

Human Resource Issues in Corporate Hospitals in Hyderabad City

A. Madhavi

Assistant Professor- MBA Department, Samskruti Institute of Business Management, Turkayamzal, Hyderabad, Telangana, India

Abstract: Healthcare workers in corporate hospitals often face long hours and high-pressure environments, leading to burnout. This contributes to high turnover rates, with some reports citing rates of over 20% in the healthcare industry. A 2024 study on Hyderabad and Secunderabad hospitals identified a strong correlation between employee engagement and job satisfaction, but also highlighted issues affecting retention. Existing healthcare organizations are expanding by opening hospitals in new service areas and new organizations entering with state of art equipments, latest technology and marketing strategies. Consequently, competition in the healthcare sector is on the rise. Increased incomes and awareness levels are driving the patient to seek quality healthcare. The providers in turn need to be more innovative in their approach and offer quality services at competitive price. All this necessitates the systematic Human resource Management by trained and professional managers and administrators. The Hyderabad known for 'Health Tourism spot' by raising their share in Indian health tourism and the same will be resembled in state economy contribution. In this regard, there is a need to study HRD practices followed in Hyderabad hospitals and its contribution will be discussed in this paper.

Keywords: Patient Care, Work Pressure, Compensation, Stress

1. Introduction

Organizations have increasingly recognized the potential for their people to be a source of competitive advantage. Not too long ago, so, called HR functions was the preserve of "Personnel Managers" whose duties were to recruit and select, appraise, promote and demote. These superficial duties could be performed by any manager, it therefore never seemed necessary to employ an expert in the form of a human resource manager let alone create a whole department dedicated to HRM. Little attention was paid to human resource management issues and its impact on organizational performance. In today's competitive and rapidly changing business world, organizations especially in

the service industry need to ensure maximum utilization of their resources to their own advantage; a necessity for organizational survival. Studies have shown that organizations can create and sustain competitive position through management of non-substitutable, rare, valuable, and inimitable internal resources. HRM has transcended from policies that gather dust to practices that produce results. Human resource management practices has the ability to create organizations that are more intelligent, flexible and competent than their rivals through the application of policies and practices that concentrate on recruiting, selecting, training skilled employees and directing their best efforts to cooperate within the resource bundle of the organization.



Volume 14 Issue 10, October 2025

Fully Refereed | Open Access | Double Blind Peer Reviewed Journal

www.ijsr.net

The human resource development mostly depends on the progress and quality of hospital management. Hence, the existence of quality hospital management is an immensely important for the overall development of a state. But in case of Godavari district it is seen that, quality of health care service provided by the government hospitals are very poor. On the other hand the health care service rendered by private hospitals are to some extent better than government hospital but where there is a question of heavy expenditure which is not possible for middle and low class people. So, overall health care sector in Godavari district is not at all satisfactory to treat as a powerful tool for human resource development. So, it is considered that keeping in view developing the health care sector in the greater interest of human resource development. The hospital management system should be upgraded. Hence the discussion of hospital management is found to be needed.

Medical and Health Services in Hyderabad

Hyderabad's medical services market is large and growing, driven by significant private equity investment and a strong presence of healthcare providers, including major hospital groups like Care Hospitals and Apollo. The market encompasses a wide range of services, from diagnostic centers and specialty clinics to pharmacies and home healthcare, serving both the domestic and international healthcare needs of the city. Hyderabad's healthcare sector is rapidly evolving. This competitive landscape is characterized by significant investments, advanced technologies, and a focus on patient-centric care. Hyderabad has experienced significant population growth, with an increase of nearly 5 million over the past decade, driving a rising demand for hospital services. This surge has driven the expansion of healthcare facilities across the city. Smaller budget hospitals are emerging to cater to the needs of the growing population, while larger corporate hospitals continue to extend their networks within the region.

To address shortages, some hospitals rely on contract or outsourced labor, leading to issues with pay equity, job security, and morale among permanent employees. In September 2025, health contract workers in Hyderabad protested for five months of unpaid salaries.

The competitive job market in the booming healthcare sector drives up labor costs and makes retaining talent difficult. This forces HR to be innovative with compensation and recruitment strategies. Healthcare institutions in the Private Sector Health care institutions in the private sector can broadly be categorized under three groups: (i) those run by private individuals, corporations etc., (ii) those run by philanthropic bodies such as Lions Clubs, Charitable Trusts, etc., and (iii) those run by Non- Governmental Organizations. According to the information obtained in Census of India, 2021 there were 1178 private hospitals (minimum 30 bed capacity)/ nursing homes in the Hyderabad.

2. Literature

Garamoni. C (2024) The healthcare sector is changing fast because of new technology. From electronic patient records to using artificial intelligence (AI) in diagnoses, these

changes transform how we provide and manage healthcare. This change is a double-edged sword it brings great opportunities to improve care and efficiency but also requires healthcare workers to adjust significantly. The integration of new technologies in healthcare, such as electronic health records, telemedicine, and artificial intelligence, necessitates rapid adaptation by the workforce.

Qin. X (2023) One of the most urgent global health concerns of our day has been called the "crisis in human resources" in the health industry. In addition to boosting business in healthcare technologies, globalization processes and the increase in healthcare demand around the world are opening up local borders to foreign workers in the health sector. This competition is intensified by the fact that many healthcare workers seek opportunities that offer better career growth and work-life balance, often unavailable in their home countries. Retention is another significant challenge.

Rotea C (2023) Employer brand and branding are essential components of a positive workplace culture, influencing employee well-being and a happy work environment. These components include stress management support, work-life balance plans, and wellness programs.^[30] Healthcare companies can effectively convey their brand to hiring managers through employment channels, professional networks, and social media. Social media can break down physical barriers and promote health, making it a popular tool in public health education.

Sonawane (2018) in his study identified that, HRM practices must be developed in order to find the appropriate balance of workforce supply and the ability of those practitioners to practice effectively and efficiently. HR policy is important for all health care facilities as it is the guiding document for Human Resource Management. The implementation of service quality as reflected on the tangibility, responsiveness, assurance, and empathy for customers /patients' needs is able to improve the performance of hospital organization. It can be said that the relationship between human resources management and health care is extremely complex, particularly when examined from both the sectors' perspective.

Manishankar Chakraborty (2009), explains the actual need for training and its relationship with the development of an organization, both monetarily and non-monetarily. Training has taken center-stage and is often related to the developmental aspect of an organization. It is indeed surprising to note that most companies put in place training schedules without even demarcating the long and short-term implications such programs would have on the individual employee and the organization as a whole.

3. Methodology

Objectives

- 1) To examine the trends of HR practices in selected hospitals.
- 2) To study the impact of Training methods on paramedical staff in select Corporate Hospitals.
- 3) To determine performance appraisal impact on employee contribution.

- 4) To make recommendations to increase the efficiency and effectiveness of its HRD Practices.

Hypothesis:

H₀₁: There is significant association between Gender of the Employees and their opinions on Training and Development process.

H₀₂: There is significant relation between Designation of employees and their opinions on Training and development.

H₀₃: There is significant association between Designation of employees and their opinions on Performance appraisal system.

Sample:

Reputed Corporate Hospitals which are having more than 10 years of experience in health care sector are considered as

sample. Some of them are 5 Star Super Specialty Hospital namely Apollo, Yashoda, Care Hospitals and KiMS and Sun Shine Hospitals are considered for the study.

Sample Size:

Samples of 100 paramedical staff opinion are considered for data collection with the help of questionnaire in various above listed corporate Hospitals in Hyderabad.

Data Analysis

H₀₁: There is significant association between Gender of the Employees and their opinions on Training and Development process impact on performance.

Table 1: Respondents opinion on Training and Development

Crosstab								
Gender			Training and Development					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Male	Count		6	13	4	24	15	62
	% within Gender		1.9%	19.4%	0.81%	42.2%	21.1%	100.0%
Female	Count		5	6	4	14	9	38
	% within Gender		1.2%	12.5%	19.2%	49.2%	17.9%	100.0%
Total		Count	11	19	8	38	24	100

From the above crosstab it is evident that opinions of respondents on the practice of training and development was that 49.2 per cent of female and 42.2 per cent of male agreed and 17.9 per cent of female strongly agreed. On the overall agreement of female employees was highest

From the above table it is found that chi square is significant (Chi square sig. Value is $0.000 < 0.05$) and therefore **null hypothesis is rejected**. It means that there is a significant association between gender and their opinions on training and development. It means that training and development method has huge impact on people performance as per gender opinion.

Table 1.1: Chi-Square Tests Results Training and Development

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35.273 ^a	4	.000
Likelihood Ratio	35.477	4	.000
Linear-by-Linear Association	17.886	1	.000
N of Valid Cases	400		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 2.40.

H₀₂: There is significant relation between Designation of employees and their opinions on Training and development.

Table 2: Crosstab values of Designation and Training

Designation			Training and Development					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Nurse	Count		6	5	3	16	38	38
	% within Desig		0.6%	15.3%	27.1%	44.1%	100.0%	100.0%
Paramedical	Count		3	5	1	13	39	39
	% within Desig		1.0%	1.9%	21.9%	48.6%	100.0%	100.0%
Admin & Supportive Staff	Count		2	2	0	8	23	23
	% within Desig		3.2%	20.0%	38.4%	33.6%	100.0%	100.0%
Total		Count	34	11	12	4	37	100

Table 2.1: Chi-Square Tests values of Designation and Training

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	47.476 ^a	8	.000
Likelihood Ratio	52.473	8	.000
Linear-by-Linear Association	8.172	1	.004
N of Valid Cases	400		

a. 3 cells (20.0%) have expected count less than 5. The minimum expected count is 1.58.

From the above table it is observed that chi square is significant (sig. Value is $0.000 < 0.05$) and therefore **null hypothesis is rejected**. It concludes that there is a significant association between designation and their opinions on training and development. It further explains

that training and development is dependent on designation. The Nurses and para medical staff required proper training in time to meet NABH standards rather than focusing on supportive staff training and also more weightage will be given to nurse and para medical people only.

H₀₃: There is no significant association between Designation of employees and their opinions on Performance appraisal system.

Table 3: Crosstab values of Designation and Appraisal

Designation			Performance Appraisal					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Nurse	Count		13	5	3	9	8	38
	% within Desig		0.0%	24.7%	30.0%	40.6%	4.7%	100.0%
Paramedical	Count		17	4	2	8	8	39
	% within Desig		0.0%	16.2%	61.0%	21.0%	1.9%	100.0%
Admin & Supportive Staff	Count		4	8	2	5	4	23
	% within Desig		1.6%	20.8%	39.2%	36.0%	2.4%	100.0%
Total	Count		34	17	7	22	20	100
	% within Desig							

Table 3.1: Chi-Square Tests values of Designation and Designation and Appraisal

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	31.489 ^a	8	0.091
Likelihood Ratio	31.696	8	0
Linear-by-Linear Association	0.977	1	0.323
N of Valid Cases	400		

a. 5 cells (33.3%) have expected count less than 5. The minimum expected count is .53

From the above table it is found that chi square is significant (sig. Value is 0.091 > 0.05), and therefore **null hypothesis is accepted**. It means that there is a significant association between designation and their opinions on performance appraisal. It means that performance appraisal not in fair worthy in corporate hospitals, most of the time other factors like relatives, friends etc. may have impact on appraisal rating.

4. Discussion of Results

Due to the particular difficulties faced by the healthcare industry, such as hiring new employees, keeping existing ones occupied, and adhering to complicated rules, effective human resource management (HRM) is essential. Because the industry depends so heavily on trained workers, it needs strategic HR policies, ongoing learning, and development to keep up with changes in the law and technology. To further overcome these challenges, it is important to prioritize employee well-being, employ HR analytics, promote flexibility, and establish an employee-centric culture. By putting these tactics into practice, you might increase employee satisfaction and retention, which would improve the treatment of patients and organizational efficacy. Future studies could look at how AI-based HR analytics affect employee retention and how insight based on data can enhance retention tactics and worker happiness as a whole.

It may consider utilizing pre-packaged modules, which provide opportunities to edit materials and can include concepts that are relevant to the hospital's needs. Training solidifies employees' existing skills and helps them improve in lacking areas. An effective training program spots individual areas of improvement in order to address them properly. This enables every staff member to be

independently effective when it comes to performing their roles without relying on fellow employees who are more experienced with specific tasks. This builds the nurse's confidence, improves overall performance and encourages cooperation, as well as creativity to bring new ideas into the workplace. Despite good intentions, hospital training programs are only effective through best practices. It involves a process which extends before, during and after the training. The program should be designed based on two principles: it must cater to all types of learners, and needs to be customized specifically for your hospital's system.

5. Conclusion

In Hyderabad, the growth of primary care services is driven by rapid urbanization and a burgeoning metropolitan population exceeding 10 million. This growth increases the demand for outpatient consultations, chronic disease management, and preventive care. For instance, there are a total of 3,786 primary care points (hospitals/ clinics/ dispensaries) in Hyderabad. The training program should be adjusted to the needs of the employer and employees. Perhaps offering different routes for a professional development career could be a solution to the problem. For people with the lowest income, it is worth preparing a broader offer of cost-free courses. The training anticipated by nurses could be a vital element of a motivating system. The Corporate Hospitals in Godavari Districts may have to improve employee training standards for better service to patients and society, where more transparency required while performance appraisal.

References

- [1] Adamolekun, L. (1983) Public Administration: Nigeria and Comparative Perspective
- [2] Garamoni C. (2023) HR's unique role in making the healthcare industry more forward-focused. HR Executive. September 13 2023 Available from: <https://hrxexecutive.com/hrs-unique-role-in-making-the-healthcare-industry-more-forward-focused/>
- [3] Haywood, K. M. (1992). Effective Training: Toward a Strategic Approach. Cornell Hotel and Restaurant Administration Quarterly, 33 (4), 43 - 52.

- [4] Manishankar Chakraborty (2009). Critical care delivery in the United States: Distribution of services and compliance with Leapfrog recommendations. *Critical Care Medicine*, 34, 1016-1024. 5.
- [5] P.Sonawane. (2018). Needs and feelings of anxiety of relatives of patients hospitalized in intensive care units: Implications for social work. *Social Work in Health Care*, 35 (4), 21-40. 3.
- [6] Qin X, Huang YN, Hu Z, Chen K, Li L, Wang RS, et al. (2023) Human resource management research in healthcare: A big data bibliometric study. *Hum Resour Health*; 21: 94.
- [7] Rotea CC, Ploscaru AN, Bocean CG, Vărzaru AA, Mangra MG, Mangra GI. (2023) The link between HRM practices and performance in healthcare: The mediating role of the organizational change process.; 11: 1236.
- [8] Shrinivas Kandula. (2006). Assessing Occupational Safety and Health training Publication (98-145) National Institute for Occupational Safety and Health Publications Dissemination Retrieved October 2, 2003 from <http://www.cdc.gov/98-145-b.html> .