



A Study on Human Resource Challenges and Remedial Measures among Healthcare Employees in Chennai

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Abstract

The study aimed to assess human resource challenges and remedial measures among healthcare employees in Chennai. The study is carried out among 400 employees working in various healthcare organizations. Results of exploratory factor analysis identified five human resource challenges like, workforce management, employee engagement, communication, compensation, and recruitment. Workforce management emerges as the most significant issue, emphasizing shortages of skilled professionals, high turnover, and burnout. Employee engagement is shaped by skill gaps and insufficient training. Communication challenges, including cultural diversity and language barriers, reflect the sector's complex dynamics. Compensation issues, such as inadequate salary packages, impact retention, while recruitment challenges center on onboarding inefficiencies. Kendall's Coefficient of Concordance ranks remedial measures, emphasizing work environment, training, work-life balance, recognition, and compensation. Results prove the need for targeted strategies to tackle human resource challenges and improve healthcare workforce management, eventually enhance organizational performance and employee well-being.

Key Words: Human Resource Challenges, Remedial Measures, Healthcare, Employees, Job Performance.

1. Introduction

The healthcare sector is essential to make sure societal well-being, it serves as the backbone of any nation's progress and development. Healthcare employees, including doctors, nurses, technicians, administrators, and support staff, operate in a demanding environment characterized by high expectations and effective outcomes. Despite its significance, the sector often faces a plethora of human resource challenges that can impact service quality, employee well-being, and overall organizational performance. The challenges stem from the complexity of managing a diverse workforce in an industry that operates round the clock, often under high-stress conditions. Human resource challenges in healthcare are multifaceted, it includes workforce shortages, high turnover rates, burnout, and skill gaps. The shortage of skilled professionals, particularly in rural and underserved areas, remains a pressing issue. The imbalance often leads to overburdened employees in urban centers, it results in burnout and reduced job satisfaction. High turnover rates further exacerbate the problem, as constant recruitment and training of new staff impose financial and operational burdens on healthcare organizations. Skill gaps, especially in specialized fields, highlight the need for continuous training and upskilling to keep pace with advancements in medical technology and practices.

In healthcare, effective communication is effective, not only for patient care but also for developing teamwork and collaboration among employees. Miscommunication can lead to errors, strained relationships, and decreased morale. Employees focus on meaningful work, recognize on



their contributions, and making opportunities for growth are important for maintaining productivity and job satisfaction. However, many organizations struggle to implement effective engagement strategies, especially in environments where the focus is primarily on clinical outcomes. Despite the demanding nature of their work, many healthcare employees feel undervalued due to inadequate pay scales and limited benefits. The disparity often leads to dissatisfaction, it affects motivation and retention. Moreover, recruitment challenges persist as organizations compete for top talent in a highly competitive market. Attraction and retention of skilled professionals requires a combination of competitive compensation, career growth opportunities, and a positive work environment.

The impact of these challenges extends beyond individual employees to the organization as a whole. High turnover rates, low morale, and disengaged employees can lead to compromised patient care, financial losses, and reputational risks. Removal of these issues is not only essential for employee satisfaction but also to ensure the sustainability of healthcare organizations. So as to mitigate these challenges, healthcare organizations must adopt comprehensive remedial measures. Improvement in workforce management through strategic planning, creation of employee engagement through recognition and development programs, and improvement of communication across all levels of the organization are effective measures. Additionally, care on compensation gaps and developing targeted recruitment strategies can help attract and retain skilled professionals. Focus on work-life balance, mental health support, and supportive organizational culture are equally important to ensure employee well-being.

Healthcare Organizations: Healthcare organizations are integral to deliver medical care, public health initiatives, and wellness services to individuals and communities. They include hospitals, clinics, nursing homes, diagnostic centers, and specialized facilities catering to diverse medical needs. Healthcare organizations operate in a complex environment that combines clinical expertise, technological advancements, and administrative efficiency to ensure quality patient care. These institutions must adhere to stringent regulations and standards while addressing the dynamic demands of a growing and aging population. A distinctive feature of healthcare organizations is their reliance on a multidisciplinary workforce, including doctors, nurses, technicians, administrators, and support staff. Collaboration and effective management are vital for coordinating the efforts of these diverse professionals. In addition to patient care, these organizations are involved in research, training, and community health programs, which further highlight their essential role in society. Despite their importance, healthcare organizations face mounting pressures, such as increasing patient loads, rapid technological changes, and rising healthcare costs. Maintaining operational efficiency and high-quality care often requires balancing financial sustainability with employee well-being.

Challenges in Human Resources: Human resource challenges in healthcare organizations significantly affect their ability to deliver high-quality care. Workforce shortages remain one of the most pressing issues, with many regions experiencing a lack of skilled professionals, particularly in rural and underserved areas. The shortage increases workloads for existing staff, leading to burnout, stress, and reduced job satisfaction. High employee turnover is another effective challenge, placing financial and operational burdens on organizations due to frequent recruitment and training requirements. Moreover, skill gaps in emerging medical technologies and specialized fields hinder healthcare delivery, underscoring the importance of continuous



professional development. Employee engagement and effective communication also pose challenges, as healthcare professionals often work in high-stress environments with limited opportunities for collaboration and recognition. Compensation and benefits gaps further complicate workforce management. Many healthcare employees feel undervalued due to inadequate pay and limited benefits, leading to dissatisfaction and difficulties in attracting and retaining skilled personnel. Work-life balance and mental health support are often overlooked, resulting in increased absenteeism and reduced productivity.

Remedial Measures: Effective remedial measures are essential for overcoming human resource challenges in healthcare organizations. The effective step is workforce planning and management to address shortages. Organizations can enhance recruitment efforts, particularly in rural and underserved areas, through targeted campaigns, partnerships with educational institutions, and offering competitive compensation packages. Employee engagement programs that focus on recognition, career development, and skill enhancement are vital for boosting morale and job satisfaction. Regular training sessions and workshops on emerging technologies and best practices ensure that employees remain competent and confident in their roles. Consolidation of communication across all levels of the organization develops collaboration, reduces errors, and improves workplace relationships. Compensation and benefits must be competitive and aligned with industry standards to attract and retain skilled professionals. Provision of additional perks such as performance-based incentives, flexible schedules, and mental health support helps create a positive work environment. Work-life balance initiatives, includes manageable workloads and paid time off, can significantly reduce burnout and stress.

2. Problem Statement

The healthcare sector is the backbone of any society, it ensures the well-being and survival of its population. Healthcare organizations face numerous human resource challenges that directly impact their efficiency and service quality. A significant issue is the acute shortage of skilled healthcare professionals, particularly in specialized fields. The shortage increases workload pressure on existing staff, leading to burnout, reduced job satisfaction, and high turnover rates. Additionally, healthcare employees often experience limited career advancement opportunities and inadequate training to adapt to emerging medical technologies and practices. This skill gap not only affects the employees' professional growth but also hampers the quality of patient care. Poor communication within teams and between management and staff further complicates workplace dynamics, resulting in misunderstandings, decreased morale, and operational inefficiencies. Compensation disparities and insufficient benefits packages contribute to dissatisfaction among healthcare workers, making it challenging for organizations to attract and retain talent. Furthermore, the demanding nature of healthcare jobs often disrupts work-life balance, exacerbating stress and mental health concerns among employees.

3. Need for the Study

The healthcare industry in Chennai delivers effective role to honor the medical needs of a rapidly growing and diverse population. However, human resource challenges in this sector threaten the effectiveness of healthcare delivery, making this study effective. Skilled professionals, the cornerstone of healthcare systems, are increasingly burdened by shortages, workplace stress, and high turnover rates, which compromise the quality of patient care. The study is needed to identify and remove gaps in workforce planning, training, and organizational support systems



within Chennai's healthcare organizations. The evolving demands of healthcare, including the integration of advanced medical technologies, require employees to stay updated with skills and knowledge. The highlights the importance of understanding and resolving issues related to professional development and skill enhancement. Employee well-being, often overlooked, needs focused attention to mitigate burnout, stress, and dissatisfaction. Intense care on factors like work-life balance, compensation, and mental health support is essential for creating a supportive work environment. The study aims to find various challenges and offer suitable remedial measure among healthcare employees.

4. Review of Literature

Human resource management in healthcare organizations is dynamic to confirm the delivery of high-quality patient care. However, the healthcare sector faces unique challenges in managing its workforce, it includes recruitment shortages, skill gaps, employee well-being, and organizational culture (Owolabi, et al., 2024). In the healthcare sector, especially specialized fields, we struggle with the recruitment and retention of qualified employees. The demand for healthcare services continues to grow, yet the supply of skilled professionals does not keep pace (Kostic, 2023). The shortage leads to increased workloads and higher stress levels for existing staff, which can result in burnout, high turnover, and decreased job satisfaction. Healthcare organizations often face difficulty in finding and retaining skilled personnel, which further exacerbates the strain on the workforce (Gayrat and Boxall, 2023). As the healthcare industry evolves with the introduction of new technologies, treatments, and patient care practices, healthcare workers must continually update their skills (Sinha and Sigamani, 2023). However, healthcare organizations often fail to provide adequate training programs, leading to skill gaps and reduced quality of care. Employees with continuous professional development is essential for boosting their job satisfaction and improving their performance. Employees may feel unprepared for their roles, resulting in lower motivation and higher turnover rates (Surji and Sourchi, 2020).

Workplace culture and communication also play important roles in addressing HR challenges in healthcare. Ineffective communication between staff, management, and healthcare teams can reduce job satisfaction and hamper efficiency (Pillai et al., 2023). Healthcare workers who feel isolated or unsupported in their roles may experience job dissatisfaction, which can lead to absenteeism and higher turnover. It is effective for healthcare organizations to build a collaborative, supportive work environment where open communication is encouraged (Sharma, 2018). Creating such a workplace culture can improve employee retention and organizational performance. Competitive pay and attractive benefits packages are necessary to attract and retain skilled healthcare professionals. Lack of adequate compensation, employees may feel undervalued, especially when their workload is increased due to staffing shortages (Abhinandan et al., 2018). Healthcare workers often face emotionally draining situations and must deal with life-and-death scenarios on a regular basis. This high level of stress can contribute to burnout and mental health issues. Recruitment strategies focusing on attracting skilled professionals and retaining existing employees are important (Hampel and Hajduova, 2020). Organizations must prioritize improving communication, collaboration, and leadership skills to create a supportive atmosphere. Employee well-being should be a central focus, with healthcare organizations implementing policies that promote work-life balance, mental health support, and stress management (Pandey et al., 2023).



5. Research Objectives

The study is initiated with the following objectives.

1. To measure the demographic profile of employees working in healthcare organizations in Chennai.
2. To evaluate the different types of human resource challenges in healthcare organizations.
3. To identify remedial measures to reduce human resource challenges in healthcare organizations.
4. To investigate the various strategies to improve job performance in healthcare organizations.

6. Research Methodology

The research employs descriptive research design, which is ideal to explore human resource challenges and identify potential remedies within the healthcare sector in Chennai. The method is specifically chosen to collect in-depth information about various factors impacting employees and accurately describe their characteristics. The study involves a sample of 400 healthcare employees from different healthcare units. A simple random sampling method is utilized to select participants, ensuring unbiased representation from the healthcare workforce. Data collection is carried out using a structured questionnaire, designed to evaluate the challenges employees face and how these challenges influence their routine. The questionnaire covers topics related to human resource issues and potential remedial actions. To analyze the demographic data gathered from the questionnaire, simple percentage analysis is applied. The method will offer insights into the distribution of demographic characteristics among the employees working in healthcare organizations. Additionally, factor analysis is used to identify the key underlying factors contributing to human resource challenges. The analysis will assist in understanding how various variables are interconnected and grouped together. Kendall's Coefficient of Concordance, weighted ranking analysis are also used to test remedial measures and strategies to boost job performance of employees in healthcare organizations. The result will help determine the effectiveness of various approaches in removing the stress and challenges employees face in the healthcare sector. The combination of these analytical techniques ensures a comprehensive evaluation of human resource challenges and solutions in healthcare organizations.

7. Results and Discussions

7.1. Analysis of Demographic Profile

The demographic profile of employees working in healthcare organization is scrutinized and its results are presented in table-1.

Table – 1: Demographic Profile

Profile	Distribution	Number	Frequency
Gender	Male	212	53.00%
	Female	188	47.00%
Age	Less than 30 years	175	43.75%
	30 – 50 years	148	37.00%
	More than 50 years	77	19.25%



Academic Qualification	Undergraduate	163	40.75%
	Postgraduate	153	38.25%
	Professional	84	21.00%
Experience	Less than 5 years	155	38.75%
	5 – 10 years	171	42.75%
	More than 10 years	74	18.50%
Monthly Salary	Below Rs.30,000	166	41.50%
	Rs.30,000 – 60,000	131	32.75%
	Above Rs.60,000	103	25.75%
Designation	Surgeon/Nurse/Therapist	194	48.50%
	Executive/Manager/Supervisor	91	22.75%
	Technician/Pharmacist/Housekeeper	115	28.75%
Department	Clinical Role	206	51.50%
	Administrative Role	98	24.50%
	Operational Role	96	24.00%

Source: Primary Data

Table-1 reveals that the demographic profile of employees in healthcare organizations are furnished. Gender of employees shows that it consists of 53% male employees and 47% female employees. Age shows that 43.75% are below 30 years, represents a youthful workforce, while 37% are between 30–50 years, contributes mid-career expertise. Employees above 50 years, who constitute 19.25%, bring seasoned experience and leadership. Academic qualifications reveal that 40.75% hold undergraduate degrees, 38.25% have postgraduate qualifications, and 21% are professionally qualified. Experience of employees indicate that 38.75% have under 5 years of experience, 42.75% have 5–10 years of experience, and 18.5% have over 10 years. Monthly salary distribution shows 41.5% earn below Rs.30,000, 32.75% earn Rs.30,000–60,000, and 25.75% earn above Rs.60,000. Designations show that 48.5% are working as Surgeons/ Nurses/ Therapists, 22.75% are employed as Managers/ Supervisors, and 28.75% are functioning as Technicians/pharmacist and housekeeping employees. Department-wise, 51.5% of employees are working in clinical roles, 24.5% of employees are working in administrative roles, and 24% of employees are working in operational roles in the healthcare sector.

7.2. Human Resource Challenges in Healthcare

An exploratory factor analysis is performed on the rotated component matrix to explore the impact of human resource challenges among healthcare employees. The study identifies twenty-seven factors, which are evaluated using a five-point Likert scale. The goal is to determine the factors that most significantly influence healthcare workers in their workplace. The ratings are assigned as follows; 1' for not important, 2' for least important, 3' for important, '4' for most important, and '5' for highly important. The results highlight the factors contributing to human resource challenges faced by healthcare employees. These factors are important for understanding how such challenges affect the performance and well-being of healthcare workers. The EFA guides to check the interrelationships between different human resource issues and how they cluster together, it offers a comprehensive view of the challenges faced by healthcare employees in their work environment. The results of the rotated component matrix, presented in Table-2.



Table 2: Rotated Component Matrix

Label	Factors	Workforce Management	Employee Engagement	Communication	Compensation	Recruitment
HRCH10	Shortage of skilled professionals	0.834	0.035	0.058	0.162	0.165
HRCH15	High employee turnover rates	0.815	0.148	0.052	0.125	0.095
HRCH09	Workforce burnout issues	0.789	0.065	0.112	0.053	0.155
HRCH01	Talent retention difficulties	0.763	0.037	0.123	0.059	0.100
HRCH20	Aging healthcare workforce	0.740	0.075	0.042	0.013	0.085
HRCH26	Inefficient staff allocation	0.670	0.057	0.066	0.017	0.080
HRCH08	Poor work-life balance	0.600	0.022	0.107	0.094	0.109
HRCH21	Succession planning inefficiencies	0.690	0.215	0.145	0.113	0.137
HRCH16	Existing workforce skill gaps	0.178	0.642	0.137	0.062	0.104
HRCH04	Lack of continuous training	0.095	0.607	0.075	0.090	0.042
HRCH07	Low employee engagement levels	0.053	0.605	0.060	0.148	0.045
HRCH22	Low leadership development programs	0.192	0.585	0.032	0.142	0.078
HRCH02	Team collaboration difficulties	0.159	0.552	0.041	0.088	0.053
HRCH25	Mental health resource limitations	0.182	0.528	0.140	0.024	0.099
HRCH11	Removing ethical workplace problems	0.148	0.522	0.122	0.167	0.133
HRCH27	Managing cultural diversity	0.082	0.116	0.756	0.110	0.118
HRCH13	Communication barriers	0.154	0.108	0.735	0.227	0.095
HRCH17	Ensuring diversity and inclusion	0.165	0.087	0.617	0.202	0.325
HRCH03	Overcoming language barriers	0.170	0.255	0.541	0.019	0.051
HRCH23	Resistance to technological adaptation	0.156	0.221	0.529	0.034	0.125
HRCH06	Inadequate compensation packages	0.135	0.152	0.095	0.728	0.075
HRCH24	Workplace safety concerns	0.098	0.267	0.104	0.688	0.085
HRCH14	Compliance with regulations	0.183	0.063	0.118	0.582	0.125
HRCH18	Crisis workforce management needs	0.098	0.084	0.142	0.515	0.118
HRCH05	Inefficient onboarding processes	0.164	0.022	0.148	0.219	0.745
HRCH12	Remote work model challenges	0.198	0.044	0.108	0.167	0.682
HRCH19	Existing workforce skill gaps	0.164	0.058	0.124	0.170	0.610
Eigen values		6.590	4.215	2.811	1.790	1.032
% Variance		18.308	14.302	11.942	9.560	8.771
Cumulative % Variance		18.308	32.610	44.552	54.112	62.883
Cronbach's α		0.759	0.780	0.885	0.800	0.765

Source: Primary Data

Table 2 provides the overview of five challenges in healthcare sector, it includes workforce management, employee engagement, communication, compensation, and recruitment. It furnishes



their respective correlations, eigenvalues, percentage variance, cumulative variance, and Cronbach's alpha values. Workforce management shows the highest correlations across various factors, with the strongest factor being shortage of skilled professionals (0.834), it is followed by high employee turnover rates (0.815), and workforce burnout issues (0.789). The results show that workforce management is heavily influenced by the availability and well-being of healthcare professionals. The eigenvalue for workforce management is (6.590), it indicates that it accounts for the highest portion of the variance in the data. It is also supported by its high percentage variance (18.308%) and cumulative variance (18.308%), it shows its significance in healthcare human resources. In employee engagement, existing workforce skill gaps (0.642) and lack of continuous training (0.607) are the leading issues, it shows a direct link between skill gaps and engagement levels. The Cronbach's alpha of 0.780 reveals high reliability in measuring engagement-related factors. The factor has a percentage variance of 14.302%, contributes to a cumulative variance of 32.610%, reveals its importance heavily.

Communication is notably dominated by managing cultural diversity (0.756), reflects the importance of cultural sensitivity in healthcare environments. It discloses a percentage variance of 11.942%, it plays a significant role in determining organizational dynamics. Its high Cronbach's alpha of 0.885 specifies excellent internal consistency. Compensation means that inadequate compensation packages (0.728) stand out, it displays the direct influence compensation has on employee satisfaction and retention. It exhibits a percentage variance of 9.560% and a Cronbach's alpha of 0.800, confirms it is a reliable and essential element in healthcare workforce management. The cumulative variance of 54.112% advocates that, while important, it is less influential than workforce management and employee engagement. Finally, recruitment is linked with inefficient onboarding processes (0.745) and remote work model challenges (0.682), it proves the challenges faced in attracting and integrating new talent. Cronbach's alpha for recruitment (0.765) confirms a good internal consistency, with its percentage variance of 8.771% adding to the cumulative variance of 62.883%. It indicates that recruitment, while significant, has a relatively lower impact compared to other factors like workforce management and employee engagement. It suggests that improvement in workforce management and engagement, removal of compensation concerns, development of communication, and rectification of recruitment processes are essential to overcome the challenges associated in human resources in healthcare sector.

7.3. Remedial Measures to Reduce Human Resource Challenges in Healthcare

The Kendall's Coefficient of Concordance is applied to explore the ranking of various remedies for challenges. It identified five dimensions for providing remedy, which consists of work environment and resources, training and skill development, work-life balance, recognition and career growth, and compensation and benefits. These rankings are based on ten identified remedial measures, that is, adequate physical infrastructure, workplace safety and hygiene, technical skill training programs, mentorship initiatives, flexible work schedules, wellness programs, performance-based rewards, personalized career growth plans, competitive salary structures, and comprehensive health benefits. The rankings are varied; it indicates different perspectives on the importance of remedial measures in healthcare. For example, in the work environment and resources category, the rankings for the remedial measures range from 1 (low importance) to 10 (high importance), and there is notable variability in how each dimension perceives these remedial measures. The sum of the ranks for each prospect across all five sectors (ΣR_j) is computed to assess the collective significance of each prospect. Therefore, five sets of



rankings used to work out coefficient of concordance. In order to ensure its validity, the null hypothesis (H_0) states that there is no significant difference in ranking of employees with respect to remedial measures for human resource challenges. The results are discussed in Table-3.

Table 3: Kendall's Coefficient of Concordance

K = 5	Factors										N = 10
	1	2	3	4	5	6	7	8	9	10	
Work Environment and Resources	2	5.5	3.5	5.5	7.5	7.5	1	3.5	9	10	
Training and Skill Development	4	2	2	6	6	6	2	8	9.5	9.5	
Work-Life Balance	1	3.5	5	3.5	2	6	8	0	8	8	
Recognition and Career Growth	1	4	4	4	2	6	10	7.5	9	7.5	
Compensation and Benefits	2.5	1	4.5	4.5	6.5	2.5	6.5	9	9	9	
Sum of ranks (R_j)	10.5	16	19	23.5	24	28	27.5	28	44.5	44	$\Sigma R_j = 221$
$(R_j - \bar{R}_j)^2$	134.56	37.21	9.61	1.96	3.61	34.81	29.16	34.81	501.76	479.61	$s = 1267.1$
$W = S / 1/12k^2 (N^3 - N)$ $= 1267.1 / 1/12(5^2) (10^3 - 10) = 1267.1 / 25/12(990)$ $= 1267.1 / 2062.5 = 0.6144$											

Source: Primary data

Table-3 reveals that the estimated total sum of ranks is 221. Kendall's coefficient of concordance (W) is calculated by dividing the sum of squared deviations ($\Sigma (R_j - \bar{R}_j)^2$) by the formula for W , it reveals a value of 0.6144. It shows that as N is greater than 7, χ^2 performed to determine the W 's significance at 5% level. The formula for finding the value is $\chi^2 = k(N - 1)$. W with $N - 1$ degrees of freedom. The ascertain value is $[= 5(10 - 1)(0.6144)] 27.648$. The table value of χ^2 at 5% level for $(N - 1 = 10 - 1)$ 9 degrees of freedom is 16.919. Subsequently, the estimated value is 27.648; this is significantly more than the table value. Therefore, it failed to support the null hypothesis at 5% level of significance. It is inferred that there is a significant difference in the ranking of employees with respect to remedial measures for human resource challenges.

7.4. Strategies to Improve Job Performance

There are several strategies that are required to improve the job performance of healthcare organizations' employees. Therefore, the strategies for job performance are analyzed through Weighted Average Score analysis. Therefore, the score value of employees is computed by total employees to get a weighted average score. In this way, the rank is computed for each variable. The variables are ranked above '4' is assumed as highly effective strategies, if the variables are



ranked above '3' is assumed as effective strategies and if the variables are ranked below 3 is assumed as moderate strategies and its results are given in table-4.

Table 4: Weighted Average Score Analysis

Variables	SA	A	N	DA	SDA	Score	Rank
Competitive salary packages	196	72	44	48	40	3.84	6
Comprehensive on-the-job training	208	64	48	44	36	3.83	7
Opportunities for career advancement	180	84	44	48	44	3.77	9
Recognition for exceptional performance	224	64	44	32	36	4.02	3
Professional development programs	188	80	52	48	32	3.86	5
Use of modern equipment and facilities	240	44	36	64	16	4.07	2
Employee wellness initiatives	184	76	56	36	48	3.78	8
Adequate employee recruitment	228	72	48	32	20	4.14	1
Work-life integration policies	220	64	48	32	36	4.00	4
Flexible work hours	176	60	84	48	32	3.75	10

Source: Primary data

Table-4 reveals that adequate employee recruitment is the main strategy for healthcare organization to academicians. It considerably boosts job performance in the workplace, further it avoids unnecessary employee turnover and reduces recruitment costs, hence it gets 4.14 points. Use of modern equipment and facilities is utmost important; hence it is a significant strategy to boost job performance, and it gets 4.07 points. Recognition for exceptional performance is also an effective strategy; it gets 4.02 points. In this way, work-life integration policies (4.00 points), professional development programs (3.86 points), competitive salary packages (3.84 points), comprehensive on-the-job training (3.83 points), employee wellness initiatives (3.78 points), opportunities for career advancement (3.77 points), and flexible work hours (3.75 points) are ranked subsequently. It is inferred that adequate employee recruitment, use of modern equipment and facilities, and recognition for exceptional performance are the main strategies to boost job performance of employees in healthcare organizations.

8. Conclusion

The study reveals the demographic composition of healthcare employees, shows the diversity in gender, age, qualifications, experience, salary, roles, and departments. These variations contribute to a dynamic workforce, balancing youthful energy, mid-career expertise, and seasoned experience. The workforce's academic and professional diversity underpins the capability to remove the complex demands of the healthcare sector. However, it also divulges the need for tailored human resource management practices to meet the varied needs of different employee segments. Exploratory factor analysis reveals five key human resource challenges in the form of workforce management, employee engagement, communication, compensation, and recruitment. Among these, workforce management emerges as the most effective, driven by issues such as a shortage of skilled professionals, high turnover rates, and workforce burnout. Employee engagement and communication deliver an effective role in sustaining organizational productivity, with skill gaps and cultural sensitivity influencing engagement levels and organizational harmony. Compensation and recruitment factors, though slightly less impactful, still significantly affect retention, satisfaction, and talent acquisition.



Remedial measures for these challenges focus on boosting the work environment, developing skill development, promoting work-life balance, ensuring career growth, and offering competitive compensation. Kendall's Coefficient of Concordance reveals variability in the perceived importance of these measures, it shows the need for a balanced approach tailored to specific organizational contexts. Removal of such human resource challenges requires strategic interventions, such as investing in training programs, implementing flexible work schedules, recognizing employee contributions, and ensuring fair compensation. A focus on these areas can not only resolve existing challenges but also enhance employee satisfaction, retention, and overall organizational performance. The comprehensive approach can empower healthcare organizations to build a resilient workforce capable of meeting evolving industry demands while developing a supportive and inclusive work environment.

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