

Human Resource Practices- A Case Study on Apollo Hospital

Sharmila S Shetty^{1*}, V. Basil Hans²

¹Research Scholar, Institute of Management & Commerce, Srinivas University, Mangalore-575001, India.

²Research Professor, Srinivas University, Mangalore.

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Abstract:

Purpose: Among other industries in the world, healthcare industries have made tremendous changes from recent five years. Hospital plays a major role in routine life of the people. Earlier, human beings were not regarded as an asset, but they are now regarded as one of the most valuable assets in any organisation. Nothing can be processed without the aid of Human Resources even technology. After recognising human beings as an asset, the organisation created a policy in the form of a Human Resources Policy that outlines all of the rules and regulations that apply to employees. Finding new approaches used by the human resource department is the main goal of this study. The Apollo Hospital was a potential study site for the author.

Methodology: Secondary data provide the foundation of this qualitative study. The study papers that have been published in reputable journals, periodicals, and articles are the source of secondary data. Information about the HR practises is gathered from the company website and journals from google scholar.

Findings: According to the survey, Apollo Hospitals utilise a variety of cutting-edge HR practises. Some of their projects, like those for hope and peace, are unusual. The health industry benefits greatly from Apollo's contributions. The organization's primary goal was to ensure employee satisfaction.

Originality: This research will be useful to understand the innovative HR practices followed by the Apollo Hospitals and priorities given to the employees in the hospitals. This work tries to look into Apollo's HR procedures using the secondary data that is currently available. This study will assist Apollo management in increasing worker productivity by making them happy. Also, the study will help readers, researchers, and practitioners approach HR methods with professionalism.

Paper type: Company Case Study.

Keywords: Apollo, Hospital, Nurses, HR policy, Hope, Peace, ABCD analysis.

1. Introduction:

Human Resource Management plays important position in placing a person in right place, ensuring productivity from human capital and managing all the activities related to Human Being. HRM department early has to perform only basic task but now all the task has moved to AI technology so even HR department has to face sudden changes were define and redefine their strategy [1]. Employee views of human resource (HR) practises have received more attention in the recent ten years in the field of strategic human resource management [2]. The majority of human resource management (HRM) academics concur that employee views of HR activities are a significant factor in determining how effective these policies are [3]. Employee perceptions of HR procedures have been demonstrated to mediate and regulate links between HR practises in an organisation and employees' attitudes and behaviours at the individual level [4]. Employee opinions of HR processes have been found to be organisational level predictors of unit-level performance [5].

Unlike other organisation even Hospital requires HR policies for their employees. Then medicine to the patient, a greater care is

required from the nurses for which a motivation is required from the side of HR, which should be included in Hr policy [6]. Depend on Hr policy the satisfaction of nurses can be slight measurable. If policy is considering not only view of organisation but also considering expectation of nurses, then they will be satisfied towards their work which can be seen in their attitude while present in the hospital [7]. As life span of people reduced government has taken measures to control it as a result many schemes was introduced and appointment of nurses has been increased [8]. Compared to other professional in Hospital nurses are serving more and in urban nurses are more than rural [9].

2. Review of Literature

Human resource practises concern the best resources capable of handling all other resources. Developing inclusive HR practises is more difficult and requires employee satisfaction [10]. Table No. 1 displays some scholarly papers on employee HR practises, along with input and references. Google Scholar is being used to compile the current literature for articles published between 2014 and 2023.

Keywords Used: HR practices, Apollo Hospital, Employees, Motivational factors.

*Corresponding Author

Sharmila S Shetty*

Email: sharmilasshetty21@gmail.com

Table 1: Research publications by numerous authors on various HR strategies and Apollo are related.

S.no	Area	Contribution	References
1.	Recruitment and Selection	The research was made through questionnaire by using 100 Sample size which says that Recruitment and selection method used at Apollo Hospital meets the current legal requirements and its showed recruitment and selection brings right person for the right job. It is acknowledged that the organization's employees are its soul and heart.	Sankar, et al., (2020). [11]
2.	Compensation Management Techniques	The allure of the compensation scheme in the organisation is strongly correlated with the company's reward structure and wage equity. Employee satisfaction is greatly influenced by the pay structure, pay increases, and amount of the salary.	Mutsuddi, et al., (2014). [12]
3.	Nursing human resource	The hospital's nursing emergency management personnel and provides for COVID-19 is effective. However, a number of flaws were also found, indicating that the hospital has to set up a reliable to enhance coping strategies in public health circumstances, one should closely monitor the implementation of nursing emergency plans and emergency management system.	Liu, et al., (2020). [13]
4.	Employee retention and job stability	The study's findings revealed that job security and retention factors are related. Training and development were shown to be the strongest determinants of job security, according to the study, which also highlighted retention characteristics as predictors of job security.	Dhanpat, et al., (2019). [14]
5.	Motivational Factors	According to the questioned healthcare professionals, performance feedback has the least impact on organizational performance, whereas aspects connected to motivation that affect "quality and style of supervision" have the most impact.	Chmielewska et al., (2021). [15]
6.	HRD	It has been demonstrated that effective HRD capacity building, in addition to active policy regulation, is required. It is also critical to guarantee that future health sector investment fulfils the demands of local healthcare HRD.	Al Hanawi et al., (2019). [16]
7.	HRP	The general ratio between the medical professionals—doctors, paramedics, Nursing staff and other support personnel should be altered as necessary. Uncertainty in the current setting necessitates a simple, adaptable, and elastic viewpoint. Adopting a creative and multifaceted strategy is necessary for recruiting and attracting methods. High-end specialists might be hired without having to adhere to the retainership model of employment.	Bhattacharya, et al., (2023). [17]
8.	Apollo	The studies revealed While medical personnel may now provide patients with more tailored care thanks to robotic surgery and artificial intelligence (AI), boosted doctor productivity by reducing tedious chores, and encouraged a move towards serious illness prevention. The promise of AI in the healthcare industry is highlighted, as well as the difficulties that still need to be overcome, in a review of the prospects and difficulties presented by the technologies used at Apollo Hospitals' facilities.	Agarwal, et al., (2020). [18]
9.	Employee Performance Analysis	Job satisfaction does not play a role in mediating the influence of training on employee performance; rather, it solely mediates the effect of performance appraisal and the compensation system on employee performance.	Handayani, et al., (2022).[19]

3. Objectives:

1. To study the history of Apollo Hospitals.
2. To learn about the on-boarding process for new workers.
3. To determine Apollo Hospital's HR strategy.
4. To identify HR's involvement in promoting Apollo's culture
5. To conduct an ABCD analysis at Apollo Hospital.

4. Methodology:

Information was gathered for the secondary literature review that served as the basis for this study from a wide range of sources, including journals, books, and research papers using the Google Scholar search engine.

5. Apollo Hospital-A History

Apollo hospital made great revolution in the private healthcare revolution in the country. It is the first corporate hospital in the country established in the year 1983 by Dr Prathap C Reddy. Dr. Prathap Chandra Reddy made a daring move to overhaul the state of the nation's healthcare system at the age of 50, when most people would generally begin making retirement plans. In Madras, he established the first professionally maintained hospital in 1983. In order to offer the people of India and its neighbour's cutting-edge, high-end diagnostic and treatment services, he created Apollo Hospitals from the ground up. It has made progress in hospitals, pharmacies, primary care and diagnostic clinics, as well as several retail health models [20]. The majority of the healthcare

sectors, health insurance services, consulting for international projects, medical colleges, med varsity for online study, nursing schools, and hospital management colleges, as well as a research foundation, were where it made its mark [21]. In addition, an online gateway for consultations and home health services provided by Apollo has been launched for the continuum of care. Apollo is one of the few hospitals in the world that offers seamless healthcare delivery [22]. First-generation proton therapy facility in At Chennai's Apollo Centre, South East Asia debuted. Its catchphrase is "Tender Loving Care," or TLC, the enchantment that gives its sufferers hope from 140 different nations, honoured by the confidence of more than 150 million people" [23].

Being a responsible corporate citizen, Apollo Hospitals has stretched the meaning of leadership well beyond business and assumed the burden of safeguarding India's health [24]. Since non communicable diseases (NCDs) are the biggest threat to the nation, Apollo Hospitals is continuously spreading awareness about healthcare as the key to wellbeing. Similar efforts are made to maintain Indians' cardiovascular health by Dr. Prathap C. Reddy's "Billion Hearts Beating Foundation" [25].

5.1 Company Vision

Apollo's vision for the next phase of development is to 'Touch a Billion Lives'.

5.2 Mission Statement

"Our mission is to bring healthcare of International standards within the reach of every individual. We are committed to the achievement and maintenance of excellence in education, research and healthcare for the benefit of humanity" [26].

5.3 Information about the Apollo Hospital

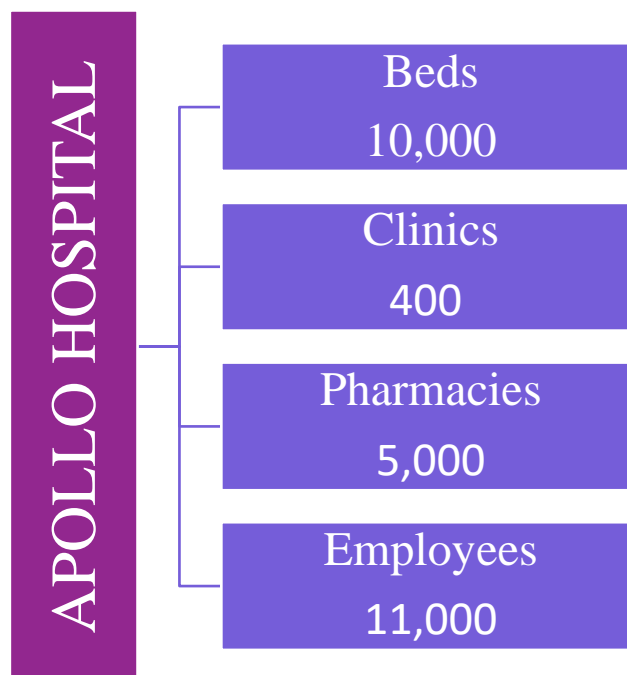


Fig. 1: Description of Apollo Hospital

Source: Author

5.4 Contributions of Apollo Hospital:

The best way to characterise Dr. Reddy is as a caring humanitarian who spent his entire life making top-notch medical treatment accessible to millions of people regardless of their financial situation or location. Many additional healthcare providers in India have since adopted Dr. Reddy's effective healthcare delivery strategy [27]. At 88 years old, he is fervently working to elevate Indian healthcare to par with or surpass the best in the world. The goal of AHG is to make high-quality healthcare available to everyone to everybody. We are committed to establishing and upholding excellence in healthcare, research, and education for the benefit of humanity [28].

6. HR- in General

With the most recent technology, research, and development, human beings play a vital role in comparison to all other resources

as the globe moves quickly. Technology is not as crucial as human skills. All businesses create policies for their workers to follow in order to direct and support them within the business [29]. The bundles of activities and policies are required to happiness in the employees. This shows positive outcomes in the productivity of the employee. The 21st-century practise of strategic human resource management (SHRM) has a futuristic sound. Yet there's a phrase that says the future is now. The demands and goals facing HR in the twenty-first already century well understood. The picture is largely unmistakable: at the same time that globalisation, diversity, information technology, intellectual capital, and similar factors increase organisational variance, they also act as a stimulus for novel methods of collaboration and integration. Product life cycles are increasing shorter as the speed of change quickens, which puts more emphasis on organisational flexibility, capability, and quick response [30].

6.1 Various Steps under HR Department:



Fig. 2: Steps under HR Department

Source: Author

7. On-Boarding Process for New Workers

- **The Road to Induction:** In order to create positive employment experiences or "moments of truth," the first onboarding welcome experience for a new employee is crucial. With this in mind, Apollo reviewed the current procedure to make sure that the company's principles are communicated to and engrained in every person. The Apollo Acculturation Program for Imbibing Excellence was created by Apollo as part of their decision to replicate the induction experience for this reason. The corporate HR team, unit HR teams, and all training managers came up with the "Apollo Acculturation Program for Imbibing excellence" as the moniker for their plan to change the induction process for all new workers from a two-day classroom orientation to a three-

day experience-building journey. The APPIE journey doesn't finish on day three; instead, the COO invites the same group back after 30 days to evaluate their comfort level. A reorientation for a day that emphasises all learning is also included in day 365. Two honours were given to APPIE in 2013: the SKOCH order of merit and the Asian Learning & Development Leadership Awards for Best Induction Program [31].

- **HOPE (Hospital Orientation Program for Entrees):** The field of professional nursing holds a special place in society. The majority of the healthcare delivery team is made up of nurses, who serve as the front-line providers of high-quality nursing care in a range of locations and occupations. Although the majority of nurses work in acute-care settings/wards in hospitals, nursing is still a crucial service provided to the general population

because of nurses' extensive knowledge and skills. The field of professional nursing holds a special place in society. The majority of the healthcare delivery team is made up of nurses, who serve as the front-line providers of high-quality nursing care in a range of locations and occupations. Although the majority of nurse's work in acute-care settings/wards in hospitals, nursing is still a crucial service provided to the general population due to nurses' extensive knowledge and skill sets. To connect nurses with patient-centric functional objectives, Apollo has created a novel strategy called "Hospital Orientation Program for Entrees" (HOPE). The Nurse Director, Chief Nurse Educator, Clinical Educators, and Clinical Instructors will train applicants in HOPE courses for 4 days of orientation, 6 days of functional training, and 21 days of preceptor ship. A written and skill assessment, as well as a post-preceptor ship exam that is taken 31 days later, are provided as part of the pre-test before the HOPE sessions start [32].

- PEACE (Preceptee Education and Competency Evaluation): It can be challenging to start a nursing profession, and early experiences can be very important. A quality preceptor ship programme is necessary to give newly qualified nurses the best possible start and to maximise the training investment. Preceptor ship should be viewed as a managed period of transition that enables freshly licenced nurses to gain confidence and use their knowledge and expertise. The nurses take part in the Preceptor ship Program at Apollo Hospitals for 21 days after finishing the HOPE Program there. Each ward has a list of preceptors, and the preceptees are allocated to each preceptor in their specific region. After this training, the Preceptees are subject to post-program review through January. The 2014 NHRD Network Journal 29 rates the nurse's knowledge and skill using a standardised questionnaire and skill checklist. The basis for lifelong learning is laid by having professional support and protected time, which also enables nurses to deliver quality care more rapidly [33].

7.1 Process of HR

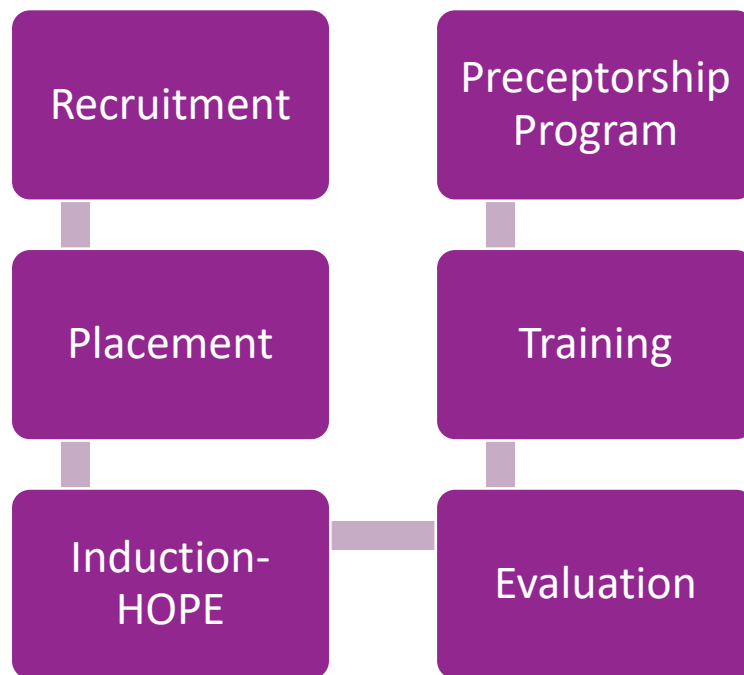


Fig 3: Process of HR at Apollo Hospital

Source: Author

8. HR Practices at Apollo Hospital

Apollo hospital Recognises through human resource. Hospital greatest differentiator is its employee that is human resource capital.

- Training: Apollo Hospital focuses more on training; it equips staff to collaborate towards common objectives and the shared goal of delivering exceptional patient care [34].
- Leader Ship Development programs such as FLDP & CCP: Future leader The Apollo Hospital Leadership Development Program (FLDP) was created primarily to prepare 2nd and 3rd level executives for Senior

Leadership roles. The Competency Coaching Program (CCP) for nursing leaders is a structured approach to improving skills and competencies needed in various business application areas to achieve desired outcomes [35].

8.1 Some of the Initiative by Apollo Hospital:

- Apollo Acculturation Program: This is induction program for 3 day to imbibing excellence which is followed by an online assessment.
- The Annual Master Health Check-up for consultants and their spouses was initiated and made mandatory to encourage a focus on preventive healthcare at Apollo. An incentive was also introduced for employees to refer their

friends and family for health check-ups. Apollo launched the Employee Suggestion Program "Apollo Big Minds" in its ongoing quest to improve healthcare and achieve superior standards of excellence. The "Apollo Space" Intranet initiative was introduced. The online setting promotes open communication, allowing Apolloites to connect, communicate, and collaborate more easily while also making group discoveries. All employees and their families can now take advantage of discounts and other perks at theme parks, clothing stores, restaurants, beauty salons, optical shops, and travel agencies thanks to an exciting business partnership that was created as a welfare measure for all employees.

- OCS: Organisational Climate Survey: This has been conducted on a regular basis to identify the satisfaction level of employees through feedback. Based on the feedback given by employees through OCS, comprehensive action plans were created for ongoing improvements [36].
- Performance Management System: It values each and every individual performance. It gives equal importance to Personal Development Plans like career advancement. To promote greater efficiency, it gives several awards to employees based on their performance like Best Idea and Suggestion Award, Best Talent Award, and Service Excellence and Wellness Award [37].
- Equal Opportunity Policy: As per these rules, equal opportunities are given in employment with no discrimination based on age, gender, nationality, ethnicity, religion, or any other factor. Not only in employment but also for other opportunities, this rule is applicable to all employees who are present. Equal treatment is given [38].
- HCM (Human Capital Management): This is adopted by Apollo Hospital with the help of Oracle Fusion HCM. This has made most of the work easy based on automation, from recruitment to retirement. This application has helped the firm. It has provided the real data in proper timing which made the best decision-making for the hospital. And with the help of this people from any country can apply for a job at Apollo through their career section [39].
- Talent Management: HCM has made the job effortless for the manager. It helps the manager to identify the role played by each member in his team with all their details, and he can do the plan according to that.

- Predictive Analysis: Through HCM Predictive Analysis can be done. It has played a critical role in extracting and providing valuable information from massive amounts of data, which is critical for developing strategies, plans, and making critical decisions. Predictive analysis provides a hypothetical analysis of cause and effect, and this model allows us to test any new structural, performance, compensation, and career progression initiatives before they are implemented. This method reduces the risk [40].

9. Apollo Hospital's Contributions to the Health Sector-

At Apollo Hospitals Enterprise Limited, the use of robotic surgery and artificial intelligence (AI) has facilitated a move towards the avoidance of serious illnesses while enabling medical professionals to give more individualised health care to patients. The promise of AI in the healthcare industry is highlighted, as well as the difficulties that still need to be overcome, in a review of the prospects and difficulties presented by the technologies used at Apollo Hospitals' facilities [41].

10. THE ROLE OF HR IN FOSTERING APOLLO'S CULTURE OF CONTINUOUS IMPROVEMENT IS AS FOLLOWS:

Organizations rely on flexibility and continuous enhancement to assist them in succeeding in the highly competitive business world of today. Superior quality will set us apart in a crowded market [42]. Quality of care is a reality in the health care sector. It is now essential for both the survival of the patient's finances and their well-being [43]. All levels of the hierarchy are covered by Apollo Hospitals' Lean Six Sigma programme, which also offers a clearly outlined deployment structure. The structure aids in determining training requirements, roles and responsibilities, which have been established, and outlines expected contributions at each level [44].

11. ABCD Analysis:

A corporation can be examined using the ABCD (Advantages, Benefits, Constraints, and Disadvantages) analytical methodology [45]. Additionally, it explains why the ABCD analysis framework is suggested for any kind of company analysis and how to take into account various determining factors for a company, select various affecting factors under these issues, and identify constituent critical elements for each construct using its elemental analysis technique [46-47].



12. Findings:

- Workers at Apollo Hospital come from all over the world.
- There are numerous employee development programmes.
- It makes a wonderful contribution to the health industry.
- Human capital in hospitals is treated as biggest asset.
- Ongoing development to support their success in the very competitive industry.
- All employees are given equal opportunity.

13. Suggestions:

- The increase in living standards should be taken into account while determining the employees' salaries.
- Working hours can be cut if necessary.
- Retention strategies should be implemented.

14. Conclusion:

HR strategies for Employees are very important as it gives roadmap for them. A competency framework covering the knowledge, abilities, attitudes, and conduct necessary for different HR managers needs to be developed. It is necessary to do a thorough evaluation of the training and experience that HR managers, including all those who work for healthcare businesses, possess. Being a discipline, HRM calls for specialised education and training. Professional HR managers are now uncommon in

several parts of the health sector because they are typically promoted from other fields. Apollo Hospitals gave many innovative practices in the field of HR to the employees.

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