A STUDY ON HR ISSUES RELATED TO PARAMEDICAL WORKFORCE IN PRIVATE HOSPITALS - WITH SPECIAL REFERENCE TO COIMBATORE DISTRICT

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Abstract: The purpose of the study is to determine the factors affecting human resource issues related to paramedical staff in private hospitals, in Coimbatore District. The sample size for the study is 800. The data is analyzed using the statistical tools such as Likert analysis, Mean and Standard Deviation Scores, Chi-square Analysis, Analysis of Variance (ANOVA), Factor Analysis and Discriminant Analysis. The various findings of the study help us to conclude that by and large the paramedical employees of private hospitals of Coimbatore district faced several issues in all the mentioned five key areas namely Acquisition, Absorption, Training, Maintenance and Retention. Most of the hospitals perform the HR Functions without a proper HR Department and this is the main reason for the HR issues in private hospitals. The administrators of the private hospitals may look at the grey areas and weak links pointed out in this study to rectify and provide remedy for the issues faced by paramedical employees in these key areas .The factors discussed in the study though not exhaustive, give an idea as to which specific areas are to be given emphasis to find solutions to the HR issues hindering the effective performance of paramedical employees. The researcher deems this effort a small step which would pave the way for a better insight into this most intriguing and interesting concept, "HR Issues of Paramedical Employees".

Keywords: HR issues, Paramedics, Personal factors, Health sector, Private hospitals

INTRODUCTION

Human Resource Management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets – the people working there are those who individually and collectively contribute to the achievement of the objectives of the business. In a simple sense, Human Resource Management (HRM) means employing people, developing their competencies, utilizing, maintaining and compensating their services in tune with the job and organizational requirement. The

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rate of change facing organizations has never been greater and organizations must absorb and manage change at a much faster rate than in the past. In order to implement a successful business strategy to face this challenge, organizations, large or small, must ensure that they have the right people capable of delivering the strategy.

Human Resource Management is a process of bringing people and organizations together, so that the goal of each is met. It tries to secure the best from people by winning their wholehearted cooperation. The most significant resource of any organization is often said to be its people. The challenge of human resource management is to minimize the issues. The central challenge facing society is the continued improvement of the organization both private and public. There are many unanswered questions about the factors that influence the issues.

Health sector is not merely to promote health in the widest sense, but to provide appropriately trained staff that will, as far as possible, treat diseases, prevent the onset of illness and meet the community's demand for service. With in many health care systems world-wide, increased attention is being focused on human resource management. Specifically, human resources are one of three principal health system inputs, with the other two major inputs being physical capital and consumables. Human resources when pertaining to health care can be defined as the different kinds of medical, paramedical and administrative staff responsible for public and individual health intervention. Paramedics are trained to give emergency medical treatment or to assist physicians in providing medical care. As such his / her commitment to work is of a unique nature. Paramedical staff issues cannot be viewed in the same way as worker's / manager's issues in other industries. Their job is unique in the sense that paramedical employees constantly need to work with patients who are sick and emotional.

EARLIER RESEARCH

The issues related to Human Resource Practices in the health sector and in general have been an area of interest for researchers for several decades. As stated earlier paramedical staff needs to be service-oriented and there is a strong correlation between their personalities and their self-actualization needs (Maslow, 1954). There are people who can't be motivated just by money alone (Armstrong, 2006). More so in the case of Paramedical staff who need more maturity and a temperament suited for a job with constant contact with patients and sickness. Ignoring these factors will result in a significantly higher employee turnover (Bamford and Hall, 2007).

It is not just the temperament, motivation and personalities of the paramedical staff that decide the successful functioning of a hospital. It is the collective effort of the leadership prevalent in the hospitals in terms of the Doctors and the Administrative and General Management staff in the team (Bandari, 1987). The behaviour and the standards set by managers will decide the effectiveness of the leadership team (Campbell, 1970). The fundamental principles of management such as staffing and

directing apply in equal force to hospitals as they do to other organizations (Desai, 1984). The emerging challenges in acquisition of talented paramedical staff and effective operation of hospitals have been studied by several researchers (Bridgeman, 1974; Brush *et al.*, 2004).

Organizational culture is a vital factor that impacts HR practices and it is based on the Value System developed over a period in any organization (Cameron and Quinn 1998). Fleishman (1953) was a pioneer in the research related to Leadership Climate and Organizational Culture. Similar studies have been done to understand the functioning of Government General Hospitals in India from the perspective of these factors (Rao, 1986; Khan, 1999). There have been other studies done in India within these areas for all organizations in general (Nair and Nair, 2001) and with respect to hospitals in particular (Rao, 1992). Nurses form the core structure on which the entire paramedical support system within a hospital is created. Their employment behavior (Cunich and Whelan, 2008) and the ways in which they can be rewarded (Gieter et al., 2006) have been an area of research recently across the world. Dielman et al., (2006) have brought out the significance of the various challenges and factors affecting the management of performance of health workers. Performance to a large extent is dependent on various inputs given to para-medical staff in the form of continuous training and development programmes implemented by hospitals (Hennessy, 2006).

With the ever increasing number of hospitals in the private sector in developing nations such as India, the sustainability and success of individual hospitals depend on the satisfaction levels of patients which in turn depend on employee performance and medical care (Chaskar, 1997). The stressful nature of jobs of the paramedical and medical staff leads to performance pressures and employee turnover (Donoghue *et al.*, 2007). There are several studies which address the multifaceted issues related to services delivery, stress faced by physicians, regional implications and effective performance management of paramedical staff (Hirschhorn *et al.*, 2006; Lixstubbings and Scott, 2004; Mario *et al.*, 2007; Eisendrath, 1986; Kelsey and Thomas, 2008, Swaminathan, 2007)

RESEARCH GAP

A brief scanning of the research and various studies undertaken earlier brings out the areas in which there are research gaps and thus establishes the justification and purpose of this study. There lies more scope for a study of the HR issues of paramedical staff and the influencing factors, especially in the private hospitals.

STATEMENT OF THE PROBLEM

The present study explores the factors influencing human resource issues in the focused key areas of acquisition and absorption, training and development, maintenance and retention measures, organizational culture and climate, disciplinary and discharge function for the paramedical employees in the private hospitals, Coimbatore District.

The study was conducted on the basis of the personal variables of the employees and the employers such as gender, age, educational qualification, experience, designation, department and monthly income and organizational variables such as number of beds and type of hospitals. Hence, the decision was made to study the issues related to paramedical workforce in the private hospitals in Coimbatore District. Upon focusing on the key areas in the employee and the employer's view point the following questions are raised.

- What are the major factors that give the raise to the HR issues in the organization?
- Did the personal factors influence the HR issues related to paramedics in the private hospitals?
- To what extent in the health sector are the employees committed towards their job, department and organization?
- What are the measures to overcome the HR issues by strengthening the HR departments in private hospitals?

OBJECTIVES OF THE STUDY

The following are the specific objectives of the study.

- To investigate the HR issues related to the paramedics in the private hospitals in Coimbatore District on the focused key areas from the employee view point.
- To study the personal factors influencing HR issues related to paramedics in private hospitals.
- To study the employer's personal factors and organizational factors influencing HR issues related to paramedics in private hospitals.
- To suggest suitable measures for strengthening the HR department in private hospitals.

HYPOTHESES OF THE STUDY

The following are the hypotheses framed based on the above objectives.

1. There is no significant difference between the factors influencing the HR issues in the key areas with respect to personal factors of paramedics such as gender, age, marital status, educational qualification, designation, department, experience and monthly income.

2. There is no significant difference among various factors of HR issues viz., acquisition and absorption, training and development, maintenance and retention measures, organization culture and climate, disciplinary and discharge functions.

DATA COLLECTION

Tamilnadu has 31 Revenue Districts. This study is confined to Coimbatore district only. The sampling method used in this study is Non-probability proportionate quota sampling. The employees' questionnaires were distributed to thousand paramedical employees by meeting them in person in their respective hospitals. Out of the total thousand questionnaires distributed the researcher was able to get back only 838 questionnaires. Hence, the response rate to the survey was 83.8 percent. Out of the 838 responses, 38 were found to be incomplete or defective for the purpose of the study. Many respondents chose to leave the demographic questions unanswered.

ANALYSIS OF DATA

The data collected from the primary source were compiled and neatly classified with the help of tables. The well known statistical package viz. SPSS 11.0 was employed for the analysis and the data was analyzed using the statistical tools such as Likert analysis, Mean and Standard Deviation Scores, Chi-square Analysis, Analysis of Variance (ANOVA) and Factor Analysis.

Table 1
Likert Score for the Statements in Acquisition and Absorption

Sl. No.	Statements	Number of Respondents					Likert
		SA	A	N	D	SD	Score
1.	Appointment is made based on merit	278	348	152	16	6	4.095
2.	Aware of the goals of the hospital	391	574	137	27	23	3.723
3.	Aware of the terms and conditions of employment	64	120	308	300	8	2.915
4.	Sound recruitment and selection policy	32	214	122	400	32	2.768
5.	Cares to appoint new hands	62	304	186	60	188	2.990
6.	Seeks skilled and tactful employees	63	432	184	122	30	3.393
7.	Never suffers from want of hands	62	372	184	152	30	3.355

Source: Primary Data

The above table 5.1 indicates that the Likert scores are high in respect of the statement 1 (4.095) and 2 (3.723) which indicates that the paramedics have a favourable opinion with regard to appointments made based on merit and the awareness about the hospital's goal. However the scores are comparatively lower in the case of statement 3 (2.915), 4 (2.768) and 5 (2.768) which indicates that the terms and conditions of employment are not clearly defined to them, the recruitment and selection policy followed by the hospitals are not sound and the hospitals are not concerned about appointing new hands whenever vacancy arises. This is because most of the hospitals are owned by the doctors who are professionally ignorant on management concepts. Again employers have the attitude of concealing the policies and procedures with regard to recruitment and selection as they do not prefer transparency. And many hospitals being non-profit organizations and with limited resources in hand, placement of a skilled paramedical staff with higher salaries is difficult.

Table 2
Mean and SD Scores for Training and Development with Regard to Personal Variables

Gender	Respondents Number	Percentage	Mean	Range Minimum	SD Maximum	
Male	197	24.63	33.76	25	44	4.20
Female	603	75.37	33.83	26	44	4.45
Total	800	100	33.81	25	44	4.39
Age Group	*Respondents Number*	*Percentage*	*Mean*	*Range Minimum*	*SD Maximum*	
Below 30 Years	496	62	33.79	28	44	4.46
30 to 40 Years	295	36.88	33.86	25	44	4.28
Above 40 Years	9	1.12	34.00	29	38	4.30
Total	800	100	33.81	25	44	4.39
Marital Status	*Respondents Number*	*Percentage*	*Mean*	*Range Minimum*	*SD Maximum*	
Single	300	37.5	33.69	26	44	4.41
Married	500	62.5	33.89	25	44	4.38
Total	800	100	33.81	25	44	4.39
Educational Status	*Respondents Number*	*Percentage*	*Mean*	*Range Minimum*	*SD Maximum*	
School	50	6.25	34.10	26	44	4.82
Diploma	268	33.50	33.76	25	44	4.30
Graduate	314	39.25	33.86	26	44	4.50
Post Graduate	168	21.00	33.73	26	44	4.22
Total	800	100	33.81	25	44	4.39
Designation	*Respondents Number*	*Percentage*	*Mean*	*Range Minimum*	*SD Maximum*	
Heads and Supervisors	374	46.75	33.94	26	44	4.49
Middle Level	159	19.88	33.55	25	44	4.26
Lower Level	267	33.37	33.79	26	44	4.34
Total	800	100	33.87	25	44	4.39
Department	*Respondents Number*	*Percentage*	*Mean*	*Range Minimum*	*SD Maximum*	
Department 1 (Nursing)	527	65.88	33.85	26	44	4.50
Department 2 (Lab, Radiology and Imaging)	60	7.5	33.05	26	42	3.82
Department 3 (Physiotherapist, Opthometricians and Others)	213	26.62	33.95	25	44	4.26
Total	800	100	33.81	25	44	4.39

Experience	Respondents Number	Percentage	Mean	Range Minimum	Maximum	SD
Below 5 Years	275	32.13	33.82	26	44	4.44
5 to 10 Years	267	33.38	33.73	25	44	4.31
Above 10 Years	258	34.49	33.89	26	44	4.44
Total	800	100	33.81	25	44	4.39

Monthly Income	Respondents Number	Percentage	Mean	Range Minimum	SD Maximum	
Below Rs.5,000	266	33.25	33.72	26	44	4.33
Rs.5,000 to Rs.10,000	281	35.13	33.77	26	44	4.35
Above Rs. 10,000	253	31.62	33.96	25	44	4.40
Total	800	100	33.81	25	44	4.39

Source: Primary Data

As far as the factors in training and development are concerned all the categories of respondents across all the personal variables and across all classifications range from 34.10 to 33.05 are tabulated above. The highest mean score is found in respect of the respondents belonging to the educational level up to school and the lowest score is found in respect of the respondents belonging to department 2 (lab, radiology and imaging services). It indicates that the HR issues in training and development are low with respect to the respondents whose educational status is only up to school level. In particular if an analysis is made superlatively for each of these personal factors, the women employees, above 40 years working group, married persons, employees with educational qualification up to school level, head and supervisors cadre employees, employees under the physiotherapist, ophthalmic department, those above 10 years of experience in this field and with a monthly income of above Rs.10,000 are comparatively facing lesser level of HR issues when compared to other cadres. On one side, the employees with school level education are quite unaware of the need and importance of training and are also satisfied with whatever level of training they received. On the other hand, the women employees above 40 years of age group are quite under the idea of settlement with no attitude to either upgrade themselves or aim to switch over to new jobs. The employees working as physiotherapist and optometrists are seen to be with the attitude of confinement in their up-gradation. Hence no significant issues arise for the above said cadres.

Again men especially below 30 years and single, completed their post graduation, working as middle level, lower level, especially under departments like lab, radiology, imaging with below 5 years of experience and earning below Rs.5,000 as monthly income are facing more issues. This is because they possess the attitude of self improvement and more oriented towards growth in their career path.

The table shows that the overall agreeability score is low in male, high age category (above 40 years), single respondents educated up to school level, middle level employees department 2 (lab, radiology and imaging services), experienced up to 5 to

Table 3
Overall Agreeability Score for Maintenance and Retention Measures with regard to Personal Variables

| Gender | Overall Agreeability Score | | | |
	Low Percentage	Medium Percentage	High Percentage	Total
Men	77 (26.74)	70 (27.67)	50 (19.31)	197
Women	211 (73.26)	183 (72.33)	209 (80.69)	603
Total	288 (100)	253 (100)	259 (100)	800

| Age Group | Overall Agreeability Score | | | |
	Low Percentage	Medium Percentage	High Percentage	Total
Below 30 Years	73 (25.34)	152 (60.08)	171 (66.02)	496
31 to 40 Years	110 (38.19)	98 (38.74)	87 (33.59)	295
Above 41 Years	5 (1.73)	3 (1.18)	1 (0.39)	9
Total	245 (100)	242 (100)	313 (100)	800

| Marital Status | Overall Agreeability Score | | | |
	Low Percentage	Medium Percentage	High Percentage	Total
Single	109 (37.85)	88 (34.78)	103 (39.77)	300
Married	179 (62.15)	165 (65.22)	156 (60.23)	500
Total	288 (100)	253 (100)	259 (100)	800

| Educational Status | Overall Agreeability Score | | | |
	Low Percentage	Medium Percentage	High Percentage	Total
School	14 (4.86)	17 (6.72)	19 (7.34)	50
Diploma	95 (32.99)	82 (32.41)	91 (35.13)	268
Graduate	108 (37.50)	94 (37.15)	112 (43.24)	314
Post Graduate	71 (24.65)	60 (23.72)	37 (14.29)	168
Total	288 (100)	253 (100)	259 (100)	800

| Designation | Overall Agreeability Score | | | |
	Low Percentage	Medium Percentage	High Percentage	Total
Heads and Supervisors	130 (45.14)	123 (48.62)	121 (46.72)	374
Middle Level	64 (22.22)	47 (18.58)	48 (18.53)	159
Lower Level	94 (32.64)	83 (32.80)	90 (34.75)	267
Total	288 (100)	253 (100)	259 (100)	800

| Department | Overall Agreeability Score | | | |
	Low Percentage	Medium Percentage	High Percentage	Total
Department 1	176 (61.11)	165 (65.22)	186 (71.81)	527
Department 2 (Lab, Radiology and Imaging)	31 (10.76)	16 (6.32)	13 (5.02)	60
Department 3 (Physiotherapist, Opthometricians and Others)	81 (28.13)	72 (28.46)	60 (23.17)	213
Total	288 (100)	253 (100)	259 (100)	800

contd. table

Experience	Overall Agreeability Score			
	Low Percentage	Medium Percentage	High Percentage	Total
Below 5 Years	97 (33.68)	73 (28.85)	105 (40.54)	275
5 to 10 Years	86 (29.86)	103 (40.71)	78 (30.12)	267
Above 10 Years	105 (36.46)	77 (30.44)	76 (29.34)	458
Total	288 (100)	253 (100)	259 (100)	800
Monthly Income	Overall Agreeability Score			
	Low Percentage	Medium Percentage	High Percentage	Total
Below Rs.5,000	93 (32.29)	73 (28.85)	100 (38.61)	266
Rs.5,001 to Rs.10,000	99 (34.38)	100 (39.53)	82 (31.66)	281
Above Rs.10,001	96 (33.33)	80 (31.62)	77 (29.73)	253
Total	288 (100)	253 (100)	259 (100)	800

Source: Primary Data

10 years and low income category (below Rs.5,000) of respondents; and it is high in female, low age category (below 30 years), married, post graduates, head and supervisors, department 1 (nursing belongs to 5 years of experience and middle income category Rs.5, 001 to Rs.10, 000)

Table 4
Chi – Square Analysis: Factors Influencing HR Issues in Maintenance and Retention Measures according to Personal Variables

Factor	Calculated X^2	Table Value	Degrees of Freedom	Remarks
Gender	6.449	5.99	2	Significance at 5 Percentage
Age	4.790	9.49	4	Non Significance at 5 Percentage
Marital Status	3.709	5.99	2	Non Significance at 5 Percentage
Educational Status	10.069	12.59	6	Non Significance at 5 Percentage
Designation	7.459	9.49	4	Non Significance at 5 Percentage
Department	10.135	9.49	4	Significance at 5 Percentage
Experience	6.172	9.49	4	Non Significance at 5 Percentage
Monthly Income	9.841	9.49	4	Non Significance at 5 Percentage

Source: Primary Data

As far as the classification of respondents based on personal variables is concerned, the significant relationship in opinion at 5 percentage level is found among the gender, department and factors influencing the HR issues in organization culture and climate. All other personal variables and factors influencing the HR issues in organization culture and climate are insignificant. Hence it is clear that there is significant relationship between the gender, department and the factors influencing the HR issues in organization culture and climate.

Table 5
Rotated Factor Loadings in Training and Development

Statements	*Factor*				*Communality*
	1	*2*	*3*	*4*	
Paramedics Need of Training is Properly Assessed	.083	-.012	.870	.010	0.764
Type of Training Require is Properly Assessed	-.115	-.025	.785	.207	0.673
Training Provided Helps to Develop Skills	.653	.067	.312	.023	0.529
Resource Persons of the Training Programmes are Really Helpful	.803	.023	-.072	.121	0.665
Stress Management is Satisfactory	.761	-.156	-.235	.078	0.665
Hospital Always Keep Pace with the Recent Developments	.393	.049	.099	.549	0.468
Hospital Cares to Impart Training Regarding Latest Methods / Techniques	.245	-.045	-.042	.831	0.754
CME and Career Development Programmes have Upgraded my Knowledge	-.261	-.149	.271	.724	0.688
Able to Cope with the Technology Upgradation	-.024	.922	.196	-.106	0.900
Technology Up-gradation Programmes are Conducted as Per the Need	-.015	.922	-.243	-.009	0.909
Eigen Value	1.955	1.757	1.714	1.592	7.016
Percentage of Variance	19.548	17.570	17.171	15.918	70.177
Cum Percentage Variable	19.548	37.118	54.259	70.177	-

Source: Primary Data

The above table gives the rotated factor loading commonalities, Eigen Values and the percentage of variance explained by the factors. Out of the 10 statements, 4 factors have been extracted and these 4 factors put together explain the total variance of these variables to the extent of 70.171 percentage. In order to reduce the number of factors and enhance the interpret-ability, the factors are rotated. The rotation increases the quality of interpretation of the factors. There are several methods of the initial factor matrix to attain simple structure of the data. The varimax rotation is one such method to obtain better result for interpretation which has been employed and the results are given in the following table.

Four factors were identified as being maximum percentage variance indicated. The table indicates that the HR issues in training and development is considered as the most preferred factor (Factor I) being loaded with 3 among the 10 statements pertaining to training provided by the hospital helps to develop skills, resource persons of the training programs are really helpful and at satisfactory level of mechanism for stress management. This is followed by the factor loaded with statements viz., respondents' cooperation with technology up-gradation programmes are conducted as per the need. The third factor is loaded with statements viz., the need of training to employees is properly assessed and the type of training required to respondents is properly identified. The fourth factor loaded with statements viz., the hospital always keeps pace with the recent developments the hospital cares to impart training regarding latest methods / techniques and the continuous medical education and career

Table 6
Clustering of Statements into Factors of Training and Development

Components	Rotated Factor Loadings	Eigen Value	Variance Percentage
Factor I			
Training provided helps to develop skills	.653	1.955	19.548
Resource persons of the training programmes are really helpful	.803		
Stress management is satisfactory	.761		
Factor II			
Able to cope with the technology up-gradation	.922	1.757	17.570
Technology up-gradation programmes are conducted as per the need	.922		
Factor III			
Paramedics need of training is properly assessed	.870	1.714	17.141
Type of training require is properly assessed	.785		
Factor IV			
Hospital always keep pace with the recent developments	.549	1.592	15.918
Hospital cares to impart training regarding latest methods/techniques	.831		
CME and career development programmes have upgraded my knowledge	.724		

Source: Primary Data

development programmes organized by the hospital have upgraded the respondents' knowledge.

ANALYSIS OF ANOVA - OVERALL COMPARISON

Null Hypothesis

There is no significant difference in the mean scores among the different dimensions namely acquisition and absorption, training and development, maintenance and retention, organization culture and climate, disciplinary and discharge functions.

Table 7
ANOVA

Source	Degrees of Freedom	SS	MS	F – Value
Between Groups percentage level	4	6077660	1519415	18205 Sig. at 1
Within Groups	3995	333416	835	

Source: Primary Data

Since the F is significant the null hypothesis (no significant difference in the mean scores among different dimensions) is rejected. There is significant difference in the

mean scores among different dimensions. The overall mean score among the dimensions is furnished below:

Table 8
Mean Score on Statements of Acquisition and Absorption, Training and Development, Maintenance and Retention, Organization Culture and Climate, Disciplinary and Discharge Functions

Dimensions	Overall Mean Score	Rank
Acquisition and absorption	23.24	5
Training and development	33.81	3
Maintenance and retention	128.17	1
Organization culture and climate	57.31	2
Disciplinary and discharge function	26.97	4
All	53.90	-

Source: Primary Data

The above table shows that the mean score for dimension maintenance and retention is higher than all the other dimensions mean score among the employees.

FINDINGS

It is found that there is significant relationship between gender, department and factors influencing the HR issues in organization culture and climate. All other personal variables and factors influencing the HR issues in organization culture and climate are less significant. The results from factor analysis, Eigen Values and the percentage of variance are explained by the factors. Out of the ten statements, four factors have been extracted and these four factors put together explain the total variance of these variables to the extent of 70.171 percentage. Four factors were identified as being maximum percentage variance indicated. The results indicate that the HR issues in training and development is considered as the most preferred factor (Factor I).

CONCLUSION

The results and findings of the study establishes the fact that the paramedical staff in the concerned area of the present study are exposed to and experience the impact of inefficiencies of the HR issues related to the five key areas in human resource management. The acquisition and absorption, maintenance and retention of employees are the issues which have the highest impact. And most of the hospitals are executing the HR functions without a well established formal HR department and this is predominantly the main reason for the prevalent HR issues in private hospitals.

SUGGESTIONS

The administrators of the private hospitals may look in to the grey areas and weak links pointed out in this study to remedy the issues of employees in all the areas.

More specifically,

(a) A formal and professional HR Department may be formed to take care of the Human Resources function by the respective managements of different hospitals.

(b) Special attention may be given to the aspirations of paramedical staff through effective training and development interventions.

The above may positively impact on the morale and retention of paramedical staff in private sector hospitals.

LIMITATIONS OF THE STUDY

The study has the following specific limitations:

1. The respondents of this study are working daily with the life, suffering and death of human beings. They do not have much time to spare their valuable time.

2. This research is conducted on the attitudinal and behavioural dimensions only.

3. The study confines the Coimbatore District. Hence the findings may not be applicable to the other districts or other states.

4. The study is confined to the paramedics of the private hospitals. Hence, the results of the study may not be applicable to the paramedics in the government hospitals.

5. The personal factors such as number of dependents, migration from home town are not considered for assessing issues of the paramedical employees.

SCOPE FOR FURTHER STUDY

The factors discussed in the study though not exhaustive, give an idea as to which specific areas are to be given emphasis to reduce the HR issues of paramedical employees. The researcher deems this effort a small step which would pave the way for further research and lead to a better insight into the chosen area of research which is of great significance and pertinence in the modern day with its huge challenge of delivering quality health care in an affordable and acceptable manner.

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