

Your name

Professor's Name

Class Name

Date Assignment is Due

An Investigation into Human Resources Management Practices in Private Hospitals

a) PROBLEM STATEMENT

Strategic human resource management develop business performance (Beer et al. 85).

This advancement stresses the significance of resemblance between human resource actions and managerial goals. Recent studies has focused on the connections amid human resource administration and performance (Storey 23), and a great deal of the rising body of global literature in the field is erected on the basis that human resource management is connected strongly to the evolving strategies, particularly of big organisations, both public and private organisations. Little quality health care and increase in deaths in is as due to insufficient provisions and equipment and lack of workers to attend to the unwell suitably and speedy enough.

Some of the means in which development could be accomplished in strategic human resource management according to Ghosh (76) is that HRM ways could help businesses advance their human resources, cost profit, encourage operating competence, increase novelty and revolt ability, and boost organizational performance profits. The most powerful pioneering HRM practice related to the health sector division is linked with Dr J.W Gould more lately, Gould, (2002) potted these practices as service security, effective communication systems, rigorous selection process, contribution schemes incentive pay, team working, individual training and talent development programmes, democratic, and inner promotion. Survival of management problems, discrepancy submission of human resources (HR) policies, satisfaction and indifference amid the labour force has been an ordinary incident in many health private divisions.

The survival of these glitches in selected hospital, and the new bellowing for improved pay and development of the quality of labour life by workers in other organizations owned by state provoked the researcher to conduct an investigation into the extent of utilisation of human resources management practices in selected hospitals.

b) PROPOSAL

Today's organisations functioning setting is characterised by steady change. The hastened pace of progress in technology, rise in competition, extensive and mounting joblessness create severe alteration problems as well as deteriorating resource provisions have affected the manner business is carried out. This multifaceted and unbalanced environment is a system of life, which will persist way into the future (Ivancerich 394). Organizations are open structures, research done out prior to liberalization depicts that the transformation progression has led to steady rivalry in major sectors of the financial system (Selden23).

Health care is one amid enormous tests that the government has wrestled with over the years. Public health care is restricted to the more wealthy people in our nation limiting admission to the throng mostly in need of it. It is said that most ailments, which are widespread can be eliminated. Nevertheless, the major aspects, which must be tackled, are institution, implementation and release of an inclusive health care structure that includes quality, fairness and admittance. There is a challenge of getting rid of killer diseases such as malnutrition, tuberculosis, malaria maternal, infant and deaths. This is linked to lack of employees, reserves, health institutions and drugs. In many states, access to hospitals is an immense challenge. In inferior situations, there are few doctors and even when they are present, they cannot handle the serious workload. There have been reports of deaths in emergency sectors and even in course of treatment not just, due to lack of money but because the health centres are understaffed. Doctors in government hospitals have found work in other hospitals where they work part time, as others

have their own clinics and pay very little consideration to the public sectors where they are employed.

Armstrong (45) states that all organisations survive to attain a rationale and they have to make sure that they have resources necessary to do so and they utilize them efficiently. An institution must support human resource purpose with the general tactical aim and objective. Organisation traditions, persons and procedures rather than wealth or technology can shape the bottom of constant spirited gain of a firm (Noon 191). It is vital that a firm assumes tactical human resource exercises that utilize staffs to the best. Because of this, one major aspect of organisational competence, human resources management in charitable functions, has been increasing the agenda of both organizations and donors. People have been said to grasp the major to more prolific and resourceful organizations. The means in which they are managed at place of work has main impacts on merchandise quality, client's service and flexibility of the organizational and costs on combined activities assumed by all those who supervise persons in the association as human resource management. The results of not caring for the staffs as discontented clients and strained miserable work force are highlighted and emphasized. Beer (34) affirmed that when workers are well managed through human resource management, they would take care of clients needs.

Human resources management is a tactical and logical advancement to the management of institution's highly valued asset; the persons working there whom personally and jointly donate to the accomplishment of its objectives. As asserted by Noon (95), human resource management is a characteristic advancement to service management, which seeks to find spirited advantage through the tactical use of an extremely dedicated and trained labour force, by means of a collection of civilizing, structural and employee's techniques. It is obvious that human resources management is a major part of nowadays business management.

Human resources management practices and systems have been connected to organizational reasonable, increased output, superior quality of work life and better productivity. In a universal financial system, competitiveness signifies the capability to take the major beneficial situation in continually changing market surroundings. In order for this relation to be achieved between human resources management and institutional victory, the function of human resources management should turn into tactical instead of functioning, supporting the human resources purpose with the tactical requirements of the organization.

Human resources management is the supervision of certain activities intended to develop the efficiency of an institution's labour force in attaining organizational objectives. There are many confronts that hold back efficient HRM in organizations and if they are not immediately tackled it can lead to deprived staff links and malfunction for the group to achieve its objectives. Human resources management entails a broad area and it can be said that high-quality human resources management practices insert value to a work and augment the job contentment. Despite the scientific approaches and new structures now obtainable in the place of work, the most significant factor in goods and services production is the human issue. The other aspects of production are only helpful when they are controlled by experienced well encouraged staffs. Human resource management must change as the business setting in which it functions changes. The incorporation of human resources management with firm's scheme is uncommon even along with the big organizations. Also, Storey (37) claim that a lot of management teams have had complexity transforming human resource management into a tactical function, leaving the human resources section in most firms fixed on managerial and secretarial tasks.

PURPOSE OF THE STUDY

The purpose of the study is to find out the extent to which human resource management practices are utilised in the health sector. The study will focus on three-selected hospital.

RESEARCH OBJECTIVES

The main objective of this study is to investigate human resources management practices affecting access to healthcare; a case of selected private hospital

SPECIFIC OBJECTIVES

- i. To examine how employment security and rigorous selection process affect access to healthcare in private hospital
- ii. To study the influence of incentive pay and internal promotion on access to healthcare in private hospital
- iii. To inspect how effective team working and symbolic egalitarianism affect access to healthcare in private hospital
- iv. To examine how communication and participation affect access to healthcare in private hospital

IMPORTANCE OF THE STUDY

This study shall be of significance to the following categories: The study will assist the researcher to gain the required knowledge and skills in HRM particularly managing a diverse workforce. The study finding will help the government and other institutions to see the need to train and employ more people in the health sector.

The government is the guardian of all its citizens regardless whether it has the ability to address their plight. Information gathered through this study will assist the government to invent

policies beneficial in the regulation and protection of the work force especially local workers who work in such organizations

Scope of the Study

Human resources management practices in private health sector differ from one organization to another organization but this study focused on three selected private hospital.

RESEARCH DESIGN AND METHODOLOGY

1. Research Design

The study is a descriptive study that will investigate the extent of utilisation of HRM practices in private hospital influence access of health care. According to Mugenda and Mugenda (76), descriptive research entails collecting data to answer queries regarding the existing position of the topic under study. It is against this background that the perception of stakeholders with regard to the issues, challenges and responses that affect the HRM practices in the three selected hospital will be understood. The study seeks responses from doctors, nurses and operation staff.

2. Target Population

The target population in this study are doctors, nurses and operation staff from three private hospitals.

3. Sample Technique and Sample Size

The sampling design influences both the external and internal validity of the research findings. The internal validity will ensure relevance, steadiness and coherence of results in relation to the researcher's goals. The external validity will enable extrapolation of results from sample to other elements. The researcher will adopt the probability sampling method. This will enable the researcher to use some form of random selection, which will ensure that dissimilar units in the population have equal probabilities of being chosen. The researcher will adopt the stratified sampling technique. Each sampling unit or population member belongs to precisely one

stratum. No sampling units that belong to strata and no sampling units belonged to more than one stratum. The stratum will be constructed making it relatively homogeneous with respect to the variables being estimated. The stratified sampling technique will produce estimates of overall population parameters with greater precision than estimates obtained from other sampling techniques. The researcher will group the population into three strata with each stratum representing a particular hierarchical level, i.e. doctors, nurses and operation staff. From each stratum, the researcher will use simple random sampling to select respondents. A purposeful non-probability sample, selected subjectively will be taken from the target population. The assumption will be that the selected members of staff represent staff from other locations of the hospital. The study will also use convenient non-probability sample since study units are easily accessible.

4. Data Collection Methods and Procedure

Primary data will be obtained directly from respondents and secondary data will be sourced from the organization's records such as Human resources policies and procedures, organization's communications such as notes, e-mails, and reports of committees, magazines and journals.

The researcher will gather both primary and secondary data. Primary data will be collected by use of structured questionnaires sample members in the organization, while secondary information will be gathered through review of the existing literature on human resource practices in organisations. The researcher will email the questionnaires which will be answered and posted back for review by the respondents. The use of the questionnaire is deemed appropriate as it permits anonymity and result in responses that are more honest. This also does not require the use of research assistants.

5. Data Analysis

Data analysis will be both quantitative and qualitative. Data collected will be analysed using descriptive statistics. This involves generation of frequency distribution tables. Qualitative data will then be analyzed through content data analysis methodology.

c) QUESTIONNAIRE

GENERAL VIEW OF HRM PRACTICES IN SELECTED HOSPITAL

Internal promotion

1. Do you think proper internal promotion in your organization ensures efficient access to health care?

- No
- Yes

a) If yes how would you rate the whole process

- a. Excellent
- b. Very good
- c. Good
- d. Fair
- e. Poor

2. Please indicate your level of agreement with the following statements in regard to the influence of employment promotion on access to health care.

	Strongly disagree	Disagree	Moderate	Agree	Strongly agree
If workers are given the impression that they are dispensable, they increase their output					
Workers who have been promoted have a self-confidence for productivity					
Proper procedure promotion ensures no corruption in the organization					
Proper promotion enhances absorption of highly qualified staff					
Internal promotion may be a less appealing option if managers are seeking short-term results and high profits more likely to feel part of an 'elite' organisation.					
where individuals are promoted from					

within they are more likely to have a thorough understanding of operational and other relevant aspects of the organisational environment					
Promoting from within the organisation is likely to perpetuate a 'favourable' organisational culture					

Incentive pay

3. To what extent does incentive pay in your organization affect access to health care?

To no extent

Low extent

Moderate extent

Great extent

Very great extent

4. Please indicate your level of agreement with the following statements in regard to the influence of incentive pay and Internal promotion on access to health care.

	Strongly disagree	Disagree	Moderate	Agree	Strongly agree
Workers should be appropriately and equitably rewarded for their effort					
When employees benefit from incentive pay they enhance their output					
some managers have introduced reward packages in which employees receive enhanced pay based on individual and/or group performance					
The most common reward scheme is one in which performance is related to pay					
Individual reward packages are awarded when inter alia, individuals increase their productivity					
Individual reward packages are awarded when workers make contribution to the department or section by making suggestions, and/or co-operate with other members of the workforce					

Employee satisfaction

5. Does employee satisfaction in your organization ensure provision of health care in Kenya?

No

Yes

6. If yes, how do you rate these factors in your organization?

- a. Excellent []
- b. Very good []
- c. Good []
- d. Fair []
- e. Poor []

7. Please indicate your level of agreement with the following statements in regard to the influence of employee satisfaction on access to health care.

	Strongly disagree	Disagree	Moderate	Agree	Strongly agree
Organisations function better when employees are satisfied					
Employee satisfaction are important not only in influencing the behaviour of individual work groups with regards to productivity, waste, absence and the like, they also effect the behaviour of entire organisations					
Employee satisfaction has a positive impact on performance due to social interaction, peer pressure and work norms					
Employee satisfaction leads to employees retention					
Employee satisfaction lead to high performance					

Training and skill development programmes

8. Has Training and skill development programmes in your organization enhance access to health care?

- No []
Yes []

9. Please indicate your level of agreement with the following statements concerning the influence of Training and skill development programmes on access to health care.

	Strongly disagree	Disagree	Moderate	Agree	Strongly agree
Training programmes can help secure the commitment of workers who are able to visualise their current and future roles in the organisation					
when organisations undergo programmes of change, they up-date the skills and expertise of new and existing workers					
With training programmes managers review current working practices, systems and processes to ensure that newly trained employees are able to utilise their skills effectively					
Following programmes of change many 'high performing' organisations strive to re-train or re-deploy staff, in order not to loose them					
improved communication systems frequently have positive effects on staff morale and motivation					
Training reduces outsourcing of HR functions					
Training and skill development programmes have a range of positive effects on organisational performance					

d) RESULTS

From the findings, most respondents were professional staffs and that the distribution at every category would enhance attaining of information on human resources management practices in private hospitals. Further, the findings indicated that most of the staffs in private hospitals receive incentive pay and internal promotion, medical allowance and house allowance as the rewards.

In addition, effective team working and symbolic egalitarianism was found to have the strongest effects on motivation; where the rewards system motivates the employee to perform. The findings also indicate that social reinforcement private hospitals increase the motivation as well as communication and participation thereby accomplishing the institutions' objectives. The

findings also signified that the employment security and rigorous selection process is based on individual effort and the status is based on performance.

From the findings, safety precautions protecting every worker at the hospitals, comfort at workplace where employees are free to air their views openly concerning their work; working relationship with superiors; the number of working hours ; and hospital teamwork (workshops and brainstorming)encouragement were found to have great influence on access to healthcare in private hospitals.

Training as a motivator of employees in human resources management is perceived by the staffs to play a number of roles: increase staff involvement in the organization; improve communication between peers; facilitating change and is a part of an appraisal scheme. Training was also found to help in determining the interests and needs of employees as well as enabling peers to help each other in their progress towards a common goal.

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