TALENT MANAGEMENT RPACTICES IN HEALTH CARE SECTOR (A Study with Reference to Select Private Hospitals, Visakhapatnam)

Dr. Ramesh Moturi
Assistant Professor, Dept. of Commerce and Management Studies, Adikavi Nannaya University, Rajamahendravaram, E.G. District, Andhra Pradesh

Dr. Appala Raju Diddi
Assistant Professor in Management, College of Engineering, Adikavi Nannaya University, Rajamahendravaram, E.G. District, Andhra Pradesh.

Abstract: Organizations are now more competitive due to the competitive world's dynamic expansion. It should proactively confront the changes in the scenario in order to withstand the fierce competition of globalization. In this situation, the organization's human resources are what propel its growth. The quality of work that employees in every industry, including healthcare can produce is just as important to an organization success as its policies. The Indian healthcare industry now depends more on intelligence than strength. Employers are having trouble identifying and hiring qualified workers, particularly for nursing roles, despite having an abundance of human resource skills. The present study is an endeavour to discover the talent management practices in the healthcare sector in Visakhapatnam and determine ongoing talent management practices and their impact on employee performance and satisfaction in select Private Hospitals, Visakhapatnam
Key words: Talent Management, Healthcare Sector, Employee Satisfaction, Visakhapatnam.

INTRODUCTION

Talent Management is an organization's commitment to recruit, retain, develop, engage, develop and most importantly retain talented and superior employees available in the job market. So, talent management is a useful term when it describes an organization's commitment to hire, manage, develop and retain talented employees. It comprises all processes and systems that are related to retaining and developing a superior workforce. It appears that to differentiate talent management, organizations use terminology such as Human Capital Management, People Management etc. it is their focus on the Managers' roles, compared to dependency on human resources to measure employee life cycle within an organisation. In order to satisfy present and future corporate demands and objects, talent management is a continues process that methodically finds, attracts, develops, and keeps talent. Organizations can help guarantee that the appropriate people are in the right place at the right time and they are prepared for the future by putting in place an efficient talent management strategy. Talent Management plays an important role in assuring employee satisfaction, improving performance and productivity. This can further an organization's competitive advantage and directly contribute to the organization's success.

Health is above wealth, a proverb was effective yesterday, it is effective today and it would remain effective tomorrow or even a day after tomorrow. This is due

mainly to the fact that a sound health is a pre-requisite for a healthy and sound mind. The accelerated pace of economic transformation, we can image the contributions of human beings and to improve the quality and strength of human beings, we estimate high the contribution of healthcare services

The healthcare sector is one of the most dynamic and critical industries, requiring highly skilled professionals to provide quality medical care and services. In an era of rapid technological advancements, increasing patient expectations, and growing competition, effective talent management has become essential for healthcare organizations, particularly private hospitals. Talent management refers to the strategic approach of attracting, developing, and retaining skilled professionals to ensure organizational success. In the healthcare sector, this involves recruiting competent doctors, nurses, paramedical staff, and administrative personnel, as well as fostering their continuous growth and engagement.

Private hospitals in Visakhapatnam**,** a rapidly developing coastal city in India, play a crucial role in delivering healthcare services. However, these hospitals face significant challenges related to staff shortages, employee retention, skill development, and job satisfaction**.** High attrition rates, work-related stress, limited career growth opportunities, and ineffective performance management systems contribute to workforce instability, affecting service quality and patient care. Additionally, healthcare professionals require continuous training and development to keep up with medical advancements, yet many private hospitals struggle to implement structured learning programs. Given these challenges, talent management practices in the healthcare sector are crucial for ensuring a stable, motivated, and high-performing workforce. Hospitals that effectively manage their talent can enhance employee engagement, reduce turnover, improve service delivery, and achieve better patient outcomes. This study aims to explore the current talent management strategies adopted by selected private hospitals in Visakhapatnam**,** assess their effectiveness, and identify potential areas for improvement. The findings will provide valuable insights for hospital administrators, HR professionals, and policymakers to develop strategies that enhance human resource management and overall hospital performance.

REVIEW OF LITERATURE

Dube. P and Verma. S (2015) analysed various factors influencing attrition rate in Information Technology (IT) and Pharma companies with the help of an exploratory research based on analytical method with the help of questionnaire and interviews of 50 professionals from both the sectors in Mumbai and nearby district industrial areas were taken. Findings revealed attrition rate of IT and Pharma to be 30-35% and 15-20% p.a respectively. Career growth and salary are found to be the major reasons for attrition among employees with 35 yrs of age in IT. Whereas, in Pharma, timings constitute the main reason among employees with 35 years of age that contributes lot for change in job.

Mathew. A., (2015) studied the perception of senior management executives and HR on the existence of Talent gap in their organisations and how they manage Talent. Talent shortage due to skill shortage and retirement emerged as an outcome in pharma sector

by 58% in all categories. Lack of attention to leadership and succession planning was revealed in pharma and hospitality profession "Mishra s., (2014)" focused on providing HR strategies in relation to reduction in attrition rate pharmaceutical companies in India. Data were collected from secondary sources (seven case studies). Study concluded that in order to eradicate the gender inequality and formulate women friendly policies, the firms have to adopt new Talent Management models and leadership techniques.

STATEMENT OF THE PROBLEM

The healthcare sector is highly dependent on skilled professionals who can deliver quality patient care and manage medical services efficiently. Talent management plays a critical role in attracting, developing, and retaining healthcare professionals, especially in private hospitals where competition for skilled employees is intense. However, hospitals in Visakhapatnam, like many other cities, face challenges related to workforce shortages, high attrition rates, employee engagement, and skill development. Despite the growing importance of talent management in healthcare, there is limited research on how private hospitals in Visakhapatnam implement and benefit from these practices. Key issues such as inadequate training programs, lack of career growth opportunities, ineffective performance appraisal systems, and work-life balance concerns often lead to dissatisfaction among healthcare professionals. Furthermore, with rapid advancements in medical technology and increasing patient expectations, the need for well-trained and motivated employees has become more significant than ever.

This study aims to assess the effectiveness of talent management practices in select private hospitals in Visakhapatnam. It seeks to identify existing gaps, explore the impact of talent management on employee retention and performance, and suggest strategies to enhance human resource management in the healthcare sector. The findings will help hospital administrators and policymakers develop better HR strategies to improve workforce stability, service quality, and overall hospital performance.

SIGNIFICANCE OF THE STUDY

The healthcare sector has become one of India's largest in revenue (372 US$ billion) and employment (employing 4.7 million people). Healthcare comprises hospitals, medical devices, clinical trials, outsourcing, tele-medicine, medical tourism, health insurance, and medical equipment. The Indian healthcare sector is growing briskly due to its strengthening coverage, services and increasing expenditure by public and private players.

Organizations' local and global success is largely determined by the ability to employ talented people and implement talent management processes encompassing the talent identification, selection, recruitment, retention, development, deployment, and others. Employers are increasingly aware of the need for talent and are interested in their Management, as evidenced by the volume of recent research. The need for talent management increased in service-oriented institutions, especially healthcare services. Talent management significantly impacts patient safety, timely access to care, and cost control, which are considered the most critical operational issues in healthcare organizations.

Care Hospitals, Medicover Hospital, OMNI RK Multi Speciality Hospital, Akshya Hospital and MB Multi

Speciality Hospital are few of the famous multi-specialty hospitals in Visakhapatnam. Hence, the study has been undertaken to measure the talent management of Nurses in select hospitals in Visakhapatnam, to explore the reality of talent management in the healthcare sector.

SCOPE OF THE STUDY

The present study is confined to exploring Talent Management practices in select Private Hospitals, Visakhapatnam. Furthermore, the study has been undertaken to assess the talent management of Nurses in select Private Hospitals, Visakhapatnam, to explore the reality of talent management in the healthcare sector. Particularly, the study is limited to the various components: (1) Acquisition, (2) Development, (3) Utilization and (4) Retention. Hence, it is highly interesting and valuable to make a study.

OBJECTIVES OF THE STUDY

1. To study the concept of talent management practices in the healthcare sector,
2. To identify key components of talent management practices,
3. To analyze the impact of talent management practices on employee performance and job satisfaction in select Private Hospitals, Visakhapatnam.

HYPOTHESIS

H01: There is no association between talent management and the performance of the employees.

H1: There is an association between talent management and the performance of the employees.

H02: There is no association between talent management and employees' job satisfaction.

H2: There is an association between talent management and employees' job satisfaction.

METHODOLOGY

Research methodology was one of the important parts of the research. Therefore it should be well organized in nature. The research methodologies of the present study are outlined below. This article is an attempt through descriptive research based on primary and secondary data. Primary data has been collected through a well-designed questionnaire based on the objectives of the study. The questionnaires were distributed to the nurses of select private hospitals in Visakhapatnam. The field test was conducted through scheduled and face-to-face interviews with the nurses. Their suggestion and feedback helped to further improve the survey. 180 nurses were collected from the select private hospitals in Visakhapatnam (i.e., Care Hospitals (50), Medicover Hospital (30), OMNI RK Multi Speciality Hospital (30), Akshya Hospital (40) and MB Multi Speciality Hospital (30)). The sampling method adopted for this study is non-probability convenience sampling method to collect the data from the Nurses of select Private Hospitals, Visakhapatnam. Secondary data has been collected from various books, journals, periodicals, annual reports, and websites. The present study is a qualitative analysis of the response and results based on observations. The gathered data is analyzed and interpreted using Frequencies and Correlation Coefficient Analysis with the help of SPSS. Reliability tests are also used.

RESULTS AND DISCUSSION
Results of Descriptive Statics of Study Variables

Table 1 Reliability Statistics

Cronbach's Alpha	No. of Items
0.816	19

Source: Primary Data

The above table reliability statistics have shown internal consistency of the set of items forming the scale. Here, this value suggests that the internal consistency (reliability) of the scale is quite good. A Cronbach's alpha value of 0.816 or higher generally indicates acceptable to excellent reliability, meaning the items on your scale or test are likely measuring the same underlying concept. In general, this suggests that your measurement tool is reliable and performs well in terms of internal consistency.

Table 2 Demographic Profile of Respondents

Demographic Information		No. of Respondents	Percentage
Age	18-25	90	50.0
	26-30	48	26.7
	31-35	30	16.7
	36 and above	12	6.7
	Total	**180**	**100.0**
Educational Qualification	ANM	24	13.3
	GNM	78	43.3
	B.Sc Nursing	72	40.0
	M.Sc Nursing	06	3.3
	Total	**180**	**100.0**
Job Experience	0-2	30	16.7
	3-5	102	56.7
	6-8	30	16.7
	9 and above	18	10.0
	Total	**180**	**100.0**

Source: Primary Data

The above table 2 provided outlines the distribution of respondents in terms of Age**,** Educational Qualifications**,** and Job Experience of Nurses in select private hospitals, Visakhapatnam**.** The largest group of respondents (50%) is between the ages of 18-25 years. 26.7% of respondents their age between 26-30 years, and older age groups make up a smaller portion of the sample.   The majority of respondents have a GNM qualification (43.3%) or a B.Sc Nursing degree (40%). A smaller number of respondents have ANM (13.3%) or M.Sc Nursing (3.3%).The largest group (56.7%) has 3-5 years of job experience. The remaining respondents are more evenly spread between 0-2 years, 6-8 years, and above 9 years of experience. It may be concluded that most respondents are young (18-25). A large portion of respondents has either GNM or B.Sc Nursing qualifications. The bulk of respondents have 3-5 years of job experience.

Table 3 Role of the Respondents

Position	No. of Respondents	Percentage
Staff Nurse	108	60.0
Trainer	12	6.7
In-charge Nurse	48	26.7
Nursing Supervisor	12	6.7
Total	**180**	**100.0**

Source: Primary Data

The above table 3 reveals that majority of the respondents their act as Staff nurses followed by 26.7% are doing In-charge nurse. The remaining 12 respondents doing their role as a trainer and nursing supervisor. It may be conclude that majority of the respondents are doing their roles as a Staff Nurse.

Table 4 Recruitment Procedure

Recruitment	No. of Respondents	Percentage
Walk-In/Causal Applicants	162	90.0
Employee Referrals	18	10.0
Advertisements	00	0
Direct call from Hospital	00	0
Total	**180**	**100.0**

Source: Primary Data

The above table 4 presents the recruitment procedurein select private hospitals, Visakhapatnam. The majority of the respondents (90%) came from walk in applications. 10% were recruited through employee referrals. No hires were made through advertisements and direct calls from hospital.

Table 5 Reasons for staying at Institution

Opinion	No. of Respondents	Percentage
Home town/Family	60	33.3
Salary package	78	43.3
Work environment	42	23.3
No other opportunities	00	0
Total	**180**	**100.0**

Source: Primary Data

The above table 5 presents the opinions of 180 respondents on their reasons for staying at an institution. Salary Package (43.3%) is the most significant factor influencing their decision to stay. Home Town/Family (33.3%) is the second most important reason, showing that proximity to family plays a crucial role. Work Environment (23.3%) is also a contributing factor but is less significant compared to salary and family reasons. No other opportunities (0%) indicates that none of the respondents feel they are staying due to a lack of alternative options. It may be concluded that financial incentives and personal ties are the primary motivators for staying, rather than job availability or work culture alone.

Table 6 Distribution of Jobs across Various Department

Department	No. of Respondents	Percentage
ICU Department	54	30.0
OPD Department	30	16.7
General wards	42	23.3
Nursing Department	54	30.0
Total	**180**	**100.0**

Source: Primary Data

The table 6 shows that the distribution of jobs across various departments in select Private Hospitals, Visakhapatnam. The job distribution across various hospital departments shows that the ICU and Nursing Departments each have the highest share, employing 30% of the workforce. This suggests a strong focus on critical and patient care. The General Wards account for 23.3% of the jobs, indicating a moderate staffing requirement for general patient management. The OPD Department has the lowest share at 16.7%, likely due to its outpatient nature, which requires fewer full-time staff. Overall, the distribution reflects a balanced allocation of resources, prioritizing critical and continuous patient care while maintaining essential support for outpatient services.

Table 7 Utilization of Talent

Factors	No. of Respondents	Percentage
Job Rotation	36	20.0
Job Enlargement	60	33.3
Job Enrichment	42	23.3
Other	42	23.3
Total	**180**	**100.0**

Source: Primary Data

The above table 7 refers to the utilization of talent in select private hospitals, Visakhapatnam. The most commonly used talent utilization strategy is Job Enlargement (33.3%), indicating that expanding employees' responsibilities is a key approach in workforce management. Job Enrichment and "Other" methods each account for 23.3%, showing that enhancing job roles and alternative strategies are also significant. Job Rotation, at 20.0%, is the least utilized, suggesting that employees may have more stable roles with fewer rotational assignments. Overall, the distribution highlights a focus on broadening employee responsibilities and enhancing job roles to maximize talent utilization.

Table 8 Correlation Coefficient between Talent Management and Employee Performance

	Variables	Talent Management	Employee Performance
Talent Management	Pearson Correlation	1	0.077[**]
	Sig.(2-Tailed)		0.000
	N	180	180

Employee Performance	Pearson Correlation	0.077**	1
	Sig.(2-Tailed)	0.000	
	N	180	180

**.Correlation is significant at the 0.01Level (2-Tailed).

Source: Primary Data

This table 8 presents the results of a Pearson correlation analysis between Talent Management and Employee Performance. The correlation coefficient between Talent Management and Employee Performance is 0.077. This indicates a very weak positive correlation between the two variables. The Sig. (2-Tailed) value is 0.000, which is less than 0.01. This suggests that the correlation is statistically significant at the 1% level (p < 0.01). Even though the correlation is weak, it is unlikely due to random chance. It may concluded that the Talent Management and Employee Performance have a statistically significant relationship, the strength of this relationship is very weak (r = 0.077).This suggests that other factors may play a more substantial role in influencing Employee Performance beyond just Talent Management.

Table 9 Correlation Coefficient between Talent Management and Job Satisfaction

	Variables	Talent Management	Job Satisfaction
Talent Management	Pearson Correlation	1	0.067**
	Sig.(2-Tailed)		0.000
	N	180	180
Job Satisfaction	Pearson Correlation	0.067**	1
	Sig.(2-Tailed)	0.000	
	N	180	180

**Correlation is significant at the 0.01Level (2-Tailed).

Source: Primary Data

The above table 9 shows the Pearson correlation between Talent Management and Job Satisfaction. The value of 0.067 Pearson Correlation indicates a very weak positive correlation between Talent Management and Job Satisfaction. This suggests that there is a very slight positive relationship between these two variables, meaning as one increase, the other tends to increase, but the relationship is not strong. The value of 0.000 suggests that the correlation is statistically significant at the usual levels (e.g., 0.01, 0.05). This means that we can reject the null hypothesis and conclude that the relationship observed is unlikely due to chance. The sample size is 180, which is sufficient for the analysis. It may be concluded that there is a statistically significant but weak positive correlation between Talent Management and Job Satisfaction in this dataset.

CONCLUSION

Today, talent management strategies are essential in all service business, particularly in the health care sector, because of the dynamic nature of work environments and the growing importance of human resource talent. Patient safety, prompt access to care, and cost control the three of the most important operational concerns in healthcare organizations are

all greatly impacted by talent management. In terms of personal acquisition, development, utilization and retention strategies, a few hospitals in the area are at the forefront. In order for nursing staff to gain the necessary knowledge and abilities to manage critical conditions, they must still prioritize hiring more trainers, implementing employee referrals, and using the job rotation technique, which offers a variety of skills to handle different tasks in different wards.

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