

Summer Training Presentation

An assessment of performance of HR department of a hospital based on key performance indicators of human resource department

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INTRODUCTION

- Human resources are the people who make up an organization's, business sector's, industry's, or economy's workforce. They act as a link between the management and the workforce of a company.
- HR KPIs are indicators that may be used to show how your HR department contributes to the overall success of the company. What additional value does your HR department provide through its activities? How well are you achieving the goals set forth in your company's HR strategy? Are these evaluated in connection to your organization's overall KPIs?
- There are five key KPIs in the Human Resource department that must be monitored out of all the quality indicators that must be monitored.
 - Employee satisfaction index.
 - Employee attrition rate.
 - Employee absenteeism rate.
 - Percentage of employee aware of employee rights.
 - Percentage of employees provided pre-exposure prophylaxis.

RESEARCH QUESTION

- What is the Performance/compliance of HR department based on key performance indicators of human resource department?
- What are the root causes of the poor performance/non-compliance of HR department based on key performance indicators of human resource department?

OBJECTIVES

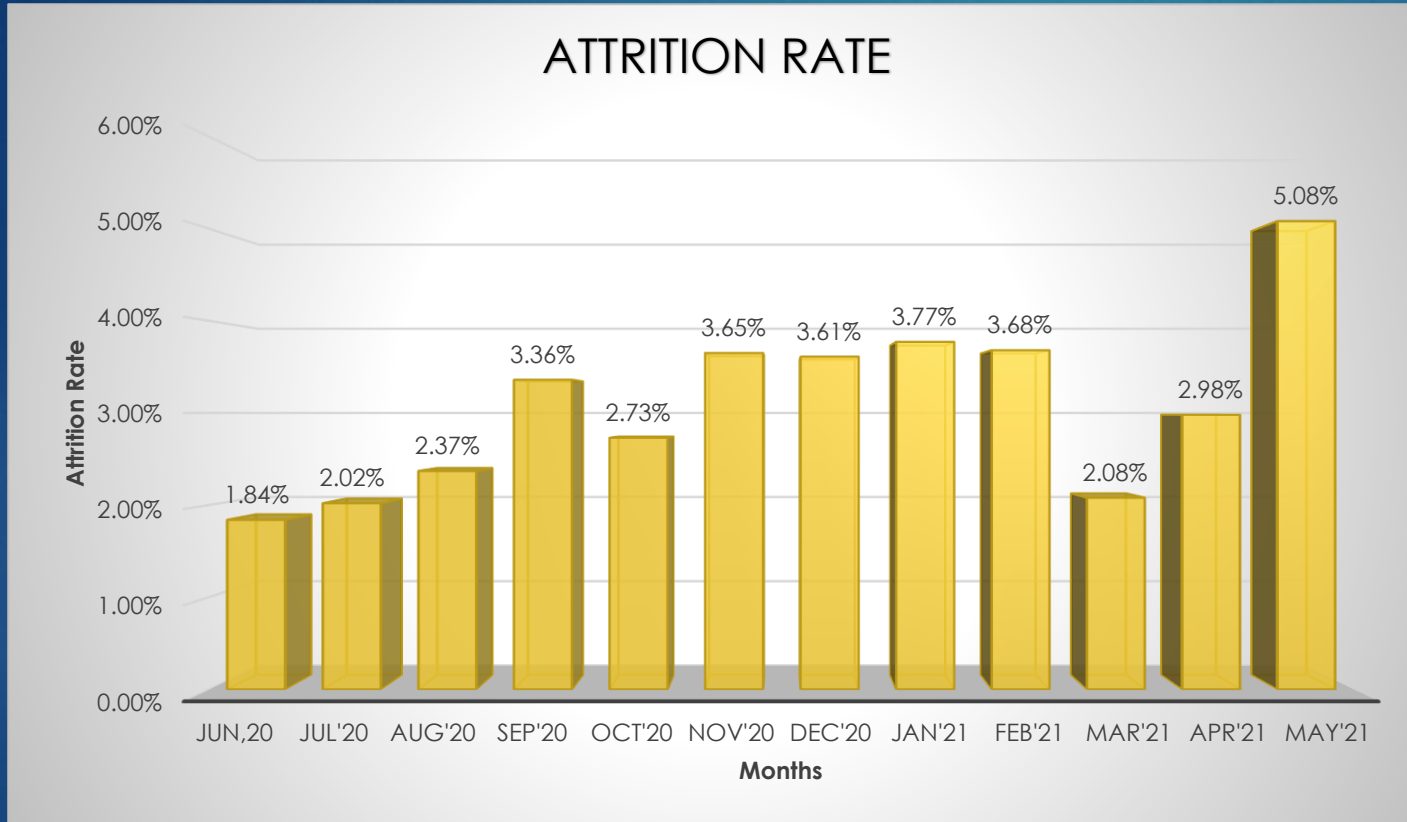
- ▶ To assess the Performance of various indicators of HR department based on key performance indicators of human resource department.
- ▶ To identify the root causes of the non-compliance of various indicators of HR department based on key performance indicators of human resource department.

MATERIALS AND METHODS

- ▶ **Study Design:** Observational cross-sectional descriptive study using secondary data from HR department.
- ▶ **Study Location:** CK Birla Hospital, Jaipur
- ▶ **Sampling Method:** Selecting secondary data of last one year of HR department.
- ▶ **Study Period:** 2 months
- ▶ **Sample Size:** All the human resource working in the hospital.
- ▶ **Study Tool:** Excel spread sheet was used to capture the data on all the aspects of key performance indicators of human resource department.
- ▶ **Analysis Tool:** Assessment of compliance of various key performance indicators of HR department was done calculating percentages. Fish bone analysis technique was used to identify the cause of non-compliance of various key performance indicators of HR department. Data was analyzed using MS excel.

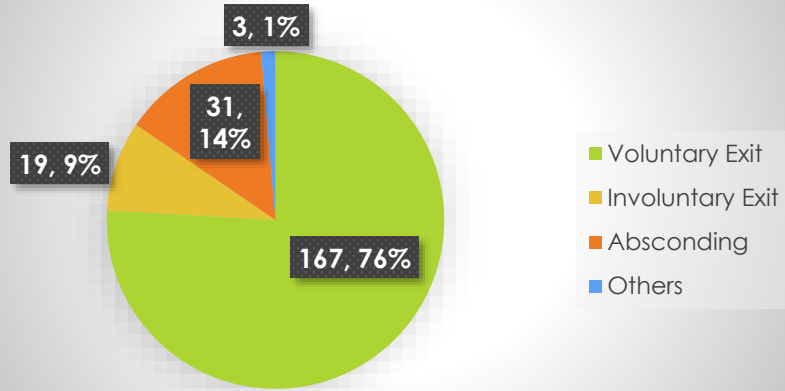
ANALYSIS

Attrition rate

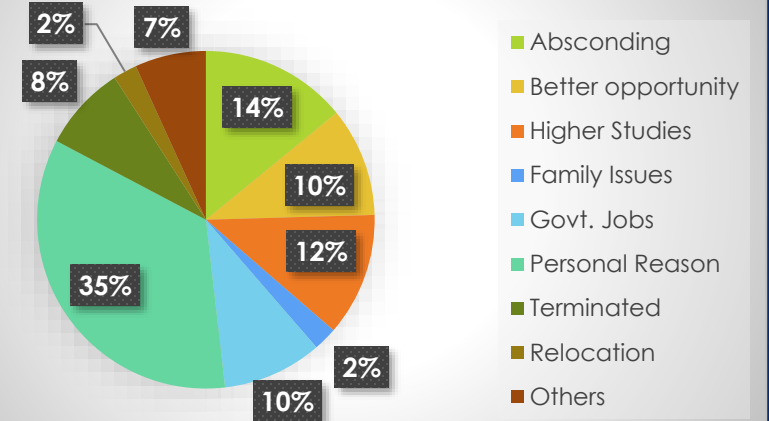


- This graph of attrition shows an increase in the attrition rate over the period of last year. The average attrition rate for the quarter of Jun'20 – Aug'20 was 2.08% which rose in the last quarter of Mar'21 – May'21 to 3.38%.
- Although as found in the exit interviews approx. 22% employees left the organization for higher studies and better opportunity, many of the employees who left were dissatisfied because of improper appraisal, non-supportive colleagues.

NATURE OF EXIT

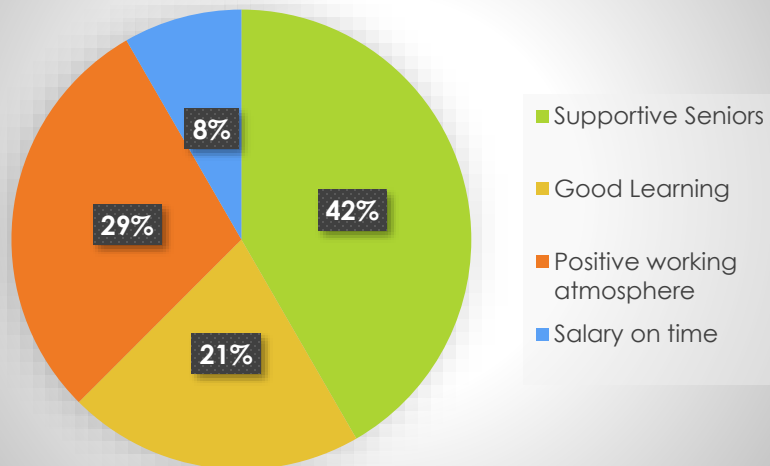


REASONS OF EXIT

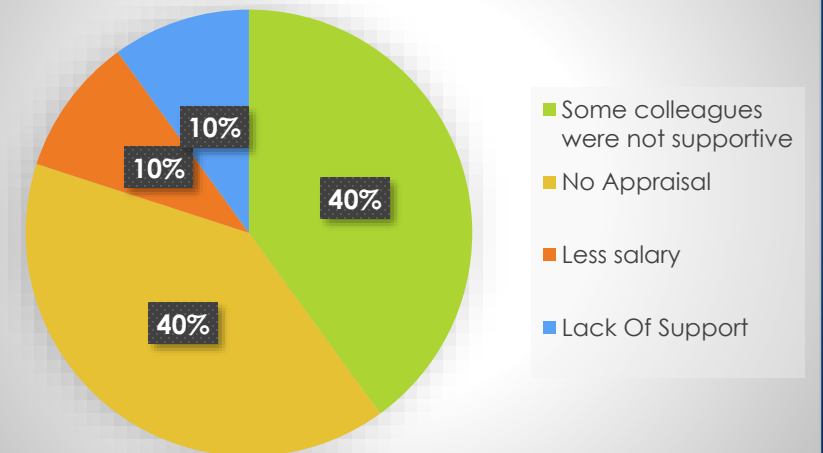


CAUSES OF ATTRITION

Positive points about RBH



Negative points about RBH



Absenteeism rate

The above graph of absenteeism rate is for the year Jun'20 – May'21. As seen the average absenteeism rate for the quarter of Jun'20 – Aug'20 was 1.99% which rose in the last quarter of Mar'21 – May'21 to 4.32%.

- Absenteeism was calculated as per the below (wrong) data:

Feb'21 – 42 absences

Mar'21 – 33 absences

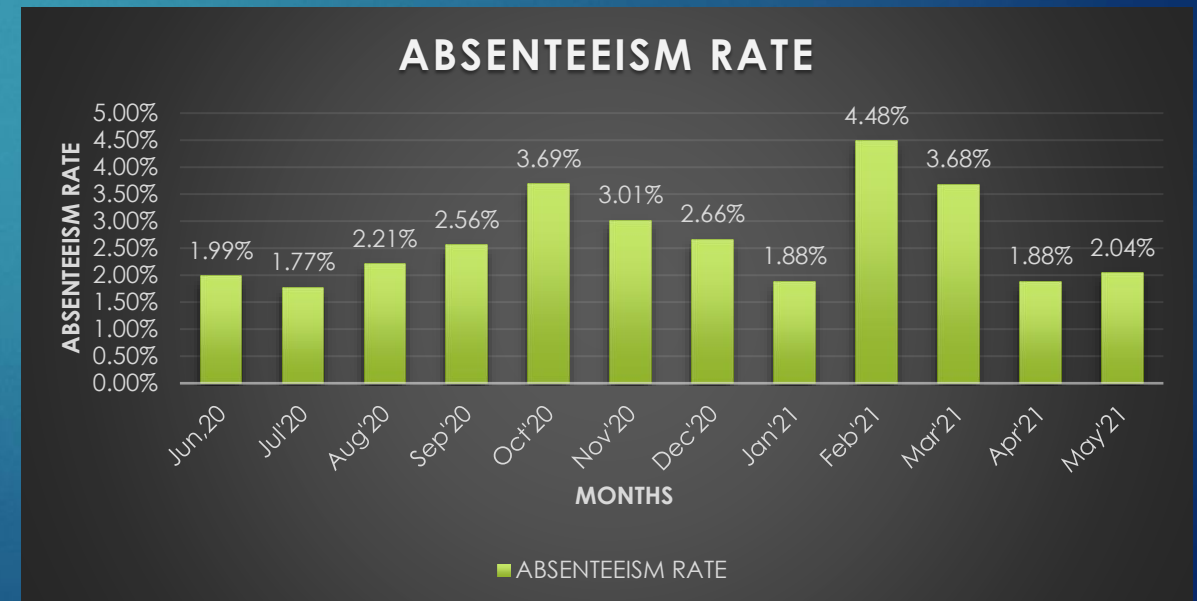
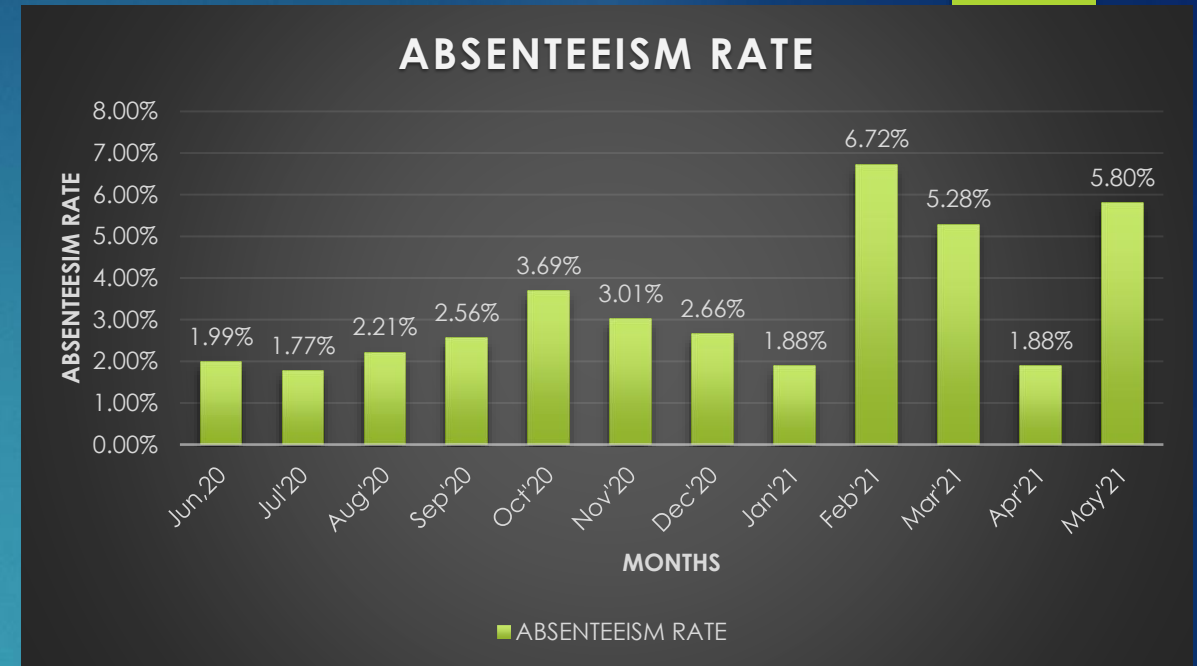
May'21 – 37 absences

- After taking into account only 'unauthorized absence' the new data was:

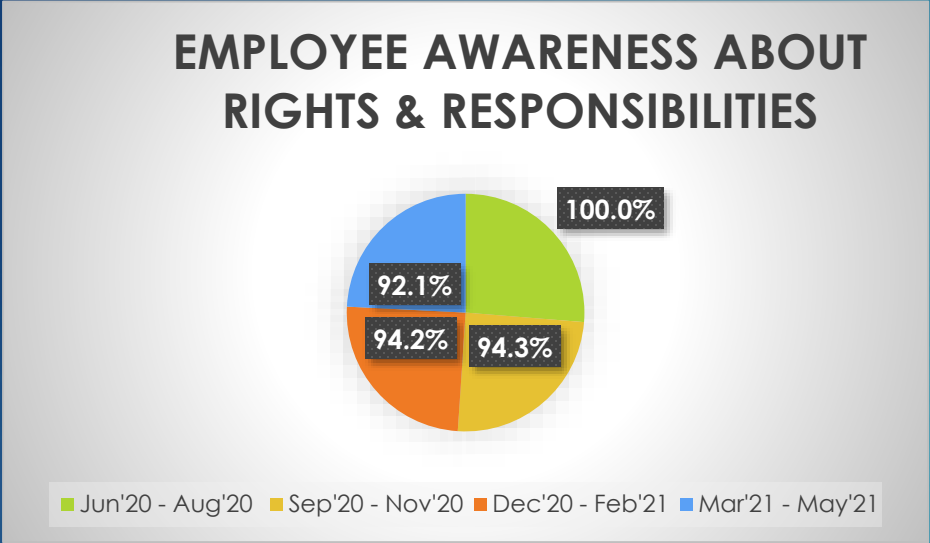
Feb'21 – 28 absences

Mar'21 – 23 absences

May'21 – 13 absences



Percentage of employee Awareness on employee rights & responsibilities

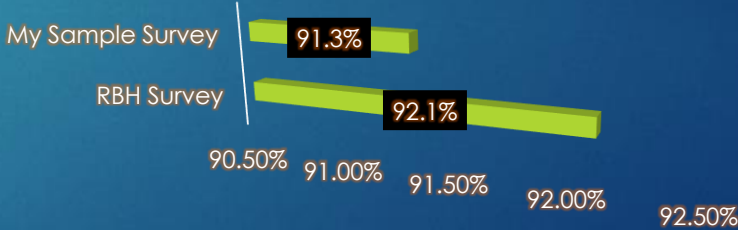


As seen the initial quarter had awareness percentage of 100% which constantly decreased to 92.1% in the quarter of Mar'21 – May'21.



My survey

EMPLOYEE AWARENESS ABOUT RIGHTS & RESPONSIBILITIES



	RBH Survey	My Sample Survey
EMPLOYEE AWARENESS ABOUT RIGHTS & RESPONSIBILITIES	92.1%	91.30%

Comparison Of Surveys

Employee satisfaction index

- Employee Satisfaction index which is calculated semi-annually showed increase in the percentage of employees satisfied with the organization.
- The employee satisfaction index from Jan'20 – Jun'20 was found to be 87.6% which increased in the next semi-annual survey of Jul'20 – Dec'21 to 93%.

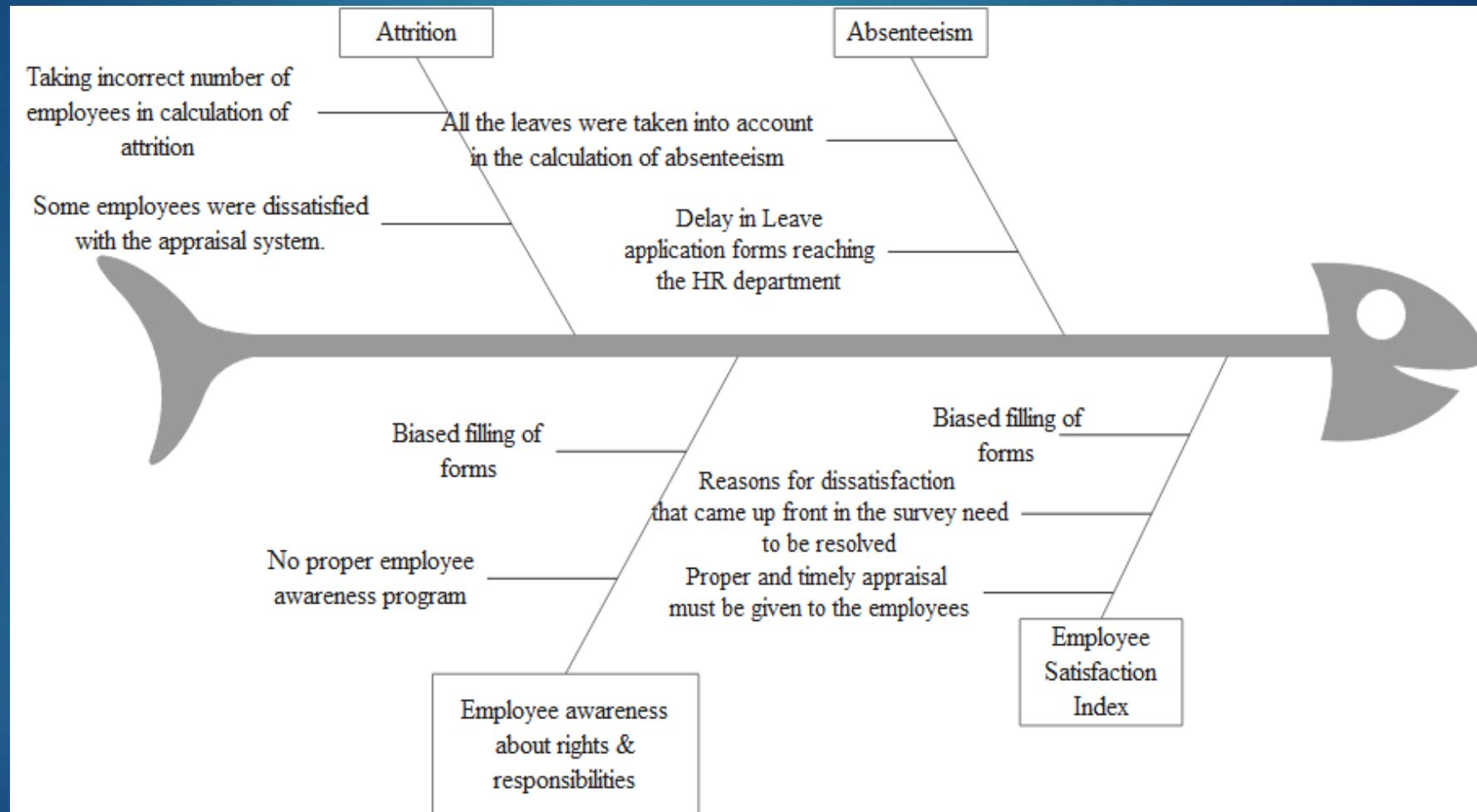


In my survey it was found that.

- ✓ Satisfaction with CK Birla hospital = 84%
- ✓ Satisfaction with the Job = 92%
- ✓ Satisfaction with Seniors = 76%
- ✓ Satisfaction with the work environment = 92%
- ✓ Satisfaction with the Team = 84%

Hence, the satisfaction Index according to my survey showed 86% satisfaction among the employees.

FISH BONE ANALYSIS



Discussion

- An increase was seen in the attrition rate in the past few months, when the data of attrition for the year June 2020- May 2021 was considered.
- Monthly Absenteeism Rate was found to be maintained for the year June 2020- May 2021.
- There was a miscalculation in absenteeism rate, which was solved with the help of seniors.
- A quarter-wise decrease was seen in the Percentage of employee's awareness about rights & responsibilities survey for last year.
- Only 91% employees at CK Birla were aware about their rights according to my survey.
- An improvement was seen in the Employee satisfaction index of semiannual data for the year June 2020- May 2021.
- Whereas according to my survey the Satisfaction index for the half yearly data of January 2021 – June 2021 was found to be 86%. The survey for satisfaction index was not completed during my training period. So, my survey can just act as a prediction

CONCLUSION

- ❖ The attrition rate of employees is high as the data of the year Jun'20 – May'21 is concerned. The attrition rate of the last few months increased rapidly. This shows non-compliance of HR department with the maintenance of attrition rate.
- ❖ The absenteeism rate was maintained as seen in the data. Which ultimately shows compliance of HR department.
- ❖ Strict measures for teaching the employee rights and responsibilities must be taken, as the survey showed a constant decrease in the awareness among employees. If the employees are not aware about their own rights and responsibilities then the responsible department i.e., HR is not complying the KPI with the quality indicators of NABH.
- ❖ Lastly, the employees were also found not satisfied with many things in the organization such as appraisal, salary, seniors. This shows that there is some point where there is non-compliance in the maintenance of the satisfaction level of employees.

SUGGESTIONS

- ✓ 40% of the employees in their exit interview mentioned their problems with appraisal & 40% had issues with non-supportive colleagues. These points of the exit interview need to be considered and the attrition rate needs to be taken care of.
- ✓ Only 'unauthorized absence' needs to be taken in the calculation of Absenteeism rate.
- ✓ Although employees are made aware about their rights and responsibilities in their induction. Still some proper awareness program about employee rights and responsibilities at least once a year could be considered to make employees more aware about the rights & responsibilities.
- ✓ Overall, the employees are satisfied with the organization. To increase the satisfaction index of the employees working at CK Birla Hospital, Jaipur following points can be thought of:
 - As employees in their exit interview mentioned their issues with appraisal. Also, in the satisfaction survey only 44% employees were satisfied with their salary, it should be taken care of and proper & timely appraisal should be done. As appraisal is the key to motivate the employees to work hard.
 - Some employees had issues with non-supportive colleagues and their work environment. Their superiors can have a conversation with them and try to resolve the problems that the employees are facing.

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Thank You