

A Holistic perspective to Change Management Process in Health Management : Tracing the Untraced path

N. RAVI CHANDRAN*
RENU MISHRA**

Abstract

In the last two decades healthcare industry has witnessed rapid transformations and continuous pressure of maintaining service quality. Healthcare organizations are constantly striving to deliver the desired service quality to the customers. To maintain the same, various amendments and changes are finding their place in organizational system. These alterations refer to restructuring of organizational system, which entails technological advancements, employee development, thrust on service quality, provision of affordable services, dynamic customer needs and expectations. In order to efficiently accommodate the functional and behavioral improvements, developing and engaging employees is imperative, which requires organizational system to undergo a change process. The present study attempted to understand the dynamics of change in healthcare industry and the variables leading to effective change management in Indian context.

I. Introduction

THE ORGANIZATIONS ARE operating in a dynamic and intense business environment. With the advent of globalization and liberalization of the economy, the well-known and established business houses are preparing themselves to face the imminent challenges and modifications that are needed in their surrounding business environment. Healthcare industry is also surrounded by these environmental transformations and has to face the pressure of delivering quality care to their customers and routing towards the benchmarking. This imparts a pressure on the healthcare organizations to implement the changes in their mission, vision, and strategies. The adoption of change management system is not only the significant need but at the same time, the assurance of an enhanced service quality is also required. Besides managing and moving towards a successful and sustainable position in the industry by implementing a series of changes, the organizations are also undergoing a continuous pressure of improving

* Professor, Jamia Hamdard University, School of Management and Business Studies, Hamdard Nagar, Delhi 110062, INDIA

** Assistant Professor, Gulf American University, Creative Tower (Free Zone) P.O. Box 4422, Fujairah, UNITED ARAB EMIRATES

Submitted January 2020; Accepted June 2020

Article accepted under MoU signed with GLA University (India) in 2019-2020

significant contribution of each dimension towards respective variable and further in achieving the overall targeted change. Thus, the research shift the focus towards developing employees competencies in such a way that they are motivated enough to deliver service quality. Hence, healthcare organizations should understand professional's role in driving organizations towards change and ultimately to benchmarking. They should provide importance to the development of healthcare professionals and focus on nurturing their engagement with work.

References

- Abri, R.A., and A.A. Balushi, (2014), "Patient Satisfaction Survey as a Tool Towards Quality Improvement", *Oman Medical Journal*, Vol. 29, No. 1, pp. 3-7
- Bernstein, L.M., T. McCreless and M.J. Côté, (2007), "Five Constants of Information Technology Adoption in Healthcare", *Journal of Research and Perspectives on Healthcare*, Vol. 85, No. 1
- Conway, N., and R.B. Briner, (2005), "Understanding Psychological Contract at Work: A Critical Evaluation of Theory and Research", Researchgate, 2005
- Dwivedi, R.S., (2001), "Identifying some key managerial competencies for competitive edge; An empirical study", *Indian Journal of Industrial Relations*, Vol. 36, No. 4
- Naseem, A., S.E. Sheikh and K.P. Malik, (2011), "Impact of employee satisfaction on success of organization: Relation between customer satisfaction and Employee satisfaction", *International Journal of Multidisciplinary Sciences and Engineering*, Vol. 2, No. 5, pp. 41-46
- Neumann, P.J. and M.C. Weinstein, (1991), "The Diffusion of New Technology: Costs and Benefits to Health Care", The National Academies of Science, Engineering, Medicine, 1991
- Shmailan, A.S.B., (2016), "The relationship between job satisfaction, job performance and employee engagement: An explorative study", *Issues in Business Management and Economics*, Vol. 4, No. 1, pp. 1-8
- Spencer, L., and S. Spencer, (1993), "Competence at Work-Models for Superior Performance", John Wiley and Sons, New York, USA pp. 9-12
- Vathanophas, V., and Thaingam, J., (2007), "Competency Requirements for Effective Job Performance in The Thai Public Sector", *Contemporary Management Research*, Vol. 3, No. 1, pp. 45-70
- Watson, M.C., (2002), "Normative Needs assessment: Is this an appropriate way in which to met the new public health agenda", *International Journal of Health Promotion and Education*, Vol. 40, No. 1, pp. 4-8