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A Study of Planning of Human Resources in Outpatient Department at District Siddha Ayurveda Hospitals in Vavuniya District

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In Sri Lankan context, the topic effective HRP in Ayurvedic Hospitals rarely conducted in the past. Hence, there is a research gap prevailing there. Therefore, in order to fill this research gap, this study was conducted with the objective of explore the HRP in OPD at Ayurvedic hospitals in Vavuniya district. In order to achieve the study objectives, primary data were collected from 67 staff of Ayurvedic Hospitals in Vavuniya district. The data were analyzed by using univariate analysis. Findings of the study revealed that, Ayurvedic Hospitals in Vavuniya district implementing HRP in a low level. Moreover, this study provides some recommendations to further improve the HRP system of Ayurvedic hospitals.

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A Study of Planning of Human Resources in Outpatient Department at District Siddha Ayurveda Hospitals in Vavuniya District

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Abstract- Human Resource Planning (HRP) is considered as the first and primary practice of human resource management and plays a crucial role in determining the success of organization. Effective human resource planning allows management to recruit, develop and deploy the right people at the right place at the right time, to meet organizational internal and external service level commitments. Most public organization in Sri Lanka today are facing challenges regarding implementing the effective HRP in order to achieve their goals and objectives. In this sense, indigenous hospitals also face challenges to implement proper HRP system to provide quality service and achieve patient's satisfaction.

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I. Introduction

The hospital is an integral part of a social and medical organization. The function of which is to provide for complete health care both curative and preventive for the population. The hospital is also a center for the training of health workers. It is the umbrella organization under which many individual health care professions.

The universal function of the hospital is patient care. The world is moving very fast with modern technology as the same time different types of diseases affect the population. Therefore, outpatient department (OPD) at all the hospitals in the world always over crowded. OPD is one of the sections of hospital. All patients get their first impression of the hospital from OPD. It has been described as the first meeting between the hospital and community. OPD is the mirror of the hospital which reflects the functioning of the hospital.

Therefore, OPD is very important part of every hospital for the management and planning of OPD. Well trained staff is needed. In the OPD, Ayurvedic Medical Officers, Laborers, Sanitary Laborers, Technician, Laboratory Assistant, Attendant, Pharmacist, Masseurs, Traditional Doctors are working. It is very busy at point. Therefore, all the workers or Human Resource [HR] should be well planned to work at right time, right point, right way, for providing good health services to the patients.

In this context, Human Resource Planning (HRP) must be an integral part of health care planning. Because, it is the core function of all planning processes of the health care. A human resources plan must ensure that there is the right number and structure of people in the right jobs at the right time. Human beings are the most important resources in the health care. Further, machines and gadgets which are integral parts of health care require the human touch expertise and commitment for their utility and application in delivery of health care. Therefore, planning of human resources is the key to success of any health care provision.

Based on above research background, this research study explores the planning of Human Resources in Outpatient Department at District Siddha Ayurveda Hospitals in Vavuniya District.

II. Problem Statement

With increase population the patient visit to the OPD increases vastly. Even though the modern techniques are developed vastly, people are more prone to focus on indigenous medicine. Because, there is no side effects on ayurvedic drugs. OPD is the main part for all patients' clearance, indoor patient's admission, referral to special centers such as arthritis, diabetes clinics and the higher centers, investigation of all disease, follow up treatments and rehabilitation procedure.

Free Ayurvedic Dispensaries under controlled of Pirathesa Saba having the work force which does not having any transfers and logging for a long time from the appointment in the same place. These hospitals situated far away from the city area therefore, doctors

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are not willing to go to these hospitals. Even though, once the doctors are appointed to these hospitals they will not stay for a long time. Some other doctors stay very long time without transfers in the same places. There is a transfer scheme available to transfer every five years. Ordinary staffs are staying long time without transfer.

With these all increase needs the effective human resource should be planned well to solve all these challenges. Therefore, all the Human Resources should well plan to work at right time, right point, and right way for providing for good services for the patients. Success of any enterprise depends on whether the right people are in the right places at the right time. That is the nature of human resource planning. So HRP is very important in Ayurvedic hospitals in Vavuniya. A human resource plan must ensure that there is the right number and structure of people in the right jobs at the right time.

Considering above evidences, the researchers of this study would like to conduct a research in order to understand the importance of HRP. Hence, the objective of this study is to explore the Human Resource Planning practices in OPD at Ayurvedic hospitals in Vavuniya district

III. Literature Review

Several researchers stated HRP as follows: According to Walker (1980) defines it as a management process of analyzing an organization's human resource needs under changing conditions and developing the activities necessary to satisfy these needs. According to Vetter (1987), HRP is the process by which a management determines. How an organization should make from its current man power position to its desired manpower position. Though planning a management strives to have the right number and the right kind of people, at the right places, at the right time to do things which result in both the organization and the individual receiving the maximum long range benefit. According to Adhikari (2000) HRP is the process of acquiring and utilizing HR in the organization. It ensures that the organization has right number of employees in the right places at the right time. HRP is the process of formulating plans to fill future openings based on an analysis of the positions that are expected to be recruited and whether there will be filled by inside or outside candidates (Dessler, 2001). According to Geisler (2001) HRP is the process including forecasting, developing and controlling by which a firm ensures that it has right number of people, right kind of people, at the right places, at the right time.

A case study of HRP and Audit of HEG Limited conducted by Yadaw and Dabhade (2014) to analyze the HRP Practices and measure the adaptation by HCG and also the study the employees' perception about the HRP. HEG is the leading manufacturer and exporter of graphite electrodes with a production capacity of 80,000mj per annum in India Bobal, holding ISO 9001 and ISO 14000 certification. The research study is a descriptive study hundred employees and ten officials of HCG limited take as sample unit self-structured questionnaire is designed to collect the primary data to measure adaptation of HRP. It was find that over all employees of different age group is quite satisfied with HR practices and are spending dissimilar service period with the organization. The management has defined the HRP process and system in regular manner within the organization. The HRP framework is a major achievement that enables an organization to ensure how best to use its HR to achieve outputs and outcomes. Employee plays a crucial role in the success of business organization it is important that organization should put consideration and careful planning into HR practices.

Anyadike (2013) has carried out the study on HRP and employee productivity in Nigeria public Organization. This paper as it investigates the role of HRP in ensuring employee productivity in the Nigeria public organizations. Data were derived from secondary sources. This study involved an extensive literature review which critically analyzed the present status, problems and prospects of HRP as part of the roadmap to employee productivity in Nigeria public enterprise. Planning is essential for productivity and organizational effectiveness and efficiency, it acquires best human resources, focuses on corporate goal, utilizes human resources, develops human resources, reduces uncertainty and labor cost, regularizes production, maintains good industrial relation, keeps records, and controls human resources. It is ensuring that people are in the right place, at the right time and in the right number. It is a never ending process which utilizes matching human resources to its demand and supply for effectiveness and efficiency in achieving the overall organization goals. HRP improves when managers emphasize quality over quantity, break down barriers and empower their employees. Managers, Chief Executives and Heads are advised to use reward systems, employee involvement, teamwork and excellent interpersonal relationship to secure high productivity in their various organizations. Velnampy(2012) also indicated that incentives and motivation are inter connected.

Mensah (2012) has carried out a study on an analysis of HRP and its effect on organizational effectiveness-A case study of information services Department, Accra office, the main objective of the study was to examine the effectiveness of HRP and its effect on the information services Department. The specific objectives of the study were, to find out whether there are HRP policies and practices in the information services department, the establish whether the HRP practices and procedures within information services Department are functioning effectively and to find out

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the challenges of the provision of a frame work to guide the implementation of HRP in the Information services Department. The design used for this study is a descriptive survey; the primary data was collected with questionnaire and interview from large number of respondents (100 staff of ISD) in different locations. The data analysis with descriptive statistic which made use of numbers, tables charts and graphs. The study reveal that most of the ISD staff not have in depth knowledge on HRP thus it is not well practiced by the senior officers and also HRP can align the organization with HRP.

IV. Methodology

a) Data Collection Methods

The total population for the study was 77 staffs from all Ayurvedic Hospitals in Vavuniya district. There were different levels of human resources such as Ayurvedic Medical officers, medical officers, and Traditional Medical officers for fracture, Attendants, Laborers, cleaners, Machine operator, Watchers, Masseurs, Dispenser, Pharmacy Laborers, and others. There were 77 (All Human Resource) staffs selected for this research. But only 67 staffs responded. The response rate was 87%.

This study depends on primary and secondary data. The primary data of this study were collected from the respondents through structured questionnaire. The questionnaire contained questions relating to HRP of organization. Further, researchers also employed the observation and interview method to collect the primary data.

During the interview, the interviewer used the form, asks questions and records the answers. Dealing with patients and staffs in our country, this is the best method of this research. The researcher also conducted interviews with key officials of the hospitals such as Medical Officer in Charge, Medical Superintendent and District Coordinator. The researchers also collect the primary data from the Ayurvedic Hospitals in Vavuniya district through the observation.

b) Data Analysis Techniques

The kind of analysis for this study is that of descriptive statistics which made use of numbers, tables, charts, and graphs used to describe, organize, summarize and present raw data. All questionnaires completed during the research process were subjected to the editing process to ensure that the data collection procedure was performed properly. Each completed questionnaire was inspected to determine whether it was usable and Microsoft Excel spread sheet was used to process the data for analysis. Tables and statistical diagrams like bar charts, pie charts and line graphs are also aided in the data presentation.

The collected data was statistically analyzed using Statistical Package for the Social Sciences [SPSS] for windows software. Software packages are important for data analysis as many complicated mathematical computations can be performed very accurately in a very short time and can be reproduced. The statistical methods included descriptive statistics. It is referred to as any approach that attempts to describe data.

V. Results of the Study

a) Implementation of Harman Resource Planning

According to the Table 1.1, 52.6 percentage of the medical officers in the Ayurvedic hospitals in Vavuniya district agreed that Human Resource Planning had been implemented in their organization and 47.4 percentage of the medical officers in the Ayurvedic hospitals in Vavuniya district disagreed that Human Resource Planning had been implemented in their organization.

Table 1.1: Implementation of HRP in Ayulvedic Hospitals

		Medical Officers		Non-Medical Officers		Total	
		Frequency	Percent	Frequency	Percent	Frequency	Percent
Implementation of HRP in Organization	No	9	47.4	6	12.5	15	22.4
	Yes	10	52.6	42	87.5	52	77.6
Total		19	100	48	100	67	100

Source: Survey data2015/2016

87.5 percentage of the Non-medical officers in the Ayurvedic Hospitals in Vavuniya district agreed that Human Resource Planning had been implemented in their organization and 12.5 percentage of the medical officers in the Ayurvedic Hospitals in Vavuniya district disagreed that Human Resource Planning had been implemented in their organization.

Compare both finding 22.4 percentage staff had agreed that human resource planning had been implemented in their organization and 77.6 percentage staff had disagreed that human resource planning had been implemented in their organization.

b) Level of Implementation of HRP

Based on the Table 1.2, only 5.3 percentage of the medical officers in the Ayurvedic Hospitals in Vavuniya district felt that implemented human resource planning was in high level, 21.1 percentage of the medical officers in the Ayurvedic Hospitals in Vavuniya district felt that implemented human resource planning

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was in moderate level and 73.7 percentage of the medical officers in the Ayurvedic Hospitals in Vavuniya district felt that implemented human resource planning was in low level.

Table 1.2: Level of Implementation of HRP in Ayulvedic Hospitals

		Medical Officers		Non-Medical Officers		Total	
		Frequency	Percent	Frequency	Frequency	Percent	Frequency
Level of Implementation of HRP	High	1	5.3	2	4.2	3	4.5
	Moderate	4	21.1	15	31.2	19	28.4
	Low	14	73.7	31	64.6	45	67.2
Total		19	100	48	100	67	100

Source: Survey data2015/2016

Only 4.2 percentage of the medical officers in the Ayurvedic Hospitals in Vavuniya district felt that implemented Human Resource Planning was in high level, 31.2 percentage of the non-medical officers in the Ayurvedic Hospitals in Vavuniya district felt that implemented Human Resource Planning was in moderate level and 64.6 percentage of the non-medical officers in the Ayurvedic Hospitals in Vavuniya district felt that implemented Human Resource Planning was in low level.

Compare both finding most of the staff felt that implemented Human Resource Planning was in low level.

c) Appointing Human Resources at right time

According to Table 1.3, 31.6 percentage of the medical officers in the Ayurvedic Hospitals in Vavuniya district agreed that their organization appoints the Human Resource in the right time and 68.4 percentage of the medical officers in the Ayurvedic Hospitals in Vavuniya district disagreed that their organization appoints the Human Resource in the right time.

Table 1.3: Appointing Human Resources at right time

		Medical Officers		Non-Medical Officers		Total	
		Frequency	Percent	Frequency	Percent	Frequency	Percent
Appointing HR at right time	No	13	68.4	34	70.8	47	70.1
	Yes	6	31.6	14	29.2	20	29.9
Total		19	100	48	100	67	100

Source: Survey data2015/2016

29.2 percentage of the Non-medical officers in the Ayurvedic hospitals in Vavuniya district agreed that their organization appoints the Human Resource in the right time and 70.8 percentage of the Non-medical officers in the Ayurvedic Hospitals in Vavuniya district disagreed that their organization appoints the Human Resource in the right time.

Compare both finding most of the staff in the Ayurvedic Hospitals in Vavuniya district disagree that their organization appoints the Human Resource in the right time.

d) Appointing Human Resource at right place

According to Table 1.4, 42.1 percentage of the medical officers in the Ayurvedic Hospitals in Vavuniya district agreed that their organization appoints the human resource in the right place and 57.9 percentage of the medical officers in the Ayurvedic hospitals in Vavuniya district disagreed that their organization appoints the human resource in the right place.

Table 1.4: Appointing Human Resource at right place

		Medical Officers		Non-Medical Officers		Total	
		Frequency	Percent	Frequency	Percent	Frequency	Percent
Appointing HR at right place	No	11	57.9	27	56.2	38	56.7
	Yes	08	42.1	21	43.8	29	43.3
Total		19	100	48	100	67	100

Source: Survey data 2015/2016

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43.8 percentage of the non-medical officers in the Ayurvedic Hospitals in Vavuniya district agreed that their organization appoints the Human Resource in the right place and 56.2 percentage of the non-medical officers in the Ayurvedic Hospitals in Vavuniya district disagreed that their organization appoints the Human Resource in the right place.

Compare both finding most of the staff in the Ayurvedic Hospitals in Vavuniya district disagreed that their organization appoints the Human Resource in the right place.

VI. Findings of the Study

1. Most of the staff agrees that the HRP is implemented at low level in Siddha Ayurvedic hospitals in Vavuniya. There is no effective HRP.
2. More than half of the staffs commented that the number of staff attached in OPD is in average level. That is shortage of staff in OPD
3. More than half of the medical officers commented that their organization has not formal human resource filling system.
4. Half of the staffs do not feel that their organization properly practice HRP for achieving targets.
5. Most of the medical officers do not feel that their organization properly practice HRP for achieving targets.
6. Majority of the employees feel difficult while performing work with available HR facilities at OPD.
7. Majority of the employees agree that they could perform at the satisfactory level, when there is an increase number of staff in future.
8. All staffs of the Ayurvedic hospitals in Vavuniya district agree that implementation of effective HRP help to achieve the goal of the organization.
9. Most of the employees disagree that their organization appoints the right kind of people at the right place.
10. Majority of the employees say that their organization do not appoints the HR in the right time.

VII. Suggestions and Recommendations of the Study

1. Ayurvedic hospitals in Vavuniya should be paying a great attention on effective implementation of HRP in order to provide the valuable medical service to the people.
2. Create cadre for nurses,, attendant and traditional doctor for further improvement of Ayurvedic treatment in OPD.
3. All vacancy should be filled.
4. Training programme for HRP practices should be given to relevant officers.
5. HRP must be schedule at the right kind of people at the right place at the right time.
6. All medical and non-medical staff should get the transfer after five years in rotation basses. Non-medical officers are staying in one station from their first appointment.
7. There is lack of male staff in Ayurvedic Hospitals in Vavuniya district. So, present male staff should hard therefore equal gender appointment is recommended.

VIII. Conclusion of the Study

HRP is very important in every Siddha Ayurvedic Hospitals in Vavuniya district. It focuses on achieving the appropriate quantity and quality of skilled people in specific positions at the time they are needed. It allows the hospitals to realize its goals, increase the effectiveness and competiveness in the field. HRP helps to reduce future uncertainty and to better operate the organization.

Human resource planning is implemented at low level in all Siddha Ayurvedic Hospitals in Vavuniya district. Hence Siddha Ayurvedic Hospitals should implement an effective human resource planning to deploy the right people at the right place at the right time to enhance the service quality.

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