages for India as destination for treatment include reduced costs, the availability of latest medical technologies and a growing compliance on international quality standards, as well as the fact that foreigners are not likely to face a language barrier in India. Given this advantage, Park Hospital, Gurgaon welcome you to the comforting family of Park Group of Hospitals. We ensure a completely sanitized environment and personalized care.

We have a comprehensive international patient's services division manned by professionals having vast experience in service industry. With highly advanced medical infrastructure, broad knowledge base, medical expertise and extensive integration, Park Hospital is an ideal partner for international patients seeking a more affordable treatment away from their homes.

Our International Patient Services include

- Airport transfer Service
- Scheduling of all medical appointments
- Co-ordination of the admissions process
- Cost estimates for anticipated treatment
- Processing of medical second opinions
- Booking of Hotel/Service Apartments
- Provide Language Interpreters
- Special dietary needs / religious arrangements
- Local Sightseeing
- Foreign Exchange
- Providing news & information of patient's relatives back home

The health procedures we render to our international clients are:

- Cardiac Surgeries
- Total Knee/Hip Surgery Replacements
- Birmingham Hip Resurfacing Procedure
- Liver, Multi-Organ, and Cord Blood Transplants
- Coronary Angioplasty
- Abdominal and Thoracic Aneurysm Open and Endovascular Repairs
- Carotid Endarterectomies
- Distal Tibial bypasses for limb salvage
- Endovenous Laser Treatment of Varicose Veins
- Stereotactic Radiotherapy and Radiosurgery
- Cosmetic Surgery
- Bariatric Surgery - laparoscopic
- Laparoscopic Hernia Repair
- Laparoscopic Adrenalectomy

We ensure that our patients get the best of our services. We rely on an integrated and ubiquitous IT system that shepherds patients from area to area and relays patient information, including test results, digitally between doctor and technician

Our staff takes compassion & caring as their primary concern while serving the patients. The prime goal of our hospital is to provide dedicated and proficient health services. Our senior doctors are not only qualified with many years of experience in their respective field but, possess a vast ocean of knowledge. We have an exclusive International patient care centre to cater to the needs of foreign nationals

RATIONALE OF THE STUDY

This study sheds light on the relationship between Human Resource Management (HRM) practices with employee satisfactions. The objective of the study is to analyze the implementation of Human Resource Management practices in Hospital Industry and its impact on perception of employees which leads to Satisfaction or Dissatisfaction. Human Resources Management function includes Job Analysis, Manpower planning, Recruitment, Selection, Induction, Training and Development, Performance Appraisal, Compensation Management and Industrial Relation.

The study focuses on four functions i.e. Recruitment, Selection, Induction, Training and Development, Performance Appraisal. It is observed that those hospitals following systematically and scientifically Human Resources Management practices create high satisfaction level within employees. These employees are more committed towards better performance. On the other side in some well – known hospitals, HR Dept. is seen as a mere Cost Centre that ensures the payroll is on time and Leave Record tracking is accomplished. In such hospitals employee satisfaction level is on lower curve. In era of globalization where hospital sector is booming and there is increasing demand of hospital services, all employees should be managed efficiently and effectively by implementing systematically and scientifically Human Resources Management practices.

As there is an urgent need to reshape HR function in hospitals in order to have a competitive edge and to be of world class status, Hospital organizations are direly required to take stock of their HR practices without losing any further time to mould HR department as per the need of the hour.

INTRODUCTION

In terms of the growth rate, the healthcare industry in India is moving ahead neck to neck with the pharmaceutical industry and the software industry. Till date, approximately 12% of the scope offered by the healthcare industry in India has been tapped. The healthcare industry in India is reckoned to be the engine of the economy in the years to come. Growing at an enviable rate of 15% every year, the healthcare industry in India is estimated to be a \$40 million by 2012. There are vast differences in medical expenses in western countries and that of India; India has become one of the favorites for healthcare treatments. Due to the progressive nature of the healthcare sector in India, several foreign companies are intending to invest in the country.

Existing healthcare organizations are expanding by opening hospitals in new service areas and new organizations entering with state of art equipments, 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 necessitates the systematic Human resource Management by trained and professional managers and administrators.

Human resource management refers to the practices and policies needed to carry out the personnel aspects of management. These include:

Analyzing jobs;

- planning manpower needs and recruiting competent people;
- Selecting best people;
- Appraising performance and potential on ongoing basis;
- Socializing, training and developing people;
- Managing compensation;
- Communicating;
- Building employee commitment and so on so forth.

Today human resources occupy, more than ever, the center stage of all economic activities. It is alarming time for all those organizations that wish to be successful in global markets to gear up and implement desired shift in their prevailing human resource management practices and leverage their human resources along with the other resources. Also to become more flexible and innovative organizations need to adopt new ways of attracting, retaining and motivating employees who are keen to learn and can contribute to the growth and development of the organization. In an increasingly competitive market, survival and prosperity of business will depend critically on the ways an organization manages its resources especially the human resources. In the words of Clatfelter - 1997, The HRM functions to be streamlined, the HRM activities to be handled more efficiently, or delivered in a more cost-effective manner. Lee and

Heard, 1998, suggested, 'An HRM audit is an analytical tool that systematically and comprehensively assesses a firm's HRM policies and practices against the firm's business objectives'.

Human Resource: Valuable Assets in Healthcare Industry

Human resources, when pertaining to health care, can be defined as the different kinds of clinical and nonclinical staff responsible for public and individual health intervention. As arguably the most important of the health system inputs, the performance and the benefits the system can deliver depend largely upon the knowledge, skills and motivation of those individuals responsible for delivering health services. HRM in health has to function in a sector with some unique characteristics. The workforce is large, diverse, and comprises separate occupations often represented by powerful professional associations or trade unions. Some have sector-specific skills; other can readily move from the health sector to employment in other sectors. The avowed first loyalty of those with sector-specific skills and qualifications (physicians, nurses, etc.) tends to be to their profession and their patients rather than to their employer.

OBJECTIVES

General Objective:

- To Study the overall Human Resource Management Practices in Park Hospital Faridabad.

Specific Objective:

- To examine the trends of HR practices in Park Hospital hospitals.
- To find out the satisfaction levels of employees as a consequence of the HR Practices of the Hospital.
- To establish Relationship between HRM practices and satisfaction levels.
- To make recommendations to these selected hospitals in order to increase the efficiency and effectiveness of its Human Resources.

Review of Literature

- John T. Delaney and Mark A. Huselid (1996), In 590 for-profit and nonprofit firms from the National Organizations Survey, we found positive associations between human resource management (HRM) practices, such as training and staffing selectivity, and perceptual firm performance measures. Results also suggest methodological issues for consideration in examinations of the relationship between HRM systems and firm performance.
- HRM Practices affects on Job satisfaction found by Alina Ileana, Petrescu, and Rob Simmons (2008). The purpose of this paper is to investigate the relationship between human resource management (HRM) practices and workers' overall job satisfaction and their satisfaction with pay. After controlling for personal, job and firm characteristics, it is found that several HRM practices raise workers' overall job satisfaction and their satisfaction with pay. However, these effects are only significant for non-union members. Satisfaction with pay is higher where performance-related pay and seniority-based reward systems are in place. A pay structure that is perceived to be unequal is associated with a substantial reduction in both non-union members' overall job satisfaction and their satisfaction with pay. Although HRM practices can raise workers' job satisfaction, if workplace pay inequality widens as a consequence then non-union members may experience reduced job satisfaction.
- Ching-Chow Yang (2005), study confirms that HRM significantly affects TQM 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.
- Sreekumar P. (2008) analyzes and compares certain critical HRM strategies with respect to the management of knowledge workers and how the knowledge workers and those who manage them can understand their roles better and contribute to the upgradation of human capital of their firm.
- Shefali Goyal (2008) highlights the impact of Internet on recruitment. It also discusses the concept of e-recruitment from the perspective of employers and job-seekers, and throws light on the growing world of job portals in e-recruitment arena in India.
- Information Technology and Internet have changed the face of an organization. Never more has the concept of "boundaryless organizations" been more apt than in today's world. Internet has increased the reach of organizations both in terms of markets and manpower.
- Michael A. Champion, Elliott D. Pursell, Barbara K. Brown (2006), A highly structured employment interviewing technique is proposed, which includes the following steps: (1) develop questions based on a job analysis, (2) ask the same questions of each candidate, (3) anchor the rating scales for scoring answers

with examples and illustrations, (4) have an interview panel record and rate answers, (5) consistently administer the process to all candidates, and (6) give special attention to job relatedness, fairness, and documentation in accordance with testing guidelines. Examination of psychometric properties for hiring entry-level production employees reveals high inter-rater reliability and predictive validity, as well as evidence for test fairness and utility. The levels of these properties are comparable to those of a comparison battery of typical employment tests, and correlations with the tests suggest that the interview has a strong cognitive aptitude component. Potential explanations for the effectiveness of this structured interviewing technique are discussed.

- Andrew (2004), discussed on, Triumphant Companies have recognized the role of HR in appropriate selection of Employees. World economy has shifted from manufacturing to service and knowledge. The new role of HR is to determine the perfect skill essential for the employees to accomplish the organization's strategy.
- Wilfred J. Zerbe , Dawn Dobni, GE daliahu H. Harel (2004) shed light on the relationship between satisfaction with human resource management (HRM) practices and employee performance. We examined the proposition that employee perceptions of HRM practices predict their behavior toward customers. Previous writers have based such hypotheses on theory formulated at the level of individual employees, but have used analyses at organizational or aggregate levels. We therefore sought to demonstrate individual-level relationships between employee perceptions and service behavior. We also sought to contrast the role of satisfaction with HRM practices with that of employees' perceptions of how service-oriented their organization's culture was, based on the position of marketing theorists that a service culture is fundamental to promoting service behavior. Our study of airline service employees showed that service culture had a direct effect on self-reported service behavior, and that HRM practice perceptions had both a direct effect on self-reported service behavior and an indirect effect through service culture. Specifically, satisfactions with leadership and with work demands were the strongest predictors of service behavior. Service culture did not moderate the relationship between perceptions of HRM practices and service behavior. Discussion focused on alternative explanations for the relationship between organizational practices and service behavior and on the implications for organizations wishing to promote service behavior.
- V V. Manerikar (1980) discussed on Job satisfaction and Performance. For better performance there is need of required abilities and skills to fulfill managerial role. The study further discussed on selection strategies with well developed battery of psychological tests and interviews, As well as the role of Sensitivity training and Transactional Analysis to understand the forces of behavior for job satisfaction.

-

METHODOLOGY

Study Area:

Park Hospital, Faridabad.

Study Duration:

15th Feb to 17th March.

Study Design:

Descriptive Cross Sectional study

(Cross-sectional studies are descriptive studies .One of the most common and well-known study designs is the cross-sectional study design. In this type of research study, either the entire population or a subset thereof is selected, and from these individuals, data are collected to help answer the research questions of interest. It is called cross-sectional because the information about X and Y that is gathered represents what is going on at only one point in time. The benefit of a cross-sectional study design is that it allows researchers to compare many different variables at the same time.)

Study Population:

Hospital Staff

Sample Size:

60

Sampling techniques:

Convenient sampling (Non Probability Sampling)

(As the respondents were selected as per the convenience of the researcher, patient's availability and willingness. Non Probability Sampling as the chance of getting selected was not even amongst the sample size chosen.)

Data Collection Tool & Techniques:

Primary data were collected by the in depth interview with employees with the help of structured questionnaire. Secondary data were collected from the various journals, manual, articles, papers and thesis.

Study Findings

HR Practices in Park Hospital Faridabad

RECRUITMENT: A broad Manpower Planning exercise precedes the recruitment process. The manpower planning is done keep in view the present and prospective requirements.

SOURCES OF RECRUITMENT: The hospital depends on the following sources for their recruitment:

- Placement Consultants
- Walk- in Interviews
- References
- Internal Circulars for vacancies on intranet
- Campus recruitment
- Advertisement in newspapers

For Junior/Residential Doctors the recruitment sources are students of College of Physicians & Surgeons.

SELECTION:

The hospital has adopted a multi-stage selection process which proceeds as follows:

- a) Scrutiny of applications by HR Department, followed by a scrutiny by HOD
- b) Short listed candidates are called for interview which is conducted by Head of Department and
HR Manager
- c) Followed by written test to judge the aptitude of the candidates
- d) Final interview by Vice Chairman.

The process stands completed when the selected candidates are given offer letters and advised to appear for medical test.

For the selection of nurses there is a slight deviation. Depending upon vacancies, the nurses appear for a walk-in interview with Nursing Director.

INDUCTION:

For induction, the hospital follows a formal and systematic process. The new entrants are formed into groups of 15. They are put through the induction process on the 17th and 18th of each month.

The induction process consists of:

- The Head of HR briefs the employees on the various HR issues
- Presentation by various HODs about their respective departments
- General tour of the hospital
- Induction speech by the Vice-Chairman of the hospital.

TRAINING AND DEVELOPMENT:

Determining the Training Needs:

There is no practice of determining training needs. However, HODs recommend as to who are the employees who need training. On the basis of this input, the HR Manager makes a training calendar which includes both in-house and external training.

The in-house training focuses on the following:

- Behavioral skills
- Soft skills
- Communication skills

External training is resorted to when exposure to technical aspects are vital. During the course of both the systems of training mentioned above, psycho-metric test are conducted.

Evaluation of Training:

In the case of nurses only, pre-training evaluation and post-training evaluation is conducted

PERFORMANCE APPRAISAL SYSTEM:

The performance appraisal system is organized and executed through an HR consultant who is on the panel of experts of the hospital. As a first step the consultant discusses with the employees of each department and finalizes the Key Result Areas and sets the goals. Against these the performance is evaluated for different categories as under

- For Executives -- Quarterly basis
- For Nurses -- Half yearly basis
- For other Staff -- Annual basis
- For Probationers -- Half yearly basis

The appraisal process has the following pattern:

- 1) The employee rates himself on a form on a 1 to 6 scale
- 2) The employee and the HOD discuss the rating and record their joint scores alongside
- 3) All the forms are sent to the HR department where the data is converted into software and computed
- 4) The final report thus compiled is forwarded to the Vice Chairman
- 5) His appraisal can lead to three possible outcomes
 - Promotion decision
 - Performance bonus
 - Increment grade

PROMOTION POLICY

Promotion is only based on Performance.

MOTIVATIONAL MECHANISM:

- Decent working condition
- Continuous Training and development to Nurses of Accredited work.
- Supportive system to enhance behavioral skills
- Good food facility
- Good brand name and corporate image

Analysis

Table No.1 Showing score for Preference to Internal Recruitment

Preference to Internal Recruitment	
Scale	Respondent
Strongly agree	32
Agree	15
Neutral	8
Disagree	3
Strongly disagree	2

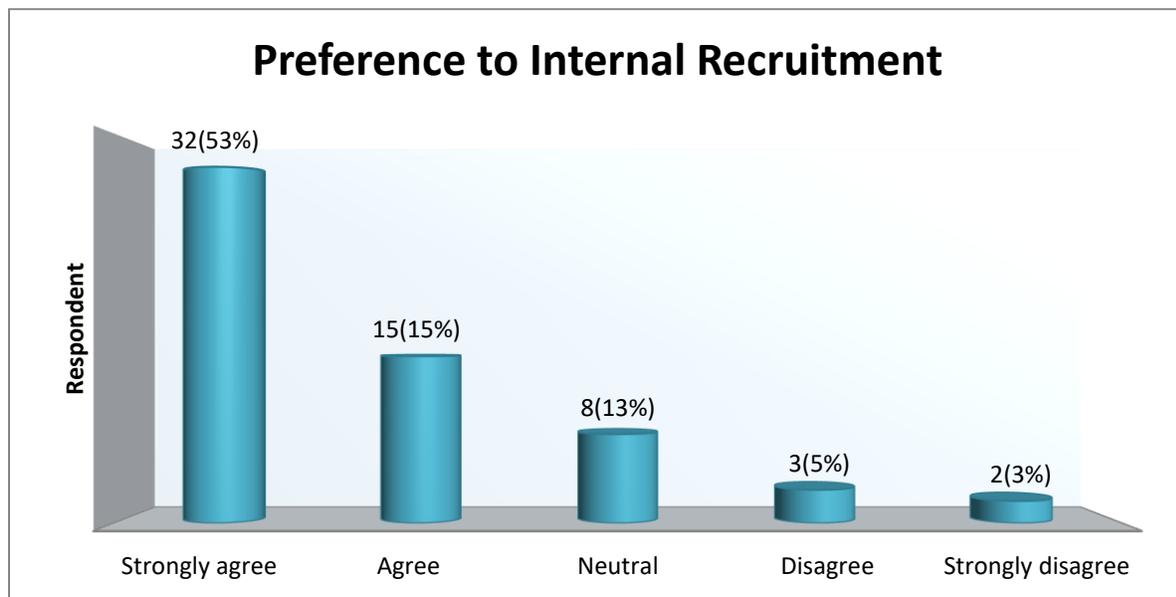


Fig No.1 Graphical Representation of Preference to Internal Recruitment

Table No.2 Showing score for Systematic Appointment Process

Systematic Appointment Process	
Scale	Respondent
Strongly agree	28
Agree	23
Neutral	4
Disagree	3
Strongly disagree	2

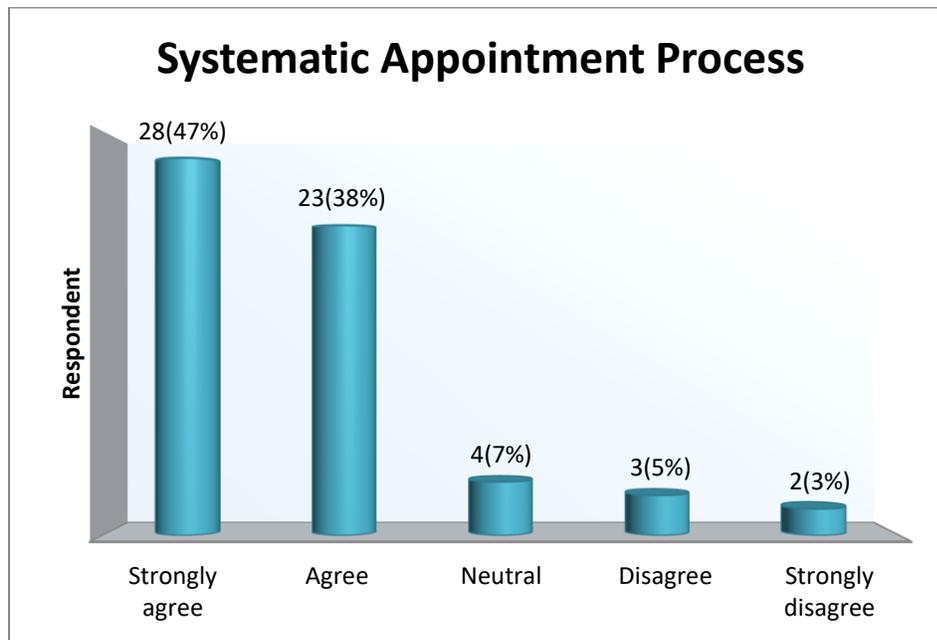


Fig No.2 Graphical Representation of Systematic Appointment Process

Table No.3 Showing score for Systematic Induction

Systematic Induction	
Scale	Respondent
Strongly agree	23
Agree	17
Neutral	9
Disagree	8
Strongly disagree	3

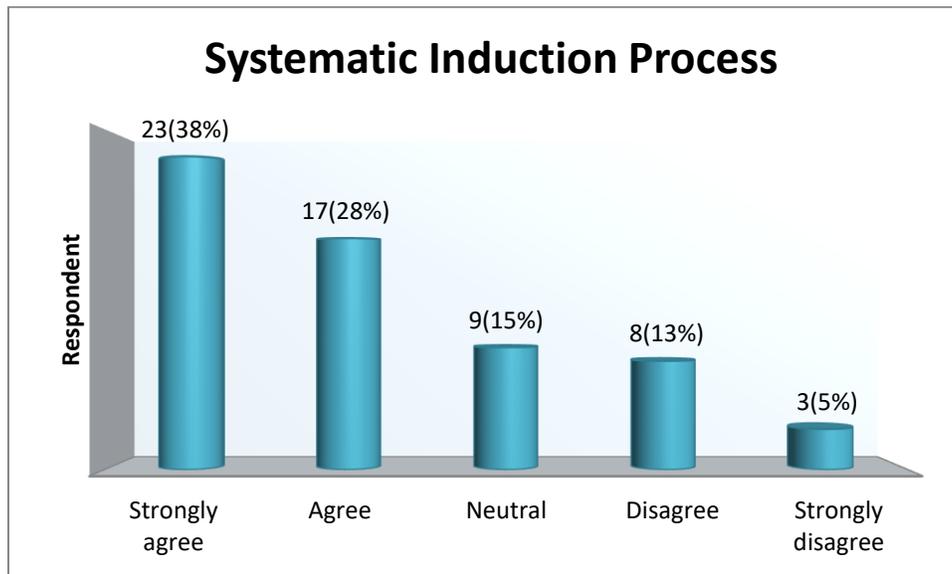


Fig No.3 Graphical Representation of Systematic Induction

Table No.4 Showing score for Satisfaction for Right Job Profile

Satisfaction for Right Job Profile	
Scale	Respondent
Strongly agree	11
Agree	18
Neutral	17
Disagree	9
Strongly disagree	5



Fig No.4 Graphical Representation of Satisfaction for Right Job Profile

Table No.5 Showing score for Accurate Job Description

Accurate Job Description	
Scale	Respondent
Strongly agree	7
Agree	24
Neutral	6
Disagree	13
Strongly disagree	10

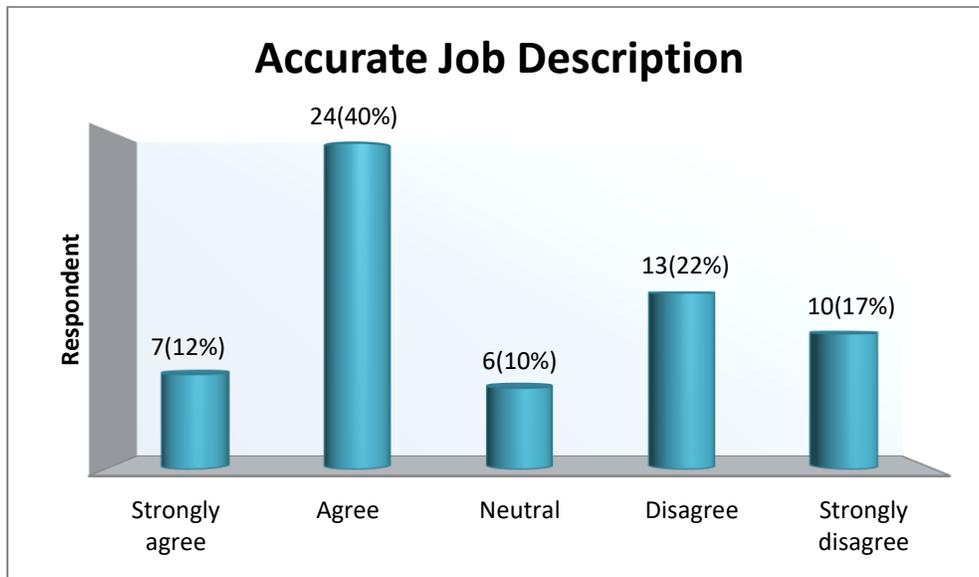


Fig No.5 Graphical Representation of Accurate Job Description

Table No.6 Showing score for Clear Job responsibilities

Clear Job responsibilities	
Scale	Respondent
Strongly agree	7
Agree	6
Neutral	9
Disagree	17
Strongly disagree	21

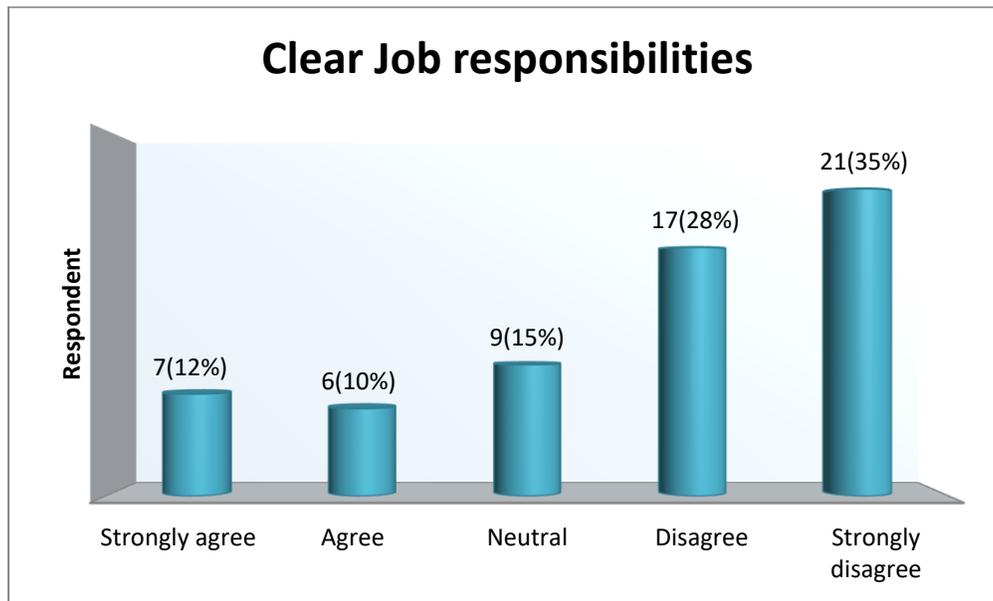


Fig No.6 Graphical Representation of Clear Job responsibilities

Table No.7 Showing Availability of Tools and Resources

Availability of Tools and Resources	
Scale	Respondent
Strongly agree	8
Agree	11
Neutral	8
Disagree	11
Strongly disagree	22

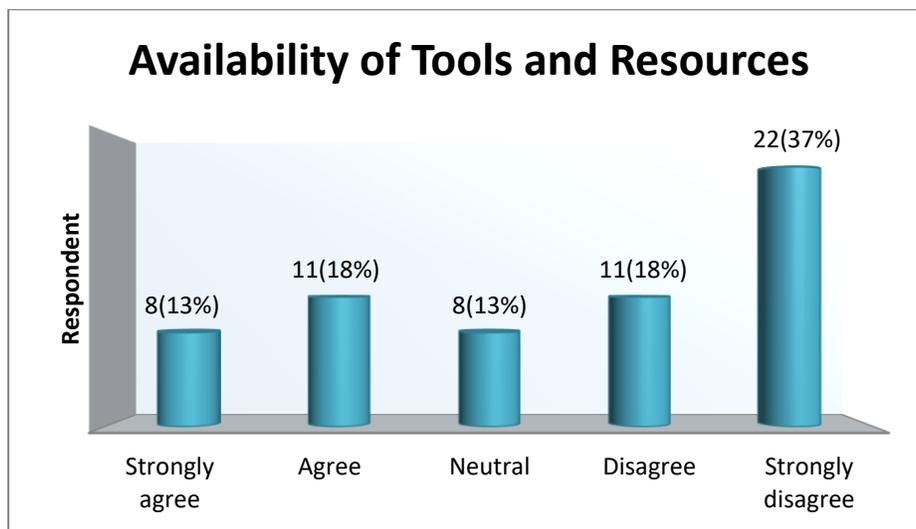


Fig No.7 Graphical Representation of Availability of Tools and Resources

Table No.8 Showing score for Opportunity to work on interesting projects

Opportunity to work on interesting projects	
Scale	Respondent
Strongly agree	9
Agree	13
Neutral	6
Disagree	14
Strongly disagree	18

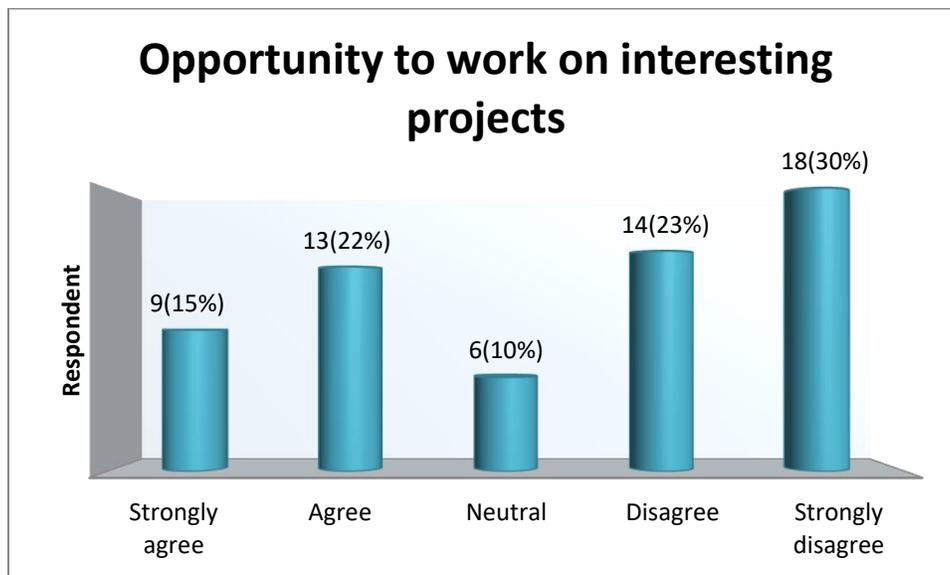


Fig No.8 Graphical Representation of Opportunity to work on interesting projects

Table No.9 Showing score for Active Supervisor for individual training Needs

Active Supervisor for individual training Needs	
Scale	Respondent
Strongly agree	4
Agree	9
Neutral	9
Disagree	16
Strongly disagree	22



Fig No.9 Graphical Representation of Active Supervisor for individual training Needs

Table No.10 Showing score for Guidance for performance Improvement

Guidance for performance Improvement	
Scale	Respondent
Strongly agree	6
Agree	11
Neutral	13
Disagree	19
Strongly disagree	11

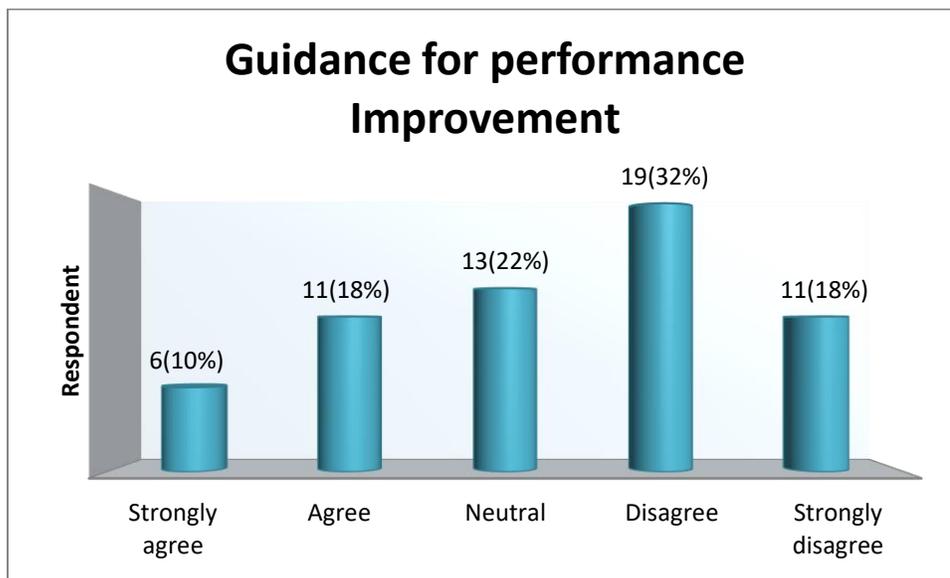


Fig No.10 Graphical Representation of Guidance for performance Improvement

Table No.11 Showing score for Satisfaction with salary structure

Satisfaction with salary structure	
Scale	Respondent
Strongly agree	0
Agree	4
Neutral	2
Disagree	20
Strongly disagree	34

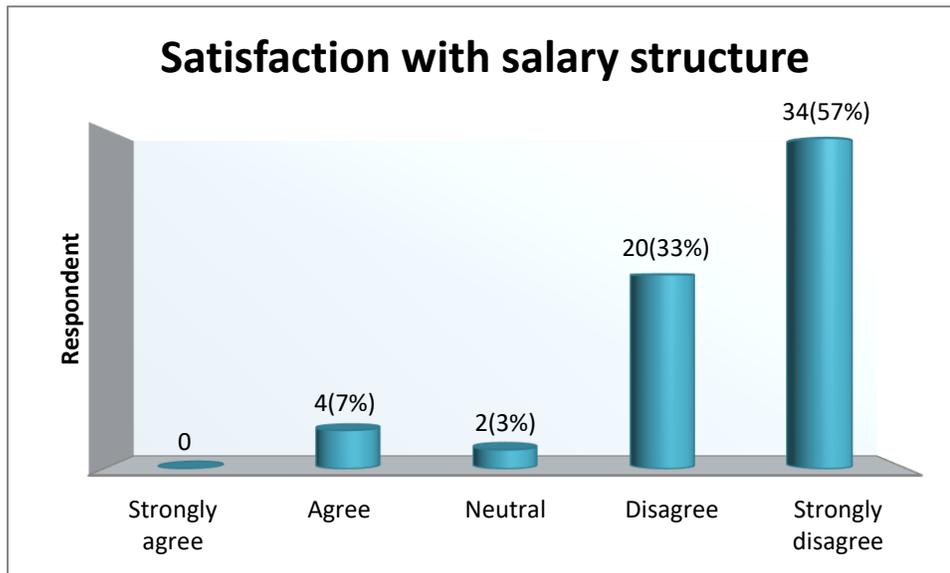


Fig No.11 Graphical Representation of Satisfaction with salary structure

Table No.12 Showing score for Feeling of Job Stability

Feeling of Job Stability	
Scale	Respondent
Strongly agree	7
Agree	9
Neutral	9
Disagree	22
Strongly disagree	13

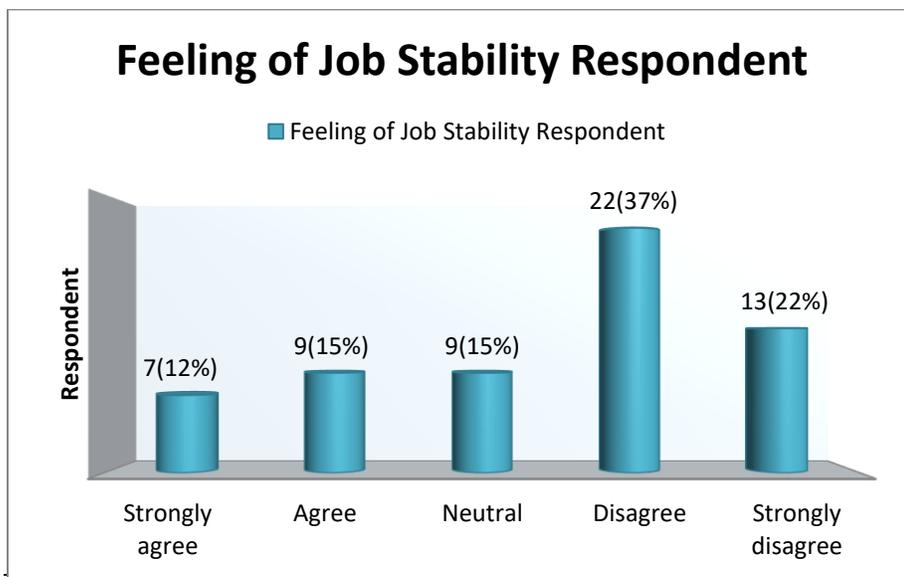


Fig No.12 Graphical Representation of Feeling of Job Stability

Discussion

The park hospital gives priority to Internal Recruitment. Hospital management gives first preference to existing employees to fill the vacant positions. Employees feel very satisfied on being considered for filling the vacant positions as indicated by the strong positive response i.e. 78%.

Employees show positive response to Systematic appointment Process and systematic Induction i.e. 85 and 67% respectively. The accurate job description is also positively indicated i.e. 52%. (As given in Table No. 13)

Table No.13 Score for the Most Favorable response

Most Favorable response		
Q. No	Factors	Percentage
1	Preference to Internal Recruitment	78%
2	Systematic Appointment Process	85%
3	Systematic Induction	67%
5	Accurate Job Description	52%

The employees indicate minor dissatisfaction for right job profile and for opportunity to work on projects of their interest i.e. 48% and 37% respectively. Employees were ridden with fear and anxiety when responding to issues such as Clarity of job responsibility, active supervisor for individual training needs, Guidance for performance improvement and feeling of job stability 23, 22, 28, and 27%. The employees indicate very poor response in regard to their salary structure i.e. 7%. (As given in table no. 14)

Table No. 14 Score for the least favorable Responses

Least favorable Responses		
Q.No	Factors	Percentage
4	Satisfaction for Right Job Profile	48%
6	Clear Job responsibilities	23%
7	Availability of Tools and Resources	32%
8	Opportunity to work on interesting projects	37%
9	Active Supervisor for individual training Needs	22%
10	Guidance for performance Improvement	28%
11	Satisfaction with salary structure	7%
12	Feeling of Job Stability	27%

Recommendations

1. As per qualification and credentials, employee should be placed in right department.
2. To avoid confusion about job responsibilities, clear JD's should be made and explain to the employee at the time joining.
3. Enough resources should be provided to each employee as per their requirement so as to increase their work efficiency.
4. Identify the strengths of the employee and give them a chance to work on interesting projects to increase their productivity which leads to organization growth.
5. The training system should be introduced for defining goals, planning and scheduling work with provision for monitoring and evaluation.
6. Identify key performance area and take regular job feedback and deliver incentives in a fair and consistent manner.
7. Develop a standard process for pay rates by doing market survey and taking into consideration factors like qualification, experience and competency of an employee.
8. To increase the feeling of Job stability:-
 - a) From employee side- Put time and effort into concentrating on the important tasks that will show that you are a valuable employee for the organization.
 - b) From employer side- Evaluate the performance of employee and appraise those who are doing consistently good job in form of rewards i.e. either in the form of promotions, increment or incentives.

Limitations

The present study has been carried out very carefully and systematically though it might suffer the following limitations:-

1. It was very difficult to persuade consultants and HOD's to fill questionnaire due to their heavy work load.
2. The study may not be of direct help to the hospital to reshape their HR function by benchmarking against the recommended HR practices as the implementation of these HR practices varies from one hospital to another.

Conclusion

The human resource practices have a great influence on employee satisfaction, so as to increase the work efficiency which ultimately leads to organization growth factors like salary satisfaction, job security, availability of tools and resources and training needs should be taken into consideration for amendment in Park Hospital, Faridabad.

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Annexure
QUESTIONNAIRE

Employee Name:
Designation:

Age:
Department:

Sex:

1) To fill vacant positions hospital is giving first preference to existing employees?

Strongly Agree Agree Neutral
Disagree Strongly Disagree

2) Do you feel your appointment is done by following systematic recruitment plan?

Strongly Agree Agree Neutral
Disagree Strongly Disagree

3) Does hospital conducted formal & systematic induction program?

Strongly Agree Agree Neutral
Disagree Strongly Disagree

4) Do you feel that you have given right job profile?

Strongly Agree Agree Neutral
Disagree Strongly Disagree

5) Do you receive accurate job description?

Strongly Agree Agree Neutral
Disagree Strongly Disagree

6) Do you feel that after joining your manager has clearly defines you job responsibilities?

Strongly Agree Agree Neutral
Disagree Strongly Disagree

7) Do you feel that there is availability of required job tool in your hospital?

Strongly Agree Agree Neutral
Disagree Strongly Disagree

8) Do you feel that you are getting opportunity to work on interested projects?

Strongly Agree Agree Neutral
Disagree Strongly Disagree

9) Do you feel that there is active supervisor for individual training needs?

Strongly Agree Agree Neutral
Disagree Strongly Disagree

10) Does your manager help you to improve the performance?

Strongly Agree Agree Neutral
Disagree Strongly Disagree

11) Are you satisfied with your salary structure?

Strongly Agree Agree Neutral
Disagree Strongly Disagree

12) Do you feel job stability with your current organization?

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree