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INTERNSHIP REPORT
ON
HUMAN RESOURCE MANAGEMENT POLICIES AND PRACTICES
OF *MEDI CARE GENERAL HOSPITAL*



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Letter of Approval

This is to certify that the internship on Human Resource Management Policies and Practices of Medi Care General Hospital has been submitted for the award of the degree of Master of Business Administration Program major in Human Resource Management from the department of Business Administration, Faculty of Business and Economics, Daffodil International University by Abdul Kader Jilany, ID No: 131-14-963 under my supervision. To the best of my knowledge and as per his declaration, any part of this report has not been submitted for any degree before. He has been permitted to submit the internship report for presentation.

I wish him every success in life.

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(ii)

Abstract

Now this time Human Resources Management activities are broad function of an Organization. Human resource activities are one of the major activities in an organization. An excellent team of management of human resource division conducts all the human resource related activities. Their dedicated work makes them possible to get suitable people for suitable positions. They maintain an actual flow of each step of human resource activities. Human resources department are doing important activities they recruit right persons for right position. Day by day, it is very challenging Human Resources Management activities in an organization.

The report concentrated mainly on the Human Resource Management Policies and Practices of Medi Care General Hospital. As private commercial hospital Work pressure is very high in Medi Care General Hospital, so they need highly professional people who are very dedicated to their work, otherwise the whole operation will mess up. This is a great challenge for any organization to doing properly human resource management activities.

To know the future demand of Human Resource Management Policies and Practices of Medi Care General Hospital, the Human Resources Division of Medi Care General Hospital gives the most priority to human resource activities of Medi care general hospital form at the beginning of the year. From the information gathered from these forms, the human resource division gets an estimate of the worker requirements for the year. The human resource division then sets out to recruit and select necessary number of competent and efficient people in the hospital.

The success of a commercial hospital depends largely in the quality of service rendered to the clients. Quality of service depends on the competence and the quality of the employees of the organization. Therefore, the authority of Medi Care General Hospital has to be careful in recruiting the right person for each job. As Human Resource Management Policies and Practices of Medi Care General Hospital is improving. Therefore, although the process they have been adopting so far has been somewhat effective, to adapt to the changing times, the process should be revised and well organized.

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Chapter-01

Introduction

1.1 Introduction

In terms of the growth rate, the healthcare industry in Bangladesh is moving ahead neck to neck with the pharmaceutical industry and the software industry. The healthcare industry in Bangladesh is reckoned the engine of the economy in the years to come. Growing at a desirable rate of 15% every year, the healthcare industry in Bangladesh is estimate to be a \$40 million by 2013. There are vast differences in medical expenses in western countries and that of Bangladesh; Bangladesh has become one of the favorites for healthcare Treatments. Due to the progressive nature of the healthcare sector in Bangladesh, several foreign companies are intending to invest in the country.

Existing healthcare organizations are expanding by opening hospitals in new service areas and new organizations entering with state of art equipments, latest technology and marketing strategies. Consequently, competition in the healthcare sector is on the rise. Increased incomes and awareness levels are driving the customers to seek quality healthcare.

The providers in turn need to be more innovative in their approach and offer quality services at competitive price. All this necessitates the systematic Human resource Management by trained and professional managers and administrators.

Human resource management refers to the practices and policies needed to carry out the personnel aspects of management. These include:

- Analyzing jobs;
- planning worker needs and recruiting competent people;
- Selecting best people;
- Appraising performance and potential on ongoing basis;
- Socializing, training and developing people;
- Managing compensation;

- Communicating;
- Building employee commitment and so on so forth.

A commitment Human Resource Management bundle includes diverse practices such as training, sharing information, employment security, performance based compensation, employee participation, and ensuring employees' well-being. If every manager is good at managing Human Resource along within his or her own functional area he or she can avoid:

- Hiring the wrong person for the right job;
- Experiencing high employee turn over;
- Finding people not contributing their best;
- Poor time management;
- Having company taken to court because of discriminatory practices;
- Having dissatisfied employees who always think about their salaries and perceive them to be unfair and inequitable relative to others in the organizations;
- Failure to provide job related training which will eventually undermine the department's effectiveness;
- Indulging in favoritism and nepotism at the cost of organizational effectiveness.

Today human resources occupy, more than ever, the center stage of all economic activities. It is alarming time for all those organizations that wish to be successful in global markets to gear up, implement desired shift in their prevailing human resource management practices, and leverage their human resources along with the other resources. In addition, to become more flexible and innovative organizations need to adopt new ways of attracting, retaining and motivating employees who are keen to learn and can contribute to the growth and development of the organization. In an increasingly competitive market, survival and prosperity of business will depend critically on the ways an organization manages its resources especially the human resources.

1.2 Origin of the Study

This report is a requirement of the internship program, which is an important part of the MBA degree requirement. As the supervisor has advised me to develop a thorough understanding of the Human Resource Management practices of the Medi Care General Hospital, this report will be prepared on those aspects of the Human Resource practices of Medi Care General Hospital.

1.3 Objectives of the Study

(a) General Objective

- To explore the overall Human Resource Management policies and practices of Medi Care General Hospital.

(b) Specific Objectives

- To evaluate the current Human Resource Management policies and practices of Medi Care General Hospital.
- To find out the weaknesses of the current HR policies and practices of Medi Care General Hospital.
- To suggest some measures for the improvement of the existing HR Policies and practices of Medi Care General Hospital.

1.4 Limitations of the Study

Therefore, the views expressed in this report are likely to be restricted by limitations. So lack of information in preparing the report it also limitations.

- The limitation of this report is that some confidential information was not available for the purposes of this report.
- Many officials of this organization not well informed about different management policy of Medi Care General Hospital.
- They are too much busy to give time to get knowledge about practical activities.
- Lack of knowledge and experience was my limitations as well.

Chapter-02

Methodology

2.1 Methodology of the study

The study deals with the concepts, its related explanations and the various problems from the field of Human Resource Management policies and its practices. The study is fully a descriptive in nature. The study has conducted using the participatory method.

Preparation of this report, data has been collected from two sources. These are:

- **Primary Sources;**
- **Secondary Sources.**

The primary information was collected by Manager and Human Resource Manager of Medi Care General Hospital. In addition, in Hospital, employees such as Doctors, Nurses, Para Medical Staffs, Front Office and Administration Staffs are primary sources to collect primary data. Primary data were mostly derived from the discussion with the employees and the practical case of Human Resource Management activities included in this report is guided by practical observation of documents and personal experience during internship period.

The secondary information was collected by internal sources are Medi Care General Hospital annual report and conversation with employees in Medi Care General Hospital. External sources are related links available in the internet and observe various hospital sector journals.

Target population of the study:

Respective officers of the Medi Care General Hospital.

Sample size of the study:

15 Respective officers have been taken as sample from the population. The total sample size of the study 15.

Data collection method:

In this report, data collection method is direct interview method.

Chapter-03

Company Profile

3.1 Company Profile

Medi Care General Hospital established in 2001 owned by an individual private organization. Medi Care General Hospital was determined to provide reliable service with superior customer. They are committed to provide reliable service with their customer. As fully, a highly professional and dedicated team with long experience in healthcare sector is managing Medi Care General Hospital. Rather than business, they mainly focus on understanding customer need and trying to provide their needs. Because they know, Bangladesh needs a properly managed private hospital to achieve customer satisfaction. Through their strong determination, Medi Care General Hospital becomes now the most popular local hospital among people in a short period. They achieved customer satisfaction to provide their excellence and committed service in hospital business. The hospital has consistently turned over good returns on Assets and Capital.

Medi Care General Hospital have medical officers, they can offer in-patient accommodation and provide active medical and nursing care for more than one category of medical discipline (e.g. general medicine, general surgery, gayne & obs, pediatrics, orthopedics. skin specialist etc.)

Medi Care General hospital, have sufficient diagnostic and treatment facilities available such as well equipped diagnostic laboratory, X-ray, ECG, ultrasound, MRI and CT scan for diagnosis, and operation theatre for surgery, labor room for delivery, nursery for children, phototherapy, physical therapy for rehabilitation of patients, so that they may be properly treated.

Organization Formation:

The organization was formed under the laws of Bangladesh Health Ministry established in 2001 owned by an individual private organization.

Location:

The organization situated at konapara, Demra, Dhaka.

Capital:

Taka one core (1, 00, 00,000)

Director:

Consisting Three Directors with one Managing Director.

Management Team:

The team runs day-to-day smooth functions and prepares financial planning, annual forecast, marketing targets, and maintenance; provide service, and human resource planning under the supervision of the Managing Director.

Features of Medi Care General Hospital:

- 1) Vast range of services: It includes medical services, improved surgical techniques, knowledge and application of newer fields.
- 2) Changing Patient Profile: Consist of different types of diseases requiring wide range of services.
- 3) Cost: Both these factors have resulted in steep increase in expenditure for starting and running a hospital.
- 4) Increasing Use of sophisticated equipment: Sophisticated equipment increases the cost of operating.
- 5) Critical role of employees: Hospitals are labor intensive. Good quality health care requires expert and experienced medical and paramedical staff.

6) Public Perception of Medical Services: Public continues to look upon hospitals as institutions meant to provide their services to the society as cheaply as possible.

7) Need for Innovative Financing.

Organizational Chart of Medi Care General Hospital:

| |
|-----------------------------|
| Organizational Chart |
| Chairman |
| Director |
| Administrative Committee |
| Manager |
| Executive Committee |
| Medical Supt. |
| General Supt. |
| Nursing Supt. |

Management:

| | |
|--------------------------|------------------------|
| Dr. Shahin Afrose | Chairman |
| Dr. Faridul Hasan | Managing Director |
| Dr. Saiful Islam | Director |
| Dr. Aftabuddin | Director |
| Md. Mohiuddin | Head of Administration |
| Md. Lutfor Rahman | Manager |
| Md. Kamruzzaman (Kamrul) | Human Resource Manager |
| Md. Mamun | Asst. Manager |
| Md. Abdul Kader Jilany | Administrative Officer |

Total Employee of Hospital: There are 156 employees in Medi Care General Hospital.

Functions of the Medi Care General Hospital:

To provide care for the sick and injured: This can be done by accommodating them according to their physical condition and financial status. When we talk of physical condition, we mean that some patients are seriously ill and require admission in Intensive Care Unit while others are not so seriously ill and can be' accommodated elsewhere (e.g. in deluxe room, single room with AC and without AC, semi-private room and general ward) according to their financial status. There may be some patients who may require isolation. In that case, they should be kept in isolated rooms, but the building should be kept always in a good state of repair, pleasing appearance and providing the patient every mental and physical comfort. In Medi Care General Hospital, there should be sufficient diagnostic and treatment facilities available such as medical laboratory, X-ray, ultrasound for diagnosis, and operation theatre for surgery, labor room for delivery, nursery for children, physical therapy for rehabilitation of patients, so that they may be properly treated.

Prevention of disease and promotion of health: It is the duty of the hospital to co-operate with the government agencies. They can treat patients of communicable and non-communicable diseases, notify to the recognized authorities of any communicable disease of which it has knowledge, assist in vaccination programmed of the government etc.

This hospital administrations, call for a high degree of professional competence to do justice to the job. It is, therefore, obvious that hospital administration should be entrusted to those who have the necessary training and the right kind of attitude to perform this vital task.

Categories of Employees and Functions of Medi Care General Hospital:

Medi Care General Hospital employees are divided into four categories. This are-

➤ **Doctors/ consultants/Surgeons:**

These people are highly qualified & professional. Their main functions are clinical treatment, Patient care.

➤ **Administrative Staff:**

These people are involved in overall Management of the hospital. It also includes support services like Manager, Asst. Manager, Human Resource Manager, Finance Manager, Administrative officer, security etc.

➤ **Nurses:**

They are involved in Nursing care, Relationship, Ward Management, Education.

➤ **Paramedical Staff:**

It includes all technicians, pharmacist, ward boy and so on.

3.2 Mission and Vision of Medi Care General Hospital

Mission:

To be the best private hospital in Bangladesh in terms of efficiency, provide accurate service, capital adequacy, asset quality, sound management, profitability having strong liquidity.

Vision:

To build Medi Care General Hospital into an efficient, market driven, customer focused organization with good management structure. Continuous improvement in hospital business policies, procedures, and efficiency through integration of technology at all.

Chapter-04

Analysis

Human Resource Management Policies and Practices of Medi Care General Hospital:

Job Analysis

HR Planning

Recruitment

Selection

Training and Development

Performance Appraisal

Promotion Policy

Motivational Function

Compensation and Benefits

Health and Safety

In the following, we discuss about Human Resource Management Policies and Practices of Medi Care General Hospital.

4.1 Job Analysis

In this company, employees are not in a huge number. They need highly skilled employees Medical, paramedical, technical and general employees. Medical employees are MBBS, MCPS (general medicine, general surgery, gayne & obs, pediatrics, orthopedics. skin specialist etc.).Paramedical employees are such as (pharmacist, ward boy). Technical employees are such as (Lab technologist. X-ray technician, Ultrasound technician, and Electrical technician etc.) And General employees are Masters/MBA/BBA or other educational background.

Medi Care General Hospital is a health service provides organization in Bangladesh. They have about 156 employees in the total organization. Its HR department is consisted about

seven employees who are controlled by a Head of HR and Admin among that number. These employees are highly qualified and skilled in their respective job positions.

The Head of HR and Admin of Medi Care General Hospital determines the duties and skills required for a job and the kind of person who should be hired for it. For this purpose, they prepare job description and job specification.

Categories of Employees of Medi Care General Hospital:

- Doctors/ consultants/Surgeons
- Administrative Staff
- Paramedical Staff
- Nurses

4.2 HR Planning of Medi Care General Hospital

| | |
|---|-----------------------------|
| Human Resource Plan of MCGH | |
| Organizational Objectives and Future Plan | |
| Judge Employees Needs | |
| Review internal manpower skill and career | Review external recruitment |
| Employee plan including training, recruitment, remuneration and succession plan | |

4.3 Recruitment

Recruitment is the process of finding and attracting qualified or suitable applicants to fill vacancies. Recruitment is a linking process in that it tries to bring together job seekers and employees with jobs. It is a joining process in that it tries to bring together job seekers and employer with a view to encouraging the former to apply for a job to the letter. The objective of recruitment is to develop a group of potential qualified people. To this end, the organization must project the position in such a way that job seekers respond. Medi Care General Hospital believes in the –

- Process of attracting qualified job applicants.
- Strategic recruitment involves the appropriate use of internal and external sources.
- The process of finding and attempting to attract job candidates who are capable of effectively filling vacancies.

Medi Care General Hospital Manpower Planning exercise precedes the recruitment process. The workers planning is done keep in view the present and prospective requirements.

Sources of Recruitment:

The Human Resource Department gets a job requisition slip from any department, it starts looking for prospective candidates using various sources of recruitment. The Following source is used in Medi Care General Hospital.

- Internal Sources
- External Sources

Internal recruitment is the process of finding internal candidates and encouraging them to apply for and be willing to accept organizational jobs opening. It includes the following way-

1. Promotion
2. Demotion
3. Transfer

4. Internal Employee referral

External recruitment is the process of finding potential candidates and encouraging them to apply for and be willing to accept the organizational jobs opening. It includes the following way-

1. Others Organization Employee referral
2. Advertising
3. Employment agencies
4. walk in interview
5. job portal

4.4 Selection

Selection is a process hiring suitable people for job. A right person for right job is the main goal of selection. Hiring good people is particularly challenging in technology-based organization because they require a unique brand of technical and professional people.

The selection process in Medi Care General Hospital is not different from what is practiced in most organization starts with initial screening of CV goes on to written test and then a final interview before selecting the person.

The Selection processes of Medi Care General Hospital the following actions:

1. Receipt of applications
2. Screening of applications where job description and job specifications are matched
3. The matter is then forwarded to the concerned Director
4. Candidates called up for preliminary interview sometimes goes on to written test.
5. Short listing of candidates is done after three/four rounds of interview
6. Followed by medical test
7. Job offer made

The process is elaborate; however, there is no effort on the part of the hospital to study the cost effectiveness of the selection mechanism.

Interview Panel:

For Doctors: Medical Director and Expert Doctors;

For Nurses: Nursing Director and related professionals;

For other positions: HR Director and concerned departmental Heads.

Pre Joining Documentation:

The following documentation are obtained from the candidate prior his or her joining officials from Human Resource Department are responsible for collecting the following documents.

- Medical report
- Verification of all certificates
- Copy of last educational and where applicable professional certificates

Probation Period:

Those employees who do not have a previous experience have to serve a probation period for at least three months before getting confirmation as a full time employee.

Those who have previous experience and not necessarily to be trained do not go through the probation period.

Appointment:

After finishing all the selection procedures duly approved by the chairman the appointment offer consists of joining open period, particulars of salary, position etc. with the employment offer the required documents and pre-medical test report are asked by the Human Resource to bring in the day of joining.

Termination:

If any employee are out of the job in some case is called termination. There are certain circumstances where even through compliant is within jurisdiction the company can dismiss without any consideration.

Termination Process:

The company has terminates the service of a permanent employee by giving him/her in writing or salary in lieu there fore the period on under-

- 120 days notice in case of subordinate staff or salary in lieu thereof.
- 90 days notice for all others grades or salaries in lieu thereof during the probation
- Management may terminate the employee at any without notice.

Dismissal:

An employee will be dismissed from the company service if he or she guilty of misconduct or whatever according to the report of the enquiry committee the concerned dismissed employee will get only the own contribution of his/her provident fund.

4.5 Training and Development

Training involves the change of skills, knowledge, attitude or behavior of employee. Although training is similar to development in the methods used to affect learning, they differ in the periods. Training is present day oriented; its focused is on individual current jobs and enhancing those specific skills and abilities to in the details perform their jobs. Training is job specific and is designed to make employees more effective their current jobs.

Determining the Training Needs:

There is no practice of determining training needs. However, Head of Department recommend as to who are the employees who need training. Based on this input, the Human Resource Manager makes a training calendar, which includes both internal and external training.

Internal training focuses on the following

- Behavioral skills
- Soft skills
- Communication skills

External training is resorted to when exposure to technical aspects are vital. During the job description Medi Care General Hospital does not making any external training.

4.6 Performance Appraisal

Performance appraisal is a process of evaluating an employee’s performance of a job in terms of its requirements. It provides the basis for assessment of employee contribution, coaching for improved performance and distribution of economic rewards. It refers to the outcome of the behavior of employees. This performance appraisal means deciding the value of work done by an individual. It is a process by which organization evaluate individual job performance.

The performance appraisal system is organized and executed through a Human Resource consultant who is on the panel of experts of the hospital. As a first step, the consultant discusses with the employees of each department, finalizes the Key Result Areas, and sets the goals. Against these, the performance is evaluated for different categories as under:

- For Executives-----Quarterly basis
- For Nurses----- Half-yearly basis
- For other Staff----- Annual basis
- For Probationers-----Half yearly basis

The Medi Care General Hospital appraisal process has the following pattern:

| |
|---|
| The employee performance record saves by HR department |
| The Manager and the Head of HR discuss the employee performance |
| The finally forwarded to the Chairman or Managing Director |

His/Her appraisal can lead to three possible outcomes. Three Outcomes are:

1. Promotion decision
2. Performance bonus
3. Increment grade

4.7 Promotion Policy

Promotion is based on

- Experience
- Performance

4.8 Motivational Function

Motivation is the willingness to do something and is conditioned by their actions ability to satisfy same need for the individual.

But Medi Care General Hospital do not practice any Motivational activities for their employees.

4.9 Compensation and Benefits

Compensation system consists of many elements in addition to pay for time worked these components must be coordinate to work together. Employee compensation is a major cost of doing business up to 80 percent for service firms and can determine the competitiveness of a firm's product or service.

The Compensation principle of the organization following-

Reward and Remuneration policy:

As per the service rule there are designation wise monthly salary package that include basic pay, medical allowances, T/A& D/A. Festival bonus is given two times in a year for Muslim.

Others religious employees given festival bonus one time in a year.

Annual increment policy:

As per the service rule, an annual increment is given to regular employees.

Special reward policy:

Medi Care General Hospital does not practice any special reward policy. That's why employee discourages their respective job activities.

Staff Loans policy:

Medi Care General Hospital provides staff loans, which different from one employee to another employee. Loans depend on employee designation.

4.10 Health and Safety

Medi Care General Hospital is a health service provide organization so that employees are always given priority their Health and Safety. All the employees get medical service also their family member. All the diagnostic test employees are getting fifty percent discount. Others services are negotiable by company and employee.

Chapter-05
SWOT Analysis

5.1 SOWT Analysis of Human Resource Management of Medi Care General Hospital

Strengths

Open Human Resource Manual:

The Human Resource manual of Medi Care General Hospital is open for its entire employees giving total understanding of the terms and conditions of the organization to its entire employees to assist the benefits and growth they can ever achieve and the role of Human Resource Department with all other divisions of the organization.

Empowered Work Force:

The Human Resource of Medi Care General Hospital is exactly well thought and perfectly managed. As from the very first, top management believed in empowered employees, where they refused to put their finger in every part of the pie. These employees are not suffocated with authority but are able to grow as the organization matures.

Strong Bonding and Belongingness:

Medi Care General Hospital employees are one of the major assets. The employees of Medi Care General Hospital have a strong sense of commitment toward organization and feel proud and a sense of belonging towards Medi Care General Hospital. This strong organizational culture of Medi Care General Hospital is a main strength of the organization.

Employee Evaluation:

Employee evaluation process by Human Resource Division became strength for its fair judgment and put trust among the employees of other department on HR Department.

Quality of Service:

The management of Medi Care General Hospital cares for the quality of service as well as the quality of its human resource.

Staff Loans:

Medi Care General Hospital provides a staff loan, that is different from one employee to another employee, depend on employee designation, which increases the employee's satisfaction.

Weaknesses

Software:

Medi Care General Hospital does not use any human resource management software.

Information technology:

Medi Care General Hospital all employees are not personal computer so that the employees cannot work easier and faster with full of professionalism.

Opportunities

Management information system:

In recent business practices, the importance of MIS is unavoidable. Human Resource Department is not out if it. HRD of Medi Care General Hospital has an every potential capability to establish new MIS and use it in various workers reporting.

Human Resources Information system:

Human Resources Information system is necessary for an organization environment like Medi Care General Hospital. Medi Care General Hospital is going to establish a new HRIS very soon.

Threats

Competitive salary and other facilities:

The salary package and other facilities of Medi Care General Hospital are not as competitive as the market demands, so the salary and other facilities of workers is increasing day by day.

New Hospital Establish:

Day-by-Day new hospital entrance is a threat to Medi Care General Hospital in this competitive market.

Chapter-06

Findings, Recommendations and Conclusion

6.1 Findings of the Study

The findings of the study are as follows:

- Medi Care General Hospital has a strong and effective human resource management system but fewer HR employees are not capable to accomplish its human resource activities.
- They have a well-organized human resource planning to achieve the objectives of the organization and human resources.
- Medi Care General Hospital does not use any human resource management software to accomplish the HR activities of the organization.
- The organization does not have any practice of “Human Resource Survey”, which is negative point for the organization Administrative Department.
- The organization does not have any systematic practice of employee performance appraisal.
- Medi Care General Hospital does not practice any Motivational activities for their employees.
- Compensation policy of Medi Care General Hospital is as usual. They do not give any extra benefit to the employees.

6.2 Recommendations of the study

In the light of the findings, the recommendations are as follows:

- Medi Care General Hospital has a strong and effective Human Resource Management system. They may increase their HR employees.
- Medi Care General Hospital should use HR Software to accomplish its HR activities with effectively and efficiently.
- The HR manager of the organization should conduct “Human Resource Survey” on a regular basis to find the actual problems relating to the human resource management, which will help the manager to utilize the appropriate HR technique to solve the problems.
- The organization may conduct systematic performance appraisal programs to fairly evaluate the performance of the employees.
- The HR manager of Medi Care General Hospital should formulate an effective and up-to-date compensation policy to attract qualified employees in the organization.
- The HR manager of Medi Care General Hospital should establish a counseling department to provide guidelines and suggestions to the employees.
- Medi Care General Hospital should emphasize on motivational functions to motivate the employees.

6.3 Conclusion

Now these times Hospital Industry is very competitive. Every day new Hospital established, so this competitive market Medi Care General Hospital operate his business very competitively. Lot of new hospital has been established in last few years and this organization has made very competitive. So new company have to organize their operations according to the need of the market. The major task for companies to survive in this competitive environment is by managing its assets and liabilities in an efficient way.

This report has tried to present the Human Resource Management policies and practices in Medi Care General Hospital. From the analysis, we found the Human Resource Department system is very satisfactory one. There is something problem with human resource department. Although the entire HRD system is not fully computerized and they does not use any human resource management software to accomplish the HR activities of the organization. Therefore, the HR department should HR to accomplish its HR activities with effectively and efficiently.

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