HUMAN RESOURCE MANAGEMENT

Human Resource Management Practices in a Hospital: A Case Study of Sanjeevani Surgical & General Hospital, Mumbai

Sahil Singh Thakur, Sameer Kulkarni

Amity Business School, Amity University Maharashtra, Mumbai, Maharashtra, India

Published November 2026

Abstract

This paper examines selected Human Resource Management (HRM) administrative practices in a hospital setting, using the internship experience at Sanjeevani Surgical & General Hospital, Malad (East), Mumbai, as a descriptive case study. The study focuses on four operational areas: staff record maintenance, HR documentation, attendance-related administration and recruitment coordination. A qualitative, descriptive case-study approach was adopted, drawing on the student's one-month internship from 15 June 2026 to 15 July 2026, internship-related documents and structured reflection on the activities undertaken or observed. The analysis indicates that these activities are interrelated: recruitment documentation supports onboarding, personnel files provide an administrative record, and attendance information supports routine workforce administration. The paper highlights accuracy, completeness, standardisation, confidentiality and timely communication as important process principles. Since internal employee databases, payroll records, survey responses and performance statistics were not made available, the paper does not quantify hospital performance or claim that a specific organisational failure occurred. It concludes with practical suggestions such as employee-file checklists, consistent indexing, attendance exception escalation and a recruitment coordination tracker.

Keywords: Human Resource Management; Hospital Administration; Employee Records; HR Documentation; Attendance Management; Recruitment Coordination; Case Study

1 Introduction

Human Resource Management (HRM) concerns the processes through which organisations acquire, organise, develop and support their employees. In a hospital, these processes have particular operational importance because healthcare services depend on coordinated work among clinical, nursing, paramedical, administrative and support teams. Workforce administration contributes to continuity by helping ensure that employee information, attendance records, joining documents and recruitment communication are organised.

Unlike many office-based organisations, hospitals may operate across multiple shifts and require continuity of services. HR administration therefore needs reliable documentation and communication practices. Even routine tasks such as checking a personnel file, recording a leave document or confirming an interview schedule can affect the quality and timeliness of administrative coordination.

This paper studies selected HR practices at Sanjeevani Surgical & General Hospital, located in Malad (East), Mumbai. It is based on the author's one-month internship in the hospital's Human Resources Department from 15 June 2026 to 15 July 2026. The paper is limited to the four work areas documented in the internship materials and does not present itself as a formal audit of the hospital.

2 Literature review

Armstrong and Taylor (2020) describe HRM as a strategic and integrated approach to employment, development and employee well-being. This perspective places routine HR administration within a wider organisational purpose: maintaining the workforce systems that allow employees to contribute effectively.

Dessler (2020) explains HRM through activities such as acquiring, training, appraising and compensating employees, together with labour relations, health and safety and fairness. The framework helps explain why employee documentation, recruitment support and attendance administration are connected rather than isolated clerical tasks.

Beer et al. (1984), through the Harvard framework, emphasise the influence of stakeholder interests and situational factors on HR policy and outcomes. In a hospital context, workforce requirements, shift arrangements and employee well-being are relevant considerations when designing administrative processes.

Ulrich (1997) identifies multiple roles for HR, including administrative expert, employee champion, change agent and strategic partner. The administrative-expert role is particularly relevant to this case because accurate records, organised documentation and dependable processes provide a foundation for broader HR contribution.

Kaufman (2015) discusses the development of strategic HRM as a field. Taken together, these perspectives support the view that reliable administrative practices are a necessary foundation for effective people management. The present case study applies these concepts to the limited operational areas encountered during the internship.

3 Objectives of the study

The objectives of the study are:

- To describe selected HR administrative practices at Sanjeevani Surgical & General Hospital.
- To understand the role of staff records and HR documentation in supporting organised administration.
- To examine the importance of attendance-related checking and recruitment coordination.
- To connect the observed work areas with established HRM concepts.
- To suggest practical process improvements without making unsupported claims about internal hospital performance.

4 Research methodology

Research design: The study follows a descriptive and qualitative single-case-study approach. It is intended to describe and interpret selected HR administrative processes rather than test a statistical hypothesis.

Study setting and period: The case concerns the Human Resources Department of Sanjeevani Surgical & General Hospital, Malad (East), Mumbai. The internship period was 15 June 2026 to 15 July 2026. The offer letter identified the role as HR Intern, while the experience letter records the completed designation as Assistant HR (Intern).

Sources of information: The study draws on the student's internship experience, the offer and experience documentation, the Summer Internship Project Report and the case-study record prepared from that report. The work areas considered are staff record maintenance, HR documentation, attendance-related administration and recruitment-related coordination.

Method of analysis: Information was organised by process area. Each area was considered in terms of its administrative purpose, the tasks supported or observed, the controls that help maintain accuracy and confidentiality, and possible process improvements.

Ethical considerations: No confidential employee files, personal employee details, payroll data or internal performance datasets are reproduced. No survey sample, interview quotation or numerical result is claimed. Recommendations are presented as proposals, not as evidence that the hospital currently lacks a particular control.

5 Analysis and discussion

5.1 Staff record maintenance

The internship activities included arranging staff documents in employee folders, checking basic completeness and legibility, identifying missing items for HR follow-up and returning files to designated storage. Personnel records provide an organised administrative history of an employee's relationship with an organisation. A standard checklist and consistent indexing can make it easier for authorised HR personnel to identify missing documents and retrieve records.

5.2 HR documentation

Routine documentation activities included formatting, labelling, indexing and archiving HR documents, acknowledgement forms and administrative correspondence. Document control is important because unclear versions, inconsistent labels or misplaced papers can lead to repeated follow-up. A consistent naming convention, clear folder structure and defined approval process can improve traceability.

5.3 Attendance-related administration

The intern assisted with compiling attendance logs, matching leave slips with attendance entries and flagging missing entries or discrepancies for supervisory review. In a shift-based healthcare environment, attendance information must be checked carefully. An intern should not independently alter disputed entries; discrepancies should be referred to an authorised supervisor for confirmation.

5.4 Recruitment-related coordination

Recruitment support included organising applicant CVs by role, coordinating interview schedules, updating candidate status notes and supporting follow-up communication. These activities help the HR team maintain visibility over the recruitment process. A central tracker containing vacancy, candidate stage, interview details and next follow-up can support consistent communication.

5.5 Relationship between the four processes

The four areas are linked. Recruitment coordination may lead to a candidate joining the organisation; joining documents then become part of the employee's personnel file. Attendance and leave information contribute to later administrative records. A weakness in one stage can create additional

checking or follow-up at another stage. The case therefore illustrates the value of consistent documentation, clear responsibility and timely escalation across the employee administration cycle.

6 Findings

The qualitative analysis leads to the following process-based findings:

- Staff record maintenance depends on completeness, legibility, logical arrangement and secure storage.
- HR documentation benefits from standard labels, file naming and indexing practices.
- Attendance discrepancies require verification and escalation rather than unauthorised correction.
- Recruitment coordination is easier to follow when candidate stages and next actions are recorded centrally.
- Confidentiality and professional conduct are essential when handling employee and candidate information.
- The four administrative areas are interdependent and should be viewed as connected workflows.

7 Recommendations

First, use a standard employee-file checklist that records documents received, verified and pending. Second, adopt a uniform naming convention and folder structure for physical and digital records. Third, restrict access to employee information to authorised personnel and follow secure storage and clean-desk practices. Fourth, review attendance entries against approved leave and shift information at regular intervals, escalating discrepancies for approval. Fifth, maintain a recruitment coordination tracker showing vacancy, candidate status, interview schedule and next follow-up. Finally, provide interns with a short orientation on confidentiality, document checking, prohibited actions and escalation routes.

8 Conclusion

This case study demonstrates that foundational HR administrative practices contribute to organised hospital administration. Staff records, documentation, attendance-related work and recruitment coordination are connected activities that require accuracy, standardisation, confidentiality and timely communication. The internship provided practical exposure to these processes and helped connect HRM concepts with workplace administration.

The study is limited by its short duration and the absence of access to confidential internal datasets. It therefore offers a qualitative process description rather than a measurement of organisational performance. Future research could use approved interviews, a larger observation period or anonymised process indicators, subject to organisational permission and appropriate confidentiality safeguards.

References

[1] Amity University Maharashtra (2026). Summer internship project report guidelines and student's internship report [Unpublished academic materials].

[2] Armstrong M, Taylor S (2020). Armstrong's handbook of human resource management practice. *15th ed*. Kogan Page.

[3] Beer M, Spector B, Lawrence PR, Mills DQ, Walton RE (1984). Managing human assets. *Free Press*.

[4] Dessler G (2020). Human resource management. *16th ed*. Pearson.

[5] Kaufman BE (2015). Evolution of strategic HRM as seen through two founding books: A 30-year retrospective on development of the field. *Human Resource Management*, 54(3), 389–407.

[6] Sanjeevani Surgical & General Hospital (2026a). Offer letter issued to Sahil Singh Thakur for HR internship, dated 5 June 2026 [Unpublished organisational document].

[7] Sanjeevani Surgical & General Hospital (2026b). Experience letter issued to Sahil Singh Thakur, dated 19 November 2026 [Unpublished organisational document].

[8] Ulrich D (1997). Human resource champions: The next agenda for adding value and delivering results. *Harvard Business School Press*.