
A STUDY ON PRACTICAL ASPECTS OF HRD IN GROOMING SALES PROFESSIONAL

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ABSTRACT

This paper offers a qualitative descriptive study to address perspectives of HRM associated with increasing high turnover and low station rates of sales professionals in the healthcare sector and identify the practical aspects leading to high retention and attraction rate of human resources for health. It provides the overall understanding of concept, the key elements, and the model developed for the study. A healthcare sector with focus on factors promoting high retention and attraction rate sales professionals while maintaining a focus on recruitment & appropriate training & development of its professionals in a healthy working environment and an effective compensation system is the key to an improved quality of care and high-class treatment. The success of HRH at healthcare facilities in Prayagraj UP, India, necessitates the establishment of a number of critical elements that must be in place to motivate sales professionals to stay with their organizations. Staff retention and turnover rates will be impacted by a well defined set of workplace goals and activities. If employees are encouraged to perform to the best of their abilities, they will be recognized for their accomplishments and will continue to be pushed to achieve optimum performance.

Keywords: *HRM, HRD, Training and development, compensation and benefits, performance appraisal etc.*

INTRODUCTION

The healthcare industry in India continues to evolve and grow at a rapid pace with expanded access to technologies and related solutions to solve complex health problems in patients across different age groups (Bestsenty et al. 2021, Heyworth et al., 2020, Dorsey et al., 2018).

However, human resources management is challenged by limited resources and the availability of competent and experienced employees to meet the demands (Gopalan et al., 2020, Agarwal et al. 2011). For an ageing population that has increasingly complex needs, it is necessary for hospitals and other healthcare facilities to staff and retain employees who have knowledge & experience to meet the demands of patients. Therefore, critical knowledge & expertise is essential in healthcare organizations of all sizes and across all locations, Furthermore There is an increased emphasis on understanding the challenges of human resources professionals across the healthcare industry in India because the nation's healthcare system continues to improve and has many of the same capabilities as those in Western nations (Suhail et al., 2018; Agarwal et al. 2011).

In today's extremely competitive labor market, there is ample evidence that firms, regardless of size, technology advancements, or market emphasis, are suffering retention issues that, in most cases, originate from an employee's de-motivation. Frontline core providers throughout the world have borne the tremendous burden of coping with the worldwide pandemic while continuing to deliver crucial health services for the past two and a half years. Nurses are estimated to make up over 60% of worldwide health workforce; they have been subjected to

significant amounts of overtime labor & tiredness. Even before the pandemic, rates of disengagement for nurses, particularly in India, ranged from 51% to 85%.

This is a predicament that has been exacerbated by an issue that existed before to Covid 19, namely a shocking scarcity of health personnel. According to the globe HealthOrganization, the globe may face a shortfall of 18 millionhealth care professionals by 2030, with poor & lower middle-income countries bearing the brunt of the burden. Nurses account for about half of the total probable deficit. The impact of this shortfall on individual healthcare professionals & overall healthcare system is generally exacerbated by bad working conditions, low remuneration, and incomplete or uneven labor distribution. The World Health Organization estimated that healthcare professionals will account for more than 20% of overall infections by mid-2021, with certain countries reaching 40%. This is a concerning trend given that healthcare personnel account for less than 3% of the population in some countries. In most countries, nurses had the greatest number of infections of any category of healthcare personnel.

Such countries included India & Mexico (Heyworth et al., 2000). The challenges of the healthcare sector in all commies around the world are significant and the costs of delivering high-quality care to patients often limits the capacity to treat large groups of patients effectively. As the demand for comprehensive healthcare services continues to expand, organizations must have the resources to support these needs that include effective leadership with the knowledge and experience to meet the demands of patients and of the workforce.

In the management of Human Resources for these organizations key component that required include: the policies to govern the healthcare system and the human resources needs of the organization, the development of planning tools to promote effective strategic decisions, operational needs such as production to produce effective healthcare outcomes; the deployment of human resources to the areas that require the greatest need; and promoting effective management of human resources to improve the outcomes for employees and so optimize performance.

The two major aspects of HR issues that have drawn international organizations attention are: (1) Assessing the attraction and retention methods for healthcare professionals vis key distinct HR practices by developed nations and how these practices are implemented and evaluated in developing nations (2) To help ensure that the employees who are at work and giving good care, ensure that they are performing properly.

An essential component to retaining and attracting a talented and driven workforce in to implement key distinct management approaches that are proven to be effective enough to assist managers and policy makers in choosing the right interventions and under which scenarios they can be relevant to be applied (Bachan, 2002). Understanding how to sales professional in this industry over the long terms, therefore, is critical to success of healthcare sector in Prayagraj.

TRAINING & DEVELOPMENT (T&D)

Training and development referred to an organised effort to promote the acquisition of new information, skill sets and behaviours for a specific job, whereas development is more commonly described as activities like workshop, conferences and classes that focus on expertise, skill sets and behaviours to provide long-term talents and business success. To be successful in the long term an organization should provide its employees a learning platform that allows them to develop Learning is a process, not an event; it advances with time. All the companies have understood that if an organization learns from its experiences or others experiences, it will have differentiating index for sustained competitive advantage. Senge (1994) described learning

organizations where employees repeatedly increase their capability in order to get desired results where innovative and creative thinking is encouraged. Strategic HRM is a key word, wherein the role of learning and growth generates synergic effect individually for the employee as well as collectively for the organization. Employees are a priceless resource since they have the ability to develop and share information, thereby developing key employees who have the ability to learn and grow together. Learning along the organization is very essential (Khandekar and Sharma, 2005). Those organizations that have an HR system allow employees to leverage and exploit the resources and enable the employees to create a learning atmosphere in the organization.

An important issue for healthcare workers in India is not only their desire and ability to remain in the workforce based upon their levels of commitment but also how patients perceive them and the care that they provide in the workplace (Murale et al., 2015). Specifically, organizations must work proactively towards ensuring that the surrounding environment is productive and a primary component of this process is employee commitment and dedication to their work and to supporting optimal performance (Murale et al., 2015). Their actions reflect a critical path forward for an organization to focus its long-term efforts in achieving successful outcomes and on the development of its employees through training exercises and continuing education to obtain new perspectives regarding care and treatment that may be useful to treat patients and provide high-quality care (Murale et al., 2015).

The effectiveness of all care and treatment is contingent upon the ability of nurses and other healthcare workers to be engaged and satisfied in the workplace and this is achieved primarily through a combination of factors including the work performed, the training that is provided, and an understanding of the contributions that are made that impact patient outcomes over time (Murale et al., 2015).

COMPENSATION & BENEFITS (CB)

In this analysis, compensation is defined as the proportion of unique attributes, both direct and indirect, that an employee receives from an organization based on job measurement in order to attract and retain, including salaries, benefits, bonuses, allowances, promotions and appreciation (Osibanjo et al., 2014). All of these have a positive impact on employees' commitment to remain in a career. Incentive packages are also one of HRM's key concerns, whether financial or non-financial. The incentive system for workers is one of the reasons that ensure the successful production and retention of this workforce. Understanding the compensation systems would therefore have a significant influence on performance and retention of healthcare professionals (Osibanjo et al., 2014).

Researchers from behavioural sciences have acknowledged that it is not straightforward to address the issue that drives employees' motivation successfully. The relationship between different aspects of a motivational framework and distinct human resource practices is essential to a successful management system. The introduction of an efficient compensation scheme will help managers hire and maintain desirable personnel, rewards and efficiency. A compensation system for healthcare sales professionals enhances their employment morale. The key aim is to provide health staff with the opportunity to enjoy their employment and to voluntarily contribute to the high level of success.

Compensation in the Indian public services is generally poor, even in terms of regional norms, though the government acknowledges that salaries in absolute terms have deteriorated drastically and established a plan for raising incentives for public health employees - "Essential health packages" (Ehps). This approach is not only advocated to consolidate wages and daily

allowances as an affordable and reliable way to enhance access to the public health employment across the country, but also plans to simplify the grading and pay system. Moreover, Ehps focus on initiative that have the highest value for resources and also to enhance performance, fairness, empowerment, transparency and more productive treatment. Healthcare professionals are in favour for long-term incentives such as public pension and career protection for public service in the tough labour market as soon in Prayagraj over automatically better pay in the private industry. The philosophical basis for this segment is focused on the assumption that the initial attractiveness of healthcare practitioners to qualify for, join and pursue their services with the same institutions will not only rely on the long term benefits offered. but also on HRM related practices and policies, and on their influence on the long term effects.

Blanchard and Ken (2018) state that you must be willing to encourage your employees us seek insight within their own emotional self by inspiring them for high degree of efficiency. This is in fact, a consistency of intent. The principal reasons of the human capital deficit in the healthcare organisations is often reported as low wages (Dussault et al. 2003; Rao et al, 2011). The motivation of workers to continue in employment relies strongly on the organization's pay programmes. Poor salaries and bonuses have such a de-motivating impact on current employers and discourage are workers from entering public service employment (Oulton et al... 2006) Organizations ought to identify a number of effective approaches to achieve optimum employee efficiency and retention. The extent of employee satisfaction with their jobs and intention to continue with a company is an attribute of the organization's compensation packages and management processes, Compensations is among the key issues of recruiting and retaining skill in businesses The basic theory is that salary affects the actions of workers by influencing their jobs.

Thus, salaries affect the attractiveness and retention of employees. The availability of a competitive compensation scheme is one of the commonly debated retention variables. They not only satisfy in social and material requirements but also social standing and power status inside an institution. The monetary implications of employees attrition and retention are sometimes overlooked and portrayed. In fact the workers are often liable for other direct and indirect expenses, in contrast with common perception that the cost of company revenues would be met solely through recruitment, placement and skill development. The fact is that costs associated with employee turnover, replacement costs, and expenses related to mismanagement and operating expenses for services delivery and other associated costs.

In attracting and retaining healthcare professionals, non-anetary incentives may also play a vital role Training & development, performance appraisal & workplace environment are often considered as non-monetary advantage, Introducing workforces: to training and development opportunities is often a non monetary example. Once trained, most nurses in India for instance, are given a preparatory courses, mostly trained, astmes in India for instance, are given a preparatory courses, mostly sponsored by the organisation. A registered nurse with a certified nursing credential has a possibility to qualify for a certification, while additional education would generally mean a degree in nursing for enrolled nurses with a diploms, likely mining in muning or community nursing. The principal path to a higher degree and pay rate in India and other developing countries is to get a higher degree. Providing a discounted lodging, often may function as a significant non monetary benefits to attract public health professionals, Few health workers in India are eligible to access affordable government accommodation, but the standard of accommodation and proximity to municipal services, including supermarkets, colleges and

transport links, still vary considerably. It is necessary to consider the effects of non-monetary advantages on the part of public and private health workforce in Prayagraj UP.

PERFORMANCE APPRAISAL (PA)

Performance evaluation is the process of assessing & analyzing an individual's performance in his or her duties in order to aid decision of individual's professional progression. It assesses an individual's entire contribution to the company by assessing his inherent traits, job performance, and capacity to advance to a higher position in the organization (Kehoe et al., 2013). To improve an organization's capacity to endure in a chaotic environment, most top firms place a high value on controlling employee performance measurements. Today's top talent is widely acknowledged to be essential to a company's success, but how a company manages its talent pool or human resources is crucial in every situation where an efficient framework for evaluating performance ensures that the company makes the most of its competitive resources.

Performance appraisal is indeed a very essential method that not only ties management strategies to an individual performance but also reflects the organization's working atmosphere. Employee satisfaction is how satisfied and content workers are with their job positions individually whereas, employee attrition means the pace workers deliberately or intentionally quitting their full time positions. All four different concepts are intimately connected: workplace environments and the performance appraisal process have such a direct impact in workers' contentment, which also have a strong impact on attrition rate of employees. The creation of a high-performing workforce needs understanding of the utilisation of a supportive working atmosphere and realistic performance appraisal to enhance employee loyalty and reduce turnover in the Indian hospitals. According to the literature study, performance assessment serves as a means of communication b/w management & employees: An effective appraisal would result in improved employee growth as a consequence of feedback, as well as greater business grasp of employee happiness. However, if evaluation is just used as a tool for measuring and monitoring, difficulties will arise that will overburden both the evaluator and the response. Karan (2014) demonstrated how work pressures may lead to role ambiguity and conflict, resulting in greater job demands.

OBJECTIVES OF THE STUDY

1. To establish effect of HRD practices training & development on sales professional of healthcare industries
2. To determine effects of HRD practices compensation & benefits on sales professional of healthcare industries.
3. To establish the effect of HRD practices performance appraisal on sales professional of healthcare industries

HYPOTHESIS OF THE STUDY

- H1. There is a significant association b/w HRD practices training & development & sales professional
- H2. There is a significant association b/w HRD practices compensation & benefits and sales professional
- H3. There is a significant association b/w HRD practices performance appraisal and sales professional

DATA ANALYSIS AND INTERPRETATIONS

TRAINING AND DEVELOPMENT (T&D)

CASE #1

Do you believe that your organization is doing all that it can or is taking all possible steps to improve quality of care for grooming sales professional employees to work in a variety of roles? The case 2 assumes that inadequate resources and education may pose a problem for some employees and may limit their intent to remain with the organization.

SURVEY QUESTION (SQ2)

Are training programmes formulated by your organization in tune with needs & requirements of employees here? This SQ2 will address importance of determining influence of training & development system on employee grooming rates. The OCTAPACE model is used to identify the most preferred training and development options for employees based on their personal, organizational, functional, and societal goals. Collaboration is the next step. Authenticity is the final consideration. Openness is the fourth quality. Pro-action is the fifth position on the list.

TABLE 1: RESPONDENTS' PERCEPTION ON T&D

Words	Count	%	Role related
Vocational oriented	207	51.8	Functional
Imparting of technical knowledge	238	59.4	Organisational
Role related	162	40.6	Centered
Individual Objectives	312	78	Societal

Source Author (2023)

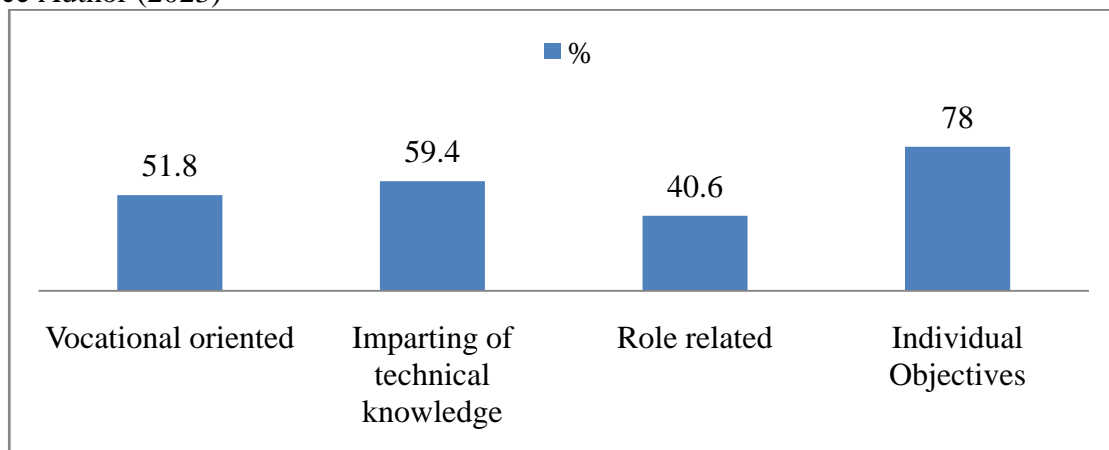


FIG 1: % OF RESPONDENTS' PERCEPTION ON T&D

Table 1 presents the most frequently used terms by participants when answering SQ2: Are training programmes formulated by your organization in tune with needs & requirements of employees here? According to employees' responses, training and development practice driven by individual objectives was mentioned by 312 participants, roughly 78 percent of the respondents, followed by 238 employees (59.4 percent) who have chosen for training and development to be driven by Imparting of technical knowledge. About 207 of respondents (51.8 percent) prefer that the training and development should be based on vocational orientated role

related and the rest of employees (162) mentioned about role related training and development practices. Hence, we can conclude that based on these results that the most preferred element of training and development formulated by these organization in tune with needs & requirements of employees is based on individual objectives. Further more, among variety of repeated words, the first one societal with 78 %, followed by organisational driven with 59.4 %, then comes functional with 51.8 % and lastly a centered with 40.6% of responses.

COMPENSATION & BENEFITS (CB)

CASE #2

Does lack of knowledge and resources provided by the organisation affect your interest, enthusiasm, and satisfaction regarding the organisation and your willingness to remain an employee and groom the sales professional? The case 3 addresses some of most important aspects of clinical care motivation and staffing that are necessary at the organization to improve quality of care and groom sales professionals. This will assist to analyse and justify the significant relationship between employee's perception and HRM potential as measured by employee grooming rates which are likely to be a product of motivation, engagement, and satisfaction levels within their respective organizations. Low employee satisfaction is assumed in this study to be a contributing factor to high grooming rates at the company. Healthcare sector throughout India would require a wide range of HRH departments specializing in areas such as recruitment & selection, composition & benefits, Training & development. Because of this, the first question of the survey focuses on the topic of employee satisfaction.

SURVEY QUESTION 2 (SQ2)

Survey question 2 (SQ2), which asked "How satisfied are you with your current role/ wages and salary in this organization to keep you from leaving? Employees responses to the SQ2 provide considerable insight about how employees perceive their company's compensation and benefits. Several key components of effective compensation and benefits were discussed in response to this question. The word "fairness" appears in the responses of about 65% of those who took the time to respond. The word "equitable" was used 10 percent of the time when rating all roles. An additional 35% of responses focused on terms like "competitive," "attractive," "respectable," and "value-adding." There were a number of terms and explanations used to describe the HR strategies and techniques employed by these organizations, but this appeared to be the most directly answered question. Participant responses to the inquiry into how HR across these hospitals develops and implements compensation processes that meet the needs of the organisation are summarized in Table 2.

TABLE 2: RESPONDENTS'-PERCEPTION ON COMPENSATION AND BENEFITS

Words	Count	%	Repeated words
Fairness	301	75	Equitable
Competitive	31	7.8	Merit
Attractive	30	7.5	Individual performance
Value-adding	26	6.5	Structured
Respectable	12	2.8	

Source Authore(2023)

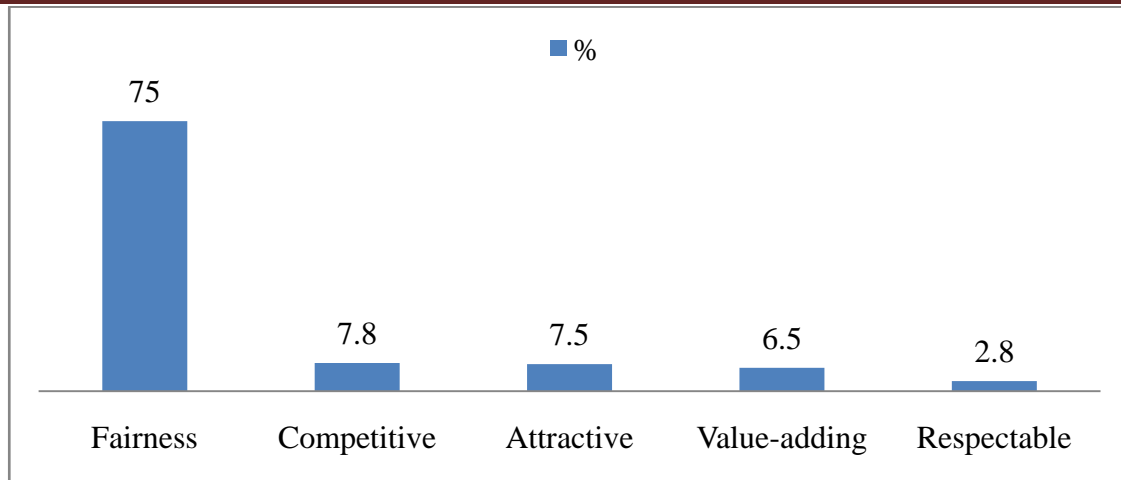


FIG 2: % OF RESPONDENTS'-PERCEPTION ON COMPENSATION AND BENEFITS

To avoid quitting, how satisfied are you with your current position, salary and benefits in this organisation? In line with the findings of case 3, this appears to be few important points:

- "I'm paid more than my counterparts in other healthcare settings who do comparable work."
- "In terms of non-monetary benefits,such as vacation time and medical insurance, I am better off here than at other hospitals."
- "As a result of my salary, I ammore motivated to improve the quality of my work and less inclined to look for new employment opportunities."

PERFORMANCE APPRAISAL (PA)

CASE #3

"What is the nature of your organization performance appraisal systems? Case 3 This will help HR in health facilities build a groundwork for evaluating sales professional performance in order to groom sales profession rate. This research assumes that quality of work is a significant factor in evaluatingjob performance.

SURVEY QUESTION #3 (SQ3)

Survey question 3 (SO3), which asked "How would you rate the overall performance appraisal (PA) of your health industries over the past 3 years? In terms of effectiveness (if the PA meets the organisation meets its objectives), efficiency (if organisation uses fewest possible resources in PA), development (if the PA is conducted periodically in view to prepare employees to meet future opportunities & challenges), satisfaction (if all participants; stakeholders, employees & patients). In total, 400 people took the time to provide an answer to this question. According to their responses, 85 percent of them was satisfied and 65 percent responded neither satisfied nor dissatisfied with their (R&S). The majority of respondents favoured the highly weighted proportions associated with words such as, periodical, values, quality, efficient and talent oriented. According to (Table 3), participants used the following words to describe their organization's PA.

TABLE 3: REPRESENTATIVE OF VARIABLES

Variables Entered/Removed"			
Model	VariablesEntered	Variables Removed	Method
	Predictors		
1.	R&S,T&D, CB, PA		Enter

a. Constants; Attraction and retention (Rat)

b. All requested variables entered.

Source: Author (2023)

TABLE 4: RESPONDENTS' PERCEPTION ON PA

Words	Count	%	Repeated words
Periodical	196	49	Continual
Value	107	26.7	Merit
Quality work	62	15.4	Individual performance
Efficient	26	6.5	Strucured
Talent oriented	9	2.3	
Total	382	100%	-

Source: Author (2023)

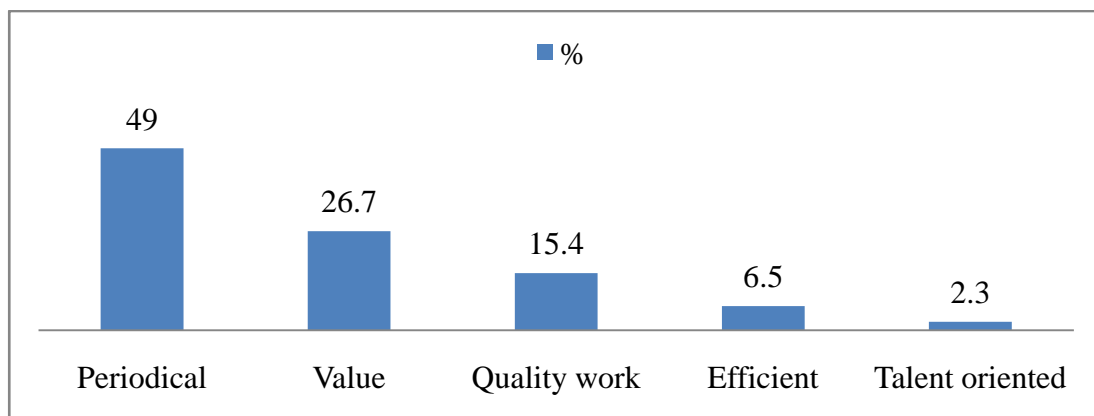


FIG 3: RESPONDENTS' PERCEPTION ON PA

Table 4 presents respondents' responses on the nature of PA in their organisations. About 196 of the respondents (49%) agreed that their performance ratings should be done periodically, followed by 107 of those who were satisfied with their existing performance appraisal systems. About 62 respondents (15.4%) mentioned that their organizations consider quality of their work to be an important factor in evaluating their job performance. And rest of the 26 respondents

mentioned that the PA of their organization assists them in achieving efficiency. This implies that a good performance appraisal is an important part of HR practices because it can help the company identify valuable staff and allocate resources like merit pay and promotions, which can help the company form an emotional bond with its employees. As a result, employees who expect a fair and effective performance appraisal system will stay with the company longer, lowering likelihood of turnover.

DISCUSSION ON THE HYPOTHESIS RESULTS AND ITS IMPLICATIONS

TABLE 5: HYPOTHESES TESTING

S.no.	HR Variables	R	R sq	F	F sig	Std B	t	Sig	Decision
1	T&D	.910 ^a	0.829	45.387	<.001 ^b	0.182	4.703	<001	Accepted
2	Cb	.910 ^a	0.829	45.387	<.001 ^b	0.396	10.132	<001	Accepted
3	PA	.910 ^a	0.829	45.387	<.001 ^b	0.196	4.419	<001	Accepted

a. Dependent Variable: sales

b. Significance level

Note that only significant variables are studied and discuss in detail.

H1. There is asignificant association b/w HRD practices training & development & sales professional

Both quantitative and qualitative findings indicate that sales are positively impacted by training and development. These assertions were confirmed by the quantitative results (Table 5). In the case of sales, r squared and significance values of 0.001 were both found to be within the acceptable range of 0.05 in the case of sales. The beta value, which tends to determine how much variability there is in predicted values, was 0.182, or 18.2 percent. Consequently, our null hypothesis is discarded, while our alternative hypothesis is accepted. Many other researchers also support that training and development significantly impact sales professional decision to join and stick in an organisation for a longer period (Jaseel, 2019; Mrigo et al., 2013). Asfaw et al., 2020 argued that, be successful in the long term, an organization should provide its sales professional a learning platform that allows them to upgrade their skills and prepare them for future challenges. The service's effectiveness is dependent on the facility's ability to meet the needs.

According to Asfaw et al. (2020). The effectiveness of the healthcare organisation and its priorities is contingent upon the delivery of services that are more than adequate to sales. Without a dedicated human resources workforce, the goals of many healthcare organisations may not be fully realised, and changes are required to increase sales rates. According to WHO (2006), a performing workforce is one that is responsible, equitable, and efficient in order to achieve best possible health outcomes in light of current assets and conditions at hand. Poor performance by service providers leads to treatment being unavailable or being provided in an ineffective manner, both of which have an adverse effect on health. According to the Joint Learning Initiative's (JLI) most recent report, health care's human resources are its foundation. There is a direct correlation b/w the quality of healthcare provided and the quantity, efficiency, and existence of the medical workforce, all of which have a significant impact on the production and competitiveness of the organisation, as well as the remaining capital and a significant portion of health care spending. There are a number of essential needs & targets that must benet in order to improve performance in healthcare settings. With regard to the healthcare system and

the issues affecting the practice environment, many organisations are looking for opportunities for growth.

H2: There is a significant association b/w HRD practices compensation and benefits and sales professional

It is observed through quantitative and qualitative findings that, compensation & benefits have a significant positive impact on sales. The quantitative findings (see Table 5) backed up the above assertions. In the case of sales, the square value was found to be 0.829 and the significance was 0.001, which is within the acceptable range of 0.05 and the beta value that tends to determine the variability of predicting value on explanatory variable was 0.396 or 39.6%. As a result, our null hypothesis is discarded, while alternative hypothesis is accepted. Content, communication, and implementation are significant components of R&S and control variables that contribute to sales; age and education are control variables. Education has a positive effect, whereas age has a negative effect. The literature supports the importance of R&S to the sales professional. According to Blanchard and Ken (2018), employers must be willing to encourage sales professional to seek insight within their own emotional self by inspiring them for high degree of efficiency. This is in fact, a consistency of intent. The principal reasons of the human capital deficit in the healthcare organisations is often reported as low wages (Dussault et al., 2003; Rao et al., 2011). The motivation of workers to continue in employment relies strongly on the organization's pay programmes. Poor salaries and bonuses have such a demotivating impact on current employers and discourage future workers from entering public service employment (Oulton et al., 2006). Organizations ought to identify a number of effective approaches to achieve optimum sales professional efficiency. The extent of sales professional satisfaction with their jobs and intention to continue with a company is an attribute of the organization's compensation packages and management processes (Osibanjo et al., 2014). Compensation is among the key issues of recruiting and retaining skill in businesses.

The basic theory is that salary affects the actions of workers by influencing their jobs. Thus, salaries affect the sales professional. The availability of a competitive compensation scheme is one of the commonly debated sales variables. They not only satisfy financial and material requirements but also social standing and power status inside an institution. The monetary implications of sales professional are sometimes overlooked and portrayed. In fact the workers are often liable for other direct and indirect expenses, in contrast with common perception that the cost of company revenues would be met solely through recruitment, placement and skill development. The fact is that costs associated with sales professional turnover, replacement costs, and expenses related to mismanagement and operating expenses for services delivery and other associated costs.

H3: There is a significant association b/w HRD practices performance appraisal & sales professional

Both quantitative and qualitative findings indicate that sales are positively impacted by training and development. These assertions were confirmed by the quantitative results (see Table 5). In the case of sales, r squared and significance values of 0.001 were both found to be within the acceptable range of 0.05 in the case of sales. The beta value, which tends to determine how much variability there is in predicted values, was 0.196, or 19.6 percent. Consequently, our null hypothesis is discarded, while our alternative hypothesis is accepted. Many other researchers also support that training and development significantly impact sales professional decision to join and

stick in an organisation for a longer period (Agarwal et al., 2014; Mbugua et al., 2016). According to Bretz Jr et al. (1992), Performance appraisal is indeed a very essential method that not only ties management strategies to an individual performance but also reflects the organization's working atmosphere. Sales professional satisfaction is how satisfied and content workers are with their job positions individually whereas, sales professional means the pace workers deliberately or intentionally quitting their full time positions. All four different concepts are intimately connected: workplace environments and the performance appraisal process have such a direct impact on workers' contentment, which also have a strong impact on the sales professional. The creation of a high-performing workforce needs understanding of the utilisation of a supportive working atmosphere and realistic performance appraisal to enhance employee loyalty and reduce turnover in the healthcare sector.

CONCLUSION

Overall, findings of this study show that all of HR variables used are positively related to the different components of sales, which means that an increase in HR practices will also groom the sales rate of sales professional. Some HR practices have been overlooked because of the subjective responses and inter-relationships b/w various components of HR practices. The key to grooming top talent in these healthcare sectors is a culture that allows employees to pursue their passions, develop their skills, and produce world-class results through recruitment and selection practices. The next step is learning and growth, which has a positive effect on organizational performance. It instils a sense of trust, community, and allegiance to the company they represent. The third factor to consider is how much money employees get paid and what kinds of benefits they get. It is compensation and benefits practices that have the greatest impact on employee engagement and commitment. To put it another way, healthcare organizations that invest in compensation and reward practices will be more efficient than those that do not. As a result of the study's findings, high sales rates can be achieved through use of these HR practices. In most studies, advanced HR practices such as recruitment & selection, training & development, compensation & benefits, and performance evaluation are positively linked to organizational performance.

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