

CHAPTER - III

METHODOLOGY

3.1 Research design

The present study being exploratory in nature where the purpose is to explore more than one aspect related to Hospital, a flexible research design is adopted. In this study, the features of qualitative and descriptive research are visible more than that of quantitative research. Being an exploratory or formative research, the research is designed in a way so that it opens scope for developing hypotheses for future researchers. The overall design is targeted at achieving new insights into variables under study.

3.2 Universe of the Study

Since the study was conducted during 2013-2015, all Hospitals in Government and private sector available during this period in Kamrup (M) district which number a total of 102, is the universe of this study.

Under State Government, in addition to Gauhati Medical College Hospital, Government Ayurvedic College Hospital, S.J.N. Homoeopathic College Hospital, and Mahendra Mohan Choudhury Hospital, there are 42 other Government Health Establishments (which includes State Dispensaries as well) in Kamrup (M) district. B. Barooah cancer hospital is an autonomous hospital located in Guwahati. There are 5 Central Government Hospitals in Kamrup (M) district including 1 hospital which is a Hospital in public sector undertaking. Thus the total number of Government Hospitals in Kamrup (M) district is 52. There are 50 Private Hospitals in Kamrup (M) district. Out of this 5 are medium and 45 are Small Size Hospitals.

3.3 Sample

3.3.1 Method of Sample Selection

The method of sample selection is purposive. 20 Hospitals comprising a total of 10 from Government and Autonomous and 10 from private have been selected for this. To ensure that sample selected serves the purpose of study, it was made representative one by selecting samples from Government, Autonomous and different

types of Private Hospitals. Out of 5 Central Government Hospitals available in the study area, 3 were selected so that two of them represented Hospitals under different Ministries and the other one represented a Hospital from Public sector undertaking. Of the 6 state Government Hospitals selected, 3 were Teaching Hospitals representing three different systems of Medicine (Allopathic, Ayurveda and Homoeopathy), 1 State Hospital, 1 District Hospital and 1 Sub District Hospital. The other Hospital selected for the study was managed by an Autonomous Managing Council.

In case of Private Hospitals, to make the sample representative, it was ensured that respondents were from both small and medium Hospitals. Since, the number of small hospitals in the study area out number Medium Hospitals, the number of Hospitals selected from small size category was more than Medium Size Hospitals. Out of 5 Medium Size Hospitals available, 3 Hospitals with bed strength above 200 were selected for the purpose of study. Out of these 3 Medium Size Hospitals, 1 was the largest, the first Corporate and the first NABH accredited Hospital of the North East region with bed strength of 300. Out of the other two hospitals, 1 was a multispecialty hospital and 1 was a super specialty hospital which had two branches in the city. Small Size Hospitals numbering 7 which were selected for study was with bed strength below 200 were a mix of different types. Out of these 7 Hospitals, 1 represented a Trust Hospital, 2 represented Hospitals run by Board of Directors, 2 represented Hospitals run by Society and 2 represented Hospitals run by proprietors.

Thus, a total of 20 Hospitals are taken for this study, which represent Government, Autonomous and Private Hospitals.

3.3.2 *Sample size*

A total of 340 respondents are selected as sample size for this study which is arrived at in the following way:

- (A) CEO/ Medical superintendent /head of hospital administration ,
 (i) From Government / public sector undertaking/ Autonomous hospital = 10

(ii) From private Hospital	=10
(B) Head of HR department/ Personnel officer/personnel manager	
(i) From Government / public sector undertaking/ Autonomous hospital	= 10
(ii) From private Hospital	= 10
© Nursing staff of hospital	
(i) From Government / public sector undertaking/ Autonomous hospital	= 40
(ii) From private Hospital	= 40
(D) Paramedic staff of hospital	
(i) From Government / public sector undertaking/ Autonomous hospital	= 40
(ii) From private Hospital	= 40
(E) Doctors and general duty staff (Non-nursing and non-paramedics)	
(i) From Government / public sector undertaking/ Autonomous hospital	= 60
(ii) From private Hospital	=80

	Total =340

3.4 Data Collection

3.4.1 Tools of data collection

Primary data collected through 3 questionnaires and unstructured interview conducted for Head of hospital to gather maximum information about the organization, administration and human resource management practices adopted.

Secondary data is collected from Government Published Reports; Reports of Newspapers, published article, web sites, books and journals

Primary data has been collected from the Hospitals directly with the help of questionnaire. There are 3 different questionnaires which have been prepared according to the objectives of the study and bearing in mind the research questions of this study. The same kind of questionnaires is distributed in Government, Autonomous and private hospitals. For one questionnaire the respondents are those representing the Top Management which includes CEO/CMD/Chief Medical Superintendent etc. For this questionnaire there are 20 respondents. The other

questionnaire is the one where the Head of Human Resource Department / Official In-charge of Personnel Administration or the Administrator looking after HR matters are the respondents. For this questionnaire also there are 20 respondents. The third questionnaire is for Nursing Staff, Paramedic Staff, general duty staff and doctors. For answering this questionnaire there are 80 respondents in the Nursing Staff category, a total of 80 respondents in the category of paramedic staff and a total of 140 respondents in the category of general duty staff and doctors.

3.4.2 Formulation of questionnaire:

The questionnaire for the Head of hospital consists of four parts. The first part is about the organizational structure of the hospital; the second part is about the type of hospital (bed strength) and total manpower position including the strength of doctors and nurses; the third part is about availability of important departments including Human resource department; appointment of important key functionaries; the accreditation status of the hospital and its laboratory. The fourth part of the questionnaire pertains to matters containing regulatory measures and control of Government over hospitals

The questionnaire prepared for the human resource manager/ personnel manager consists of questions pertaining to composition of the human resource department, functions performed by human resource department, human resource management practices prevalent and service conditions of employees as provided by the hospital.

The questionnaire for the non-paramedic and non-nursing staff and doctors contain data about their qualification, period of service, mode of their selection and appointment, their length of experience, salary paid to them whether consolidated or based on scale, whether sent for any trainings, type of leave they are entitled to, working hours and break time, benefit of PF whether available or not, ESIC facility whether available or not etc.

The unstructured interview for Heads of hospitals contains questions which are open ended are framed in a way so that maximum inputs about their perception on the need for having service and conduct rules for employees; role of human resource managers in shaping the strategic policies of the hospital, providing a good working environment to employees in terms of providing them incentives and promotional avenues, identifying their training needs and earmarking budgets for such training ,recreational facilities and welfare measure for employees and views of hospital Heads about performance appraisal can be ascertained. The answers provided can be helpful in examining the adequacy of strategy adopted by hospital for human resource management.

3.4.3 Data analysis: Data obtained from the primary source has been carefully analyzed and tabulated and findings drawn. The findings are interpreted to come to a conclusion.