Recruitment and Selection Process in Healthcare Industry in India

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Abstract
This study identifies various sources of recruitment and selection processes in the Indian healthcare industry. The recruitment and selection process are the platforms for success in any organization. The reason is that Human Resource (HR) has a significant role in the overall performance of any organization. Job redesigning, integrating information on job design in training and management development programs, and executing them to ensure that sound human resource policies and practices are developed, are all done by the HR department. It is vital to have a well-organized employment policy and strategy. Therefore, recruitment process in an organization must be effective to attract the best talent. The responsibility of the HR manager in a healthcare industry is versatile and complicated too. Manpower planning and recruitment takes a lot of thought process. The primary data collection for the study was conducted by personal conversation with the employees of the selected hospitals. In this paper, the recruitment and selection (staffing) process in the healthcare industry is described in India.

Keywords: Recruitment; Selection; Job design; Manpower planning; Healthcare

JEL Classification: M, M1, M12

Paper Classification: Research Paper

Introduction
In India, health care industry is moving parallel to the pharmaceutical industry. According to Nanavati and Ahmed (2013), the healthcare industry in the country, which comprises hospital and medical doctors, is projected to grow by 23 percent per annum to touch US$ 77 billion from the current estimated size of US$ 35 billion. An important scope to improve healthcare services mainly the rural India (which accounts for more than 70 per cent of the population) is set to materialize as a probable demand source. At present, the healthcare industry has become one of India’s leading sectors not only in terms of income but also in terms of employment. The country requires around 6-7 lacs extra beds over the next few years, indicating an investment opportunity of US$ 25-30
billion. This has created a huge demand for capital which will raise the figure of transactions in the healthcare space in near future. Largely, Indian healthcare industry is estimated around US$ 100 billion and is predictable to grow around US$ 280 billion by 2020 which is a compound annual growth rate (CAGR) of 22.9 per cent. This swift growth in the Indian healthcare division has created various avenues of investments for investors.

According to Economic Watch (2010), in India, about 12 percent of the opportunity is unfilled by the healthcare industry. In India, Healthcare industry’s worth is $17 billion. This industry is projected to grow by 13 percent each year and is considered to be the engine of the economy in the near future. There has been a significant increase in facilities and personnel in this industry. India is expected to exceed China as the world’s most populous nation in 2030 and it is projected to reach 1.6 billion in 2050. To cater the medical needs of the country a lot of private hospitals have started their operations.

The GOI schemes help to expand health infrastructure by upgrading, innovating and increasing the cumulative number of hospitals, clinics, and clinical laboratories in metropolitan and rural areas. Healthcare industry is facing major challenges from developing physical infrastructure to providing health insurance and ensuring the accessibility of trained medical workforce. Therefore, healthcare industry is developing at a very fast pace so there is a strong need for having suitable workforce in this sector. This can be assured only by having a good recruitment and selection process. Today, employment opportunities are provided to 4 million people not only in the government but also in the private hospitals and related sectors.

According to Naveen and Raju (2014), “Staffing is a method which attracts more and more candidates to apply for vacant position”. The sources within the organization itself (like interdepartmental transfers and promotions etc.) are known as the internal sources of recruitment and from all the other sources (like outsourcing agencies, employment exchange etc.) is known as the peripheral sources of the recruitment. Each organization has an opportunity to pick the candidates for the staffing processes through both the sources i.e. internal or external.

Recruitment is followed by a selection process of the candidates where they are screened for selecting the most appropriate person for required positions. It is usually through various interviews and tests. Selection is perceived as a negative method because it involves elimination of the inappropriate applicants. Selection results into the establishment of agreement of service between the employer and the selected employee. Thus, this process needs to be very robust.

**Literature Review**

The healthcare industry is a service sector and has seen tremendous growth in the past few years. Thus, there is an urge to understand the cause of its development. HR of any service industry acts as a backbone of its growth. Therefore, Recruitment and selection process are very crucial in hospital industry. It offers an advanced diagnostic and surgical solution as well as the latest IT systems to doctors and patients. A number of hospitals represent a confluence of excellent talent, state of art infrastructure, cutting edge technology, and commitment. These four pillars are considered very important as they act as the foundation of the institution’s huge range of healthcare services. The research related to health and related sectors are fully geared- in terms of technology, structure, talent, and spirit to reshape perceptions regarding hospitals. It is done with a view to redefine the concept of caring. Certainly, this globally benchmarked foundation marks the establishment of a new era in Indian healthcare industry.
Recruitment is a vital task that involves professional perspective, expertise, and ability to find the best aspirant for the organization. The HR specialists of the recruitment department of the organization frequently face new tasks. The largest confrontation in recruitment is to recruit the best potential aspirant for the organization as they are already aware of lack of motivation and technological issues. Candidates for lower positions are not that rewarded. To find the best candidate for their organization, they have to face and overcome various issues.

In spite of economic development, significant income inequality exists throughout the country. On an average, 75 percent of India’s population belongs to the rural regions and standard of living is still poor. In 2012, per capita gross income in India was only $3,391. The absence of government monetary support in healthcare has led to major gaps in the excellence and availability of facilities to public, due to which Indian patients have no choice and they have to make use of private healthcare services which are linked with high cost. As mentioned earlier, the recruitment, and selection process plays a major role in its success, so is the case in hospitals. It conveys about the hiring strategies implemented by various organizations. Among the discussed ones, the most effective strategies are referrals, campus recruitments, advertisements, and HR consultants. These sources help the personnel to select the suitable candidate for a vacant position in a better way. Although, a lot of care is taken by hospitals, still several issues or challenges are faced by them. Some of them are getting people who value the companies’ values, can draft entry level pay (competes on quality rather than quantum), hire global talent (getting staff not only within the country but from outside also), social and political environment.

Korsten (2003) and Jones et al. (2006) recommended that staffing practice can be done through internal or external sources or it can be conducted online. It is based on the level of job, job description, job application which further helps to design interview process, assessment and decision making on formal selection and training requirement. The recruitment process includes group discussions and personal interview for the shortlisted candidates. Karthiga et al. (2015) discussed that the selection is the mode of getting better applications for the purpose of employment. Their study also recommended that the practice of recruitment is not an easy process; top authorities decide and plan to employ a good manager or a member of staff. This process helps top management to select the right candidate for the desired position that they are looking for.

Gamage (2014) studied the common purpose of recruitment is to offer the organization with a pool of competent candidates. The organization selects employees from that pool because the worth of personnel in an organization greatly depends on the caliber of applicants engrossed. Recruitment as the beginning of entrance of manpower into an organization was suggested by Henry and Temtime (2009) in a similar manner. Therefore, to achieve strategic goals; they must follow from this beginning in direction to ensure that, they have engrossed right persons for their culture and vibes. On the other hand, the procedure of picking-up the most appropriate candidate from the recruitment pool to fill the relevant post comprises the process of selection (Opatha,
The decision making that involves one or more methods in the process of selection can alternatively be perceived as a method of elimination. Since, it rejects more and selects only a few applicants that are deemed suitable for the position. As a result, selection activity is considered to be negative rather than a positive function (Gamage, 2014).

Finding, attracting, developing and retaining the best staff needs to be strategic in nature to match the future needs of the organization with the people whose performance will drive the organization to success (O’Meara and Petzall, 2013). It will have a broader impact on the community, organization and the staff themselves. There is a need of strategic approach within a system and this strategic framework will be responsible for deeper understanding of the procuring and retaining of the best applicants. Lewis (1985) analyzed recruitment and selection process in his study. “As per the job requirement, recruitment creates a pool of applicants, who desire to be employed by the organization and only suitable candidates will be selected” and selection is considered to be “the activity which helps to evaluate an individual with a view to make assessment by using more than one method concerning their suitability to join the organization”. Therefore, the first phase of the process is said to be recruitment and second phase is perceived as selection. According to Druker and White (1995), it is necessary to know the internal recruitment sources which are more operative in terms of acquiring human resources and which can exist for a longer duration. One of the primary concerns that an organization deals with recruitment is likely to fill job openings with interested candidates. Zottoli and Wanous (2000) discussed the efficacy of distinctive staffing sources for fresh candidates. This efficacy has been determined by scrutinizing the staff turnover and job survival, work performance, recommendations by existing employees, internal employment placements like hiring of former or retired employees being considered the most functional sources.

Vyas (2011) explained the major function of online recruiting system. Nowadays, organizations are continuously looking for a process to minimize the time and effort. The study reflects that a sudden increase in the internal recruiting gives a new approach to employment portals to make staffing more valuable. Therefore, employment portals have become a transparent medium not only for recruiter but also for the job seeker. In the survey research, conducted by Chapman and Webster (2003), it was found that most organizations in the USA made use of recruitment processes that relied on technology based selection tools to enhance their efficiency. Such technological use of resources not only expand the pool of applicants, but also enable new and varied assessment tools, standardized systems and cost reduction. Breaugh (2008), had discussed employee recruitment and its vital areas for future research and studied recruitment and selection process. He also addressed recruitment process related topics, including targeted recruitment and the site visit to make smooth functioning of the process. The author recommended that before deciding on employment issues, an organization should thoughtfully establish its staffing objectives.

Florea and Badea (2013) confirmed that through the use of internet and by administering the extremely competitive and time-consuming process of searching, skilled man power can be fulfilled by constructing an effective recruitment program by HR. Karthiga et al. (2015) explain that, the process of recruitment does not come to an end with the selection of the suitable candidates, but it involves sustaining and retaining the employees who are selected. Singh and Goyal (2015) in their study throw light upon the fact that if the HR managers took timely feedbacks, the organization experienced a greater applicant attraction for a job. A study by Ullman (1996) found that new employees recruited through formal sources (i.e. newspaper, advertisements, employment agencies) had a high turnover rate as compared informal sources (i.e., employee recommendation, direct application). He was one of the first to examine
recruitment sources. Unwin (2005) emphasized that recruitment is the one of the element for attracting and retaining employees. It means more priority should be given to the practices that are used at the time of hiring and recruitment of a good candidate. An investigation by Reddy (2004) says that Six Sigma is the best application for staffing. The study also highlights the consequences that as per the business requirement applicants were appointed through other sources and references.

Objectives
From the above literature reviews, a few gaps were identified. On the basis of gaps, the following objectives have been taken for the study.

• To study the different sources of recruitment process in selected private hospitals.
• To study the recruitment and selection procedure in private hospitals.
• To determine the feasible area of development to make recruitment and selection procedures more effective and efficient.

Research Methodology
A questionnaire was developed on the basis of prior literature review and experts’ opinion by specialists having more than five years of experience in his/her field. Questionnaire consisted of ten dimensions of recruitment and selection process in healthcare industry. Data was collected through questionnaire and face to face interviews were conducted subsequently. The questionnaire was carefully designed conforming to the parameters of the study. The sample size was 75 from various levels in three hospitals and to different departments. The hospitals chosen were some of the reputed ones from the city of Mumbai, India. The questionnaire was filled by the employees and based on that, the data was collected and conclusions were drawn.

Analysis and Results
Sources of recruitment and selection
Healthcare industry follows different approaches of recruitment and selection procedure which is shown in Table 1.

Recruitment and selection process framework is shown in Figure 1.

Table 1: The sources of recruitment and selection process

<table>
<thead>
<tr>
<th>Internal Sources</th>
<th>External Sources</th>
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<tbody>
<tr>
<td>Promotion and advertisements (Muscalu, 2015)</td>
<td>Press advertisements (Sinha and Thaly, 2013)</td>
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<tr>
<td>Retired employees (Aswathappa, 2013)</td>
<td>Internet advertisements (Kumar and Garg, 2010)</td>
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<tr>
<td>Transfers (Muscalu, 2015)</td>
<td>Campus recruitments through placement agencies/consultants (Sinha and Thaly, 2013)</td>
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<tr>
<td>Employee recommendations (Latham and Leddy, 1987)</td>
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<tr>
<td>E-recruitments (Aswathappa, 2013)</td>
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Internal sources
The different sources of internal recruitment are as follows:

Promotions and advertisements
Firms offer promotion to existing employees because firms need not train them as they are familiar to the policies and working environment of the organization. This saves a lot of time,
money and efforts. Employee is well-known with the working culture and functioning style. In addition, the purpose of promotion and advertisement in the hospital is to give an opportunity to the doctors to apply for the promotion. In this, vacancies in a particular department are notified. Interested candidates can make a formal application for the promotion. This technique helps in locating people who desire to shift in their own branch.

**Retired employees**

Many companies call or appoint doctors retired from army or from government hospitals of rural areas. This is useful as the doctors from military background or from rural area hospitals have already got better exposure (related to variety of patients and their diseases). The technique is beneficial because it gives a sense of pride to the retired army officers and it will help the organization to minimize the cost of recruitment, selection and training.

**Transfers**

Transfer is a process of recruitment. This concept is followed by the employers to fill the required position where there is scarcity of manpower.

**Employee reference**

In this source of recruitment, personnel are asked to recommend people for required position. Since the personnel is well-worse with the working environment of the firm, he will suggest only those people who can adjust to the situation.

**E-recruitment**

E-Recruitment is the utilization of technology to help the staffing process for a smooth functioning. The job searchers send their applications through e-mail or place their CV’s on employment portal, which can be listed out depending upon their requirements. Now with emergence of employment portals, searching of job has become faster, simpler and easier. Employment portals are the accessible platforms through which recruiters and job seekers are linked to each other. These portals have gained acceptance because of the growing access and availability of connectivity on the internet. Employment portals were used for sourcing candidates for some of the following positions:

- Relationship Manager
- Nursing Candidates (Female candidates only)
- Dieticians
- Lab Technicians
- CSSD Technicians and many more

**External sources**

The sources are as follows:

**Press Advertisements**

It is the most accepted and one of the oldest sources of recruitment method. Advertisements for the job are specified in well-known newspapers; the information about the job is given. Candidates were given a communicating address where they can send their application within a stipulated time.
Internet advertisements

Internet advertising has an impact because of its straightforwardness and its reach. Therefore, government and private firms are using the internet as a medium of advertisement to recruit desired candidates. Candidates can apply for their suitable jobs from several employment sites like naukri.com, monster.com, etc. The internet is a definite standard to advertise and to reach the target audience easily and effectively.

Campus recruitments through placement agencies/consultants

When companies search for fresh graduates or new talent, then they start selecting the manpower through campus placement. Campus recruitment process is organized by various placement agencies for hiring the candidates in the various departments like doctors, technicians, nurses, etc. On behalf of client companies, there are various private consultancy firms that perform recruitment function by charging a certain fee. The reason is simple because, Indian companies are slowly but surely realizing that to survive in this competitive environment, they need to appoint the best people to work for them. If a firm decides to contract out its recruitment processes or activities, it will be essential to find and go for suitable recruitment consultancies, which can deliver results according to the necessities of the organization. Outsourcing decisions influences the strategic choices of the HR function (Tyson and Selbie, 2004). As in healthcare industry, many hospitals hire female candidates for the nursing staff because there is a huge demand in the industry (Schoot and Streumer, 2003). For this purpose, a hospital approaches various colleges and universities wherein fresh B.Sc. nursing graduates were interviewed. The main purpose of this visit is to tie-up with the college as a result of which fresh nursing graduates would be directly placed with hospitals. This is an extremely important step considering the huge requirement of nursing candidates at private hospitals.

The Process of Recruitment and Selection

- Information about the vacant positions is obtained from the Head of Department (HOD). In case the position is new, the personnel requisition form is filled which is duly approved by the HOD, HR officer and a member of the governing council.
- If the position is not new, CV’s are sourced from various job portals site. In case the requirement is really urgent, consultants are also referred. The HR team is given the information about the vacant positions for a particular opening.
- The CV’s of the candidates are screened by the HR officer and appropriate CV’s are forwarded to the concerned HOD for approval. If the CV is found suitable, the interview is scheduled.
- The candidates are informed about the first round of interview over the phone or through e-mail. In this initial screening, the HR officer judges the candidates on his/her communication skills.
- The HR officer attaches an assessment sheet to the candidates’ CV. This assessment sheet is used for reference in the next round of interview.
- Only if the candidate is found suitable by the HR officer, they are sent for the second round of interview which is taken by the head of the concerned department and it usually deals with technical questions from his/her field. On the basis of the success/failure in second round, the HR team at hospitals prepares the remuneration packages. These are proposed packages which are then negotiated and finalized.
- Further, they are called for the medical check-up to determine whether the candidate is physically fit or not for the offered job. While coming for the medical check-up, the candidates are also required to carry relevant documents with them.
When the candidate goes for the medical check-up, the proposal sheet of the candidate is prepared by referring the assessment sheet. This proposal sheet contains the grade of the candidate, CTC offered, and his/her reporting officer. This proposal sheet is attached to the offer letter which will be given to the candidate. Once the medical reports come, the fitness of the candidate is intimated to the concerned people in the HR Team. Once the candidate is found to be medically fit to join the hospital, the offer letter is given to the candidate with confirmed date of joining.

**Figure 1: Recruitment and Selection Process Framework**
1. Qualification Certificates
2. Appointment Letter of Current Company
3. Latest Salary Slip (Salary Proof)
4. Photocopy of PAN Card/Passport
5. Duly filled Employee Application Form

Is candidate selected?

YES

Collect the necessary documents from the candidate

Define Offer and Negotiate
1. Designation
2. Salary

Is offer accepted?

YES

Issue
1. Offer Letter
2. Medical Letter

Co-ordinate for Pre-employment Health Check up

Is Candidate Medically

YES

Communicate the medical fitness to the candidate and confirm the Date of Joining

NO

NO

Reject the Candidate

Sourcing CV’s from:
1. Job Portals
2. Consultants
3. Company Website
4. Employee Referrals
It was observed that 60 percent of the employees were more satisfied with the recruitment process (see Figure 2).

**Figure 2: Recruitment process**

![Recruitment process chart]

Nearly 70 percent of the employees said that the job profile was explained to them before they had come for the interview (see Figure 3).

**Figure 3: Job profile**

![Job profile chart]

Here, it was observed that 30 percent induction process was to the point which is followed by elaborate with same 30 percent. This clearly indicates the satisfaction level of the employees in Figure 4.
Discussions and Conclusions

From the results, it can be concluded that for an industry to be successful, all it takes is suitable recruitment and selection policies which also shape the complete manpower planning. Human resource as a management tool is a very dynamic function. Therefore, planning of human resource is the key to any healthcare provision. A hospital needs to have HR standards that are high enough, to act as a magnet to attract talent. Hospitals unlike other industries are having different perspectives towards hiring candidates. The role of this department is very vital for the initial screening which is based on the job description given by the head of the department.

Hospitals work 24×7 and are never closed. It is therefore essential that requisite personnel’s are available round the clock. The primary stage in this realm is to ensure competition in the organization. Therefore, recruitment in this respect becomes an essential task. Thus, a satisfied human resource is priceless and has no substitute. The needs of human beings are rising constantly and therefore to satisfy those, the health care organization has to think enthusiastically. Growth and development of employees will be the result of not only employers responsibility but also employees initiatives. Therefore, it makes recruitment, training, and development the critical functions in the organization. To survive and sustain in the competitive set up, an organization should unceasingly bring out innovation. Bringing out innovation will bring not only quality but also it will build stability with its customers which is required more today (Akdere and Yilmaz, 2006). Thus, an organization must be able to stand out in the crowd. On the basis of analysis and answers received from the existing employees, the suggestions are made:

Reduce the “white space“ in your staffing process

The presence of white spaces and the delay in the process of recruitment might reflect a lack of productivity, wastage of time and consequently, the loss of human talent. Sometimes it happens that the dates of the candidates are scheduled and they might not turn up. This delay occurs due to the tight schedule of the candidates because of which the interview sometimes has to be postponed. Scheduling interviews in the regional locations could shrink this delay.
Emphasize on the concept of job rotation

Job rotation is a positive way to keep the employee away from a monotonous regime. To prevent the feeling of outgrowth and lack of interest in the employee, job rotation can be seen as an alternative worth consideration. The biggest obstacle that an employee undergoes after being suspended in a job routine is the lack of change. By offering certain challenges the employee might feel motivated and will grow some zeal in overpowering the monotonous nature of doing the same job over a time span. This is where job rotation can be used as a way to ensure the motivation and performance of the employee. If one employee is handling the recruitment processes for a prolonged period of time, he/she should be given an opportunity to include himself/herself with other aspects of HR such as handling the medical letters and dealing with the salary certificates formalities, payroll, organizational development, and coordinating with the specialized trainers for training programs.

Tie-ups with nursing colleges

Hospitals have a very huge requirement for hiring female nursing candidates. For this purpose, they should tie-up with nursing colleges. Therefore, a proper placement program should be designed.

Updating the company website

Due to lack of time and a busy schedule, it is found that the company website is not updated on a regular basis. As a result of this even the positions that have been closed long back appear in the open vacancies. Candidates keep calling for the vacancies which are already filled. The IT personnel should take into consideration. Further, candidate should be informed about the final result on the same day, or at the earliest, so that qualified candidates do not shift to other job.

Limitations and Future Scope

The study is limited to identification of the dimensions of the recruitment and selection process in the healthcare industry constructed on specialist judgment and literature review. The element measured here may be dissimilar according to the types and sizes of the firm. The framework can be structured in other industries, sectors by adding or eliminating some extents based on the type of commerce.

References


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**Authors’ Profile**

**Roma Tripathi** is an Assistant Professor at IMS Unison University Dehradun, India and has a total experience of over 3.5 years in industry, research and teaching. She was a member of Curriculum Development Committee at IUU Dehradun. She has published research papers with reputed international and national publishers like IJERMT etc. She has published 3 Book chapters. She has presented her papers in reputed conferences at IMS Unison University, SRMS Lucknow etc. She has attended 14 FDP, workshops and training programs at reputed places like BHU, IIT Roorkee and DIT University. She has undergone various training like EBSCO, SPSS and R software etc. She has a good command over Spanish Language. She also has a certification of NPTEL (Joint initiative of IITs and IISc) in Financial Statement Analysis and Reporting. Her area of specialization includes Human resource management, Organizational behaviour, Employee engagement etc.

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