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**A STUDY ON HUMAN RESOURCE PLANNING IN HEALTH CARE ORGANIZATIONS**

**S PRAKASH RAO PONNAGANTI**  
**RESEARCH SCHOLAR**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
**SCSVMV UNIVERSITY**  
**KANCHIPURAM**

**M.MURUGAN**  
**ASST. PROFESSOR & M. PHIL. – COORDINATOR**  
**DEPARTMENT OF MANAGEMENT STUDIES**  
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**ABSTRACT**

*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 (HR) 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 planning, 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.*

**KEYWORDS**

Health care, Human Resource Planning, Employee Education, and Work System.

**1. INTRODUCTION**

Human resources in health sector reform also seek to improve the quality of services and patients' satisfaction. Health care quality is generally defined in two ways: technical quality and socio cultural quality. Technical quality refers to the impact that the health services available can have on the health conditions of a population [3]. Socio cultural quality measures the degree of acceptability of services and the ability to satisfy patients' expectations [3]. Human resource professionals face many obstacles in their attempt to deliver high-quality health care to citizens. Some of these constraints include budgets, lack of congruence between different stakeholders' values, absenteeism rates, high rates of turnover and low morale of health personnel [3] there are also ethical considerations when examining the practice of recruiting health care professionals, particularly if they are recruited from regions or countries where health care shortages already exist. The rights of individuals to move as they see fit may need to be balanced against the idea of the greater good of those left behind. **E.W. Vetter** viewed human resource planning as "a process by which an organization should move from its current manpower position to its desired manpower position. Through planning management strives to have the right number and right kind of people at the right places at the right time, doing things which result in both the organization and the individual receiving maximum long-run benefit."

**2. REVIEW OF LITERATURE**

Victoria Tchaghchagian et al (2009) in his article Assessment of human resources management practices in Lebanese hospitals: An analysis investigated that the To enable hospitals to deliver good quality, safe healthcare, improving HR management is critical. There is a need for a cadre of competent HR managers who can fully assume these responsibilities and who can continuously improve the status of employees at their organizations. The upcoming accreditation survey of Lebanese hospitals (2010-2011) presents an opportunity to strengthen HR management and enhance competencies of existing HR managers. Recognizing HR challenges and the importance of effective HR strategies should become a priority to policy makers and top managers alike. Study findings may extend to other countries in the Eastern Mediterranean region.

Carole Orchard et al (2006) in his assessment of The importance of human resources management in health care: a global context: An analysis investigated that the Human resources management plays a significant role in the distribution of health care workers. With those in more developed countries offering amenities otherwise unavailable, chances are that professionals will be more enticed to relocate, thus increasing shortages in all areas of health care. 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, the 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. Comparing and contrasting selected countries allowed a deeper understanding of the practical and crucial role of human resources management in health care.

**3. 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 are examined, with suggestions for ways to overcome these problems through the proper implementation of human resources planning. Comparing and contrasting selected health care allowed a deeper understanding of the practical and crucial role of human resources management in health care. My study deals with the human resource planning to provide benchmark of the health care. 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 planning in health care.

**4. OBJECTIVES OF THE STUDY**

- To study the human resource planning in health care organizations in India.
- To improve the standards, work system, communication, education, environment, ability, discipline etc.,
- To make the best use of its human resource planning.

## 5. 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.

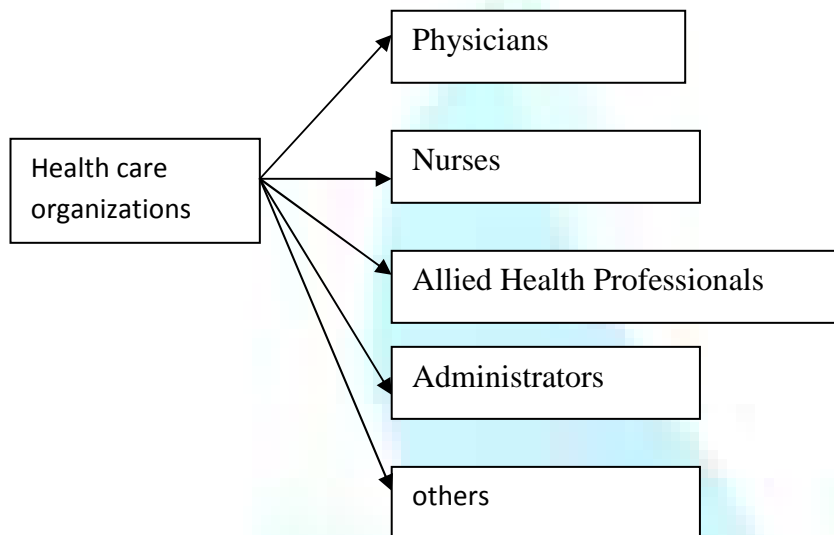
## 6. LIMITATIONS OF THE STUDY

- This study is restricted to human resource planning in health care organizations in India.
- The study is restricted to secondary data only.

## 7. CONCEPTUAL AND DISCUSSIONS OF THE STUDY

### A) INTENTION HUMAN RESOURCES IN HEALTH CARE ORGANIZATIONS

The patient categorically is the focus of all health care personnel, while doctors, nurses, health care organization attendants, technologists, clinical assistant and pharmacists are directly involved in providing and ward care, administration, public relation, security, catering, laundry, electronics, civil, electrical, and air conditioning maintenance are involved in supporting the former for providing safe health care. Planning needs to be do for all these personnel and not only for the direct care givers.



### B) ENHANCEMENT OF HUMAN RESOURCES PLANNING

**a) work classification:** the aim of work classification improvement is to get co-operation and collaboration among all employees. Health care employees look for good systems in place so that their endeavors would yield favorable results with out any wasteful activates. They would like to participate ad feel important in laying down these systems. A system that is thrust on them often breeds cynicism, as they do not own it.

**b) Communication:** communication upward and downward helps inculcate among the employees a sense of oneness in the organization. Downward communication was emphasizing. However, later, it is realized that upward communication is also equally important.

**c) Recruiting and Hiring New Employees:** while recruiting employees, the health care organization must first identify the job requirement and while interviewing, an exploratory survey of the candidate must be done. Simplicity must be practiced while explaining to the candidate his/her future growth in the health organizations. The new employee should be made common to the various areas before he/she is finally posted to her/his place of work.

**d) Employees' Education:** Education in health organization is very important technology update day-by-day for that regular and continuing medical education for doctors, nurses and technologists, bed side teaching for doctors and nurses, training through departmental councils for health care organization attendants in subjects such as waste management and etc.,

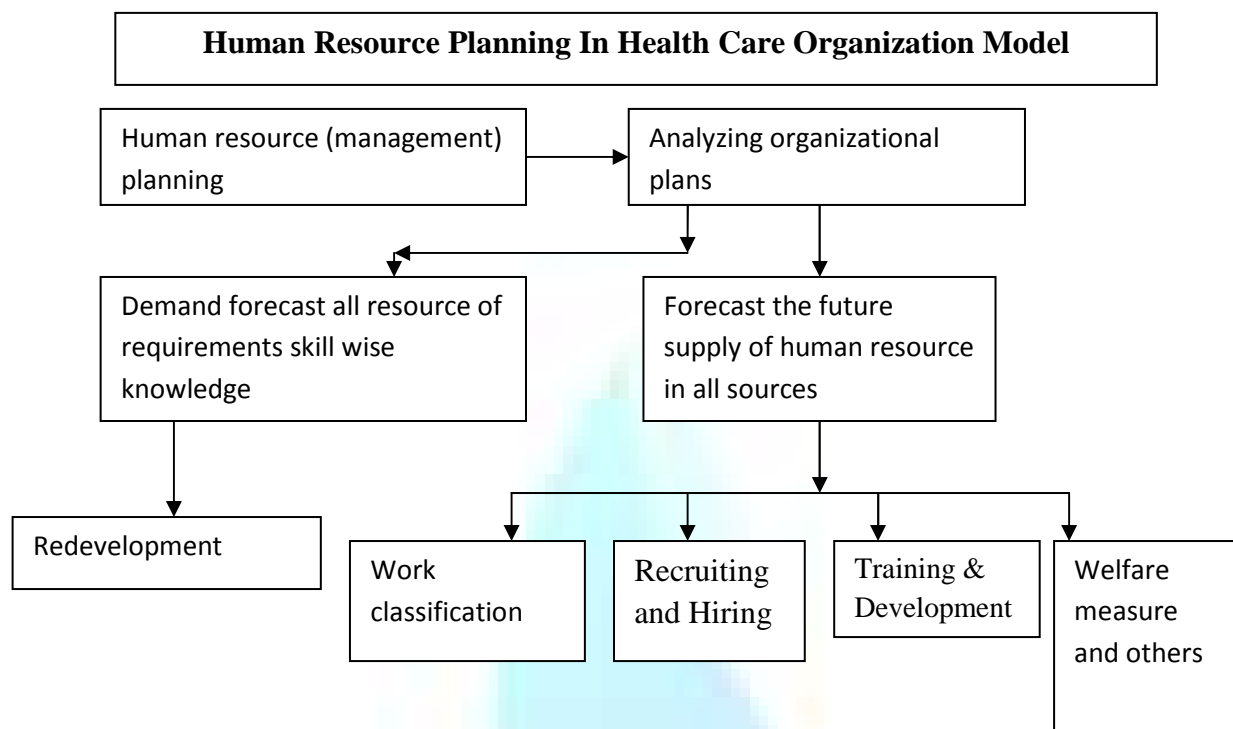
**e) Training and Development:** Training and development need for health care organization in terms of technical, managerial and behavioral aspects should be identified. Short term goals of training need to be directed towards customer satisfaction and reduction of cycle time and long term goals should be towards better technology. The important thing is to link their training with the patients' need in the health care organization they are working in.

**f) Work Environment:** a healthy work environment needs to be created where employees feel safe to work. Proper disposal of waste supposed to be implemented. Periodic health checkup for all the employees need to be done.

**g) Welfare Measures:** every employee needs to be provided with certain awareness programmes and facilities for him/her to feel proud and being looked after by organization. Health awareness programme, cooperative society, subsidized canteen facility, academic activity and library are some of the measures have provided to improve the work climate.

**h) Employees' Satisfaction:** This is not an easy area to undertake. There are few health care organization where most of the employees are satisfied. Human mind is not satisfied with what is has achieved and therefore to expect that employees will be satisfied with certain facilities is far from being true however, the organization must collect feedbacks through official/unofficial assessment methods and relate these findings to identify improvement priorities. This will at least make the employees feel that management is sincere.





### C) HUMAN RESOURCES PLANNING AFFECTING OF THE FACTORS IN HEALTH CARE

In health care organizations, affecting some factors government policies, personal policies, level of technology, human resources policies and job analysis there are influencing the health cares' organizations. External and internal factors may be affects the health care organization.

### 8. FINDINGS

- Due to heavy work and work pressure employees are unable to concentrate on research activates and updating their knowledge.
- Plan for recruitment, development and internal mobility if future supply is more than or equal to new human resource planning requirements.
- Most of the employees have poor communication skills (like local language)
- Planning must be developed in order to find the appropriate balance of workforce supply and the ability of those practitioners to practice effectively and efficiently.
- This finding is similar to an earlier study targeting nursing directors [5], where retention strategies did not always correspond to the reported challenges. However, this does not necessarily imply that the HR managers are not aware of how to address the challenges they reported.
- So many employees are migrants in health care organizations; organizations not provide proper welfare and social security.

### 9. SUGGESTIONS

- It causes the development of various sources of human resources planning to meet the organizational needs.
- Encourage higher learning, give them higher responsibilities and help them identify their training needs.
- Encourage multi skill and rotate their jobs wherever possible so that there is no monotony with the repetitive type of job. This has been implemented amongst the health care organization attendants who rotate in various areas with different job specifications in the health care organization.
- Periodically change of health care organization design and structure affecting work force demand.
- Periodically health checkup for all employees need to be done.
- To develop efficiency and productivity among employees.
- Implement more advanced information-tracking systems that can be networked among clinicians or entire units (Organizations).
- Implement more advance device for cutting off power. Suitable device for cutting of power in emergencies shall be provided (i.e. main drawback of the India power).
- So many employees are migrants in health care organizations; organizations provide good and proper welfare and social security.

### 10. CONCLUSION

Proper planning of human resources is critical in providing a high quality of health care. A refocus on human resources planning in health care and more research are needed to develop new policies. Human beings' needs are dynamic and therefore to satisfy those the health care organization has to be dynamically thinking. Appropriate timely rewards and recognition go a long way in retaining a motivated employee. Only then, our most important customer, the patient, can get his just need fulfilled. Employee's growth and development should be the result of both the employer's responsibility and the employee's initiative.

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