

## A STUDY ON HUMAN RESOURCE MANAGEMENT IN THE HEALTHCARE SECTOR IN CHENNAI

Ms. Aadhirai. S, Dr. Murugan Ramu

<sup>1</sup>Second Year, Saveetha School of Law, Saveetha University

<sup>2</sup> Associate Professor, Dept. of Management Studies, Saveetha School of Law, Saveetha University

### ABSTRACT:

Human resource managers in the healthcare industry oversee various responsibilities such as employee retention, legal matters, and staff recruitment. Much like natural resources, human resources are deeply embedded within the healthcare sector. These resources aren't easily accessible; hospitals must actively search for them. Medical institutions must create environments where their human resources are evident. Many individuals around the globe remain undefined generalities rather than relevant specifics after failing to discover and unlock their potential. Managing operations in a hospital is a complex task that requires proper insight, expertise, creativity, and collaboration. Human resources in healthcare perform various tasks beyond simply sending out benefit packets. People may think that human resources have a limited role, but their responsibilities are much broader. For instance, human resource officials manage labor-management conflicts, as well as the hiring and firing of employees. Human resources are also essential for legal issues related to staff hired internationally and the facility, along with staff training and development. Human resource professionals ensure the hospital complies with employment regulations. They handle the paperwork that confirms nurses, doctors, lab technicians, and other healthcare workers are qualified to perform their duties. The HR department also ensures that the healthcare facility adheres to all relevant laws. This is achieved through disparate impact analysis, written affirmative action plans, and flow logs.

**KEYWORDS:** Healthcare, human resources, knowledge, management, disputes

### INTRODUCTION:

Human resources in healthcare encompass both clinical and non-clinical staff who play key roles in delivering health services to the public and individuals. These people are essential to the functioning of the healthcare system, and its success relies heavily on their expertise, skills, and commitment to their work. The quality of care and the overall effectiveness of the system depend greatly on the dedication and capabilities of those providing these vital services. Human resources are the most important organizational resources that make a difference in an organization's performance. It is essential for organizations to establish an effective human resource management system to ensure that employees work with interest and commitment. Strong human resource management practices are crucial for hospitals to retain skilled professionals. Considering the challenges of health worker recruitment and retention in the twenty-first century, the importance of human

resource management in hospitals cannot be overstated. Health care is a rapidly expanding industry, and modern hospitals, equipped with advanced medical technology, now employ thousands of people, including medical, paramedical, and support staff. Managing this large workforce is a significant challenge, requiring continuous human resource support. Hospital human resource management must function in a sector with unique characteristics, as the workforce is extensive, diverse, and consists of various specialized occupations. Human resource management in hospitals is crucial for providing efficient and effective medical services and ensuring patient satisfaction. Proper human resource management greatly influences the quality of health care and enhances the performance of hospital staff.

### OBJECTIVES

- To analyse the HRM in the healthcare sector
- To examine the important factors of Human Resource management
- To study the impacts of HRM in the healthcare sector.

### REVIEW OF LITERATURE:

1. Walter et.al (2022), all people in management positions in the healthcare industry will continue to place a lot of emphasis on HR management challenges. The writers' combined academic and professional backgrounds have helped to strike a balance in the study between the theoretical and practical components of healthcare HR. The paper's balance makes it a beneficial resource for healthcare executives and specialists with HR responsibilities. The presentations of both theory and practical healthcare organizational HR practices will be interesting and informative, even to highly seasoned healthcare HR practitioners.
2. Harris et.al (2007), The aim of this paper is to examine and compare findings from different reviews on how human resource management (HRM) impacts performance. It seeks to explore existing literature and highlight key insights on human resources (HR) that can be valuable for healthcare researchers, policymakers, and managers.
3. Ramadevi et.al (2016), the goal of this paper is to create a framework for improving healthcare services by implementing an effective human resource management system. The case study emphasizes the importance of analyzing human resource management processes in the healthcare sector and suggesting better ways to achieve higher levels of patient satisfaction.
4. Mousa and Othman (2020), Green human resource management has gotten a lot of attention in recent years. Green practices research is still in its early stages in developing countries. The purpose of this study is to assess

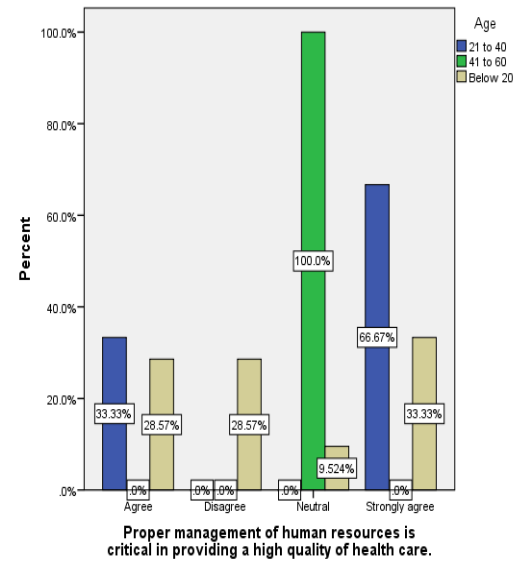
the level of green practise implementation in Palestinian healthcare. Green practices were found to be moderately implemented and to have a positive impact on long-term performance.

5. Cognin (2016), Relying too heavily on behavior control may have helped hospitals meet short-term cost-cutting targets, but it often led to inefficiencies in operations. We suggest that hospitals move away from excessive behavior controls and place greater emphasis on input and output controls when managing their staff. Additionally, the negative perceptions surrounding HR specialists and their activities have caused HR to be undervalued, overlooking its crucial role in tackling the strategic challenges needed for health reform.
6. West et.al (2006), a study looks at the link between human resource management (HRM) practices and the quality of patient care in hospitals. After controlling for prior mortality, increased use of HRM practices is associated with a statistically significant increase in patient mortality. The findings suggest that managers and policymakers should prioritize the improvement of HR management systems.
7. Patrick et.al (2010), Patients will continue to face suboptimal care and negative outcomes until health systems can provide safer care environments. This paper investigates the relationship between organisational culture and healthcare safety. It is the first comprehensive critical analysis of contemporary safety culture science theory, research, and practise.
8. Mohamed and Johari (2014), Human resource management in healthcare institutions plays a vital role in ensuring the delivery of efficient, effective medical services and in achieving patient satisfaction. This study explores how human resource management influences the quality of healthcare services and patient satisfaction. It recommends that, before initiating the performance development process, the performance of hospital human resource managers should first be assessed.
9. Buchelt et.al (2020), Industry 4.0 solutions have infiltrated the healthcare sector, posing challenges that healthcare organisations must address. This necessitates a proper relationship between human resource management (HRM) within healthcare organisations and Healthcare 5.0. A study was conducted on a group of 285 Polish hospitals to determine their potential to meet the requirements of Healthcare 4.0.
10. Macfarlane et.al (2011), To build and support the workforce, five key approaches were implemented: recruiting staff with skills to drive service transformation, redesigning roles and introducing new ones, enhancing workforce planning, aligning staff development with service needs, and fostering opportunities for shared learning and knowledge exchange. Each of these strategies had varying levels of success and was grounded in well-established workplace management theories.
11. Aizhan Tursunbayeva (2019), Human Resource Information Systems (HRIS) can assist in the launch or management of a company, as well as provide ongoing insights into an employee's entire career cycle. HRIS must be used responsibly, striking a balance between the need for innovation, productivity, and efficiency and the need to be aware of all potential legal, ethical, and compliance issues.
12. Trebble et.al (2014), To address the increasing demands of healthcare in the UK, it's recommended to focus on improving how clinicians manage their time and practices. Human resource management (HRM) has been linked to improved organizational performance and outcomes, both in healthcare and other sectors. This could be because there is a lack of effective, adaptable models for managing individual clinicians.
13. Sadatsafavi and Walewski (2013) The goal is to offer healthcare organizations a fresh perspective on creating strategies that improve their human resource capabilities and overall performance. Organizational psychologists argue that human resource practices are effective because they communicate to employees that the organization values their contributions and prioritizes their well-being.
14. Lidia and Ion (2015), the paper proposes using ontologies to model the e-learning process in organising educational information in Romanian Healthcare Human Resource Management. The main advantage of the proposed training method is a tailored training system tailored to the needs of professionals working in various areas of management in a high-level hospital.
15. Dieleman et.al (2009), Enhancing the performance of healthcare workers is essential to achieving the Millennium Development Goals. However, there has been limited focus on how and in what contexts HRM interventions can drive results. A thorough review of published primary research offers a clearer understanding of how HRM interventions can be effective in low-income countries.
16. Pei and Stanton (2004), New personnel reforms in China provide new opportunities, but they are fraught with difficulties. Wage policy and a lack of control over staffing by local managers are two major impediments to better human resource management. The impact of wage and staffing reforms on human resource management in Chinese hospitals in 1997 is examined in this paper.
17. Mesut Akdere (2009), This relationship is strongly backed by data from 69 healthcare organizations. A human resource system that prioritizes quality was directly linked to various aspects of organizational performance outcomes. Employee satisfaction was found to have a positive connection with both customer satisfaction and financial performance, while customer satisfaction showed a negative relationship with employee satisfaction.
18. Bajenaru et.al (2016), this paper describes a highly personalised e-learning system that can consider an individual's profile, learning style, prior knowledge, and educational needs. The system is built on cutting-edge technologies such as the Semantic Web and ontologies. The main advantage of the proposed e-learning method is personalised manager training.
19. Devyani et.al (2020), this paper describes a highly personalised e-learning system that can consider an individual's profile, learning style, prior knowledge, and educational needs. The system is built on cutting-edge technologies such as the Semantic Web and ontologies. The main advantage of the proposed e-learning method is personalised manager training.

20. Ian Kessler (2017), The aim of this paper is to explore the impact of human resource management (HRM) on organizational performance within the healthcare sector. It examines how broader contextual factors may shape the HRM agenda in healthcare, with a particular focus on institutional developments within the British National Health Service. Additionally, it reviews research that looks into the relationship between staffing patterns and various outcomes.

DATA ANALYSIS AND INTERPRETATION

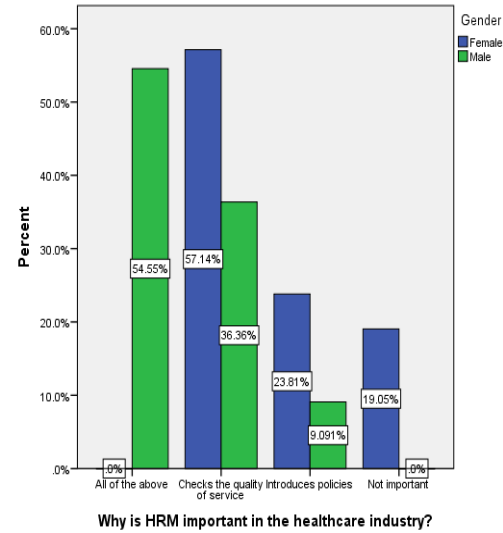
FIGURE 1



LEGEND 1

Figure 1 shows age and the importance of proper management of human resources.

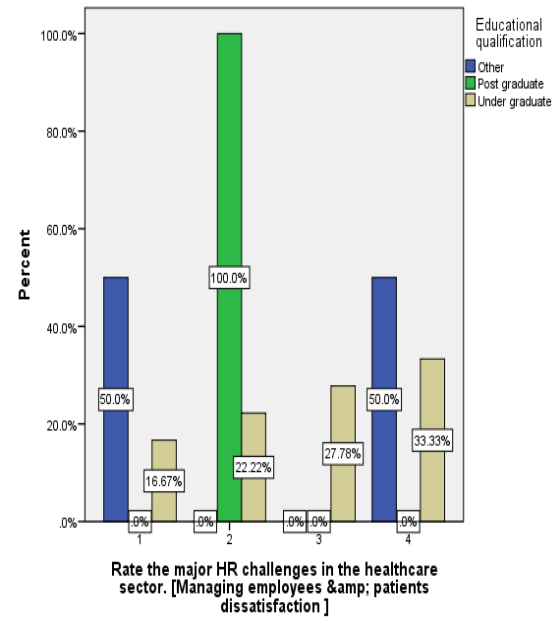
FIGURE 2



LEGEND 2

Figure 2 shows gender and the importance of HRM in the healthcare industries.

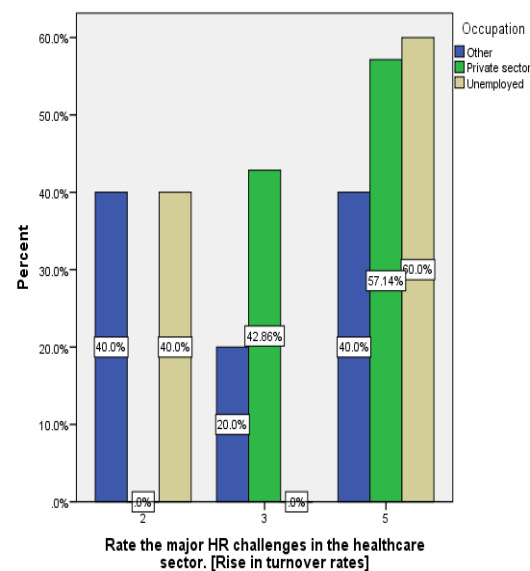
FIGURE 3



LEGEND 3

Figure 3 shows education qualification and managing employees and patient dissatisfaction being the major challenges of HRM in the healthcare sector.

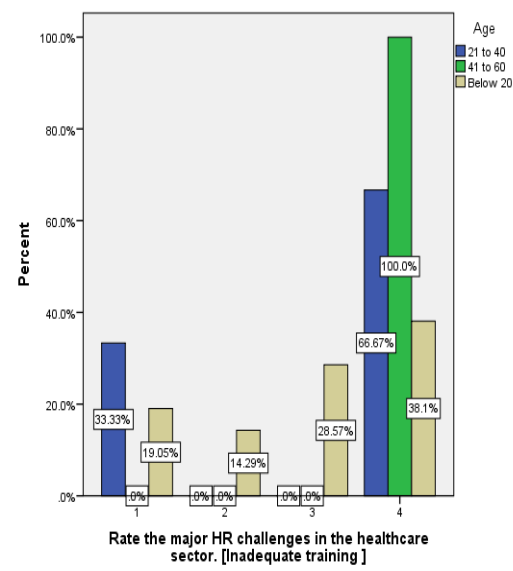
FIGURE 4



LEGEND 4

Figure 4 shows occupation and rise and turnover rates being the major HR challenges in the healthcare industries.

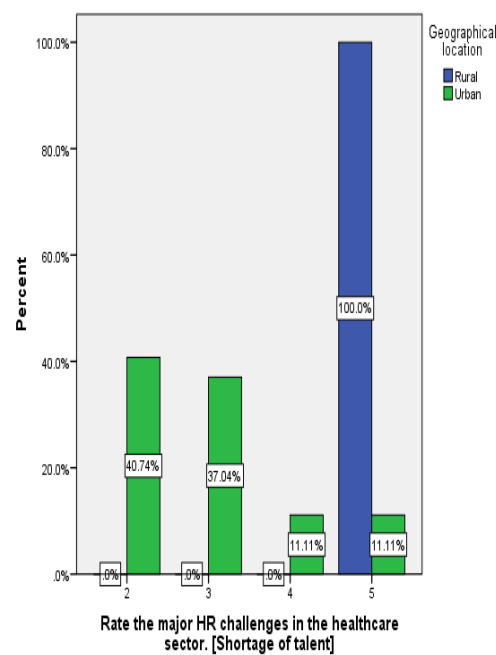
FIGURE 6



LEGEND 6

Figure 6 shows age and inadequate training being the major HR challenges in the healthcare sector.

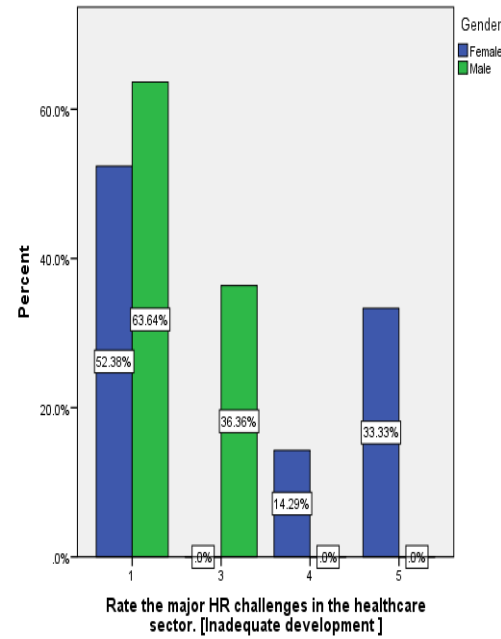
FIGURE 5



LEGEND 5

Figure 5 shows geographical location and shortage of talent being the major HR challenges in the healthcare sector.

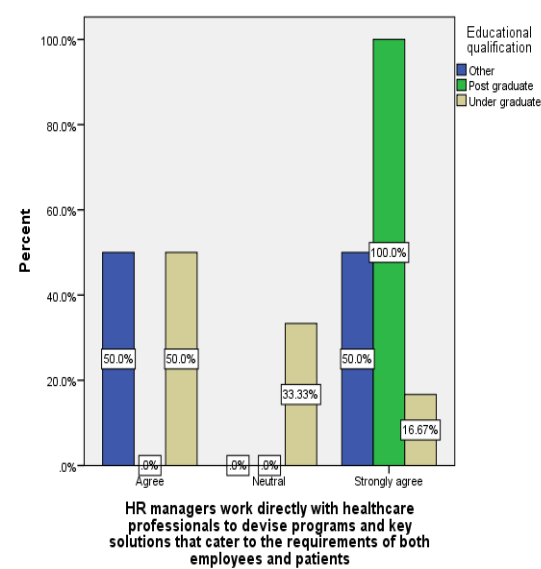
FIGURE 7



LEGEND 7

Figure 7 shows gender and inadequate development being the major HR challenges in the health care sector.

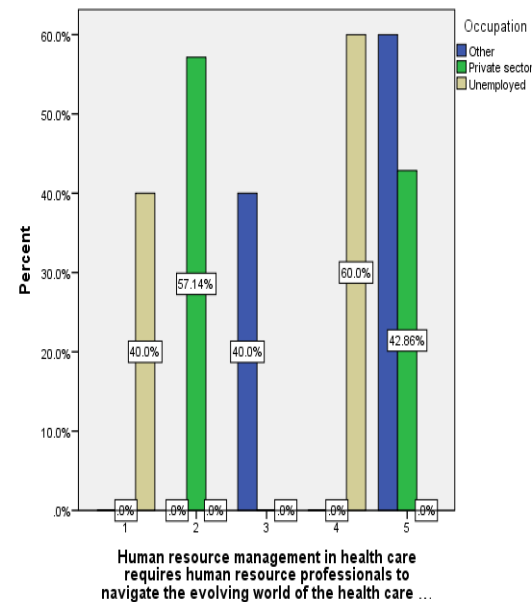
FIGURE 8



LEGEND 8

Figure eight illustrates the educational qualifications of respondents and their level of agreement on the HR manager's role in working directly with healthcare professionals to develop programs and key solutions that address the needs of both employees and patients.

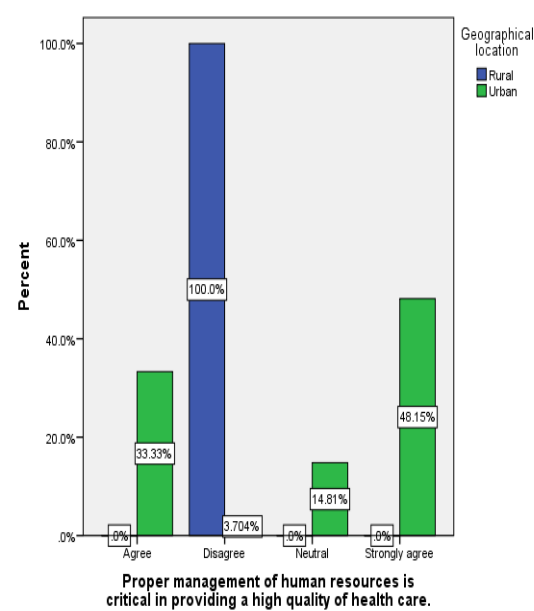
FIGURE 9



LEGEND 9

Figure 9 illustrates the respondents' occupations and their opinions on the need for human resource professionals in healthcare to navigate the constantly evolving healthcare landscape.

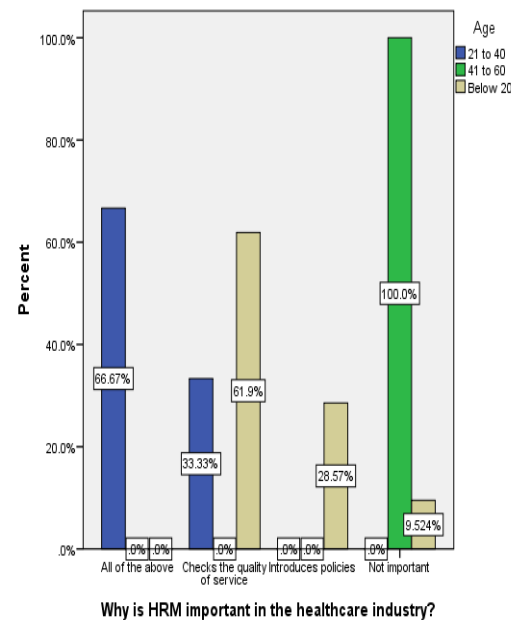
FIGURE 10



LEGEND 10

Figure 10 displays the respondents' geographical locations and their opinions on the importance of proper human resource management in delivering high-quality healthcare.

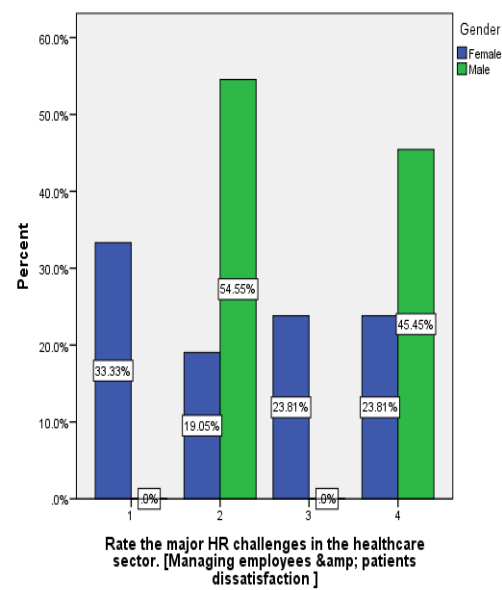
FIGURE 11



LEGEND 11

Figure 11 shows age and the importance of HRM in the healthcare industry.

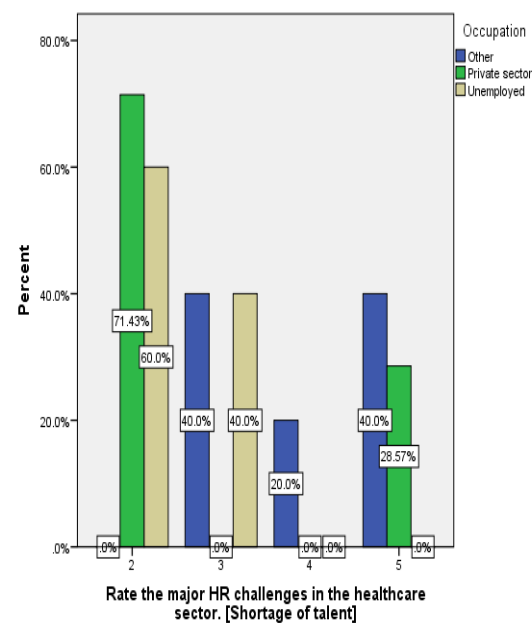
FIGURE 12



LEGEND 12

Figure 12 shows gender and managing employees and patients dissatisfaction being the major HR challenge in the healthcare industry.

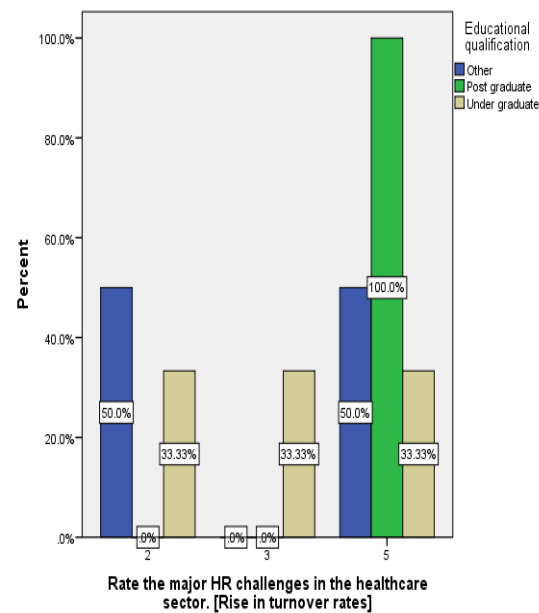
FIGURE 14



LEGEND 14

Figure 14 shows occupation and shortage of talent being the major HR challenges in the health care sector.

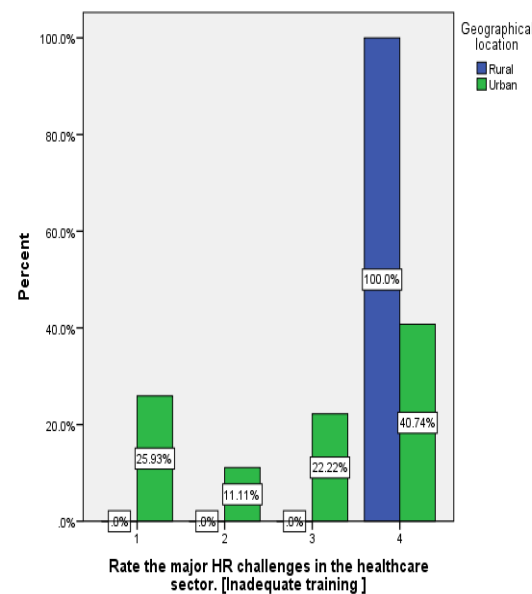
FIGURE 13



LEGEND 13

Figure 13 shows educational qualification and rice and turnover rates being the major HR challenges in the healthcare sector.

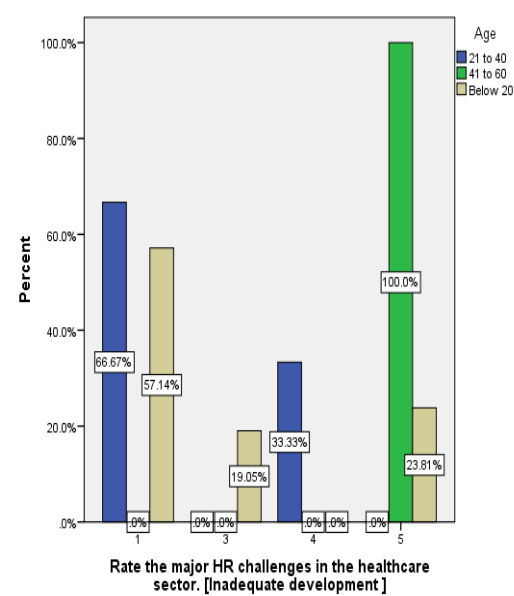
FIGURE 15



LEGEND 15

Figure 15 shows geographical location and inadequate training being the major HR challenges in the healthcare sector.

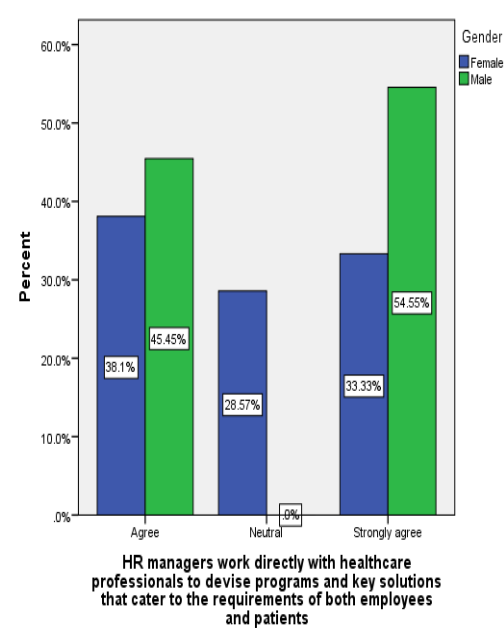
FIGURE 16



LEGEND 16

Figure 16 shows age and inadequate development being the major HR challenges in the healthcare sector.

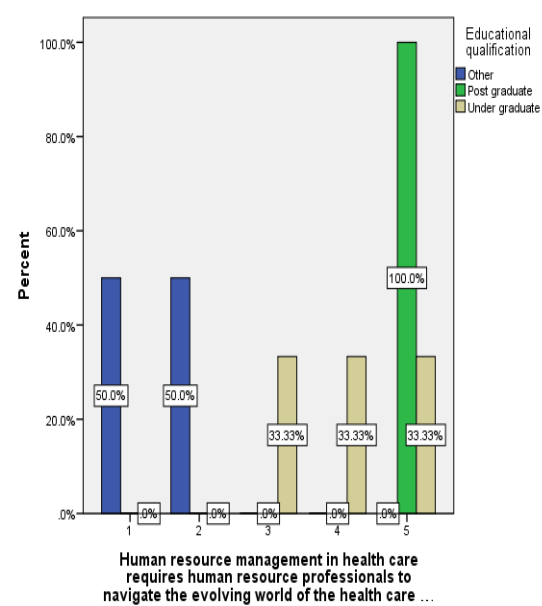
FIGURE 17



LEGEND 17

Figure 17 shows gender and response agreeability on HR managers work directly with healthcare professionals to devise programs and key solutions that cater to the requirements of both employees and patients.

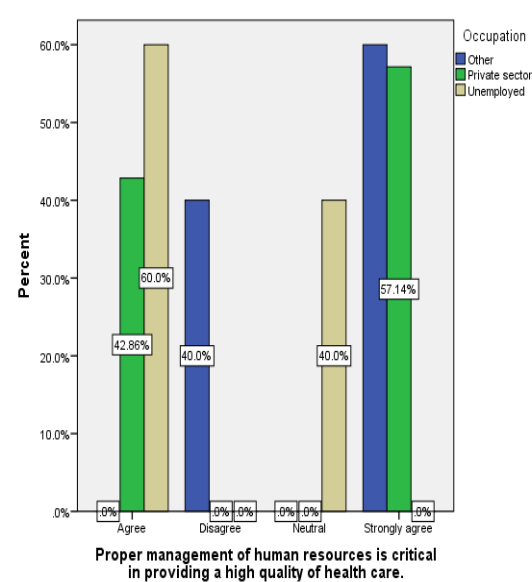
FIGURE 18



LEGEND 18

Figure 19 presents the educational qualifications of respondents and their opinions on the need for human resource professionals in healthcare to navigate the evolving healthcare landscape.

FIGURE 19



LEGEND 19

Figure 19 shows occupation and the respondents opinion on proper management of human resources is critical in providing a high quality of healthcare.

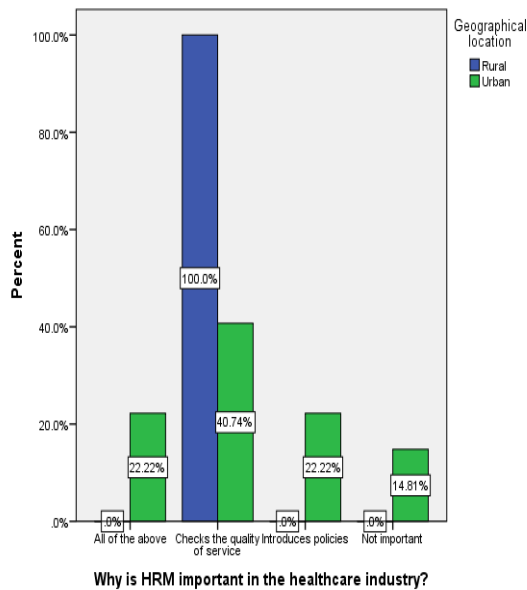
**FIGURE 20****LEGEND 20**

Figure 20 shows the geographical location and the importance of HRM in the healthcare industry.

## METHODOLOGY:

This study used primary data collected from 223 respondents with a convenient sampling method. The information such as age, gender, education, qualification, geographical location and their opinion on the involvement of human resource management in the healthcare system were collected. The statistical method used by the researcher is graphical representation.

## DATA ANALYSIS AND INTERPRETATION

### RESULT

- In figure 1, 33% of the 21 to 40 group respondents have agreed that proper management of human resources is critical in providing a high quality of health.
- In figure 2, 57% of the females have responded that checks the quality of service is the main importance of HRM in the healthcare industry.
- In figure 3, 50% of the other occupation respondents have ranked one for managing employees and patient dissatisfaction being the major HR challenges in the healthcare sector.
- In figure 4, 40% of the unemployed respondents have ranked 2 for rise and turnover rates being the major HR challenges in the healthcare sector.
- In figure 5, 40% of the urban respondents have ranked 2 for shortage of talent being the major HR challenge in the healthcare sector.

- In figure 6, 33% of the 21 to 48 group respondents have ranked 1 for inadequate training being the major HR challenge in the healthcare sector.
- In figure 7, 52% of the females have ranked 1 for inadequate development being the major HR challenge in the healthcare sector.
- In figure 8, 50% of undergraduates agreed that HR managers work directly with healthcare professionals to develop programs and key solutions that address the needs of both employees and patients.
- In figure 9, 42% of respondents from the private sector rated 5 on the importance of human resource management in healthcare, emphasizing the need for HR professionals to navigate the evolving healthcare landscape.
- In figure 10, 48% of urban residents strongly agreed that effective management of human resources is crucial for providing high-quality healthcare.
- In figure 11, 28% of the below 20 age group respondents have responded that introducing new policies is a major HR importance of the healthcare industry.
- In figure 12, 33% of the females have ranked 1 for managing employees and patient dissatisfaction being the major HR challenges in the healthcare sector.
- In figure 13, 33% of the undergraduates have ranked 5 for rise in turnover rates being the major HR challenges in the healthcare sector.
- In figure 14, 71% of the private sector employees have ranked 1 for shortage of talent being the major HR challenge in the healthcare sector.
- In figure 15, 25% of the urban residents have ranked 1 for inadequate training being the major HR challenge in the healthcare sector.
- In figure 16, 66% of the 21 to 40 group respondents have ranked 1 for inadequate development being the major HR challenge in the healthcare sector.
- In figure 17, 45% of males agreed that HR managers work directly with healthcare professionals to develop programs and key solutions that meet the needs of both employees and patients.
- In figure 18, 50% of respondents with other educational qualifications ranked 1 for the need for human resource management in healthcare to navigate the evolving healthcare environment.
- Human resource professionals to navigate the evolving world of healthcare.
- In figure 19, 60% of the unemployed respondents have agreed that proper management of human resources is critical in providing a high quality of healthcare.
- In figure 20, 40% of the urban residents have responded that checking the quality of service is the major importance of HR in the healthcare industry.

## DISCUSSION

Figure 1 is a complex chart representing age groups and the proper management of human resources is critical and provides a high quality of healthcare. 33% of the 21 to 40 group respondents have agreed regarding the same while 28% of the below 20 group respondents have disagreed.



Figure 2 is a complex bar graph representing gender and the importance of HRM in the healthcare industry. 54% of the males have responded to all of the above to be the major importance of HRM in the healthcare industry and their options were checks the quality of service, introduces policies and not important.

Figure 3 is a complex bar graph representing educational qualification and managing employees and patient dissatisfaction as the major HR challenges in the healthcare sector. 50% of the other category and 16% of the undergraduate students have ranked 1 for the same while all of the post graduates have rank 2 for the above statement.

Figure 4 is a complex bar graph representing occupation and rise in turnover rates to be the major HR challenges in the healthcare sector. 40% of the other category and 40% of unemployed respondents have 2 for the same. 60% of unemployed respondents and 57% of the private sector respondents have ranked 5 for the above statement.

Figure 5 is a complex bar graph representing geographical location and shortage of talent to be the major HR challenge in the healthcare sector. 40% of the urban residents have rank 2 for the same while all of the rural residents have ranked 5 for the above statement.

Figure 6 is a complex bar graph representing age and inadequate training to be the major HR challenge in the healthcare sector. 33% of the 21 to 40 age group respondents have ranked 1 for the same while all of the 41 to 60 age group respondents have ranked 4 for the above statement.

Figure 7 is a complex bar graph representing gender inadequate development being the major HR challenge in the healthcare sector. 63% of the males and 52% of the females have ranked one for the same while 33% of the female population has ranked 5 for the same statement.

Figure 8 is a detailed bar graph illustrating educational qualifications and respondents' opinions on HR managers working directly with healthcare professionals to develop programs and solutions that address the needs of both employees and patients. Fifty percent of undergraduates agreed with this statement, while 33% expressed a neutral opinion.

Figure 9 is a complex graph representing occupation and respondents' opinion on human resource management in healthcare requiring human resource professionals to navigate the world of the healthcare sector. 57% of the private sector respondents have rank 2 for the same while 60% of the unemployed respondents have ranked 5 for the above statement.

Figure 10 is a detailed bar graph depicting geographical location and respondents' opinions on the importance of proper human resource management in delivering high-quality healthcare. Thirty-three percent of urban residents agreed with this statement, while all rural respondents disagreed.

Figure 11 is a complex bar graph representing age and the major importance of HRM in the healthcare industry.

## LIMITATION:

The major limitation of the study is the time constraint and the sample frame as many of the general public respondents are not aware of the environment and responsibility of HRM in healthcare sector.

## SUGGESTION

The general public and the employees of a firm or hospital must be made aware of the work and responsibilities of the HR manager in the healthcare sector. People must be educated on the important role played by them in any organisation.

## CONCLUSION

Human resource management is essential for delivering high-quality healthcare. To improve healthcare outcomes globally, more research and a renewed focus on HR management in healthcare are needed to develop innovative policies. Effective HR strategies play a crucial role in enhancing healthcare access and quality. Proper HR management is key to recruiting and retaining both clinical and non-clinical staff, boosting morale, providing opportunities for professional growth, and ensuring healthcare organizations can offer top-notch services and improve patient care. A career in HR management within healthcare is not only fulfilling but also offers competitive compensation and a meaningful way to serve both employees and patients. The first step towards this rewarding role is learning how to become an HR manager in healthcare.

## REFERENCE:

1. <https://books.google.com/books?hl=en&lr=&id=mJQMEAAQBAJ&oi=fnd&pg=PP1&dq=Human+Resource+management+in+healthcare+&ots=5G69zaTJ-s&sig=Lksk-rFONFAIG64eIOMDIHakVUQ>
2. <https://www.emerald.com/insight/content/doi/10.1108/14777260710778961/full/html>
3. <https://www.emerald.com/insight/content/doi/10.1108/ICT-03-2016-0014/full/>
4. <https://www.sciencedirect.com/science/article/pii/S0959652619334651>
5. <https://human-resources-health.biomedcentral.com/articles/10.1186/s12960-016-0149-0>
6. <https://onlinelibrary.wiley.com/doi/abs/10.1002/job.396>
7. [https://www.emerald.com/insight/content/doi/10.1108/S1474-8231\(2010\)0000009009](https://www.emerald.com/insight/content/doi/10.1108/S1474-8231(2010)0000009009)
8. [http://ajmse.leena-luna.co.jp/AJMSEPDFs/Vol.3\(1\)/AJMSE2014\(3.1-02\).pdf](http://ajmse.leena-luna.co.jp/AJMSEPDFs/Vol.3(1)/AJMSE2014(3.1-02).pdf)
9. <https://www.mdpi.com/750696>
10. <https://www.emerald.com/insight/content/doi/10.1108/1477726111116824/full/html>
11. <https://bmchealthservres.biomedcentral.com/articles/10.1186/s12913-019-4068-3>
12. <https://link.springer.com/article/10.1186/s12913-014-0566-5>

13. <https://journals.sagepub.com/doi/abs/10.1177/193758671300600209>
14. <https://search.ebscohost.com/login.aspx?direct=true&profile=ehost&scope=site&authtype=crawler&jrnl=0424267X&AN=101509445&h=v%2F2Da61414FKiT11Wkty1hapJnmmS4oGiKO6f7oCH0oGm9MHP48dvBL0RTiMLhX2vIWJNLN9ISx2gOBvL3Q9Ug%3D%3D&crl=c>
15. <https://health-policy-systems.biomedcentral.com/articles/10.1186/1478-4505-7-7>
16. <https://www.publish.csiro.au/AH/AH042710124>
17. <https://www.tandfonline.com/doi/abs/10.1080/09585190903142399>
18. [https://www.researchgate.net/profile/Lidia-Bajenaru/publication/299452944\\_An\\_Ontology-Based\\_E-Learning\\_Framework\\_for\\_Healthcare\\_Human\\_Resource\\_Management/links/5829809b08ae5c0137f3e75c/An-Ontology-Based-E-Learning-Framework-for-Healthcare-Human-Resource-Management.pdf](https://www.researchgate.net/profile/Lidia-Bajenaru/publication/299452944_An_Ontology-Based_E-Learning_Framework_for_Healthcare_Human_Resource_Management/links/5829809b08ae5c0137f3e75c/An-Ontology-Based-E-Learning-Framework-for-Healthcare-Human-Resource-Management.pdf)
19. <http://paper.ieti.net/tem/2020V1S1/02.pdf>
20. [https://kclpure.kcl.ac.uk/portal/en/publications/exploring-the-relationship-between-human-resource-management-and-organizational-performance-in-the-healthcare-sector\(974a3f67-0c71-4242-8244-591e5778082a\).html](https://kclpure.kcl.ac.uk/portal/en/publications/exploring-the-relationship-between-human-resource-management-and-organizational-performance-in-the-healthcare-sector(974a3f67-0c71-4242-8244-591e5778082a).html)