

# **Impact of Globalisation on Human Resource Management in health Care sector**

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## **Abstract**

*Globalization is characterized by the free flow of technology and human resources across national boundaries presenting an ever-changing and competitive business environment. Health care services are also impacted by globalization due to the development of global standards of quality and the rise of processes of accreditation. Human resources are the core of any health systems and the success of any health care system depends upon efficient and effective human capital.*

*With many health care systems developed worldwide, increased attention is now being focused on effective management on human resources management as a response to the growing interaction of globalization in order to manage employees for competitive edge in a period of globalization.*

*This paper addresses the health care system from a global perspective and the importance of human resources management in improving overall patient health outcomes and delivery of health care services. Various key success factors emerge that clearly affect health care practices and human resources management.*

*Thus, this paper reveals the need of human resources management to health care industry and how it can improve health care models in India.*

***Key Words: Globalisation, Health Care, Human Resource Management***

## **Introduction**

Following the 1991 economic reforms the Indian Healthcare system is undergoing major changes. The continuous decrease of public health care investments, implementation of new laws regarding intellectual property, the growing middle class cadre demand for upgraded healthcare services as well as the increase in foreign direct investment in healthcare industry have made each individual to rethink his position in the healthcare system.

It has forced organisation and their human resource functions to redefine their strategies. It is pertinent for the organisation to become more adaptable, resistant, agile and customer focused. And within this change in environment, the HR manager needs to focus on strategic personnel retention, talent development, an employee advocate and a change mentor within the organisation. Therefore it becomes imperative for HR management in the healthcare industry to formulate effective and immediate HR strategies and practices to combat HR issues arising in the 21<sup>st</sup> century.

## **Objective of the Study:-**

- 1) To study the impact of globalisation on Indian health care sector.
- 2) To study the challenges faced by HR managers in healthcare industry.
- 3) To provide recommendation and suggestions for effective HRM.
- 4) To open vistas of knowledge.

## **Review of Literature:-**

The healthcare system in India was in a dismal state before the reforms. There were very few facilities for healthcare and they were of poor quality in terms of infrastructure. The equipments were old and were incapable of providing quality healthcare. There were very few doctors which led to understaffing of hospitals. Also there were no specialist doctors. After the advent of globalization, there was private participation, which led to curbing of inefficiencies and incompetency.

But now healthcare is one of India's largest sectors, in terms of revenue and employment. The healthcare industry in India started growing rapidly, fuelled by increased spending on

health, liberalization of investment policies, changes in health insurance patterns, high adoption of new technologies and growing occurrences of medical tourism in the country. . Most developing countries, including India are encouraging private sector investment across the entire spectrum of healthcare, owing to the vast differences in medical expenses in western countries and that of developing ones. India has now become one of the favourites for health care treatments, thus providing attractive opportunity for growth and development. Due to the progressive nature of the healthcare sector in India, several foreign companies are intending to invest in the country. Healthcare organizations are expanding by opening hospitals and are employing state of art equipment, latest technology and marketing strategies. Increased income levels and growing awareness levels are driving the costumers to seek quality health care and at affordable cost. This has led to the cut throat competition in the healthcare sector, from organizations within the country as well as from abroad (Gupta & Glodar, 2002).

### **Research Methodology:**

The present study is a descriptive study. The data is being obtained from secondary sources collected from various references which already exists in published form; part of the paper is based on literature review the method comprising of collecting all the available papers relating to the them and selecting relevant papers/books for the review purpose. Selection of the paper is done on the basis of their relevance and contribution to the body of knowledge.

### **Findings and Discussion:**

India has a severe shortage of human resources in the health care sector. It does not have qualified workforce and main concentration of them is seen in the urban areas. Rural areas are relatively neglected and are left to the clemency of unqualified providers. This is a result of underinvestment in the health care sector and poor governance which is the need of the hour.

#### ***Shortcomings in Human Resource Management in Health Care Sector***

The lack of sufficient human resources is a major concern that needs to be addressed on an urgent basis since it is hindering the growth of Indian healthcare industry. Putting up an

effective and responsive health system is the need of the hour and this would be possible only with the help of a proper mix of health workforce which includes physicians, nurses, public health workers, policy makers, administrators, educators, clerical staff, scientists, pharmacists and health managers amongst others (Meisinger, 2009).

***Lack of data of HR resources:*** There is no detailed documented information on the total number of doctors in the country apart from the database maintained by the Medical Council of India (MCI). Hence, there is a need to create an adequate bank of information regarding the human resources in the country.

***Dearth in health personnel:*** The doctor-patient ratios in India are well below the accepted ratios that are prevalent in the developed nations. The same situation persists in the case of nurses and other care givers as well.

***Urban-rural divide:*** Due to rising costs of medical education and the growing opportunities in the urban areas doctors and other healthcare workers prefer to work in the urban areas as a result of better facilities and growth opportunities which in turn affects healthcare in the rural areas of the country.

***Poaching by private hospitals:*** While privatization has its advantages, it has also led to high attrition rates. Private hospitals are pulling in skilled healthcare workers which affect the government hospitals adversely.

***Rising attrition rates:*** Healthcare providers are struggling to hold on to their talented workforce for long periods of time (Girdhar, 2008).

***Lack of adequate education and training:*** A major chunk of healthcare workforce in the country is unskilled. They require training so that the existing workforce can provide effective services to the patients (Girdhar, 2008).

***Lack of adequate HR policies in public health system:*** Indian public health system is in dire need of good HR policies for effective management of existing resources. The current promotion structures in HR is full of loopholes like gender disparity, inability to place able employees in responsible positions, unclear policies for transfers and staff deployment, no timely appraisals and constructive feedback etc.

## **Conclusion- The way forward**

The organisations can't wait for a change to occur. In order to improve their HR management system leading to new peaks of success they should develop a new talent management strategy and good communication plan for employees. Until the demand-supply gap in HR gets filled up, the existing resources can be made to multi-task with the help of adequate training and incentives. Therefore, the organisation should make an effort to place a right person in the right role with the right set of skills at the right time.

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