

# The impact of human resource and quality management in health care: A Review

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## ABSTRACT

Total Quality Management (TQM), Continuous Quality Improvement (CQI) and the Quality Control (QC) are the concepts which makes workers more conscious in the healthcare scenario. In the Present study we are carried out with the objective of enhancing knowledge regarding the effect of HRM on execution of TQM in Health Care .The research work is exploratory in nature and the research paper is conceptualized and based on the secondary data collected from various sources like Journals, Books, newspaper and internet. Current narrative review consist literatures, which are appropriate to the HRM practices & TQM and its execution in health care industry (HCI) and also it is focused on implementation, impacts of HRM and TQM on the organization. By adopting the TQM health care institutions can grow and can focus more on their customers. Customers and employees are satisfied then automatically the quality of the organization will increase. Quality management also helps to increase the performance of the employees. The HCI incorporates into different sectors which are dedicated to provide the optimum health care services and products to every single person of the community. Public and private are the two major components in Healthcare delivery system in India. The Public Healthcare System (PHS) is ruled by government agencies and it consist of significant less number of secondary and tertiary level HCI in key cities and directed to give the required to provide the care in the terms of Primary Healthcare Centers (PHCs) in villages of India.

**Keywords:** Human resource management, Total quality management, Healthcare Industry, Employee satisfaction, Performance management.

## INTRODUCTION

The world's fastest and largest growing industry is Health Care Industry (HCI). It absorbs above 10 % of Gross Domestic Product (GDP) of more economically developed countries where HCI plays a tremendous role in the economy of the country.

As a part of economic system, HCI provides materials and services that heals ill person by preventive, curative and rehabilitative mode in order to maintain and re-establish the health. The current HCI sub classified based on multi-disciplinary group of experience health professionals target the health related requirement of ill patient and community, also aim to finance and management.

### Quality initiatives in Indian Hospitals

The recent changes in health care, the central cabinet meeting held on 15<sup>th</sup> march 2017 was headed by Shri Narendra Modi, honorable Prime Minister of India and it has approved the National Health Policy-2017 (NHP-2017). NHP-2017 was designed to reach every single person in a complete and unified way to progress towards upliftment of the people's health. It was aimed to

provide quality health care service and universal health coverage to people at the reasonable price. In India the hospitals are not only increasing in quantity but also upgraded with quality service and space. This continuous growth of hospitals needs professional management of hospitals (Usha Manjunath, 2007).

## METHODOLOGY

Present study was carried out with the objective of enhancing knowledge regarding the effect of HRM on execution of TQM specifically in HCI. The research work is exploratory in nature and the research paper is conceptualized and based on the secondary data collected from various sources like Journals, Books, newspaper and internet.

### HRM & TQM in Health care Evidences and proposed Conceptual Frame work

Implementing TQM in the organization will give a greater customer satisfaction, corporate image and the good service quality. The combined practices of HRM and TQM will maximize the overall quality of the system and the employee's performance in order to achieve Excellency. A management system is depending on the customer commitment, total satisfaction

understanding and developing the organizational process, workforce engagement and information based decision making.

Organizational culture has an important outcome on the effective TQM application. TQM had the greatest impact on managing process and focuses on leadership, customers and management. Human Resource (HR) issues, performance evaluation and Strategic problems were the major complications of TQM success (El-Tohamy & Raoush, 2015). Benefits of implementing TQM to produce quality work, satisfaction of customer and efficiency, competitiveness. The HRM significantly influencing TQM practices and have the greater impact on satisfaction of customers, employees and also helps in upgrading the employee awareness quality and goodwill (Yang, 2006). The key features of Provider-Perceived TQM in the HCI in India and it was analyzed in fourteen distinct dimensions. Progressive and significant associations between the fourteen dimensions and hospital performance have been reported (Duggirala et al., 2008).

#### **Employee Involvement**

Employee participation in organisational activity and betterment of the organisation. The direct involvement of employee to achieve organisational goal by applying their own ideas and creativity (Robert bullock). The engagement of employee was firmly linked to advanced behavior of employee Which results in accuracy in role benefit, job self-sufficiency and strategic consideration were all significantly linked to superior employee engagement (Slåtten & Mehmetoglu, 2011). Current workers, insights of Person Organization (P-O) and Person Job (P-J) fit also considerably relay on workers, results with the utilization of HRM practices in the industry may accomplish the stages of P-O and P-J fit of the worker. This may affect the worker behavior and attitude. Upcoming researches may further discovers how these HRM perceptions relate to actual HR practices, policies and other aspects that influence individual perceptions such as leadership quality, experiences and personality (Boon et al., 2011). Better practices of TQM Implementation in HCI, eight essential TQM practices were identified. These practices involves leadership, teamwork, management of process, customer satisfaction, resource management, organizational culture and behavior, constant development, training for the execution of TQM in the HCI. Which results in better execution, client's fulfilment, better-quality of services, feasible operating charges in HCI. So all these practices are labelled as the leading practices of TQM. Additional studies can be performed to analyses

the obstacles for the application of TQM platform and to widen the study to other emerging nations (Talib et al., 2011).

#### **HR Practices**

Organizations should introduce the process advancement initiatives inside the Human Resource department to promote the function of it by restructuring the practices of HRM including performance management, skill improvement and career advancement, acknowledgement and prizes, hiring right person to the right job, adequate HR planning and prosperity of employees (Wickramasinghe, 2012). The influence of TQM practices on empowerment of employees of Kingdome of Saudi Arabia's King Khalid Hospital, Indicates that TQM practices have an impact, which favors employee empowerment. These empowerment stages observes to be healthy and firm under the presence of quality training programs, teamwork, dedicated management team, constantly developing process, and fulfilled customers (Sweis et al., 2013). The association among Training and Organizational Commitment, the training clearly relating to Organizational Commitment (OC) and improves performance and satisfaction of the employee. Employees who expect remunerations from his/her contribution in training are probably more dedicated towards the organization. Inspire more strategic approach to connecting outcomes of training to individual and organizational benefits (Bartlett, 2001). Organization should work together to satisfy the customers wants. Reward, leadership and recognition directly and indirectly influence the productivity of human resource (I Siregar, A A Nasution, 2017).

#### **Training and Development (T&D)**

T & D contribute greater extent to the organizational performance (Hameed & Mohamed, 2016). T&D is marked essential for the accomplishment of TQM. In order to achieve quality improvement process all employees must be well training and committed to do work. TQM practices includes novelty model that consist, leadership, contribution and empowerment of workers, data analysis, training and constant development and customer satisfaction independent variable. Disruptive Innovation (DI), Incremental Product Innovation (IPI), Disruptive Process Innovation (DPri), Incremental Process Innovation (IPri), Administrative Innovation (AI), and Marketing Innovation(MI) as dependent variable (Bon & Mustafa, 2013). Developing of TQM blueprint for HCI continues attainment of quality enhancement. Some of the practices like Beginning commitment for the change, Settings the values and guidelines of quality, Creating the

accurate arrangement for the modification, Directing informative training, Building the teamwork, Modifying leaders style, Identifying the inside customers desires, Identifying the outside customers' desires, Carrying on with constant development, etc. executing all these practices in HCI, there is no doubt that customer satisfaction and employee satisfaction can be achieved successfully (Al-Ali, 2014). TQM implementation in positions of HRM have a progressive impact of the sustainability and competitiveness of the enterprise (Izvercian et al., 2014).

### Quality Improvement (QI)

QI is attained through common effort of all the employees. Therefore, it is critical to improve a belief of quality through the size each organization the employees are accepting the change management model. Culture accompanied by outstanding communication, recognition and praise between peers as well as between peers and peoples. The implementation of quality culture involves constant commitment of senior management to quality in order to enable the standards and moralities of TQM to become portion of the culture of organization (Karyotakis & Moustakis, 2014). TQM in the HCI—Challenges, Obstacles and Execution Developing Outline for TQM Execution in a HCI Setup, SERVQUAL model to achieve the customer satisfaction, Employee satisfaction and also to reach the organizational goals. The model help to HCI to change out of the obstacles and positively executing TQM models and operations. SERVQUAL model implementing: Identify the difficulty or problem, Establish the standards or benchmark, collection of data, and compare the performance with standards or benchmark, applying the modification (Balasubramanian, 2016). TQM operation have continuous impact on workers' productivity in XYZ. Development of workers' productivity measured by the some parameters: workers enthusiasm to work, working atmosphere and working associations. Employee working atmosphere one of the most leading sign affecting the workers' productivity (Putri et al., 2017).

### Employee Performance

Performance review is an evaluation or assessment of an employees work based on particular standards. Respondent should evaluate their own ability levels before- and after-intervention. The designed intervention consists Materials and learning tools for training which enables effective management where this has been implemented. The benefits include reducing waste and cost, efficient process, higher top management and employee's commitment, thus indication to better service quality. The part of

TQM in upgrade and improving the performance of organization. The TQM practices have a remarkable impact on the organizational performance measures of QI, service or product quality, customer fulfilments, employee fulfilments and performance of suppliers. This will assist the effective performance and effectiveness of quality management operation and shows the importance of TQM operation in the HCI (Sukdeo & Sukdeo, 2017).

### Organizational Culture (OC)

The overall OC of the firms provide a supportive background for TQM operation and execution with addition to the established association among TQM execution and organizational performance improvement, it can be settled that firm can attain healthier presentation when TQM philosophy is in place. Such improvement in the presentation can be seen as collective quality of work, external satisfaction of customer, safety, and market share, effective planning, efficiency of labor, successful tender's rate or quality of selected contractor, competency in HR management, control of risk and manager's competency. This will help to advance the efficiency of the organization (Panuwatwanich & Nguyen, 2017).

### REWARD AND RECOGNITION

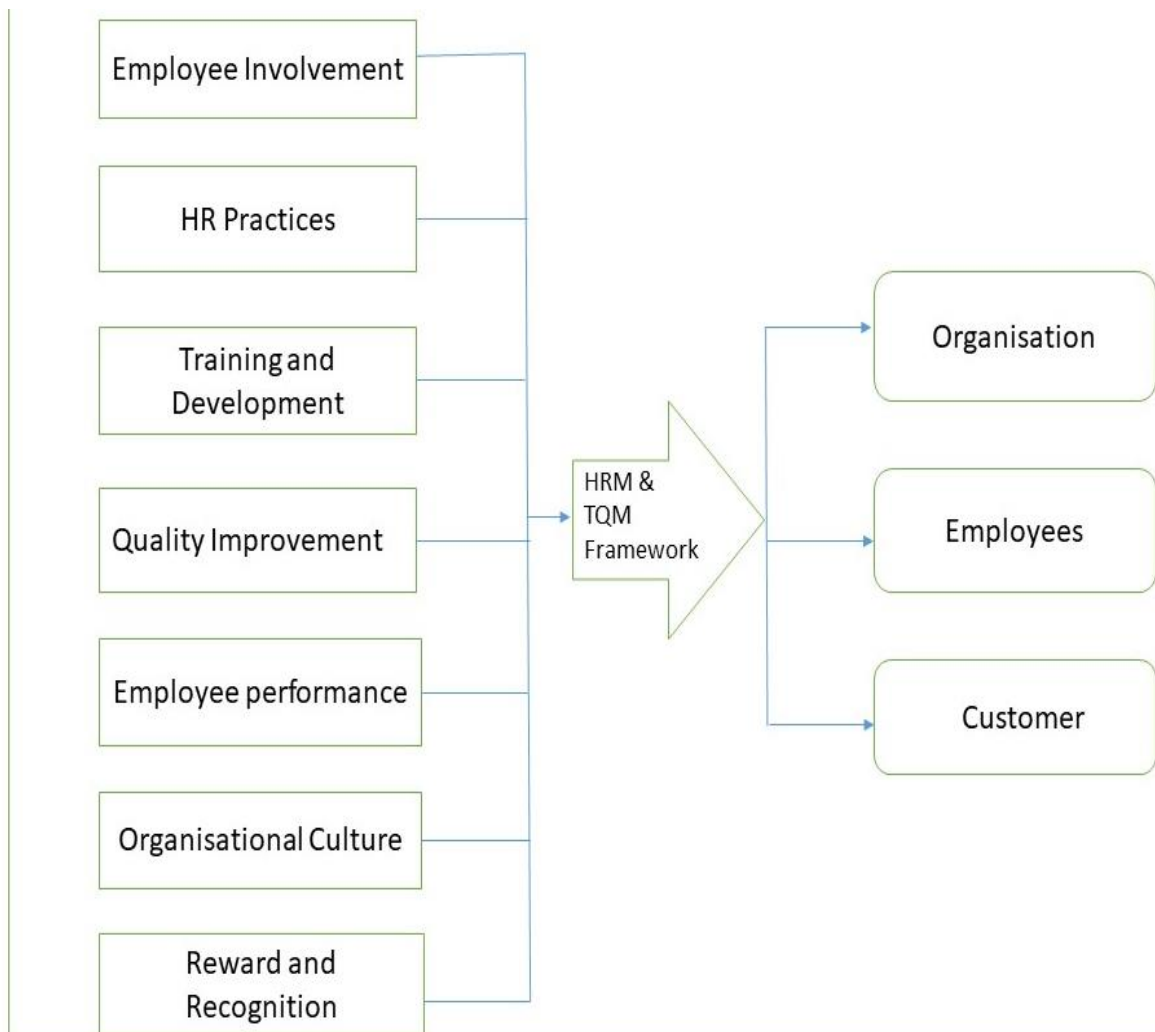
It keeps employees motivated and positive feelings towards the organization. It includes monetary or non-monetary rewards. Challenges for HR in the Public HCI in Rural India, includes, shortage of health workers specially female consultants, large scale vacancy, unbalanced skill, uneven distribution of health workers among states, frequent absenteeism, and medical education quality. To address all these problems researches were came up with certain solutions such as periodic incentives (monetary or non-monetary), management of workforce, task shifting, private and public collaboration etc. (Saikia, 2017). Focusing on quality of the health care services, reasonable price and training to the employees and explained principles and basic elements of the total quality management and described the importance of health care organizations (Gunjan Patel, 2015).

### SUGGESTED CONCEPTUAL FRAMEWORK

The appraisal of literatures concludes that the HRM and TQM where deeply studied. Various industries have been administrated it as a whole whereas few other are adopted only a part of the concept. The present literature had suggested that the framework of practicing HRM and application in TQM. Thus, Employee involvement, HR practices, Training and development, Quality

improvement, Employee performance, Organizational Culture and Reward & recognition appears to be an indicators of HRM and TQM. The current study depending on critical analysis of

past published literatures where researches proposed in framework to learn the practices of HRM in effectiveness of TQM. The suggested framework is displayed in Figure1.



### CONCLUSION AND IMPLICATION

The success of every industry based on their practices of management including planning, staffing, organizing, controlling, leadership. The quality of the organization can be identified through performance, customer satisfaction, employee satisfaction, service provider, etc. when employees were get motivated by the level of job satisfaction, and it will result in better consumer services and on time goal attainment. Because of this, the organization will be benefited with greater profit, superior quality production, high market share and overall competitiveness. Some of the dimensions are suggested by the various researchers to improve the overall quality of the organization like employee involvement, training and development, HR practices, organizational culture, employee performance, reward and recognition, quality improvement. These seven practices are inter-related, organization focusing

more on these practices, they can go towards success. Maintaining quality management and service quality in the healthcare industry is very crucial task. It will gives customers satisfaction, employees and good will of the organization.

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