



A study on workforce challenge in Healthcare Industry - An imperative factor

KEYWORDS

Healthcare sector, Recruitment and Retention challenge

Beena Joice M.

Assistant Professor, SreeVee Business School, Dindigul

ABSTRACT *With the increased competition and competitors in this corporate world, every organisation must focus on being more adaptable, resilient, nimble, employee and customer oriented to accede. The Predominance of the word challenge, irrespective of the sectors has left no space without the buzz of notes like satisfaction, talent hunt, versatility, compensation, workforce management, recruitment, retention and so on for the organisation to survive. Healthcare sector is preferred, by looking at the rate of the growth in India which is moving ahead and is neck to neck with the pharmaceutical, software, construction industry of the country. Amidst this, healthcare sector faces innumerable challenging factors of talent management, training, workforce planning, recruitment and retention. The study is been planned to find out the challenging tasks of attracting, recruiting, training and retaining in this sector and the possible ways to move ahead for better accomplishment.*

Introduction:

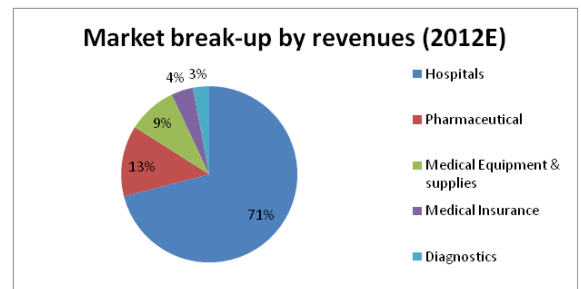
With the increased competition and competitors in this corporate world, every organisation must focus on being more adaptable, resilient, nimble, employee and customer oriented to accede. The Predominance of the word challenge, irrespective of the sectors has left no space without the buzz of notes like satisfaction, talent hunt, versatility, compensation, workforce management, recruitment, retention and so on for the organisation to survive.

Healthcare sector is preferred, by looking at the rate of the growth in India which is moving ahead and is neck to neck with the pharmaceutical, software, construction industry of the country. The Indian healthcare industry, which comprises hospitals, medical infrastructure, medical devices, clinical trials, outsourcing, telemedicine, health insurance and medical equipment, is expected to reach US\$ 160 billion by 2017. On the back of continuously rising demand, the hospital services industry is expected to be worth US\$ 81.2 billion by 2015 (IBEF).

Growing population, increasing affordability, comparative cheaper treatment costs as opposed to the west and medical tourism thereof, increased health insurance penetration, increased patient awareness, out-of-the-box unconventional thinking by the healthcare players for better operations, government opening up its arms to PPP and even providing tax holidays will be the key factors to look out for which would drive the future of healthcare in India, according to Dr.Akash S Rajpal, Head, Consultancy Services, HOSMAC India Pvt Ltd(FE). Amidst this, healthcare sector face innumerable challenging factors of talent management, training, workforce planning, recruitment and retention and so on.

Healthcare industry is considered as an economy booster for our nation. It is considered to be the second in revenue generation as well as second largest sector in terms of employment (IBEF).

Chart: 1-Market Break –up by revenues (2012E)



Source: Hospital Market - India by Research on India, Aranca Research

Notes: 2012E - Estimates for 2012

The magnitude of the challenges in the sector is necessitating further research to be conducted to find the ways ahead. Only limited studies exist for addressing the deficit in performance of the Healthcare industry in catering to the needs of the medical, non-medical employees and the common people.

Literature Review:

"We are in the eye of an employee turnover storm. Organisations in India must give serious thought to what drives employee commitment," says Mohinish Sinha, leadership and talent practice leader, Hay Group India (ET).

Worldwide, attrition is predicted at 21.2% in 2013 on an employee base of Rs 71.6 crore compared with 20.3% in 2010 on an employee base of Rs 64.4 crore. The number of workers expected to take flight will reach Rs 161.7 million in 2014 - a 12.9% increase compared with 2012 - as growth builds and employment opportunities increase, according to the study. Comparatively, turnover was minimal between 2010 and 2012. In the next five years, 49 million employees will leave their employers globally (ET).

One in four employees in the organised sector in India is set to switch jobs, the highest attrition rate globally, according to a Hay Group study. The series of fresh investments planned across sectors could raise demand for talent even as economic conditions remain tepid, raising concerns on employee engagement and retention (ET).

A larger, more challenging shortage across multiple disciplines is on the horizon. Experts predict a shortage of about 260,000 registered nurses and 150,000 physicians by 2025 and 38,000 pharmacists by 2030 (Research by Lee Ann Jarousse). Because the inherent demands of the job, such as feeling overwhelmed with the responsibilities placed upon them, the inability to handle conflict with other providers, and the lack of confidence in their ability to make critical decisions, it is evident that human resource 16 personnel planning needs to be strategic in the recruitment process for nurses working in rural emergency departments. Sixty percent of new nurses working in rural hospitals leave their department within one year of hire (Keahey, 2008).

Objective of the study:

The objective of the study is been planned to find out the challenging tasks of attracting, recruiting, training and retaining in this sector and the possible ways to move ahead for better accomplishment with special reference to Coimbatore, Madurai & Dindigul corporate hospitals.

Research Methodology

This study is carried out in with a sample size of 100 respondents. Areas chosen for the prospect of the study are Coimbatore, Madurai & Dindigul corporate hospitals.

Healthcare industry-Prerequisite concentration

Change in the life style of the people has called for a serious talk about healthcare sector. Healthcare is one of the leading sectors which is demanded for high quality service. India is known for its population and a recent report says India will top china with regarding to population in 2050. Increasing population favours for the growth of healthcare sector. In the planning commission's draft twelfth five year plan, India's healthcare sector has been envisioned for accomplishing a system of Universal Health Coverage. By looking out these issues, demand for infrastructure, healthy workforce insurance, employee benefits, up gradation have to be seriously concentrated since India is at the verge of being called as a place of medical hub. To meet out all the above things successfully, a strong and skilled workforce is needed which is the nightmare for the Healthcare industry.

Potent Workforce-An inevitable need of Healthcare Sector

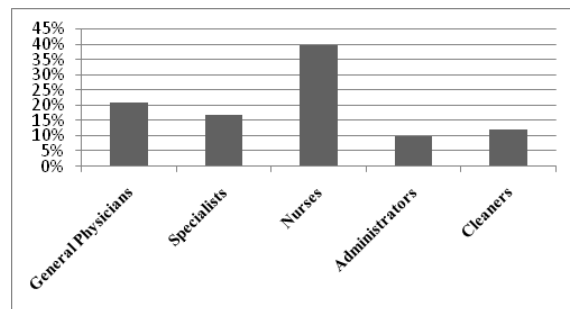
Human resource is regarded as a valuable resource in any organization. The biggest challenge of the healthcare sector is filling the void of human resources. As per ministry of health, there is a shortage of approximately half a million doctors, a million nurses and the deficit needs to be filled in the next five years. Such shortage will lead to exponential salary hike demands, and further lead to high patient care costs (Express healthcare).

Armstrong and Baron (2002) state that people and their collective skills, abilities, and experience are now regarded as making a significant contribution to organizational success and as constituting a major source of competitive advantage. Similarly, Aydogdu and Asikgil (2011) assert that in view of rapidly changing business environment, it must not be forgotten that the success and competing power of the organization depend on committed, highly motivated, satisfied and innovative human resources.

Table: 1 For Which profession you find tough to recruit?

Sl. No	Categories	Respondents (n=100)	Percentage
1	General Physicians	21	21%
2	Specialists	17	17%
3	Nurses	40	40%
4	Administrators	10	10%
5	Cleaners	12	12%

Chart: 2 –Exhibits the profession which is found tough to recruit.



According to HR experts, attrition rate among nurses is the highest, varying from 28 per cent and 35 per cent as compared to the average 10.1 per cent healthcare sector attrition rate for 2005. Estimates suggest that the nurse to population ratio was 1:1,264 in 2004 in India, while it is 1:100-200 in Europe. Ankush Gupta, Senior Manager-HR, Hinduja Hospital, says, "(FE)

The research conducted says that medical industry faces a tough situation in recruiting the candidates for the Nurse category. Though people say good times ahead for healthcare sector, it severely suffers from manpower shortage. Employee turnover in the healthcare sector is the major issue impacting the performance of the industry. To maintain the effective level of patients care, trained and skilled people are to be recruited and retained.

Gone are those days where people start and end with a single career and company. Now shifting of job from one company to another has become a trend or whether it demands is questionable at this juncture. Numerous reasons answer the question for increasing attrition in this sector.

Table: 2 -Table indicates the factors influencing high rate of Attrition.

Factors	Ranking							TSV	Rank
	1	2	3	4	5	6			
Higher Studies	60	20	30	0	20	20	410	5	
Working Environment	0	10	20	30	60	30	680	1	
Work Schedule	0	20	40	20	20	50	640	2	
Lack of Motivation	40	20	50	0	20	20	450	4	
Salary	50	60	10	20	10	0	300	6	
Training & Development	0	20	0	80	20	30	640	2	

The above table clearly shows the various factors that influence the attrition at higher rate in healthcare industry. Among these, working environment and work schedule are considered to be the major reasons for attrition. And it also highlights the presence of complete void for training & development which many industries are hooked by now as it is considered to be the need of the hour to retain employees.

Generic perception among us for high rate of attrition is because of demand for salary hike. But the scenario is not of what we assume and that is what the table indicates too. More than monetary benefits, working environment has topped its place. It is evident from the table that people tend to leave the organisation is mainly because of their environment or in HR parlance corporate climate. It seems perfectly right if we say that organisation culture opens the biggest door for attrition. Here when we mean organisation culture

is just the relationship between the higher officials and the sub ordinates. Organisation culture is a holistic word. Majority of the organisation fail to create strong internal conditions which act as a glue to employees. When the desired aspirations or expectations of the employees are not met, they quit the job.

Are we looking for long term employees or do we hire people just to meet out the temporary needs of the trend? To mark the words of Frederick Winslow Taylor "Right man on Right Job" Recruitment is the spot to cull out the appropriate candidates for long term benefits. Having said that right man or appropriate doesn't mean that is inclined only towards the qualified or skilled person. Most importantly anatomising the psychological commitment of the candidate towards his or her job at the point of recruitment will yield a better one especially for this sector which demands the more.

Where do we fail in retaining the potentials?

Knowing your employees and their needs are inevitable. Particularly when we speak about the healthcare sector, employees are the major assets. Focusing on creating value for

the human assets elevate their commitment level towards the organizations. But how many of the sectors concentrate on identifying the needs of the employees? When Elton Mayo conducted the Hawthorne Studies he identified, positive workforce results in increased efficiency of the organisation. Ultimately any organisation would strive for wealth maximization or profit seeking but that could happen successfully if the organisation creates a value for human assets.

Conclusion:

As the research indicates, organisations must work towards improved working environment. Conducive working atmosphere, proper work schedules, seamless communication within the management level, adequate training for the employees and timely motivation of both monetary and non-monetary benefits would open up for minimal turnover. Beside this organisation must come forward to render beneficiary factors for the employees' family. This will even more make the bond stronger and their commitment towards the organisation gets strengthened.

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