Employee Life Cycle in Healthcare Industry With Reference to Delhi & NCR: An Exploratory Study

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Abstract:
Employee life cycle would encompass all the activities associated with the employee’s tenure in the organization from selection, recruitment, on boarding, development, learning and separation. This paper explores the concept of ELC and to study the level of satisfaction of the various process such as selection and recruitment, training and development, compensation & benefits and performance appraisal system among the employees and managers of the Healthcare industry. The study is exploratory and primary data was collected by questionnaire. A questionnaire was administered to 50 employees who were working at Health care industry, New Delhi. The sampling procedure was non probability convenience sampling. The secondary data included various research papers of national and international journal, magazines, newspaper article. SPSS is used for analysis of data and pie charts were used for the presentation of the data.

Key words: Employee Life Cycle, HealthCare, on boarding.

I. INTRODUCTION

Employee Life Cycle approach in organizing the HR function will help us to generate a business study for allocation of resources and efficient management for the function. At a managerial level it will help us to prepare a robust model for the employment and describe systematically from what source HR could be associate to different business techniques. As a matter of fact, our blog is based on the concept of examine and the HR function from an Employee Life Cycle (ELC) point of view. For an HR professional this approach can be a significant tool to determine the kind of inputs that need to be given to the employee based on the phase in the employee life cycle to assure his/her superlative performance, persevere motivation levels and ensure that appropriate developmental inputs are disposed to the individual. Definitely in larger organizations it might be laborious to give individualized observation and there consistently large scale systems driven inventiveness would be beneficial in generating or providing inputs to the employees using an Employee Life Cycle (ELC) approach. Both individual and organization particular factors that affect the description of initiatives and inputs operating the Life Cycle approach. Management Business in India,

II. ABOUT THE HEALTH CARE INDUSTRY

Healthcare has become one of India's largest sectors – Both in terms of revenue and employment. Healthcare comprises hospitals, medical devices, clinical trials, outsourcing, telemedicine, medical tourism, health insurance and medical equipment, etc.

The healthcare industry, also called the medical industry or health economy is an aggregation and integration of sectors within the economic system that provides goods and services to treat patients with curative, preventive, rehabilitative, and palliative care. The Government aims to develop India as a global healthcare hub. It has created the National Health Mission (NHM) for providing effective healthcare to both the urban and rural population. The Government is also providing policy support in the form of reduced excise and customs duty, and exemption in service tax, to support growth in healthcare. Investment in healthcare infrastructure is set to rise, benefiting both 'hard' (hospitals) and 'soft' (R&D, education) infrastructure. The researcher selects the healthcare industry because it is believed that employees of the healthcare are not as much satisfied as they devote their time and energy towards the betterment of the people.

III. ABOUT THE TOPIC: EMPLOYEE LIFE CYCLE

As we have acknowledged about PLC, Product Life Cycle, same procedure very much applies to the “Employees Life Cycle”. An employee life cycle is the method that the employees undergo from the time, when they enter a company till they leave. Generally HR experts focus their attention on the methods in this procedure in hopes of inventing an effect on the company’s nuts and bolts. Their objective is to diminish the company’s cost per employee hired. A concise introduction of the company and all the rules & regulations is given to the employees during the process of induction. Afterwards, employee is placed on the job for live working, where he/she interacts with the existing employees and tries to be friendly with them. Upon his working he/she faces various obstacles on the job such as rude behavior of the seniors, management etc.. Sometimes employees leave in frustration in such situations, but those who pass through the tough times, they might have a better future in the Organization. Once transferred to a new business or location, the employee needs to start everything afresh showing himself/herself within the Organization and making their presence felt in the Organization. At various occasions, the employee skills are developed through extensive training and workshops. Every year the employee is rewarded with a performance appraisal for his honest and diligent working and also promoted to the next position so that he/she feel more responsible, this also increase the morale of the employees and make them work blindfold. In the process, you will make your own job easier and increase your value to the company. Below a flow of various phases during the tenure of the employee within the Health care industry.
1. Recruitment and Selection

“Recruitment is the Process of searching and fascinating capable applicants for employment. The Process commence when there is new recruits are sought and conclude when their applications are submitted. The result is declared by the pool of applicants from which new employees are appointed.”

Recruitment is one of the most important phases of Human resource, as if you acquire this process right you’re halfway there, as you have reduced any potential employee’s issues that can occur in future.

2. Employee Contract

An employment contract is also a very important phase of HR and it is a written legal document that puts out obligatory circumstances of employment between an employee and an employer.

An employment contract substantially covers:
- An overview of job responsibilities
- Reporting relationships
- Perks & salaries
- Fringe benefits
- Paid vacation
- Paid sick leave
- Paid holidays
- Sales commissions
- Bonus pay potential and how bonus is determined
- Profit sharing and how profit sharing is determined, stock options and stock buy-back provisions
- Employment contract signing bonus
- Car mileage and travel allowance

3. Personal Development Program

Personal development consists of various activities that improves identity and awareness, build human capital and facilitates employability, develop talents and potential, enhance quality of life and contribute to the realization of aspirations and dreams. This concept is not restricted to self-help but also involves formal and informal activities, in roles such as guide, teacher, counselor, manager, coach, or mentor.

Basically, as personal development program conduct in the context of institutions, it introduce to the tools, methods, programs, techniques, and assessment systems that support human resource development at the individual level in industries.

4. Annual Compensation

“Annual compensation” defines the payment and other expenses for services provided to employees”. According to the regulations, annual compensation is made up of salary, bonus, allowance and subsidies; employee benefits; health insurance, endowment insurance, unemployment insurance, injury insurance and birth insurance; housing accumulation fund; employee education funds; benefits; severance payments and other related payments. Basically, the amount of annual compensation is 1.5 to 2 times of the annual salary. Compensation is more than gross salary and includes fringe benefits that differ from employee to employees and eligibility; Gross Annual Salary: The amount of income paid during the calendar year which may include pay for earnings such as regular pay, sick leave, vacation leave, Discretionary Day, holidays, longevity, and compensatory time.

Figure 1. Source: Oasis Outsourcing
IV. OBJECTIVE OF THE STUDY

1. To study about the recruitment and selection process carried out in health care industry of Delhi NCR.
2. To study the types of the training provided for the succession and development of the employee.
3. To study about the satisfaction of the employee towards the performance appraisal of the organization.
4. To study the satisfaction level of the employee towards the compensation, benefits and rewards policies of the organization.
5. To study about the culture and working environment of the organization.

V. LITERATURE REVIEW

The studies of Lee Smither illustrated the effective means for retaining as well as developing human assets, through product life-cycle model from marketing theory. Though Product life-cycle theory cannot capture all the complexity of human resource management, But it may be possible to reduce turnover and also retain key employees by knowing where each employee presently lies on their individual lifecycle curve in your firm. It is also important to note that as product life cycles are becoming shorter in today’s world, employee life cycles are also becomes shorter. Employees at each phase of the life cycle need to consider that the work they do is important and meaningful for the firm. By continuing encouragement, understand the needs, desires, and fears of your employees, develop two-way communication with your employees. Develop and sustain a culture of real personal interest. If your employee see that firm care about them and their careers, they will do better job and deliver better results for the firm and also more committed to their careers with your company. The recent findings of the Kelly Global Workforce Index reflect a sympathy on the part of most employees, that the days of lifetime employment gone. Gradually many people will have several careers and, in all prospect will have to take more personal accountability for managing their careers and learning new skills. But this will not always be a cake walk. It will be much suited to rising areas of the economy where new and updated skills and opportunities are emerging. As this mobility and vitality gathers speed and accuracy, many people will move outside of the typical employment relationship and accept different entrepreneurial ways of work. There will be a more emphasis on continuous learning and developing.

VI. RESEARCH METHODOLOGY

Research Design- Exploratory
Type Of The Research- Empirical Research
Sample Unit- Employees of HR departments of healthcare industry of Delhi NCR.
Population- All employee working in healthcare industry of Delhi NCR.
Sampling Method - Non probability - Convenience sampling
Sample Size- A survey was conducted in which 70 employees were asked to fill the questionnaire in which only 40 employees revert.
Types of Data- Both primary and secondary data
Method of Data Collection- Primary data is collected through employee’s interaction and Questionnaire. Secondary Data is from Newspaper, Magazines, Journals, Official website.
Research Instrument- Five point Likert scale questionnaire was used to quantify each response of the question.

VII. DATA ANALYSIS

Q1. Do you think that the HR department followed the transparent recruitment and selection process?

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<th>S. N.</th>
<th>Criterion</th>
<th>Respondents</th>
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</table>
| 1    | Strongly Agree | 16          | 40%
| 2    | Agree          | 14          | 35%
| 3    | Undecided      | 6           | 15%
| 4    | Disagree       | 2           | 5%
| 5    | Strongly Disagree | 2     | 5%

75% of the employees said they were satisfied with the Process followed by the HR department in recruitment and selection of the organization and , 15 % were undecided 10% employees showed dissatisfaction thereby indicating active involvement of the HR department.

Q2. Does the job description and job specification were framed well in the recruitment process of your organization?

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| 1    | Strongly Agree | 10          | 25%
| 2    | Agree          | 12          | 30%
| 3    | Undecided      | 4           | 10%
| 4    | Disagree       | 8           | 20%
| 5    | Strongly Disagree | 6     | 15%
25% of the employees are strongly agree, 30% are agree that the job description and job specification were framed well in the recruitment process whereas 40% were disagree and strongly disagree with the same thereby indicating a need for upgradation. And 10% are neutral for the same.

Q3. Are you satisfied with the selection instruments used during the interview process?

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70% of the employees said they were satisfied with the interviewing process and other selection instruments of the organization and 20% employees showed dissatisfaction thereby indicating a need for use of improved tests and techniques in order to ascertain employee suitability for their organization

Q. 4 Are you satisfied with the recruitment and selection process of the company?

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65% of the employees are strongly agree and agree that they were satisfied with the recruitment and selection process of the organization and only 35% employees showed dissatisfaction thereby indicating a majority of satisfied employees.

Q5. Do you think that the training being conducted by the organization are satisfactory?

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60% of the respondents were satisfied with the training conducted by the organization and the remaining 20% respondents were dissatisfied whereas the 20% are undecided. Thus the trainings process of the organization is good.
Q6. Does the training being provided by the organization helped you to identify your strengths and weakness?

The training being provided by the organization was not much successful in identifying the strengths and weakness of 50% of the employees. However the remaining 50% were able to identify their strengths and weaknesses with the help of the training provided by the organization.

Q7. Are you happy working hours of your organization?

65% of the respondents agreed that the working hours of the organization are convenient thereby allowing time for the employees to maintain proper work-life balance.

Q8. Is the leave policy of the organization is good?

70% of the respondents agree that the leave policy of the organization is good and satisfactory and 30% were not happy with the leave policy of the organizations.

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**Q6.** Does the training being provided by the organization helped you to identify your strengths and weakness?

- **Strongly Agree:** 25%
- **Agree:** 25%
- **Undecided:** 10%
- **Disagree:** 30%
- **Strongly Disagree:** 10%

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**Q7.** Are you happy working hours of your organization?

- **Strongly Agree:** 30%
- **Agree:** 35%
- **Undecided:** 0%
- **Disagree:** 15%
- **Strongly Disagree:** 20%

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**Q8.** Is the leave policy of the organization is good?

- **Strongly Agree:** 40%
- **Agree:** 30%
- **Undecided:** 0%
- **Disagree:** 25%
- **Strongly Disagree:** 5%

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Q9. Are you happy with the performance appraisal system of the organizations?

65% of the respondents agree that the performance appraisal systems of the organization are good and satisfactory whereas the remaining 35% employee were not happy thereby indicating a higher percentage of satisfied employees.

Q10. Does your organization provides good employee benefits?

75% of the respondents agree that the benefits provided by the organization to the employees are good and satisfactory and only 25% feel otherwise thereby indicating a higher percentage of satisfied employees.

Q11. Is the payroll and salary system of the organization are satisfactory?

70% of the respondents agree that the payroll and salary system of the organization is good and satisfactory whereas the remaining 25% are not happy with the salary system of their organizations and 5% were undecided about the salary system.
Q12. Are the organization culture provides a good opportunity to build an employee-employer relationship?

65% of the respondents satisfied with the relationship with the management and 45% of the respondents dissatisfied with the relationship with the management.

VII. CONCLUSION

After the analysis of data it was founded that about 60% of employees were satisfied with their life cycle, but still there were certain dimensions which need to be focused and worked upon to further improve the employee life cycle. The study helped us in understanding and comparing the ideal work environment and the real work environment in the health care industry. The employees agree that there is an opportunity for career growth with their organization, but they need to adopt new practices to increase the opportunities for career growth for an employee. They do experience personal growth like updating skills. Their work gives them a feeling of personal accomplishment. Job requirements are clear to majority of the employees. Their job profile matches with their skills and qualifications. They have clearly defined quality goals. Superiors help them to improve their work by providing timely feedback and value their efforts. They are being encouraged to do things in a better way. The tools and resources given to the employees to carry out their life cycle in the organization. Also they are provided with adequate opportunity to interact with other employees within the organization. Most of the employees are satisfied by the way in which their efforts are being rewarded. Overall we can conclude by saying that majority of the employees are satisfied with their life cycle, but by implementing various practices the organization can further increase the level of life cycle within their employees.

VIII. REFERENCE

[1]. Ting Cyrill, (2011), employer branding and the employee-life-cycle: how to become an attractive employer


