

Human Resource Management in the Healthcare Industry – A Literature Review

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To cite this article:

A. Manimaran, S. A. Senthil Kumar. Human Resource Management in the Healthcare Industry – A Literature Review. *Journal of Human Resource Management*. Vol. 4, No. 6, 2016, pp. 124-128. doi: 10.11648/j.jhrm.20160406.14

Received: September 25, 2016; **Accepted:** November 21, 2016; **Published:** January 25, 2017

Abstract: Now a day the entire world faces the crisis on the healthcare industry. Especially in concerning about our country – India, most of the people prefers the private healthcare sector rather than the public healthcare sectors even though with the spending of lots and lots of money by the government of India still there is always an inhabitation of diversification exhibits in-between the private and public healthcare industries which leads towards the conflict among the healthcare professional working in the enormous fields of healthcare industries in our country. This creates the distinctive variation and diversification of remuneration, moral and employment and so on. This paper gives study about the various viewpoints of the multiple issues regarding the Human Resource Management of healthcare professionals in the healthcare industry and illustrated the detailed result in concern towards it.

Keywords: HRM, Healthcare Industry, Healthcare Professional Conflict

1. Introduction

Human beings are the most important resources in health care. Machines and gadgets which are integral parts of health care require the human touch, expertise, and commitment for their full utility and application in delivery of health care. Therefore planning of human resources is the key to any health care provision. The Objective of the Human Resource Management (HRM) policy is to attract recruitment and hiring, retain, develop competent personnel and create a continuously learning health Care organization. My analysis shows represent health care issues affecting and affected by human resources Management, they are not all equal in terms of their Influence in each country. For instance, in India there are fewer health care issues surrounding the level of economic development of health workers, whereas; these issues are much more significant in developing countries. In the India, the level of economic development is not a significant issue, but the accessibility of Health care based upon an individual's financial situation.

As a profession, healthcare management values commitment to lifelong learning and continuous professional development. Individual participation, however, is voluntary and healthcare managers choose to participate based in part

on perceptions of organizational support (rewards, promotion and recognition) as well as on individual values.

2. Personnel Issues in Human Resources Management

Human Resource Management has to change as the business environment changes. It has to do this as a mixture of responding to changes in that environment and if predicting such changes and making proactive decisions about the nature of HRM. The future is unpredictable and it is hard to determine what it will bring. It is important to be flexible and to acquire as much knowledge as possible to help cope with these uncertainties. Human Resource Managers need to synthesize issues relating to their organizations. Of course the core personnel functions relate to that most important of organizational resources the workforce. Handling core personnel functions of recruitment, selection, appointment, induction, training, development etc. directly impacts on shareholder return and productivity. Successful companies invariably attract and retain productive

employees.

3. Role of HRM

Because of the changing world, the role of the HRM must also change. Once HRM department were considered as the systematic agents, helping the organization to hire and fire as well as for training employees. The HRM department was an administrative necessity but little more. Over the last few years, the importance of a highly skilled, well motivated, flexible workforce has become clear. HRM department are now expected to “Add Value” to the organization not simply incur cost.

4. The Challenges in HRM in the Healthcare Industry

In the current economic environment, there were perhaps five critical business challenges that need to be faced in the healthcare industry.

They were:

- (1) Change Management
- (2) Leadership Development
- (3) Staffing Challenges
- (4) Performance Management and Appraisal
- (5) Reward and Recognition



Figure 1. Healthcare Challenges of HR.

5. Statement of the Problem

Various key success factors emerge that clearly affect health care and human resources planning. My study will reveal how human resources management is essential to any health care organizations and how it can improve health care models. Challenges in the health care systems in India, the various developing health care industries are examined, with suggestions for ways to overcome these problems through the proper implementation of human resources Management. Comparing and contrasting selected health care allowed a deeper understanding of the practical and crucial role of human resources management in health care industry. This study deals with the human resource Management to provide benchmark of the health care industry. These aspects have not been clearly explored so far in India. Hence, the Present study is making an attempt in this direction to solve the stated problem in human resource Management in health care

industry.

6. Research Methodology

The study is based on secondary data. Secondary data was collected through Magazines, National and International Journals, newspaper, internet and Human Resource Management books etc.

7. Review of Literatures

Due to an increase in globalization, resources are now being shared more than ever, though not always distributed equally. Various key success factors emerge that clearly affect health care practices and human resources management. This paper will reveal how human resources management is essential to any health care system and how it can improve health care models. Challenges in the health care systems in Canada,

United States of America, and various developing countries are examined, with suggestions for ways to overcome these problems through the proper implementation of human resources management practices. [1]

As women are narrowing the career attainment gap, participation in development activities may play a critical role. This expert present a pilot study which assesses the differences in male and female healthcare managers

participation in professional development activities and perceived organizational support. [2]

Human Resource issues in one large-scale program of innovation in healthcare. It is informed by established theories of management in the workplace and a multi-level model of diffusion of innovations. His concept also includes HR implications for the modernization of a complex service organization. [3]

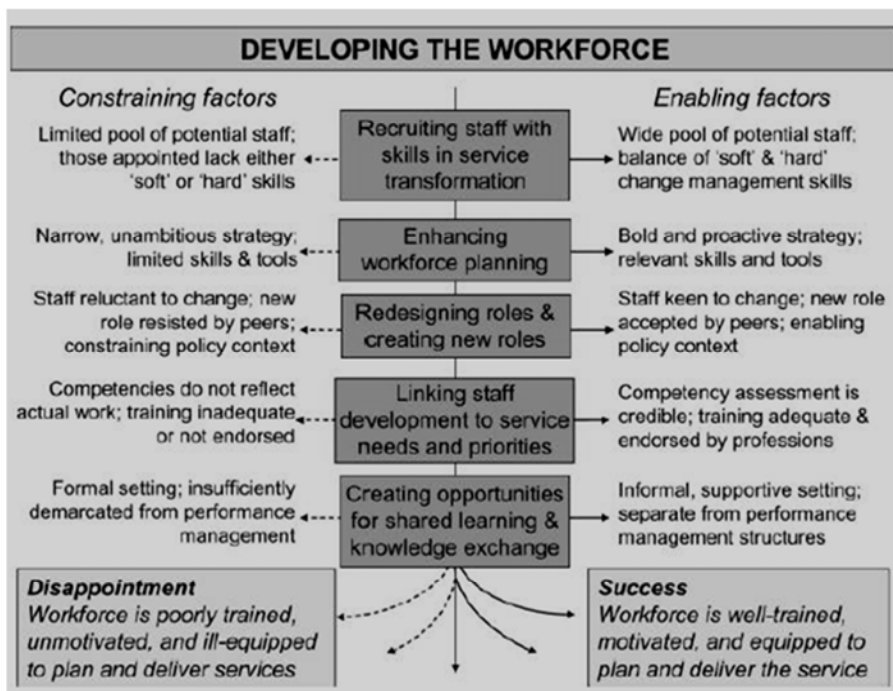


Figure 2. Developing the Workforce.

Healthcare organizations have addressed current error issues by adopting quality programs, which usually include strategic human resource management (HRM). However, little research has focused on the determinants of successful quality programs at healthcare organizations. The purpose of

this paper is to examine the centrality of strategic HRM for addressing healthcare errors, error reduction barriers, quality management processes and practices, quality program results, and competitive advantage. [4]

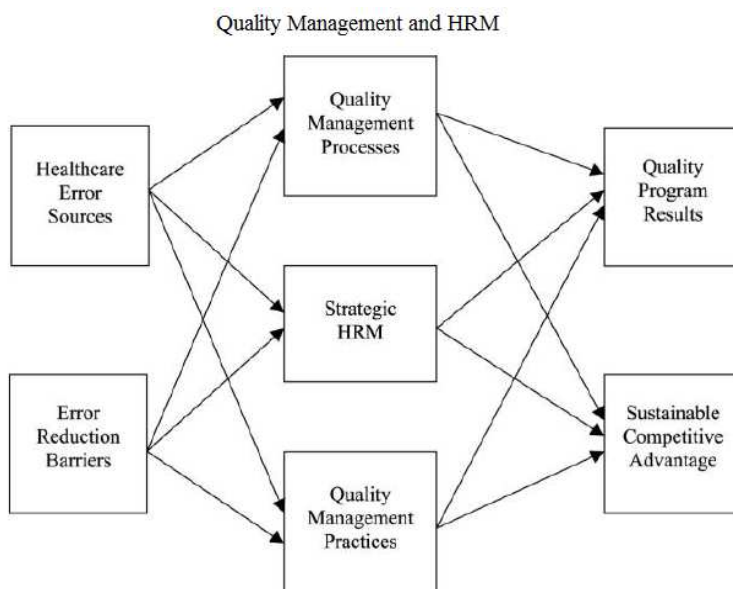


Figure 3. Quality Management and HRM.

The concept of this experts aims to discuss growing public interest in the non-clinical environment of hospitals and other healthcare facilities which has recently been greatly sharpened by political debate and professional concern. [5]

Allen and Meyer (1990) proposed a three-component model of organizational commitment. The affective component of organizational commitment refers to employees' emotional attachment to, identification with, and involvement in the organization. The continuance component refers to commitment based on the costs that employees associate with leaving the organization. Finally, the normative component refers to employees' feeling of obligation to remain with the organization. Affective, continuance and normative commitment are viewed as distinguishable components, rather than types of commitment; that is, employees can experience each of these psychological states to varying degrees. Meyer and Allen (1991) argued that common to these approaches is the view that commitment is a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for decisions to continue or discontinue membership in the organization. [6]

Commitment is a multi-dimensional contextual construct. The organisational commitment refers to an employee's loyalty to the organisation, willingness to exert effort on behalf of the organisation, degree of goal and value congruency with the organisation and desires to maintain membership (Porter, Crampon, and Smith 1976; Porter, Steers, Mowday and Boulian 1974). The professional commitment refers to a professional's loyalty to the profession and willingness to exert effort to uphold the values and goals of the profession. A professional like doctor may do well to provide health care out of their concern for the profession alone. [7]

According to Decenzo and Robbins (1989), "Human Resource Management is concerned with people's dimension in management. Since every organization is made up of people, acquiring their services, developing their skills, motivating them to higher levels of performance and ensuring that they continue to maintain their commitment to the organization are essential to achieving organizational objectives. It is true, regardless of the type of organization-government, business, education, health, recreation or social action". [8]

Adwan (2008) with his study entitled "The Reality of workforce planning in the nongovernmental health sector in the provinces of Gaza", showed that institutions do not engage workers in the planning processes of the workforce sufficiently, and that the influential considerations of administrative structure regulatory in the process of workforce planning is characterized by lack of clarity, as well as the professional experience in manpower planning and top management support for the process of workforce planning was ineffective. The study recommended to prepare plans and clear vision in a professional and systematic approach to develop human resources in the hospital, with the need to

involve employees in the planning of human resources to become part of their thinking and their work and to help them to practice work in a professional sound, and encourage them to commit to the hospital, the study also urge to create a separate department for personnel affairs in the health institutions and the use of external expertise in order to determine the needs of the health institution of human resources. [9]

Mukhaimar and Taamenah (2004) with their studies entitled "Recent trends for the hospital management: concepts and applications", The researcher found that although the quality of the plans and organizational structures and preparing them according to the scientific methods, the hospital management could fail in achieving the planned objectives as a result of its failure to perform routing function, which is designed to influence the behavior of the various categories of personnel in the hospital, and urge them to contribute to high level of performance towards the goals of their units in particular and to their hospital in general. [10]

8. Limitations of the Study

This study is restricted to Human Resource Management in healthcare industry in the already existing reviews of survey. The study is restricted to secondary data only.

9. Results & Discussion

In this paper it is clearly noticeable that the issues related to the Human Resource Management toward healthcare industry is not that simple and minimal. However it is mandatory to study such kinds of issue even a little bit to make a sustainable and proper flow of Human Resource Management in the healthcare industry.

Each of the reviews presented earlier in the paper made recommendations for future research. The reviewers generally conclude that; longitudinal research designs are required to explore the HRM performance link empirically; workers rather than HR Directors should be asked about their experience of HRM; researchers should account for the context of the relationship and type of worker; it is important to consider "how" HRM is linked to healthcare industries performance; distinctions should be made between HRM policy and HRM practice; it's important to consider different performance measures that are applicable to the research setting; not all HR practices are equal and techniques of performance management or training may change the nature of the relationship between HRM and performance; reverse causality needs to be explored. It is important to explore different moderators and mediators of the HRM performance link. While empirical attention on the HRM performance link continues to increase, researchers have criticized the theoretical underpinnings of the existing research and called for more specific theoretical models of the process through which HR practices impact in healthcare industries. These

may help us to better explain the individual processes and performance outcomes that are triggered by organization level HRM practices towards the healthcare industry.

10. Conclusion

This paper is entirely constructed with help of various viewpoints of the experts in concern about Human Resource Management in the healthcare industry. It gives the clear-cut detailed significant results regarding the issue and difficulties faced in the various aspects of Human Resource Management in the healthcare industry in a successful manner. Those results also shows how to extend and expend the project even further to make a targeted specific study in concern about the Human Resource Management in the healthcare industry.

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