Review of Literature:

1. Patil and Choudhari (2013) with their study entitled “Investigation of HRM Practices in hospitals of Jalgaon districts”; the study found that HRM practices are very skilfully applied by private hospitals. They have applied all superficial practices in higher proportion as compared to govt hospital but the core practices are applied only in govt hospitals. In this study data was collected through self developed questionnaires and chi square test was used to test the hypotheses. Study addressed that mission and vision there awareness is less.

2. Khusbu S Dave (2014) with her study entitled “Performance appraisal of nurses in hospitals with special reference to Sourashtra region”, the objective of the research paper is to analyze the parameters that should be considered for performance of nurses in hospitals and based on parameters what weightage should be given to each parameter. For the study nurses from Rajkot were selected. Random sampling method was used to taken sample. The study found that ten parameters that are to be considered on priority at the time of performance appraisal of nurses of hospitals.

3. Lamba and Chaudhary (2013) done study on Impact of Human resource management practices on organisational commitment of employees”, the study aim of study to is to examine The impact of human resource management practices on organisational commitment of employees in various sectors in India. Researcher has used secondary data sources for this study and data was gathered through various research papers. The study showed that HRM practices have a significant role on organisational commitment of employees.

4. Wright et al (2003) with their study entitled “The impact of HR practices on performance of business units”; the study evaluate the HR practices and organisation commitment on the operating performance and profitability of business units. The purpose of this study is to examine the relationship between HR practices and firm performance in a way that improves the casual inferences that can be drawn. Questionnaires were used to survey employee attitude. So business units were sampled within on large corporation. The articles revealed that both organisational commitment and HR practices are significantly related operational measure of performance, as well as operating expenses and pre tax profits.

5. Singh and Negi (2013) conducted study on “Human resource management practices in large hospitals of Dehradun, Uttrakhand”; the study analyze the human resource management process and practices into large hospitals of Dehradun. Three hospitals were included in this study and assessment was carried out on the basis of primary and secondary information based on the personal visits. Study suggested that HR functions are very important in healthcare facilities. The HR processes and procedures are fairly good in hospitals and HR policies are very important for healthcare facilities.
6. Elrabi et al, (2014) with their study entitled “The impact of Human resource management on healthcare quality”, the authors main aim of this study is to investigate the impact of practising human resource management on quality of healthcare services and achieving patient’s satisfaction. The study adopted descriptive method. Data and information were collected through the libraries, recognised journals both local and internationals. The study showed that the management of human resources is essentials to enable the delivery of efficient and effective medical services and to achieve patient satisfaction. The human resource has a strong impact on healthcare quality.

7. A study entitled “The importance of human resource management in healthcare: a global context”, Kabane and Orchard (2006). The aim of this study is to show the healthcare system in global context and importance of HRM to improve health outcome of patients in healthcare delivery. Study adopted secondary data sources for data collection. Study suggested that proper management of human resources is critical in providing quality of healthcare. A refocus on human resource management in healthcare and more research are needed to develop new policies.

8. Rafat et al, (2012) in their research study entitled “Analysis of the human resource management role in hospital using Ulrich model”; the aim of this study is to evaluate human resource’s roles in specialised and sub specialised medical training hospitals of Iran, using Ulrich model. Study found that there is significant positive correlation between service quality and human resources. Study considered that positive impact of strengthening the planning, management and training of health workers on performance.

9. A study entitled “Analysis of factors affecting staff recruitment in private hospitals in North Rift: A survey of Uasin Gishu county” Martha MWANGI et al, (2014). The aim of this study is to analyze the factors affecting recruitment in health institution. The study adopted descriptive survey and 8 major private hospitals in Eldoret were sampled. Census sample technique was used. Analysis of variance and multiple regression analysis were used in qualitative and quantitative analysis of data. Findings showed positive significant relationship between policies and procedures characteristics and effective recruitment of staffs. The study recommended that the private hospital management need to understand the benefits of having effective recruitment in organisation.

10. Vahdat et al, (2012) with their study entitled “Essential Independent factors for developing human resource in Iran’s hospitals”; the goal of this study is to identify essential factors for developing human resource in Iran’s hospitals. The study was descriptive and questionnaires were used to collect data. Sixty five hospitals were chosen as a sample. Reliability of findings of this study addressed that three factors which named “welfare system”, “organisation development” and developing “performance management” were essential factors for developing human resource in these hospitals.
11. Rosemond Boohene (2011), has conducted study on “The effect of Human resource management practices on corporate performance: A study of graphic communication group Limited”; the aim of this study is to assess whether GCGL’S HRM practices, particularly recruitment and selection, performance appraisal, remuneration, training and development influence its performance. Simple random sample was used to select one hundred employees from GCGL. F-test was carried out to examine relationship between selected HR practices and corporate performance. The study showed that there exists a positive relationship between effective recruitment and selection practices, effective performance appraisal practices and GCGL’S corporate performance.

12. A study entitled “A study On E-HRM practices in kovai medical centre and hospital, Coimbatore” Dr. C. Danlakshmi (2014). The study aim is to test the current e-HRM practices of hospital and to find the further areas to include in e-HRM practices. Electronic human resource management system as web based solution that takes advantages of the latest web application technology to deliver online real time solution. For collection of data questionnaire was used and in total 2000 population, 150 samples were chosen. Convenience sampling technique was used to study. Weighted average mean, correlation and chi-square test were used in the present study for analysis. Study suggested that e-HRM technology has been modified and updated to make all the work efficient and effective result.

13. Saif and Sartavi (2013) conducted study on “Relationship between Human Resource management practices and perceived performance of employees in Jordanian hospitals”. The goal of this study is to quantify the effects of HRM practices on employee performance in a 5 hospitals of Jordan. The study design adopted was descriptive and analytical. Random sampling technique was used in this study. The study population included all healthcare providers in five central Jordanian public hospitals. A structured questionnaire was used to collect data from respondents; the likert scale of 1 to 5 was used. The questionnaire was administered to 420 employees. A total of362 questionnaire was returned, giving an 86% response rate. The findings suggested that HRM practices are related to hospital performance, That Jordanian Hospitals do not have effective HRM practices, and that compensation has the greatest impact on increasing an employee’s level of performance.

14. Aleem et el (2012) with their study entitled “An empirical investigation of human resource practices: A study of autonomous medical institution employees in Punjab, Pakistan”. The aim of the study was to examine relationship between HR practices and perceived employees performance in the health sector of Pakistan. The HR practices discussed in this study are compensation, performance appraisal, employee relation, job security, promotion, employee participation, and Pension fund. In this study data was collected through questionnaires from 220 employees of the institutions/hospitals. This study has a great importance for the decision makers in the health sector of Pakistan. The result showed that Performance of health sector employees is affected by compensation, employee relations, job security, promotion and
pension. However, the employee participation and performance appraisal have no significant impact on the employee performance.

15. Sayaf Z (2014) with his study entitled “Hospital management: towards a modal”. The aim of this study is that it will give you a better understanding of an important issue in the healthcare organisation that is the retention of qualified doctors. In this study researcher has explored and synthesised classical and modern theories of employee behaviour to further analyze selected case of hospitals in the southern region of Saudi Arabia. Study concluded that retention strategies must be built on thorough investigation of the hospital employees in the southern region. Investigation in turn, must be based on classic and modern theories of human behaviour, employee satisfaction and retention. Result from questionnaire built upon integration of such theories, it Will provide clear view to us about problems of employee retention in general and in the southern region specifically.

16. Ekankomo and Kenye (2014) done study on “Managing industrial disputes in the Nigeria teaching hospitals: An empirical analysis”; the study general principle is to give management of teaching hospital some key skills that will enable them handle industrial disputes in other not to allow the negative predicament of industrial dispute Using staff, non management staff and resident doctors. The study adopted a sample survey because the method gave relevant information about the population. Questionnaires were administered to 194 doctors and three management staff and the sample size is 125 respondents among them 72 questions revealed unuseful information. The non parametric statistical chi-square method was used to test the hypothesis formulated. The study recommended that the adaptation of well designed conflict management system that will involve all the parties of industrial relation system that is geared towards improving the lives of persons in the workplace, improve productivity and lesson unnecessary and grievances.

17. Stefaneseu et al (2011) with their study entitled “Performance measurement in Romanian public hospital. This study is based on a synthesis of ideas on this topic publish into the professional literature, by accounting professional bodies and also by the entities of public healthcare system. The study aim is to identify the extent to which the concept of performance is used at decisional levels with reference to the healthcare system from the European Union Countries. The conceptual framework of this study is based on literature review and interpretation bodies from European Union countries. This part of the report has been completed by qualitative analysis consisting in the investigation the various professional bodies’ sites. The detailed analysis of Romanian healthcare system is supported by the interpretation of regulation enforces in Romania, and also by a critical analysis of the existing deficiencies, and it is followed conclusion. The study emphasized the fact that professional literature finds difficulties to define and measure the performance of the health public system entities. Researcher proposed that a uniform model of assessment of public hospitals performance in Romania, Regardless of their subordination employing clearly defined criteria by quantifiable indicators, according to the responsibilities of all the factors contributing to the quality of healthcare services.
18. Rafiei et al (2012) with their study entitled “Investigating the impact of intellectual capital on organisational performance: A case study In an Iranian medical science university”; the goal of this study is to analyze the relationship between intellectual component together and determining the relationship between intellectual capital and function of hospitals. Data was gathered by questionnaires. The statistical universe of this research consists of all the heads, deputys of the administration, financial and medical sections of the hospitals which are related to Kermanshah University of Medical Sciences. To analyze the data, descriptive and inferential methods was used; to test the hypothesis software SPSS and EXCEL was used. The study found that there is a significant relationship between the level of human capital in the hospital and their performance. The result of Pearson’s correlation test show that the correlation coefficient between the variable of human capital and organisational functions in the hospitals equals 0.389 (probability 0.01>0>p) which represent a moderate and positive relationship between them. The study concluded that intellectual capital as information science is a specific subjective experience that organisation can use to create wealth for them.

19. Farzianpour et al (2012) with their study entitled “Importance of management development in middle managers of hospitals affiliated to Tehran University Medical Sciences”; the aim of this study is to determine the importance of management development components from the view point of middle managers of Tehran University of Medical Sciences. The study adopted cross sectional-descriptive- analytical methodology. The study was conducted in hospitals affiliated to university in 2009. 16 hospitals randomly selected and 227 middle level managers were taken as sample. Data was collected through questionnaire and it including 42 questions Factor analysis was used for analysis. The results showed that more than half (53.7%) of middle managers who were in age group below 40 years, were 69% female and 31% male and 62% and 62% had BSc degree. The average work experience of middle managers was 14.9 years, The study showed that design and innovation was the most important among managerial roles 78.8% and leadership (81.6%) of the managerial knowledge.

20. Masnappa (2012) conducted a study entitled “Human resource management practices: A critical study: with special reference to Pune Metropolitan Region”; the key area of insight of this study was an examination of the main human resource issues and questions along with the analysis of the impact of human resources on the healthcare system, as well as the identification of trends in health sector in the Pune Metropolitan region. These trends include efficiency, equity, and quality objectives. In this study the scholar has chosen more than 30 beds size hospitals for the study, out of 928 hospitals (Pune & Pimpri chindwara area) only 75 hospitals are more than 30 beds, So 30 hospitals were taken as sample. In the present study data collected through primary & secondary sources. Primary data was collected through questionnaires where as secondary data was collected through research study, journals and library etc. The study recommended that hospital & administrator should considered offering a retirement plan to improve the work environment. Administrator should spend more time in communicating with their staffs.
21. Rahim Baghaei (2007) done a study entitled “A Comparative Study of Human Resource Management Practices in Private and Public Hospitals of Iran with Special Reference to Job Satisfaction of Nurses”; the aim of this study was to identify the HRM practices, which affect job satisfaction and compare the level of job satisfaction of nurses in private and public hospitals in Tehran, Iran. For the study, a questionnaire was developed with 148 questions in 3 parts regarding to HRM facets, demographic data, and seven critical elements of job satisfaction for deeper investigation. The study was based on a sample 400 nurses, from 10 private and public medium size general hospitals in Tehran, which was chosen randomly. The results showed that HRM practices in the all facets directly affected on the job satisfaction of nurses. The Pearson chi-square test was used for data analysis. Analysis found that HRM practices in public hospitals were better than private hospitals, the total job satisfaction and overall job satisfaction of nurses was the same in both public and private hospitals. Among the various components of job satisfaction, nurses of this study were most dissatisfied with their pay (79%). It was followed by promotion (57.3%), autonomy (47.8%), supervision (42%), and dissatisfaction with nature of work (28.3%), the total job satisfaction was very low in both hospitals, for instance 42% of nurses were dissatisfied, and 7% were satisfied. The study recommended that nurse managers and hospital administrators for planning and implementing effective health policies that will meet the needs of their staff and entities.

22. Sonappa Dajiba Goral (2010) conducted a study entitled “An analytical study of human resource management in private hospitals with special reference to Kolhapur district (MAHARASHTRA)”; the aim of this study was to examine planning and utilization of human resource in the selected private hospitals of Kolhapur district and to evaluate the techniques and procedure of recruitment, selection, self assessment, promotion, remuneration, health-safety, welfare, training of employees in private hospitals. Data was collected through questionnaires in this study. Out of 1452 inpatients hospitals, 120 hospitals were selected for present study. The study found that hospital human resource to be totally unsatisfied with their compensation, working condition, welfare facilities etc. The study recommended that these hospitals have a long way to go in establishing cordial relationship with their staffs, create warm workplace environment, and develop team spirit and sense of belongingness to the organization, which lead to increase in the productivity of staffs, efficiency and the hospital’s good wills.

23. Radha karunakaran (2008) with her study entitled “Human resource management practices in private hospitals in Kerala”; the objectives of this study was to assess the effectiveness of human resource management practices in private hospitals in Kerala. 46 hospitals were selected randomly, and data was collected through questionnaires. The survey focused on both top management & the employees in managerial cadre Simple statistical tools like percentage and correlation was used for the first level analysis of variance (ANOVA) was applied, factors was calculated and Z-test tools was used for analysis. The study concluded that overall Human resource practices in private hospitals in Kerala are fairly satisfactory. There is
a need of immediate attention in the several areas from policy maker and private hospital management.

24. Asif Baig ( ) with his study entitled human resource management practices in Reliance industry ltd”; the aim of this study was to go through the various innovative practices of human resource management of Reliance Co Ltd. And also try to find the correlation between organisational success and human resource management. Data was collected through questionnaire. 50 entities were covered as the study sample. 150 employees responses were taken and for data analysis proportion test and Chi-square test was used the study suggested that the developing countries must be first develop the human resource in order to develop IT & Communications industries in with technological innovation can occur on a larger scale.

25. Nusrat Khan (2013) with her study entitled “Human resource policies and practices in hospitality industries in India: A case study of selected hotels”; the aim of this study is to analyze the HR policies and practices in hospitality industries in India. Data was collected through questionnaire and for data analysis these tools were used independent variable t-test Anova and simple linear regression. The study concluded that appropriate HR policies and practices are the base for the development of the workforce and management of employees.

26. Hiral J Seth (2012) done study on “A of efficiency in private hospitals in Mumbai”; the aim of this study is to measure the efficiency of private hospitals in Mumbai on the basis of certain selected parameters data was collected through primary and secondary sources. The primary data was collected using questionnaire for 35 hospitals in Mumbai. For measuring technical efficiencies of private hospitals in Mumbai DEA technique was used. According to study only 29% of the hospital in Mumbai is technical efficient and around 71% of them are technically efficient. The study recommended that the cause of the inefficiencies in the private hospitals be unpacked and necessary efficiency measures be instituted to the augment government efforts to address the healthcare access issues of the people.

27. Ozcan and Hornby (2005) with their study entitled “Determining staff requirement in hospitals”; the study showed that one of the cause for poor performance of employees in govt hospitals in Turkey, was mainly due to absence of interest by the executives of head departments in govt hospitals to provide better condition to hospital’s employee and develop incentives system. The present study suggested that the adaptation of incentives by system and rewards for the staffs and nurses who perform good and selection of a group each month as a role model for individuals working in the hospital and pay them special bonus to motivate other employee who have been not selected.

28. Mc Dormott and keating (2011) with their study entitled “Managing professionals: Exploring the role of Hospital HR function”; the aim of this study was to evaluate the role of HR function in the management of professional and non professional staff in the acute hospital sector. The present study found that in two of the three cases the HR function predominantly
provides service to the non professional employees. The study suggested the HRM “the management of people and work” was being practised, if not by the HR function.

29. T. Srinivas et el (2013) with their study entitled “An analysis of marketing mix in hospitals”; the aim of study was to analyze and compare the marketing process in two selected hospital and to study the perceptions of administrative staff, doctors and nursing staffs towards marketing process. The study tries to suggest those suitable measures for effective marketing of hospitals services in general and the selected hospitals. The researchers selected two hospitals for in Andhra Pradesh for the study. Data was collected through questionnaire. Data was analyzed by statistical tools like percentage, Anova , mean, standard deviation. The study concluded that it is essential that the concerned organisations professionally sound.

30. Fang C-H et al (2010) with their study entitled “Competency among Taiwanese healthcare middle managers: A test of AHP approach”. The objective of this study was to obtained weighted values of various managerial competency facets. The study adopted AHP method for the study to develop a managerial competency frame work for middle managers in the medical industry. This study concluded that the concept of competency is applicable to all aspect of human resource management.

31. A report of govt of India (2007), 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. The report suggested 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.

32. Dr. Nagaraju Battu and G. Karthik Chakravarthy (2006) with their study entitled “QUALITY OF WORK LIFE OF NURSES AND PARAMEDICAL STAFF IN HOSPITALS”. The aim of this study to explore the quality of work life in private and public sector hospitals in vijayawada. The study identifies the quality of work life of nurses and Para-medical staff. The study highlighted the factors on working conditions, work stress, job satisfaction, organizational climate and staff communication. Data was collected from 150 respondents (70 private sectors and 80 public sectors). Likert 5 point scale is used for the questionnaire (1 indicates very poor 2. Poor, 3. Average, 4. Good 5. Verygood). Stratified random sampling technique has been used for this study. Anova and percentage method has been used as statistical tools for this analysis. The study concluded that private sector the management has to take measures on work stress, job
satisfaction and staff communication and in the public sector the government has to take necessary measures on working conditions, organizational climate and work stress.