

INVESTIGATING NOVEL APPROACHES TO HEALTHCARE WORKFORCE RECRUITMENT: OVERCOMING OBSTACLES AND SEIZING OPPORTUNITIES

Dissertation Submitted to



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in

Hospital and Health Management

By

Priya Khare

Under the Supervision and Guidance of

Dr Dhirendra Kumar

2024

JBZ/Employment Certificate/JBZ159

02 July, 2024

TO WHOM IT MAY CONCERN

This is to certify that **Ms. Priya Khare**, Employee Code: **JBZ159** and is currently employed with **IFANflex Pvt. Ltd. Pvt.** as a **Recruitment Specialist** in the **Operations** department. She has been employed with us since **1st April, 2024** and is presently a full-time employee.

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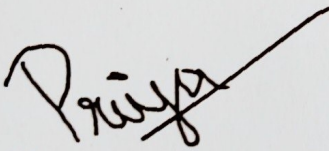
Taruna Solanki

Senior Manager – Human Resources

Declaration by Student

DECLARATION BY STUDENT

I hereby declare that this dissertation titled **Investigating Novel Approaches to Healthcare Workforce Recruitment: Overcoming Obstacles and Seizing Opportunities** is the bonafide record of my original research work. I declare that it has not been submitted to any other university or institution for the award of any degree or diploma. Information derived from the published or unpublished work of others has been duly acknowledged in the text.

A handwritten signature in black ink, appearing to read 'Princy', with a long horizontal stroke extending to the right.

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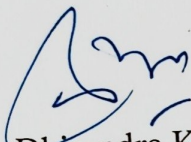
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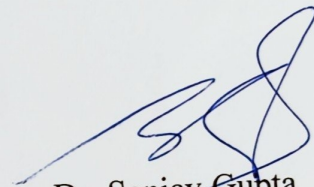
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CERTIFICATE

This is to certify that dissertation titled **Investigating Novel Approaches to Healthcare Workforce Recruitment Overcoming Obstacles and Seizing Opportunities** is a record of the research work undertaken by **Priya Khare** in partial fulfillment of the requirements for the award of the degree of **MBA Hospital and Health Management** from the IIHMR University, Jaipur under my guidance and supervision and her approach to the research study has been sincere, scientific, and analytical.


Dr. Dharendra Kumar

Faculty Guide
IIHMR University, Jaipur
Date


Dr. Sanjay Gupta

School Dean
IIHMR University, Jaipur
Date 05/07/2024

ABSTRACT

Introduction:

In the rapidly changing healthcare industry, recruiting and retaining a skilled workforce is a major challenge. The demand for qualified professionals and the complexities of modern healthcare services require organizations to overcome numerous obstacles to attract and retain talent while addressing the diverse needs of patients and communities.

This paper examines the challenges in healthcare workforce recruitment, including demographic shifts, talent shortages, technological advancements, and evolving job expectations. Traditional recruitment methods often prove inadequate amidst the changing dynamics of the workforce and societal trends, such as an aging population, shifting job preferences among younger generations, and the global mobility of healthcare professionals. Additionally, disparities in healthcare education and training further worsen personnel shortages, especially in underserved regions.

Method:

This cross-sectional study will be conducted among healthcare workers in various settings, including clinics, hospitals, nursing homes, and other healthcare facilities in Gurgaon. The study will involve recruitment managers, HR professionals, and healthcare workers, using a structured survey distributed via Google Forms. Over two months, a random sample of 200 participants will be surveyed on topics such as job type, job satisfaction, work-related issues, quality of life, and work-life balance. Data will be collected online and analyzed using MS Excel and Power BI.

Results:

In Indian healthcare organizations, hierarchical cultures dominate (46.5%), followed by collaborative cultures (37%), with supportive (12.5%) and competitive (4%) cultures being less common. This indicates an emphasis on structure and control, while a significant portion values teamwork. Work environment feedback highlights issues in transparency, comfortability, and training. Despite positive feedback on transparency (162 positive vs. 38 negative), issues persist. Comfortability has more negative feedback (88 positive vs. 112 negative), reflecting dissatisfaction with workplace conditions. About 41% struggle with work-life balance, and inadequate training is a

concern (78 positive vs. 122 negative). Resource adequacy and opportunities for growth show better feedback but still need improvement.

Recruitment primarily relies on job boards (42%), followed by social media (24.5%) and recruitment agencies (16.5%), with less use of hospital websites and professional networks. In job advertisements, candidates prioritize job title, application instructions (100%), key responsibilities (95%), qualifications (96.5%), benefits (81.5%), and growth opportunities (51%). Major recruitment challenges include a shortage of qualified candidates (65%), competitive job markets (88%), salary expectations (76%), and complex credentialing (53%). Innovative practices like virtual recruitment events (62%), AI (58%), enhanced employer branding (77%), candidate experience optimization (82%), diversity initiatives (61%), and employee referral programs (74%) are increasingly adopted to attract talent.

Conclusion:

The conclusion from this analysis of Indian healthcare organizations indicates a complex landscape characterized by dominant hierarchical cultures emphasizing structure and control, alongside a significant portion valuing teamwork. Despite positive feedback on transparency, issues persist, and comfortability remains a significant concern with more negative feedback. Many healthcare professionals struggle with work-life balance, and inadequate training is a notable issue. While resource adequacy and opportunities for growth have better feedback, there is still room for improvement.

Recruitment practices heavily rely on job boards, social media, and recruitment agencies, with less emphasis on hospital websites and professional networks. Candidates prioritize clear job titles, application instructions, responsibilities, qualifications, benefits, and growth opportunities in job advertisements. The main recruitment challenges include a shortage of qualified candidates, competitive job markets, high salary expectations, and complex credentialing processes. To address these challenges, organizations are increasingly adopting innovative practices such as virtual recruitment events, AI, enhanced employer branding, candidate experience optimization, diversity initiatives, and employee referral programs. These strategies aim to attract and retain talent more effectively in the competitive healthcare landscape.

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Chapter 1

Introduction:

In the rapidly evolving landscape of healthcare, the recruitment and retention of a skilled workforce present ongoing challenges. The demand for qualified professionals is increasing alongside the complexities of delivering modern healthcare services. Healthcare organizations must navigate a myriad of obstacles to attract and retain talented individuals, while simultaneously meeting the diverse needs of patients and communities.

This paper delves into the intricate domain of healthcare workforce recruitment, elucidating the multifaceted challenges organizations encounter and the innovative strategies being developed to address them. Demographic shifts, talent shortages, technological advancements, and evolving expectations all contribute to these challenges. Traditional approaches to talent acquisition often fall short in the face of changing workforce dynamics and societal trends. Factors such as an aging population, shifting job preferences among younger generations, and the global mobility of healthcare professionals add to the complexity. Moreover, disparities in access to healthcare education and training further exacerbate the shortage of qualified personnel, particularly in underserved regions.

Despite these challenges, there are significant opportunities for innovation and adaptation. Healthcare organizations are increasingly turning to novel strategies to attract, engage, and retain top talent. Leveraging technological advancements, such as artificial intelligence and telemedicine, enables recruiters to broaden their reach and streamline the hiring process. Furthermore, the growing emphasis on diversity, equity, and inclusion (DEI) initiatives not only enhances workforce representation but also fosters a culture of belonging essential for employee retention.

This paper aims to illuminate the evolving landscape of healthcare workforce recruitment, examining both the obstacles impeding progress and the promising avenues for advancement. By analyzing real-world case studies, best practices, and emerging trends, we seek to equip healthcare leaders and practitioners with insights to navigate the complexities of talent acquisition in an era of unprecedented change.

While the challenges in healthcare workforce recruitment are substantial, they are not insurmountable. Through strategic foresight, innovative thinking, and collaborative efforts, healthcare organizations can proactively address these challenges and capitalize on opportunities to build a resilient and sustainable workforce for the future.

Recruitment principles are crucial for ensuring a successful and equitable hiring process aligned with organizational objectives. Key principles include attracting suitable talent through targeted sourcing via channels like job boards, social media, and recruitment agencies. Establishing a strong employer brand by highlighting organizational culture, values, and benefits helps in attracting high-quality candidates who fit well within the company.

Clear communication of job roles and expectations is essential to attract candidates who are genuinely interested and qualified. Fairness and equity are upheld through practices such as equal opportunity, ensuring all candidates receive unbiased consideration regardless of background or characteristics. Implementing transparent recruitment processes, including clear communication of selection criteria and providing feedback to candidates, fosters trust and engagement.

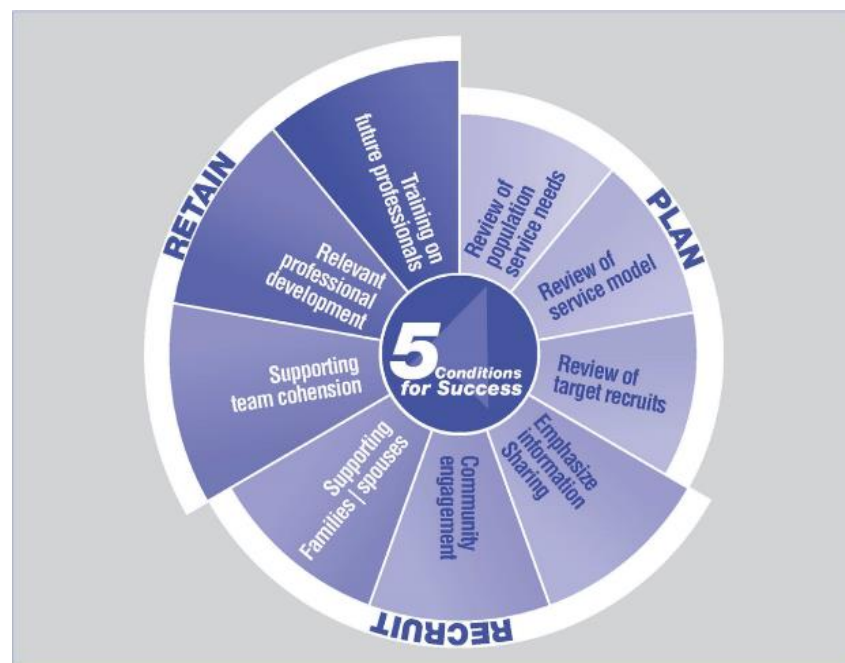


FIGURE:1.1

(Factors influencing Recruitment)

By adhering to these principles, organizations can develop a recruitment process that not only meets their hiring needs but also promotes fairness, efficiency, and a positive candidate experience.

Efficiency and effectiveness are optimized through streamlined processes that minimize delays and reduce time-to-hire. Leveraging technology and automation for administrative tasks allows recruiters to focus on strategic activities. Ensuring the quality of hire involves using reliable assessment methods to identify candidates who not only meet job requirements but also align with the organizational culture.

Continuous improvement is integral to refining recruitment strategies based on feedback and performance metrics. This adaptive approach enables organizations to better navigate market changes and enhance their ability to attract and retain top talent. By adhering to these principles, organizations can build a diverse, skilled workforce that contributes to long-term success and growth.

Conducting a detailed and systematic examination involves research, data collection, analysis, and critical evaluation to understand various aspects of healthcare workforce recruitment. The goal is to uncover new insights and validate hypotheses about innovative recruitment strategies.

"Novel" refers to strategies that are new or unusual in an interesting way. In this context, it denotes recruitment strategies that are not widely used or are emerging practices offering fresh solutions to existing problems. Examples include the use of advanced technologies, creative outreach methods, and innovative organizational practices.

Strategies or methods used to address a problem or achieve a goal refer to specific techniques healthcare organizations employ to attract and hire qualified professionals. Examples include digital marketing campaigns, AI-powered recruitment tools, employer branding initiatives, and partnerships with educational institutions. The organized provision of medical care to individuals or communities pertains to the healthcare sector, including hospitals, clinics, nursing homes, and other healthcare facilities, which face unique recruitment challenges due to high demand for skilled professionals and critical impacts on patient care.

These foundational recruitment principles are the most important truth every recruiter who is hiring should be thinking about right now. In a near zero unemployment economy, we must move quickly in order to compete in this talent market. Candidates have more choices now than ever before, and sacrificing time is no longer an option. Hold out for cost or quality, and you may end up settling on a candidate who has been on the job market longer and may not be the employee you could have had if you'd moved faster. In fact, dragging out hiring decisions doesn't actually improve hiring quality; it reduces it.



FIGURE:1.2

(Three Recruitment Principles for Every Hiring Situation)

The workforce refers to the group of people engaged in or available for work, including healthcare professionals such as doctors, nurses, technicians, administrative staff, and other personnel essential for effective healthcare delivery.

Recruitment encompasses the process of finding and hiring the best-qualified candidates for a job. It includes all activities related to attracting, screening, and selecting qualified individuals. In healthcare, recruitment is particularly challenging due to the need for highly specialized skills and the importance of finding candidates who are a good fit for the organizational culture.

Overcoming challenges involves effectively managing the barriers faced in healthcare recruitment. This entails identifying obstacles such as talent shortages, competition from other sectors, geographic limitations, and high recruitment costs, and finding ways to mitigate these issues.

Seizing opportunities entails proactively identifying and taking advantage of favorable conditions to improve recruitment outcomes. It involves agility and innovation in implementing new strategies to gain a competitive edge in attracting top talent.

Recognizing and leveraging opportunities in healthcare recruitment includes advancements in technology, partnerships with educational institutions, evolving market trends, and demographic shifts. Capitalizing on these opportunities can enhance recruitment and retention strategies.

Here are several prominent theoretical frameworks that guide organizations in designing and implementing effective recruitment and selection processes:

1. **Human Capital Theory:** This theory posits that employees are an organization's most valuable assets. It emphasizes the importance of identifying and acquiring candidates with valuable skills and knowledge during the recruitment and selection processes.
2. **Person-Organization Fit Model:** This model highlights the importance of aligning an individual's values, personality, and goals with those of the organization. It suggests that hiring candidates who are compatible with the organization's culture leads to higher job satisfaction and commitment.
3. **Realistic Job Preview Model:** This model advocates for providing candidates with a realistic view of the job and organization. By presenting both the positive and negative aspects of the role, organizations can attract candidates who have a clear understanding of what to expect, thereby reducing turnover due to unmet expectations.
4. **Multiple Sequence Model:** This model recognizes that recruitment and selection are not linear processes. It suggests that organizations should be flexible and revisit certain stages to ensure the best fit between the candidate and the job.

Talent Model/Competency Model: A competency model in recruitment is a framework that defines the specific skills, behaviours, and attributes required for successful performance in a particular role or organization. It serves as a guide for recruiters and hiring managers to identify, assess, and select candidates who possess the necessary competencies. Here's a detailed explanation of the competency model in recruitment. This emphasizes the broader concept of identifying and nurturing the talent needed within the organization, encompassing competencies as a key component.



FIGURE:1.3

(Competency Model of Recruitment)

Social Exchange Theory: This theory highlights the reciprocal relationship between employees and organizations. It posits that individuals who perceive fairness and positive treatment during the selection process are more likely to reciprocate with higher levels of commitment and performance.

Recruitment Process:

The recruitment process involves five essential steps to systematically attract, evaluate, and hire the most suitable candidates.

Firstly, **Recruitment Planning** involves defining recruitment objectives, conducting job analysis to outline job requirements, and establishing a timeline for hiring.

Secondly, **Strategy Development** focuses on selecting recruitment sources and methods, such as internal referrals and external job boards, to build a diverse applicant pool within allocated budgetary constraints.

Next, **searching** entails identifying potential candidates both internally through promotions and externally via job postings and outreach efforts. **Screening** then involves reviewing applications, conducting initial interviews, administering assessments, and performing background checks to shortlist candidates. Finally, **Evaluation and Control** includes selecting the best candidate based on predetermined criteria, extending a job offer, and assessing post-hire performance for process refinement.

By following these structured steps, organizations ensure efficient recruitment practices that align with their needs, enhance candidate quality, and optimize resource allocation for sustained organizational growth.

Healthcare organizations utilize a range of recruitment platforms to attract qualified professionals, selecting based on role specificity, urgency of hiring, and available resources. **Job boards** play a central role, encompassing general platforms such as Indeed, Monster, and Glassdoor, which offer wide visibility and access to a diverse candidate pool. Additionally, specialized healthcare job boards like Health eCareers, Medzilla, and Nurse.com cater specifically to healthcare roles, ensuring targeted recruitment efforts tailored to the industry's needs.

Social media platforms such as LinkedIn, Facebook, and Twitter serve as dynamic tools for healthcare recruitment. LinkedIn facilitates professional networking, job postings, and direct candidate engagement, while broader platforms like Facebook and Twitter broaden outreach and engagement through job postings and organizational updates.

Recruitment agencies specializing in healthcare, such as AMN Healthcare, Soliant Health, and Maxim Healthcare Services, provide essential services like candidate screening and placement, particularly beneficial for filling challenging positions.

Company websites with dedicated career pages offer candidates direct access to job listings and insights into organizational culture, enhancing transparency and attracting candidates aligned with company values.

Professional associations like the American Medical Association (AMA) and industry **conferences and job fairs** offer opportunities for face-to-face interactions, networking, and promoting job openings, fostering direct engagement with potential candidates.

University and medical school partnerships support campus recruitment initiatives, facilitating the hiring of fresh graduates and interns through targeted events and programs.

Employee referral programs incentivize current staff to recommend candidates, often yielding high-quality hires. **Government and public sector portals** like USAJOBS provide listings for healthcare roles in public institutions, offering robust opportunities in the federal public health sector.

Online recruitment platforms and applicant tracking systems (ATS) such as Workday, Taleo, and Greenhouse streamline the recruitment process, from posting jobs to managing applications, enhancing efficiency and communication with candidates. Lastly, **freelance and temporary staffing platforms** like Staff Care and LocumTenens.com specialize in temporary healthcare staffing solutions, meeting short-term workforce needs effectively. These varied platforms collectively support healthcare organizations in sourcing, evaluating, and hiring skilled professionals while meeting organizational objectives.

CHAPTER-2

Review of Literature:

The recruitment of healthcare professionals has become a critical issue globally due to an aging population, increasing demand for healthcare services, and a shortage of qualified professionals. Traditional recruitment methods often fall short in addressing these challenges, necessitating the exploration of novel approaches to attract, hire, and retain healthcare workers. This review of literature examines the current obstacles in healthcare workforce recruitment and investigates innovative strategies that have been proposed and implemented to overcome these challenges and seize emerging opportunities.

Shortage of Qualified Professionals

The literature consistently highlights a significant shortage of healthcare professionals, particularly in specialized fields such as nursing, geriatrics, and primary care. This shortage is attributed to factors such as the aging workforce, limited training capacity, and high burnout rates (**World Health Organization, 2020; Auerbach et al., 2013**).

Geographic Disparities

Rural and underserved areas face greater difficulties in attracting healthcare workers due to factors like isolation, limited professional development opportunities, and lower compensation compared to urban centers (**Ricketts, 2005; MacDowell et al., 2010**).

Retention Issues

High turnover rates are prevalent in the healthcare industry, exacerbated by job stress, burnout, and inadequate support systems (**Dyrbye et al., 2017; Han et al., 2019**). This turnover not only affects continuity of care but also increases recruitment costs and burdens remaining staff.

Technological Barriers

While technology has the potential to streamline recruitment processes, healthcare organizations often face challenges in implementing and utilizing advanced recruitment technologies effectively (**Booth et al., 2020**).

Innovative Recruitment Approaches

Virtual Recruitment and Telehealth Opportunities

Virtual recruitment fairs and online platforms have emerged as effective tools for reaching a wider pool of candidates. These platforms enable healthcare organizations to conduct interviews, provide virtual tours of facilities, and engage with candidates regardless of geographic constraints **(Huston, 2013; Chandra et al., 2020)**. Additionally, telehealth roles offer flexible working conditions that can attract professionals seeking better work-life balance.

AI and Data-Driven Recruitment

Artificial intelligence (AI) and data analytics are being utilized to enhance the recruitment process by identifying suitable candidates, predicting hiring outcomes, and reducing biases. AI-driven platforms can streamline resume screening, schedule interviews, and provide insights into candidate behavior and preferences **(Chamorro-Premuzic et al., 2016; Tatum, 2019)**.

Employer Branding and Social Media

Strengthening employer branding through social media and online presence helps attract top talent by showcasing the organization's culture, values, and benefits. Effective branding strategies include sharing employee testimonials, highlighting career development opportunities, and promoting community involvement **(Kaur, 2015; Sivertzen et al., 2013)**.

Partnerships with Educational Institutions

Collaborating with universities, colleges, and vocational schools to create internship programs, residency opportunities, and training partnerships helps build a pipeline of future healthcare professionals. These partnerships can also include scholarship programs, loan forgiveness, and guaranteed job placements upon graduation **(Collins et al., 2015; Edwards et al., 2020)**.

Diversity and Inclusion Initiatives

Implementing targeted recruitment strategies to attract a diverse workforce is essential for improving patient care and addressing health disparities. Diversity initiatives include outreach to minority communities, creating inclusive job descriptions, and offering

mentorship programs to support underrepresented groups (**Cohen et al., 2002; Begeny & Ryan, 2018**).

Seizing Opportunities

Leveraging Technology for Training and Development

Utilizing e-learning platforms and virtual simulations can enhance training and development, making it more accessible and engaging for healthcare professionals. Continuous learning opportunities help in retaining employees by promoting career growth and satisfaction (**Manning et al., 2016; Cook et al., 2019**).

Flexible Work Arrangements

Offering flexible work schedules, part-time roles, and job-sharing options can attract a broader range of candidates, including those who may have caregiving responsibilities or prefer non-traditional work hours (**Chen et al., 2016; Battiston et al., 2017**).

Comprehensive Wellness Programs

Investing in employee wellness programs that address physical, mental, and emotional well-being can reduce burnout and turnover rates. Wellness initiatives might include stress management workshops, mental health support, and fitness programs (**Shanafelt et al., 2019; Bodenheimer & Sinsky, 2014**).

Community Engagement and Outreach

Building strong connections with the community through health fairs, volunteer opportunities, and partnerships with local organizations can enhance the organization's reputation and attract candidates who are committed to community service (**Anderson et al., 2012; Ringle et al., 2020**).

This review synthesizes the existing literature on innovative approaches to healthcare workforce recruitment, providing insights into overcoming current challenges and leveraging new opportunities to enhance the recruitment process.

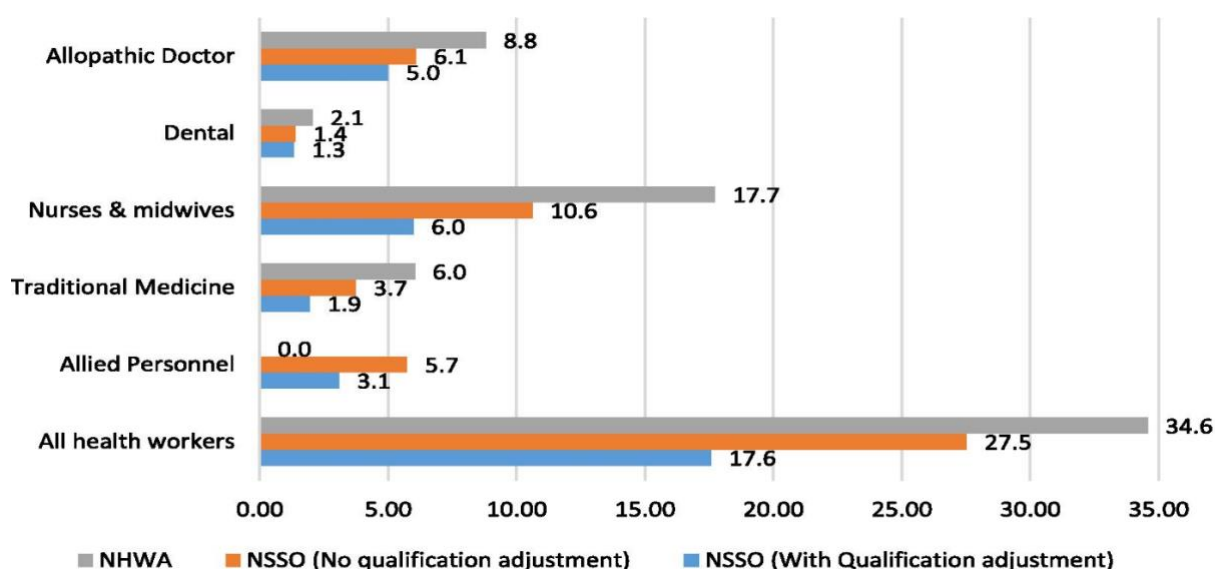


FIGURE:2.1

Scale, makeup, and allocation of healthcare professionals in India (Number of health professionals per 10,000 people in 2018, based on estimates from NHWA 2018 and NSSO 2017–2018. Population projections are from the Census of India 2019, as of January 1, 2018.)

According to estimates from the National Health Workforce Accounts (NHWA) 2018 and the National Sample Survey Office (NSSO) 2017–2018, based on population projections as of January 1, 2018 (Census of India 2019), the number of health professionals per 10,000 people in 2018 was significantly low.

A study by Anup Karan, Himanshu Negandhi, Suhaib Hussain, Tomas Zapata, Dilip Mairembam, Hilde De Graeve, James Buchan, and Sanjay Zodpey estimated (NHWA 2018) a total of 5.76 million health workers, which included:

- 1.16 million allopathic doctors,
- 2.34 million nurses/midwives,
- 1.20 million pharmacists,
- 0.27 million dentists,
- 0.79 million traditional medical practitioners (AYUSH).

However, the active health workforce size (NSSO 2017–2018) was significantly lower, at 3.12 million, comprising:

- 0.80 million allopathic doctors,
- 1.40 million nurses/midwives.

The stock density of doctors and nurses/midwives was 8.8 and 17.7 per 10,000 persons, respectively, as per NHWA. However, the density of active health workers, according to NSSO, was estimated to be 6.1 and 10.6, respectively. These numbers further decreased to 5.0 and 6.0, respectively, after accounting for adequate qualifications. All these

figures fall significantly below the WHO threshold of 44.5 doctors, nurses, and midwives per 10,000 population.



FIGURE:2.2

(Age distribution of health workforce in India-2018)

The study also revealed a highly skewed distribution of the health workforce across states, rural-urban areas, and public-private sectors. A substantial proportion of active health workers were found to be inadequately qualified, while over 20% of qualified health professionals were not active in the labour market.

CHAPTER 3

Research design and research methodology:

This section describes the participants of the study, including information about their demographics, followed by a description of the Job-type and Work-related, Quality of life in healthcare workers working in healthcare organizations like company, clinics, hospital, and its relevance to the current study. The section also discusses the instruments used to measure the various constructs of interest in this study.

RESEARCH QUESTION:

What are the main challenges healthcare organizations face in recruiting qualified professionals?

OBJECTIVES:

- To explore how organizational culture and work environment influence the recruitment and retention of healthcare professionals.
- To identify best practices and innovative strategies for recruiting qualified healthcare professionals.

MATERIAL AND METHODS:

- Study Design- Cross-sectional
- Setting-Healthcare Recruitment company.
- Study Population-

(a)Healthcare organizations (hospitals, clinics, nursing homes) in a specific region.

(b)Recruitment managers, HR professionals, and healthcare workers in these organizations.

- Study tool- Structured survey or questionnaire.
- Duration of study- 2 months

- Sample size-200
- Sampling technique- Random Sampling.
- Data collection procedure-Google form
- Data Analysis plan-MS Excel, Power BI.

RESEARCH DESIGN AND SETTING

A cross-sectional study will be undertaken among the healthcare workers working in clinics, companies, hospitals and any other healthcare setup in Gurgaon and having an overall experience of healthcare setup. The study will be undertaken by using an online platform, accessible through any device with an internet connection. An online form consisting of the questionnaire will be circulated in healthcare groups. The online link to survey will be having questions related to Type of job, Job Satisfaction scale, work-related questions, Quality of Life Scale, work-life balance etc. The survey link will be disseminated through institutional and personal contacts in clinics, companies, hospitals and any other healthcare setup. Further the information which will be available from the data collected will be analysed in excel.

SAMPLING SIZE:

Selection of healthcare professionals working in clinics, companies, hospitals and any other healthcare setup in Gurgaon randomly. The sample size will consist of 100 personnel. The sample will consist of employees in corporate companies, physicians, surgeons and nurses of general hospital, multi-specialty hospital and super-specialty hospital of Gurgaon. Selection of samples from public and private setup will be done by a random stratified sampling technique.

SAMPLING TECHNIQUE:

Convenience sampling technique was used to collect data from healthcare professionals working in government and private healthcare setup of Gurgaon. The healthcare professionals working in private healthcare setup of Gurgaon were selected for the study who fulfilled the following inclusion and exclusion criteria.

STUDY POPULATION INCLUSION CRITERIA:

- Only Healthcare professionals involved in health-care setup will be included.
- The term “Healthcare professionals” includes all people serving in any healthcare setup.
- A medical professional who has worked for at least sometimes in a healthcare setup.
- Healthcare professionals who are only involved in healthcare services and are not involved in any other practices.

STUDY POPULATION EXCLUSION CRITERIA:

- Healthcare professionals who have any mental health problem and are on some medications will be excluded.
- Medical professionals working in non-recognized clinics, primary health centers (PHCs), community health centers (CHCs) and sub-district hospitals are excluded.
- Healthcare professionals involved in teaching and academic counselling will also be excluded from the study.
- Healthcare professionals other than non-recognized organizations will be excluded from the study.

STUDY TOOL USED:

Detailed information about these measures is presented below.

Demographic Questionnaire: All participants in this study will complete a demographic questionnaire. Participants will be asked to indicate their sex, age, educational qualification, marital status, religion, caste, years of experience, household income, the number of hours they spent in the setup, the department in which they are posted, sector of job, salary package, designation, location of hospital from their resident, number of days working in the unit, number of staff working or supporting them, shift in which they are working, how frequently they have changed their job etc.

DURATION OF STUDY:

The study will be carried out for a period 2 months from 10th April 2024 to 10th June 2024

DATA COLLECTION PROCEDURE:

An online link to the survey was circulated to the healthcare workers working in in clinics, companies, hospitals and any other healthcare setup in Gurgaon randomly.

DATA ANALYSIS PLAN:

- The data was entered in MS Excel and was analyzed.
- Descriptive analysis.

CHAPTER 4

RESULTS:

The distribution of healthcare organizations by organizational culture type is generally as follows:

TABLE 4.1

S.No	Type of organization culture	Number of candidates	Total Percentage (%)
1	Hierarchical Culture	93	46.5
2	Collaborative Culture	74	37
3	Supportive Culture	25	12.5
4	Competitive Culture	8	4
	Total Candidate(n)	200	

These percentages reflect trends observed in studies and literature on organizational culture in Indian healthcare settings.

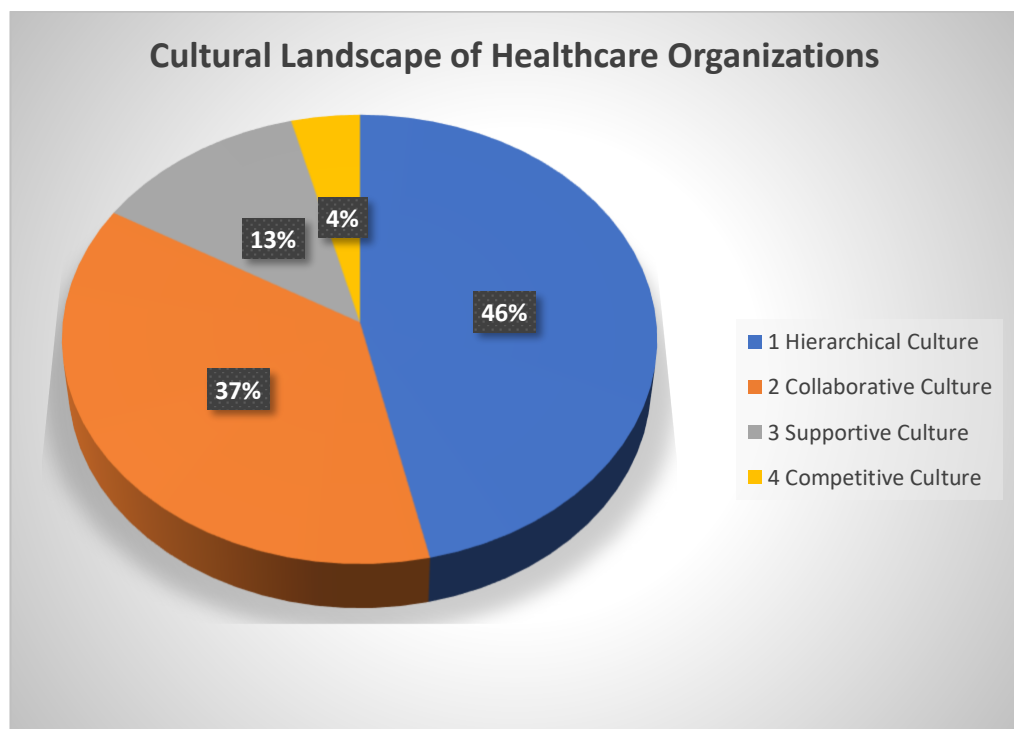
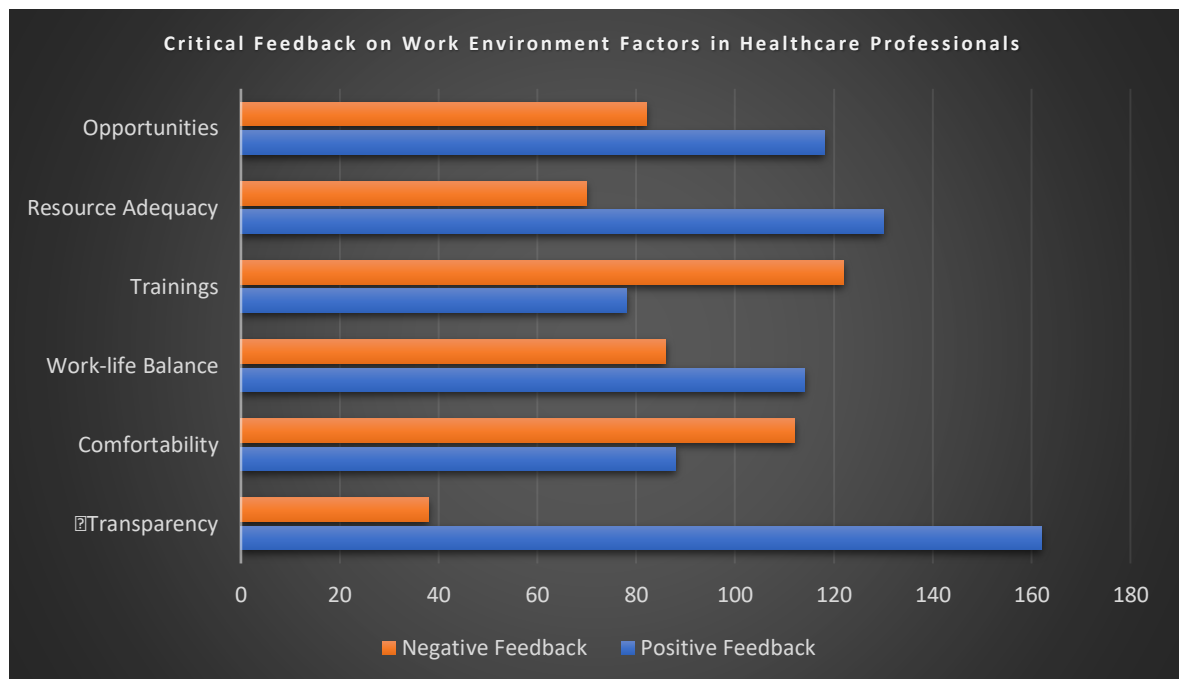


TABLE 4.2

(Critical Feedback on Work Environment Factors in Healthcare Professionals)

S.No	Types of experience in work environment	Positive Feedback	Negative Feedback
1	Transparency	162	38
2	Comfortability	88	112
3	Work-life Balance	114	86
4	Trainings	78	122
5	Resource Adequacy	130	70
6	Opportunities	118	82

The percentages of healthcare professionals in India experiencing key work environment factors vary, influenced by diverse organizational practices and cultural dynamics.



To address these issues, healthcare organizations in India need to focus on improving transparency, enhancing comfort and work-life balance, providing adequate training and resources, and ensuring equitable opportunities for career advancement. Implementing these changes can help in recruiting and retaining qualified healthcare professionals.

TABLE 4.3

(Current Trends in Healthcare Recruitment Platforms)

S.No	Healthcare recruitment platform	Number of candidates using platform
1	Job Boards	84
2	Social media	49
3	Recruitment Agencies	33
4	Hospital and Healthcare System Websites	24
5	Professional Networks and Associations	10
	Total candidates (N)	200

These percentages can vary based on factors such as the region, type of healthcare role (clinical vs. administrative), and the specific strategies adopted by healthcare organizations and recruiters. For the most current and accurate data, consulting recent industry reports or specialized market research on healthcare recruitment trends would be recommended.

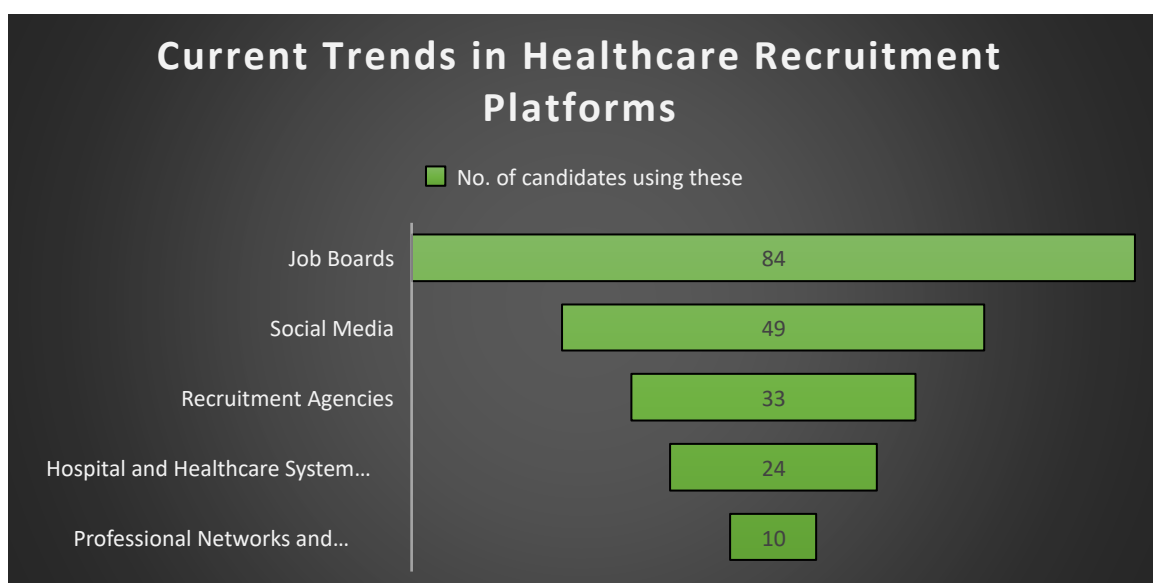


TABLE 4.4

(Prioritized Elements in Healthcare Job Advertisements)

S.No	Sections in Advertisement	Percentage of professionals (%)	Number of candidates
1	Job Title	100	200
2	Job Summary/Objective	91	182
3	Key Responsibilities	95	190
4	Qualifications and Requirements	96.5	193
5	Skills	87	174
6	Benefits and Perks	81.5	163
7	Location	73	146
8	Organization Overview	56	112
9	Opportunities for Growth	51	102
10	Application Instructions	100	200

These percentages can vary based on individual preferences, job specifics, and the level of competition for healthcare positions in a particular region or specialty. However, focusing on these key elements ensures that job advertisements effectively communicate relevant information to attract and engage healthcare professionals.

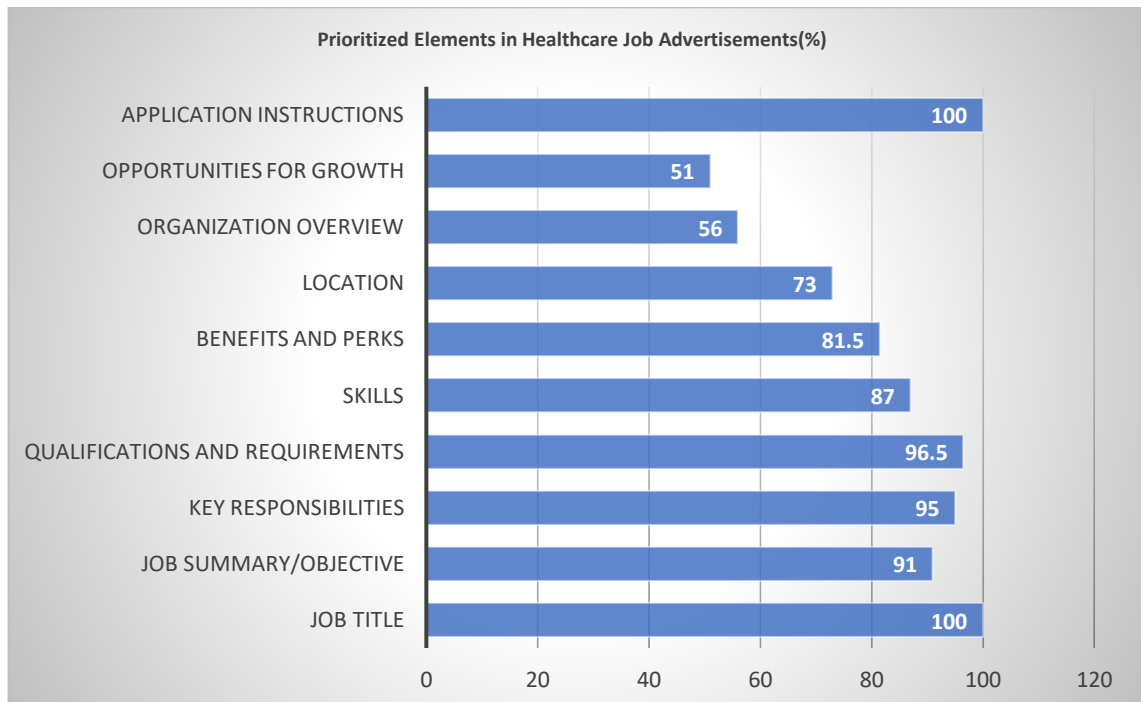
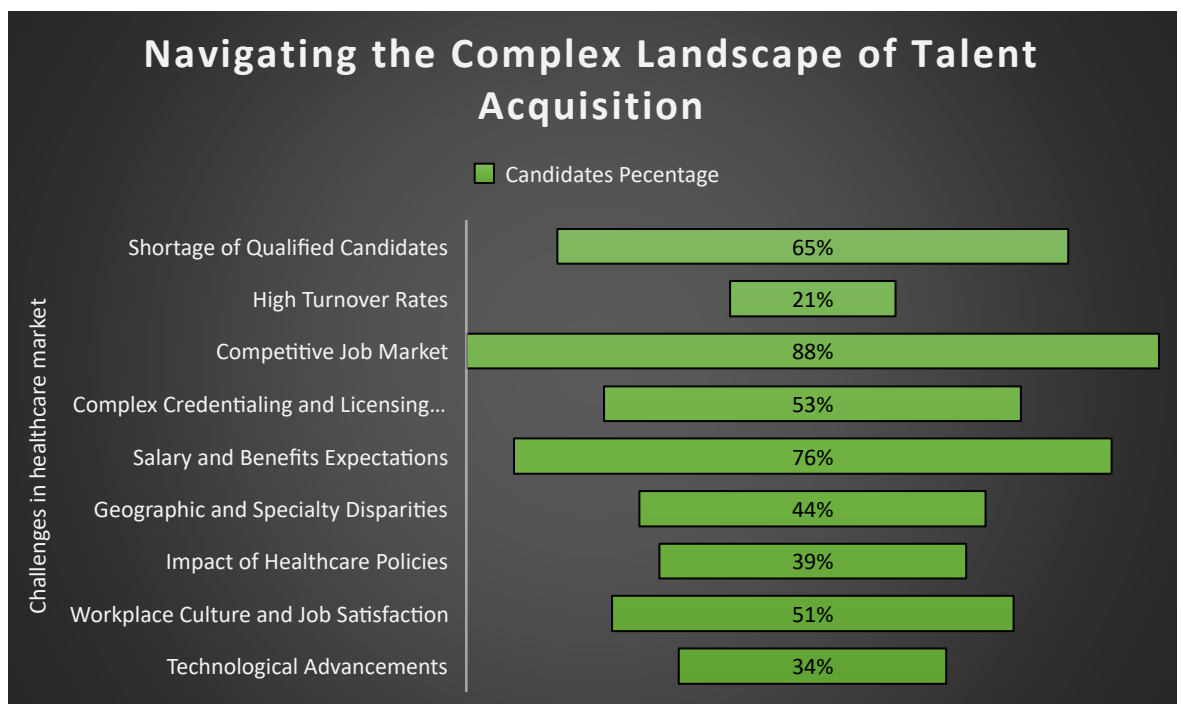


TABLE 4.5

(Navigating the Complex Landscape of Talent Acquisition)

S.No	Challenges in healthcare market	Candidates Percentage (%)	Number of candidates(N=200)
1	Shortage of Qualified Candidates	65%	130
2	High Turnover Rates	21%	42
3	Competitive Job Market	88%	176
4	Complex Credentialing and Licensing Requirements	53%	106
5	Salary and Benefits Expectations	76%	152
6	Geographic and Specialty Disparities	44%	88
7	Impact of Healthcare Policies	39%	78
8	Workplace Culture and Job Satisfaction	51%	102
9	Technological Advancements	34%	68

These estimates provide a general sense of the prevalence of each challenge based on industry observations and studies.



Estimating approximate data for the main challenges organizations face in recruiting healthcare professionals involves considering industry trends and common issues reported by healthcare recruiters and HR professionals:

TABLE 4.6

(Current Trends in Innovative Recruitment Practices)

S.No	Trends adopted by organizations	Recruitment usefulness (%)
1	Virtual Recruitment Events	62
2	AI and Automation	58
3	Enhanced Employer Branding	77
4	Candidate Experience Optimization	82
5	Diversity and Inclusion Initiatives	61
6	Data-Driven Recruitment Strategies	53
7	Partnerships with Educational Institutions	49
8	Remote Work and Telemedicine Opportunities	52
9	Employee Referral Programs	74
10	Continuous Learning and Development	65

These estimations reflect common industry practices and trends adopted by organizations to innovate their recruitment processes and attract top talent in a competitive job market.



CHAPTER 5

DISCUSSION:

The distribution of healthcare organizations by culture type shows a significant dominance of hierarchical cultures (46.5%), followed by collaborative cultures (37%). Supportive and competitive cultures are less prevalent, making up 12.5% and 4%, respectively. This suggests that many Indian healthcare institutions emphasize structure and control, likely due to the need for standardized procedures in larger, traditional institutions. However, there is also a substantial portion that values teamwork and a family-like environment, indicative of collaborative cultures.

The feedback on work environment factors highlights significant challenges in transparency, comfortability, and training:

Transparency: Despite high positive feedback (162 positive vs. 38 negative), transparency issues still exist and impact trust and engagement.

Comfortability: There is a notable imbalance (88 positive vs. 112 negative), indicating that many healthcare professionals are dissatisfied with their workplace conditions and support systems.

Work-life Balance: About 41% of healthcare professionals struggle with work-life balance, reflected in the relatively balanced feedback (114 positive vs. 86 negative).

Training: Inadequate training is a significant concern (78 positive vs. 122 negative), underscoring the need for improved professional development.

Resource Adequacy While these areas show better feedback, with 130 positives vs. 70 negatives for resources, there is still room for improvement.

Opportunities: While these areas show better feedback 118 positives vs. 82 negatives for opportunities, there is still room for improvement

The data indicates that job boards (42%) are the most popular recruitment platform, followed by social media (24.5%) and recruitment agencies (16.5%). Direct recruitment through hospital websites and professional networks are less common. This suggests a reliance on broader, more accessible platforms for hiring, with less emphasis on direct or specialized network.

Healthcare professionals prioritize the following elements in job advertisements:

Job Title and Application Instructions: Both are reviewed by 100% of candidates, as they are crucial for understanding the position and application process.

Key Responsibilities and Qualifications: Highly scrutinized (95% and 96.5%, respectively) to ensure a match between the candidates' skills and the job requirements.

Benefits and Perks: Significant attention (81.5%), indicating the importance of non-salary benefits in job decisions.

Opportunities for Growth: Moderately considered (51%), highlighting that career advancement is a key but not primary factor in application decisions.

The main challenges include:

Shortage of Qualified Candidates: A major issue (65%) affecting recruitment, especially in specialized fields.

Competitive Job Market: A significant challenge (88%) with high competition for talent.

Salary and Benefits Expectations: High expectations pose a challenge (76%) for attracting and retaining professionals.

Complex Credentialing: A notable barrier (53%) in the recruitment process.

Geographic Disparities and Workplace Culture: These factors also present challenges but to a lesser extent.

Organizations are adopting various innovative recruitment practices:

Virtual Recruitment Events and AI: Increasingly common (62% and 58%, respectively) to expand reach and streamline processes.

Enhanced Employer Branding and Candidate Experience Optimization: High priority (77% and 82%), reflecting the focus on attracting and retaining talent through positive engagement and clear communication.

Diversity and Inclusion Initiatives: Important (61%) for building diverse teams.

Employee Referral Programs: Highly valued (74%) for sourcing quality candidates through existing employees' networks.

The results highlight the need for healthcare organizations in India to balance structured environments with collaborative and supportive practices. Addressing work environment factors such as transparency, comfortability, and training is crucial for improving employee satisfaction and retention. Recruitment strategies should leverage job boards and social media while also focusing on employer branding and candidate experience. Addressing recruitment challenges such as candidate shortages and competitive markets requires innovative approaches, including virtual events, AI, and enhanced employee referral programs. Overall, the findings suggest that improving organizational culture, work environment, and recruitment strategies can help healthcare organizations attract and retain qualified professionals more effectively.

CHAPTER 6

Ethical Considerations:

As a researcher, several ethical considerations were meticulously adhered to in this study:

Voluntary Participation: Participation in this survey is entirely voluntary.

Right to Withdraw: Participants have the right to refuse to participate or withdraw from the study at any time without any penalty.

No Direct Benefits: Participants will not receive any direct benefits from participating in the study.

Risk Assessment: As the survey aims to assess participants' current knowledge on the subject matter, any potential risks associated with participation are unforeseeable.

Data Security: Survey responses are collected via a Google Forms link and stored in a password-protected electronic format.

Anonymity and Confidentiality: Responses are anonymous, with names and other identifying information kept confidential. Participation is not identifiable by anyone, and no one can judge or know if a participant took part in the study.

Publication and Presentation: Names and personally identifiable information will not be used in any publications or presentations based on this data. Survey responses will be treated with strict confidentiality.

Use of Data: The data collected will be utilized to organize counseling workshops and other work-life balance events. Additionally, it will help develop policies aimed at enhancing job satisfaction.

CHAPTER 7

CONCLUSION:

Investigating new methods for recruiting healthcare professionals involves addressing the complex challenges that organizations face while identifying and seizing emerging opportunities. By leveraging technology, prioritizing diversity, equity, and inclusion (DEI), and adopting innovative strategies, healthcare organizations can build a resilient and sustainable workforce capable of delivering high-quality care in a constantly evolving environment. Recruitment in the healthcare sector is a multifaceted challenge that requires innovative solutions to overcome existing obstacles and capitalize on new opportunities. By utilizing technology, enhancing employer branding, forming educational partnerships, and promoting DEI, healthcare organizations can attract and retain the talent needed to meet the growing demand for healthcare services. Future research should continue to evaluate the effectiveness of these strategies and develop new methods to address the evolving needs of the healthcare workforce.

The conclusion from this analysis of Indian healthcare organizations indicates a complex landscape characterized by dominant hierarchical cultures emphasizing structure and control, alongside a significant portion valuing teamwork. Despite positive feedback on transparency, issues persist, and comfortability remains a significant concern with more negative feedback. Many healthcare professionals struggle with work-life balance, and inadequate training is a notable issue. While resource adequacy and opportunities for growth have better feedback, there is still room for improvement.

Recruitment practices heavily rely on job boards, social media, and recruitment agencies, with less emphasis on hospital websites and professional networks. Candidates prioritize clear job titles, application instructions, responsibilities, qualifications, benefits, and growth opportunities in job advertisements. The main recruitment challenges include a shortage of qualified candidates, competitive job markets, high salary expectations, and complex credentialing processes. To address these challenges, organizations are increasingly adopting innovative practices such as virtual recruitment events, AI, enhanced employer branding, candidate experience optimization, diversity initiatives, and employee referral programs. These strategies aim to attract and retain talent more effectively in the competitive healthcare landscape.

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