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Employability Skills Essential for Healthcare Industry

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Abstract

Employability Skills are identified as one of the valuable policy tools to upgrade mobility and earnings. Organization's employees are required to possess the knowledge and skills for increasing the organization's performance and competitiveness. This research paper is an attempt to find the major employability skills needed in medical service vertical of the Healthcare Industry. These role-specific skills have to developed and acuminated by providing right type of trainings time to time. Prominent databases were searched using combination of keywords and based on that 105 papers were selected for study. They were further filtered based on their title, abstract and findings and finally 25 papers were left. Nine most crucial employability skills were identified, which are quintessential in medical services of Healthcare Industry.

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1. Introduction

Human resource is a key asset and crucial element of organizational success [1-3] and hence necessary for development of an organization as a whole. As there is a need of skilled human resources, nowadays organizations are putting investments on trainings of their employees [4-5]. An employability skill is the most sustainable basis of competitive edge in any industry. As the battle for talent continues, restructuring and optimizing the skills required at various levels becomes obligatory for stronger performances [6]. With increasing significance of human resources and escalating demands of well educated, skilled, knowledgeable, and trained employees throughout the world, to gain competitive advantage, it's important that human resource gain appropriate knowledge and skills desirable to convene the environmental changes [7].

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As training provided for specific skills are recognized as a key solution for performance improvement [8] and organization assign important human and financial resources to training [9], it is important on the part of organization to continuously explore the determinants of successful skill transfer [10-11].

Employability skills are identified as one of the valuable policy tools to upgrade mobility and earnings. Organization's employees are required to possess the knowledge and skills for increasing the organization's performance, competitiveness and advancement. Therefore, skills need to be updated with the time. To inculcate the required skills in the organization's employees there is a need of skill identification or skill evaluation mechanism, training programs and the kind of motivation required at all the hierarchal levels of the employees along with the level of skill transfer at work, and evaluation of success or failure of skill transfer program. Without a clear picture of what kinds of skills are essential, it is difficult on the part on the management to frame the training programs.

Recent evolution seems to connect the employability skills further to employment issues and mutual efforts of organization, employer and employee - to tackle issues like lifelong learning and employability [12]. The course of advancements and redesigning of work culture has made employability skills increasingly collective as contrary to be individualistic in nature [13]. The 'collective shift' means those employability skills which are increasingly wedded with the work content. This research paper in section 2, has explored various employability skills needed in medical services by conducting intense literature review. Further, in section 3, the basis of selection of research paper is discussed. In section 4, utility of all the skills identified is discussed in detail.

2. Literature Review

In India Healthcare Industry is one of the booming sectors in the country, envision dimensions of growth and globalization, accomplishing new achievements over the last decade. The Gross Domestic Product share of Healthcare Industry is 7% in India in 2016 (According to Report of WHO, 2016). Indian Healthcare Industry can be classified according to: Objectives & services offered, Ownership & control offered, Medical services offered.

Until 1980s Indian Healthcare Industry was run by government or by non-profit institutions. Thereafter the corporate investor started supporting the Indian Healthcare Sector, from that point growth in per capital income increased. Further technological interventions have driven the growth of private sector hospitals.

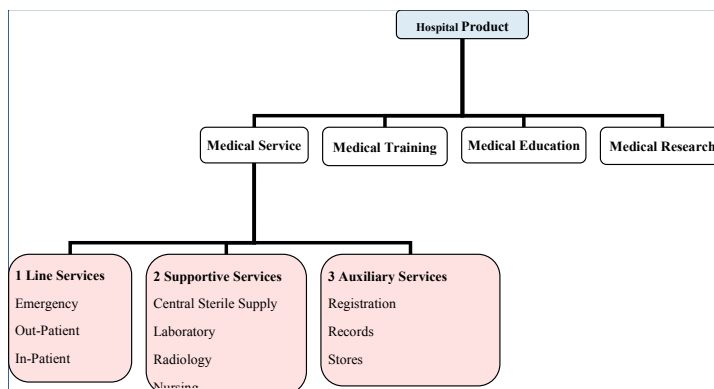


Fig 1. Aspects of the Hospital Services

The above Fig. 1, shows the classification of hospital products, which are classified under various verticals like Medical Service, Medical Training, Medical Education and Medical Research [14]. Product services offered depends on the nature and type of hospitals. The basic aim of all the providers is to avail the best medical services. Physicians, private providers, medical organizations have become increasingly fascinated in providing patient-centered care and patient safety home care [15]. Providers spotlight is on patient safety in system redesign along

with an emphasis on increasing demand of technology [16]. However, providers need to focus on human performance as a integrated system [17]. Humans are the assets of any organization, hence it becomes obligatory on the part of the providers to identify the required employability skills in the high- risk industry. Extensive literature review of 105 papers was conducted. 25 papers were closely related to the employability skills needed in the Healthcare Sector.

Since, it is a service industry and relies heavily on the skills of the employees for generating maximum customer satisfaction, it becomes important to select the right candidate for the right job. Time to time trainings are the required to up skill them for handling various contingent situations. It is essential to perform Training Need Analysis to know every individual's skills and gaps before drafting any training program [18], to make the training program more effective. The study will attempt at profiling the employees based on the Employability Skills set. Skills will be assessed at all the organizational hierarchy (line services) to identify which skills are mandatory where. There are many verticals in Healthcare Industry, for this study we have considered the medical services segment which includes, line services, support services and auxiliary services.

3. Research Methodology

It is the systematic and methodical process of searching, filtering, and classifying research papers. After reviewing 105 research papers which were selected via an automated search in seven prominent databases- ProQuest, Elsevier, Emerald, Springer, Deloitte, TechSci Research, LSI Financial Services and Google Scholar. To identify the relevant research papers from these databases subsequent combination of keywords are used like "Employability skills," "Healthcare Industry," "Employability Skills," "Employment," "Training Need Analysis," and "Training". The papers considered for this research were published on or before December 2016. The preliminary search resulted into a total of 105 hits, and then afterwards these research papers were filtered in two steps. In initial step of filtration- involves the manual scanning of the titles of all the research papers so as to remove the irrelevant ones. This resulted in the segregation of research papers, elimination of duplicates and opinion articles. The next step of the filtration involved reading the abstract and complete text of the research papers, if requisite. By applying this process of filtration, we were able to removed papers that didn't talk about employability skills and Healthcare Industry as the pivotal concept, but simply cited them in the text. After this step, we were remained with only 25 peer- reviewed papers which are closely related with the concepts of the employability skills needed in Healthcare Industry. This result reflected the need of identifying the skills required in Healthcare Industry. The reviewed research paper assists us to identify the nine employability skills needed in the Healthcare Industry.

4. Findings

Out of 25 research papers reviewed following skills were identified needed for employees in Medical Services. Table 1, represents the nine skills viz. Communication skills, ICT skills, Work Psychology skills, Teamwork skills, Interpersonal skills, Critical Thinking and Problem Solving skills, Self-management skills, Planning and Organizing skills and Conceptual and Analytical skills were identified, which are the backbone of any successful organization.

Table 1. Employability Skills Needed for Medical Services

S.no.	Skills	Source
1.	Communication	[19-20-21-22-23]
2.	Information Communication & Technology	[19][24]
3.	Work Psychology	[25-26-27]

4.	Teamwork	[20][27-28]
5.	Interpersonal	[19][29-30]
6.	Critical Thinking & Problem Solving	[19-20][27]
7.	Self-Management	[24]
8.	Planning & Organizing	[31-32]
9.	Conceptual & Analytical	[19]

4.1. Communication skill

Communication is an essential personal skill in today's global changing business environment [22-23]. It is one of the imperative employability skills, since it is constructive, cordial and conspicuous method to bring every individual and organizations together. Effective communication is beneficial for every individual and organization success. It was ranked amongst the top most employability skill needed in Healthcare Industry [19-20]. The effective communication in human resource leads in development of positive relationship [21], embolden the employees to formulate their goal –setting, restraining turnover, and develop the skill level.

There are several type of communication subsist in the human resources, which includes oral, written, active listening and nonverbal, where active listening is an essential requirement for a triumphant healthcare encounters [33]. The employees are the front face of any organization, especially in Healthcare Industry; effective communication will act as a pillar of building a good relation within and outside the organization. Learning any skills like surgical, delivery cannot be taught by giving lectures rather requires close observation and deliberative practice in the same way communication skills should be taught in organized and systematic way, together with the practice and constructive feedback on regular intervals [15].

4.2. Information Communication and Technology (ICT) skill

Information and Communication Technologies (ICTs) are referred to as the multifaceted collection of technological gear and resources used in the process of communication. Due to innovation and modernizing in Healthcare Industry it is necessary to develop, motivate and train their employees [24]. ICT skill training will groom the employees' to tackle the problems of the workplace. Healthcare professional should have complete understanding of the significance and value of ICT. Employees should be equipped with adequate ICT knowledge and skills particularly in using Microsoft office, email and internet [19].

4.3. Work Psychology skill

The Healthcare Industry is epidemic industry in the world. Its wings are not confined to a particular place, culture, people, geography and language. Assemblages working in an organization are from different culture, background and knowledge level etc. so every individual should learn an art, to work efficiently in assorted working environment and maintain their work-life balance. Work Psychology comprises professionalism to work in a diverse environment, work value, ethics and sociability i.e. not constrained only to technology and hard skills but should also be flexible in adapting new changes, discovering new opportunities, learning soft skills, awareness of the coming trends which will assists to grow an individual form inside and outside the frontier of organization [25].

Work Psychology consist of attitude, culture awareness, punctuality, attendance records, conflict management, loyalty or integrity towards the organization, accountability towards superior and personal appearance [26]. All these attributes reflects, the individual personality and their commitment towards organization which will assist them in building there good work history.

4.4. Team work Skill

If communication is the heart of a company, the team is the brain of the company as it helps the company to develop and grow [28]. Teamwork is indispensable in the provision of Healthcare. Yet there is little training on teamwork skills is provided to the Healthcare staff [34]. In healthcare, where patient safety and outcomes are dependent on the effectual interdisciplinary teamwork, there team based training attains the important position [35]. Co-operative and collaborative team work can make the organization and will ultimately assist to escalate inter-professional team-based care [36]. Individual working in team are from different geographical areas with different culture, attitude, values, skills set and customs. These attributes of a team influences its requirement in the organization.

Human resources are termed as assets to the organization whereas team-members are the neurons of the organization that are constantly betrothed in delivering the information which assists the organization to grow in terms of increased productivity and profitability. Few of the things which are necessary while beings a part of the team are: Flexibility to adapt changes, interpersonal skills, sharing knowledge, psychological safety and trust, credit sharing, role clarity, mutual support etc. [37]. High fidelity stimulation has become a progressively more popular tool for training teamwork skills in high risk industry like Healthcare [38]. Effective and collaborative teamwork reduce the change of error in intensive care, trauma care and operating room [39].

4.5. Interpersonal skill

Interpersonal skills or a people-related skill are considered as backbone for cultivating relationships [40]. These skills act as an asset in almost all line of work and with the changing time the healthcare organizations face, mounting pressure to build a interpersonal working environment [41]. People related skills are termed as the competency to listen, to communicate and to relate one another at personal and professional level. It includes give and take policy, empathy for others, empathizes and willingness to work collectively toward the common goal, work cooperatively etc. [29]. These human skills build an employee as a whole. Effective human skills help an organization to operate smoothly.

4.6. Critical thinking & Problem solving skill

This logical and judgmental driven field acts as a nerve center of an organization. The nerve center accepts signals from all part of the organization and provides feedback signals which are valuable for organization growth and development. Positive feedback depicts that there is healthy functioning of organization [27]. Problem solving & critical thinking provide the competitive edge to nearly all the organization of every industry. It helps the organization to grow and going.

Innovativeness, challenging assignments, identification of problem and providing novel solution, curiosity, tactfully resolving conflicts are few of the attributes of critical thinking & problem solving skills. Every individual should be trained in this type of skill set, especially in Healthcare Industry where employees have to tackle or interact with new individual on daily bases in complex environment [41].

4.7. Self- Management skill

Resource management is termed as, effective and efficient allocation of resources which assist an organization to operate smoothly [24]. It includes inventory, production resources, financial resource and human skills. Appropriate distribution of resources will lead to increase in productivity. Self-awareness, self-motivation, self-management, social-awareness and social- skills are the core proficiency for healthcare administrators [42].

4.8. Planning & organizing skill

Planning is imperative at all hierarchical levels in the work place. It is the process which focuses on determining the goal and assists an organization to achieve the desired goal in a systematic manner. As the maxim goes- ‘fail to plan, plan to fail’ [31]. Planning & organizing are two side of a coin. Proper planning of how to perform or break the task into chunks’ and achieving the particular goal is because of the appropriate organizing of time, skills and resources [28]. It include managing the priorities, planning, collecting, organizing & analyzing the received information, setting of attainable goals, implementing the required plans by appropriate resource allocation are a few of the characteristics generally necessary in this industry.

4.9. Conceptual & Analytical skill

Conceptual skills are the ability of an individual to think creatively, analyze and understand arduous and abstract ideas. A well-developed conceptual skills, assists the top level management to look at their organization as a holistic entity, it explains the relationships between its divisions and helps to recognize how the organization fits into the changing environment [38]. People possessing strong analytical skills are able to observe and analyze situations in logical and systematic vista [20].

Based upon the findings from the literature review done, these are the important skills needed for effective services. However, most of the time while selecting an employee at various levels for performing different task, some of these skills are not taken care.

5. Conclusion and Limitations

Organizations need people with high employability skills. It becomes important to acquire best of talent, in order to survive in cut-throat competition. However there is dearth of studies in Healthcare Sector on employability skills in India. Employability Skills are just not those minimum skills needed to perform a job, rather this is the backbone for any service providing organization. Since Medical Services, deals directly with the patients both at front end and back-end, it is mandatory to assure right kind of skills are trained time to time. For training employees, it becomes essential to segregate the kind of skill required at various job profiles. This paper is an attempt to provide necessary employability skills needed in medical services.

Most of the literature has not touched few skills like ICT and work psychology, but the escalating demand of technology based infrastructure has increased the use of ICT at workplace. Most of the research work is confined outside India. For an industry which is booming so fast and employee’s higher number of people, it becomes important to select, train or retain them as per the skill meter.

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