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Human Resource Management Practices Of Private And Public Hospitals Of Srinagar District In Jammu And Kashmir

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ABSTRACT
This study explores human resource management (HRM) practices in private and public hospitals in Srinagar district, Jammu and Kashmir, with an emphasis on key areas such as recruitment and selection, training and development, performance management, compensation, and employee relations. The study includes both qualitative and quantitative methodologies, such as interviews with HR managers, surveys of healthcare personnel, and an examination of HR policy. The findings show considerable contrasts between the two sectors: commercial hospitals often have more dynamic and flexible HRM policies, driven by competitive pressures, with fast recruitment processes, extensive training programs, and stringent performance management systems. These strategies improve employee happiness and patient care. In contrast, public hospitals confront problems such as bureaucratic procedures and budget limits, resulting in more uniform and less adaptable HRM methods. Recruitment in public hospitals is frequently delayed due to regulatory restrictions, training opportunities are scarce, and performance management systems are more rigid. Despite these limitations, public hospitals continue to strive for greater employee satisfaction and patient care. The study emphasizes the importance of tailored HRM practices in improving overall hospital performance, arguing that public hospitals could benefit from more flexible strategies, whereas private hospitals should continue to invest in comprehensive HRM practices to maintain their competitive advantage. The research gives useful insights into the HRM environment of healthcare facilities in Srinagar and acts as a framework for future studies that aim to optimizing HRM practices in both sectors.
Keywords: *Human Resource Management (HRM), Private Hospitals, Public Hospitals, Healthcare Institutions, Srinagar District, HR Practices Performance Management, Recruitment and Selection, Training and Development etc.*

1. INTRODUCTION

Since gaining independence, India has made substantial progress across politics, society, economy, and technology, with notable advancements following liberalization driving significant economic growth. The medical sector, in particular, has evolved remarkably due to changing lifestyles, emerging linked disorders, increased health awareness, technological advancements, and ongoing research. Human resources, recognized as the most valuable assets in both commercial and non-profit organizations, play a crucial role in leveraging physical, financial, and material resources to achieve organizational goals. The growing demand for healthcare professionals underscores the need for additional hospitals to meet medical needs and provide employment opportunities for graduates and postgraduates in the healthcare field.

The concept of human resources is multifaceted. Individuals employed inside the firm possess varying requirements that change throughout time. These demands encompass physiological, social, and psychological aspects,

all working together to achieve organizational objectives. The role of human resources is crucial and indispensable in every organization. The healthcare sector is classified as a labor-intensive industry. The compensation of health care executives is determined based on the quality of services offered by health providers. All of these factors are contingent upon the morale and motivational endeavors of the staff. Unless healthcare providers are internally motivated, they will not fully share or subsidize. Motivation can stem from either financial or non-financial factors, such as incentives, compensation, reasonable workload, mechanisms for addressing grievances, reasonable working hours, wellness and safety provisions, job security, and opportunities for career advancement within a positive and secure work environment. These reasons are crucial and indispensable, particularly in Private Hospitals. Therefore, it is evident that effective Human Resources play a crucial role in any business organization, and Human Resource Management Practices are essential for improving the productivity and skills of nurses, doctors, and other allied professional staff. This, in turn, ensures better healthcare for the public by maximizing their potential.

1.1 Embracing Electronic Human Resources: Transforming HR Practices and Enhancing Medical Science in the Digital Era

The concept of electronic human resources (E-HR) is widely recognized and involves using internet platforms to perform HR operations electronically, such as online interviews for recruitment. Studies show that E-HR significantly influences employee happiness, prompting experts to recommend substantial investment in current technology. To ensure job security for doctors, databases assess their performance based on E-HR criteria. The easy access to information through online search engines has influenced lifestyle changes, increased luxury dependence, junk food consumption, and related diseases, leading to more health concerns. Technological advancements and new research have greatly impacted medical science. During the COVID-19 phase, many hospitals adopted robotic systems for patient care, including medication administration, temperature monitoring, and meal provision, while maintaining a clean environment. Human Resource Management (HRM) now strategically focuses on managing and developing an organization's workforce to achieve its goals, recognizing the crucial role of people over physical assets. Effective HRM enhances employee motivation, performance, and satisfaction through incentives, bonuses, and appreciation, benefiting both employees and the organization.

1.2 Comparison between Private and Public Hospitals

Hospitals are essential to every healthcare system, offering critical services for treating various diseases and promoting overall health. They rely heavily on effective human resource management to ensure that all personnel, from skilled surgeons to support staff, contribute to the hospital's mission. Human resource management in hospitals aims to provide high-quality patient care and foster a collaborative work environment. Public hospitals, operated by government entities, may be specialized or general, focusing on specific or broad medical needs. In contrast, private hospitals employ a diverse range of skilled professionals across various specialties. Both types of hospitals require adept management to handle the qualitative and quantitative demands of their workforce, ensuring the smooth operation and delivery of healthcare services.

1.3 The Crucial Role of Human Resource Management in Enhancing Healthcare Service Delivery

Human resource management plays a role in establishing a positive corporate climate, which is characterized by chances for advancement, fair allocation of labor, rewards, and positive relationships. The effectiveness of healthcare is contingent upon the implementation of efficient human resource management strategies. In the current context, every healthcare worker plays a crucial role in the delivery of healthcare services. Healthcare firms require a proficient and capable workforce due to the utilization of modern medical technologies and the increasing requirement for more intricate patient care. Job satisfaction among healthcare employees is now recognized as an important factor to be included in quality improvement programs of the healthcare system.

The healthcare sector in India is both expansive and rapidly expanding, making it one of the largest service segments

and fastest-growing sectors in the country. Human Resource Management methods play a crucial role in the healthcare sector, which is a service-oriented industry. Human Resources refers to the personnel, both clinical and non-clinical, working in the healthcare industry, specifically in public and private hospitals, providing healthcare services to the general public and individuals. The healthcare system comprises three primary components: human resources, physical resources, and health consumables.

2. OBJECTIVES OF THE STUDY

i. "To investigate the practices of Human Resource Management in Private and Public sector Hospitals of Srinagar".
ii. "To examine whether the factors influencing Human Resources Management differ from Hospital to Hospital under different Management ownership".
iii. "To bring out the specific problems of healthcare in Human Resource Management practices of Private and Public Hospitals of Srinagar".
iv. "To suggest some recommendations and remedial measures for effective Human Resource Management practices in the Hospitals of Srinagar".

3. RESEARCH METHODOLOGY

The study is centered on the research and the researcher's approach and design for determining the outcome. It also outlines the conceptual framework and research approach for the current study. This chapter covers the concept of research and research technique, as well as the research study's aims and hypotheses.

The study briefly covers categories of data, sampling, research area, number of participants, and data-gathering methods and methodologies. Another important aspect of the study is the researcher's research design and conceptual design that introduces the fundamental notions of research.

3.1 Area of the study

Interdisciplinary areas of study known as "area study" focus on specific geographic, national/federal, or cultural regions. The focus of the research was on the Srinagar district of J & K. Srinagar is the most populous city in Jammu and Kashmir and the summer capital of India.

3.1 Targeted population

A group of people with similar characteristics who are meant to be the audience for a good or service, ad, or investigation is called the target population. The targeted population was the staff or the employee segments working in the private and public hospitals of J&K.

Sample Size

The Sampling size is determined using the entire population. Sampling is the technique of selecting a sample of a larger population to collect data about the features of the entire population. The sample size was 500, with 50 respondents from each selected private and public hospital.

Table 1: Sample size of the study

Hospital name	No. of Respondent
Khyber Medical Institute	50
Modern Hospital	50
Florence Hospital	50
Noora Hospital	50
Ramzana Hospital	50
SKIMS Medical College& Hospital	50
Shri Maharaja Hari Singh Hospital	50
Bone & Joint Hospital	50
Lal Ded Hospital	50

GB Pant Children's Hospital	50
Total	**500**

3.3 Sampling technique

In this study, stratified random sampling was used. To conduct a stratified random sampling technique, a population is first segmented into smaller groupings called strata. Whether it's called stratified random sampling or stratification, the process involves dividing a population into groups depending on demographic variables, such as income or level of education.

3.4 Collection of Data

Data collection refers to the act of obtaining and measuring information on variables of interest in a defined and systematic manner that allows one to answer stated research questions, test hypotheses, and evaluate outcomes.

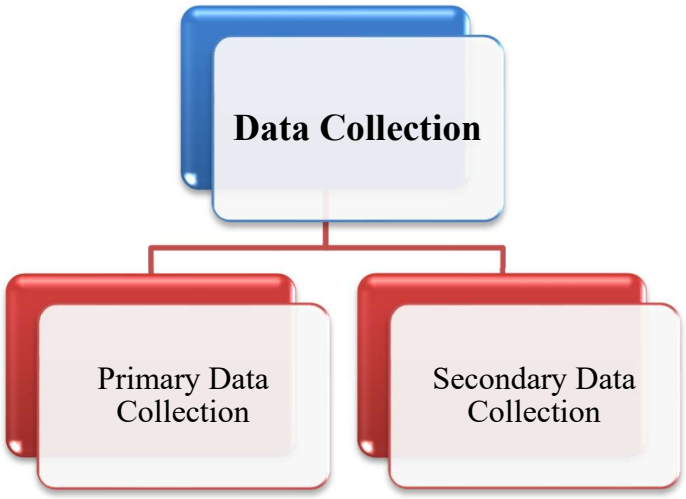

Figure 3.2: Collection of data

- **Primary source**

A primary source of data is an original data source which means that the researchers have collected directly for a certain study purpose or task. To acquire primary data, several strategies might be utilized. Self-managed procedures, in-depth interviews, surveys, and research, on the other hand, are the most prevalent. For other kinds of queries, however, actual data collection may be the only practical alternative. For the collection of the primary data, using a questionnaire, Surveys, questionnaires, and interviews were utilized to gather information from primary sources. Asking the appropriate questions through questionnaires is a good way to keep track of the schedule and try to guide the meeting.

- **Secondary source**

Secondary data is a study technique using previously obtained data. To increase the overall effectiveness of the study, the necessary data are collected. Secondary research consists of study material that has already been published in peer-reviewed journals and other related studies.

Both primary and secondary data were used in the study.

3.5 Statistical Tools

A sample of the target population would be used to acquire the area's replies of the representative. Statistical Tools are the approach the author uses to choose this sample. To do true statistical analysis, one must learn to use professional commercial statistical tools such as Excel and SPSS.

- **Excel**

Microsoft is popularly used statistical software that acts as a tool for understanding statistical ideas and calculating to

validate hand-worked calculations when resolving work challenges. It includes a collection of data analysis techniques known as the Analysis Tool Pak, which may apply to minimize time while developing complicated quantitative studies.

- **SPSS**

"SPSS" stands for "*Statistical Package for the Social Sciences"* and is a statistical program that allows the author to read and write tables in external relational databases. SPSS Data places constraints on internal file form, data categories, data assessment, or correlating files, all of which greatly simplify programming.

3.6 Statistical technique

Scheduling, arranging, gathering data, evaluating, drawing relevant interpretations, and communicating research findings are all examples of statistical techniques and methods used in conducting a study. The study included several statistical techniques, such as Arithmetic Mean, Standard Deviation, ANOVA, and Regression used to conduct the research. As part of the comprehensive research approach, a comprehensive literature search was undertaken.

- **Mean**

The arithmetic means also referred to as the actual average or arithmetic average is a mathematical term. It is calculated by adding all the quantities in a given information set and then dividing the total amount of Quantities in that set by the number of units. The arithmetic mean (AM) of uniformly distributed integers is equivalent to the middle value. Furthermore, the AM is computed using a variety of methodologies that are depending on the number of units and the dispersion of the data.

$$m = \frac{\text{Sum of the terms}}{\text{number of terms}}$$

- **Standard deviation**

The standard deviation of a large population or sample and the "standard error of a statistic" (such as the sample mean) are not always the same, but they are correlated. To find the standard deviation, multiply the variances of each set of data by the square root of their variance.

$$\sigma = \sqrt{\frac{\sum(x_i - \mu)^2}{N}}$$

- **ANOVA**

ANOVA is a statistical test that compares the means of groups of independent variables to discover if they are substantially different from one another. Check out the whole ANOVA one-way explanation. ANOVA, or analysis of variance, is a sophisticated statistical approach that involves dividing the detected variation into separate components to perform various test statistics. The study outlines how to use ANOVA on a data set with one independent parameter and how to use ANOVA to discover if a linear connection exists between a dependent parameter and an independent parameter.

- **Regression**

The statistical technique known as "regression" is used to characterize the nature and strength of the relationship between a single "dependent variable" (often denoted by "Y") and a group of "independent" variables. It has found a use (as an "independent variable") in the fields of finance, investing, and several others. Using a line of best fit, "linear regression" determines the linear connection between two variables. For linear regression, the link between a change in one variable and another is shown by the slope of a straight line.

$$Y = a + bX + u$$

4. RESULTS

In light of recent advances in medical research and practice in India, it is essential to consider how hospitals in poorer nations might be managed more efficiently and effectively. Hospitals are highly complex institutions requiring a diverse

workforce to carry out their mission, making the planning, organizing, directing, coordinating, and regulating of medical treatment crucial. As service businesses, hospitals face the same resource constraints as any other business, underscoring the importance of contemporary management practices. While these methods have been widely implemented in more developed nations, India still has progress to make before its hospitals are managed as efficiently and effectively by trained professionals as those in other countries. Human Resource Management (HRM) processes in the healthcare sector need a systemic overhaul and the organization under investigation must lead the way. Vacancies should be filled according to business needs, making Human Resource Planning (HRP) essential. Implementing a computerized human resource inventory system is crucial for tracking all healthcare workers. Furthermore, the Performance Assessment System (PAS) is indispensable for HRM, as it enhances organizational effectiveness by providing a framework for constructive feedback, identifying training needs, encouraging employee involvement in performance reviews, and making strategic decisions about career advancement opportunities such as transfers, promotions, and bonuses.

Demographics

Table 2: Gender of the respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	192	38.4	38.4	38.4
	Male	308	61.6	61.6	100.0
	Total	500	100.0	100.0	

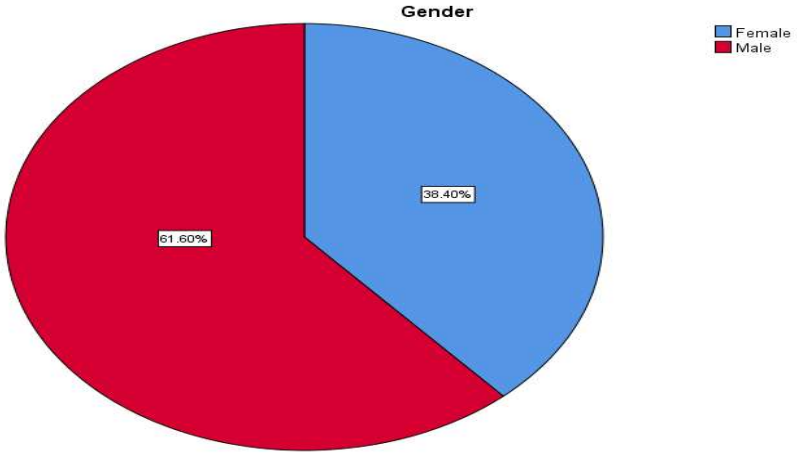

Figure 1: Gender of the respondents

The above table 1 and pie chart (figure 1) define the Gender of the respondents. According to Table 1, it is observed that, out of 500 respondents selected for the study, 308 are males who constitute 61.60 % and 192 are females who form 38.40 % of the total sample respondents.

Table 3: Type of hospital of the Respondents

Type of Hospital					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Private	200	40.0	40.0	40.0
	Public	300	60.0	60.0	100.0
	Total	500	100.0	100.0	

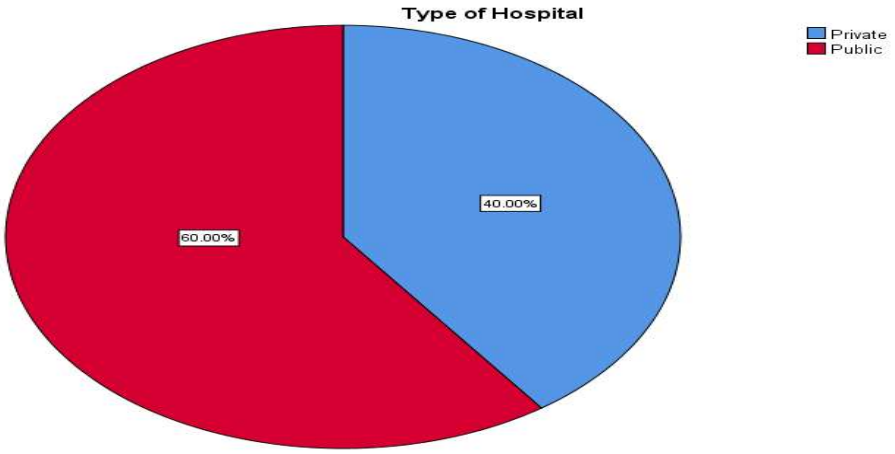

Figure 2: Type of hospital of the Respondents

The above table 2 and pie chart (figure 2) define the type of hospital of the respondents. It is observed from table 4.2 that out of 500 respondents, 60.00% of the respondents are from a private hospital, and the remaining 40.00 % of the respondents are from a public hospital. It is understood that the majority of the respondents are from the private hospital (60.00 %).

Table 4: Marital status of the respondents

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unmarried	190	38.0	38.0	38.0
	Married	230	46.0	46.0	84.0
	Others	80	16.0	16.0	100.0
	Total	500	100.0	100.0	

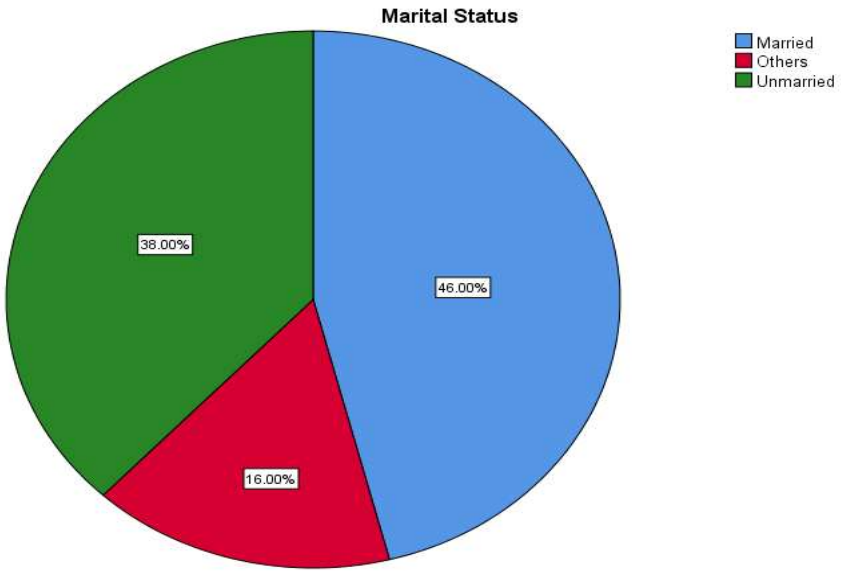

Figure 3: Marital status of the respondents

The above table 3 and pie chart (figure 3) define the marital status of the respondents. It is observed from table 4.3 that out of 500 respondents, 38.00% of the respondents are unmarried, 46.00% of the respondents are married and the remaining 16.00 % of the respondents are from other. It is understood that the majority of the respondents are Married (46.00 %).

Table 5: Qualification of the respondents

Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	BAMS	49	9.8	9.8	9.8
	BDS	47	9.4	9.4	19.2
	MBBS	140	28.0	28.0	47.2
	MD	119	23.8	23.8	71.0
	Technician/ Laboratory course	50	10.0	10.0	81.0
	Any other	95	19.0	19.0	100.0
	Total	500	100.0	100.0	

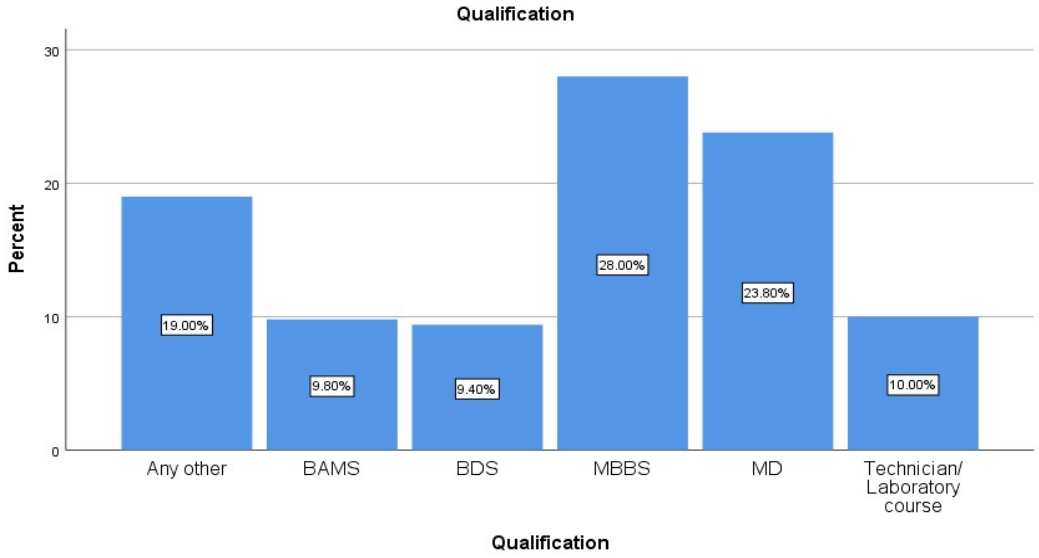

Figure 4: Qualification of the respondents

The above table 4 and bar graph (figure 4) define the education qualification of the respondents. It is observed from table 4.4 that out of 500 respondents, 9.80% of the respondents are BAMS, 9.40% of the respondents are BDS, 28.00% of the respondents are MBBS, 23.80% of the respondents are MD, 10.00% of the respondents are Technician/ Laboratory course and the remaining 19.00 % of the respondents are from other qualification. It is understood that the majority of the respondents are from MBBS (28.00 %).

Table 6: Age group of the respondents

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30	99	19.8	19.8	19.8
	31-40	150	30.0	30.0	49.8
	41-50	128	25.6	25.6	75.4
	51-60	71	14.2	14.2	89.6
	Above 60	52	10.4	10.4	100.0
	Total	500	100.0	100.0	

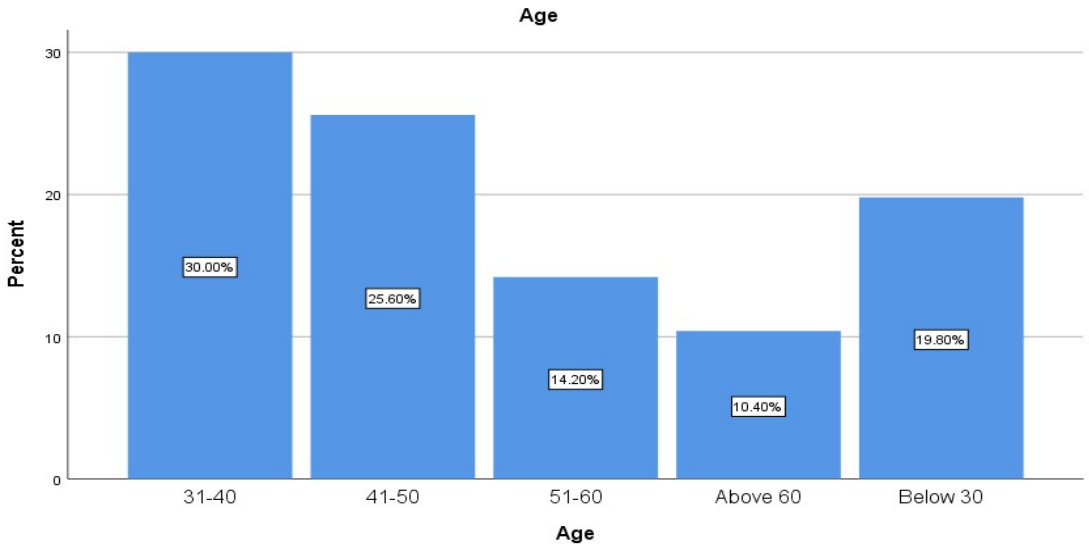

Figure 5: Age group of the respondents

The above table 4.5 and bar graph (figure 4.5) define the age group of the respondents. According to table 4.5, it is observed that, out of the 500 respondents selected for the study, 30.00 % of the respondents are in the age group of 31 – 40 years, 25.60 % of the respondents fall in the age group of 41-50 years, 14.20 % of the respondents are between 51 – 60 years, 10.40 % of the respondents are above 60 years and 19.80 % of the respondents are below 30 years. The age group is between 31–40 years with the highest (30.00 %) of the sample respondents.

Table 7: Occupation of the respondents

Occupation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doctors	100	20.0	20.0	20.0
	Nurses	90	18.0	18.0	38.0
	Pharmacists	65	13.0	13.0	51.0
	Support & Maintenance staff	60	12.0	12.0	63.0
	Technologists and Lab technicians	70	14.0	14.0	77.0
	Ward Boys	80	16.0	16.0	93.0
	Others	35	7.0	7.0	100.0
	Total	500	100.0	100.0	

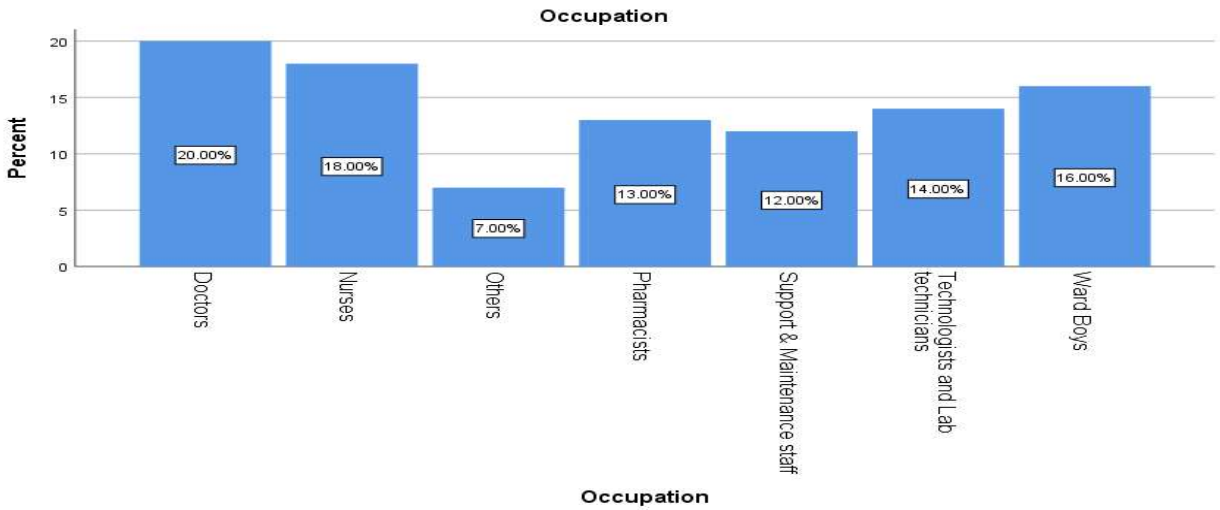

Figure 6: Occupation of the respondents

In the above table 6 and bar graph (figure 6), define the occupation of the respondents. According to table 6, it is observed that, out of the 500 respondents selected for the study, 20.00% of the respondents are doctors, 18.00% of the respondents are nurses, 13.00 % of the respondents are pharmacists, 12.00% of the respondents are a Support & Maintenance staff, 14.00% of the respondents are Technologists and Lab technicians, 16.00% of the respondents are Ward Boys and remaining 7.00% of the respondents are from other occupation.

Table 8: Income of the respondents

Income					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 20,000	79	15.8	15.8	15.8
	21,000-40,000	200	40.0	40.0	55.8
	41,000-60,000	160	32.0	32.0	87.8
	Above 60,000	61	12.2	12.2	100.0
	Total	500	100.0	100.0	

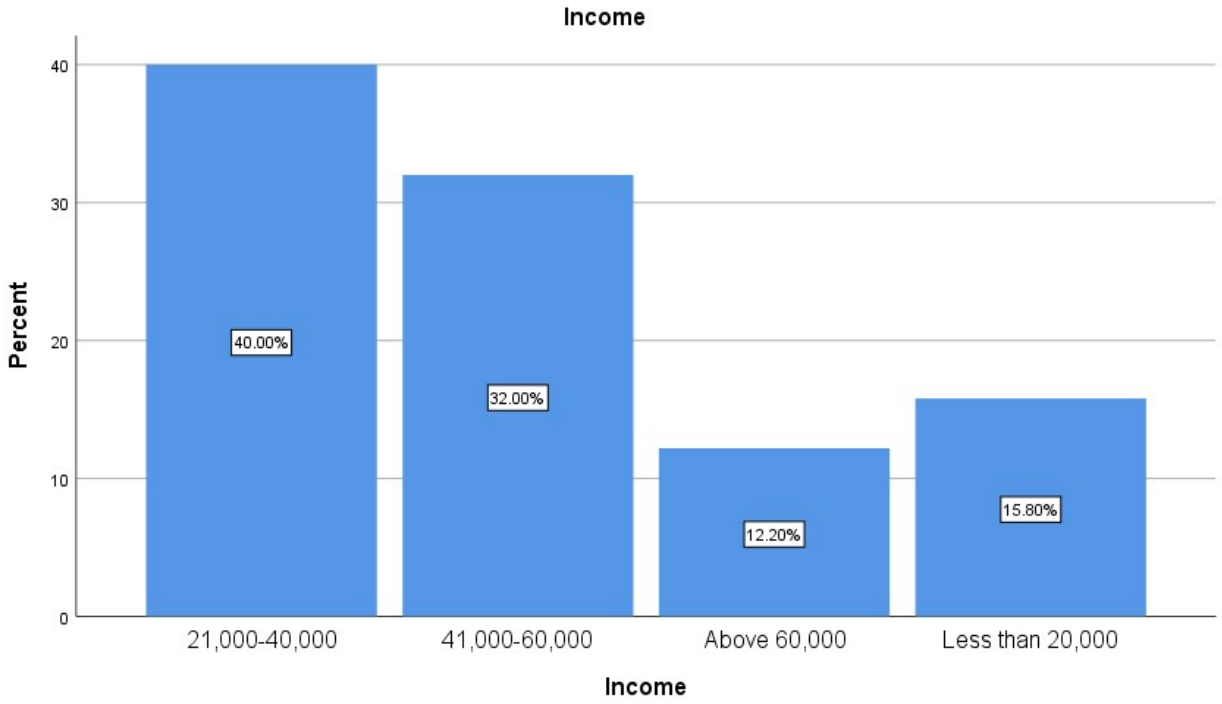

Figure 7: Income of the respondents

In the above table 7 and bar graph (figure.7), we define the income of the Respondent. In which the respondents whose salary ranged between 21000 to 40000are 40.00%, the respondents whose salary ranged between 41000 to 60000are 32.00%, the respondents whose salary was more than 60000are 12.20%, and the respondents whose salary is less than 20000 are 15.80%.

Table 9: Work experience of the respondents

Work Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3 years	80	16.0	16.0	16.0
	4-6 years	180	36.0	36.0	52.0
	7-9 years	150	30.0	30.0	82.0
	10-12 years	60	12.0	12.0	94.0
	Above 12 years	30	6.0	6.0	100.0
	Total	500	100.0	100.0	

Figure 8: Work experience of the respondents

The above table 8 and bar graph (figure 8) define the work experience of the Respondents. It is observed from table 4.8 that out of 500 respondents, 16.00 % of the respondents are 1-3 years' experience holders, 12.00 % of the respondents are 10-12years' experience holders, 36.00 % of the respondents are 4-6 years of experience holders, 30.00 % of the respondents are 7-9 years of experience holders and the remaining 6.00 % of the respondents are from above 12-year experience holders. It is clearly known that the experience of the majority of the respondents (36.00 %) is 4-6 years of experience holder.

General Questions regarding Human Resource Management practices

Table 9: Human Resource Management Practices

Have you heard the term Human Resource Management Practices?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	44	8.8	8.8	8.8
	Yes	456	91.2	91.2	100.0
	Total	500	100.0	100.0	

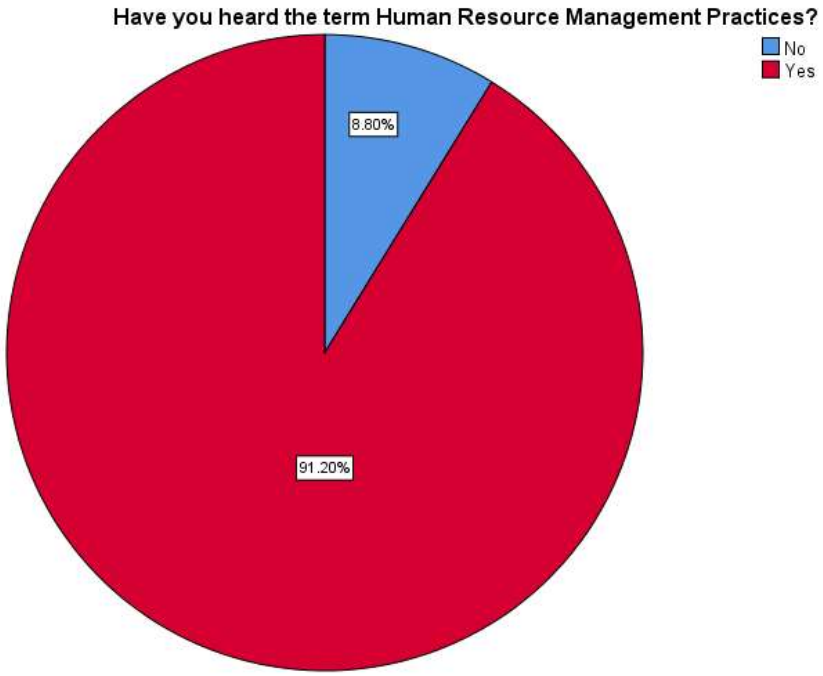

Figure 9: Human Resource Management Practices

The above table 4.9 and pie chart (figure 4.9) clearly define the statement "Have you heard the term Human Resource Management Practices?", out of the total 500 sample respondents, 91.20 % of the respondents have heard the term Human Resource Management Practices, and 8.80 % of the respondents have not heard the term Human Resource Management Practices. It is understood that the majority of the respondents have heard the term Human Resource Management Practices (91.20 %).

Table 11: Mission and goals of the HR department (respective Hospital)

Are you aware about mission and goals of the HR department (respective Hospital)?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	156	31.2	31.2	31.2
	Yes	344	68.8	68.8	100.0
	Total	500	100.0	100.0	

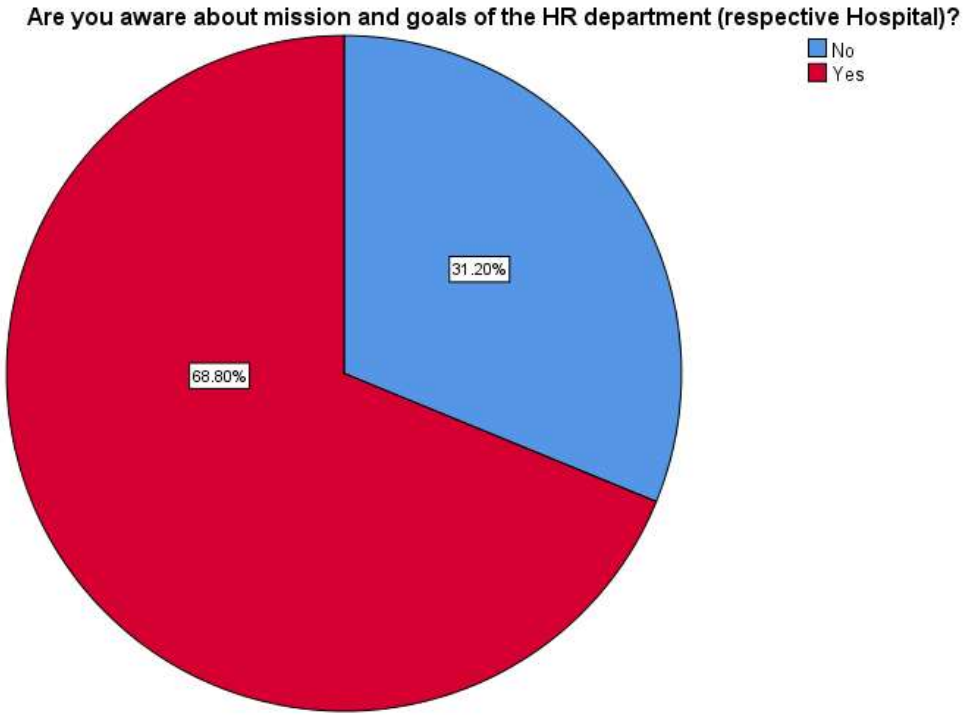

Figure 10: Mission and goals of the HR department (respective Hospital)

The above table 10 and pie chart (figure 10) clearly define the statement "Are you aware about mission and goals of the HR department (respective Hospital)?", out of the total 500 sample respondents, 68.80 % of the respondents were aware of the mission and goals of the HR department (respective Hospital), and 31.20 % of the respondents were not aware of mission and goals of the HR department (respective Hospital). It is understood that the majority of the respondents are aware of the mission and goals of the HR department (respective Hospital) (68.80 %).

Table 12: Hospital HR department is effective in Planning, organizing, and managing the overall activities.

Do you think that your hospital Human resource department is effective in Planning, organizing, and managing the overall activities?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	182	36.4	36.4	36.4
	Yes	318	63.6	63.6	100.0
	Total	500	100.0	100.0	

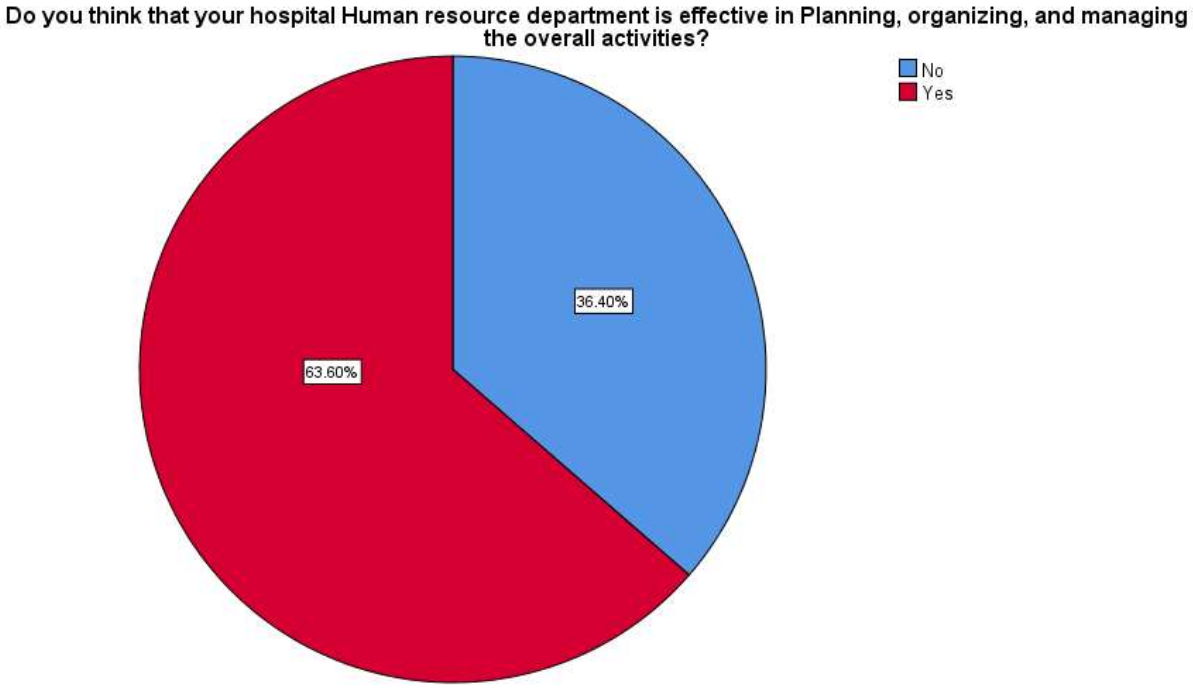

Figure 11: Hospital HR department is effective in Planning, organizing, and managing the overall activities.

The above table 11 and pie chart (figure 11) clearly define the statement "Do you think that your hospital Human resource department is effective in Planning, organizing, and managing the overall activities", out of the total 500 sample respondents, 63.60 % of the respondents agree that their hospital Human resource department is effective in Planning, organizing, and managing the overall activities, and 36.40 % of the respondents agree that their hospital Human resource department is not effective in Planning, organizing, and managing the overall activities.

Table 13: Hospitals create programs to improve the quality of the work environment.

Does your hospital create programs to improve the quality of the work environment?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	180	36.0	36.0	36.0
	Yes	320	64.0	64.0	100.0
	Total	500	100.0	100.0	

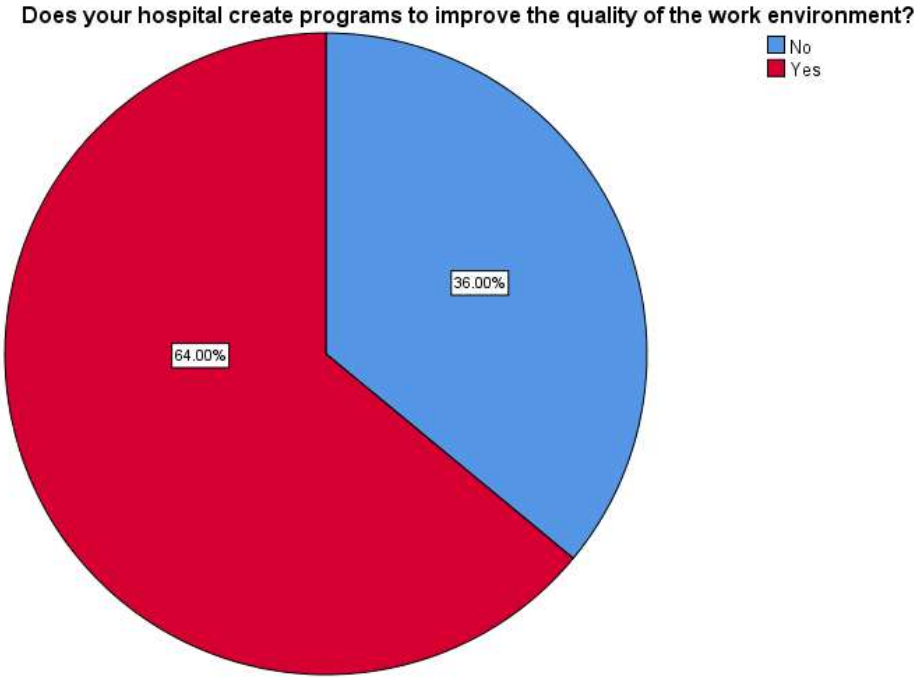

Figure 12: Hospitals create programs to improve the quality of the work environment.

The above table 12 and pie chart (figure 12) clearly define the statement "Does your hospital create programs to improve the quality of the work environment?", out of the total 500 sample respondents, 64.00 % of the respondents agree that their hospitals create programs to improve the quality of the work environment, and 36.00 % of the respondents agree that their hospitals did not create programs to improve the quality of the work environment.

Table 14: Hospital conducts motivational programs to minimize the stress level

Do you think that your hospital conducts motivational programs to minimize the stress level?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	179	35.8	35.8	35.8
	Yes	321	64.2	64.2	100.0
	Total	500	100.0	100.0	

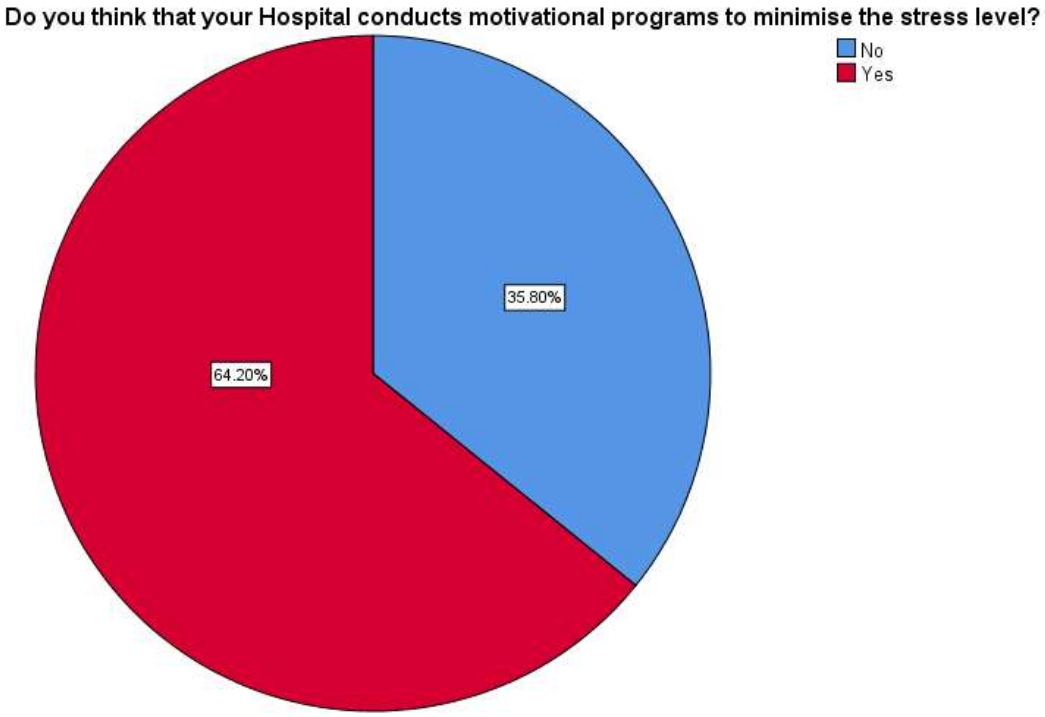

Figure 13: Hospital conducts motivational programs to minimize the stress level.

The above table 13 and pie chart (figure 13) clearly define the statement "Do you think that your hospital conducts motivational programs to minimize the stress level?", out of the total 500 sample respondents, 64.20 % of the respondents agree that their hospital conducts motivational programs to minimize the stress level, and 35.80 % of the respondents agree that their hospital does not conduct motivational programs to minimize the stress level.

Table 15: Hospital management helps to develop talent and future leadership skills.

Are your hospital management helps to develop your talent and future leadership skills in you?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	177	35.4	35.4	35.4
	Yes	323	64.6	64.6	100.0
	Total	500	100.0	100.0	

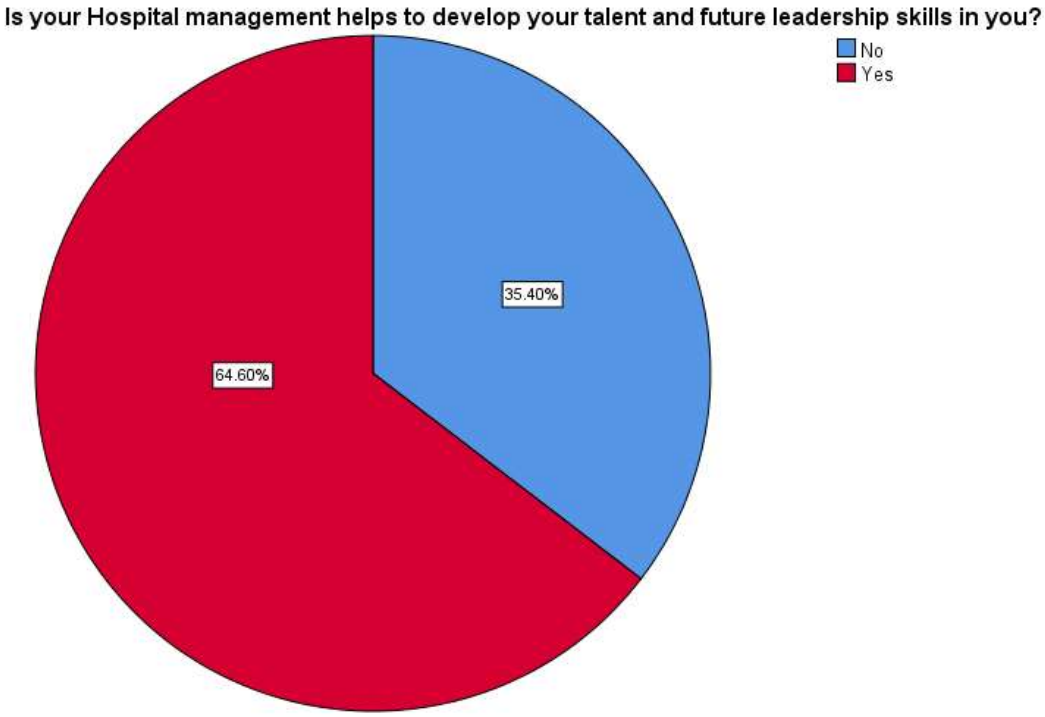

Figure 14: Hospital management helps to develop talent and future leadership skills.

The above table 14 and pie chart (figure 14) clearly define the statement "Is your hospital management helps to develop your talent and future leadership skills in you?", out of the total 500 sample respondents, 64.60 % of the respondents agree that hospital management helps to develop talent and future leadership skills, and 35.40 % of the respondents agree that hospital management does not help to develop talent and future leadership skills.

CONCLUSION

The comparative analysis of Human Resource Management (HRM) methods in public and private hospitals in Srinagar District, J&K, demonstrated that there were different approaches influenced by the structure of the organization, the level of management independence, and the availability of resources.

Government-regulated public hospitals enforced standardized human resource management (HRM) procedures that were marked by organizational control. This included the controlled process of hiring, compliance with governmental rules regarding employee perks, and assessments of performance conducted inside a hierarchical structure.

On the other hand, human resource management (HRM) at private hospitals was characterized by greater adaptability and customization to suit the specific size and management approach of each hospital. They possessed the ability to make independent judgments regarding employment, which enabled them to offer attractive compensation packages in order to attract highly talented workers.

Both sectors prioritized personnel training to improve patient care, but public hospitals faced limitations in the scope of training due to resource constraints, in contrast to private hospitals.

Generally, public hospitals promoted stability and adhered to government regulations, while private hospitals emphasized innovation and competed for skilled personnel. This investigation highlighted the importance of comprehending the dynamics of Human Resource Management (HRM) in both sectors to enhance healthcare delivery. Additional investigation could have examined the enduring effects of these distinct Human Resource Management (HRM) strategies and their consequences for the well-being of patients. Practical implementations involved utilizing the

advantages of each sector to tackle staffing difficulties and improve the overall quality of healthcare in the community.

a. Summary of Findings:

i. Findings based on demographic profiles of respondents Gender of the respondents: The majority (61.60%) were males, while females constituted 38.40%.

- Type of hospital of the Respondents: 60.00% were from private hospitals, and 40.00% were from public hospitals.
- Marital status of the respondents: 46.00% were married, 38.00% unmarried, and 16.00% other.
- Qualification of the respondents: The majority (28.00%) had MBBS qualifications.
- Age group of the respondents: Highest proportion (30.00%) was in the age group of 31–40 years.
- Occupation of the respondents: Most common occupations were doctors (20.00%) and nurses (18.00%).
- Income of the respondents: 40.00% had salaries ranging between 21000 -40000.
- Work experience of the respondents: Majority (36.00%) had 4-6 years of experience.

ii. General Questions regarding Human Resource Management practices

- Awareness of HRM Practices: 91.20% of respondents heard of HRM practices.
- Awareness of HR Department's Mission and Goals: 68.80% were aware.
- Effectiveness of HR Department: 63.60% agreed their HR department was effective.
- Programs to Improve Work Environment: 64.00% agreed their hospitals had such programs.
- Motivational Programs to Minimize Stress: 64.20% agreed their hospitals conducted such programs.
- Hospital Management's Role in Talent Development: 64.60% agreed management helped develop talent.

b) Implications of the Study:

The study on human resource management (HRM) practices in public and private hospitals in the Srinagar District of Jammu and Kashmir had multiple implications. Firstly, it elucidated the disparities and resemblances in human resource management (HRM) tactics between public and private healthcare businesses. This understanding aided policymakers in developing tailored strategies to enhance the effectiveness of HRM in both sectors. Moreover, the study's findings offered useful insights to hospital administrators on the most effective practices for human resource management (HRM), leading to improved staff satisfaction, longevity, and ultimately, increased healthcare delivery. Furthermore, by highlighting areas that required enhancement, the study contributed to the establishment of a work environment that was more conducive, ultimately resulting in good impacts on patient care outcomes.

c) Limitations and challenges were encountered throughout the study:

One major limitation of the study on HRM practices at Public and Private Hospitals in the Srinagar District of Jammu and Kashmir was the potential for response bias, where participants might have provided answers that were socially desirable. Moreover, the study's scope was restricted in covering the entire range of HRM practices due to constraints in terms of time and resources. Another obstacle was in the generalizability of findings, as they might not have been applicable to hospitals in different regions with unique socio-cultural contexts. Furthermore, the acquisition of comprehensive data from both public and private hospitals encountered logistical challenges, which impacted the comprehensiveness and accuracy of the study.

d) Suggestions for study are given below:

The study on HRM practices at Public and Private Hospitals in the Srinagar District of Jammu and Kashmir indicated that it was necessary to provide regular training programs for HR professionals. This enhanced their abilities to effectively manage the diverse workforce requirements. Furthermore, fostering collaboration between public and

commercial organizations facilitated the dissemination of knowledge and the interchange of optimal methodologies. Improving the channels of communication between hospital management and staff was crucial for addressing complaints and increasing employee satisfaction. In addition, conducting frequent assessments of HR policies and processes ensured their alignment with evolving healthcare requirements and regulatory responsibilities, thus enhancing overall corporate effectiveness and employee well-being.

e) Future Research Direction for the Study

A more in-depth examination was conducted on HRM practices in Public and Private Hospitals in Srinagar District of Jammu and Kashmir to study how cultural and geographical factors impacted HR policy and employee engagement. An examination was conducted on the influence of technology and digitalization on HRM operations, which yielded useful insights into enhancing human management in the healthcare sector, conducted an examination of HR practices and their impacts in different regions or states, which provided a more thorough understanding of the variations. Longitudinal studies that observed the effects of human resources efforts offered useful insights for developing enduring solutions to better healthcare workforce management and improve patient outcome

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