



An Internship Report On

***“An Evaluation of Human Resource Management Practices
Of
Labaid Cancer Hospital & Super Speciality Centre”***

Daffodil International University

Date: 25th March 2024

An Internship Report On

***“An Evaluation of Human Resource Management Practices
Of
Labaid Cancer Hospital & Super Speciality Centre”***

Submitted To

Dr. Mohammad Shibli Shahriar

Associate Professor

Department of Business Administration

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Daffodil International University

Submitted By

Ashraful Alam

ID:222-14-492

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LETTER OF TRANSMITTAL

25th March, 2024

Dr. Mohammad Shibli Shahriar

Associate Professor

Department of Business Administration

Daffodil International University

Subject: Report on “An Evaluation of HRM Practices in Labaid Cancer Hospital & Super Speciality Center” submitted as part of the internship.

Dear Sir,

In fulfillment of the internship application prerequisites, I have composed the following paper entitled "An Valuation of the Human Resource Management Practices Implemented on Labaid Cancer Hospital & Super Specialty Centre." This presentation concentrates on the fundamental competencies of human resource management and is mostly based on HRM curriculum I completed during my graduate studies at Daffodil International University. I obtained both a theoretical and practical understanding through the submission of this apprenticeship application. I acquired delight from service and human resources while learning about the company's ethos. It would be extremely appreciated if you could obtain the paper and offer me some constructive feedback. I've done my utmost to observe the specified regulations. If this paper was beneficial and instructive to you, it could be something I'm proud of.

Sincerely Yours,

Ashraful Alam

222-14-492

Masters of Business Administration

Daffodil International University

LETTER OF DECLARATION

I am Ashraful Alam, hereby declare that the paper titled “An Evaluation of Human Resource Management Practices of Labaid Cancer Hospital & Super Speciality Centre” is my original work, submitted to Daffodil International University. This document was created under the supervision of Dr. Mohammad Shibli Shahriar, Associate Professor in the Department of Business Administration. I affirm that this report is my own effort and has been crafted as part of my MBA program for academic purposes.

Sincerely,



.....
Ashraful Alam

ID: 222-14-492

MBA Program

Daffodil International University

LETTER OF ACCEPTANCE

This confirms that Ashraful Alam, ID: 222-14-492, is a current student in the MBA Program at the Department of Business Administration, Daffodil International University. His report titled “An Evaluation of Human Resource Management Practices of Labaid Cancer Hospital & Super Speciality Centre” has been completed. He has prepared this internship documentation under my guidance. I recognize this as an exceptional paper for Daffodil International University, and I wish him success in his future endeavors.



Dr. Mohammad Shibli Shahriar

Associate Professor

Department of Business Administration

Daffodil International University

ACKNOWLEDGMENT

I would like to express my gratitude to the Almighty God for providing me with the strength to fulfill my responsibilities as an intern and complete this report on time. I am also thankful to Dr. Mohammad Shibli Sahariar, my mentor, for his unwavering guidance throughout my internship. I appreciate the support from Md. Rajibul Islam, Assistant General Manager, who provided me with valuable instructions. During my internship, I maintained regular communication with the General Manager and various key staff members, whose contributions were essential to this work. Without their assistance, this project would have been challenging. I would like to highlight the organization's excellent working environment and team dedication, which allowed me to develop and compile this report, particularly from the staff at Labaid Cancer Hospital & Super Speciality Center.

EXECUTIVE SUMMARY

This internship report encapsulates three months of human resource practices at Labaid Cancer Hospital & Super Speciality Center (LCH). It aims to provide a comprehensive overview of LCH's patient support services and HR practices. LCH commenced operations in March 2021, and this study focuses on examining the efficiency of its HR practices over time. The main objective of this report is to gain a thorough understanding of LCH's HR practices. The study is divided into six sections, primarily based on firsthand insights from LCH.

The first section summarizes the report, covering its context, objectives, methodology, and limitations. The second section provides an overview of LCH, detailing its patient-related activities and processes. The third section reviews relevant literature on human resource management practices. The fourth chapter focuses on the current HR practices at LCH, including the functions of the Human Resource Department and the performance outcomes of its staff.

Chapter five presents a SWOT analysis of LCH's HR Department, assessing its internal strengths and weaknesses, as well as external opportunities and threats. Key findings from the study of LCH's HRM practices are included in this section. Finally, chapter six outlines the study's results and analysis, offers recommendations, and provides a conclusion. The report's main findings illustrate how LCH plans, recruits, selects, trains, evaluates, and rewards its employees through its HR Department.

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Chapter: 01

Introduction

1.1 BACKGROUND OF THE REPORT

This statement is required for obtaining a Master's degree in Business Administration (MBA) from Daffodil International University. Each student must submit an application for an internship, effort in an organization, and produce an placement statement to receive the certificate. The prospect of serving as an intern at LCH emerged as a noteworthy opportunity. Working at LCH's HR Department revealed that there aren't many significant differences between theoretical HR concepts and real-world HR practices. Consequently, the statement is created to display LCH's Human Resources Procedures.

1.2 ORIGIN OF THE REPORT

To complete the MBA Program, it is essential to produce a project report. My project supervisor, Dr. Mohammad Shibli Shahriar, Associate Professor of Business Administration at Daffodil International University, allowed me to choose a topic of my interest. I selected the subject of 'Human Resource Practices at Labaid Cancer Hospital & Super Speciality Center' for my report.

1.3 PURPOSE OF THE REPORT

From the viewpoint of the student, an internship or project program aids in the advancement of their career by offering them with real-world experience that allows them to explore their interests and earn additional skills and capabilities. Below are some of the key objectives of the project program and the research conducted:

To evaluate and juxtapose the ideas learned in the DIU MBA program with a real-world scenario.

- To introduce myself while enhancing my professional abilities, fortifying my moral fiber, and investigating a variety of employment options.
- To gain a working knowledge of human resource practices, including their activities and operational procedures.

1.4 OBJECTIVES OF THE STUDY

The statement aims to provide the reader with a comprehensive comprehension of the subject matter being addressed and the main objectives that prompted the research and development of this publication. The objectives of my report are divided into two sections. Those are enumerated in the following order:

- Broad Objectives
- Specific Objectives

1.4.1 BROAD OBJECTIVES

The broad objectives are to evaluate the human resource management practices of Labaid Cancer Hospital & Super Speciality Centre.

1.4.2 SPECIFIC OBJECTIVES

The specific objectives are as follows:

- To analyze the human resource management practices of Labaid Cancer Hospital & Super Speciality Centre.
- To evaluate the human resource management practices of Labaid Cancer Hospital & Super Speciality Centre.
- To find out some problems of those practices.
- To make some suggestions to overcome those problems.

1.5 METHODOLOGY OF THE STUDY

All of the data used for this inquiry & learning was acquired from two distinct foundations.

They are as follows: -

- Primary Sources
- Secondary Sources

The subsequent overview outlines the methods of data collection and analysis used to prepare this report:

1.5.1 PRIMARY SOURCE OF DATA

The following bases have been used for collecting the primary data, include:

- Interrelating & debating with peers and senior cohort mates employed in Labaid Cancer Hospital & Super Speciality Center.
- Direct observation of the present condition of HR practices and activities in a business.

1.5.2 SECONDARY SOURCE OF DATA

The following bases have been utilized for obtaining the secondary data, include:

- Journals, newspapers, publications, and yearly reports that are pertinent to HR Practices and activities.
- Official Website of Labaid Cancer Hospital & Super Speciality Center
- HR annual Reports of Labaid Cancer Hospital & Super Speciality Center.

1.6 SCOPE OF THE REPORT

Labaid Cancer Hospital & Super Speciality Center is a well-known Hospital in Bangladesh. It might be challenging for many new entrants to the market to compile all of this data at once. Given that it provides a wealth of pertinent information about Labaid Cancer Hospital & Super Speciality Center all at once, my report might have been a useful information source for them.

1.7 LIMITATION OF THE REPORT

The authorities were really helpful, but they were overly focused on giving me enough time to understand the subject. All activities have certain constraints. Additionally, I am subject to a few typical limits while I report.

- The first limitation is that I haven't given a thorough explanation of SIBL's activities because of time constraints.
- Another shortcoming of the research is that it was not able to get current information about the numerous activities of the Labaid Cancer Hospital & Super Speciality Center since the hospital has a policy of not providing information that may be very helpful.
- The third limitation is that I didn't get much time for interviews because the authorities and clients were too busy with their work.
- The report's analysis and investigation haven't touched on every aspect of Labaid Cancer Hospital & Super Speciality Center's human resources department. The study of the paper only addressed the processes of hiring and selecting employees, evaluating their performance, and discussing the advantages of working for a company.

Chapter: 02

Overview Of The Organization

2.1 HISTORY OF THE HOSPITAL

Labaid is a top private healthcare brand in Bangladesh, known for pioneering the first super-specialty Cardiac hospital in the country. They provide high-quality diagnostic and specialized consultation services nationwide, managing around 3 million patient encounters yearly. With a team of about 8,000 employees and a network of 1000+ expert consultant physicians, Labaid stands as a leading force in Bangladesh's private healthcare sector. The journey began in 1989. Dr. A. M. Shamim, the Founder and Managing Director of Labaid, remarked, "When we launched in 1989, we observed that patients in Dhaka often waited a week for their test results. To address this issue, we created a one-stop center where patients could access doctors, diagnostic services, and pharmacies all in one location. This model has proven effective and is also utilized in Pakistan and India." Currently, Bangladesh has 30 operational Labaid Diagnostic Centers, with 10 additional centers in development. In 2004, Labaid established the Labaid Cardiac Hospital to reduce the necessity for many Bangladeshis to seek cardiology treatment abroad. This was succeeded by the Labaid Specialized Hospital in 2006, which was the first multi-disciplinary super-specialty tertiary care facility in the country, followed later by the Labaid Cancer Hospital. With the need for advanced technology and software, Labaid has invested in three educational institutions: the State University of Bangladesh (2002), the Bangladesh Institute of Medical and Dental Technology (1996)—the first private institution of its kind in the country—and the State College of Health Science (2006). Labaid Cancer Hospital & Super Speciality Center began its journey in January 2021.

2.2 OVERVIEW OF LABAID CANCER HOSPITAL & SUPER SPECIALITY CENTRE

Labaid Cancer Hospital & Super Speciality Centre in Bangladesh is a pioneering healthcare institution founded by Dr. A M Shamim, driven by the vision to revolutionize cancer treatment in the country. It originated from the belief that accurate diagnosis leads to effective cures. The Labaid Group, encompassing various sectors, primarily focuses on healthcare services.

Labaid Cancer Hospital offers state-of-the-art facilities for diverse cancer treatments like chemotherapy, immunotherapy, targeted therapy, hormone therapy, gene therapy, and advanced radiotherapy techniques. This comprehensive range of services under one roof eliminates the need for patients to seek treatment abroad and ensures affordability.

The hospital boasts a highly experienced team of oncologists covering medical, radiation, surgical, and gynecological specialties, along with support from medical physicists, radiologists, and specialists in pediatric and haemato-oncology. The facility is equipped with advanced infrastructure, including modern operating theaters, ICU, pathology labs, daycare, dialysis centers, palliative care, psychotherapy services,

and an emergency pharmacy. Labaid Cancer Hospital aims to set a benchmark in cancer treatment within Bangladesh and the sub-continent. Its commitment to surgical excellence and superior ICU care positions it as a leading healthcare institution. Overall, Labaid's dedication to offering cutting-edge treatments, a multidisciplinary approach, and a patient-centric environment marks a significant advancement in cancer care in Bangladesh.

2.3 VISION OF LABAID CANCER HOSPITAL & SUPER SPECIALITY CENTER

Winning Cancer by providing comprehensive cancer treatment, the best in Bangladesh.

2.4 MISION OF LABAID CANCER HOSPITAL & SUPER SPECIALITY CENTER

Eliminating cancer by providing evidence-based personalized care with a human touch.

2.5 VALUES

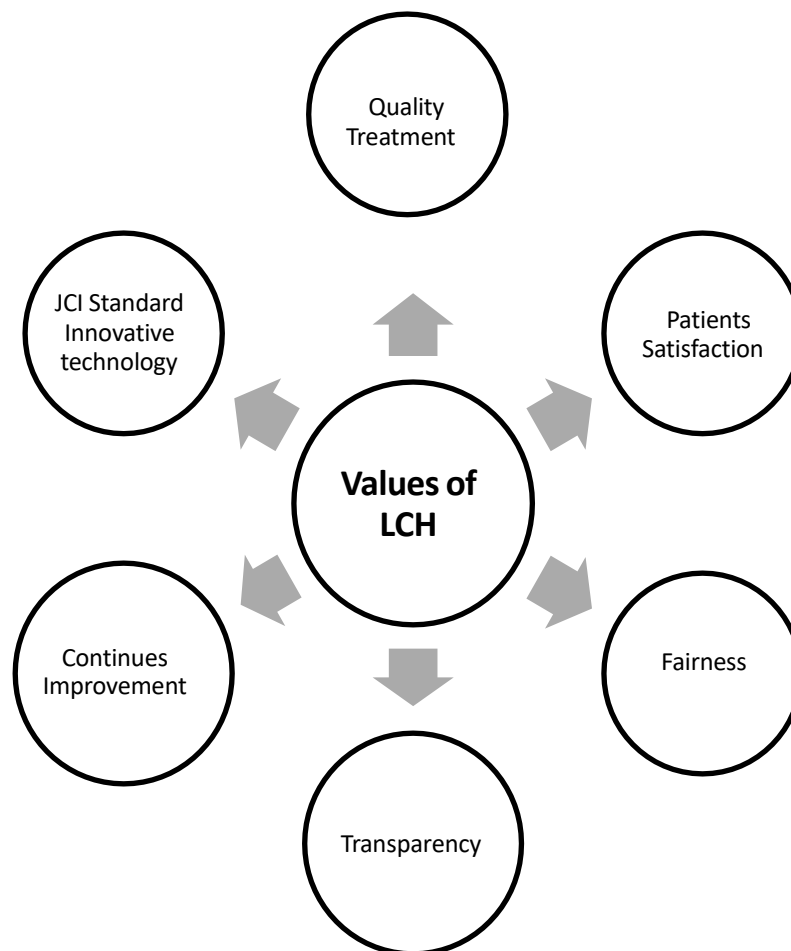


Figure 2.1: Core Value of LCH

Chapter: 03

Literature Review

3.1 CONCEPT OF HUMAN RESOURCE MANAGEMENT

The formation of skilled labor is the primary objective of human resource management (HRM), and enterprises need both skilled labor and qualified military personnel to fulfill the main purpose. To meet the objectives of a firm, competent individuals must be effectively and efficiently recruited, selected, developed, and kept. This approach is known as human resource management. This style to management takes care of concerns like human resources and the cycle of the industrial organization. It is primarily in charge of numerous duties, including employing new workers, choosing competent individuals as required by the organization, and establishing salary, and providing training and development opportunities. The human aspect of management is the emphasis of human resource management, according to David A. Decenzo & S.P. Robbins. It's a process that incorporates obtaining, developing, motivating, and protecting human resources. According to Ricky W. Griffin, human resource management is the act of drawing in, developing, and sustaining a productive workforce focused on corporate objectives.

3.2 OBJECTIVES OF HUMAN RESOURCE MANAGEMENT

W.B Werther & Keith Davis argue that the objective of human resource management is to allow workers of a firm to participate effectively in a means that supports their abilities to behave advantageously, ethically, and socially. Organizations whose workers are not regarded with respect or appreciation are best defined as machinery rather than as industry. Particularly fundamental to any organization is human resource management. Since human resource management is vital to the functioning of a firm in a multiplicity of ways, including:

- ✓ Progress Efficiency
- ✓ Possession the manufacturing line operating
- ✓ Reaching an organization's objectives
- ✓ Implement current expertise & Technologies
- ✓ Depressing labor and production expenses
- ✓ Product value need to enhanced.
- ✓ Rising the link between labor and administration
- ✓ Intensification the quantity of creative workforces
- ✓ Human resource strategy and execution
- ✓ Confirm that personnel are inspired.
- ✓ Taking initiatives to increase work pleasure. Employee self-confidence needs to be enhanced

3.3 FUNCTIONS OF HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) focuses on managing the employee component within an organization. In other words, HRM seeks to recruit and nurture talented individuals to ensure cohesive operations and to place them in optimal roles, maximizing their contributions to the organization.

These are the tasks associated with human resource management, according to Dale Yoder:

- ✓ The creation and advancement of workforce policies.
- ✓ Locating and hiring competent labor sources.
- ✓ Requirements for the Proper Use of Services in the Workforce
- ✓ Offer a range of services to enhance the skills and foster the development of the control staff.
- ✓ Maintaining and assessing staff-related documentation and relevant research papers.

The evaluation of the discussion above separates the functions of human resource management into two categories:

3.3.1 MANAGERIAL FUNCTIONS

- a) **Planning:** Making plans involves coming up with future initiatives. When discussing human resource management, the phrase "management planning" refers to the compilation of personnel plans, which deal with the addition of people via ordinary business procedures including transfers, promotions, and retirements. Additionally, the organization will need to employ additional staff members to develop the program. That implies that the primary mission of human resource management is to arrange upcoming requirements from personnel in line throughout time.
- b) **Organizing:** In addition to requiring a respectable education, he also has to be attentive and devoted. The construction of human resource management is one of its functions in organizational design, which comprises of both physical and human factors. It is practically impossible to establish institutional achievement without a compact administrative foundation.
- c) **Directing:** Organizing is done via the act of instructing. Correct execution of organizational duties is difficult in the absence of appropriate leadership and direction. Thus, defining an acceptable labor force route is yet additional crucial duty of human resource management team.

- d) **Coordination:** Procedure of drawing together distinct sections is termed coordination. The attainment of organizational objectives is vital. In human resource management, numerous departments are liable.
- e) **Motivation:** Procedure of encouraging individuals to perform all of their responsibilities is referred to as motivation. It's a strategy to persuade laborers to put in more effort. Enhancing workers' variegated possibilities to surmount obstacles and enhance their working environment that is, motivating them both financially and non-financially is the purpose of human resource management.
- f) **Controlling:** Additionally, supervision is the ultimate stage of an organization's functioning. Every company has a set of standards for employment. By calculating the unconventionality and comparison it to the editor's existing standard principles, the control decides what needs to be rectified. Coordinating employee activities with the topmost level of management is the purpose of human resource management.

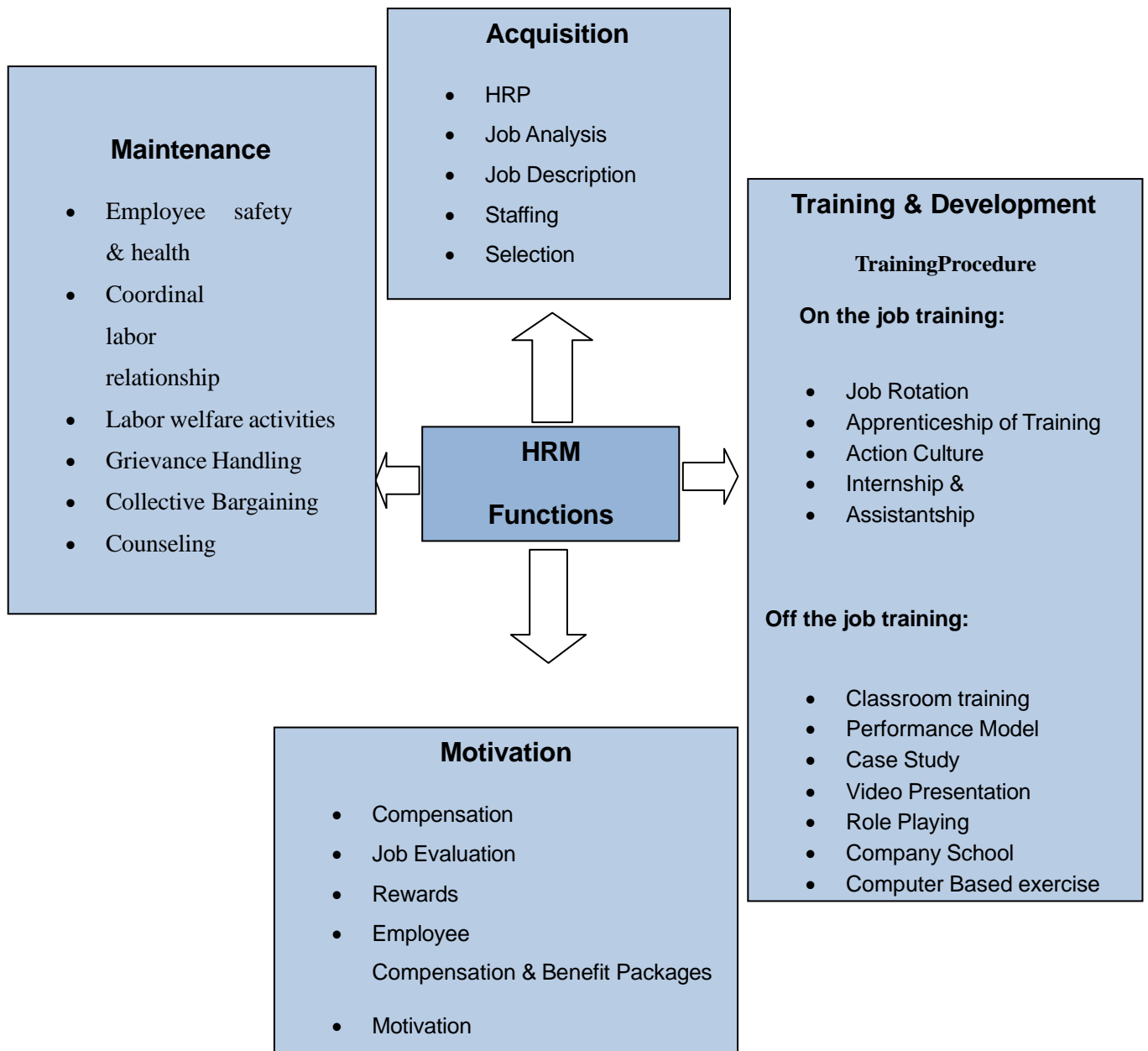


Figure 3.1: Jobs of Human Resource

3.3.2 OPERATIONAL PURPOSES

- a) **HR Planning:** Planning, as we all know, demands creation choices in advance. In the subject of human resource management, this is also true. Finding out how number of staffs are required for every division within the firm is the first step. The supposition is entirely contingent on recruiting and choosing talented individuals.
- b) **Recruitment:** Its personnel responsibilities include hiring. When the demands of the company dictate it, human resource management finds and hires competent and qualified employees and encourages them to seek jobs. Considering that the organization greatly depends on competent workers to achieve its goals.
- c) **Employee Choice:** The third aspect in the human resource management procedure is personnel finding. At this phase, job candidates are selecting via the applicable technique from a pool of applications. It is a protracted procedure since not all selectors are chosen at this level.
- d) **Orientation:** Here, among other things, chosen employees are introduced to the workplace, tools, coworkers, and upper management to help them become ready for their roles within the company. We call this process of socialization. The intention is to raise employee awareness of the management of the company without creating any problems at workplace.
- e) **Training & Development:** Not only does he require a robust education, but he also needs to be attentive and devoted. Completing this assignment is vital. Completing this assignment is crucial. One cannot underscore how vital growth and instruction are to harmony. Multiple human resources administration training and progress activities were conducted by HRM. In this point, the supervise members of the company get first-rate training to enhance their productivity. Enhancing the skills, knowledge, and experience of craftsmen is done via training.
- f) **Performance Appraisal:** Multiple human resources administration training and development activities were conducted by human resources management (HRM) department.
- g) **Career Development:** Career development is a crucial phase in human resource management. Career development is the term used to describe an employee's professional growth.

- h) **Recompense and other benefits packages:** Workforces employment in company to achieve adequate or equitable compensation to meet their issues. The role of human resource management is to pay workers sufficiently so they may focus on their duties with enthusiasm. They are inept at everything, but they don't appear to care about what they do. In this scenario, the task of human resource management is to assurance that workforces earn suitable recompense and other assistances in the event of a catastrophe. Examples include retirement benefits, sustenance and travel allowances, and productivity incentives. Multiple human resources administration training and development activities were implemented by human resources management department.
- i) **Discipline, security, and health:** To ensure the general safety and well-being of all employees, both present and future, all appropriate safety measures have been implemented.
- j) **Great labor-management relationships:** Above all, irrespective of the company's resources and regulations, if labor management relations system is bad, the working culture will be terrible.

Chapter: 04

HRM Practices

By

Labaid Cancer Hospital

4.1 HUMAN RESOURCE MANAGEMENT

The purpose of HRM in business is to maximize employee performance to support the strategic objectives of the corporation. HR focuses on rules and processes and is largely concerned with how people are handled inside firms. The tasks of an HR manager fall into five separate groups:

- Planning for human resource management (HRP)
- Recruiting and selecting suitable personnel
- Training and development
- Performance evaluation
- Compensation and incentives

Human Resources Management's main purpose is to make an organization more productive by making its workers more effective. It is improbable that this structure will shift significantly, particularly with the economic world moving so promptly. The primary goal of the Human Resources Department is to identify, develop, and retain top talent while ensuring that employees adapt to ongoing changes, as noted by Edward L. Gubman in the Journal of Business Strategy. These three challenges will always persist. Historically, Human Resource Departments (HRD) were not widely recognized as critical components of an organization, despite their role in differentiating HR functions from other business areas and emphasizing their value as vital resources. However, in recent years, there has been a significant increase in the public's understanding of the importance of human resource management for the overall success of a company.

4.2 HUMAN RESOURCE PLANNING

Planning for human resources enables LCH HR managers to anticipate needs and guarantee that skilled workers will be on hand when needed. Consequently, "workforce planning" is a term that is often employed. Businesses can also utilize this method to help them evaluate their needs and make plans in advance to meet those needs. Planning for human resources at LCH is flexible enough to accommodate both short-term staffing needs and long-term business climate changes. Human resource skills are initially examined and analyzed by HRP. HRP concerns include workers who are sick, promoted, or on vacation. Along with ensuring the best possible fit between workers and jobs to reduce labor surpluses and shortages, HRP guarantees both. The following actions are often prepared by the human resources department to meet LCH's goals: -

- ✓ Recruitment and promote competent personnel.
- ✓ The utmost competent worker should be recruited, taught, and rewarded.

- ✓ Supervise conflicts and absences from work.
- ✓ Workers must be upgraded or let go.

Evaluating HRP is one of the best important choices a company will make. Businesses, after all, won't do it until necessary. Product and lens variations can be advantageous provided the correct personnel are hired and the right protocols are followed.

4.3 RECRUITMENT & SELECTION

Acquisition is the procedure of discovering, evaluating, shortlisting, and employing prospective human resources to experience Rose within organizations. The main HRM function of employing and choosing employees is to optimize human strength to accomplish the strategic goals and objectives of the organization. To state it rapidly, the procedure of locating, vetting, shortlisting, and choosing qualified individuals for vacant employment is known as hiring and selecting. One of the most essential elements of a human resource the administrator's duties at Labaid Cancer Hospital is the recruitment and selecting procedure. A company's degree of exclusion is determined by how well it hires people. To make the best use of its resources and optimize organizational effectiveness, LCH has created and implemented a registration technique. It requires the organization of an efficient and practical recruitment strategy to be used gradually and to acquire significant application power. To create a registration system that is both successful and economical, the approach should include the following auxiliary elements:

Prioritize and Determine Task

Since the prior circumstances persist at various levels of any business, it is a practice that is practically ongoing. It's difficult to fill every post on time. Using these criteria, it's vital to assess if circumstances demand for swift decision-making and action. The alternatives assist manage the manner of enrollment activities (engrossed on all occupations in the similar position or focused first on primary break).

Applicant Objectives

If the company can prove that the interviewees can gratify the anticipated objective criteria, the procedure of registering for applicants is a thrilling one. For support parameters, this is also valid.

Desired levels of output

To centrally attract the greatest effective workers and performers, numerous methods are essential.

Required degree of knowledge

The structure needs to indicate the degree of proficiency required by LCH. They will range from recent graduates to seasoned professionals.

Candidate classification

Using technology, the objective competitors must be properly determined. It will fall under a single category, be tied to an analogous organization, and consist of the organization's greatest vitalizer, the unemployed, and other.

Employment foundation

Both internal and external unique recording sources must be provided by the technique. What are some other uses and resources for centralized recording? Referrals made by professionals are among the most effective ways to get early admission.

Qualified employers

Professionals with organizational backgrounds and past expertise managing operations are individuals who have signed up for meetings with management and other hiring procedures. While meeting with and choosing staff, they have to take into consideration the real parameters and competencies.

Assess candidates

Plans for precise principles and tactics to manage them, along with the whole process of selection, need to be devised in advance. It is a sequence of specialized meetings, discussions with department of human resources, examinations by authorities, spiritual testing & others if required

4.4 METHOD OF RECRUITMENT ADVERTISING

- ✓ BDjobs.com
- ✓ Prothomalojobs.com
- ✓ Directly in Universities
- ✓ Head hunting organizations
- ✓ Daily Newspapers
- ✓ Social media pages

4.5 EXAMPLE OF EMPLOYMENT ADVERTISING

Labaid Cancer Hospital & Super Speciality Centre is the first comprehensive cancer care hospital in Bangladesh. The hospital is equipped with the most advanced machines and cutting-edge technologies with the widest range of services comprising: Linear Accelerator (with Stereotactic Radiosurgery), HDR Brachytherapy, PET-CT, Robotic Surgery, 3T MRI, Chemotherapy & Daycare, Immunotherapy, Genome Therapy, Bone Marrow Transplant and so on.

Join with the healthcare leader

IPD
COMING
SOON

Winning
Cancer



Designation	Specialty	Required Education	Requirement	
Senior Consultant/ Consultant	Anesthesia (General, Neuro, Cardiac)	MD/FCPS	For the Senior Consultant position, the incumbent should have 15 years of experience after completing a Post Graduation degree. For the Consultant position, the incumbent should have 10 years of experience after completing Post Graduation.	
	Surgical Oncology	MS/FCPS		
	Medical Oncology	MD/FCPS		
	Radiation Oncology	MD/FCPS		
	Breast Onco Surgery	MS/FCPS/Fellowship		
	Gynae Onco Surgery	MS/FCPS/Fellowship		
	Orthopedic Surgery	MS/FCPS/Fellowship		
	Critical Care	MD/FCPS/DA		
	Internal Medicine	MD/FCPS		
	General Surgery	MS/FCPS		
	Lab (Molecular Biology)	MD/FCPS		
	Neuro Medicine	MD/FCPS		
	Neurosurgery	MS/FCPS		
	Neonatology	MD/FCPS		
	Nephrology	MD/FCPS		
	Orthopedics	MS/MCh/FCPS		
	Pediatrics	MD/FCPS		
	Radiology & Imaging	MD/FCPS		
	Urology	MS/Mch/FCPS		
	Respiratory Medicine	MD/FCPS		
Hematology	MD/FCPS			
Transfusion Medicine	MD/FCPS			
ENT	MD/FCPS			
Gastroenterology	MD/FCPS			
Diabetology & Endocrinology	MD/FCPS			
Anesthesia (General)	MD/FCPS	For the Associate Consultant position, the incumbent should have 5 years of experience after completing a Post Graduation degree. For the Junior Consultant, the incumbent should have 3 years of experience after completing Post Graduation.		
Surgical Oncology	MS/FCPS			
Breast Onco Surgery	MS/FCPS/Fellowship			
Gynae Onco Surgery	MS/FCPS/Fellowship			
Orthopedic Surgery	MS/FCPS/Fellowship			
Accident & Emergency	MD/FCPS			
Internal Medicine	MD/FCPS			
General Surgery	MS/FCPS			
Oncology (Medical, Radiation, Surgical)	MD/FCPS/MS			
Neuro Medicine	MD/FCPS			
Neurosurgery	MS/FCPS			
Orthopedics	MS/MCh/FCPS			
Radiology & Imaging	MD/FCPS			
Urology	MS/Mch/FCPS			
Respiratory Medicine	MD/FCPS			
Hematology	MD/FCPS			
Transfusion Medicine	MD/FCPS/MTM			
ENT	MD/FCPS/DLO			
Gastroenterology	MD/FCPS			
Diabetology & Endocrinology	MD/FCPS/DEM			
Cardiology	MD/D Card			
Anesthesia (General, Neuro, Cardiac)	MD/FCPS/DA	For Specialist, the Incumbent should have 0-1 year of experience after completing Post Graduation.		
Surgical Oncology	MS/FCPS			
Breast Onco Surgery	MS/FCPS/Fellowship			
Internal Medicine	MD/FCPS			
General Surgery	MS/FCPS			
Oncology (Medical, Radiation, Surgical)	MD/MS/FCPS			
Radiology & Imaging	MD/FCPS			
Hematology	MD/FCPS			
Transfusion Medicine	MD/FCPS			
Registrar			MBBS/Part-1	For the Registrar position, the incumbent should have an MBBS degree from a BMDC-recognized medical college with minimum 5 years of experience after the internship.
Nursing In Charge			B.Sc./Diploma in Nursing Science and Midwifery/M.Sc/PhD	For the Nursing incharge position, the incumbent should have minimum 7 years of working experience in a tertiary level hospital.
Senior Medical Officer (SMO) /Medical Officer (MO)			MBBS	For the SMO position, the incumbent should have an MBBS degree from a BMDC-recognized medical college with minimum 3 year of experience after the Internship. For the MO position, the incumbent should have an MBBS degree from a BMDC-recognized medical college with minimum 1 year of experience after the internship.
Head of Hospitality			BBA/MBA/Graduation in Hospitality/ Hotel Management from any recognized university.	For the Head of Hospitality position, the incumbent should have minimum 15 years of working experience in the relevant area.
Manager-Training and Development, Human Resource			BBA/MBA in Human Resource Management from any recognized university.	The incumbent should have minimum 8 years of working experience in the relevant area.
Senior Executive/ Assistant Manager-Sales				The incumbent should have minimum 3-5 years of working experience in the relevant area.
Executive/Senior Executive/ Assistant Manager (IPD Billing)				For the Executive position, the Incumbent should have 1 year of experience. For the Assistant Manager position, the incumbent should have 7 years of experience.
Executive/Senior Executive/ Assistant Manager-Operations			BBA/MBA/graduation in any business discipline from any recognized university.	For the Executive position, the incumbent should have 1 year of experience. For the Assistant Manager position, the incumbent should have 7 years of experience.
Executive-Admission and Emergency Office-Operations				For the Executive position, the incumbent should have 1 year of experience in the relevant area.
Senior Staff Nurse/ Staff Nurse (OT, ICU, Infection Control, Chemo)			B.Sc./Diploma in Nursing Science and Midwifery	For the Senior Staff Nurse position, the incumbent should have minimum 3 years of experience in a tertiary level hospital. For the Staff Nurse position, the incumbent should have minimum 1 year of experience in a tertiary level hospital.
OT Manager			B.Sc./Diploma in Nursing Science and Midwifery	The incumbent should have minimum 5 years of experience as OT Manager in the relevant area.
Medical Secretary		BBA/MBA/Graduation in any business discipline from any recognized university		
Financial Counsellor		BBA/MBA in Finance and Accounts from any recognized university.	The incumbent should have 1 year of experience in the relevant area.	
Ward Pharmacist		Diploma in Pharmacy/B.Pharm/MLPharm		
Technician	CSSD		The incumbent should have minimum 3 years of experience as Technician in the relevant area.	
	OT			
	ER (Paramedics)	Diploma in Medical Technology		
	Radiology (CT) & MRI			

If you feel that you are the right match for the above-mentioned position, please send your updated resume for the applied position to career@labaidcancer.com or through postal mail to the following address: Human Resource Department, Labaid Cancer Hospital and Super Speciality Centre, 26 Green Road, Dhanmondi, Dhaka-1205

4.6 SELECTING PROCEDURE OF LCH

Usually, selecting involves numerous difficulties. To discover qualified personnel, LCH employs its own established choice procedure. As the requester proceeds on to the following phase, every single of the steps is effectively removed via this technique. The LCH recruiting procedure begins with an assessment of available CVs for a specified vacancy. LCH's selection method includes: -

- ✓ Evaluation of applicants.
- ✓ On paper assessments.
- ✓ Employment face to face discussion.
- ✓ Verifying the reference.
- ✓ Approval of the final draft.
- ✓ Professional prospects.
- ✓ The method of induction.

After the entire process, the candidate is invited to take the written test by the hospital's human resources staff, who determine that they are qualified for the position. Labaid Cancer Hospital & Super Speciality Center written test requires multiple examinations. The curriculum selection process is meant to filter out those who are unfit or unsuitable. It's a classification method where the candidate provides the necessary details regarding their training, experience, and talents.

4.7 TRAINING AND DEVELOPMENT

Training involves a diversity of events, from acquiring fundamental motorized skills to forming and altering multipart socioemotional attitudes. It is a structural development strategy that modifies staff abilities and dispositions to bring about positive results. All companies should concentrate their personnel resources on representative training and progress with the obvious purpose of conserving an inexpensive advantage in the commercial market. Human resource department is concerned with preparing workers for their extant duties as well as future roles and responsibilities via skill development. HRD activities include, but are not limited to, training for directors, administrators, and groups; compensation programs for educational costs; client facility training; performance supervision; and exercise for prospective incitement. Human resources are the cornerstone for any company's expeditious and well-systematic development. LCH emphasizes the value of recruiting department, which, if given the correct training, might contribute to enhanced patient care. The association's extraordinary and professional human resources team is the foundation of its continual accomplishment. The greatest prominent human capitals are a large source of

advantages. Hospitals necessity understand besides execute HR agendas, arrangements, and trainings that enable workers to expand employee's abilities and performs in the equivalent manner that the hospital must attraction in a great amount of experienced HR and construct entire contexts. The hospital completes an endeavor to exhibit extraordinary performance contempt having low funds. As consequence, every single time, excellence places are selected from a broad school foundation in the hospital's lowermost stages to create excellent supervisions for their clientele. Moreover, the procedure for employing the indication and, as a consequence, the hospital's intern was initiated. The LCH is a good-oriented characteristic association. As a consequence, the hospital supervision endeavors to discover all viable results that it trusts are beneficial to increase the capability and efficacy of its staff. It's their own specialized training capability.

4.8 PERFORMANCE APPRISAL

Performance assessment is the process of analyzing an employee's work performance in respect to the employment criteria. A performance assessment program is one of the most common techniques of assessing operational performance, encouraging personnel, and altering organizational policy. When workers are aware that their performance is being recorded and they may obtain incentives through the recital investigation segment, they logically contribute their greatest for organization. When workforces get recognition for their accomplishments and rewards, their faith in you improves. The firm may attain its objectives with the assistance of an honest and transparent performance evaluation approach. In addition to detecting and rectifying training deficiencies, the performance assessment evaluation procedure may uncover latent skills. Labaid Cancer Hospital assesses its performance using the following techniques:

➤ **Subjective specification method**

The subjective checklist technique specifies an activity calculation approach in which the evaluator gives particular consideration to the responsibility investigation, in which supervisors construct a list of the worker's successful and ineffectual actions individual task, which is then recorded descriptively.

➤ **Serious incident approach**

The serious incident method for performance evaluation involves management reviewing both exceptional and substandard aspects of an employee's performance throughout their workday

➤ **Balanced scorecard**

The balanced scorecard outlines the path taken to achieve desired outcomes, effectively converting the organization's mission and vision statements into specific performance targets. Meanwhile, the Behaviorally Anchored Rating Scale (BARS) offers metrics that reflect either effective or ineffective performance, or it explains an execution assessment that is focused on certain actions. A behaviorally anchored rating scale integrates the critical incident technique of employee performance assessment with

the score measure.

➤ **Management by objectives**

Supervision by objective is a strategy wherein supervisors and workers define a goal for a particular period temporal, evaluate execution and recompense workers contingent on their successes.

Evaluation center method: Employee performance is measured in social contexts utilizing this method of performance appraisal. Workers are encouraged to take part in situational activities (workgroups, role-playing games, simulations, basket trainings, and a lot that are intended to assist them in focusing on their probable achievement in a range of roles and responsibilities.

➤ **Psychological appraisal**

This strategy is especially helpful in discovering an employee's latent potential because it places more emphasis on assessing an employee's performance in the future than the results of their prior work. During this performance evaluation strategy, employees undergo a variety of tests conducted by a licensed psychologist, such as psychological exams, in-depth interviews, and one-on-one conversations. With the use of these tests, employers may learn more about a candidate's emotional, intellectual, and other attributes that can affect their performance in the future.

➤ **Human resource (cost) accounting approach**

The cost accountancy technique investigates a worker's activity based on the economic advantages they deliver to the firm. This sum is regularly established by evaluating the financial advantages that the firm has received from each employee against the expenditure of retaining them on staff.

360-degree feedback: The early performance evaluation technique is typically deemed in the business as being archaic and unproductive. Workers have to be in continual contact with team leaders and administrators, in addition to having access to ongoing feedback technologies similar to performance review, to keep inspired and interested in knowledge from the outcomes of their outcome's evaluations. The 360-degree review system employs numerous letters in analyzing an individual's performance. The views of the employees were obtained by all corporate personnel who interacted with them, including managers, colleagues, subordinates, and even consumers. When each worker in an organization analyzes their managers, colleagues, consumers, and manufacturers as well as regularly conducting self-assess effective analysis with varying levels transparency is ensured, this information typically comes from via a web-based survey created especially for this reason.

4.9 COMPENSATION

Workers gain remuneration in recognition for their involvement to the firm. Any kind of payment or premium provided to labors and garnered from their utilization are called recompense for employees. As a consequence, allowances speak of the remuneration that a worker is given in return intended for his or her efforts. Personnel get benefits as a kind of unintended finances as compensation; these could contain items like life and Health insurance, vacations, retirement savings, educational opportunities, and company discount.

Chapter: 05

SWOT ANALYSIS

5.1 SWOT ANALYSIS

A basic and uncomplicated approach to strategic planning is the SWOT analysis. It is among the best instruments for examining and characterizing the external and internal environment. Establishing priorities and coordinating team members towards a shared objective are also aided by it. The contraction SWOT stands for strong point, vulnerabilities, chances, and threats. Conducting this research is a critical stage that a firm will take to expedite the evolution from a responsive to a practical approach, thereby enhancing its human resources operations and strategy. Founded on human resource strategies of LCH, a SWOT analysis is intended within the next:

5.1.1 STRENGTHS

A constructive inner issue that a firm might exploit to attain its aims, objectives and goal line is termed strong point. The subsequent content will be encompassed: -

Individual capability for training

LCH has their private specialist personnel for tutoring, which is excellent for firms wanting to minimize expenditures. Its fundamental tutoring program is exceptionally achieving success is a universal goal. staff members and companies.

Organized Human Resource department

The human resources department at LCH is well-managed. Everything is meticulously documented, and it maintains track of every employee's data in a different folder.

Special talents and expertise

As a consequence, it will be argued that LCH demonstrates distinctive competencies and competent personnel management.

Ensuring the contentment of patients holds significant value

LCH has established a strong reputation for providing outstanding services via outstanding human resources have had a significant impact on its patients over the years.

Good community perception

Labaid Cancer Hospital & Super Speciality Center is providing best patient experience and high-quality treatment. Even they are providing special financial support for poor patient. Day by day they are upgrading their service quality & area of expertise.

5.1.2 WEAKNESSES

Weaknesses are an indicator of negative internal traits that restrict or make it more challenging for the organization to fulfill its aims. They could be identified:

Excessive staff turnover ratio

It has been stated that several staff departed Labaid Cancer Hospital owing to intense work pressure.

Lack of machineries

LCH operations of HRM are hindered due to a lack of essential equipment and technical skills among many of its employees for carrying out employment activities.

Modern Human Resource machineries are in short supply

The primary portion of Human Resources work is done manually, and the LCH human resources management division absences the technology required to manage the hiring process, which prevents the department from carrying out its duties.

Insufficient time to relax

Extremely few opportunities exist for individuals to unwind and have fun outside of work.

5.1.3 OPPORTUNITIES

A company may attain its objectives by taking advantage of opportunities, which are the external decisions it can make. Potential outcomes for LCH include:

Expanding the workforce

There are lots of qualified jobless persons in Bangladesh who are seeking for jobs. LCH wants to increase its activities in light of the availability of human resources.

Innovative technologies and machinery

Human resources management department considering making an investment extensively in new technology and apparatus appropriate to enhance their individual achievements in LCH.

Considering a short time jobs schedule

Outstanding to an enormous quantity of job candidates, LCH could minimize the burden of its present workers by dividing tasks among part-time personnel.

5.1.4 THREATS

Training expenses may be going to higher

Due to this situation, as well as the continuous advancement of modern technology, LCH's current human resources practices could quickly become outdated, leading to higher costs for upcoming training sessions.

Other hospital might give greater human research positive effects

Corporate hospital provides its personnel exceptionally lucrative compensation contracts. LCH might face the departure of its recent staff members within the upcoming days due to the absence of a versatile compensation and motivation scheme.

Chapter: 06

FINDINGS AND ANALYSIS, RECOMMENDATIONS AND CONCLUSION

6.1 FINDINGS AND ANALYSIS

I have been working at Labaid Cancer Hospital & Super Speciality Center I tried to comprehend further information regarding the renowned hospital's human resource practices. I received facts from the hospital and linked substantial from the net to conduct my inquiry. If LCH's the human resources department ought to comprehensively impart encouragement features to its personnel so as to guarantee employment contentment. In my view acquired nearly results from Labaid Cancer Hospital & Super Speciality Center throughout this ephemeral period of the 03 months internship program and incorporating data analysis into my work.

6.1.1 HUMAN RESOURCE PLANNING

Planning for human resources enables LCH HR administrators to anticipate demands and assure that competent staff will be on hand when required. When it comes to reacting to changes in the long-term competitive environment, LCH's human resource planning is flexible adequate to satisfy the expectations of temporary workforce. The human resources department frequently organizes and arranges for the following steps to accomplish the aims of the LCH: - identify and employ capable candidate applicants; elect, develop, and recompence the most qualified candidate; resolve disagreements and absenteeism; and determine whether to promote or discharge workers.

6.1.1.1 BENEFITS OF THE HUMAN RESOURCE PLANNING PROCESS

LCH receives various benefits in relations of efficiently arranging their human resource strategy. Here are a few advantages:

- ✓ Human resource management forecasting pushes workers to strive for higher performance. They make the investments in education and training required to grow capacities and acquire new skills, enabling their company to employ more highly qualified employees instead of depending on independent contractors to complete more high-quality work.
- ✓ Human resource planning aids in forecasting the optimal quantity of personnel required to carry out the assigned task.
- ✓ By utilizing human resource planning, organizations can oversee the working conditions offered to employees, ensuring they have a clean and safe work environment, increased pay, and other benefits. Long-lasting relationships with hospital staff emerge as a result.

6.1.1.2 LIMITATIONS OF THE HUMAN RESOURCE PLANNING PROCESS

- ✓ The procedure is more time consuming.
- ✓ The hospital may experience a variation of obstacles as a consequence of a dearth of sufficient preparedness. Given the close relationship between human resource management and strategic planning are interwoven.

6.1.2 Hiring Process

The hiring procedure is one of the foremost important processes of a human resource supervisor's work at LCH. An organization's level of execution is determined by how well it hires people. LCH has devised and executed a registration methodology with the aim of optimizing their organizational efficacy and optimizing resource utilization. LCH is a cost-effective and efficient recruiting technique that includes supporting features. The things to search for are duties that should be identified and prioritized, candidate objectives, candidate categories, job sources, qualifying employers, and application evaluation. LCH employs a specially designed selection process to identify suitable candidates. In this way, the requester proceeds to the next step only once each one has been successfully removed. The LCH selection procedure includes the following steps: Reviewing resumes; on paper exam; job discussion; reference verify; ending clearance; employee; and onboarding.

6.1.2.1 ADVANTAGE OF THE HIRING SYSTEM

- ✓ Choosing a team member through an inner recruitment process was a deliberate public relations strategy.
- ✓ Internal promotions tend to encourage employees to favor internal recruitment.
- ✓ Internal recruitment is usually, considerably, faster than peripheral drafting.
- ✓ Alteration is helped by the employment of outside recruiting techniques.
- ✓ By a peripheral recruitment strategy, the hospital may enlarge its acquaintance base yonder of its present personnel and carrying in new thoughts and viewpoints.
- ✓ As material regarding a character's recital is gladly accessible, internal recruitment enhances the possibility of a good choice.

6.1.2.2 DISADVANTAGES OF THE RECRUITMENT AND SELECTION PROCESS

- ✓ In the inner recruitment procedure, once colleagues pursue the same role, dysfunctional conflict might occur, leading interactive linking to be pressured.
- ✓ Employees who are not chosen for a role during an internal recruitment process may suffer a decline in morale and performance, especially if they believe they possess equal or greater qualifications than the selected candidate.
- ✓ Unwarranted inside recruiting may contribute to inefficiencies by establishing several positions.
- ✓ The internal recruiting procedure fails to gather fresh ideas from new employees
- ✓ The recruiting and selection method are a time demanding and rare operation.

6.1.3 TRAINING AND DEVELOPMENT

Training workers for their current roles and equipping them with skills for duties and careers in the future are two aspects of human resource development. LCH acknowledges the importance of human resources and the potential they have to enhance hospital services via appropriate education. With the least amount of funding available, the hospital made an effort to verify exceptional performance. The LCH may be an organization that represents well-being. Consequently, the hospital administration endeavors to constantly execute all workable alternatives that are beneficial in enhancing the competence and effectiveness of its agents. It is a special training center all by itself.

6.1.3.1 The Value of Investing in Training and Development

- ✓ Training contributes to enhanced functioning efficiency and revenue for the company.
- ✓ Employees who receive thorough training are less prone to making operational mistakes.
- ✓ Training equips employees with a broader range of knowledge and skills, fostering their personal development.

6.1.3.2 DISADVANTAGE OF THE TRAINING AND DEVELOPMENT PROCESS

- ✓ Workers' retraining program that needs to be improved.
- ✓ The institution does not have a certified training center.

6.1.4 PERFORMANCE APPRAISAL

A performance evaluation program is one of the crucial components in completing efficient operative performance, encouraging workers, and upgrading erection policy. when workers are aware that their work is being scrutinized by the firm and that they may be rewarded. They will automatically offer the company

their best. Subjective agenda method, significant event method, stability record, behaviorally anchored rating scale (BARS), management by objectives (MBO), valuation center method, spiritual evaluation, human resource accountancy method, and 360-degree feedback are some of the ways in which LCH's evaluates its employee's performance.

6.1.4.1 ADVANTAGE OF THE PERFORMANCE APPRAISAL PROCESS

- ✓ Performance reviews are a useful tool for supervisors to create promotion strategies for a productive workforce. In this circumstance, incompetent employees are frequently demoted or fired as a precaution.
- ✓ A performance assessment tool assists in developing compensation plans for employees. Performance evaluation can be utilized to assess perks and rewards.
- ✓ An effective method of performance evaluation assists managers in developing training programs and strategies. It helps analyze employee strengths and weaknesses, ensuring that new hires are typically well-equipped with technology for cost-effective operations. Additionally, it supports the creation of future development initiatives.
- ✓ Performance evaluation functions as an incentive. An individual's effectiveness will be evaluated based on their performance if the goals are achieved. This excellently stimulates a individual to work improved and helps him sustain his performance over time.

6.1.4.2 DISADVANTAGE OF THE PERFORMANCE APPRAISAL PROCESS

- ✓ It requires a huge time scale to accomplishing performance evaluations.
- ✓ They are typically less effectively maintained in the facility to skip unfairness.

6.1.5 COMPENSATION

Employee compensation encompasses various forms of pay or premiums that are provided to workers in exchange for their services. Consequently, allowances represent the remuneration that employees receive for their labor. At LCH, employees are entitled to receive home rent allowance, leave fare aid (LFA), as well as bonuses and incentives as part of their pay and perks.

6.1.5.1 ADVANTAGE OF THE COMPENSATION PROCESS

- ✓ By implementing a skillful compensation scheme, the hospital can merely support its staff.
- ✓ Why an equitable compensation system assures healthcare professionals feel content with their professions.

- ✓ The compensation system is contingent upon the worker's performance. So that, workers exert their utmost endeavor to accomplish their duties. And the hospital may benefit as a result of this.

6.2 RECOMMENDATIONS

Among the top choices significant healthcare institutions in Bangladesh is LCH. As an intern, I find it difficult to recommend Labaid Cancer Hospital & Super Speciality Center. In today's economic world, human resources are tremendously valuable. I identified few data which needs to upgrade in HRD activities: -

- ✓ The HR department of the company should conduct an employee satisfaction survey once a year or once every six months.
- ✓ Customer support representatives should have the necessary training. due to staff members' occasional inability to appropriately respond to patients' questions.
- ✓ There is no automation involved in the selection or selection of an employee. Hospital might implement human resources management software/website to make things easier the hiring system to make it simpler.
- ✓ Develop tailored recruitment strategies to attract top healthcare professionals. Collaborate with medical schools, professional associations, and industry networks to expand the talent pool.
- ✓ Implement career development programs, continuing education initiatives, and mentorship opportunities for healthcare professionals. This could involve partnerships with educational institutions or establishing in-house training programs.
- ✓ Stay abreast of healthcare regulations and ensure all HR policies comply with these regulations. This includes aspects like confidentiality, safety standards, and healthcare-specific employment laws.
- ✓ Invest in HR technology that streamlines administrative tasks, facilitates communication, and assists in managing healthcare-specific HR needs like shift scheduling or compliance tracking.
- ✓ Foster a culture of engagement by organizing regular feedback sessions, forums for discussion, and platforms for employees to share ideas and concerns.
- ✓ Collaborate with other healthcare institutions, industry experts, and HR associations to share best practices, stay updated on industry trends, and potentially collaborate on joint initiatives.
- ✓ Utilize data analytics to make informed decisions regarding hiring, retention strategies, and improving overall HR processes.

- ✓ Encourage a culture of continuous improvement by regularly evaluating HR practices, seeking feedback from staff, and adapting to the evolving needs of the healthcare industry.

Implementing these recommendations can enhance the HR department's effectiveness in supporting the hospital's mission of providing quality care while also fostering a positive and supportive workplace environment for its staff.

6.3 CONCLUSION

In conclusion, the internship experience at Labaid Cancer Hospital & Super Speciality Center provided invaluable insight into the intricacies of Human Resource Management (HRM) in a specialized healthcare setting. Throughout the internship, a comprehensive understanding was gained of the hospital's HR practices, which are finely attuned to the unique needs and challenges of the healthcare industry.

Labaid Cancer Hospital demonstrates a commitment to fostering a supportive work environment, prioritizing employee well-being, and maintaining high standards of patient care through its HRM strategies. The hospital's emphasis on specialized training programs, recruitment strategies tailored for healthcare professionals, and continuous employee development initiatives underscores its dedication to nurturing a skilled and motivated workforce.

Moreover, the hospital's adherence to healthcare regulations, implementation of technology-driven HR solutions, and a focus on diversity and inclusion further reinforce its position as a leading healthcare institution that prioritizes both its staff and patients.

The experience gained during this internship not only provided a firsthand view of HRM practices within a healthcare context but also highlighted the importance of HRM in contributing to the overall success of a specialized institution like Labaid Cancer Hospital. The exposure to the hospital's innovative approaches to HRM serves as a valuable foundation for future endeavors in the field.

In essence, Labaid Cancer Hospital's HRM practices serve as a benchmark for excellence within the healthcare industry, emphasizing the pivotal role HRM plays in creating an environment conducive to delivering quality healthcare services while nurturing and supporting its workforce.

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