

# “Human Resource Management Practices and Their Impact on Employee Performance in Government Hospitals: Evidence from Bhojpur District, Bihar”

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## Abstract:

*Human Resource Management (HRM) practices play a critical role in enhancing employee performance, organisational efficiency, and service quality, particularly in public healthcare institutions. Government hospitals in India face persistent challenges related to staff shortages, workload pressure, absenteeism, and service delivery inefficiencies. This study examines the existing HRM practices in government hospitals of Bhojpur District, Bihar, and analyzes their impact on employee performance and healthcare service delivery. The paper focuses on recruitment, selection, training, promotion, performance appraisal, and administrative support mechanisms. Using primary data collected from doctors, nurses, and paramedical staff, the study finds that HRM practices in government hospitals are largely procedural and centralised, with limited flexibility at the institutional level. Inadequate training, weak performance appraisal systems, and a lack of incentives significantly affect employee motivation and productivity. The study also identifies a noticeable gap between prescribed HR policies and their actual implementation. Strengthening HRM practices through decentralisation, capacity building, and transparent performance evaluation is essential for improving accountability and service quality in government hospitals.*

**Keywords:** Human Resource Management, Employee Performance, Government Hospitals, Public Healthcare, Bhojpur District, Bihar.

## 1. INTRODUCTION

Human resources constitute the most valuable asset of any organization, particularly in the healthcare sector, where service delivery depends heavily on the competence, motivation, and commitment of employees. In government hospitals, effective Human Resource Management (HRM) practices are essential for ensuring quality healthcare services, operational efficiency, and patient satisfaction. HRM practices such as recruitment, training, performance appraisal, promotion, and employee welfare directly influence employee performance and organizational outcomes.

In India, the public healthcare system serves a large segment of the population, especially in rural and semi-urban areas. Government hospitals play a crucial role in delivering affordable and accessible healthcare services. However, these institutions face multiple HR-related challenges, including staff shortages, uneven workforce distribution, absenteeism, role overload, and limited career advancement opportunities. These challenges adversely affect employee morale, efficiency, and service quality.

Bihar, one of India's most populous states, continues to face significant healthcare delivery challenges. Bhojpur District, located in western Bihar, reflects many of these systemic issues. Government hospitals

in the district cater to a large rural population but operate under constraints such as limited infrastructure, shortage of skilled manpower, and high patient load. In such a context, effective HRM practices become even more critical.

Despite the existence of formal HR policies framed at the state and central government levels, their implementation at the hospital level often remains weak. Recruitment and promotions are largely centralized, leaving little scope for hospital administrators to address local staffing needs. Training programs are irregular, and performance appraisal systems are often treated as routine formalities rather than tools for performance improvement. Consequently, employee motivation, accountability, and service efficiency suffer.

Employee performance in government hospitals is not only a function of individual capability but also the result of organizational support, leadership, and HR systems. Well-designed HRM practices can enhance job satisfaction, reduce absenteeism, improve discipline, and foster a performance-oriented work culture. Conversely, ineffective HR practices can lead to inefficiency, poor service delivery, and public dissatisfaction.

While several studies have examined HRM practices in corporate and private healthcare settings, empirical research focusing on government hospitals at the district level remains limited. Bhojpur District presents a relevant case for studying the relationship between HRM practices and employee performance in public healthcare institutions. Understanding this relationship can help policymakers and administrators design context-specific HR interventions.

This study attempts to bridge this gap by examining HRM practices in government hospitals of Bhojpur District and analyzing their impact on employee performance, efficiency, and service delivery.

## II. REVIEW OF LITERATURE

HRM practices and employee performance have been widely studied across sectors.

Armstrong (2020) emphasized that effective HRM systems enhance employee competence, commitment, and contribution to organizational goals.

In the healthcare context, Kabene et al. (2021) found that recruitment, training, and performance appraisal significantly influence healthcare employee productivity and patient outcomes.

Sharma and Verma (2022) highlighted that inadequate HR planning and lack of incentives in public hospitals result in low employee morale and efficiency.

Indian studies reveal similar trends.

Gupta and Jain (2022) observed that centralized HR policies in government hospitals limit institutional autonomy and responsiveness.

Singh et al. (2023) reported that irregular training and weak appraisal mechanisms adversely affect motivation among healthcare workers in public hospitals.

A study by Mishra and Pandey (2024) found that employee satisfaction in government hospitals is strongly associated with administrative support, promotion policies, and recognition systems.

However, gaps between policy formulation and implementation continue to undermine HR effectiveness in the public healthcare sector.

The literature indicates a clear relationship between HRM practices and employee performance, but district-level empirical studies, particularly in Bihar, remain scarce—highlighting the relevance of the present study.

### III. OBJECTIVES OF THE STUDY

- To examine the existing HRM practices in government hospitals of Bhojpur District.
- To analyze recruitment, selection, training, promotion, and performance appraisal systems.
- To assess the impact of HRM practices on employee performance, efficiency, and service delivery.
- To study employee satisfaction with HR policies and administrative support and to identify gaps between prescribed HR policies and actual implementation.
- To evaluate the role of HRM practices in improving accountability and work discipline.

### IV. RESEARCH METHODOLOGY

The study is based on both primary and secondary data. Primary data were collected through a structured questionnaire administered to doctors, nurses, and paramedical staff working in selected government hospitals of Bhojpur District. Convenience and purposive sampling techniques were used. Secondary data were collected from government reports, policy documents, books, and academic journals. Descriptive statistical tools such as percentages, mean scores, and tabular analysis were used for data interpretation.

### V. DISCUSSION AND FINDINGS

**The table illustrates Employees' Perception of HRM Practices in Government Hospitals of Bhojpur District**

HRM Practice	Satisfied (%)	Neutral (%)	Dissatisfied (%)
Recruitment & Posting	32	28	40
Training & Development	26	34	40
Performance Appraisal	22	31	47
Administrative Support	38	30	32

**Source:** Primary data compiled from a structured questionnaire administered to doctors, nurses, and paramedical staff in selected government hospitals of Bhojpur District

#### Key Findings:

- The findings indicate persistent dissatisfaction with key HRM practices in government hospitals of Bhojpur District, reflecting systemic human resource challenges that remained unresolved up to October 2024.
- Continued shortages of medical, nursing, and paramedical staff, as reflected in dissatisfaction with recruitment and posting practices (40%), have resulted in sustained workload pressure, role stress, and burnout—negatively affecting employee performance and service efficiency.
- Training and development mechanisms remain irregular and inadequately aligned with job requirements, limiting skill enhancement and adaptability to evolving healthcare demands, despite policy emphasis under NHM and state health reforms up to 2024.
- The performance appraisal system is perceived as largely procedural, with nearly half of the respondents (47%) dissatisfied, indicating weak linkage between performance evaluation, incentives, promotions, and accountability.
- While administrative support shows relatively higher satisfaction, inconsistencies in leadership effectiveness and HR decision-making persist across institutions, affecting supervision and employee morale.

- Overall, ineffective HRM practices continue to directly impact employee motivation, discipline, and productivity, leading to longer patient waiting times, reduced service responsiveness, and compromised quality of healthcare delivery.
- The findings highlight a significant gap between prescribed HR policies and their implementation at the hospital level, reinforcing the need for decentralisation, capacity building, and performance-oriented HR reforms—an issue still evident up to October 2024.

## VI. CONCLUSION

The study concludes that Human Resource Management practices significantly influence employee performance and service delivery in government hospitals of Bhojpur District, Bihar. While formal HR policies exist, their implementation remains largely procedural and ineffective at the institutional level. Centralised recruitment, inadequate training, weak appraisal systems, and limited administrative autonomy adversely affect employee motivation, efficiency, and accountability.

The findings indicate that employees experience high workload pressure, limited career growth opportunities, and insufficient performance recognition. These factors contribute to absenteeism, low morale, and compromised healthcare service delivery. The study also highlights that employee satisfaction is closely linked to administrative support and fair HR practices.

Strengthening HRM systems through decentralisation, capacity building, transparent appraisal mechanisms, and performance-linked incentives can significantly improve employee performance and healthcare outcomes. Effective HRM reforms are essential for enhancing the efficiency, responsiveness, and credibility of public healthcare institutions in districts like Bhojpur.

## VII. SUGGESTIONS

- Decentralise HR decision-making to enable hospitals to address local staffing needs.
- Introduce regular, need-based training and capacity-building programs.
- Implement transparent and performance-linked appraisal and promotion systems.
- Strengthen administrative support and incentive mechanisms to improve accountability.

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