

A Study on Psychological Well-being of Healthcare Professionals in Corporate Hospitals

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Abstract

Psychological well-being refers to a person's emotional, psychological and social functioning. It reflects how individuals perceive their quality of life, manage stress and maintain a sense of inner balance and harmony. The American Psychological Association defines psychological well-being as "a state of happiness and contentment, with low levels of distress, overall good physical and mental health and outlook or good quality of life". Healthcare professionals are trained and licensed individuals who provide medical, therapeutic, diagnostic and preventive care to improve and maintain the health of others. These professionals, including doctors, nurses, technicians, therapists, pharmacists, clinical psychologists and non-clinical support staff are central to the delivery of medical care in corporate hospitals, which are privately run institutions equipped with advanced facilities and large-scale operations. However, healthcare professionals often risk their psychological well-being due to high-stress work environments and the expectation of being available around the clock in case of emergencies.

The objective of this study is to understand the psychological well-being of healthcare professionals employed in corporate hospitals. A quantitative research design was employed and data were collected from a sample of 60 healthcare professionals employed in a JCI-accredited corporate hospital in Ahmedabad, using a standardized psychological well-being scale.

The results indicate that clinical healthcare workers show a low level of psychological well-being as compared to non-clinical staff. Overall healthcare workers demonstrate below average level of psychological well-being.

Introduction

Healthcare refers to the organized delivery of medical services aimed at promoting, maintaining and restoring the physical and mental well-being of individuals and communities. It encompasses preventive care, diagnosis, treatment and long-term management of health conditions, provided by trained professionals across various settings, including hospitals, clinics and community health centres. These professionals play a pivotal role in ensuring access to quality services and supporting the overall health of society. (Science direct website, chapter healthcare delivery services, 2001)

The concept of healthcare has evolved over centuries in response to the growing awareness of health as a critical element of personal and societal well-being. In ancient civilizations such as Egypt, Mesopotamia, India and China, early healthcare systems were closely linked to spiritual practices and natural remedies. Healing was often rooted in religious traditions, herbal medicine and basic surgical techniques. (Tulchinsky, T.H., et.al, 2014)

As knowledge of human anatomy, disease mechanisms and hygiene expanded, healthcare gradually shifted from mystical traditions to more systematic, empirical approaches. The establishment of hospitals and medical institutions during the medieval and early modern periods marked a key turning point in the formalization of medical practice.

The Industrial Revolution brought rapid urbanization and new public health challenges, compelling governments to recognize health as a public concern. This led to the foundation of structured healthcare systems and policies, framing healthcare as a shared social responsibility. In the contemporary era, healthcare has broadened to include not only medical treatment but also health promotion, disease prevention, social welfare and policy-driven interventions. The rise of health insurance, technological advancements and international health organizations has further institutionalized healthcare as a cornerstone of modern civilization. (National Library of Medicine chapter the future of public health,1988) “The healthcare professionals include physicians, nurses, technicians, medical assistants, dentists, midwives, radiographers, pharmacists, physiotherapists, optometry, audiology, psychology, occupational therapy, physical therapy, athletic training and many other health professionals. These healthcare professionals committed and selfless service helps to keep the health system function smoothly and effectively across the world.” (Annamalai, S. R.,2023)

Emergence of Corporate Hospitals: When, How and Why

The emergence of corporate hospitals marks a significant shift in the landscape of healthcare delivery, particularly in the context of developing economies transitioning towards privatized medical services. Corporate hospitals are large, professionally managed, for-profit healthcare institutions that operate under corporate ownership structures. These hospitals typically offer multi-specialty care, advanced technology and standardized clinical protocols, distinguishing them from traditional private clinics or government-run institutions. Their primary goal is to deliver high-quality healthcare services. Unlike government hospitals, which offer treatment free of cost or at nominal charges, corporate hospitals function on a for-profit basis.

“Corporate hospitals are different from other types of private hospitals, such as nursing homes, clinics, or polyclinics, which are smaller, less specialized. Corporate hospitals are also different from public hospitals, which are funded and managed by the government and offer free or subsidized health care to the citizens”. (Singh, J. 2023)

When and How Corporate Hospitals Emerged

The roots of corporate hospitals can be traced back to the late 20th century, particularly during the post-liberalization era in many developing countries, including India. While Western nations had already seen the rise of hospital chains and private healthcare conglomerates in the mid-1900s, it was only in the 1980s and 1990s that similar models began to take hold in countries like India. (Jeffery. R. 2018)

In India, one of the earliest and most influential examples was the establishment of Apollo Hospitals in 1983. This institution set the precedent for modern corporate healthcare by blending medical excellence with business principles. The liberalization of the Indian economy in 1991 accelerated this trend by opening the healthcare sector to private investment, foreign collaboration and advanced medical technology. The model gained popularity through strategic branding, expansion into metro and tier-2 cities and the establishment of tertiary care centres. Over time, corporate hospitals diversified into health

insurance, telemedicine, diagnostics and even medical education, creating vertically integrated healthcare enterprises. (Hodges. S. 2013).

Why Corporate Hospitals Came into Existence

The emergence of corporate hospitals was driven by a combination of systemic gaps, economic opportunities and changing consumer expectations:

1, Inadequacies in Public Healthcare

Overburdened government hospitals, limited infrastructure and inconsistent quality of care left a wide gap in healthcare delivery. Corporate hospitals entered this space offering timely, reliable and specialized services.

2, Rising Middle Class and Healthcare Demand

With growing disposable incomes and greater health awareness, the urban middle class began seeking better quality healthcare, privacy and convenience, all of which corporate hospitals were well-positioned to provide.

3, Medical Tourism and Globalization

Countries like India emerged as attractive destinations for affordable yet high-quality medical care. Corporate hospitals capitalized on this by marketing to international patients and building global partnerships.

4, Professionalization of Healthcare Management

The adoption of corporate governance, investment in infrastructure, accreditation (such as NABH, JCI) and performance-driven management created a new paradigm of healthcare as a structured service industry.

5, Profitability and Investment Potential

The healthcare sector proved to be a resilient and growing industry, attracting investments from private equity firms, venture capitalists and public markets, further boosting the corporate hospital model. (Chittora. S., 2016)

As per the article written by Mr. Amit Kumar, titled “The transformation of the Indian healthcare system” (May 2023), published in the National Library of Medicine which states that “Corporate hospitals in India emerged due to inadequate public healthcare infrastructure, shortage of skilled professionals and rising demand for advanced medical technology. They provide specialized care, modern facilities and attract patients, including international ones, offering cost-effective yet high-quality healthcare services.”

Psychological well-being

Psychological well-being refers to a person’s emotional, psychological and social functioning. It reflects how individuals perceive their quality of life, manage stress and maintain a sense of inner balance and harmony. The American Psychological Association defines psychological well-being as “a state of happiness and contentment, with low levels of distress, overall good physical and mental health and outlook or good quality of life”.

Importance of psychological well-being in healthcare employees

According to National library of medicine’s study on stressors among healthcare workers, the healthcare workers are prone to have more risks related to their commitment to work under stressful conditions and

ready to work for 24 hours in case of emergency. The healthcare workers are at risk of developing psychological well-being issues.

The psychological well-being of healthcare employees is crucial as it directly affects their ability to produce quality patient care. High stress levels and burn out can lead to errors, reduced productivity and adversely affects the mental health.

Literature review

Alzahrani. H.G., et.al. (2025), a total of fifteen empirical studies were examined to explore the relationship between the psychological well-being of healthcare professionals and its impact on patient care on healthcare professionals among healthcare professionals such as Nurses, physicians and allied health professionals in Saudi Arabia and results shows that organizational support and professional development contributed positively to well-being, factors such as burnout, lack of autonomy and emotional labour negatively affected healthcare professionals.

Sonmez. K., et.al (2025) examined the effects of psychosocial and ergonomic risk perceptions in the hospital environment on employee health, job performance and absenteeism in among 385 clinical and non-clinical healthcare workers in Istanbul. The findings indicated that both psychological safety and favourable ergonomic conditions significantly enhanced job satisfaction, which in turn positively influenced mental health and overall job performance. Moreover, better physical health was associated with reduced absenteeism, further contributing to improved job performance. These results highlight the significance of developing supportive and ergonomically sound work environments for enhancing employee well-being, reducing absenteeism and optimizing performance in hospital settings.

Hussein. A.H.M., et.al. (2024) studied the Relationship between Nurses' Psychological Well-Being and Their Work Productivity Loss on 400 nurses from an Egyptian university hospital. The results shows that Nurses often experience poor psychological well-being and distress that hinder their daily activities and cause work productivity loss. Therefore, hospital management should prioritize improving nurses' physical and mental health and bolstering their self-efficacy and resilience to minimize the effects of symptom distress on productivity. Investing in nurses' well-being through managerial caring, organizational support and fostering a supportive work environment are vital strategies for promoting quality patient care and enhancing their work productivity.

Halder. S., & Mahato. A. (2013), have assessed psychological well-being and stress levels among healthcare professionals on 50 healthcare professionals including doctors, paramedical and nursing staff from multi-speciality hospitals in Kolkata. The results shows that majority of the healthcare professionals studied had evidence of psychological stress, while Nurses and Technicians had stress level at severe level.

Agarwal. M. & Sharma. A., (2011) studied the effects of Hospital Workplace Factors on the Psychological Well-being and Job Satisfaction of Health Care Employees on 200 healthcare professionals from a medical college hospital and also from a public hospital. The results shows that organization's structure-related factors, co-ordination and work autonomy were significantly predictive of job satisfaction and psychological well-being of health care employees, while the process-related workplace factors, participative decision making and intra-professional relations, emerged as significant predictors of psychological well-being and job satisfaction in both types of hospitals.

Methodology:

This study is aimed to investigate the psychological well-being of healthcare professionals in corporate

hospitals

Source of sample:

60 Healthcare staff selected randomly from a corporate hospital in Ahmedabad

Sample Size:

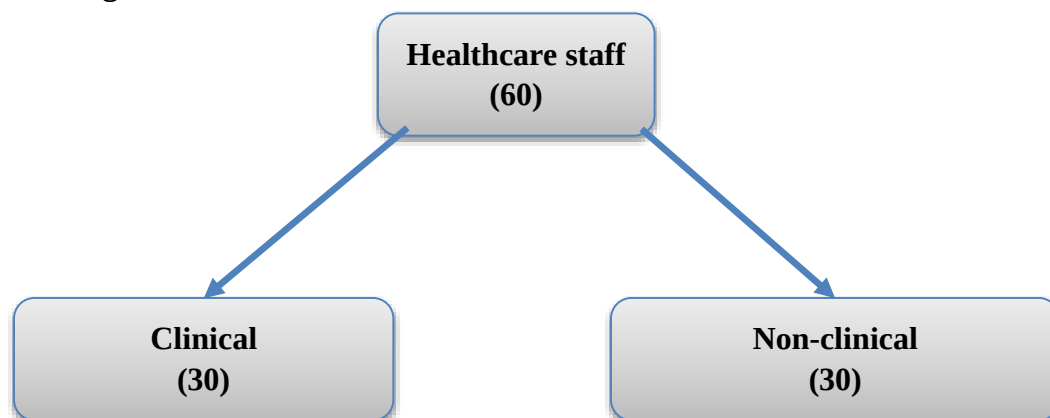
1. 60 Healthcare staff - Clinical staff (30) and non-clinical staff (30)

Variables:**Independent Variables:****1. Healthcare staff:**

- Clinical
- Non-clinical

Dependent Variable:

1. Psychological well-being

Research Design:**Tools**

Psychological well-being scale developed by Wig, Pershad and Verma will be used to identify the psychological well-being of healthcare staff. It is a 20 items scale and suitable under Indian conditions.

STATISTICAL ANALYSIS

Descriptive statistics, 't' test, will be applied to analyse the data and find out significant differences.

Null Hypothesis

H01. There is no significant difference in the psychological well-being between clinical and non-clinical staff in the corporate hospital.

Objectives of the Study:

1. To assess the overall level of psychological well-being of healthcare professionals in the corporate hospital.
2. To compare the psychological well-being of clinical staff and non-clinical staff.

CALCULATION

Clinical and non-clinical healthcare staff

Groups	N	MEAN	SD	Psychological well-being score
Clinical Staff	30	17.60	7.85	17.60
Non- Clinical Staff	30	29.87	8.27	29.87

- N (Sample Size) for psychological well-being of Clinical and Non-Clinical staff are 30 each
- MEAN for clinical staff is 17.60 and for non-clinical staff is 29.87
- SD for clinical staff is 7.85 and for non-clinical staff is 8.27
- Psychological well-being score for clinical staff is 17.60 and for non-clinical staff is 29.87

Calculated Result table

Groups	't' value	't' table value at 0.01 level	't' table value at 0.05 level	Result
Clinical and Non- Clinical Staff	5.8938	2.660	2.000	Extremely significant

- t-Value for this calculation is 5.8938
- t-table value of 58 (df) for 0.05 level is 2.000, and 0.01 level is 2.660

NULL HYPOTHESIS:

H₀₁: There is no significant difference in the psychological well-being between clinical and non-clinical staff in the corporate hospital.

Interpretation of calculation

- As per t-table, calculated t-Value 5.8938 is much higher than 0.05 level is (2.000) and 0.01 level (2.660) hence the difference is extremely Significant

RESULTS AND DISCUSSION

Null Hypothesis H₀₁ is rejected, as there is an extremely significant difference found in psychological well-being of Clinical and Non-clinical healthcare workers.

It is a crucial thing to notice the pure psychological well-being of clinical healthcare staff as per the study. Overall clinical staff demonstrates low level of psychological well-being. Their PWB score is recorded as +17.6 only and 'Z' score is '-1.31', it shows a low level of psychological well-being for clinical healthcare workers.

Reasons such as feeling distressed when clinical staff could not provide optimal care, daily dealing with difficult incidents and critically ill patients, poor work life balance, excess work stress and burn out etc. negatively affected the psychological well-being of clinical staff.

It has been also noted that as a whole healthcare employee demonstrates below average level of psychological well-being. Psychological well-being of healthcare workers as per PWB scale is recorded as +23.77 and 'Z' score is '-0.30' it shows below average psychological well-being for healthcare workers.

However non-clinical healthcare workers show a relatively high psychological well-being as compared to Clinical employees, since they demonstrate above-average psychological well-being as per the PWB scales. It is noted that non-clinical workers provide support services in the form of facility management, billing, managing finance and book keeping function, recruitment function etc. these services are not directly related to patient treatment due to which they demonstrate a better psychological well-being as compared to clinical staff.

The study shows that it is of paramount importance for the healthcare organizations to establish various programs to improve the psychological well-being of healthcare workers.

CONCLUSION AND IMPLICATION

This study was designed to find whether there is any difference between the psychological well-being between clinical and non-clinical healthcare workers. Another objective was to find out the psychological well-being of healthcare workers.

After analysing the result, it is concluded that there is a very significant difference between the Clinical and Non-clinical healthcare workers psychological well-being.

Through this study, it is revealed that Clinical healthcare workers demonstrate overall, a low psychological well-being.

Recommended measures to improve the psychological well-being of healthcare workers especially clinical healthcare staff

1. One on one counselling sessions by in-house psychologist, especially for staff
2. Individualized employee engagement programs
3. Refreshment activities
4. Stress management training sessions

LIMITATIONS OF THE RESEARCH

- Data collection is done online using a questionnaire so we cannot ascertain the authenticity and effectiveness of the response data.
- The study is conducted in a single corporate hospital in Ahmedabad; study includes multiple hospitals will give more accurate data

SUGGESTIONS FOR FURTHER RESEARCH

- At present, data collection has been done from a single corporate hospital in Ahmedabad. This study can be used as a prototype, and further similar studies on a larger scale can be conducted at the city, state, or national level by targeting corporate hospitals.
- This study is conducted with a limited category of clinical and non-clinical staff; more categories like age and gender groups can be considered in an extended study.
- The study can also be conducted based on economic status, as the economic status of the subjects makes a significant difference in their psychological well-being. Economically well-off subjects benefit from more leisure activities compared to poorer subjects.

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