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KEY-CHALLENGES IN HUMAN RESOURCE MANAGEMENT OF INDIAN HEALTH CARE



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ABSTRACT:

The Indian healthcare sector is expected to become a US\$ 280 billion industry by 2020 with spending on health estimated to grow 14 per cent annually, according to a report by an industry body¹. Human resources for health (HRH) are a very important asset for the health system in any country. Given the number and complexity of the workforce problems, it is impossible to tackle them all at the same time. The aim of this research study is to understand the key challenges of human resource and secondly how the job satisfaction had been affecting the motivation of employees at hospitals. Today's highly competitive environment demands organizational excellence, organizational challenge that needs to be addressed with the work of human resources management.

KEYWORDS : Key-Challenges In Human Resource Management, Indian Health Care.

INTRODUCTION:

Human resource management can help the company reach organizational effectiveness and

thereby have a determining effect on whether or not the company is good enough, fast enough, and competitive enough not only to survive but also to thrive. Human resource management (HRM or simply HR) is a function in organizations designed to maximize employee performance in service of an employer's strategic objectives². HR is primarily concerned with the management of people within organizations, focusing on policies and on systems³. HR departments and units in organizations typically undertake a number of activities, including employee benefits design employee recruitment, "training and development", performance appraisal, and rewarding (e.g., managing pay and benefit systems)⁴. HR also concerns itself with industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws⁵. HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HR as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

The Indian healthcare sector is expected to become a US\$ 280 billion industry by 2020 with spending on health estimated to grow 14% annually, according to a report by an industry body. Human resources for health (HRH) are a very important asset for the health system in any country. During the recent period, HRH issues have been receiving more and more focus and attention based on the appreciation of the centrality of health workforce to health system functioning and effectiveness. The global shortage and crisis in HRH has been increasingly recognized as a factor crippling health systems and jeopardizing health care in particular in developing countries where the effects are most profound. During the recent period, HRH issues have been receiving more and more focus and attention based on the appreciation of the centrality of health workforce to health system functioning and effectiveness. Given the number and complexity of the workforce problems, it is impossible to tackle them all at the same time. Which labour adjustments should receive priority attention? Criteria for deciding include: (a) the severity of the consequences of the problem, in terms of effectiveness, efficiency, and satisfaction; (b) the expected impact of the proposed adjustment, or its effectiveness; (c) the feasibility economic, social, cultural, political, and ethical of the adjustment. Even though all dimensions of human resource are important, we suggest that staffing is the most determinant and should receive attention in priority. However, strategic planning for HRH is mostly not well recognized and established at both national and global levels. Even when human resource planning is attempted, it usually addresses the projection of staff numbers leaving uncovered important areas like HR policies and management systems.

Potential to increase bed capacities: India's overall bed density is approximately 7 per 10,000 populations (Source: CRISIL Report), below the global median of 27 beds as well as that of other developing nations such as Brazil, Malaysia, Vietnam, and Indonesia. Within India, while key metropolitan areas of the National Capital Region, Mumbai, Bengaluru and Kolkata have a considerable number of hospitals with 100 beds or more, CRISIL believes there is a dearth of such large facilities in the next tiers of cities across India. India's population is expected to grow to over 1.42 billion by 2026, At 7 beds per 10,000 persons, the number of beds in India significantly lags the global median of 27 beds, indicating a shortfall of nearly 2.5 million beds compared to the current global median. The growth opportunity for the healthcare delivery market in India, therefore, is immense⁶.

The Process of Human Resource Planning:

Objectives of Manpower Planning:- The persons concerned with manpower planning must be clear about goals of manpower planning because once the wrong forecast of future requirement of human resources are made, it may not be possible to rectify the errors in short-run. Job satisfaction is considered as the variable in organizational behavior in any company or firm. Job satisfaction can also say as the employee's response which came from their attitudinal response to their organization. If we consider the all attitudes of the employees, the relationship between job satisfaction and employees behaviour, most specifically job output and involvement, is complex. Consider as an attitude, job satisfaction is summarized in the evaluative component of any organization.

Aim & Objectives:

The main objective of this study was to conduct a study in some hospitals in India to understand the key challenges of human resource. Secondly how the job satisfaction had been affecting the motivation of employees at hospitals.

Methods:

The questionnaires were carefully designed to avoid responses that might be biased in favour of the study objectives. Questionnaire were chosen by the researcher because it encouraged great honest, possibilities of enquiring absent attitude and opinions, they could be written for specific purpose, within a short time, one could collect a lot of information as well as its possibilities of mailing them made them economic in term of costs. The primary data collected through questionnaire in health industry all over Indian. The raw data for supporting and literature review collected from secondary data sources from internet, health magazines, etc.

The researcher interpreted the data in accordance to the quality of arguments made rather than quantity of the respondents with the same opinions. The questionnaires were classified in terms of the answers that were similar so as to reduce the work of analysing each questionnaire. It is the 'what' or 'whom' that is being studied. During this study, the percentage of data collection was via a survey of the challenges facing human resource in health care industry. The rationale behind this was thought to be associated with the intimacy relationships between the researcher and respondents. This simplified the exercise of questionnaires distributions and collection. However, other organizations did not accept to feel questionnaires while other respondents did not return the filled questionnaires on time.

The primary questionnaires were e-mailed to the participants with prior approval from the authorities to fill and mail it back to author. About 200 questionnaires were e-mailed and around 124 responses were received. The primary data (master data) was prepared in the Microsoft excel. The data collected from the following metro- cities in India - Karnataka, Tamilnadu, Andrapradesh, Kerala , West Bengal, Maharashtra , Delhi.

Limitation of the study:

- The sample size was limited to 124
- It includes the working and administration staff of the hospitals only
- Respondents did not answer a few questions.
- Opinion of the respondents raised
- The study is sensitive in nature and there might be a chance of bias in answering the questionnaire

Lecture Review:

Technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, translating into considerable and continuous investment in training and development. This investment also has been underscored by the rise of human resource management with its emphasis on the importance of people and the skills they possess in enhancing organizational efficiency. Such human resource management concepts as “commitment” to the company and the growth in the “quality” movement have led senior management teams to realize the increased importance of training and development. In the current economic climate, the process of training and developing knowledge and its management can be left no longer to fate and luck⁷. A consensus should be established within the organization that training makes a vital contribution to the development of the organization as a whole, even if its success is often difficult to quantify. A training program needs to be integrated within the strategic planning of a business; the methods of implementation and the required resources need to be agreed upon within the organization. Training and development should be combined with efforts to improve employee quality of life. Employees in our days need to balance life with work. A good way to help them achieve such balance is to offer flexible work arrangements. Therefore, another significant human resource management challenge that organizations will face in the next three years is flexibility. Flexible or non-standard working patterns have become a significant element of the reality of employment in many organizations. A key aspect of the growth of flexible working practices is its role in enabling an organization to meet the diverse needs of its workforce. The forms it takes have been determined largely by the strategies adopted by the social partners, particularly the employers, given that implementation is their direct responsibility. All the above challenges cannot be considered outside the context of employee relations. Good employee relations involve providing fair and consistent treatment to all employees so that they will be committed to the organization. Companies with good employee relations are likely to have a human resource strategy that places high value on employees as organizational stakeholders. Another topic directly related to employee relations is industrial relations. A union can alter significantly the human resource management policies of a company because of its bargaining power, which is supported by labor law. Human resource managers must first possess enough knowledge of basic labor law in order to avoid creating a legal liability for the company, second to implement the terms of labor agreements fairly and impartially, and last to hear and resolve employee grievances.

We can see several wrong notions that are available about job satisfaction. One of the notions is that satisfied employee is a productive employee. Certain study has shown little support that a satisfied employee is productive. There is a correlation about it. But it is showing as weak. In some research pointed out that increasing the job satisfaction of the bottom line of an organization gives out a very good result. Satisfied employee do not negatively affect productivity and can always have a positive effect on society and organization, so it still benefits to all parties to have satisfied employees. Another fact is that pay or remuneration is one of the most important factor in job satisfaction. In real condition, employees are very satisfied when they get the good environment in which they can work without any problem. An employee can have a very high pay and not be satisfied if the environment is not good. In another way a low pay job can be seen as happy employee if it is adequately challenging one⁸.

Job satisfaction is considered as a journey not to be considered as a destination because it applies to both employees and the employer. Job satisfaction normally investigated the employee’s job attitude, as well as one of the most wide studied subjects in Organizational Psychology and its effects. In

some of the motivation theories have shown the implied role of job satisfaction. Apart from that some work satisfaction theories have been explaining job satisfaction and its effects. From the wide study, job satisfaction has been connected to productivity, motivation, absenteeism, accidents, physical health and general satisfaction. A general idea which generated from the study has been that, to certain extent, the emotional state of employee is affected by connection with their work environment⁹.

In any organization Job satisfaction is very important because an employee's attitude may affect his or her behaviour. It is quite common that attitudes may cause an employee to work harder, or the vice versa may occur, and he or she may work less. Job satisfaction affects employee's general well being that the reason that people spare a good part of the day at work or in the organization. Equally, if an employee is dissatisfied with their work, this will lead to dissatisfaction in all areas of their life. It can say as job satisfaction and life satisfaction are the two sides of a coin.

Employee motivation is a type of energy achieved by the employees from certain factors, may be through good salary, or through promotion or through some monetary benefits achieved from the organization. Employee motivation brings the employees to their jobs, it increases the productivity. In the current condition of economic growth or shrinking management are very much concern about finding ways to motivate employees. Employee motivation is a psychological forces that determine the direction of a employee's behavior in a firm. Employee motivation is always a problematic for every business. The owner has often spent years building a company hands-on and therefore finds it difficult to delegate meaningful responsibilities to others. In case of entrepreneurs, should be mindful of such pitfalls: the after all effect of low employee motivation on every business can create negative effect¹⁰.

Health services management research is a relatively new area of research¹¹. The importance of human resources management (HRM) to the success or failure of health system performance has, until recently, been generally overlooked. To put simply, HRM is a planned approach to manage people effectively for performance by providing a more open, flexible, and caring management style so that the staff will be motivated, developed, and managed in a way that they can give their best to support departments. HRM in hospitals has to function in a sector with some unique characteristics. The workforce is relatively large, diverse, and includes separate occupations. The management of healthcare is very challenging when compared to management in other sectors. Worldwide, many ideas have been introduced in an attempt to address the problems of inefficiency first, healthcare outcomes are highly complex. Healthcare organisations face continuous pressure to become productive, innovative, and provide quality healthcare¹². Second, frequently uncertain and difficult to assess¹³. Third, healthcare outcomes are public organisations, hospitals cannot, in most cases, be judged on the basis of profitability. Finally, healthcare organisations are particularly complex due to their dual lines of accountability: professional and administrative.

Healthcare delivery is highly labour-intensive and health sector performance is critically dependent on employee motivation. Also, as the demand for quality services rendered by the government health set-ups gets stronger day-by-day, continuous human resource development becomes crucial both for service improvement and client satisfaction. Organisational HRD efforts are usually directed to wards commitment and competency development among the employees since, without competent employees, it is difficult to harvest good productivity irrespective of the sophistication in technological or infrastructural resource base. Organisations use many mechanisms to achieve HRD goals. These HRD issues or mechanisms include manpower planning, recruitment selection, and other forms of job assignments, induction programme, training, performance appraisal, rewards, punishments, etc. Although it is widely recognised that improved management of human resources is the key to provide a more effective, efficient, and quality health service, only a few

developing countries have made significant progress in this area.

Training is the basis for human resource development. Several problems have emerged in the area of training over the past few years. Basic medical education has a heavy focus on urban curative care and is provided in tertiary care settings. This does not prepare doctors for their roles in the rural primary health care system. There is hardly any system of induction training for medical officers of the primary health centres when they join the government health system. Furthermore the medical officers do not have any public health or management training even though they are supposed to manage the staff under them. There is no training for health education, interpersonal communication, doctor-patient and doctor staff interactions, and counselling. India has been in the forefront of various international movements in the health and population sectors. Overall, the Indian healthcare industry is going through a transition and the future is likely to see significant changes in the nature of provision of healthcare and the roles of various players in the industry. The healthcare service scenario in India is expected to evolve into a more developed stage. With this transition, management of human resources in health is a major challenge to health systems development in India. This includes planning for, production, recruitment, and utilisation of health personnel. Although a number of measures have been instituted to meet this challenge, considerable gaps still remain.

RESULTS:

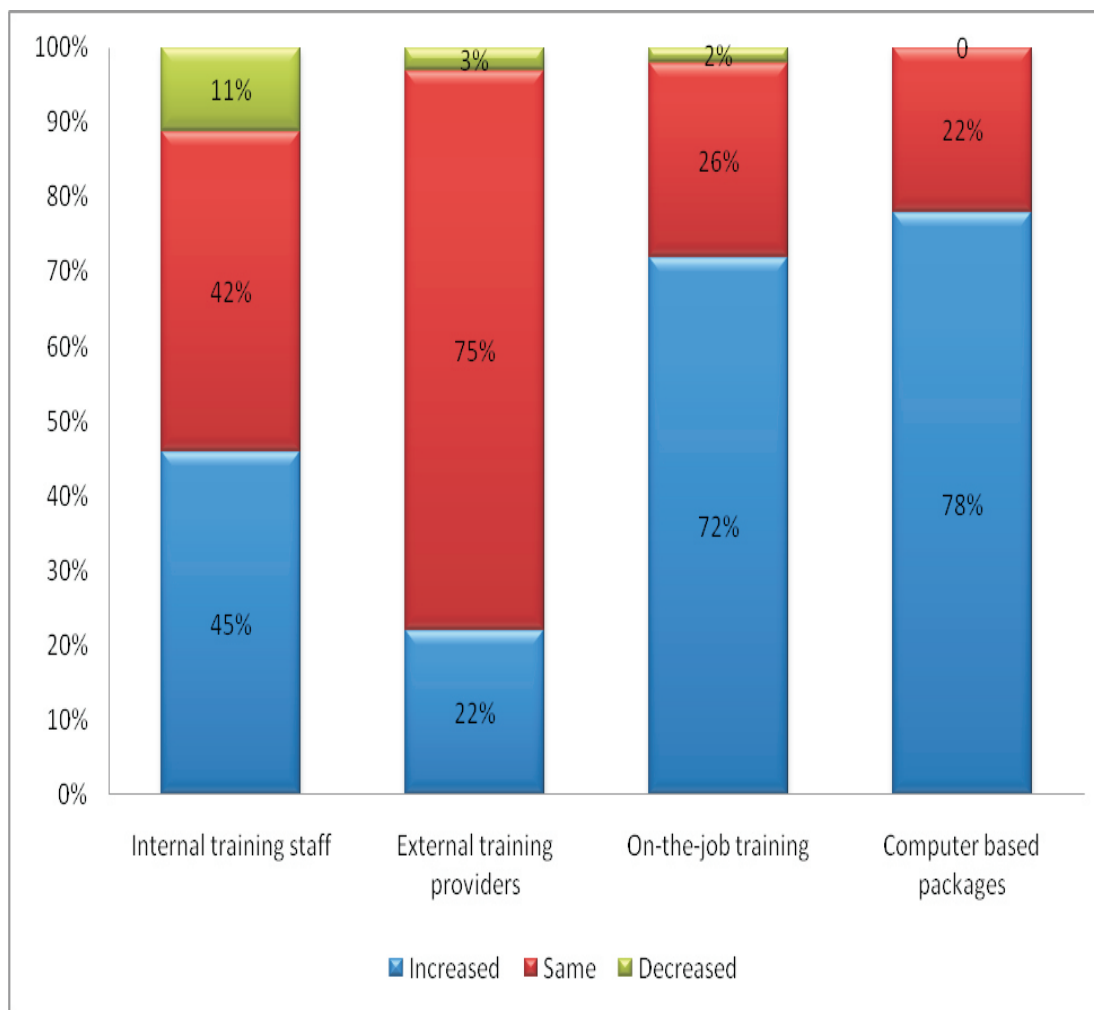
Fact finding:

The various parameters selected for analyzing the key challenges and job satisfaction

- Selection & Recruitment
- Training and development
- Strategic Management
- Management of Talent and Competencies
- Employee relations with organisation
- Reengineering the Human Resources Function
- Knowledge Management
- Reward Strategies
- Remuneration / salary

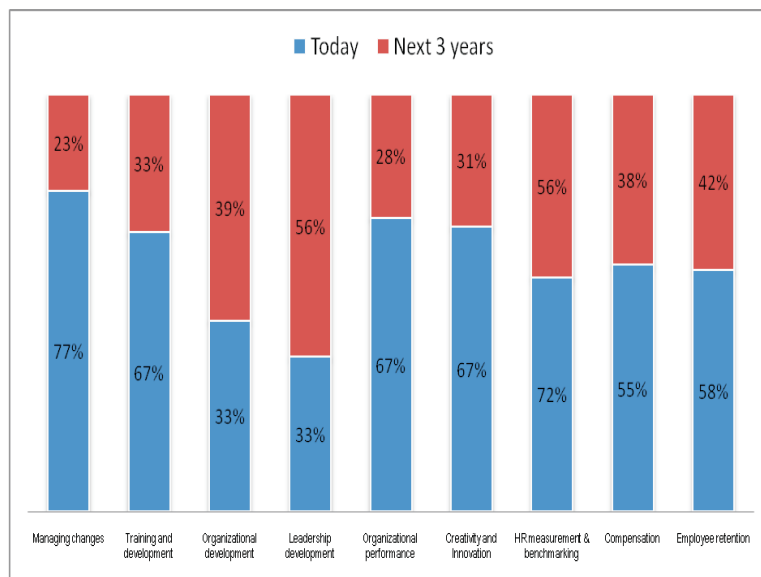
Has there been a change in the use of any of the following to deliver training over the last three years?

	Increased	Same	Decreased
Internal training staff	45 %	42%	11%
External training providers	22%	75%	3%
On-the-job training	72%	26%	2%
Computer based packages	78%	22%	0



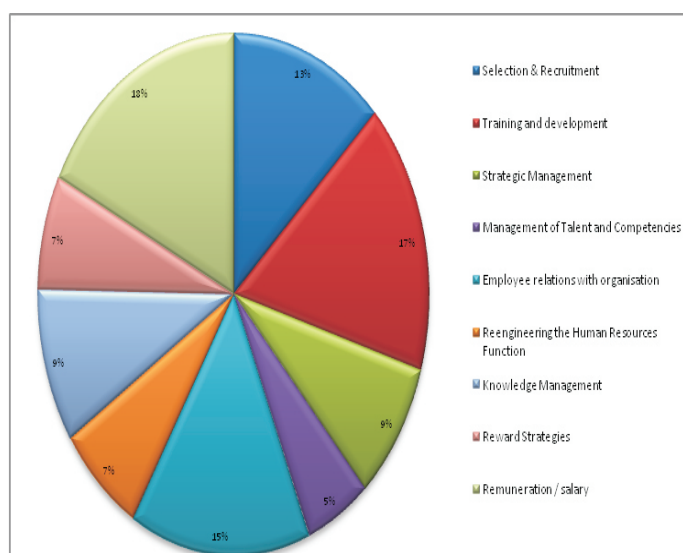
What do you consider the three major challenges for HR in your organization today and to be over the next 3 years?

	Today	Next 3 years
Managing changes	77%	23%
Training and development	67%	33%
Organizational development	33%	39%
Leadership development	33%	56%
Organizational performance	67%	28%
Creativity and Innovation	67%	31%
HR measurement & benchmarking	72%	56%
Compensation	55%	38%
Employee retention	58%	42%



What are the main tools of handling the main Human resource challenges?

Selection & Recruitment	67%
Training and development	88%
Strategic Management	45%
Management of Talent and Competencies	28%
Employee relations with organisation	78%
Reengineering the Human Resources Function	37%
Knowledge Management	50%
Reward Strategies	37%
Remuneration / salary	92%



RECOMMENDATIONS:

Problem	Solution
Employees are not satisfied with their remuneration as required	Current remuneration methods to be modified.
Training & Development are not up to the mark	Training & Development plan to be improved after study
Organizational goals are not communicated properly to all employees	Organizational goal to communicated to all employees through interaction program
Large percentage of employees are not satisfied with their promotion	A promotion strategy to be made.
environment inside the Organization is not up to the mark	Social environment to be improved with proper training.

CONCLUSION:

I had an enriching experience during the study. I learnt a great deal of things by being a part of the team in group discussions. It has also exposed me to the work style and outlook services offered by the organization towards challenges of HR. To make the employees more productive, the organization should try to satisfy the employees. Every organization must conduct employee survey every year to compare the present satisfaction level with the past. These surveys help to indicate the mirror of management in the minds of the employee as well as management about their feelings, opinions and attitude. The existing literature shows that the relationships examined in the present study have not been investigated before. After comparing the above results with the challenges, the researchers reached the conclusion that overall (a) selection & recruitment; (b) training & development (c) remuneration and (d) employees relationship with organization are going to be the primary challenges in HRM among the top rated challenges but with different rankings. The challenges identified will affect the success of organization and development. Today's highly competitive environment demands organizational excellence, organizational challenge that needs to be addressed with the work of human resources management.

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