

Views and Efforts for Human Resources Utilisation and Development in a Tertiary Healthcare Facility: B.J.Medical College and Civil Hospital, Ahmedabad

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ABSTRACT

Research question: What are the views and efforts for human resources utilization and development in civil hospital, Ahmedabad?

Objectives:

1. To study the existing human resources in the Civil Hospital, Ahmedabad.
2. To study the opportunities and efforts to improve the human resources development in the Civil Hospital, Ahmedabad.
3. To study the efforts to improve the utilisation of human resources to optimise the health care delivery by the hospital.

Study Design: cross sectional study over the period of six months. **Setting:** Government Institutes - B.J.Medical Collage and Civil Hospital and in-campus single speciality hospitals, Ahmedabad. **Participants:** Employees working with B.J.Medical Collage and Civil Hospital, Ahmedabad. **Statistical Analysis:** Standard error of proportion (SEP) **Study Variables:** Utilisation, Development **Results:** This study shows conclusion that Technical persons working in these organisation are more concentrated in the group of 2–5 year of service and 6–10 years of service, i.e. 25.53%, these may be due to the reason that technical person have higher chances to go for higher studies, training, deputation or transfers with promotions. Among all technical employees about 87.23% of them have attended or taken the trainings based on Technical matters. 10.64% of technical employees have taken training on Administration, and 2.13% have taken on the subject of communication. Among all available employees in different departments of civil hospital about 27% believe that the organisational administration is obtaining more than 75% of their work efficiency. For improvement in their work performance these employees get different sources. About 29.79% of the technical employees get their updates from bulletins and reference books. About 17.02% get from Medical Association publication. About 51.06% get their updates from Internet surfing and only 2.13% get updated through their colleagues. This shows wide coverage of Internet surfing and use and awareness about globalisation of information and knowledge about medical services. Majority of the technical employees, i.e. 53.19% have shown interest for further training and development in the field of Machine, i.e. mechanisation of the treatment or care provision. 17.02% each have shown their interest in the field of Time management and its application and Inventory management. Only few have shown their interest for training in communication, i.e. 4.26% and Man-to-Man relationship (Interpersonal relations) i.e. 8.51%. Overall it's the era of instrumentation and advancement of techniques of Information and technology in the field of medicine.

Key words: Utilisation, Development, Human Resources

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INTRODUCTION

Health and Medical Services are one of the most vital services being provided by the Governments in the Developing countries like India. It is very crucial to deliver the good, effective, timely and acceptable health services to those who are needy. Government has implemented many programmes and schemes to improve the Health sector, its programmes and functions^{6,7}.

Human Resources are the most vital part among the resources. As human resources can be modifiable according to their activities on basis of various experiences and trainings, they are modifiable resources⁸. India is a densely populated country and having plenty of human resources, but when there is matter of qualified and skilled human resources it is lagging behind^{1,9}. If we are talking of day-to-day advancing medical sciences, there is scarcity of the properly and adequately trained and qualified personnel^{2,3}.

Human Resources Development is most important aspect of Human Resources Management in medical sciences. This is because one has to learn and adapt to the latest and modern techniques prevailing in the field^{4,10}.

Again for reliable study of these activities of Human Resources Development and their optimum Utilisation, one has to select the most developing and leading organisation in the particular field, i.e. medical hospital in our case^{5,11}.

Civil Hospital, Ahmedabad is being selected for the study because it is the biggest hospital in the Asia Region and being run by the Health and Family Welfare Department of the Government of Gujarat. In other words the poorest person is reaching this hospital. In addition it has separate speciality institutes in the same campus, i.e. cardiology, kidney, dental, eye hospital, paraplegia hospital, physiotherapy and nursing school and a very prestigious medical college. Overall the hospital is having more than 3500 beds indoor capacity and equipped with latest equipments. Further it is the ultimate referral centre for various categories of patients from various hospitals of whole Gujarat State¹².

METHODS AND MATERIALS

This study was a cross-sectional study. The samples were selected randomly and at a time by the observer and without

any prejudices in order to reduce or minimise the selection bias. The sample size is representative, i.e. nearly 100 employees will be interviewed for their views and experiences in the same institute for development efforts and their utilisation. This will directly help to increase the precision and reduce the Standard Error.

The data are qualitative in nature, as we are dealing with number of persons and their qualitative aspects. The sources of data will be both, the persons themselves and the records also. Thus we have considered both primary and secondary data for the study. As the hospital is having many sub-faculty units for different specialities, the employees were interviewed from all the institutes, i.e. civil hospital, U.N. Mehta cardiology institute, Institute of Kidney Diseases, Paraplegia Hospital etc.

All the selected employees were first explained about the objective of the study and its probable benefits in local language and terminology and they were encouraged to give reply. A detailed Performa prepared was asked in sequential manner. The employees were guided and supported as and when required during the interview, but they were not asked the leading questions.

After collection of data, the data was compiled and analyzed in a phased manner. The available data is tabulated and proper statistical tests, i.e. Z test and Standard Error of difference between two proportions was applied to it. Conclusion was made from the available information and results of statically tests.

OBSERVATIONS AND RESULTS

Table 1 shows that about 47% of the employees are technical, 25% are semi-technical or supportive and 15% are administrative or clerical. 13% of employees are

Table 1: Distribution of studied employees according to their place of service

Type/Name of Institute	Type of work				Total = N (n ₁ + n ₂ + n ₃ + n ₄)
	Technical n ₁ = 47	Supportive/ semi-technical n ₂ = 25	Clerical/Admi./ non Technical n ₃ = 15	Servant/sweepers others n ₄ = 13	
Civil Hospital	32(68.09%)	12(48%)	10(66.67%)	2(15.38%)	56(56%)
Cancer Hospital	2(4.26%)	4(16%)	1(6.67%)	5(38.46%)	12(12%)
Cardiology Hospital	4(8.51%)	1(4%)	0(0%)	1(7.69%)	6(6%)
Inst. of Kidney Diseases	3(6.38%)	3(12%)	2(13.33%)	4(30.77%)	12(12%)
Paraplegia Hospital	6(12.77%)	5(20%)	2(13.33%)	1(7.69%)	14(14%)
Total	47(100%)	25(100%)	15(100%)	13(100%)	100(100%)

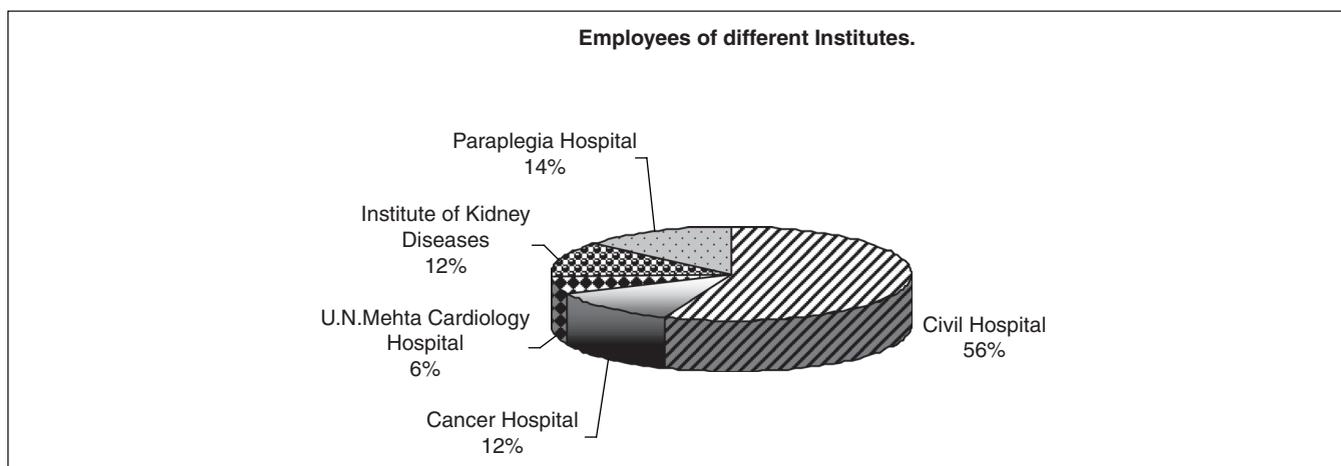


Table 2: Distribution of Human Resources according to work actually obtained of expected: depending upon the personal judgement

Department	Up to 25% n ₁ = 3	25 to 50% n ₂ = 8	50 to 75% n ₃ = 61	Above 75% n ₄ = 27	Total N = 100
Surgery	0(0%)	0(0%)	8(13.11%)	0(0%)	8(8%)
Medicine	0(0%)	0(0%)	14(22.95%)	4(14.81%)	18(18%)
Gynaecology	0(0%)	2(25%)	7(11.48%)	5(18.52%)	14(14%)
Radiology	1(33.33%)	2(25%)	9(14.75%)	0(0%)	12(12%)
Urology	0(0%)	2(25%)	1(1.64%)	2(7.41%)	5(5%)
Cardiology	0(0%)	1(12.5%)	9(14.75%)	4(14.81%)	14(14%)
Orthopaedics	0(0%)	0(0%)	0(0%)	12(44.44%)	12(12%)
Ear, Nose, Throat	1(33.33%)	1(12.5%)	3(4.92%)	0(0%)	5(5%)
Administrative	1(33.34%)	0(0%)	11(18.03%)	0(0%)	12(12%)
Total	3(100%)	8(100%)	61(100%)	27(100%)	100(100%)

class-IV, servants or sweepers. Civil Hospital has 68.09% technical employees, which is highest. Cancer hospital and kidney hospital has more number of servants and sweepers.

Among the supportive staff again the civil hospital has highest, i.e.48%, where as Institute of kidney diseases and paraplegia hospital has 12% and 20% employees respectively.

For administrative staff again civil hospital has highest number of administrative staff, i.e. 66.67% of the total administrative staff. IKD and paraplegia hospital have 13.33% of administrative staff each.

In case of servants and sweepers cancer hospital and Kidney diseases hospital have more number of sweepers, i.e. 38.46% and 30.77% respectively.

Table 2 shows that among all available employees in different departments of civil hospital about 27% believe that the administration can obtain more than 75% of the work of their capacity. About 61% believe that they are contributing more than 50% and up to 75% of their capability for that particular work. 8% believe that they are contributing 25% to 50 % and 3% believe that they are contributing less than 25% of their capability for work for Institute.

Radiology, ENT and Administrative are the departments, which have reported the less efficiency utilisation, i.e. 33.33% each. Orthopaedic, Medicine, and gynaecology department employees believe that they are working more than 75% of their actual capacity.

Overall orthopaedics is the department contributing 44.44% of all employees, who have reported more than 75% of utilisation of their efficiency.

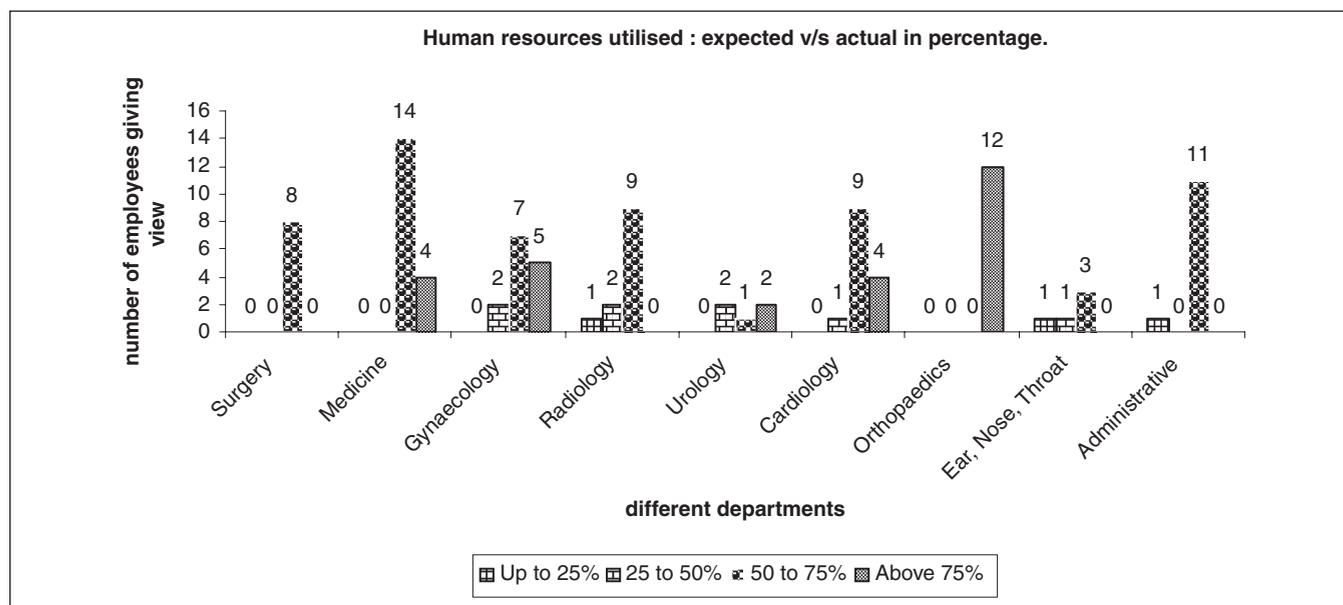


Table 3 shows that about 45% of the total employees have stated that teaching skill is necessary for their development. 13.16% of male employees and 4.17% of female employees believe that vocabulary is important to develop their services.

3.95% and 18.42% of male employees believe that mechanical and electro-mechanical skills are necessary to deliver their skills. 5.26% of male employees believe that imagination is the important factor for their services. 27.63% of male employees consider surgical skill as an important factor for services; where as only 4.17% of female employees have recognised it.

The observed difference between male and female employees for teaching skills is highly significant, i.e. $Z = 6.5$ ($P < 0.05$). Overall 22% have approved that surgical skill is vital for them, and 15% have recognised electro-mechanical skills as an inevitable factor for their skills and service delivery.

Table 4 shows that among all technical employees about 87.23% of them have attended or taken the trainings based on Technical matters. 10.64% of technical employees have taken training on Administration, and 2.13% have taken on the subject of communication.

Among semi technical or supportive employees almost half (48%) of them have taken training on Technical subjects. 16% have taken on supportive subjects, 24% have taken on subject of administration and 12% have taken in the subject of Administration. In case of non-technical, clerical and administrative staff, major of them have taken training in the field of Administration, i.e. 80%, where as rest of them, i.e. 20% have taken training in the field of communication. In case of sweepers and servants 46.15%

Table 3: Development needed according to Skills

No.	Type of skill	Male	Female	Total
		$n_1 = 76$	$n_2 = 24$	$N = 100$
1.	Vocabulary	10(13.16%)	1(4.17%)	11(11%)
2.	Mechanical	3(3.95%)	0(0%)	3(3%)
3.	Mechanical-Electrical skills	14(18.42%)	1(4.17%)	15(15%)
4.	Imagination	4(5.26%)	0(0%)	4(4%)
5.	Surgical	21(27.63%)	1(4.17%)	22(22%)
6.	Others* (teaching skill)#	24(31.58%)	21(87.5%)	45(45%)
Total		76(100%)	24(100%)	100(100%)

$Z = 6.5$ ($P < 0.05$) (calculated between male and female for teaching skills)

of them were trained in the Institute about the importance of sanitation and hygiene in hospitals in local languages.

Table 5 shows that majority of the technical employees, i.e. 53.19% have shown interest for further training and development in the field of Machine, i.e. mechanisation of the treatment or care provision. 17.02% each have shown their interest in the field of Time management and its application and Inventory management. Only few have shown their interest for communication, i.e. 4.26% and Man-to-Man relationship (Interpersonal relations) i.e. 8.51%.

Supportive employees have shown interest in the field of Inventory Management (44%) and Time management (28%) respectively. 16% of them have shown interest to learn more about mechanisation and mechanics. It is noticeable

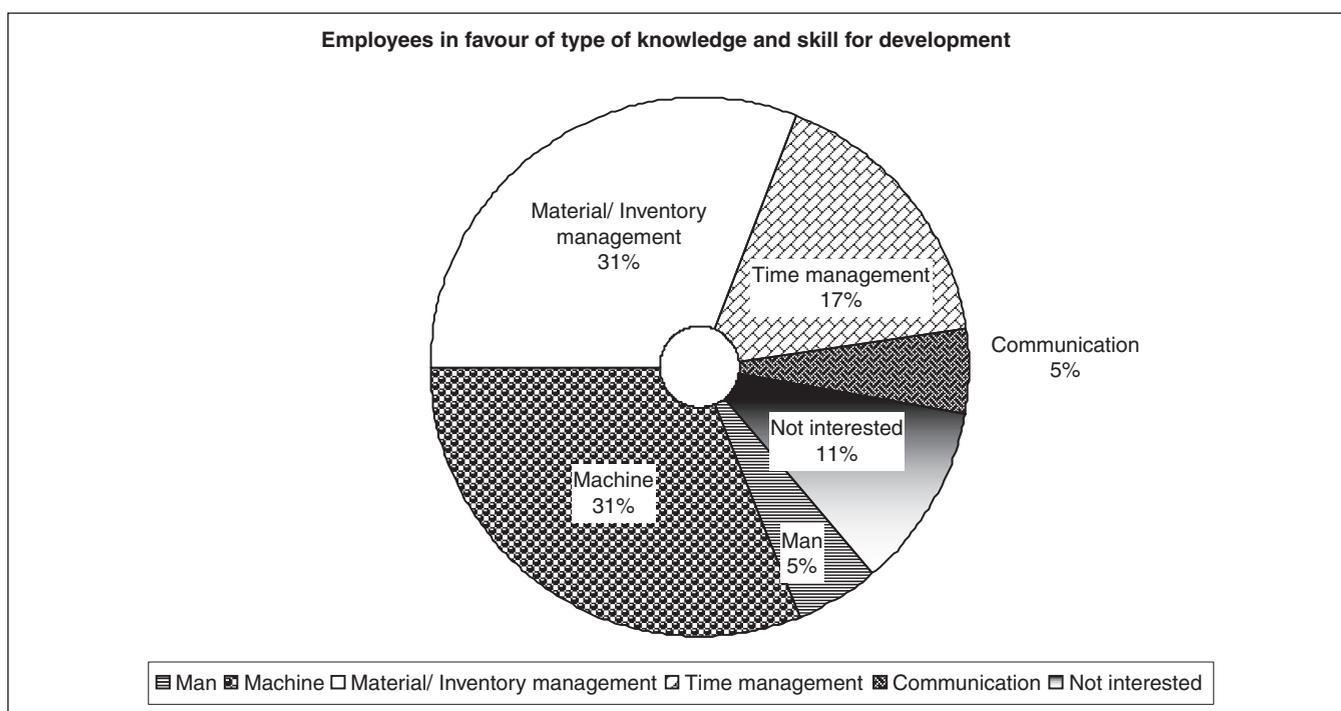
Table 4: Distribution of number of employees attended trainings/workshop/seminars on different subjects/fields.

No.	Theme of Training	Type of employees				Total N = 100
		Technical n ₁ = 47	Semi-technical/ supportive n ₂ = 25	Clerical/Non Technical n ₃ = 15	Servant/ sweepers/Others n ₄ = 13	
1.	Technical	41(87.23%)	12(48%)	0(0%)	0(0%)	53(53%)
2.	Semi-technical/ supportive	0(0%)	4(16%)	0(0%)	6*(46.15%)	10(10%)
3.	Administrative	5(10.64%)	6(24%)	12(80%)	0(0%)	23(23%)
4.	Communication	1(2.13%)	3(12%)	3(20%)	0(0%)	7(7%)
5.	Not taken	0(0%)	0(0%)	0(0%)	7(53.85%)	7(7%)
Total		47(100%)	25(100%)	15(100%)	13(100%)	100(100%)

* taken training for sanitation and hygiene in wards in local languages.

Table 5: Details of Newer technologies required related to

No.	Related to Management	Technical	Semi-technical/ supportive	Clerical/Non Technical	Servant/ sweepers/Others	Total N = 100
		n ₁ = 47	n ₂ = 25	n ₃ = 15	n ₄ = 13	
1.	Man	4(8.51%)	1(4%)	0(0%)	0(0%)	5(5%)
2.	Machine	25(53.19%)	4(16%)	0(0%)	2(15.38%)	31(31%)
3.	Material/ Inventory management	8(17.02%)	11(44%)	12(80%)	0(0%)	31(31%)
4.	Time management	8(17.02%)	7(28%)	2(13.33%)	0(0%)	17(17%)
5.	Communication	2(4.26%)	2(8%)	1(6.67%)	0(0%)	5(5%)
6.	Not interested	0(0%)	0(0%)	0(0%)	11(84.61%)	11(11%)
Total		47(100%)	25(100%)	15(100%)	13(100%)	100(100%)



that 84.61% of the class-IV employees were not showing much interest to get trained for some other subject. Only 15.38% of them have shown interest to learn about the mechanisation of their duties and work.

Table 6 shows that civil hospital has highest employees in the group, which is working for 26 to 50 % of their capability. Cancer hospital has 41.67% of employees belong to the same group that is giving output in between 26 to 50% of their working efficiency.

Cardiology hospital has half employees telling that they can work up to only 25% of their efficiency. In case of Institute of Kidney diseases employees majority of them i.e. 66/67% belong to good working group, i.e. working from 51% to 75% of their capacity.

In case of paraplegia hospital 71.42% of employees are working up to 50% of their capacity. Overall 23% of employees are Working up to 25%, 44% from 26 to 50%, 22% from 51% to 75% and only 11% of them work for more than 75% of their capacity.

Table 7 shows that out of total only 3% have stated that they are being supported by top management completely. 315 have stated that they are partial positive about the

support and 28% have stated that they are partial negative about the top management support of the hospital.

Among technical staff about 34.04% of employees have said they are partial positive about the help and support from the top management. 6.38% of technical employees have refused to give comments on the matter. Among semi technical and supportive staff 44% believe that the top management does partially not support them. 36% of these group employees believe that the top management does totally not support them. Among clerical staff 40% each believe that they are partially supported and totally not supported by the top management.

DISCUSSION

In the studied employees, 47% of the employees are technical, 25% are semi-technical or supportive and 15% are administrative or clerical. 13% of employees are class-IV, servants or sweepers. Civil Hospital has 68.09% technical employees, which is highest. Cancer hospital and kidney hospital has more number of servants and sweepers. This may be due to the more services and support needed by the patients of these hospitals.

Table 6: efforts in percentage for human resources development in organisation (based on personal view)

No.	Institute		Up to 25%	26 to 50%	51 to 75%	76% to 100%	Total
1.	Civil Hospital	N₁ = 56	13(23.21%)	32(57.14%)	6(10.71%)	5(8.93%)	56(100%)
2.	Cancer Hospital	N₂ = 12	1(8.33%)	5(41.67%)	4(33.33%)	2(16.67%)	12(100%)
3.	Cardiology Hospital	N₃ = 6	3(50%)	1(16.67%)	1(16.66%)	1(16.66%)	06(100%)
4.	Institute of Kidney Diseases	N₄ = 12	1(8.33%)	1(8.33%)	8(66.67%)	2(16.67%)	12(100%)
5.	Paraplegia Hospital	N₅ = 14	5(35.71%)	5(35.71%)	3(21.43%)	1(7.14%)	14(100%)
	Total	N = 100	23(23%)	44(44%)	22(22%)	11(11%)	100(100%)

Table 7: Top management Support

No	Type/Name of Institute	Type of work				Total = N (n ₁ + n ₂ + n ₃ + n ₄)
		Technical n ₁ = 47	Supportive/ semi-technical n ₂ = 25	Clerical/Admi./ non Technical n ₃ = 15	Servant/sweepers others n ₄ = 13	
1	Completely	2(4.26%)	0(0%)	1(6.67%)	0(0%)	3(3%)
2	Partially yes	16(34.04%)	3(12%)	6(40%)	6(46.15%)	31(31%)
3	Partially No	14(29.79%)	11(44%)	2(13.33%)	1(7.69%)	28(28%)
4	Not at all	12(25.53%)	9(36%)	6(40%)	5(38.46%)	32(32%)
5	No comments	3(6.38%)	2(8%)	0(0%)	1(7.69%)	6(6%)
	Total	47(100%)	25(100%)	15(100%)	13(100%)	100(100%)

Among the supportive staff again the civil hospital has highest, i.e.48%, where as Institute of kidney diseases and paraplegia hospital has 12% and 20% employees respectively. Civil hospital is the general hospital, it could be the reason that semi technical or supportive staff is needed in more numbers for general conditions and hospital applications.

In administrative staff again civil hospital has highest number of administrative staff, i.e. 66.67% of the total administrative staff. Here civil hospital is run directly by the health and family welfare department of state government. So as per norms the administrative staffs is higher. Where as IKD and paraplegia hospital have 13.33% of administrative staff each. Here Institute of kidney diseases is semi government organisation, and it can implement their own norms to cut or exceed the staffing pattern. Paraplegia hospital is the smaller establishment so it may having the less administrative staff and establishment. In case of servants and sweepers cancer hospital and Kidney diseases hospital have more number of sweepers, i.e. 38.46% and 30.77% respectively.

Technical person is more concentrated in the group of 2-5 year of service and 6–10 years of service, i.e. 25.53%, these may be due to the reason that technical person have higher chances to go for higher studies, training, deputation or transfers with promotions. About 36.17% Supportive and semi technical employees were highest in the service period of 21 to 33 years, i.e. 40%. In case of clerical and Administrative staff about 73.33% of employees were having 21 to 33 yrs of service, and it is noticeable that all the employees were having more than 10 years service with the institute they are serving. These may be due to the policy of the government to restrict the appointments in class-III and IV employees.

Overall 24% employees were having 11 to 20 yrs. Service and 27% of employees were having more than 21 yrs of service. Employees with duration of service 2 to 5 yrs were highest in civil hospital, i.e. 25.53% among all the employees having that period of service. These are the permanent employees of state government.

Among all full time employees medicine department (21.79%), Radiology (15.38%) department and Orthopaedic department (15.38%) are at top. Cardiology department has highest number of part time employees, i.e. 50%. Followed by gynaecology and Urology department, i.e. 14.28% each. Again in this concern cardiology hospital is very famous for its qualitative services and subsidised rates. This makes it possible when part time doctors consult poor patients at government rates at cardiology hospital. Contractual appointments and honorary services appointments are highest in cardiology hospital. Again administrative departments are having 20% of total employees on contractual basis.

Overall about 78% of the employees were full timers, 14% were part timers and about 8% were having either honorary services or contractual appointments.

Among all available employees in different departments of civil hospital about 27% believe that the administration can obtain more than 75% of the work of their capacity. These may be due to heavy rush of patients from all corners of the Gujarat, referred patients from all hospitals and medico legal patients. Overall about 61% believe that they are contributing more than 50% and up to 75% of their capability for that particular work. 8% believe that they are contributing 25% to 50 % and 3% believe that they are contributing less than 25% of their capability for work for Institute.

Radiology, ENT and Administrative are the departments, which have reported the less efficiency utilisation, i.e. 33.33% each. It is possible in case of radiology department because imagination occurs only when patient is referred by some other department, in addition to that all precious investigations are paid at government rates at civil hospital. Orthopaedic, Medicine, and gynaecology department employees believe that they are working more than 75% of their actual capacity.

Overall orthopaedics is the department contributing 44.44% of all employees, who have reported more than 75% of utilisation of their efficiency.

About 45% of the total employees have stated that teaching skill is necessary for their work. These may be that one of the most reputed medical college of India; B.J. Medical college is attached with civil hospital, Ahmedabad. About 13.16% of male employees and 4.17% of female employees believe that vocabulary is important for their services. 3.95% and 18.42% of male employees believe that mechanical and electro-mechanical skills respectively are necessary to deliver their skills. 5.26% of male employees believe that imagination is the important factor for their services.

About 27.63% of male employees consider surgical skill as an important factor for services, where as only 4.17% of female employees have recognise it. Overall 22% have approved that surgical skill is vital for them, and 15% have recognise electro-mechanical skills as an inevitable factor for their skills and service delivery.

About 74.6% of the total technical employees are working under and with help and guidance of other technical person of the Institute. 23.8% of technical person working under administrative persons. In case of semi technical/supportive staff 21% of other same category employees are working under them. 28.57% of the total administrative and clerical

staff is working under supportive staff. All the servant and sweepers have their senior immediate bosses who belong to same category employee.

About 57.45% of technical employees believe that they need training and development in the field of communication to improve their potential of working. 36.17% believe that they are getting difficulties in administrative matters and they should go for training and development in the direction of administration. 24% of semi technical and administrative employees believe that they are weaker in administrative matters and they should go for administrative trainings for improvement.

On an average 86.67% of administrative and clerical staff believe that they are making mistakes due to inadequate technical knowledge about the field, and they want to improve it through further trainings. All the class –IV and servant, sweeper staff believe that they are facing difficulties in their work due to their poor administrative knowledge and poor support from the administration. They are willing to get basic administrative knowledge.

Among all technical employees about 87.23% of them have attended or taken the trainings based on Technical matters. 10.64% of technical employees have taken training on Administration, and 2.13% have taken on the subject of communication.

Among semi technical or supportive employees almost half (48%) of them have taken training on Technical subjects. 16% have taken on supportive subjects, 24% have taken on subject of administration and 12 % have taken in the subject of Administration. In case of non-technical, clerical and administrative staffs, majority of them have taken training in the field of Administration, i.e. 80%, where as rest of them, i.e. 20% have taken training in the field of communication. In case of sweepers and servants 46.15% of them were trained in the Institute about the importance of sanitation and hygiene in hospitals in local languages.

During last one month from the date of interview there were overall 2 training programmes conducted. During last three months there were three programmes, during last six months 7 and during last 1 year total 11 training programmes were conducted. Out of that 17.39% were self-financed or the trainees bared the expenses. About 21.7% were on sharing bases; some other organisation or firm bared i.e. expenses of literature and refreshment. Where as most of them i.e. 60.9% were sponsored by some agencies.

Majority of the technical employees, i.e. 53.19% have shown interest for further training and development in the field

of Machine, i.e. mechanisation of the treatment or care provision. 17.02% each have shown their interest in the field of Time management and its application and Inventory management. Only few have shown their interest for communication, i.e. 4.26% and Man-to-Man relationship (Interpersonal relations) i.e. 8.51%. Overall it's the era of instrumentation and techniques of Information and communication.

Supportive employees have shown interest in the field of Inventory Management (44%) and Time management (28%) respectively. 16% of them have shown interest to learn more about mechanisation and mechanics. It is noticeable that 84.61% of the class-IV employees were not showing much interest to get trained for some other subject. Only 15.38% of them have shown interest to learn about the mechanisation of their duties and work.

About 29.79% of the technical employees get their updates from bulletins and reference books. About 17.02% get from Medical Association publication. About 51.06% get their updates from Internet surfing and only 2.13% get updated through their colleagues. In case of semi technical/supportive employees 56% get updates from Internet surfing and 16% from bulletins and reference books. About 8% of these employees use media to get updated. This shows wide coverage of Internet surfing and use and awareness about globalisation of information and knowledge about medical services.

In case of clerical or Administrative staff 66.67% get updated through their colleagues and 26.67% from media updates. In case of sweepers and other class-IV employees 84.62% learn from their colleagues and 15.38% prefers media to get update about the matter.

From total training conducted, about 72.73% of the training in civil hospital was technical and 18.18% of these were semi technical or supportive in nature. Only 9.09% of trainings were on communication. On other hand 38.33% of total trainings conducted out side civil hospital were Administrative where as 48.33% were technical. Only 6.67% were on the subject of communication conducted out side civil hospital.

Overall 54.64% of trainings were on technical themes, 10.31% on supportive matters, 23.71% of them on administrative matters and only 7.22% were on communication and computers skills etc.

Civil hospital has highest employees in the group, which is working for 26 to 50 % of their capability. Cancer hospital has 41.67% of employees belong to the same group that is giving output in between 26 to 50% of their working

efficiency. Cardiology hospital has half employees telling that they can work up to only 25% of their efficiency. In case of Institute of Kidney diseases employees majority of them i.e. 66/67% belong to good working group, i.e. working from 51% to 75% of their capacity. In case of paraplegia hospital 71.42% of employees are working up to 50% of their capacity. Overall 23% of employees are Working up to 25%, 44% from 26 to 50%, 22% from 51% to 75% and only 11% of them work for more than 75% of their capacity.

RECOMMENDATIONS

1. There should be timely and regular appraisal of performance of the employees of the Civil Hospital in order to optimise the Human Resources Utilisation.
2. The performance appraisal is in form of the Confidential Report Writing, as it is the government Institute, It should be done with a performance appraisal committee designed in the hospital by the government.
3. The performance of the technical and non-technical staff should be accessed and evaluated after the training and skill up gradation programmes. This will show the level of Human Resources Development level in the hospital.
4. Regular feedback system should be developed in form of bed occupancy rate, morbidity and mortality rates

for the level of human resources development process in the hospital.

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