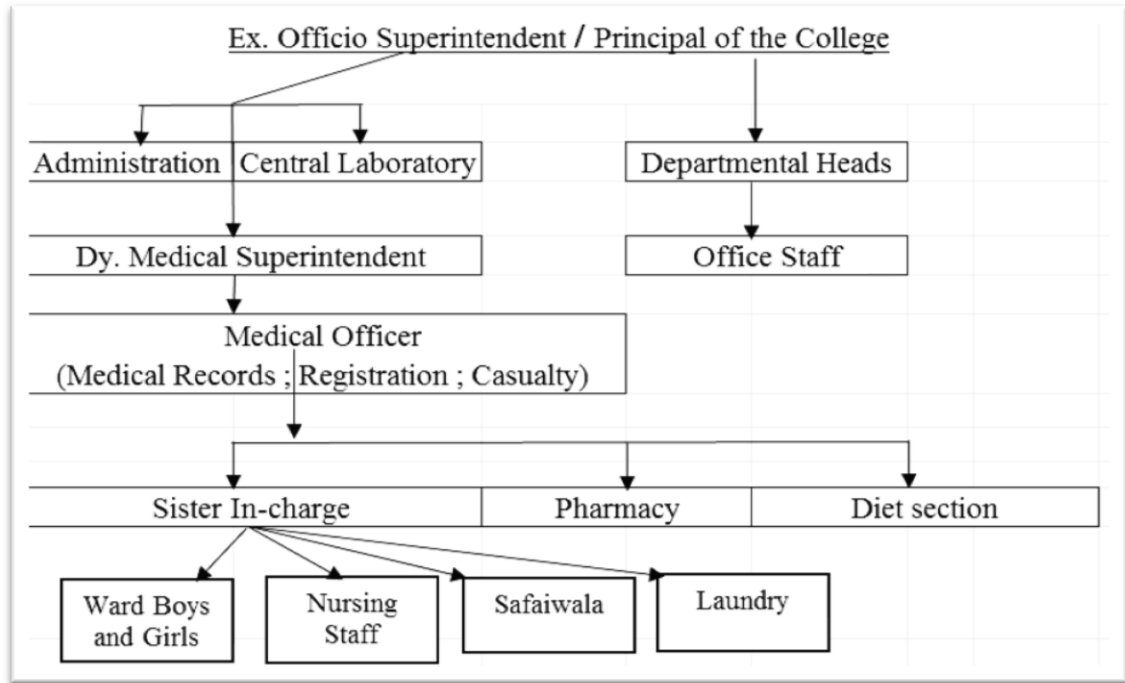
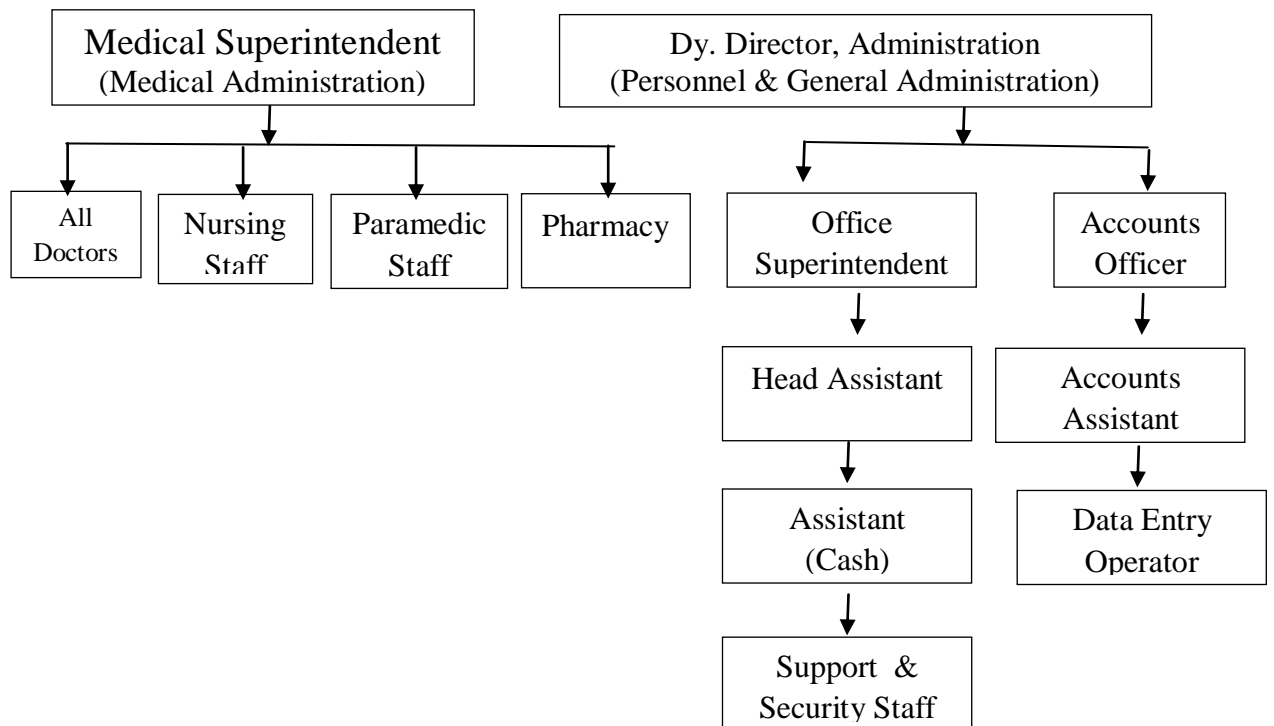


## APPENDIX – I

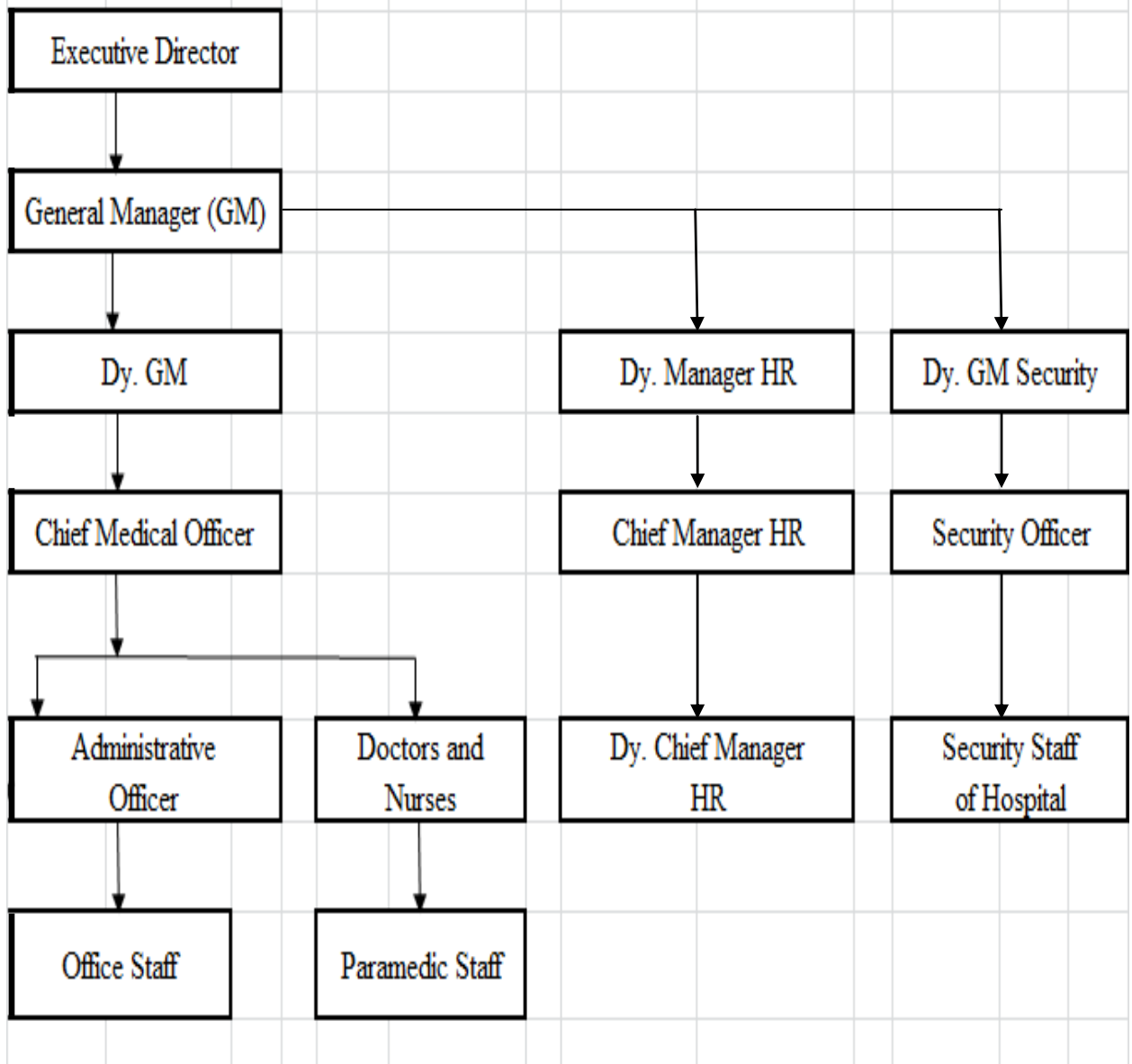
### Organogram of Government Ayurvedic College Hospital, Jalukbari



### Organogram of ESIC Model Hospital, Guwahati (Under Ministry of Labour and Employment, Govt. of India)



**Organogram of Gauhati Refinery Complex Hospital ( A Govt. of India Undertaking)**



# APPENDIX – II

## QUESTIONNAIRE

RESPONDENT – CEO/CMD/CHIEFADMINISTRATOR/MEDICAL SUPDT. OF THE HOSPITAL

1. **About the Organization running the hospital (please state):**
  - (a) Your organization is formal or informal -----  
Span of control in the organization is flat , tall or Matrix type -----
  - (b) System of administration is centralized or decentralized -----
  - (c) Process of Departmentalization exists or do not exist -----
2. **About the Hospital (please state):**
  - (a) When was your Hospital established? -----
  - (b) Whether Hospital is Gov./Corporate/Proprietor/society/Trust run -----
  - (c) No of beds in the Hospital -----
  - (d) No of Doctors in the Hospital -----
  - (e) No of Nurses in the Hospital -----
  - (f) Total manpower in the Hospital -----
3. **Please answer in YES or NO**
  - (a) Do you have a Human Resource Department in your Hospital: Yes/No  
If “Yes” state its composition:  
If No, who looks after management of Human Resource in your Hospital?
  - (b) Do you have a security Department in your Hospital: Yes/No  
If “Yes” please indicate its strength and whether they are outsourced  
If outsourced specify the method of selection of agency:--
  - (c) Do you have a food service Department in your Hospital? Yes/No  
If “Yes” please indicate its strength and qualification of the in charge
  - (d) Do you have a Dietician in your Hospital? Yes/No
  - (e) Do you have a P.R.O. in your Hospital? Yes/No(f)  
Do you have a complaint/Grievance cell in your Hospital? Yes/No
  - (g) Do you have a Bio Medical Engineer in your Hospital Yes/No?  
If “Yes”, State the qualification of the technical person who looks after the department. If  
No, who looks after Medical Equipment and their maintenance
  - (h) Do you have a Hospital Administrator or Administrative officer in your hospital? Yes/No  
If“ Yes” state his/her qualification
  - (i) Do you have a System Analyst in your Hospital? Yes/No
  - (j) Does your Hospital maintain a data base of all employees Yes/No

- (k) Is your Hospital accredited one? Yes/No  
If “Yes” please give details of such accreditation
- (l) Is the Laboratory of the Hospital accredited one Yes/No  
If “Yes” please give details of such accreditation
- (m) Do you have a Department of Quality Control in your Hospital? Yes/No
- (n) Is residential accommodation available for all categories of staff of your Hospital?  
Yes/No
- (o) Is information regarding Indian Public Health Standards displayed in your hospital?  
Yes/No
- (p) Are user’s Rights/ Patient’s Bill of Rights displayed for public in your Hospital? Yes/No
- (q) Are the services provided to users and user’s charges displayed in your Hospital? Yes/No
- (r) Are the facilities specifying the quantum of special benefit available to  
BPL patients displayed in public in your Hospital? Yes/No

**4. About matters concerning regulatory measure of Government and control over Hospitals**

- (a) How frequently does District Administration Authority visit your Hospital?  
Monthly/Biannually/Annually/ Not fixed/ When something adverse happens
- (b) How frequently does State Pollution Control Authority visit your Hospital?  
Monthly/Biannually/Annually/ Not fixed/ When something adverse reported in press
- (c) How frequently are Meetings organized by the District Authority to know about Quality Improvement and Public Grievance in Hospital? Monthly/Biannually/Annually/ not fixed
- (d) How frequently do officials of Health Department visit your hospital?  
Monthly/Biannually/Annually/ Not fixed/ When something adverse happens:
- (e) How frequently does the Health Department ask for data pertaining to
- (i) Training and Refresher Course attended by Medical and Paramedic staff
- (ii) Manpower position in the Hospital (Quarterly/annually/monthly)

NAME

DESIGNATION

## **QUESTIONNAIRE**

### **RESPONDENT – HR MANAGER/IN-CHARGE PERSONNEL DEPARTMENT**

**Please put a tick (✓) mark in the answer you find appropriate**

1. HR Department consist of :  
(a) Only HR Manager (b) HR Manager and Deputy HR Manager  
(c) HR Manager and Asst. Manager (d) Only HR Executive
2. Considering its Bed size and patient turn over, do you think that number of employees in your hospital is sufficient for patient care?  
(a) Yes (b) No (c) Cannot decide (d) Survey not done
3. Does your hospital have a uniform leave policy for all categories of employees?  
(a) Yes (b) No (c) Not yet finalized (d) For some categories only
4. Number of casual leave allowed to employees in your hospital is  
(a) 12 days in a year (b) 10 Days in a year  
(c) 1 day each month (d) Allowed with loss of pay
5. Confirmed employees of your hospital who have completed 1 year of service are eligible for sick leave:  
(a) With full pay and allowances up to 15 days in a year  
(b) With half pay and allowances up to 15 days in a year  
(c) Sick leave allowed but no pay and allowances for availing it  
(d) No provision at all
6. Festival leave is:  
(a) Allowed (b) Not allowed  
(c) Allowed with loss of pay (d) Matter of discretion
7. Every confirmed female staff is eligible for maternity leave with full pay and allowances for a period of  
(a) 90 days (b) 60 days (c) 30 days (d) Any number of days with loss of salary
8. A data base of all employees of the hospital with details of their job and there technical/academic skill/training is  
(a) Prepared and maintained by HR Department (b) Not maintained by HR Department  
(c) Prepared when necessary (d) No one trained for preparing this
9. Hours of work other than night shift is  
(a) 7 hours with 30 minutes break (b) 8 hours with 1 hour break  
(c) 9 hours with 1 hour break (d) No fixed hour
10. HR Department conducts surveys on  
(a) Morale and attitude (b) Morale and attitude but not job satisfaction  
(c) Job satisfaction of employees (d) Morale, attitude and job satisfaction of employees
11. Finding out short comings and their causes and necessity of amending policies and programmes to overcome short comings is a work undertaken by:  
(a) HR Department (b) Top Management  
(c) C.E.O. (d) C.E.O. in consultation with H.R. Department
12. House rent allowance is paid to  
(a) All confirmed employees (b) Selected employees depending on length of service  
(c) Not paid (d) A matter of discretion of Management
13. Conveyance allowance is paid to  
(a) All confirmed employees (b) A matter of discretion of Management  
(c) Not paid (d) Selected employees depending on length of service

14. Whether allowance for uniform exist in hospital
  - (a) Yes
  - (b) No
  - (c) Exist for Grade-IV employees
  - (d) Exist for a selected few
15. City compensatory allowance is paid to
  - (a) A matter of discretion of Management
  - (b) All confirmed employees
  - (c) Selected employees depending on length of service
  - (d) Not paid
16. Training needs of employees decided by
  - (a) C.E.O.
  - (b) Board of Directors
  - (c) Administrative Officer
  - (d) HRM
17. Is the exit interview done for employees leaving your organization? Yes / No  
If yes, who conducts that interview?
  - (a) C.E.O.
  - (b) HRM
  - (c) By a Senior Manager
  - (d) Personnel Officer/Administrative Officer
18. Categories of Supervisors sent for Seminars or Orientation programme in Management Areas includes
  - (a) All Supervisors
  - (b) Middle Management Officers
  - (c) Top Management Officers
  - (d) Not sent at all
19. Survey on turnover of employees is done
  - (a) Annually
  - (b) By annually
  - (c) Sometimes done
  - (d) Never done
20. Incentive in the form of concentration for medical treatment and hospitalization for employees and their dependent/ family member is
  - (a) Given
  - (b) not given
  - (c) Discretion of C.E.O. as a policy matter
  - (d) Discretion of personnel department
21. Feedback from employees taken
  - (a) Monthly
  - (b) Quarterly
  - (c) Annually
  - (d) Taken when required
22. Do you have a trained batch of paramedical and security staff for disaster related eventualities?
  - (a) Yes
  - (b) It is not in the Management Policy
  - (c) No
  - (d) Not heard of the concept
23. Has your hospital been invited for participation in any managerial programme organized by the State Disaster Management Authority/any Govt. Agency?
  - (a) Yes
  - (b) Was invited but could not spare any official for that
  - (c) No
  - (d) Invitation was sent but in absence of follow up, was withdrawn by the authority
24. Is periodic staff meeting organized by your department to know employee problems?
  - (a) Yes
  - (b) No
  - (c) Organized when necessary
  - (d) an arbitrary decision of the department
25. Does your hospital have a legal expert to guide and advice about medico legal issues of hospital?
  - (a) Yes
  - (b) No
  - (c) Have and appointed legal adviser
  - (d) Engaged when it is felt necessary
26. Do you have any official in any Department who is trained in Hospital Administration?
  - (a) Yes
  - (b) No
  - (c) Call experts when necessary
  - (d) not yet decided about its necessity

Name of Hospital

Name & Designation of HR Head

## **QUESTIONNAIRE**

### **RESPONDENT – NON PARAMEDIC AND NON NURSING CATEGORY EMPLOYEES (INCLUDING DOCTORS)**

**Note:** Mention of your name is optional:

- (a) Please state year of your joining service :
- (b) Please state your present designation :
- (c) Did you appear any test or interview for the post? Yes/No
- (d) Do you carry with you any previous experience of the present job? Yes/No
- (e) Have you been given an appointment letter by the authority? Yes/No
- (f) What is your academic/technical qualification? (Please mention)
- (g) Whether the institute that provided you the technical degree/diploma is recognized by Government of Assam? Yes/No  
If the institute is private, please specify the state where located
- (h) Your present salary :*(Please leave it blank if you don't want to disclose)* .....
- (i) Is your salary consolidated or based on scale including allowances?
- (j) Do you think that the salary paid to you is commensurate with your qualification and job assignment? Yes/No
- (k) What was your salary when you joined this hospital?
- (l) How much is your hour of work?
- (m) How much is your break time between the hours of work?
- (n) Apart from casual leave what leave are you entitled to? (Please mention)
- (o) Other than weekly 1 day off a week do you get any other Holiday? Yes/No
- (p) Do you get the benefit under PF and ESIC? Yes/No
- (q) Have you been sent for any training or refresher course after joining the present Job? Yes/No

### **Unstructured interview of Heads of Organizations**

1. Employees Service and Conduct (Discipline and Appeal) Rules is an essential requirement in all organizations. Please elaborate what has been done by your organization to frame such Rules.
2. How do you analyze the role of Human Resource Managers in shaping the Strategic Management policies of the organization? Do you put Human Resource Management matters in Board's meetings and call Human Resource Managers to such meetings. Please elaborate.
3. What is your comment about providing Hospital employees recreational facilities and taking for them some welfare measures at the cost of Hospital's exchequer?
4. Do you think that training needs of employees should be identified regularly and budget earmarked for such Trainings? Please comment.
5. Does your Hospital have a promotion policy which is based on regular performance appraisal of employees? Please highlight.

### **APPENDIX – III**

#### **List of publications in Indian Journals and Books**

- PAPER ENTITLED “THE ROLE OF NATIONAL AYUSH MISSION, ASSAM IN AUGMENTING MINIMUM STANDARD REQUIREMENTS OF GOVERNMENT AYURVEDIC COLLEGE & HOSPITAL, JALUKBARI, ASSAM IN THE *JOURNAL OF INTERNATIONAL ACADEMIC RESEARCH FOR MULTIDISCIPLINARY* (ISSN 2320-5083), MAY, 2017.
- PAPER ENTITLED “HUMAN RESOURCE AUDIT: SCOPE AND SIGNIFICANCE IN HOSPITALS” IN THE JOURNAL *IDEA* (ISSN 2320-6225), MAY, 2017.
- PUBLISHED RESEARCH BASED PAPER ENTITLED “OPERATIONAL ASPECTS OF AYUSH IN ASSAM” IN THE *JOURNAL OF INTERNATIONAL ACADEMIC RESEARCH FOR MULTIDISCIPLINARY*, (ISSN 2320-5083), OCTOBER, 2016.
- PUBLISHED RESEARCH BASED PAPER ENTITLED “ISSUES AND PROSPECTS OF HIGHER MEDICAL AND TECHNICAL EDUCATION FROM THE PERSPECTIVE OF BUILDING QUALITY HUMAN RESOURCE IN HOSPITALS” IN THE *JOURNAL OF INTERNATIONAL ACADEMIC RESEARCH FOR MULTIDISCIPLINARY*, (ISSN 2320-5083), AUGUST, 2016.
- PUBLISHED A RESEARCH BASED CHAPTER ENTITLED “ISSUES AND PROSPECTS OF TRADITIONAL SYSTEMS OF MEDICINE OF INDIA AND REPUBLIC OF INDONESIA IN THE PERSPECTIVE OF BUILDING BILATERAL RELATION IN HEALTH SECTOR” IN THE BOOK “*TURN MIRRORS INTO WINDOWS RHETORIC OF ACT EAST POLICY AND BEYOND*” PUBLISHED JOINTLY BY UNIVERSITY OF SCIENCE AND TECHNOLOGY, MEGHALAYA, INDIA: GREEN SCHOOL, BALI-INDONESIA AND GREEN CAMP, BALI-INDONESIA, (ISBN 978-81-927640-1-6), FEBRUARY, 2016.
- CONTRIBUTED A CHAPTER ON “KEY ISSUES IN HUMAN RESOURCE MANAGEMENT OF HOSPITALS” IN THE BOOK “*CONTEMPORARY THOUGHTS IN MANAGEMENT*” (ISBN 978-81-924348-0-3) PUBLISHED BY SUPRAVA PRAKASHAN, 2014

#### **NOT RELATED TO AREA OF RESEARCH**

- PUBLISHED A CHAPTER IN THE BOOK “*PANCHAYATI RAJ AS AN INSTITUTION FOR EMPOWERING THE WOMEN OF INDIA*” (ISBN 978-81-930723-0-1) PUBLICATION BOARD, SIPAJHAR COLLEGE, ASSAM, 2015.
- PUBLISHED A CHAPTER IN THE BOOK “*SOCIAL EQUITY AND SUSTAINABLE DEVELOPMENT*” (ISBN 978-81-931547-3-1) OLYMPIYA PRAKASHAN, 2015.
- PUBLISHED A CHAPTER IN THE BOOK “*ECONOMICS OF EDUCATION*” PUBLISHED BY DEPARTMENT OF ECONOMICS, GUWAHATI COLLEGE, 2015 (ISBN 978-81-202-8837-9).



## APPENDIX – IV

### **List of presentations in National and International Seminar**

- PRESENTED A PAPER ENTITLED ‘ISSUES AND PROSPECTS OF HIGHER MEDICAL AND TECHNICAL EDUCATION FROM THE PRESPECTIVE OF QUALITY HUMAN RESOURCE IN HOSPITALS’ IN THE INTERNATIONAL CONFERENCE ON *QUALITY OF HIGHER EDUCATION IN INDIAN AND GLOBAL CONTEXT* HELD ON 18<sup>TH</sup> AND 19<sup>TH</sup> MARCH, 2015 AT NORTH EASTERN HILL UNIVERSITY, SHILLONG.
- PRESENTED A PAPER ENTITLED ‘ROLE OF PANCHAYATS IN HEALTH SECTOR IN RURAL AREAS: EXPERIENCE FROM ASSAM IN THE LAST DECADE’ IN THE NATIONAL SEMINAR ON *RURAL DEVELOPMENT IN POST LIBERALIZATION: ISSUES AND CHALANGES* HELD ON 12<sup>TH</sup> AND 13<sup>TH</sup> MARCH, 2015 AT INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI.
- PRESENTED A PAPER ENTITLED ‘HUMAN RESOURCE MANAGEMENT IN HOSPITALS FROM THE VIEW POINT OF AN ENTREPRENEUR’S VISION WITH SPECIAL REFERENCE TO ADOPTED BUSINESS STRATEGY: A CASE STUDY’ IN NATIONAL CONFERENCE ON *EMERGING TRENDS IN ENTREPRENEURSHIP DEVELOPMENT IN NORTH EAST INDIA* HELD ON 22<sup>ND</sup> AND 23<sup>RD</sup> AUGUST, 2014 AT DONBOSCO COLLEGE OF ENGINEERING AND TECHNOLOGY, AZARA, ASSAM.
- PRESENTED A PAPER ENTITLED ‘IMPLEMENTATION OF GOVERNMENT SCHEMES FOR WOMEN EMPOWERMENT WITH SPECIAL REFERENCE TO RGSEAG AND FUNCTIONING OF ANGANWADI CENTRES’ IN NATIONAL SEMINAR ON *EDUCATIONAL STATUS OF MINORITY WOMEN IN NORTH EAST INDIA* HELD ON 1<sup>ST</sup> MARCH 2014 AT UNIVERSITY OF SCIENCE AND TECHNOLOGY, MEGHALAYA.
- PRESENTED A PAPER ENTITLED ‘FINANCIAL ADMINISTRATION AS A FACTOR OF EDUCATIONAL GOVERNANCE IN THE NATIONAL SEMINAR’ ON *CHALANGES IN HIGHER EDUCATION NORTH EAST PERSPECTIVES* HELD ON 29<sup>TH</sup> JANUARY, 2014 AT MADHABDEV COLLEGE, NARAYANPUR, LAKHIMPUR, ASSAM.
- PRESENTED A PAPER ENTITLED ‘ROLE OF NATIONALIZED BANKS IN RURAL DEVELOPMENT IN NORTH EAST REGION: ISSUES, CHALLENGES AND OPPORTUNITIES’ IN THE NATIONAL SEMINAR ON *ROLE OF NATIONALIZED BANKS IN RURAL DEVELOPMENT IN NORTH EAST REGION* HELD ON 24<sup>TH</sup> AND 25<sup>TH</sup> APRIL, 2013 AT GORESWAR COLLEGE, ASSAM.