

IMPORTANCE OF HUMAN RESOURCE MANAGEMENT IN HEALTH CARE INDUSTRY IN INDIA: AN OVERVIEW

G.T. Gund¹, S.J. Sonawane² and S.V. Bidgar³

^{1,2}ATES's Technical Campus, Akole, Ahmednagar

³IBMRD Research Center, Ahmednagar

¹gtgund@gmail.com

ABSTRACT

Human resource management in health sector seeks to improve the quality of services and patients satisfaction. An examination of the key issues and questions related to human resources, with the study of the impact of the human resources on the private health care organization along with the identification of the trend in health sector in India is a key area are focus of this study. The study is based on secondary data collected from journals, books and other e-sources to understand the proper concepts and importance of HRM. The HRM trends comprise of efficiency, impartiality and quality objectives, since entire health care is eventually delivered by people, efficient human resources management (HRM) will play an important role in the achievement of health care sector reform. Although the adoption of HRM practices in the corporate sector, lack of HRM practices in the health care sector which is yet to fully adopt them.

Keywords: Human Resource, Healthcare, Private health

Introduction

Healthcare has become one of India's largest sectors both in terms of 'revenue' and 'employment'. Healthcare comprises hospitals, clinical trials, medical devices, outsourcing, medical tourism, telemedicine, health insurance and medical equipment (Patil and Choudhari 2013). Due to its increasing coverage, services and expenditure by public as well private sector, the Indian healthcare sector is growing at a brisk pace (IBEF 2020). Indian healthcare system is categorized into two major categories— public sector and private sector. The public healthcare framework contains restricted auxiliary and tertiary care institutions in significant cities and spotlights on giving fundamental healthcare offices as Primary Healthcare Centers (PHCs) around there (Dang 2016). The private sector gives lion's share of auxiliary, tertiary and quaternary care institutions with a significant focus in metro cities. India's upper hand lies in its huge pool of very much trained medical experts. India is additionally cost cutthroat contrasted with its friends in Asian nations and western nations. The cost of surgery in India is around one-10th of that in the US or Western Europe (Aswathapa 2007).

Private hospitals and private medical practitioners have a huge impact in conveying health care services in India. As the interest for health care has expanded, institutions in this

sector have extended considerably in both metropolitan and rural regions (Debnath 2015). The connection among patient and private professional significantly impacts the apparent and real requirements about health care. This relationship is relied upon to assume a significant part in the control of infection examples and the board. The improvements in this sector have incited worry about the effectiveness of assets, value and admittance to offices, and the accessibility of financing systems to help private health care. Additionally, the productivity with which the assets are utilized in this sector has direct bearing on the cost and nature of health services. The presence of these health care institutions has significant ramifications for the current character of the Indian health care framework.

The Indian health care sector is one of the quickest developing businesses and is relied upon to develop at an accumulated annual growth rate of 17% during the year 2011 to 2020 to contact US \$280 billion. It is relied upon to rank among the best three health care markets as far as growth by 2020 (Suresh Kumar, Karthikeyan and Mohanraj 2014). Spending on health care in India was an expected 5 percent of GDP in 2013 and is relied upon to stay at that level through 2016. Complete health care spending in nearby cash terms is projected to increase at an annual rate of more than 12%, from an expected \$96.3

billion of every 2013 to \$195.7 billion out of 2018. Though this rapid growth rate will reflect high inflation, it will also be driven by increasing public and private health expenditures (Sinha and Sigamani 2016).

Human Resource Development is a part of human resource management that especially deals with training and development of the employees. Human Resource Development includes training and individual providing opportunities to learn new skills, distributing resources that are beneficial to them. It is a learning experience which are organized for a specific time and assigned to bring about the possibility of behavioral change for the employees tasks and any other developmental activities.

Research Methodology

The review is carried by using keywords i.e. healthcare, human resource management, Indian healthcare system etc. to collect the secondary required data for research. After collection of information the path of paper was drafted as Introduction, Human resource for Health in India, Human Resource - Valuable Assets in Healthcare Industry, Human Resource practices and Job satisfaction, Employee Engagement, Problems in healthcare management, Hospital and patient relationship, Role of HRM in healthcare management, Internal and External factors impacting the role of HR and finally describing importance of human resource in healthcare.

Human Resources for Health in India

The number of health workforce serving is meager in number as compared to developed nations and the available data on physicians' density in India per 1,000 of population is 0.702 only. The availability of doctor is in the ratio 1:1500 in urban areas and one doctor for 2,500 people in rural areas which is quite low as compared to USA where they have 1 doctor for 250 people (Rosman, Shah and Hussain 2013). A recent data on female physicians also brings to notice that only 17 per cent of doctors in India are female and out of these only 6 per cent female doctors are serving in rural areas which mean only 2 female doctors available for 10,000 female patients in rural India. The male-female composition of health workforce

is just reverse in the case of nurses and in comparison to physicians female nurses outnumber male nurses (Patil and Choudhari 2013). The availability of Nurses in India is 1.3 per 1,000 of population where the OECD average is 9.1 per 1,000 of population. The density of Physicians, Nurses and ANMs was 13.4 in 2005 as against the benchmark of 25.4 workers per 10,000 of population. If we consider the NSSO data, on unqualified Physicians then this number of density will fall to 1/4th of the benchmark. The total healthcare workforce consists of allopathic doctors (31%), pharmacists (11%), nurses and midwives (30%), practitioners of ayurveda, unani, yoga and naturopathy, siddha, and homoeopathy (9%) and others (9%) (Ghosh 2010).

Human Resource - Valuable Assets in Healthcare Industry

Human resources, when pertaining to health care, include different types of clinical as well as nonclinical staff member responsible for public and individual health involvement. As perhaps the most important part of the health system inputs, the performance and the benefits the system can bring depend highly on the information, awareness and motivation of an individual responsible for delivering health services (Tikare 2009). HRM in health care has to function in a sector with some sole characteristics. The work force is large, diverse and comprises diverse employees often represented by powerful professional relations or trade unions. Some have sector specific skills; which enables them to shift from the health sector to employment in other sectors.

Human Resource Practices and Job satisfaction

The human resource practices and the job satisfaction have been investigated at different levels and different places in the world. The human resource practices are acknowledged to be firmly related with job satisfaction as the majority of analysts and practitioners propose that viable and productive practices give a superior job satisfaction and ultimately increment the exhibition (Pasoglu and Tonus 2014). The human resource practices positively affect job satisfaction and moreover, the

individual qualities like age, gender and education effectsly affect job satisfaction.

Training and development program for creating skill in order to increase productivity, proper compensation on job, Planning of human resource, i.e placing right person at right place and at right time is a key for employee satisfaction and improving the environment of employee. Health facility, canteen facility, rest room, sanitations are some of the key features of improving working environment. It is found that the increase in work load is a serious problem which has a negative impact on employee job satisfaction and morale.

Employee Engagement

Employee engagement can be defined as a state of intellectual and emotional involvement that employees have in an organization. Engagement is much more than satisfaction. It is one of the HR interventions that are being used in many organizations to know the extent to which people value, enjoy, and believe in what they do. Engaged employees are likely to be more productive members of an organization who are mentally committed to their role in the Organization. Engaged employees are less likely to leave. 67 per cent engaged employees advocate their organization. 59 per cent of engaged employees says, 'Work brings out their most creative ideas' (Singh and Shah 2011). There are several drivers of employee engagement. Some of them are, Employee empowerment, Communication, Team work, Training and Development, Recognition, Leadership quality, Decision making, Work-life-balance, etc. For several years now, employee engagement has been a hot topic in private hospitals. It's a popular phrase that has caught a lot of attention of workplace researchers and HR managers, as well as the executives. It is a dimension that employees and employers think alike and understand, yet find it difficult to articulate.

Problems in Health Care Management

The healthcare infrastructure directly depends on the economic robustness. Health sector policies in India have tended to stress on reducing population growth. In many of the states where stabilization of population growth is not a priority, their health and social status is

among the worst in the world (Swaminathan and Gowrishankar 2010). Diseases of poverty keep on influencing the greater part of the population while environmental corruption; word related perils and new infectious diseases, for example, AIDS are beginning to genuinely affect the population. The wonder of urbanization has added to issues of healthcare. Ignorance and absence of mindfulness among individuals present steady danger to the fabric of the society; all the more so slants the continuum of health off course. Issues like child and maternal malnutrition, disregard of the girl child which can now and again take the limit type of female feticide or child murder are social shades of malice that make significant advances in the health of the society. Social practices and convictions also influence key factors like sustenance and hygiene. Constancy of poverty in the social construction likewise confuses the health scene. The poor endure lopsidedly in light of the twofold weight of customary diseases just as present day diseases that are brought about by industrialization and quick resource depletion (Jaiswal and Saba 2014). Despite the presence of all resources, the majority of citizens are suffering from lack of quality health services. The condition is even worst in rural area where people even deprived of primary and personal health services. The out of pocket burden on health services and medicines is increasing day-by-day. To provide substantial protection to people there is a need to reconfigured health system of country.

Hospital-Patient's Relationship

One of the main objectives of hospital is to provide adequate care and treatment of its patients. Its principal product is medical treatment, surgical and nursing services to the patient and its central concern is life and health of the patient. As service institutions, the hospitals need to recognize the importance of consumer preferences. Hospital should be able to meet the expectations of the patients and patient relatives attending to them. In the present scenario, health care sector is booming. Many people are investing money in this sector. Big corporate houses have entered into health services sector. They are coming with a corporate and professional culture (Baru 2008).

This has become a great threat to the domestic health care sector. In order to compete with them these health care providers should try to understand the preferences of the patients. If the services provided by them matches to the expectations of the patients, then it will yield maximum satisfaction. Dissatisfaction may lead the patients to keep him away from availing the treatment from the same hospitals.

Role of HRM in Health Care Organizations

Human resource is an important factor in helping the health care industry to be successful. In the hospital human resources is in force front of service sector and cannot be replaced by machine (Rajak and Mishra 2015). The important role that human resource management activities play in the operations of a healthcare organization. Human resources can be applied to any activity of the operations of an organization, regardless of the industry. The role of HRM as briefly discussed has different functions in the health care management these are including legal and ethical issues of the treatment, health and safety of employees and patients, careers in health care, labor unions in health care, recruiting and selecting employees, job analysis and design, training and motivating employees, employee benefits, and terminating employees. Strategic planning, including forecasting and labor budgeting is addressed because of the contribution of HRM to successful strategic planning (Srinivasan and Chandwani 2014).

The changing environment of Human resources management is a management function concerned with globalization trends as hiring, training and development, motivating and maintaining people in an organization. Technological trends regarding the technology to be used for upgrading the scalability and lean ability and changing trends in the nature of work as changing paradigm from traditional work to new tech work from hard work to smart work. The workforce demographic trends is also changing by the participation of women in the HRM practices and education of the current trends is providing growth opportunities in the sector It focuses on people in organizations. Human resource management

is conniving management systems to ensure that human ability is used effectively and efficiently to achieve organizational goals. HRM is the personnel function that is concerned with procurement, compensation, development, maintenance, integration, and reproduction of the people of an organization for the function of contributing towards the activities of the organization's objectives (Menon 2004).

Internal and external factors impacting the role of HR

Internal and external environmental influences the role in HRM. Organizational climate and culture, work organization and management style help to shape HR policies and practices, which, in turn, have an impact on the quality of candidates that a firm can attract, as well as its ability to retain desired workforce. Challenges include demographic trends and increasing workforce diversity, trends in technology, increasing government involvement in the employer-employee relationship, globalization and changes in nature of jobs and work (Rajak and Mishra 2015). Within the internal environment management style especially towards employees is another factor affecting HR role in an organization. Effective management style provides leadership that uploads the values and creates commitment to organization, builds the capacity for improved productivity and creates an environment that brings out the best in the staff and recognizes the value of multiculturalism. Staff-management relation serves a critical role in development and maintenance of trust and positive feelings in an organization (Wayne 2010). To establish good staff management relation is another challenge for HR in an organization. The external environmental factors that have direct or indirect impact on the role of HR department in an organization includes economic environment, labor market condition, trade unions, demographic trends and workforce diversity, technology and legal regulations. To be effective, HR managers must monitor the environment on an ongoing basis; assess the impact of any factor and be proactive in implementing policies and programs to deal with such factors.

Conclusion

Human resource management is a system, a philosophy, policy and practice that can influence individual's working in an organization. An effective and competitive human resource is the key strength of organizations in facing the challenges of business. HRM is the part of an organization that is concerned with people working in an organization. Successful organizations recognize the significance of human element in the organizational success and emphasize on their development, satisfaction, commitment and motivation in order to attain desired objectives. Sustainable development of an organization depends upon effective

management of human resources (Rosman, Shah and Hussain 2013).

The importance of human resource management in healthcare lies in the fact that a well-managed human resource department is vital for the delivery of effective and quality healthcare services. When examining the role of human resource management in healthcare system from a global perspective, many challenges exist either internally or externally which adversely affect the delivery of quality healthcare services. In developed countries the human resource managers have identified the challenges they face and have developed different strategies to overcome these challenges. But in developing countries such challenges need to be identified and addressed accordingly.

References

1. Aswathapa, K. (2007). Human Resource Management: Sage Publications, New Delhi.
2. Baru, R. V. (2008). Privatization of Healthcare in India: A Comparative Analysis of Orissa, Karnataka and Maharashtra States, Centre for Multi-Disciplinary Development Research, Karnataka, India.
3. Dang, A. (2016). Importance of Economic Evaluation in Health Care: An Indian Perspective. Retrieved from www.elsevier.com
4. Debnath, A. (2015). The Role of Hospital Management in Human Resource Development.
5. International Journal of Humanities & Social Science Studies, Volume-I, Issue-V, pp. 54-63.
6. Ghosh, A. (2010). Health Care and Globalization – Case for Selective Approach. Economic and Political Weekly.
7. IBEF.orf (2020). Retrieved from <https://www.ibef.org/industry/healthcare-india.aspx>
8. Jaiswal, B. & Saba, N. U. (2014). Indian Healthcare System: Issues and Challenges. International Journal for Research in Applied Science and Engineering Technology, Vol. 2 Issue VI.
9. Menon, P. K. S. (2004). Human Resource Management and Organizational Behavior. Himalaya Publishing House, New Delhi.
10. Pasoglu, S. & Tonus, Z. (2014). Strategic Importance of Human Resource Practices on Job Satisfaction in Private Hospitals. Procedia - Social and Behavioral Sciences, Volume 150.
11. Patil, S. B. & Choudhari, P. T. (2013). Investigation of Human Resource Management Practices in Hospitals of Jalgaon District, Pratibha International Journal of Science, Vol.01, No. 02.
12. Patil, S. B. & Choudhari, P. T. (2013). Investigation of Human Resource Management Practices in Hospitals of Jalgaon District. Pratibha: International Journal Of Science, Spirituality, Business And Technology, Vol. 1, No.2
13. Rajak, L. & Mishra, K. (2015). Human Resource Management Practices in Government & Private Hospitals. International Journal of Advanced Research, Volume 3, Issue 10.
14. Rosman, Y., Shah, F. A., & Hussain, J. (2013). Factors Affecting the Role of Human Resource Department in Private Healthcare Sector in Pakistan: A Case Study of Rehman Medical Institute. Research Journal of Recent Sciences.
15. Singh, R. G. & Shah, K. (2011). Customers' Preference for Selecting Private

- Hospital: A Study in Manipur. *Management Convergence*, Vol. 2. No.2.
16. Sinha, P. & Sigamani, P. (2016). Key Challenges of Human Resources for Health in India. *Global Journal of Medicine and Public Health*, Vol. 5, Issue 4.
 17. Srinivasan, V. & Chandwani, R. (2014). HRM innovations in rapid growth contexts: the healthcare sector in India. *The International Journal of Human Resource Management*.
 18. Suresh Kumar, S., Karthikeyan, P., & Mohanraj, P. (2014). A Study on Manpower Planning and HR Audit Practices In SMEs with Special Reference to Sipcot Industries. *Asia Pacific Journal of Research Vol I, Issue XV*.
 19. Swaminathan, J. & Gowrishankar, U. (2010). Employee engagement practices in private hospitals: a cross sectional study in mayiladuthurai. Retrieved from <https://mpira.ub.uni-muenchen.de>.
 20. Tikare, M. B. (2009). Study on Human Resource Management Practices in Hospitals and its Impact on Employee Satisfaction. Dissertation Submitted to the D.Y. Patil University.
 21. Wayne, R. (2010). *Human Resource Management*. Pearson Publications, New Delhi.