

Challenges of Recruitment and Selection in Indian Healthcare Industry

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Abstract: Now a day the entire world faces the crisis on the healthcare industry. Especially in concerning about our country – India this paper addresses the health care system from Indian perspective. Health care is now an upcoming field. Modern hospitals, which provide the latest medical facilities, now employ thousands of personnel including medical, paramedical and support staff. Recruiting is challenging in any industry, but you'll be hard-pressed to find an industry where it's more strenuous than in healthcare. The stakes are high and healthcare facilities can't afford to onboard talent that doesn't fit their specific needs. Managing this vast human resource working in these hospitals is a major challenge as it requires round the clock Human Resource support. Human Resource Management in hospitals has to function in a sector with some unique characteristics.

Keywords: HRM, Healthcare Industry, Recruitment and selection.

I. INTRODUCTION

Amongst all resources required for an organization Human Resource is the most important resource. From the ages of kings and politicians have ruled, but only those who have succeeded are the persons, who have tactfully, used their available human resources. Appropriate human resources assure an organization that the right number and kind of people are available at the right time and place so that organizational needs can be met. Therefore, success of any organization depends on the management of human resources. In generic terms, Human Resource means, "The total knowledge, skills, creative abilities, talents, aptitudes, values, attitudes, approaches" in a personnel. Generally, some resources are developed, while some are obtained through heredity. When these resources are used in a way such that maximum benefits can be taken out of it, then it is called "Human Resource Management".

Recruitment and selection process is one of the most important HR functions which make a great impact on the revenue growth and the profit margins of a company as compared to other tasks such as retention, on-boarding, leadership development and managing talent. In addition, recruitment and selection process is also more important than restructuring the organization, work/ life balance and strategic HR.

Most HR departments use the major portion of their effort and money to manage employees, and as a result, they are usually unable to adequately fulfill the organization's hiring

needs. Inevitably, organizations end up hiring too many or too little employees to fill vacancies.

Every industry needs to fulfill the employees' expectations to achieve their goals. The primary focus of any industry is the best utilization of human resources. To implement any strategic changes employees should accept that for success of it. Recruiting the people with adequate skills and knowledge is challenging and complex task for every industry. Healthcare industry is not exceptional for that.

II. RECRUITMENT AND SELECTION PROCESS

Recruitment is a process of finding and attracting the potential resources for filling up the vacant positions in an organization. It sources the candidates with the abilities and attitude, which are required for achieving the objectives of an organization.

Recruitment process is a process of identifying the jobs vacancy, analyzing the job requirements, reviewing applications, screening, short listing and selecting the right candidate.

To increase the efficiency of hiring, it is recommended that the HR team of an organization follows the five best practices (as shown in the following image). These five practices ensure successful recruitment without any interruptions. In addition, these practices also ensure consistency and compliance in the recruitment process.

Recruitment process is the first step in creating a powerful resource base. This process undergoes a systematic

procedure starting from sourcing the resources to arranging and conducting interviews and finally selecting the right candidates.

Selection is the process of picking or choosing the right candidate, who is most suitable for a vacant job position in an organization. In other words, selection can also be explained as the process of interviewing the candidates and evaluating their qualities, which are required for a specific job and then choosing the suitable candidate for the position.

The process of recruitment and selection begins with recruiting candidates and ends with selecting a candidate to hire, as you might expect from the name. Being thorough and following each step can lead to better hires and retention rates. You can start by considering this nine-step recruitment and selection process example.

Take a look at the steps of recruitment and selection:

- Step 1: Identify Vacancy
- Step 2: Develop Position Description
- Step 3: Develop Recruitment Plan
- Step 4: Select Search Committee
- Step 5: Post Position and Implement Recruitment Plan
- Step 6: Review Applicants and Develop Short List
- Step 7: Conduct Interviews
- Step 8: Select Hire
- Step 9: Finalize Recruitment

III. HEALTH CARE INDUSTRY PROFILE

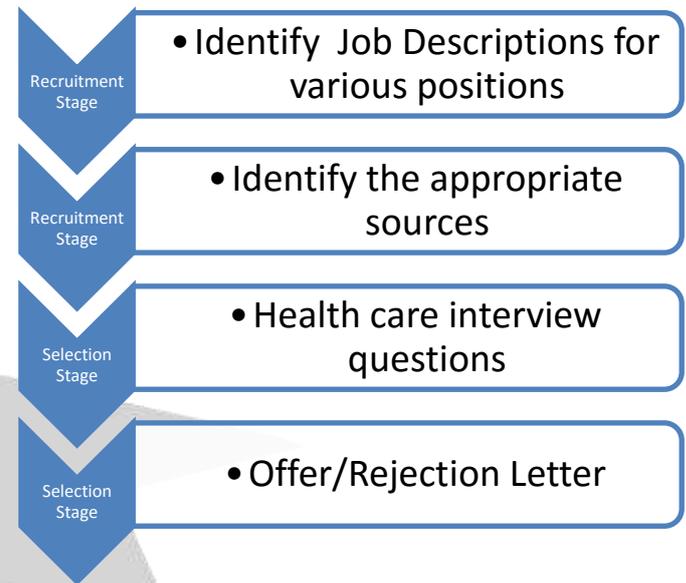
The healthcare industry is a segment inside the economy which offers drugs, medicines and other services for patients with preventive, healing, rehabilitative, and soothing care. Thus we can say that health care services comprise the grouping of tangible and intangible facets where intangible features dominate the tangible aspects. Rooms, beds and other decors are included in tangible things.

The different forms of services related to health and welfare are provided by healthcare industry. The sector is considered as social sector which is governed at state level with the assistance of central government. The current industry is divided into many subdivisions, and governed with various interdisciplinary teams of skilled professionals and paraprofessionals to cater the health needs of individuals.

Recruitment and selection in Health care Industry:

The per capita expenditure on Healthcare in India is continuously on a rise owing to greater awareness and better affordability. India has also become a favored destination for medical tourism globally as it offers specialized services at very affordable cost by major hospitals housing specialist facilities for treatment for all diseases under one roof. The private sector is growing

multifold to complement the government's expenditure, which remains largely subsidized. The fast pace of expansion in the sector has been fuelling the demand for skilled Healthcare experts and technicians in the industry.



Problems faced in Recruitment and selection Process in Health care Industry:

Demand for healthcare services is set to swell leading to a surge of job openings. Meanwhile, the pool of qualified candidates appears to be shrinking, leaving healthcare employers and external recruiters with an intensifying hiring crunch.

Recruiting and hiring in Healthcare industry has become a hot topic for many recruiters. Recruiters and HR managers are struggling on a daily basis to recruit highly-qualified healthcare professionals all over the world. Likely, many healthcare organizations have realized the importance of this problem. They have started using some innovative solutions in order to improve hiring in the healthcare industry.

Unfortunately, these same healthcare organizations face a number of industry-specific challenges when it comes to the recruitment process such as

Scarcity of qualified employees: This is arguably the most pressing issue facing healthcare in regards to recruiting. The population is ageing and the numbers of physicians and nurses are dwindling. This obviously puts all of the negotiating power into the hands of candidates and puts healthcare organizations in a tough spot.

Dilemma between education and experience: There will always be a dilemma between education and experience in the medical field. Do you take the candidate who just recently graduated and only has one year of experience, but has a master's degree from the number one ranked program in the country? Or do you take the candidate who has a

degree from a low ranking institution, but has 12 years of experience?

Race for new graduates: Hiring recent grads is great for many healthcare providers because it's cost-effective and invigorating. However, it's not always easy to recruit new graduates who tend to get gobbled up pretty quickly.

Baby boomer retirement numbers: Baby Boomers are starting to leave the workforce – and they're retiring by the masses. By some estimates, 10,000 of them retire each day. That obviously has a huge impact on healthcare organizations that are employing a large number of employees in their sixties.

IV. FINDINGS AND SUGGESTIONS

- Healthcare organizations to revamp their approach to hiring and create enticing benefits packages that make physicians and nurses due to the scarcity of qualified staff.
- Health care organizations should a healthy mixture of young, academically inclined employees, as well as those with on-the- job experience.
- It is better to forge partnerships with local universities and programs, so that organizations can reach students before they graduate. This is the only way to remain competitive.
- Health care organizations provide the apprenticeship and appropriate training programs for the selected young and academically inclined less experienced employees.
- While there's no way to prevent boomers from retiring, healthcare organizations should begin developing proactive recruitment strategies that prepare for their departures. This will ease the burden associated with having to continually hire new individuals to fill vacant positions that are left behind by senior level employees.

V. CONCLUSIONS

As things currently stand, there's a lot of friction in healthcare recruiting process owing the world facing the crisis in this industry. Thankfully, it won't remain that way. If history tells us anything, it's that the industry changes every few years and there will always be a crunch of skilled professionals. State and central government modernize hospitals, which serve advanced medical facilities and employ thousands of personnel in different specialized departments.

From a recruiter's perspective, the key is to recognize where we are on that supply and demand pendulum and implement the right tactics at the appropriate times.

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