Thesis Report

on

"The Relationship Between HRM Practices and Employee Performance in Private Hospitals: A Case Study of Bangladesh Eye Hospital and Institute."

Submitted by:

Md. Rubel Mia

ID: MBA2402032014
Program: Master of Business Administration (MBA)
Major: Human Recourse Management (HRM)
Department of Business Administration
Sonargaon University (SU)

Submitted to:

Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of
Master of Business Administration.

Sonargaon University (SU)

Date of Submission: April 28, 2025

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Supervised by:

Md. Mostakin
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Submitted for the partial fulfillment of the degree of Master of Business Administration.

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Letter of Transmittal

April 28, 2025

Md. Mostakin
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Subject: Submission of thesis report titled "The Relationship Between HRM Practices and Employee Performance in Private Hospitals: A Case Study of Bangladesh Eye Hospital and Institute"

Dear Sir,

With most respectfully to state that I am pleased to submit my thesis report titled "**The Relationship Between HRM Practices and Employee Performance in Private Hospitals: A Case Study of Bangladesh Eye Hospital and Institute."** This report is an essential part of my MBA degree requirements, and I had the privilege of completing my thesis on HRM practices and employee performance at Bangladesh Eye Hospital and Institute.

This research was conducted under your valuable guidance and includes insights from relevant literature, data gathered through company records, and analyses of HRM practices. I hope this report meets your expectations and contributes meaningfully to the field of HRM and healthcare management.

I would really be grateful if you share your precious thoughts regarding the report. Also, if you wish to have further clarification about any aspect of my report, I would gladly answer your queries with further explanation. Thank you again for your support and patience.

Yours Sincerely

_____

Md Rubel Mia
ID: MBA2402032014
Program: Master of Business Administration (MBA)
Major: Human Recourse Management
Sonargaon University (SU)

Declaration of Student

I am Md Rubel Mia, a student in the Master of Business Administration program with ID: MBA2402032014 at Sonargaon University. I want to sincerely state that the report titled **"The Relationship Between HRM Practices and Employee Performance in Private Hospitals: A Case Study of Bangladesh Eye Hospital and Institute"** has been genuinely created by me.

During the preparation of this report, I ensured full compliance with international copyright regulations. I also want to clarify that this report has not been submitted anywhere else for the purpose of obtaining a degree.

Yours Sincerely

_____

Md Rubel Mia
ID: MBA2402032014
Program: Master of Business Administration (MBA)
Major: Human Recourse Management
Sonargaon University (SU)

Letter of Authorization

I hereby confirm that the project report titled **"The Relationship Between HRM Practices and Employee Performance in Private Hospitals: A Case Study of Bangladesh Eye Hospital and Institute"** is a genuine effort by Md Rubel Mia, bearing ID: MBA2402032014, a student of the Master of Business Administration (MBA) program, major in Human Resource Management at Sonargaon University (SU).

The research was conducted under my supervision and guidance. I also affirm that, to the best of my knowledge, the content presented in this report has not been submitted in any other project report or dissertation for the award of a degree to any candidate in this university or any other institution, in the same or a different context.

_____

Md. Mostakin
Lecturer
Department of Business Administration
Faculty of Business
Sonargaon University (SU)

Acknowledgement

I would like to express my heartfelt gratitude to all those who have supported me throughout the journey of completing this thesis titled **"The Relationship Between HRM Practices and Employee Performance at Bangladesh Eye Hospital and Institute."** This achievement would not have been possible without the assistance, encouragement, and contributions of many individuals.

First and foremost, I extend my sincere appreciation to my respected advisor, **Md. Mostakin**, for his invaluable guidance, continuous support, and constructive feedback throughout this research work. His academic expertise, patience, and insightful advice have played a vital role in shaping the direction and quality of this study. His motivation and encouragement consistently inspired me to overcome challenges and maintain focus on my objectives.

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Lastly, I would like to express my deepest love and appreciation to my family. Their unwavering belief in my abilities, moral support, patience, and encouragement throughout this journey have been my greatest source of strength and motivation. Without their sacrifices and understanding, this accomplishment would not have been possible.

Executive Summary

This study examines **the relationship between Human Resource Management (HRM) practices and employee performance at Bangladesh Eye Hospital and Institute (BEHI).** It highlights how structured recruitment, continuous training and development, effective performance appraisals, competitive compensation, and strong employee relations contribute significantly to enhancing employee satisfaction, productivity, and commitment. The findings suggest that HRM practices are a driving force behind building a motivated and high-performing workforce in the private healthcare sector of Bangladesh.

BEHI's structured recruitment process ensures that qualified professionals are selected, while ongoing training initiatives keep employees updated with necessary skills and knowledge. The hospital's performance appraisal system offers regular feedback, helping staff identify areas for improvement and growth. Competitive compensation packages, coupled with a focus on fostering interpersonal relationships, have created a supportive work environment that increases employee loyalty and improves service quality.

Despite these successes, the study identifies several challenges that impact employee performance. Clinical staff often face heavy workloads and long working hours, leading to stress and burnout. Budget limitations restrict advanced staff development opportunities, and a lack of clear career progression plans in some departments creates uncertainty about future growth. Occasional communication gaps between management and employees also affect overall workplace harmony.

To overcome these challenges, several recommendations are proposed. These include hiring additional staff to better manage workloads, expanding the training budget to introduce specialized programs, and establishing clear career development pathways. Improving the performance appraisal system with bi-annual reviews and implementing 360-degree feedback would also support continuous employee growth. Strengthening communication through regular town halls and feedback mechanisms is essential to fostering trust and transparency.

The study concludes that HRM practices play a vital role in shaping employee behavior, satisfaction, and overall performance at BEHI. While the hospital has achieved notable success through its HRM initiatives, continuous improvement is necessary to address emerging challenges and sustain employee engagement. A proactive approach to human resource management will ensure BEHI's continued growth and its ability to deliver high-quality healthcare services.

Overall, the research emphasizes the importance of valuing and investing in employees. By strengthening its HRM strategies, BEHI can build a more resilient, motivated workforce that supports the hospital's long-term success and enhances patient satisfaction in an increasingly competitive healthcare environment.

LIST OF ACRONYMS

HRM — Human Resource Management

BEHI — Bangladesh Eye Hospital and Institute

KPI — Key Performance Indicator

TNA — Training Needs Assessment

PA — Performance Appraisal

C&B — Compensation and Benefits

JD — Job Description

ERP — Enterprise Resource Planning

T&D — Training and Development

HRIS — Human Resource Information System

ROI — Return on Investment

OJT — On-the-Job Training

CSR — Corporate Social Responsibility

SWOT — Strengths, Weaknesses, Opportunities, Threats

PM — Performance Management

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Chapter 01
Introduction

1.1 Introduction

Human Resource Management (HRM) is one of the most crucial aspects of organizational success, especially in service-oriented sectors like healthcare. Private hospitals rely heavily on skilled, motivated, and well-managed employees to deliver quality patient care and maintain operational efficiency. The relationship between HRM practices and employee performance is widely acknowledged in academic research, as effective HRM directly influences employees' satisfaction, productivity, and commitment, which are essential in healthcare service delivery.

In Bangladesh, the healthcare sector has witnessed significant growth, with private hospitals playing a vital role in providing quality healthcare services. Bangladesh Eye Hospital and Institute is a leading private hospital dedicated to providing specialized eye care services. The success of this institution largely depends on the performance of its medical and non-medical staff, which is influenced by how well HRM practices are implemented.

This study aims to explore the relationship between HRM practices and employee performance in private hospitals, focusing on Bangladesh Eye Hospital and Institute. It seeks to understand how recruitment and selection, training and development, compensation and benefits, and performance appraisal systems impact employee performance within this healthcare setting.

1.2 Background of the Study

Healthcare organizations worldwide face the challenge of maintaining high-quality services while managing costs and operational complexities. Employee performance is one of the key factors in achieving organizational objectives in hospitals, where the efficiency and behavior of employees directly affect patient care outcomes.

In Bangladesh, the private healthcare sector has expanded rapidly, and hospitals increasingly recognize the importance of HRM practices in improving employee performance and service delivery. However, many healthcare institutions still face challenges related to HRM, such as inadequate training, ineffective performance appraisals, and employee dissatisfaction.

Bangladesh Eye Hospital and Institute is one of the most renowned specialized hospitals in the country, providing advanced eye care services. To sustain service excellence and remain competitive, it is crucial to ensure that HRM practices align with employee needs and organizational goals. This study investigates how HRM practices influence employee performance in this institution.

1.3 Scope of the Study

The scope of this study is limited to Bangladesh Eye Hospital and Institute, focusing on medical, paramedical, and administrative staff. The study covers four key HRM practices:

- Recruitment and Selection
- Training and Development
- Compensation and Benefits
- Performance Appraisal

It investigates how these practices affect employee performance in terms of productivity, job satisfaction, motivation, and overall work quality. The study excludes public hospitals and other private hospitals to maintain a focused and in-depth analysis.

1.4 Objective of the Study

General Objective:
To examine the relationship between HRM practices and employee performance in private hospitals, specifically at Bangladesh Eye Hospital and Institute.

Specific Objectives:

- To analyze the existing HRM practices at Bangladesh Eye Hospital and Institute.
- To assess the performance levels of employees in relation to HRM practices.
- To explore the challenges faced by the hospital in implementing effective HRM practices.
- To recommend strategies for improving employee performance through enhanced HRM practices.

1.5 Research Questions

- What are the current HRM practices followed by Bangladesh Eye Hospital and Institute?
- How do HRM practices affect employee performance in this hospital?
- What are the challenges in implementing effective HRM practices?
- What strategies can be recommended for improving employee performance through HRM?

1.6 Research Methodology

This study adopts a case study approach, specifically focusing on **Bangladesh Eye Hospital and Institute**, to explore the relationship between Human Resource Management (HRM) practices and employee performance. The research integrates both **primary** and **secondary data sources** to ensure comprehensive and reliable findings.

Primary data were collected through structured questionnaires, in-depth interviews, and direct feedback from employees at various levels within the hospital. These tools were designed to gather insights into HRM practices such as recruitment, training, performance appraisal, compensation, and employee relations.

Secondary data were obtained from hospital records, published reports, academic journals, books, and other relevant literature to support and validate the findings from primary data.

A mixed-method approach was applied, combining both qualitative and quantitative techniques to analyze the data. This methodology allows for a deeper understanding of the effects of HRM practices on employee motivation, satisfaction, and overall performance within a healthcare setting.

1.7 Limitations of the Study

1. The study focuses on a **single private hospital (Bangladesh Eye Hospital and Institute)**, limiting the generalization of results to other healthcare organizations in Bangladesh.
2. **Time constraints** restricted the scope of data collection, limiting the number of respondents and depth of analysis.
3. Employee responses may have been influenced by **organizational culture, personal opinions, and workplace dynamics**.
4. Some participants may have provided **socially desirable answers** instead of honest feedback, affecting data accuracy.
5. **Access to confidential HR records** and sensitive performance reports was restricted, limiting the comprehensiveness of the data.
6. The study only considered **five key HRM practices** and did not cover other possible influencing factors.
7. **Quantitative data was limited** due to a small sample size, reducing statistical strength and reliability.
8. **Qualitative interviews were brief** because of participants' time limitations, potentially missing deeper insights.

9. The study did not include **patient or customer feedback**, which might indirectly reflect employee performance.
10. The research was conducted in a **specific urban setting (Dhaka)**, which may not reflect the situation in rural healthcare institutions.

1.8 Definition of Key Terms

Human Resource Management (HRM): The strategic approach to the effective management of people in an organization, helping them achieve their personal and organizational goals.

Employee Performance: The effectiveness and efficiency with which an employee fulfills their job responsibilities and contributes to organizational goals.

Recruitment and Selection: The process of attracting, screening, and selecting qualified individuals for a job.

Training and Development: Organizational activities designed to enhance employee skills, knowledge, and abilities for current and future roles.

Performance Appraisal: The systematic evaluation of employee job performance and productivity in relation to established criteria.

Compensation: All forms of financial returns and tangible services and benefits employees receive as part of their employment relationship.

Employee Relations: Efforts by a company to manage relationships between employers and employees to maintain satisfaction, morale, and productivity.

Chapter 02
Literature Review

2.1 Introduction

This chapter reviews existing literature related to the relationship between Human Resource Management (HRM) practices and employee performance, especially in healthcare organizations and private hospitals. It highlights key concepts, theories, and empirical studies to establish a foundation for the research.

2.2 Overview of Human Resource Management (HRM)

Human Resource Management (HRM) is a strategic and systematic approach to effectively managing people within an organization. It involves key functions such as recruitment, selection, training, development, performance appraisal, compensation, and employee retention. HRM aims to maximize employee potential and align their contributions with the organization's goals, ultimately enhancing productivity, job satisfaction, and overall performance.

According to Armstrong (2014), HRM focuses on achieving organizational objectives by developing a skilled, motivated, and satisfied workforce. It emphasizes creating a positive working environment, fair treatment, and opportunities for career growth. Effective HRM ensures that the organization has the right people in the right positions at the right time, contributing to improved operational efficiency and service quality.

In modern organizations, HRM is no longer limited to administrative functions but plays a strategic role in driving business success. It supports organizational change, fosters employee engagement, and helps maintain a competitive advantage through people management.

2.3 The Role of HRM in Healthcare Organizations

In healthcare organizations, Human Resource Management (HRM) plays a vital role as the quality of healthcare services directly depends on the performance, skills, and motivation of the workforce. Hospitals are labor-intensive environments where employees, including doctors, nurses, technicians, and administrative staff, work together to ensure patient safety, satisfaction, and overall care quality. Effective HRM practices help in recruiting, training, and retaining competent healthcare professionals, which is essential in delivering reliable, efficient, and compassionate patient care.

According to Kabene et al. (2006), healthcare organizations that implement strong HRM systems tend to achieve better patient outcomes, higher employee retention, and improved operational efficiency. Proper HRM ensures that employees are well-supported, motivated, and equipped to meet the demanding and dynamic needs of healthcare services. Additionally, HRM contributes to creating a positive work environment, fostering teamwork, managing stress, and promoting professional development, all of which are crucial for maintaining high standards of healthcare delivery.

2.4 Employee Performance and Its Determinants

Employee performance is the extent to which an employee successfully fulfills their job responsibilities and contributes to organizational goals. In hospitals, this includes job knowledge, patient care, communication, teamwork, and work ethics.

Robbins and Judge (2013) identified several determinants of employee performance:

- Work environment
- Training and development
- Motivation
- Compensation
- Supervision
- Job satisfaction

In healthcare, employee performance directly affects service quality, patient satisfaction, and hospital reputation.

2.5 HRM Practices Influencing Employee Performance

A growing body of research confirms that HRM practices significantly impact employee performance, especially in service-based sectors like healthcare.

Recruitment and Selection

An effective recruitment and selection process ensures that the organization hires competent and motivated employees. According to Dessler (2015), hiring the right people reduces turnover, enhances productivity, and improves job satisfaction.

Training and Development

Continuous training equips healthcare workers with updated skills and knowledge. A study by Asfaw et al. (2015) concluded that training significantly improves employee productivity and service quality.

Compensation and Benefits

Fair compensation motivate employees, reduces absenteeism, and enhances job satisfaction. Research by Milkovich et al. (2011) states that a competitive and equitable pay structure increases performance levels.

Performance Appraisal

Performance appraisal provides feedback, identifies areas for improvement, and recognizes employee achievements. It influences motivation, engagement, and overall performance **(Anguini's, 2013).**

2.6 HRM Practices in Private Hospitals in Bangladesh

The private healthcare sector in Bangladesh has experienced significant growth in recent years due to the rising demand for quality healthcare services. As more people turn to private hospitals for better facilities and personalized care, the importance of effective Human Resource Management (HRM) practices has increased. However, several challenges persist in managing human resources in this sector. According to Ahmed & Uddin (2017), common issues include inadequate training programs, limited career development opportunities, ineffective performance management systems, and high employee turnover.

These challenges negatively impact employee motivation, job satisfaction, and the overall quality of healthcare services. In this context, it becomes crucial for private hospitals to strengthen their HRM practices to improve employee performance and operational efficiency. Understanding how HRM influences employee outcomes is particularly important for hospitals like Bangladesh Eye Hospital and Institute, where service quality depends heavily on a skilled, motivated, and satisfied workforce working under often high-pressure conditions.

2.7 Theoretical Framework and Relevance to the Study

This study is grounded in the Resource-Based View (RBV) theory, which highlights the strategic importance of internal organizational resources, particularly human resources, in achieving a sustainable competitive advantage. According to Barney (1991), resources that are valuable, rare, inimitable, and non-substitutable (VRIN) can provide organizations with long-term success. In the context of healthcare organizations, the knowledge, skills, and motivation of employees are among the most crucial resources, as they directly influence patient care quality, operational efficiency, and organizational reputation.

The theoretical framework of this study assumes that effective Human Resource Management (HRM) practices—including recruitment, selection, training, career development, compensation management, and performance appraisal systems—are essential for attracting, developing, and retaining high-performing employees. These practices play a significant role in enhancing employee capabilities, job satisfaction, and organizational commitment, ultimately contributing to better service delivery and improved patient outcomes.

In healthcare institutions like Bangladesh Eye Hospital and Institute, where services are highly dependent on skilled, motivated, and responsive staff, the application of the RBV theory is

particularly relevant. By treating human resources as a core strategic asset, the hospital can build a workforce that is difficult for competitors to replicate, securing a sustained competitive position in the private healthcare sector.

This framework not only guides the research objectives but also helps explain the critical relationship between HRM practices and employee performance in private healthcare settings, supporting evidence-based recommendations for HRM improvements.

Chapter 03
Organizational Overview

3.1 Introduction

This chapter provides a detailed overview of **Bangladesh Eye Hospital and Institute (BEHI)** — the selected case study organization. It covers the hospital's background, mission, vision, services, HR structure, and its commitment to employee development and healthcare excellence.

3.2 Vision

To become the leading eye care hospital in Bangladesh, offering world-class services, ensuring patient satisfaction, and maintaining ethical and professional healthcare standards.

3.3 Mission

To provide comprehensive, affordable, and accessible eye care services to all patients, while continuously improving healthcare quality through skilled professionals, advanced technology, and effective human resource practices.

3.4 Background of Bangladesh Eye Hospital and Institute

Founded in 2005, the **Bangladesh Eye Hospital and Institute (BEHI)** has emerged as one of the leading private healthcare institutions in Bangladesh, specializing exclusively in ophthalmic services. Situated in Dhaka, BEHI was established with the mission of providing high-quality, affordable, and comprehensive eye care services to the people of Bangladesh. Over the years, the hospital has gained a solid reputation for its commitment to clinical excellence, patient-centered care, and use of advanced technology.

Since its inception, BEHI has experienced steady growth, expanding its operations to include several branches in Dhaka and other major cities across the country. These branches are equipped with modern diagnostic, surgical, and therapeutic facilities, offering services ranging from routine eye examinations to complex surgical procedures. The hospital provides specialized services in areas such as cataract surgery, glaucoma management, retinal disorders, corneal diseases, pediatric ophthalmology, and oculoplasty.

BEHI is widely recognized for its professional expertise, featuring a team of highly qualified and experienced ophthalmologists, nurses, and support staff dedicated to delivering superior patient care. The hospital has also invested significantly in acquiring state-of-the-art medical equipment and adopting international standards of service delivery.

Committed to promoting eye health and preventing blindness in Bangladesh, BEHI actively engages in awareness programs, community outreach, and free eye camps for underprivileged populations. Its patient-centered approach, combined with technological advancement and clinical excellence, has made BEHI a trusted name in the country's private healthcare sector, especially in ophthalmology.

3.5 Core Operations

BEHI's core operations include:

- Outpatient eye consultation
- Diagnostic services (OCT, B-scan, Visual Field tests, etc.)
- Eye surgeries (cataract, glaucoma, vitreo-retinal, LASIK, etc.)
- Inpatient care and post-surgery management
- Emergency services
- Eye health awareness and community programs

3.6 Human Resource Management Structure

The hospital has a structured HRM department responsible for:

- Recruitment and selection
- Training and development
- Payroll and compensation
- Employee performance appraisal
- Employee welfare and engagement programs
- Compliance with labor laws and healthcare regulations

The HRM department plays a vital role in maintaining a high-quality, motivated workforce critical to patient care and hospital performance.

3.7 Commitment to Employee Performance

Bangladesh Eye Hospital and Institute (BEHI) places significant emphasis on enhancing employee performance, recognizing that the success of healthcare services largely depends on a motivated, skilled, and productive workforce. The hospital has implemented several Human Resource Management (HRM) initiatives aimed at professional growth, job satisfaction, and overall employee well-being.

One of the key areas of focus is continuous training and development. BEHI organizes regular training workshops, seminars, and clinical courses to keep medical professionals and support staff updated with the latest developments in ophthalmic care and healthcare management. This ensures that employees consistently maintain high standards in service delivery.

To recognize and reward outstanding performance, BEHI has introduced performance-based bonuses, incentives, and recognition programs. Employees who excel in their roles are acknowledged through awards and financial benefits, creating a healthy sense of competition and motivation among staff members.

The hospital also promotes career progression and promotion opportunities based on merit and performance. Employees showing consistent dedication and skill are given the chance to move into higher responsibilities, fostering long-term career growth.

Maintaining open and transparent communication between management and staff is another priority. BEHI has established open communication channels and regularly conducts employee satisfaction surveys and feedback sessions to understand staff concerns and suggestions. This participatory approach not only strengthens employee-management relationships but also fosters a positive, cooperative, and productive work environment, ultimately contributing to better patient care and organizational efficiency.

3.8 Services and Facilities

BEHI provides a wide range of specialized services:

- General Ophthalmology
- Retina and Vitreo-retinal services
- Glaucoma management
- Pediatric Ophthalmology
- Cornea and Refractive Surgery
- Oculoplasty and Orbit services
- LASIK and laser treatment
- Eye emergency and trauma services

- Optical shop and pharmacy

Facilities include modern operation theatres, advanced diagnostic equipment, comfortable inpatient cabins, and a dedicated team of ophthalmologists, nurses, and support staff.

3.9 Organizational Hierarchy

The organizational structure of BEHI includes:

- **Chairman and Board of Directors**
- **Managing Director**
- **Hospital Director**
- **Department Heads (Medical, HR, Finance, Administration)**
- **Consultant Ophthalmologists**
- **HR Officers and Medical Officers**
- **Nurses, Paramedics, Technicians, and Support Staff**

This hierarchy ensures smooth operational and administrative functions, efficient HR management, and effective patient care services.

Chapter 04

Analysis of HRM Practices and Employee Performance

4.1 Introduction

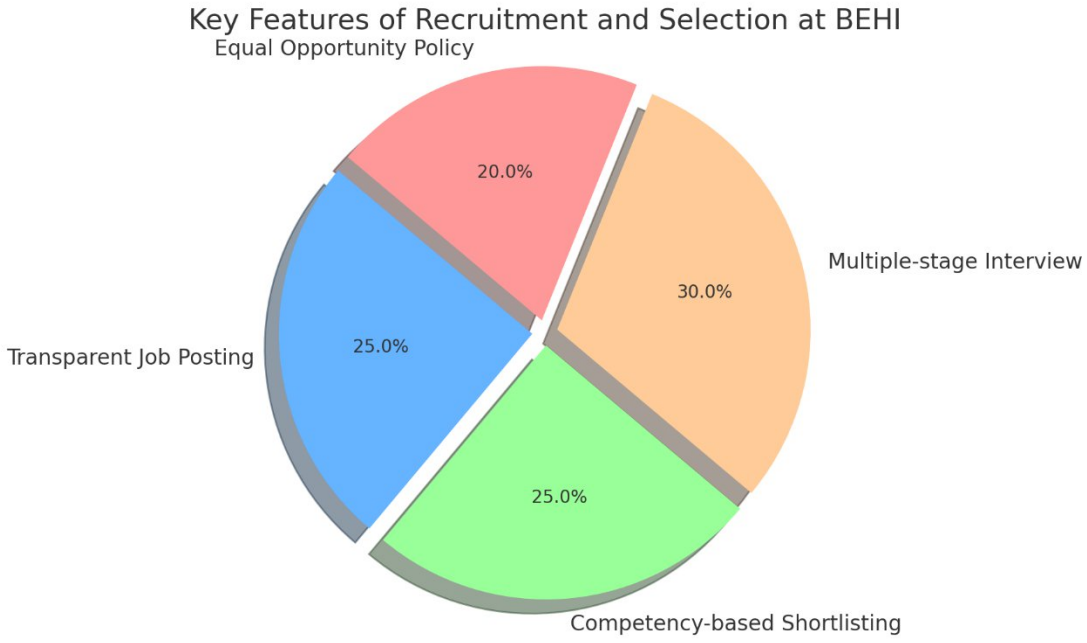
This chapter analyzes the HRM practices applied at **Bangladesh Eye Hospital and Institute (BEHI)** and how these practices impact employee performance. It examines recruitment, training, performance appraisal, compensation, and employee relations — connecting them to outcomes like job satisfaction, productivity, and service quality.

4.2 Objectives of the Analysis

- To identify the key HRM practices implemented in BEHI
- To examine the impact of HRM practices on employee performance
- To identify areas of improvement in HR management to enhance staff efficiency and satisfaction

4.3 Recruitment and Selection

BEHI follows a structured recruitment process aimed at attracting qualified and experienced professionals.



4.4 Training and Development

BEHI arranges regular training and workshops for both clinical and non-clinical staff.
Key Initiatives:

- Orientation for new employees
- Technical training for doctors, nurses, technicians
- Leadership and communication skills workshops
- Continuous medical education (CME) programs
  Impact:
- Enhanced job-related competencies
- Improved employee confidence and motivation
- Higher quality of patient services

4.5 Performance Appraisal

BEHI uses a structured performance appraisal system, conducted annually.
Components:

- Performance indicators set by department heads
- Employee self-assessments
- Supervisor evaluations
- Appraisal meetings for feedback
  Impact:
- Clear performance expectations
- Recognition of high performers
- Identification of training needs
- Promotion and career growth opportunities

4.6 Compensation and Benefits

The hospital offers competitive pay structures and a range of benefits.
Components:

- Market-based salary packages

- Overtime and night shift allowances
- Performance-based bonuses
- Medical benefits for employees and families
- Paid leaves and holidays
  Impact:
- Higher employee satisfaction
- Increased employee loyalty
- Financial security contributing to better focus at work

4.7 Employee Relations and Welfare

Employee relations at BEHI are maintained through open communication and welfare activities.
Initiatives:

- Regular departmental meetings
- Employee grievance handling system
- Employee satisfaction surveys
- Annual picnics, cultural events, and sports programs
  Impact:
- Stronger team bonding
- Reduced workplace conflicts
- Increased job satisfaction and motivation

4.8 Impact of HRM Practices on Employee Performance

The HRM practices in BEHI have significantly improved employee performance indicators such as:

- **Job Satisfaction:** Employees feel valued, fairly treated, and recognized
- **Productivity:** Employees show better focus, efficiency, and professionalism
- **Patient Service Quality:** Consistent and high-quality patient care delivery
- **Employee Retention:** Lower turnover and high employee loyalty
- **Innovation and Initiative:** Staff members actively participate in problem-solving and process improvement

4.9 Challenges in HRM Practices

Despite positive outcomes, some challenges remain:

- Limited HR budget for advanced employee development programs
- Heavy workloads leading to staff stress
- Shortage of highly specialized professionals in certain departments
- Need for more structured career growth planning

Chapter 05

Findings

5.1 Findings

Based on the data collected through interviews, structured questionnaires, HR documents, and employee performance reports at Bangladesh Eye Hospital and Institute (BEHI), several important findings have emerged regarding their Recruitment and Selection practices.

❖ **Recruitment and Selection**

- The findings from the study reveal that Bangladesh Eye Hospital and Institute (BEHI) maintains a structured, fair, and competency-based recruitment process. The hospital follows a systematic procedure involving transparent job postings, competency-based shortlisting, and multiple stages of interviews, including written tests, viva, and technical evaluations. This ensures that every candidate is assessed on their qualifications, skills, and suitability for the specific role.
- BEHI's recruitment practices emphasize the importance of hiring qualified, experienced, and service-oriented professionals who are committed to delivering high-quality patient care. As a result, the hospital has successfully built a skilled and reliable workforce capable of meeting the demands of a fast-paced healthcare environment.
- This careful and structured recruitment process has contributed to a good job-fit, reduced employee turnover, and an improved organizational reputation. By hiring the right people, BEHI ensures consistency in patient care quality and strengthens its standing as a leading private hospital in Bangladesh.

❖ **Training and Development**

- The study reveals that **Bangladesh Eye Hospital and Institute (BEHI)** places significant emphasis on **training and development** for both **clinical and non-clinical staff**. The hospital organizes regular **technical, professional, and soft skills training programs** to enhance employees' competencies. These sessions are designed to ensure that staff members remain up-to-date with the latest advancements in their respective fields.
- In particular, the **Continuous Medical Education (CME)** sessions for doctors and nurses have contributed significantly to improving **medical service quality**. These educational opportunities allow medical professionals to refine their clinical knowledge and skills, ultimately benefiting patient care.
- Employees have reported feeling more **confident, skilled, and valued** as a result of the frequent training opportunities provided by the hospital. This has fostered a **positive work environment**, improved staff morale, and enhanced overall **employee performance**, directly impacting the quality of care provided at BEHI.

❖ **Performance Appraisal**

- The findings indicate that Bangladesh Eye Hospital and Institute (BEHI) follows a clear and structured annual performance appraisal system. The system includes a combination of self-assessment and supervisor feedback, providing a comprehensive evaluation of each employee's performance. This approach allows employees to reflect on their achievements and areas for improvement, while supervisors offer valuable insights for professional growth.
- Staff members reported that they find the performance appraisal outcomes fair, and they appreciate the transparency of the process. The appraisals serve as a tool for setting clear goals and expectations, ensuring that employees understand their roles and responsibilities within the organization.
- Furthermore, recognition and rewards tied to the performance appraisal system have proven to be motivating for employees. The acknowledgment of hard work and achievement encourages a culture of excellence and increases overall employee satisfaction and performance, contributing to the hospital's continued success.

❖ **Compensation and Benefits**

- Bangladesh Eye Hospital and Institute (BEHI) offers competitive salaries that align with industry standards, ensuring it attracts and retains skilled professionals. In addition to financial compensation, BEHI provides non-financial benefits, including medical coverage, annual leaves, allowances, and bonuses, all of which contribute to employee job satisfaction. These benefits foster a sense of financial security, making employees feel valued and supported. As a result, employees are less likely to leave the organization, which leads to higher retention rates and a more stable workforce, ultimately benefiting the hospital's service quality.

❖ **Employee Relations and Welfare**

- Bangladesh Eye Hospital and Institute (BEHI) places great importance on fostering a positive, friendly, and supportive work environment for its employees. The hospital ensures that employee grievances are handled fairly and promptly, providing a transparent system for addressing concerns. This has helped create a culture of trust and openness, where employees feel heard and valued.
- To further enhance employee well-being, BEHI organizes recreational activities, cultural programs, and annual picnics, all of which serve to boost staff morale and strengthen interpersonal relationships. These activities promote team bonding and offer employees opportunities to relax and engage in activities outside of their work duties.
- As a result, employees feel more emotionally connected to the organization and demonstrate higher levels of loyalty and commitment to the hospital. This sense of belonging not only enhances job satisfaction but also improves overall employee performance and the hospital's workplace atmosphere.

❖ **Overall Impact on Employee Performance**

- The effective implementation of HRM practices at Bangladesh Eye Hospital and Institute (BEHI) has had a positive and notable impact on employee performance. As a result of structured recruitment, training, performance appraisal, and compensation systems, employee productivity has significantly increased, alongside improvements in service quality and job satisfaction levels.

- Additionally, the hospital has witnessed a reduction in turnover rates, as employees feel more valued, supported, and motivated. The focus on employee welfare, recognition, and professional development has led to greater loyalty and a stronger sense of commitment among staff members.

- BEHI's efforts in maintaining a positive work culture and offering comprehensive benefits have contributed to the hospital's reputation as a caring, professional, and employee-friendly institution. These efforts not only improve employee performance but also strengthen the hospital's overall organizational success and its ability to deliver high-quality patient care.

❖ **Challenges Identified**

- Despite the positive outcomes of HRM practices, Bangladesh Eye Hospital and Institute (BEHI) faces several challenges that affect employee performance and organizational efficiency. One of the primary issues is the heavy workloads and long working hours for clinical staff, which can lead to staff burnout and decreased job satisfaction.

- Another challenge is the limited budget allocated for advanced staff development and welfare programs, which hinders the hospital's ability to provide cutting-edge training opportunities and enhance employee benefits. Additionally, some departments lack clear career progression plans, leading to uncertainty regarding long-term professional growth.

- There is also a shortage of highly specialized staff in certain medical services, impacting the hospital's ability to offer a full range of advanced treatments. Finally, occasional communication gaps between management and frontline staff can create misunderstandings, affecting teamwork and overall hospital operations.
- Addressing these challenges will be critical to further enhancing employee satisfaction and organizational success.

Chapter 06
Recommendations & Conclusion

6.1 Recommendations

Based on the findings and analysis of HRM practices at **Bangladesh Eye Hospital and Institute (BEHI)**, the following recommendations are proposed to further enhance employee performance and organizational efficiency:

- **Improve Workload Management**

To address workload pressures, particularly among doctors and nurses, it is crucial for Bangladesh Eye Hospital and Institute (BEHI) to hire additional staff in high-demand departments. This will distribute workloads more evenly and reduce stress on existing employees. Implementing shift rotation policies will further help balance working hours, ensuring that staff are not overwhelmed with long shifts. These adjustments will not only alleviate stress but also improve employee satisfaction and well-being. In turn, this will lead to improved patient care and overall organizational performance. A well-managed workload enhances staff efficiency, reduces burnout, and fosters a healthier, more productive work environment. Investing in sufficient staffing resources will also contribute to the hospital's reputation as a responsible employer, ensuring a sustainable workforce and promoting long-term growth.

- **Expand Training and Development Programs**

To enhance employee skills and service quality, BEHI should increase the HR development budget, allowing for the introduction of specialized training programs in leadership, customer service, and technical expertise. These targeted training opportunities will empower employees, ensuring they remain competent and capable in their roles. Additionally, organizing international workshops and medical conferences will facilitate continuous knowledge upgradation, allowing staff to stay current with global healthcare advancements. Providing access to specialized training will also enhance job satisfaction and employee confidence, fostering a culture of lifelong learning. Furthermore, such investment in employee development will not only improve individual performance but will also directly contribute to better patient outcomes and operational excellence. BEHI can build a workforce that is highly skilled, engaged, and aligned with the hospital's goals.

- **Strengthen Career Growth Opportunities**

Developing clear career paths and promotion policies is essential for both clinical and non-clinical employees at BEHI. This provides staff with a clear understanding of their career trajectory and the steps required to advance within the organization. Introducing mentorship programs will help prepare mid-level employees for leadership roles, ensuring a smooth transition into higher positions. By nurturing internal talent, BEHI can create a strong leadership pipeline and improve employee retention. Offering career progression opportunities also promotes employee engagement, as it demonstrates the hospital's investment in its staff's professional growth. Regular promotions and clearly defined growth paths will not only improve job satisfaction but also foster greater employee loyalty. Ultimately, these initiatives will contribute to building a more motivated, competent workforce, leading to better patient care and higher hospital performance.

❖ Enhance Employee Welfare and Facilities

Expanding the employee welfare program at BEHI is crucial to supporting staff well-being. Introducing mental health counseling, stress management workshops, and fitness support will help employees cope with the demands of their roles and improve overall well-being. Providing access to these wellness programs will reduce burnout and improve morale. Additionally, BEHI should expand non-financial incentives such as staff recognition programs, awards, and social events, which will help boost staff morale and create a more positive work environment. These initiatives foster a sense of belonging and appreciation among employees, which leads to greater job satisfaction and employee retention. A supportive work culture that prioritizes employee welfare will increase productivity and strengthen the hospital's reputation as a caring and employee-friendly organization. These efforts contribute to a highly motivated workforce that is committed to delivering quality care.

❖ Upgrade the Performance Appraisal System

To provide employees with more frequent feedback, BEHI should transition from an annual to a bi-annual performance appraisal system. This will allow employees to receive more timely feedback, enabling them to address performance gaps and align their goals with organizational objectives. Additionally, incorporating 360-degree feedback, which involves input from peers, subordinates, and supervisors, will create a more balanced and comprehensive evaluation. This approach ensures that feedback is well-rounded and not limited to the perspective of only one evaluator. Regular and multi-source feedback fosters an environment of continuous improvement and open communication. Furthermore, a more frequent and holistic performance review system helps set clear goals and expectations, leading to higher motivation, accountability, and overall employee performance. This change will ultimately contribute to a more engaged workforce and help BEHI achieve its organizational goals.

❖ Foster Stronger Employee Relations

To enhance employee relations, BEHI should promote open communication between staff and management through regular town hall meetings, suggestion boxes, and staff surveys. These initiatives foster transparency and trust, allowing employees to voice opinions and provide valuable feedback. Additionally, organizing employee engagement programs, including team-building activities and social events, can improve teamwork, morale, and job satisfaction. These initiatives contribute to a positive work culture, where employees feel valued and supported. Strengthening employee relations not only increases employee loyalty but also reduces turnover. A motivated workforce leads to improved patient satisfaction and better overall performance. Investing in communication and engagement enhances collaboration, contributing to long-term success and organizational growth.

6.2 Conclusion

This study has thoroughly explored the critical relationship between Human Resource Management (HRM) practices and employee performance at Bangladesh Eye Hospital and Institute (BEHI). The findings clearly indicate that effective HRM practices, including structured recruitment, continuous training and development, fair performance appraisals, competitive compensation, and strong employee relations, have a profound positive impact on employee job satisfaction, productivity, and organizational loyalty. Through these HRM strategies, BEHI has succeeded in creating a workforce that is more skilled, motivated, and committed to delivering high-quality healthcare services. The study reveals that when employees feel valued and supported through various HR initiatives, their performance improves, contributing to the overall success of the hospital. However, despite these positive outcomes, several areas still require attention, including workload management, advanced staff development programs, and clear career progression plans. Addressing these challenges through targeted initiatives will further enhance the hospital's ability to retain and motivate its staff, ensuring continuous improvement in service quality. In conclusion, this research highlights the importance of proactive HR management in private healthcare institutions in Bangladesh. By investing in their employees, BEHI can build a high-performing workforce capable of maintaining its competitive edge in the healthcare industry, fostering both organizational growth and better patient outcomes.

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Appendix A: Questionnaire

Survey Questionnaire

(For the study titled: "The Relationship Between HRM Practices and Employee Performance in Private Hospitals: A Case Study of Bangladesh Eye Hospital and Institute")

Section 1: Demographic Information

1. Age:
   □ Below 25
   □ 25–34
   □ 35–44
   □ 45–54
   □ 55 and above

2. Gender:
   □ Male
   □ Female
   □ Other

3. Department:
   □ Medical
   □ Administrative
   □ Support Staff

4. Years of Service at BEHI:
   □ Less than 1 year
   □ 1–3 years
   □ 4–6 years
   □ More than 6 years

Section 2: HRM Practices

Recruitment and Selection

1. The recruitment process at BEHI is transparent.

   □ Strongly Agree □ Agree □ Neutral □ Disagree □ Strongly Disagree

2. Job roles and responsibilities are clearly communicated during hiring.

   □ Strongly Agree □ Agree □ Neutral □ Disagree □ Strongly Disagree

Training and Development

3. I receive adequate training to perform my job effectively.
   □ Strongly Agree □ Agree □ Neutral □ Disagree □ Strongly Disagree

4. Training programs are relevant to my professional growth.
   □ Strongly Agree □ Agree □ Neutral □ Disagree □ Strongly Disagree

Performance Appraisal

5. My performance is evaluated fairly.
   □ Strongly Agree □ Agree □ Neutral □ Disagree □ Strongly Disagree

6. Feedback from appraisals helps me improve my performance.
   □ Strongly Agree □ Agree □ Neutral □ Disagree □ Strongly Disagree

Compensation and Benefits

7. My salary and benefits are competitive compared to similar organizations.
   □ Strongly Agree □ Agree □ Neutral □ Disagree □ Strongly Disagree

8. Incentives and rewards at BEHI motivate me to perform better.
   □ Strongly Agree □ Agree □ Neutral □ Disagree □ Strongly Disagree

Employee Relations

9. There is mutual respect between management and employees.
   □ Strongly Agree □ Agree □ Neutral □ Disagree □ Strongly Disagree

10. I feel valued as an employee at BEHI.
    □ Strongly Agree □ Agree □ Neutral □ Disagree □ Strongly Disagree

Section 3: Employee Performance

11. I am satisfied with my job at the hospital.
    □ Strongly Agree □ Agree □ Neutral □ Disagree □ Strongly Disagree

12. I consistently meet my job performance targets.
    □ Strongly Agree □ Agree □ Neutral □ Disagree □ Strongly Disagree

13. I am motivated to contribute to the success of BEHI.
    □ Strongly Agree □ Agree □ Neutral □ Disagree □ Strongly Disagree

Thank you for your participation.