



THE EFFECT OF HRD PRACTICES RECRUITMENT AND SELECTION ON SALES PROFESSIONALS WITH SPECIAL REFERENCE TO HEALTHCARE SECTOR IN PRAYAGRAJ

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ABSTRACT

This paper offers a qualitative descriptive study to address perspectives of human resource management associated with increasing high turnover and low station rates of sales professionals in the healthcare sector and identify the practical aspects leading to high recruitment and selection 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 & selection 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. 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. In most studies, advanced HR practices such as recruitment & selection, are positively linked to organizational performance.

KEYWORDS: HR Practices, Human resource development, Recruitment and Selection etc.

INTRODUCTION

With dynamic changes that are taking place in market in terms of reduced product life cycle (PLC), disruptive technologies, global competition & increased customer demands, markets have become volatile, uncertain, complex and ambiguous (VUCA) putting organizations under immense pressure in terms of demand & supply.

These behaviors may be seen in almost all consumer markets, from mobile phones to automobiles. Customer preferences are rapidly shifting at the moment. New markets open on a regular basis, replacing existing ones. Similarly, new technologies are displacing outdated ones.

All of these seismic developments are putting huge strain on the businesses' supply chains. As healthcare sectors encounter these issues, pharmacy companies, as well as other stakeholders in the backward supply chain, bear the weight. Every year, global imbalance between supply & demand costs firms billions of dollars in stock-outs, surplus inventory, or giving big discounts to clients. Promotions, new product releases, & shifting demand patterns may all disrupt demand and supply planning.

In such cases, the Sales and Operations planning process is regarded as one of most effective organizational solutions. It is regarded as a successful communication process that



combines a company's strategic, tactical, and financial plans into a cohesive operational plan in order to maximize allocation of vital resources such as people, capacity, materials, time, & money. Hitachi Consulting (Hitachi Consulting, 2007).

Human resource management (HRM) practices & successful human resource attraction and retention systems are required by effective organizations to improve overall organizational efficiency. HRM practices are a management organ that recruits, upgrades, motivates, & maintains human capital to ensure a sustainable installation of the organization and its stakeholders. Human retentions, on the other hand, are one of any On the company's most critical sustainability considerations. In other words, we may think of it as a set of tactics for managing employee prospects and ensuring that they stay for a longer amount of time. Organizations frequently retain staff for a set period of time in order to use their skills & competences to keep the business going. Given the significance of client connection in service sectors such as hospitality, healthcare, and others. Human retention is becoming increasingly important as a crucial driver in delivering high-quality services (Bestsenny et al., 2021; Heyworth tal 2020). Furthermore, sustaining a competent workforce and reducing needless employee turnover is a prerequisite for organizational, economic, and decision support (Dorsey et al., 2018). Policies are implemented to suit the demands of workers in order to recruit and retain talent, regardless of whether the company is international or small.

Human resources are in limited supply in the majority of sectors. Inability to attract and retain talent, organizations in less developed countries with dual goal of boosting their economy and service quality collectively witness these in greater the spectrum due to (1) internal growing pressures, including a lack of access to finance, & (2) external organizational constraints, such as cultural values (Tripathi et al. 2019). Service sectors are firms that generate revenue by providing services rather than selling physical goods. The service industry continues to dominate job prospects in emerging countries such as India and a few others, posing a number of specific HR difficulties (Suhail et al. 2018; Agarwal et al 2011).

The goals of this sector in any nation are to (a) create employment by providing jobs for both skilled & unskilled workers, (b) contribute to a country's GDP, & (c) enhance economic growth & development by manufacturing better goods (Merkel et al. 2019). The aim of the service industry, particularly healthcare, is to provide services to underserved groups. It is clear in the healthcare sector that personnel are viewed as a critical instrument to assist them achieve their goal; the capacity to recruit and retain people thus influences the performance of the service business.

However, this sector is frequently hampered by the most fundamental but complicated difficulties of attracting, retaining, growing, compensating, and retaining people, particularly in health sector in developing countries. Furthermore, strain & losses caused by COVID-19 outbreak, with caregivers carrying heaviest workloads, emotional fatigue, & occupational danger of illness & an elevated risk of morbidity & death, have severely harmed hospital industry in India and around world (Labrague, L. 2021).

Furthermore, there is a greater emphasis on clinical care rather than the underlying issues that affect each division relative to productivity and output (Gopalan et al., 2000) These problems are strongly tied to both public & commercial companies experiencing a loss in quality service, cause of which is a failure to recruit and retain people (Gopalan et al, 2020). A health



system's quality is determined by its ability to attract & retain qualified personnel. (Labrague 2021) However, due to poor public health expenditure & a lack of financial resources to compete with other corporations for expertise, this would not be an easy feat.

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 addition, there is a greater emphasis on clinical care rather than the underlying issues that affect each division relative to productivity and output (Gopalan et al., 2000). According to Bestsenny et al (2021), it is imperative that by identifying the growing needs of patients, employees are recruited who have diverse skills and are prepared to address the challenges of healthcare.

In an attempt to provide management insights into human resources, the study attempted to address some of the most challenging issues grooming sales professionals affecting the creation & stability of HR in healthcare industries throughout Prayagraj district of Uttar Pradesh, India regarding sales. In other words, the study will look at other contingencies that lead to HR shortages and provide key unique HR practices for their acquisition and retention.

The effectiveness of the health system requires key human resource strategies to address the major issue pertaining to the high rate of sales professional turnover. It is evident that in healthcare organizations, high turnover rates are associated with lower engagement and commitment as well as lower levels of productivity (Wakerman et al., 2019, Collint et al. 2015; Jubdi et al., 2013).

Therefore, when the human resources department promotes greater cohesion among employees, they are more likely to improve productivity and remain in their roles for longer periods. According to Zhang et al. (2018), the effectiveness of HR strategies to improve employee engagement requires human resource management teams to provide incentives for employees to support the organization and achieve greater enthusiasm for their role. As per Yucel and others (2021) the actions that are taken must reflect the importance of meaningful approaches to decision-making that encourage employee involvement as well as other factors that influence decision-making and performance. Employees may favor conventional rewards such as bonuses and merit raises, according to Matsuddi and Indranil (2016). Other factors, such as the ability to achieve a greater work-life balance & obtain adequate paid time off from work, are required for the modern workforce to provide the capabilities required to improve performance & meet the needs of individuals with a number of health challenges.

For high-quality health care and world-class treatment, it's not just about being the most technologically advanced, but also about attracting and retaining talented staff members. In fact, health organizations that have a history of quality care and world-class treatment are those that have a high retention rate and have a positive impact on their workforce for achieving the highest quality processes as well as a higher level of patient satisfaction. What they have done is to become experts in handling the human resource aspect of the organization. The dynamics of high-performing health organizations are all about leveraging the manpower-related concerns that lead to continual quality service at the end. According to Aiken et al. (2012), quality care service (QCS) from the healthcare perspective consists of several management interventions that create a synchronised environment for healthcare staff in order to maximise their responsibility and engagement. In addition, Zeithami and Valarie, (2019) also stated that QCS is a result of key distinct HR practices, work balance, and processes that maximise staff engagement, their commitment, and resilience in the workplace.

According to Hilty et al. (2021) there is significance association between HR practices and retention and attraction of talent which in turn will lead to the overall quality of service available. Rosen et al. (2018) in their study entitle "Keydiscoveries enablingsafer, high-quality care" also suggested that HR interventions has great strategic potential todrive organizational effectiveness through an accurate selection process. Although researchers and professionals in Human Resources are advocating for organisations to adopt a competency modelling in the selection and recruitment process. though not in healthcare settings, the focus of previous research is broader in nature. This reinforces the need for a more detailed investigation into how the concept of competency HRM model might help establish an attractive healthcare system that is able to address different needs and expectations of an ageing population in India without compromising its quality. The actions that are taken must reflect importance of meaningful approaches to decisionsthat encourageemployee involvement as well as otherfactors that influence decision-making & performance. This study therefore, revolves around The conceptual framework Strategic Human Resources Management (SHRM) Competency Model as shown in Figure 1.



FIGURE 1: THEORETICALMODEL OF STRATEGIC HRM COMPETENCY MODEL (SOURCE: SHRM.ORG)



OVERVIEW OF INDIAN HEALTHCARE SYSTEM

In India, the healthcare sector is made up of a wide range of enterprises, many of which specialise in providing healthcare and medical services across the country. The healthcare sector includes all companies engaged in health-related goods and services, such as pharmaceuticals, biotechnology, equipment, distribution, & facilities. In addition, Indian healthcare sector includes hospitals medical devices. clinical trials, uncurcung, telemedicine, medical tourism, health insurance, & medical equipment. The sector is thriving because of steady expansion of service cover and service offerings of both public and private organizations. There are three levels of healthcare in India: primary, secondary, and tertiary care, all of which are staffed by medical professionals and paramedical staff members. Due to the ongoing shortage of medical professionals in India, medical schools and paraprofessional training institutions tend to fill this gap. Program managers at the central state and district levels for instance, are in charge of overseeing the various programs currently in place. Until now, the system's interplay between these components has been subpar. Hospitals and clinics of all kinds are scattered across the country, but there are no well-organized referral links that connect them

PRIMARY HEALTH CARE SERVICES

The Primary healthcare in India, refers to a level of healthcare system that serves as the initial point of interaction between the general public and healthcare professionals. People initially come into contact with health care professionals via primary care infrastructure. Seeing the significance of primary healthcare in the quality of care across the country, many government organizations and states realized that providing basic health care is critical to delivering services, and so they concurrently began building up primary health care infrastructure and hiring primary health care workers (Ved et al., 2019, Mohan et al, 2021). This has resulted in significant amount of redundancy of infrastructure & personnel

SECONDARY HEALTH CARE SERVICES

Comparatively with primary health infrastructure, Urban hospitals and district hospitals are responsible for health care requirements of community located in the city and serve as an important part of the secondary health care infrastructure. Inescapably, this tends to push out more general services, such specialized ones, Identified as a priority in Ninth Plan, strengthening secondary health care services was executed Although states receive money from the state plan to establish district hospital, seven states have also used World Bank loans to invest in project infrastructure. Construction activities and equipment procurement have started in the states. In one state, for instance, medical helicopters are now helping transport the sick and injured to and from the hospital, and an unexpected spike in the availability of ambulances and medical supplies has been reported. As a result, hospitals are seeing improved services and patient care as a result of the additional training so healthcare providers, reduced vacancies, and improved hospital waste management disease surveillance, and response system. This is a list of all the states that have tried to impose a user fee on services for the common good like as diagnostics and therapies for individuals who are low-income Problems such as those that arise when



institutions can guarantee that their recruited talents are being kept for future use are some of issue that must be addressed as soon as possible.

TERTIARY HEALTH CARE

Tertiary care in India refers to an additional level of health system, one that sends patients to providers that specialize in various types of consultation treatment (often on recommendation from primary and secondary care. Tertiary healthcare is delivered at hospitals that are either affiliated with or wholly owned by government medical school. This is found at the top of the overall hierarchy. Furthermore, research centers also belong to the third level of healthcare. This refers to how a patient gets referred to their doctor and other medical personnel by the primary and healthcare providers During the past 2 decades, the majority of tertiary care institutions in public sector have been confronted with a funding shortage for maintenance, supply of consumables, and upgrade of their infrastructure Facilities available at tertiary care institutions, quality of services & connections with secondary care institutions all need to be enhanced in order to provide the best possible care. Urgent attention is required at tertiary care institutions, where there is averting and inadequate use of expert care owing to the absence of a two-way referral system that includes primary & secondary care levels. The Ninth Plan has proposed levying user charges & creating pay clinics pay cabins to help with the recurrent expenses and to enhance the quality of tertiary health care services.

SOME MILESTONES

The Indian healthcare system is making dramatic improvements into the future by becoming one of the biggest service industries across the country. In mid 1991, the overall number of workers employed in the Indian healthcare sector was estimated at 1.9 million, which expanded in 2001 to 2.35 million and at the end of 2011 to 4.6 million. Moreover, between 1991 to 2001, the increase in medical professionals across the country was estimated at just 45 percent. This remarkable rise of 2.25 percent nearly replicated the overall size of medical employees over the period of 2001 2011.

Despite such growth in the HRH, country has also made good strides in terms of health facilities, healthcare infrastructure, and health expenditures. In terms of investment, the nation's deficit in healthcare professionals has been forecast to reach nearly \$2 billion annually in 2015. However, the enormous population growth spending for community-based health service provision, the mortality rate and incidence of preventable diseases, and other health problems have hindered these attempts. Assessing the demographic growth patterns and population density versus the size of the medical workforce in the respective states across the country shows that although population density between 1991 and 2011 slowed, healthcare employment growth grew exponentially. The growth rates of health staff in India have been almost comparable to those of the population during the 1990s. In fact, between 2001-11 it was four times higher than the population.

In a study done by the Centre for Monitoring the Indian Economy (CMIE), which was based in Mumbai, they predicted that the health care sector would expand by 13 to 15% between 2006 and the year 2011. This change, as the WHO had advised, has merely moved the existing bed-to-inpatient ratio from 1/300 to 1/1000. This leads to the conclusion that when real needs are



projected to be 6 to 65 million and the actual number of hospital beds available is 5.5 million, then by 2012, India will have had a workforce of over 10 million working in the healthcare industry. As early as the mid- 1980s, the Confederation of Indian Industries (CII) declared the healthcare sector to be an industry of interest. In this sector, diverse industries such as hospitals, pharmaceuticals, insurance, labor outsourcing, medical tourism, and hospital information systems (HIS)

OBJECTIVE OF THE STUDY

1. To find out the effect of HRD practices recruitment and selection on sales professional

HYPOTHESIS

- H1: There is a significant association between HRD practices recruitment & selection & sales professional

RESEARCH METHODOLOGY

The proposed study has therefore, incorporated a survey instrument to address the primary objectives and included a series of questions regarding human resource management practices in the healthcare setting. The questionnaire instrument was designed for a specific population of pharmacy industries, hospital leaders, operations managers, and human resources employees, as well as nursing and other clinical leaders who have direct reports, to determine whether current human resource practices are effective for grooming sales professionals. The respondents were present in a wide range of, medical staff, clinical staff, non-clinical staff such as HR staff, different age groups, genders, profiles, and education levels as well as work experience. The responses were gathered using a simple random sampling method. A hard copy of the questionnaire was given out in person, as well as an online survey using Survey Monkey, emails, phone calls, etc. A total of eight healthcare organisations across the Prayagraj district each received 100 questionnaires, which were disseminated both online and offline. There were approximately 500 responses, but only 400 of these were deemed suitable for the study. Nearly, 50 respondents for each of the eight organisations were received making it a total of 400 respondents. SPSS software was used to perform statistical analyses on the data, including average (Avg), standard deviation (SD), correlation, and regression analysis. Almost all of the assumptions needed to use these statistical tools were tested and found to be true and valid in this study.

ANALYSIS AND RESULT

CASE #1

What are the key issues grooming by recruitment and selection of sales professionals in the Prayagraj, UP that lead to high rates of turnover within healthcare sector? The case I intends to assist in analyzing the recruiting and selection (R&S) efforts and understanding whether they are designed to support the overall vision of the organization.

SURVEY QUESTION #1

Survey question 1 (SQ1), which asked "What is your opinion of the nature of your organization's recruitment and selection (RS) process? Are professional new hires well-equipped to perform their duties? In total, 400 people took the time to provide their answers 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, core, values, focus, vision and talent oriented. According to (Figure 2), participants used the following words to describe their organization's recruiting and selection process.

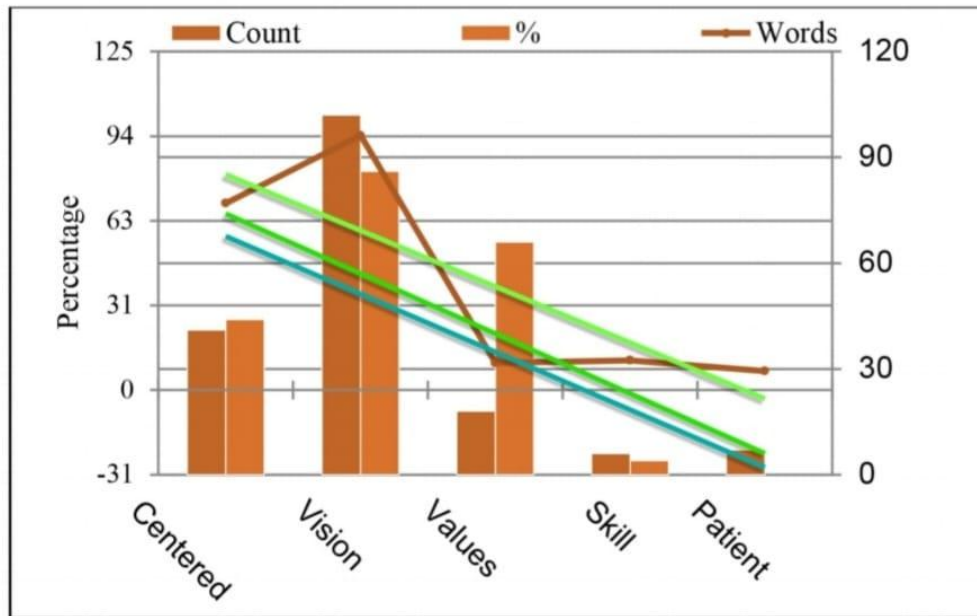


FIGURE 2: RESPONDENTS' OPINION ON R&S

The descriptive representation of responses (Figure 2) depicts that 80 percent of respondents agreed & 40 percent strongly agreed on the statement that the nature of recruitment and selection system of their organisation is skill driven, patient centric. According to sales professional responses to a variety of sources, the most popular source of recruitment information is the organization's website, which provides detailed information at any time. In addition, the recruiter will give a brief overview of the company's profile during the interview process. Sales professional can also learn about the company's future through annual reports prepared by the company each year. As a runner-up, management prefers to post the R&S statement and other pertinent information around the company's facilities so that employees are reminded to review it on a regular basis. There are five options available to sales professional when it comes to holding professional meetings. These meetings are convened with the goal of formulating future goals that will help the company realise its vision.

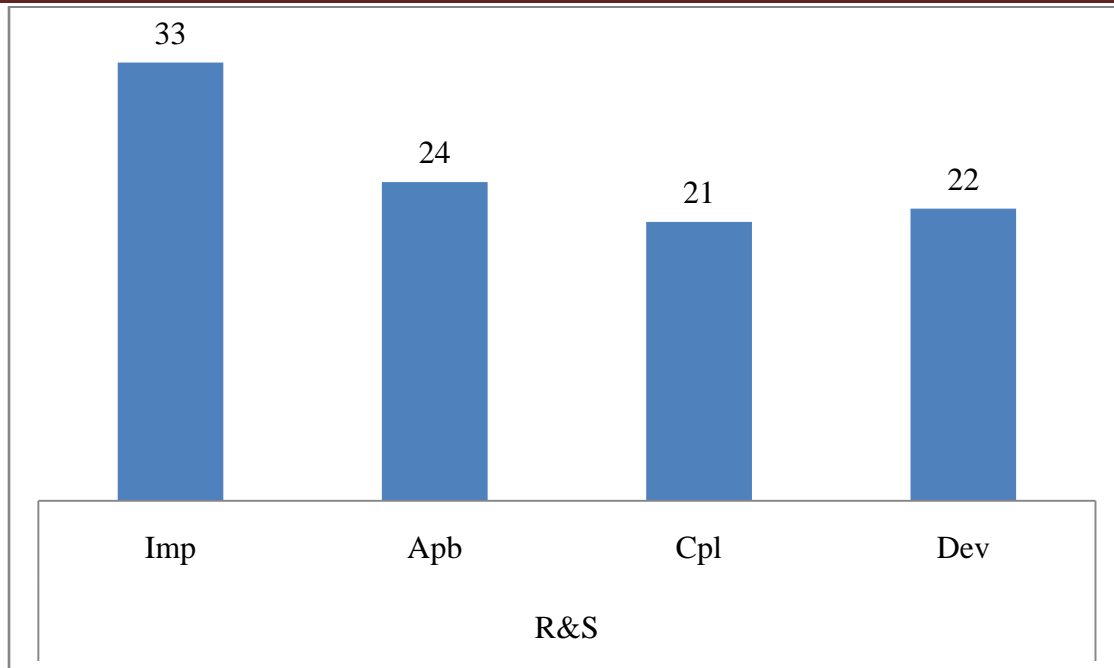


FIGURE 3: RESPONDENTS' OPINION ON R&S

Figure 3 shows how employees view recruitment and selection, as depicted in the descriptive presentation (R&S). Among R&S (Imp) employees, 33% agree & 24% strongly agree that top management, board members, & executives collectively enforce R&S policies and practices, respectively. According to (Apb) 244 employees agree & 43 strongly agree on the applicability of the R&S policy, which is appropriate & achievable through current & future strategies), the R&S policy is appropriate. Next is R&S (Cpl), where 207 employees agree and 169 employees are satisfied that R&S policies are being followed by all employees, respectively. R&S follow next (Dev). This workplace has a proper system of employee regulation, as evidenced by the 231 employees who agree and the 184 who are okay with it. The R&S results show a favourable response from employees, indicating that healthcare workers will be retained and attracted in the future.

Examples of responses to "What is your opinion of the nature of your organization's recruitment and selection (RS) process, and do you think professional new hires are well-equipped to perform their duties?" The following appear significant and are in alignment with case 1, which includes:

1. "When a new professional is hired, he or she comes prepared to do the job at hand."
2. "The goal of recruiting in our organisation is to assist in achieving the organization's overall vision."
3. "My organization has a reputation among job seekers for being an attractive workplace."

THE STATISTICAL INTERPRETATION OF THE RESPONDENTS

Table 1 shows the descriptive statistical results of respondents for each of the key distinct HR practice that promoted sales in the healthcare industry, including mean and standard deviation. Overall, the mean value in R&S, the average value for each component is found to be above 3.00, indicating that sales professional have a favorable and positive response. The standard deviation is also found to be greater than 1.00, implying that the deviation from the average value is minimal.

TABLE 1: DESCRIPTIVE STATISTICS OF RESPONSES

Particulars	Mean	Std. Deviation	N
Recruitment & Selection (R&S)	3.91	1.108	400

Source: Author (2023)

STATISTICAL SIGNIFICANCE OF RESPONDENTS' PERCEPTIONS

Table 2 shows the relationship between the predictors and each constant, which in this case are R&S and sales, which is a dependent variable. Here, we will first start by interpreting the Beta value, which is also known as the value that estimates the coefficients in a regression model to predict variability of dependent variable caused by a unit change in each independent variable without affecting other dependent variable. A positive Beta value indicates that there is a positive and significant impact of the independent variable on dependent variable. In this study, value of Beta in independent variable was found to have a positive value. This includes a.097 beta value for R&S, which indicates that one unit increase in R&S may predict the variability of 9.7 percent of units in retention rate.

TABLE 2: STATISTICAL SIGNIFICANCE OF COEFFICIENT OF CORRELATION

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.543	.104		5.239	<.001		
R&S	.097	.028	.110	3.445	<.001	.476	2.103

a. Dependent Variable: Rin

b. Rtn.097R&S

DISCUSSION ON THE HYPOTHESIS RESULTS AND ITS IMPLICATIONS

TABLE 3: HYPOTHESES TESTING

S.no.	HR Variables	R	R sq	F	F sig	Std B	t	Sig	Decision
1	R&S	.910 ^a	0.829	45.387	<.001 ^b	0.204	6.689	<.001	Accepted

a. Dependent Variable: sales

b. Significance level

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

H1: There is a significant association b/w HRD practices recruitment & selection and sales professional



According to quantitative and qualitative findings, R&S have a significant positive impact on sales. The quantitative findings (Table 3) 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 .204 or 20%. 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 profession. According to Sutanto et al., (2019); Danlami et al., (2012), productivity and sales are the justification for successful recruiting and selection efforts to create enough potential applicants to allow the employer to pick the most appropriate candidate that an organization will be willing to invest in terms of training & development and a few more. To achieve a health infrastructure that is functional and leads to positive health results. Public and private managers of service firms aspire to have trained and empowered employees to meet their targets and maximise service use. The strictness of the requirements used to appoint people, therefore, is largely dependent on success of employability of employees,

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. 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, are positively linked to organizational performance.

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