Whirl of Prowess-Creation of Tool to Analyze Employability Skills Essential for the Healthcare Industry

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ABSTRACT
Employability skills are identified as one of the valuable assets for an individual to perform effectively in their job. This article extricates an encyclopedic list of Employability Skills needed in the healthcare industry, represented through a pragmatic model termed as The Whirl of Prowess. This conceptual framework was developed using a set of nine core skills extracted from research papers and focus group interviews conducted on 100 respondents. These skills form the core of model along with 22 attributes, forming the periphery. This will assist an organization to set some benchmarks, on the basis of which employees are evaluated demonstrating proficiency/ sufficiency/ deficiency levels. This model would help organizations to facilitate tailored training programs for their employees. The Whirl of Prowess would act as a skill meter available to organizations to evaluate and analyze the individual skills for various HRM practices like recruitment, career-development, performance management and others.

KEYWORDS
Employability Skills, Employment, Healthcare Industry, Training, Training Need Analysis, Whirl of Prowess

INTRODUCTION
Healthcare Industry has become one of the extremely complex industries in the world, especially in the Indian context. It is one of the largest service sectors, with the highest contribution to GDP. Services are defined in several ways by different authors and researchers. Few of them defined services as ‘a non-material equivalent of goods’ (Bygstad & Lanestedt, 2009) and ‘a package made up of a set of tangible and intangible elements’ (Karwan & Markland, 2006). Especially, in Healthcare Industry services are a blend of both tangible and intangible details. Quality of service provided acts as an imperative parameter to evaluate the performance of any, and is recognized as one of the key strategic dimensions of services (Lewis, 1991).

Healthcare Industry is growing with the tremendous pace owing to its strengthening coverage, services and increasing expenditure both in terms of revenue and employment. During the 1990s, Indian Healthcare Industry grew at a compound annual growth rate (CAGR) of 16 percent. In year 2012, the total value of the sector was nearly $72 billion. By 2020, India’s Healthcare Sector is...
projected to grow to nearly $280 billion (IBEF Report, 2017). Private sector started supporting the Indian Healthcare Industry with the vision to provide patient-centered care and safety services. Private sector spending accounts for almost 80 percent of the total Health Care expenditure and is quite dominant in the Healthcare Sector (Talib, & Rahman, 2013). Some of the prominent corporate hospital networks in the country are Medanta Mediclinic, Apollo Hospital, Fortis Healthcare, Max Healthcare, and Manipal Group.

Healthcare services are demand driven and high-involvement industry, which constitute an important part of the service sector. Employees working in such a high risk industry are required to possess the knowledge and skills for increasing the organization’s performance, competitiveness and advancement (Misra & Mishra, 2016). Therefore, there is a paramount need to identify the skill gaps in the workforce before designing any training programs. This skill development process will provide a evident picture of skills deficiency and it becomes easy on the part of organization to tailor the effective training programs for its employees. As the battle for talent continues, restructuring and optimizing the skills required at various levels becomes obligatory for stronger performances (Agarwal & Ahuja, 2014).

An Employability Skill is one of the most sustainable bases of competitive edge in any industry (Vij & Sharma, 2014). Employability Skills cannot be treated as blanket of skills, they need to be industry and job specific. To survive in the cut-throat competitive environment, there is a spellbinding need of highly educated, skilled, knowledgeable, and trained employees (Mora, O’Connor, Raisinghani, & Macias-Luevano, 2011). Hence, organizations are putting huge investments on trainings of their employees to develop the essential skills needed for the job (Blickstein, 2014; Politt, 2001).

This research paper explored various Employability Skills needed in medical services by conducting an extensive literature review in section 2. 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. Further, in section 3, the research methodology used in this paper is discussed along with the demographic profile of 100 respondents. In section 4, utilization of all the skills identified is discussed in detail. A conceptual framework “The Whirl of Prowess” is developed to identify the key essential skills required in the Healthcare Industry.

**LITERATURE REVIEW**

Healthcare Industry is one of the burgeoning sectors of the Indian Economy. The demand of high quality medical services has been increasing due to continuous changing disease pattern, improved awareness, and new treatment techniques and growing importance on quality of life (Yang & Lin, 2009). The Gross Domestic Product contribution of Healthcare Industry is 7% in India in 2016 (According to Report of WHO, 2016). Until 1980’s Indian Healthcare Industry was run by the government or by non-profit institutions. Thereafter, the private investors started investing in Healthcare Sector; from that point the entire face of this industry has undergone a remarkable transition. Further technological interventions have created new opportunities like medical tourism and others (Gupta, Rajachar, & Prabha, 2016).

Figure 1 shows the classification of hospital pillars, which are classified under various verticals like Medical Services, Medical Trainings, Medical Education and Medical Research (Brotman, 2010). Services offered by the hospitals, mainly depends on the nature and type of hospitals. The basic aim of all the providers is to deliver the best medical services. Physicians, Private providers, Medical organizations have become increasingly fascinated in providing patient-centered care, patient safety and home care services (Levinson, Lesser, & Epstein, 2010). Systems are redesigned with an emphasis on increasing demand of use of technology (Shapiro, Moery, Small, Langford, Kaylor, Jagminas, & Jay, 2004). However, providers need to focus more on human performance as an integrated system (Shapiro & Jay, 2003). Humans are the assets of any organization, hence it becomes obligatory on the part of the providers to identify the pragmatic Employability Skills in this high-risk industry.
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