Introduction:

Bihar, the third most populous State in India, with a population density of 880 persons per sq. km., has recorded the highest decadal growth during the nineties and around 40% of its population is below poverty line. The major health and demographic indicators of the State like infant mortality rate, maternal mortality ratio, total fertility rate, etc. are much higher than the all India level and reflect a poor health status in the State. Amongst the major States, the Human Development Index in Bihar has been the lowest for the last three decades.

To share the administrative responsibility and workload at the district level, managers and accountants need to be inducted to provide much needed resource management. A grievance and complaint cell along with a website would increase interaction with the community and improve governance.

Report recommended that should be systematic assessment of the gaps in the man power at PHCs, FRUs, Sub-Divisional and District Hospitals. To fill the gaps it has been decided to recruit the general doctors, specialists and paramedical staff on contractual basis (Bihar : Road Map for Development of Health Sector — A Report of the Special Task Force on Bihar, Government of India, 2007).

The image of the hospital is not dependent upon the beautiful towering, landscape and dazzling reception counter. It depends upon doctors, nurses and staff of the hospitals. Human resource management is the most vital aspects of management. It is the manpower, the human resource which manages other resources (Joshi). Once Henry ford said, I will have the highest regards for the person, who manage men efficiently. It true at present and for future also. This places high demand on the hospital administrator for personnel management. According to Brain Friedman, It is important to realize that employees are your greatest asset. Unlike other assets, people are the only asset, which does not, depreciate over time. On contrary, the more you use them, the better they get over time. Their value keeps on appreciating with the passage of time (on his visit to India, 1998).

According to Harold Kuntz, Management is the process of designing and maintaining an environment in which individuals working together in groups efficiently achieve selected aims.

According to VSP Rao, HRM is a process of bringing people and organization together so that the goals of each are met, effectively and efficiently. It tries to secure the best from people by winning their wholehearted cooperation. In short, it may be defined as the art of procuring, developing and maintaining competent workforce to achieve the goals of an organization in an effective an efficient manner.

WHO defined hospital, “The hospital is an integral part of the social and medical organization, the function of which is to provide for the population complete healthcare, both curative and
preventive, and whose outpatient services reach out to the family and its home environment. The hospital is a centre for training and for biosocial research”.

The hospital are very complex organization, the beneficiaries are patients providers are still more complex, ranging from highly skilled doctors to illiterate or just literate people. At one extreme the hospital owners wants to serve the humanity and at other extreme they want that the hospital an organization should be productive and self supporting how to strike the balance? This is the big challenge.

According to Federation of Indian Chambers of Commerce and Industry, the healthcare market, which includes health insurance, is expected to expand by 2012 from US$ 22.2 billion, or 5.2% of GDP, to between US$ 50 billion and US $ 69billion, or 6.2% and 8.5% of GDP. According to WHO, private expenditure on health as a percentage of total expenditure on health in 2003 was 75%.

People have always been central to organization, but their strategic importance is growing in today’s knowledge-based industries. An organization’s success depends on the knowledge, skills and abilities (KSAs) of employees, particularly as they help establish a set of core competencies that distinguish an organization from its competitors. With appropriate HR policies and practices an organization can hire, develop and utilize best brains in the marketplace, realize its professed goals and deliver results better than others.

HR department is responsible for managing human resource the most valuable assets of any organization. This one single department on which depends the functional efficiency of every other department of hospital out of all the recourses in an organization human resource is truly the most valuable resource. Managing human resource is challenging job this is so in a hospital, a matrix organization with dual lines of authority and a large amount of multiple categories ranging from unskilled to highly skilled.

To maintain a stable and motivated workforce is always a difficult task for the HR department, as also for the management. Since quality of services of the entire hospital depends upon the performance of human resource. If policies and procedures are correctly framed, documented and implemented, many of the problems can be eliminated and management can get the best of their most valuable assets-human resource.

A sizeable percentage of a hospital’s operational expenses are used up by payroll. Besides, employers have come to recognize that employees are the organization’s most valuable assets, but the most difficult one to handle as they can make or mar the institution. Consequently, in recent times, the department of human resources has received a great degree of attention than ever before by healthcare management. One significant offshoot of this growing recognition is the trend to designate what once called the department of personnel management a human resource department with higher status and a larger role to assign to it. This is reflected in the chief of personnel being elevated to the rank of director, vice-president or associate
administrator of human resources in many institutions. The fact that in a large well-organized modern hospital, there may be as many as 300 different jobs is indicative of complexity and importance of the department’s functions.

The position of human resource department in the organization is one of the staff relationships with the management. It also functions as a service department for the employees. In the former rule, it assist the hospital’s management with a variety of activities such as employing new staff, determining their pay, evaluating performance, interpreting policies, initiating disciplinary procedure, handling grievances and employee relations, and negotiating with labor unions. By and large the human resource department has four major areas of responsibilities: Employment, Compensation, benefit and labor relations.

Management of human resource in better way is very essential in providing quality of healthcare services. Strategic human resource management policies should be framed to achieve better outcome in healthcare. So we can say that more research is needed to develop effective HR policies in healthcare sector. Different kinds of human resources (medical & non medical) are involved to provide healthcare services. So these people are responsible to provide quality of hospital services. Best hospital services the hospital can provide only depend on knowledge, skills and motivation of hr personnel who are involved in delivering hospital services.

HR personnel face lots of challenges to providing quality of healthcare services, lack of budget, low motivation between employees and high rate of labor turnover. An evaluation of main HR concern and problems together with study of affects of HR on hospital services and pointing out tendency of development in hospital services in Patna metropolitan area is a key area of intuition of this study.

For the success of health sector reforms effective HRM will play vital role because all the hospital services delivered by people. We have seen the adaptation of HRM policies and practices in other business sector, the healthcare services sector without HRM practices can’t survive. The main objective is to gain competitive advantage by effective utilization of HR. It is difficult to acquire highly talented and motivated hr professional but not impossible, where as all resources such as building capital and equipment and location are easy to acquire. High motivated and committed workforce is a valuable asset of an organization they can’t be duplicated by rivals. It sole responsibility of government and healthcare agency to provide best healthcare services to the societies so that effective hr contribute significantly to process of human capital formation. For the growth of any economy it is clear that they largely depends on health because health is wealth so to accelerate the development of a country, recently the concept of managing hospital professionally has gained importance all over the world. It is necessary that hospital are professional well maintained for the success of HRM practices. The concept of TQM cannot be achieved unless the hospital provides best HRM practices.
For the success of hospital largely depends on their employees who are capable to understand organizational goal. Besides question of survival is a major problem of development and prosperity. Study of human resource system in these hospital organizations will locate, as to how they adopt the known i.e. theoretical framework found in the text literature. If there is any gap it will point out and can be attentively diagnosed by the management concerned. Strategic Human resource management helps the organization in the achievement of long run and short term goals through optimum utilization of human resources. It involves the developments of human resources objectives and their alignment with organizational objectives. Human resources of a country play vital role in determining its progress and prosperity. Even a nation with rich physical resources will not develop, if its human resources are inadequate. A nation rich in its human resources can develop fast and a develop nation enrich the quality of its, human resources this is an entire cyclic process.

**Rationale & significance behind this study:**

According to WHO, “health is state of complete physical, mental and social wellbeing and not merely absence of disease or infirmity”. Health is an integral part of development; all sectors of society have an effect on health. Health services are no longer considered merely as a complex of solely medical measures but sub system of an overall socioeconomic system. Human health and wellbeing are the ultimate goal of development. For socioeconomic development of a nation healthcare delivery system should be level of excellence. For development health of people should be sound because a nation can develop when nation’s people health is productive. For productive and sound mined health of the community depend on quality of hospital services and it depend on best HRM practices without professional HRM practices a hospital can’t fulfill its desired operational activities. If community health indicator is in good condition then growth of economy ultimately goes high.

Lots of work has been done in human resources management in other sector than hospital organization. There is a need to conduct study in HRM with reference to hospitals in Patna Metropolitan Area. The foremost purpose of this study is to investigate Human resource management practices and analyze the theoretical framework of HRM and hospital organization with special reference to hospital organization in Patna Metropolitan area.

**Statement of the problem:**

Economic growth has had a positive bearing on improving the health indicators such as life expectancy at birth, morbidity and mortality rates, and in improving the quality of life. Health care services, especially, the standard of medical care has always been of prime concern in every society and every country. However, due to various factors such as paucity of resources, reluctance on part of health professional to subject to themselves to any scrutiny /external controls lack of any norms ant lack of awareness among the public on health matters, quality of medical care never got the importance that it observed. Because of market competition,
increasing public awareness, critics of the services being delivered and the demand for high quality services there has been a wakeup call to the health care providers.

The society’s health is influenced by accessibilities, affordability, quality, availability and utilization of health services. The health services are those that are easily accessible, both time wise and distance wise to all classes of society, these that can be afforded by the society and government which provides them and affordable by people who utilize them, of minimum acceptable standard in keeping with need of users at each level, available to all classes of society who need them, and which range in their coverage from womb to tomb, with effective deployment of available resources.

Outcome of community development programs in India during the successive five year plans have indicated that health cannot be isolated from other socioeconomic factors in a developmental process. The quality of human resources has become an essential factor in determining the success of any hospital organization. The total quality is performance superiority in delighting customer. The means used are people, committed to employing organizational resources to provide value to customer by doing right things, right the first time, every time right on time.

(JCHO) defines quality in health services as the degree to which health services for individuals and populations increase the likelihood of the desired health outcomes and are consistent with the current professional knowledge. Quality management in healthcare organization is a continuous process and not the end result. It is an ongoing pursuit of excellence through continuous process control at every step, with the total commitment of all staff and is aimed at providing to the customer, services excellent quality. Staff at all levels has to be trained, involved and committed to quality management.