

Summer Training at



CK Birla Hospitals, Jaipur

(May 10th – July 2nd 2021)

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

By

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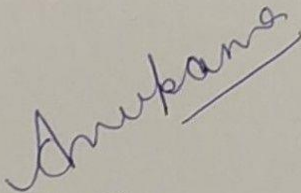
The IIHMR University, Jaipur

2020

To whom so ever it may concern

This is to certify that Mr. Syed Ayaz Alam has successfully completed his internship training in Human Resources Department from 10th May 2021 to 2nd July, 2021.

We found him sincere, punctual & hardworking. We wish him every success in her future and career.



Anupama Sharma
Unit HR Head
Human Resources

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Research connects a person's theoretical knowledge & practical experience. This research helped me a lot to learn & grow.

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TABLE OF CONTENTS

<u>S.no</u>	<u>SECTION</u>	<u>Pg.no</u>
1.	Introduction - Rukmani Birla hospital	1 – 4
2.	Introduction – Project	6
3.	Research Question	7
4.	Objectives	7
5.	Materials and Methods	7
6.	Implications of research	7
7.	Data Interpretation	8
7.1	Employee Attrition Rate	8 – 10
7.2	Employee Absenteeism Rate	10 – 12
7.3	Percentage of employee Awareness on employee rights & responsibilities	12 – 14
7.4	Employee Satisfaction Index	15 – 17
8.	Fishbone analysis	18 – 19
9.	Discussion	20
10.	Conclusion	20
11.	Suggestion	20 – 21
12.	References	22

ABBREVIATIONS

RBH – Rukmani Birla Hospital

NABH – National Accreditation Board for Hospital & Healthcare Providers

HRM – Human Resource Management

HR – Human resource

CT – Computed Tomography

CSSD – Central Sterile & Supply Department

ENT – Ear, Nose & Throat

MRI – Magnetic resonance imaging

IVF – In vitro fertilization

KPI – Key performance indicator

GW – General ward

SICU – Surgical intensive care unit

MICU – Medical intensive care unit

ICCU – Intensive coronary care unit

ER – Emergency

OPD – Out patient department

INTRODUCTION OF HOSPITAL

Rukmani Birla hospitals (RBH) is a multispecialty hospital in Jaipur with world class infrastructure offering comprehensive in-patient and out-patient services since inception the hospital has been providing world class clinical experience at par with international standards for its patients.

RBH is a 230 bedded multispecialty facility caters to patient needs and sure that the patient and their families are well looked after by team of efficient doctors, caring and vigilant nurses, along with organized service support.

Location:

Rukmani Birla hospitals (RBH), gopalpura bypass road, near triveni bridge, Jaipur- 302018

Vision:

To provide best of Patient Service & Clinical Excellence.

Mission:

To create Clinical Centres of Excellence on a strong backbone of research, academics and evidence-based medicine for best clinical and patient outcome.

Commitment towards Quality:

“To constantly upgrade our human and technological resources aligned with the best global developments in medical science”

Quality Policy Statement:

“To maintain highest standard of quality in the service delivered at the hospital”

Key Principles:

The foundation of RBH has been laid on 3 key principles that define the ethos of the hospital

- Clinical Excellence

- Ethical Conduct
- Patient Centric

Services Provided by the Organization

- In-Patient Services
- Out-Patient Services
- Day care services
- Dialysis
- Endoscopy
- Diagnostic Services
- Laboratory Services
- Emergency Services
- Radiology

Overview

- Cutting edge technology
- 6 modular Operation theatres
- Advanced Cath Lab
- CT scan (Wide Bore)
- 3.0 Tesla MRI (Wide Bore)
- Digital X-Ray
- Modular IVF & diagnostic lab
- 12 beds in Emergency department
- 64 beds in CC Unit
- Dialysis unit has 15 beds
- Fully equipped ambulances
- CSSD (central sterile supply department)

Specialties at RBH

- Critical care medicine
- Cardiac sciences
- Orthopaedics and joint replacement
- Laparoscopic and minimal invasive surgery
- Renal sciences
- Renal transplant
- Neuro sciences
- Gastro sciences
- Obstetrics & gynaecology
- Paediatrics & neonatology
- Respiratory medicine
- Internal medicine
- Physiotherapy & rehabilitation
- Pain management
- Anaesthesiology
- Endocrinology
- Plastic, cosmetic and reconstructive surgery
- Dental sciences
- Dermatology
- ENT
- Ophthalmology

Support services at RBH:

- Ambulance
- Dietetics
- Pharmacology
- Pharmacy

- Blood storage center
- Laboratory medicine
- Radiology

PROJECT

INTRODUCTION

Human resources refer to the individuals who work for a company, industry, or economy. They serve as a link between a company's leadership and its employees.

Employees are the most valuable assets in any industry, and to maximize their potential, a highly effective Human Resource Management department is required. Job analysis and recruitment, advancement in the healthcare business, distribution of employee benefits, motivation and support, as well as compliance and payment, are all areas where the Human Resource department must constantly improve. The HR department and the healthcare industry's management work together in a unique way. The majority of healthcare businesses use a two-tiered management structure.

Human resource managers & managers of hospital are in charge of two distinct groups of employees, each with distinct responsibilities and training needs. It is critical that staff follow the ethical and legal guidelines set forth by the healthcare business. In this regard, the human resource department's function becomes even more crucial in incorporating ethical & executive standards, which allows the organization to improve its proper working culture. Of course, job analysis and design are another important role that HR managers should take on from time to time to improve efficiency, and this is a big activity for any company. ^[1]

Key performance indicators (KPIs) are important variables that are used to assess an organization's performance. You can establish whether you're still on track to meet your goals with the help of well-defined KPIs. Before we get into which KPIs are critical for good HR policy, it's important to clarify what an HR KPI is. 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? ^[2]

Quality Indicators are the foundation of a hospital's quality assurance programme. Hospitals that are NABH accredited are expected to calculate many quality indicators and utilise them to monitor the quality of care. There is a list of quality indicators that must be monitored by a hospital preparing for accreditation.

In addition, the hospital that is seeking re-accreditation must make an effort. There are five key KPIs in the Human Resource department that must be monitored out of all the quality indicators that must be monitored. ^[3]

- Employee satisfaction index.
- Employee attrition rate.
- Employee absenteeism rate.
- Percentage of employee aware of employee rights.
- Percentage of employees provided pre-exposure prophylaxis.

3. 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?

4. 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.

5. 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.

6. IMPLICATIONS OF RESEARCH:

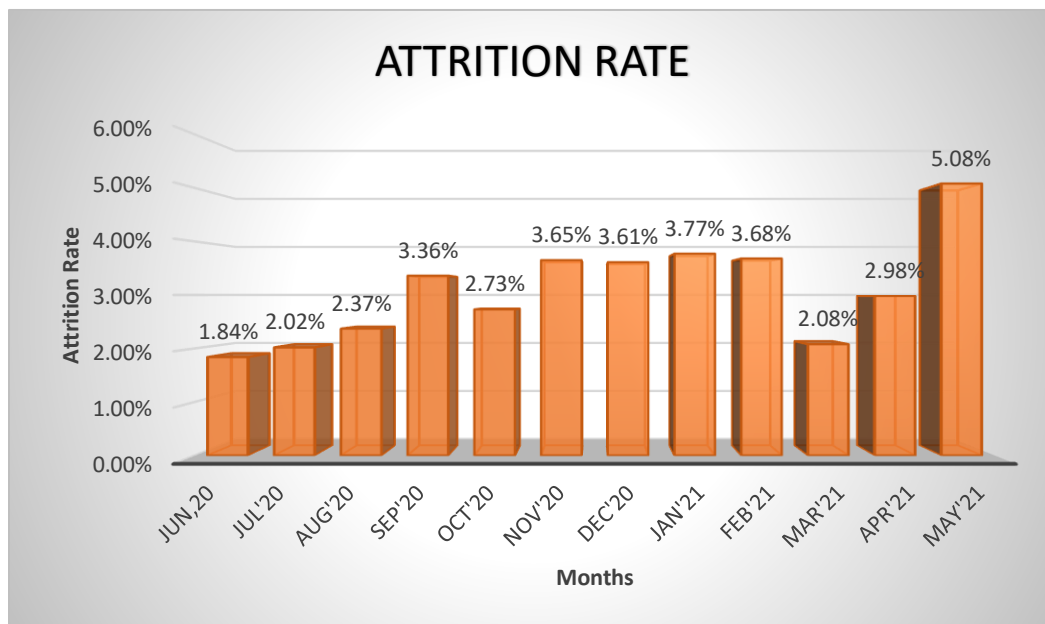
The intent of this project is to analyze last year data and understand whether or not the performance of HR department at CK Birla Hospitals, Jaipur up to the standard. If not, where are we lacking and, what are the root causes that we are not able to maintain the performance as per the key performance indicators of human resource department.

7. DATA INTERPRETATION:

7.1 Employee Attrition Rate

Attrition is defined as the unpredictably large but normal reduction in workforce owing to resignations, retirement, illness, or death. It denotes the rate of change in a company's working crew during a given time period. In other terms, it refers to the influx and outflow of employees within a company. ^[4]

Employee Attrition Rate = [Number of Employees left during month (Numerator)/ Number of employees at beginning of month + Newly joined staff (Denominator)] * 100^[5]



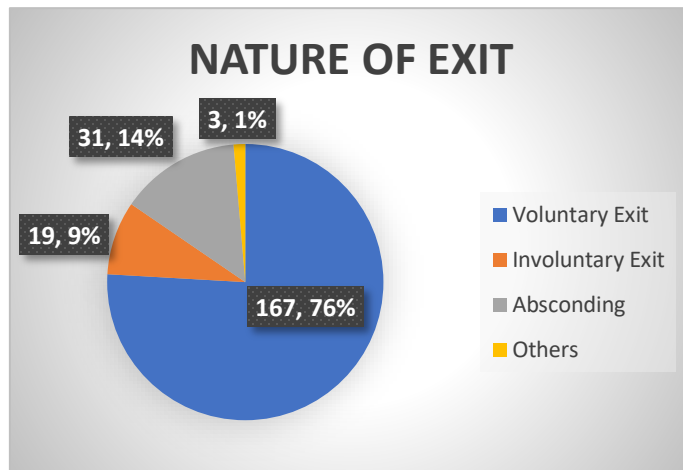
GRAPH - 1

Interpretation:

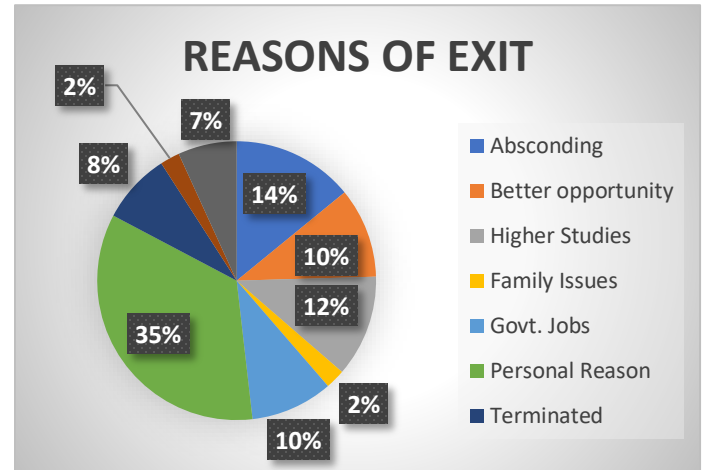
- This graph of attrition shows an increase in the attrition rate over the period of last year. The average attrition rate for the quarter of Jun'20 – Aug'20 was 2.08% which rose in the last quarter of Mar'21 – May'21 to 3.38%.
- Although as found in the exit interviews approx. 22% employees left the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

Attrition rate calculates the number of employees leaving the company (either resigning voluntarily or involuntarily laid off by the company). The reasons for employees leaving

voluntarily can be known as they have to face an exit interview but the employees leaving involuntarily also called as ‘Absconding employees’ can’t be interviewed.



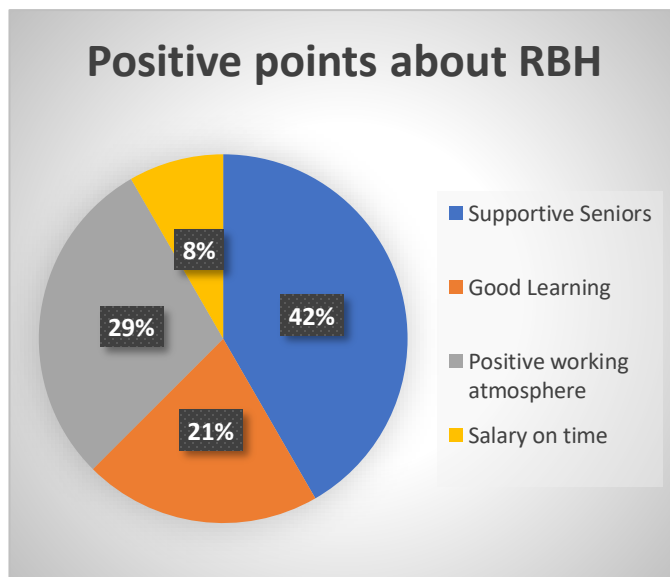
GRAPH - 2



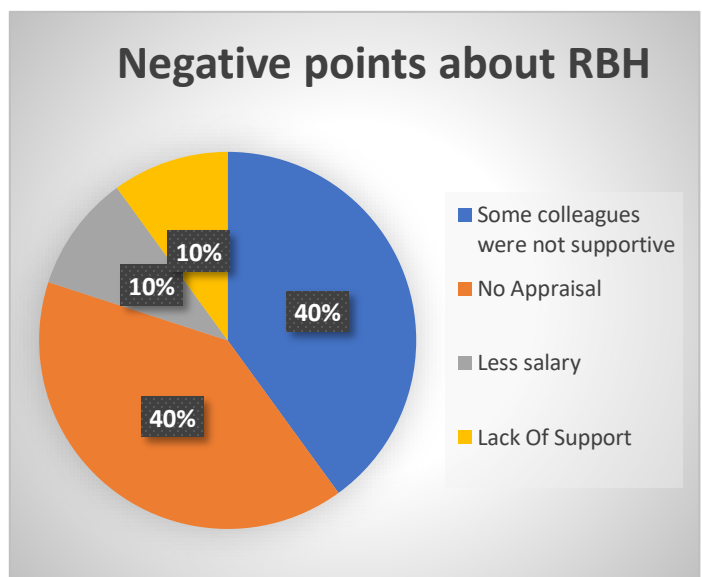
GRAPH - 3

Interpretation:

- It is clearly visible from the above chart that most of the employees i.e., 76% left the organization voluntarily while just 9% left Involuntarily. Approximately 14% employees went Absconding.
- The reasons of exit as seen in the graph, most of the employees i.e., 35% left for personal reasons, 10% left for better opportunity, 12% left for higher studies whereas 10% left for government jobs.



GRAPH - 4



GRAPH - 5

Interpretation of exit interviews (May'21 – June'21):

- When employees were asked about the positive points about the organization in the exit interview,
 - ✓ 42% mentioned that seniors at RBH is supportive.
 - ✓ 29% mentioned they found a Positive working atmosphere at RBH.
 - ✓ 21% mentioned they got to learn new things from this organization.
 - ✓ Whereas, 8% people were happy because they got their salary on time.

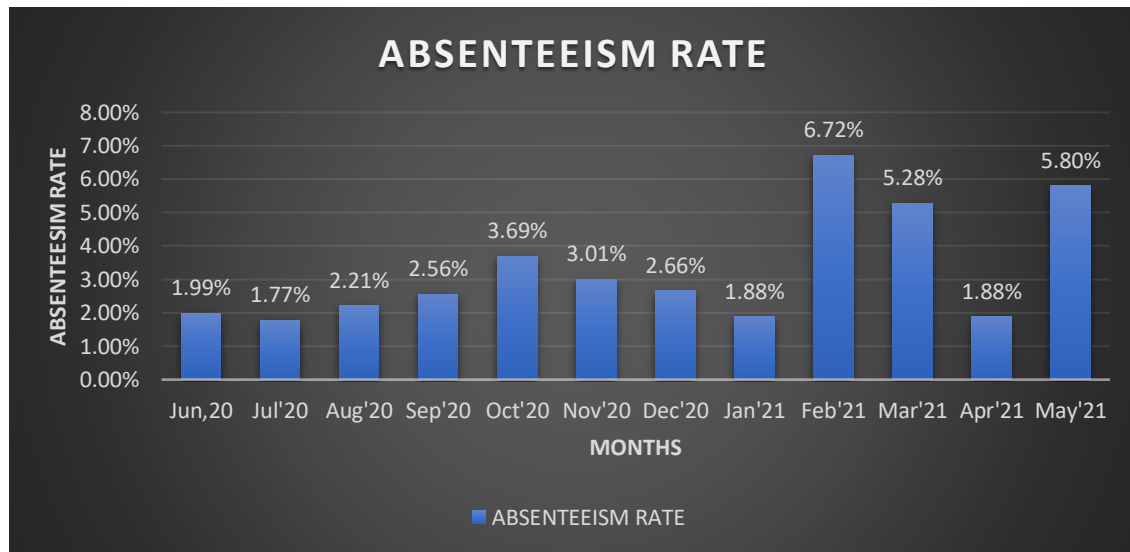
- When employees were asked about the negative points about the organization in the exit interview,
 - ✓ 40% employees mentioned that some colleagues were not supportive to them.
 - ✓ 40% employees mentioned Appraisal was not on time for them.
 - ✓ While 10% employees mentioned lack of support to them & the other 10% said they were unhappy because they got less salary.

- When in the exit interview the employees were asked for suggestions, few suggestions made by them were,
 - ✓ Employees wanted a temple to be constructed in the Garden area.
 - ✓ Employees wanted their seniors to encourage their staff more.
 - ✓ Employees wanted a toilet to be constructed in the parking area (outside hospital building)

7.2 Employee Absenteeism Rate

Employees may be absent from work for a variety of reasons or just choose to be disobedient as a way of expressing their issues, particularly those related to job unhappiness. Absenteeism in the workplace is a disaster since it stifles productivity and results. As a result, organizations should put in place procedures aimed at reducing this pervasive mindset that should not be tolerated. ^[6]

Employee Absenteeism rate = [No. of Employees who are on unauthorized absence (Numerator) / No. of employees (Denominator)] * 100^[5]



GRAPH - 6

Interpretation:

- 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%.
- Such sudden increase in absenteeism rate demanded a reason. So, a check was done to insure what was the reason of such variation in the absenteeism rate.
- Later, it was found that it was a calculation mistake, as all leaves were taken into account whereas the formula for calculation of absenteeism rate demands just unauthorized absences.

Absenteeism is calculated taking into account the total of unauthorized absence, but unfortunately due to some reasons the KPI of FEB'21, MAR'21 and MAY'21 was not in compliance with the KPI's of NABH. In calculation of the employee absenteeism rate all the leaves were taken into account.

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

Feb'21 – 42 absences

Mar'21 – 33 absences

May'21 – 37 absences

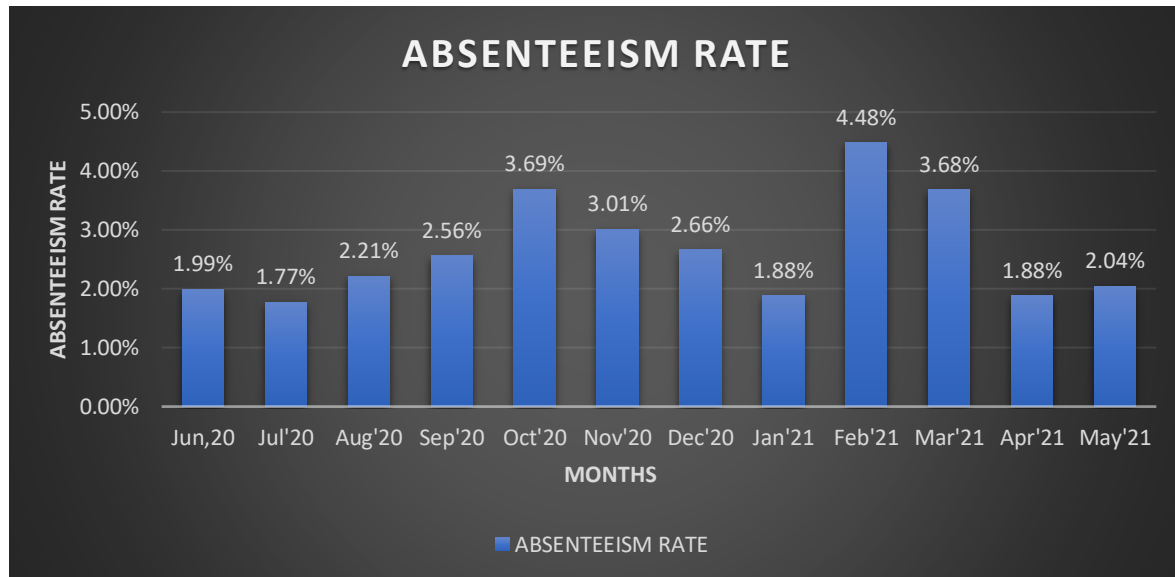
After taking into account only 'unauthorized absence' the new data was:

Feb'21 – 28 absences

Mar'21 – 23 absences

May'21 – 13 absences

Thus, the fault in calculation was removed and taking into account 'unauthorized absence' the employee absenteeism rate was recalculated. Hence, the data was validated.



GRAPH - 7

Interpretation:

- The above corrected graph of absenteeism rate showed an increase in the month of Feb'21, Mar'21. This was mainly because of COVID-19 pandemic. As the employees had to take sudden leave if their health or the health of their loved ones deteriorated. These leaves were mostly unauthorized as neither the employee nor the employer had the idea who could have issues with getting sick due to this pandemic.
- The absenteeism rate of employees was not valid for the month of Feb'21, Mar'21 & May'21 because of taking all the leaves into account.
- After discussion with my seniors and correcting the KPI according to the formula provided by NABH, under my seniors' guidance I validated the data.

7.3 Percentage of employee Awareness on employee rights & responsibilities

Employee awareness refers to the state or condition of being aware of, having knowledge of, and being mindful of one's rights, duties, and benefits.

Percentage of Employees Awareness on emp. Rights & responsibilities = [Number of employees who are aware of rights, responsibilities and welfare schemes (Numerator) / No. of employees interviewed (Denominator)] * 100



GRAPH - 8

Employee awareness about rights & responsibilities survey at RBH is conducted quarterly.

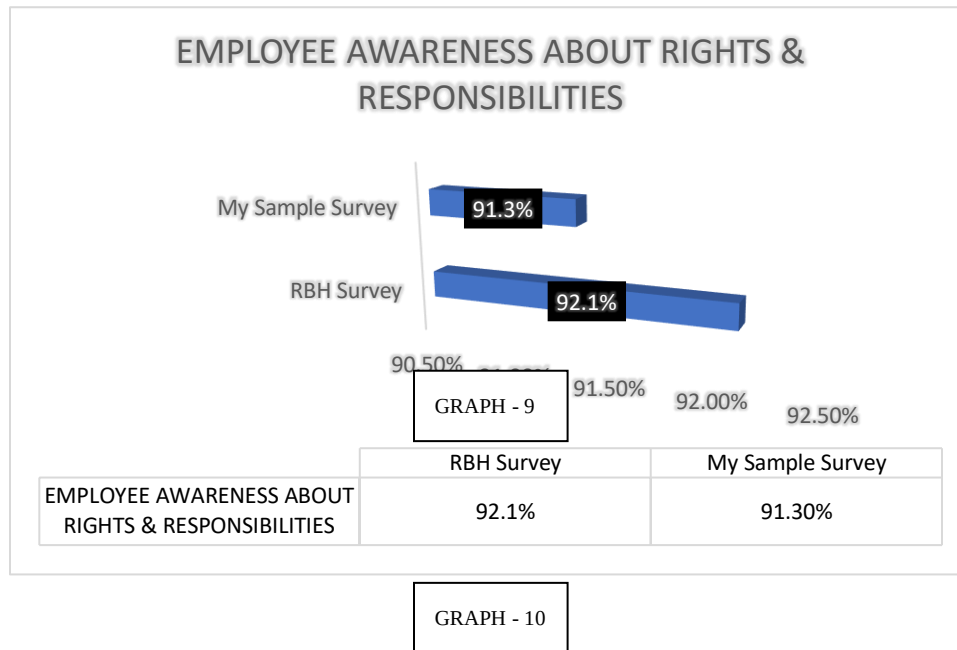
Interpretation:

- The above graph of employee awareness about rights & responsibilities shows a constant decrease in the awareness of the employees at CK Birla hospital.
- As seen the initial quarter had awareness percentage of 100% which constantly decreased to 92.1% in the quarter of Mar'21 – May'21.
- Employees had joined during the period of Jun'20 – May'21 and employees left too, but this graph shows there was some deficiency in making the employees aware about their rights & responsibilities.

Survey result for the month of May'21:



Comparison of surveys:



Interpretation:

- The data for the quarter of Mar'21 to May'21 showed 92.1% awareness in employees.
- A survey for awareness about employee rights & responsibilities was conducted during the study period by principal investigator and found that 91.3% of employees were aware about it in the month of May'21, which was close to the survey done by hospital.
- According to my survey on employee awareness about rights & responsibilities data was as follows:
 - ✓ Employee aware about their rights = 88%
 - ✓ Employee aware about their responsibilities = 95%
 - ✓ Employee aware about vision of the Organization = 100%
 - ✓ Employee aware about mission of the Organization = 90%
 - ✓ Partial awareness about rights & responsibilities = 75%
- After the comparison and with the help of seniors the data was validated.

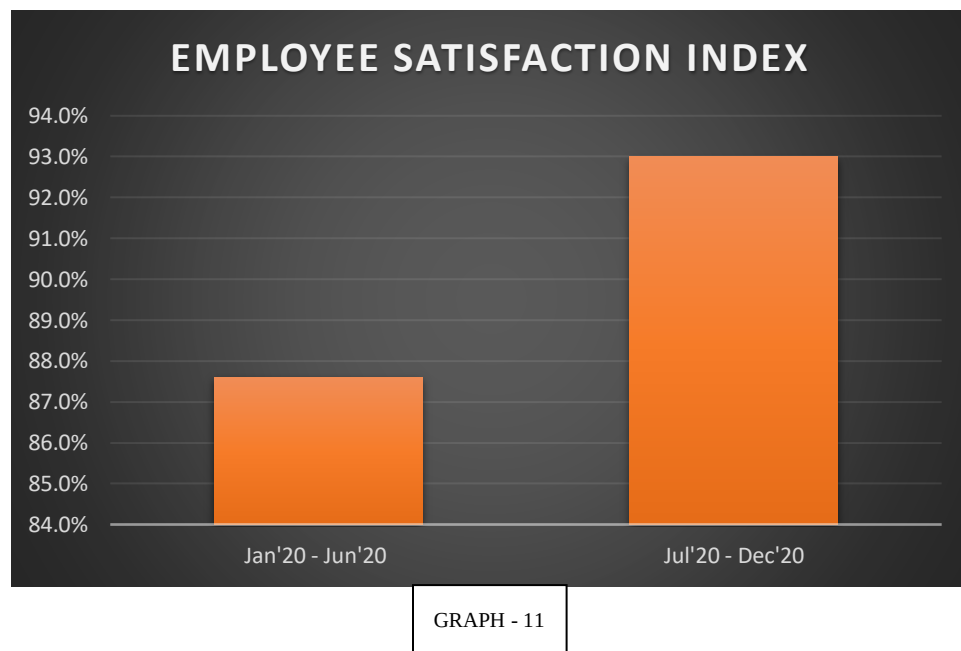
7.4 Employee satisfaction index

Employee satisfaction index is a metric for measuring employee satisfaction in a company.

Employee satisfaction is a critical aspect in the success of any business. Employee happiness has a significant impact on employees' dedication to the organization's progress. Employees are referred to be an organization's internal customers. As a result, their happiness with the organization's current working environment will aid in the achievement of the organization's long and short term financial and non-financial goals.^[7]

Employee satisfaction index = (Average score achieved / Maximum possible score) * 100 ^[5]

Employee satisfaction index at RBH is calculated every 6 months.



Interpretation:

- 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%.

Employee satisfaction survey at RBH is conducted semi-annually. I conducted this survey on my end in the month of Jun'21 to validate the survey and to analyze what can be satisfaction index for June'21.



GRAPH - 12

Interpretation:

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.

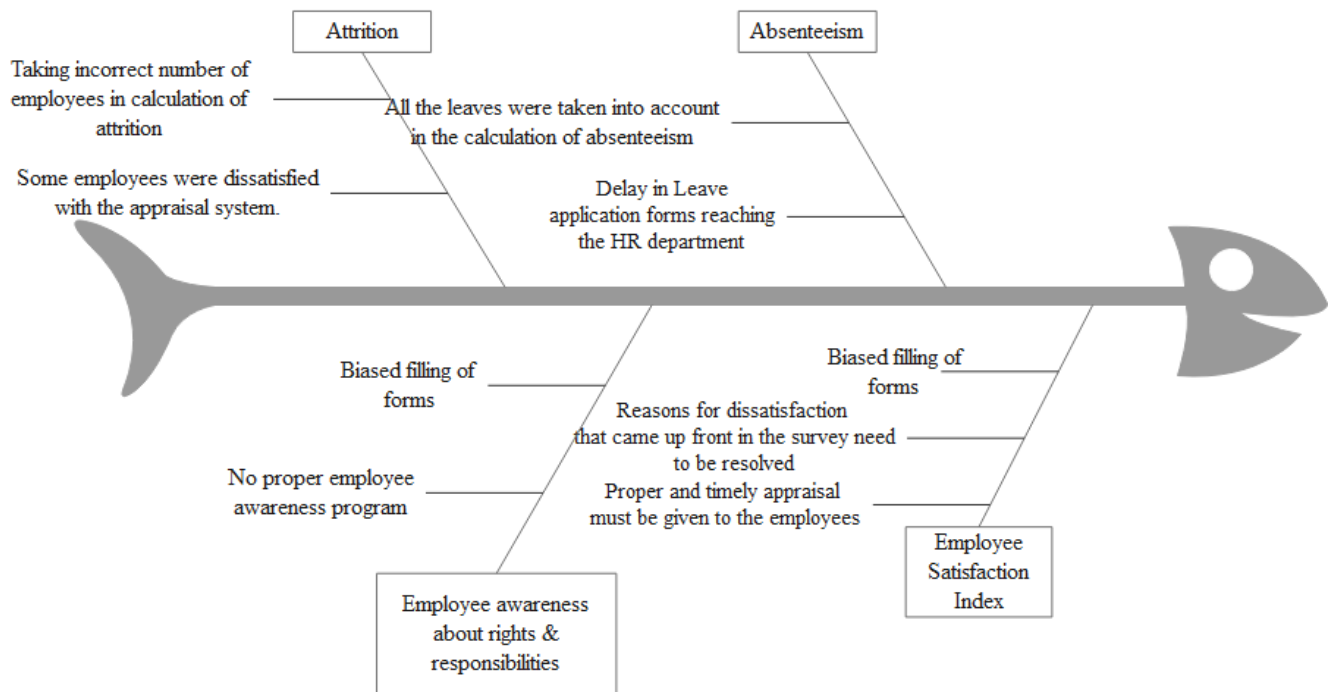
In the end, it can be concluded that attrition being an important KPI needs to be taken care of. Apart from miscalculations, there is a need to resolve all the issues and grievances of employees such as bad appraisal system, less salary, etc. which leads to employee's attrition. Absenteeism being another very important KPI must be adhered strictly with the organization's leave policy. Unauthorized absence must be taken care of. Employees should be instructed well not to take any unauthorized absence until and unless some severity of emergency arises. What an employee must be aware of at all times is the percentage of employee awareness of rights and obligations. Regardless of whether the employees are new or experienced, it is the employer's responsibility to inform them of their rights and responsibilities. The constant decrease in the awareness percentage definitely shows that somewhere the employer is lagging behind. The organization must cope up with the awareness among the employees and make their employees aware of their rights & responsibilities. Lastly, coming down to employee satisfaction index which is also a very important KPI needs to be maintained. As, if the employees won't be satisfied working in

the organization they would not work hard towards the goal, would take many leaves (leading to increase in absenteeism rate) or even they might leave the organization (leading to increase in attrition rate), etc. Therefore, employee satisfaction index should be maintained and also the points mentioned about the employees which leads to their dissatisfaction must be resolved.

These were the few reasons for non-compliance of various indicators of HR. If these issues, rather non-compliance of the KPI's are resolved as per the quality indicators of NABH.

8. FISH BONE ANALYSIS

The primary tool for determining the cause of a certain occurrence is fish-bone analysis. The flaw is depicted as a fish's head, which represents non-compliance with numerous HR indicators, and the causes are extended to the left as fish-bones. Each conceivable cause is investigated in order to determine the fundamental cause of the HR department's non-compliance with NABH's KPIs.



Interpretation:

- The main cause of attrition as seen in the exit interviews was because of the lower employee satisfaction regarding appraisal, salary, opportunities, etc. which is also depicted in the diagram above.
- Absenteeism rate was seen low because of the calculations error, which should not be entertained. Overall, the absenteeism rate as compared over the year June'20 – May'21 was found satisfactory.
- Employee awareness about rights & responsibilities showed a constant decrease over the quarterly survey which needs to be taken care of. Employees should be made aware more properly as to what are their rights? And what are their responsibilities? There might be some biasness in filling up of the forms by the employees, but such constant decrease in the survey shows that employees are getting less aware and this is the probable reason for the decrease in the awareness.
- Employee satisfaction index was also seen to decrease, this is a matter of concern and the main cause behind it was the lesser satisfaction of employees with their seniors which was found to be 76% and satisfaction with the team which was 84%. As mentioned in the exit

interviews also, many employees were dissatisfied with the Appraisal, salary, etc. which is also depicted in the diagram above.

9. 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.

10. 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.

These, were the conclusions of this report.

11. 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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