Original Article | **Peer Reviewed** | **Open Access**

Exploresearch
e-ISSN: 3048-815X
Impact Factor: 6.262
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Examining the Impact of CSR Initiatives in Employee Health and Well-being in High-Stress Work Environment (A Study of Indian Healthcare Sector)

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Abstract: *This study is based on high-stress work environment and to study this aspect, 'examining the impact of CSR initiatives in employee health and well-being in high-stress work environment' topic is selected. Under this topic, impact of employee health and well-being on organizational performance and role of different CSR initiatives in leading employee health and well-being in high-stress work environment are discussed. Moreover, this research paper is also focused towards recommending CSR-driven mental health initiatives to decrease employee stress levels in high-stress work environments, especially in regards to Indian healthcare sector. To conduct this research, survey questionnaire data collection method is selected. Sample size of 200 employees is selected from Indian healthcare sector as sample size with the help of probability sampling technique. Selected data is represented with the help of tables and charts. There is special concern given towards following all the ethical parameters. The findings of this study have supported to conclude that the CSR initiatives taken by Indian healthcare sector for employee health and well-being are not appropriate to deal with high-stress work environment. This study also recommends the strategies that can be used by contemporary Indian healthcare sector to deal with such issues effectively. The findings of this study have both managerial as well as academic implications.*

Introduction

Employees are one of the integral assets of any organizations and to lead business successfully in the contemporary highly competitive workplace environment, it is essential for businesses to give concern towards employee health, well-being and satisfaction (Vuong and Bui, 2023). Moreover, the organization that fulfills corporate social responsibility (CSR), tend to increase attracting attention of the talent pool. In the current scenario, it is essential to focus on employee welfare and other sustainable development dimensions to create long-term sustainability in the industry. Employee evaluation and perception towards the CSR efforts of the company further enhances loyalty and trust in management and also create positive word-of-mouth which are beneficial

for organization (Schaefer, et al., 2024). Similarly, it increases employee job satisfaction and emotional well-being which are beneficial outcomes for employees (Schaefer, et al., 2024).

This paper is focused towards exploring the effectiveness of CSR initiatives in employee health and well-being in high-stress work environment, especially in healthcare sector. This research is highly significant in the contemporary high-stress work environment as such environment not only negatively impact employee health and well-being but also adversely impact employee productivity and performance. Such environment also enhances employee absenteeism and turnover rate which further adversely impacts organizational overall performance (Teoh, et al., 2019). Involvement of CSR initiatives in high-stress work environment leads towards fostering healthy, productive, and engaging workforce (Elovainio, et al., 2015). Hence, the study finding of this research paper will help the organizations with high-stress work environment to develop effective CSR strategies to foster employee health and well-being in high-stress work environment so that employee as well as organizational performance can improve.

Research Aim & Objectives

This research aims to examine the impact of CSR initiatives in employee health and well-being in high-stress work environment and recommends CSR-driven mental health initiatives to decrease employee stress levels in high-stress work environments.

Research Objectives

- To identify the impact of employee health and well-being on organizational performance
- To assess the role of different CSR initiatives in leading employee health and well-being in high-stress work environment
- To recommend CSR-driven mental health initiatives to decrease employee stress levels in high-stress work environments

Research Questions

- What is the role of CSR initiatives in leading work-life balance among employees in high-stress work environment?

Literature Review

Corporate Social Responsibility (CSR)

CSR can be defined as a business model in which organizations require integrating with social and environmental concerns in their business operations instead of just focusing towards economic profits (Tai and Chuang, 2014). Under CSR, an organization requires to meet environmental, ethical, philanthropic and economic responsibility.

Figure 1: Corporate Social Responsibility of a Business

(Source: Cezarino, et al., 2022)

Effective CSR strategy helps to improve business reputation, customer loyalty, and employee morale while assisting the firm to comply with government regulations and meet stakeholder expectations (Cezarino, et al., 2022). Integration of CSR into business operations supports contributing to the greater good and in achieving long-term sustainability (Zaman, et al., 2022).

According to the triple bottom line framework of CSR, to lead business operations sustainably, organization requires focusing towards three aspects, they are: social, economic and environmental aspects (Schulz and Flanigan, 2016).

Figure 2: Triple Bottom Line Framework of CSR

(Source: Štreimikienė and Ahmed, 2021)

CSR helps organizations to measure and control their impact on society and it drives a business to adopt policies and practices that can support sustainability, ethical consumption and societal aspect (Štreimikienė and Ahmed, 2021).

High-Stress Work Environment

High-stress work environment can be explained as the workplace environment or job that demands high employee ability to cope (Klatt, et al., 2015). It includes hefty workload, long working hours, infrequent rest breaks, frequent overtime, hectic and routine tasks that have little or no intrinsic means, less focus on utilizing workers' skills, and providing little sense of control (Gagnon and Monties, 2023). Such workplace environments lead to several negative outcomes, such as - employee burnout, decreased productivity, poor mental and physical health, increased rates of heart attack, hypertension, etc. (Teoh, et al., 2019).

According to the research finding of Kim and Jung (2022), majorly healthcare workers, social workers, and teachers face high-stress working environment as compared to other professions. The reason behind it is that these jobs require more emotional demand, involves heavy workload, and has high potential for burnout. In support of this, Ahmad, et al. (2025) explained that it is essential to create boundaries and to put some of the things that can assist the individuals who are high-pressure role so that their health and well-being can be taken care appropriately.

Impact of Employee Health and Well-Being on Organization Performance

Akpa, et al. (2021) explained that the main goal of any business is to make as much profit as possible. However, while keeping economic considerations, it is also essential for businesses to keep

social context into account in which these organizations operate. Additionally, to continue to make profit, it is highly essential to assure well-being of their employees. González-De-la-Rosa, et al. (2023) also pointed that positive working conditions play significant role in decreasing employee turnover intentions and improving relationship between employee and employer.

On the other hand, Chang (2024) argued that high level of stress and burnout decreases employee productivity, employee motivation, employee morale and job satisfaction. It also creates various physical and mental health problems (diabetes, heart disease, anxiety disorders), increase absenteeism, interpersonal conflicts and turnover rates (Chang, 2024). Gagnon and Monties (2023) explained that high-stress work environment decreases creativity, innovation, and problem-solving skills. It creates stressed relationships with colleagues and supervisors while decreasing employee morale and overall well-being. All these aspects decrease organizational productivity and performance which further decrease competitive advantage and long-term sustainability of the organization.

In the views of Ahmad, et al. (2023), healthcare comes under high-stress work environment. In such kind of work environment, there is a need of leading effective CSR Initiatives so that employee job satisfaction and work productivity can be increased. CSR initiatives give positive impact on employee health and well-being which further supports to foster sense of purpose, decrease in burnout, improvement in employee engagement and increase in employee job satisfaction. Ahmad, et al. (2023) also explained that CSR efforts taken by organizations remain directly associated with the positive work attitude of employees as it assists to create positive image of the firm and further encourages trust, well-being, and self-motivation. Štreimikienė and Ahmed (2021) depicted that CSR practices of organization that becomes able to promote ethical practices, environmental and social responsibility and adequate responsible attitude towards employee welfare; becomes able to create positive workplace environment that further fosters a sense of social responsibility and shared purpose. CSR initiatives allow making employees more loyal towards the organization.

In support of this, Jigani, et al. (2024) opined that employee happiness is directly related to their efficiency at the workplace. Hence, it is essential for the management to ensure that the work environment is healthy and concerned towards employee well-being. Klatt, et al. (2015) stated that healthy workplace environment increases employee satisfaction level and also creates trust in employee regarding the job security. It further helps in encouraging adaptability to change, higher productivity rate, decreased absenteeism, low turnover rate, improved decision-making, increased employee involvement, increase in innovation and creativity related ideas, etc.

CSR initiatives in High-Stress Work Environment

In the views of Zaman, et al. (2022), there is strong correlation between CSR initiatives and improved employee workplace engagement, retention and improved morale. CSR is a vital tool for nurturing psychological well-being in today's dynamic workplaces. There are various CSR initiatives can be undertaken by the management, such as - flexible working hours, grievance handling, wellness programs, stress management workshops, employee assistance programs (EAPs), etc. to mitigate the negative effects of high-stress work environment (Cezarino, et al, 2022). Vuong and Bui (2023) also pointed that both internal and external CSR initiatives improve employee satisfaction and implementation of CSR activities also enhances brand reputation and adds value to brand equity.

In the views of Cezarino, et al. (2022), CSR initiatives help in improving psychological well-being of employees, especially while working in high-stress work environments. It involves ***work-life balance, ethical practices, inclusive health programs, etc.*** which further supports to create positive organizational culture.

In 1943, Abraham Maslow has introduced hierarchy of needs theory (Mustofa, 2022). According to this theory, according to this theory, there is five levels of hierarchy of needs and lower needs must be fulfilled before addressing higher ones (Navy, 2020). Psychological and safety needs (mental health support, work-life balance) in the workplace are the primary needs. After the completion of these needs, other needs (safety and security, love and belonging, esteem and self-actualization) take place (Navy, 2020).
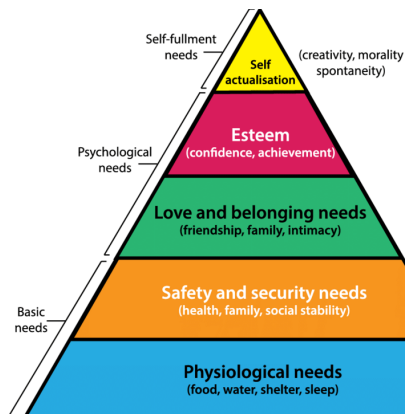
Figure 3: Maslow's Hierarchy of Needs Theory

(Source: Mustofa, 2022)

At the same time, Abulof (2017) explained that while leading CSR initiatives, it is necessary to understand that different individuals have different needs. Due to this reason, focus towards single initiative may not remain relevant for all the employees in the organization. Hence there is a need of identifying psychological needs and motivational factors of employees at individual level and accordingly multiple CSR initiatives required to introduce. When the motivational factors of an employee met, then it contributes towards satisfaction which further leads towards higher well-being and job satisfaction (Abulof, 2017).

- **Grievance Handling System**

In regards to this, Wesonga, et al. (2024) explained that creating grievance handling system within the organizations where employees get opportunity to share their views, opinions, grievance, complaints, feedbacks, etc. with the management; remains highly supportive to provide mental health support and to create the feeling of being heard. This system also supports management to identify the existing problem in the system so that they can take effective measures to deal with them and can increase productivity and performance of the employees. Moreover, Naagar (2024) elucidated that management also require to create open door system where employees can approach to HR team easily and can share their feelings related to stress, anxiety, depression or any other kind of issues so that management can help employee to deal with this issue while taking appropriate measures or by providing adequate suggestions.

- **Performance Management**

Nudurupati, et al. (2021) opined that when employees feel valued and recognized, the level of job satisfaction increases which further enhances employee motivation and reduces burnout. Hence, it is essential for the management to give concern towards effective employee performance management. For this purpose, there is a need of regular feedback, focus on development, and rewards and recognition to showcase better and improved performance (Nudurupati, et al., 2021). Focus towards this aspect allows reducing workplace stress while fostering sense of control, open communication, and supportive working environment (Broadbent and Laughlin, 2009). Bititci, et al. (2016) also explained that nowadays, organizations have increased concern towards visual performance management system as it supports ongoing strategy development and implementation while facilitating performance measurement and review. It enables people to engage and to enhance collaboration and integration which further allows improving continuous improvement in culture and encourage innovation (Bititci, et al., 2016).

- **Wellness Programs**

CSR activities such as mental health support, and wellness programs strengthen emotional resilience and a sense of belonging. Moreover, CSR-driven organizations often experience improved employee morale and loyalty, contributing to overall organizational productivity (Buxton, et al., 2019). Organisations require giving concern towards introducing health and wellness programs and resources time-to-time for employees.

- **Flexible Working Arrangements**

Austin-Egole, et al. (2020) pointed that flexible working arrangements give power to the employees to get more control over their work as it allows them to take decision about when, where, and how they work. It improves work-life balance which further increases employee job satisfaction and productivity. In regards to this, Cooper and Baird (2015) recommend that there is a need of creating work life balance as it allows giving equal importance to professional and personal life of employees. Moreover, there is a need of providing fare wages for overtime while decreasing the chances of overtime. The reason behind it is that excessive overtime lead towards increase in stress, fatigue, burnout, and various mental health issues (anxiety and depression) (Cooper and Baird, 2015).

- **Workplace Environment**

Rasool, et al. (2021) explained that taking initiative of regular breaks, time off and friendly environment in the firm remains supportive to enhance employee happiness which further supports to increase employee productivity and performance. Rabuana and Yanuar (2023) also determined that employee who feels sense of pride and satisfaction in their work in positive workplace environment and tends to show less likelihood to experience burnout. It further helps to decrease the absenteeism rate (Rabuana and Yanuar, 2023). Additionally, Rasool, et al. (2021) opined that it is highly essential to promote diversity, equality and inclusion (DEI) in the workplace so that fair treatment and equal opportunity can be offered to the employees. According to the survey finding of Deloitte, it is revealed that utilization of DEI initiatives by leaders help to create more likely workplace environment (by 70%) for employees to feel like they belong at work (Bourke and Bernardette, 2018). Dripping down DEI initiatives into company culture helps leaders to actively prioritize stress management (Bourke and Bernardette, 2018).

- **Effective Communication**

Eunson (2012) depicted that improper communication creates the issue of feelings of fear, anxiety and stress in employees. In such environment, employees also show restricted attitude while leading change, Hence, there is a need of keeping each and every member of the organization up-to-date on impending changes, company direction and performance expectations so that all the employees can work in one direction while decreasing the chances of confusion or miscommunication (Eunson, 2012).

- **Employee Participation in CSR Activities**

Schaefer, et al. (2024) stated that employees who participate in CSR activities, often feel greater sense of purpose as well as connection with their company which further enhances overall job satisfaction. Moreover, participation in CSR activities also create the feeling of purpose, fulfillment, pride, and connection which further improves employees' health and well-being (Schaefer, et al., 2024). In the views of Vuong and Bui (2023), engaging in CSR activities that has the potential of benefitting society or environment enhances employee engagement in work as it creates the feeling of more meaningful. Organizing CSR activities, such as - volunteer opportunities, donating to local charities, or promoting environmental awareness, implementing sustainable practices, etc. allows imparting sense of purpose and accomplishment in the mind of employees which further makes work feel more meaningful.

Literature Gap

Above literature is focused towards critically discussing that how high-stress work environment impacts employee health and well-being and further adversely impacts organization performance. Additionally, it also explains CSR initiatives that can assist to deal with the issue of high-stress work environment. However, it lacks to discuss that whether the healthcare employees of India face the issue of high-stress work environment, what CSR initiatives Indian healthcare sector has taken to deal with this issue, what are the effectiveness of their CSR initiatives and what strategies can be used by Indian healthcare sector to create positive workplace environment which can assist to enhance employee satisfaction and can further assist organizations to improve organizational operations while decreasing turnover rate, absenteeism, and other issues. Hence, to bridge this gap, survey method is used.

Research Methodology

To conduct this research, **positivism research philosophy** is selected as this philosophy gives emphasis on objective observation (Panneerselvam, 2014). It helps to derive knowledge while believing that reality is independent and knowledge can be obtained through empirical evidence (Panneerselvam, 2014). Moreover, **inductive research approach** is used as it starts with observations and further moves towards developing new theories (Davidavičienė, 2018). Under this, bottom-up method is selected under which researcher starts with specific observations and further moves on to general theories (Davidavičienė, 2018).

Moreover, for data collection, **primary data collection method** is selected as it helps to collect first hand data directly from the population who are actually facing the research problem (Bhattacharyya, 2006). Under primary data collection, **survey questionnaire method** is selected. The reason behind this selection is that this method supports to collect the data from mass population and also helps to represent the collected data in a statistical manner (Goundar, 2012). Raw data collected from the survey method is further represented under **quantitative method** in the data analysis section with the help of tables, charts and graphs (Panneerselvam, 2014). Under sampling technique, **probability sampling technique** is used as it helps to eliminate the chances of biasness during data collection and offers equal opportunity to the population to get selected for data collection. In this research, **sample size of 200 employees from Indian healthcare sector** are selected who are both male and female and from different job position.

While conducting this research, there is special concern given towards **ethical aspects**. Before initiating towards survey, it is asked to the participants to fill consent form and it is clarified to the them that this survey is conducted only for research purpose and the collected data will be destroyed after the completion of the study. Additionally, to maintain privacy and confidentiality of the participants, collected data from the survey is used anonymously in this research. Collected data is protected with id and password and destroyed after the completion of the research. While conducting literature review, it is focused to include only relevant sources in the study and to conduct proper referencing and in-text citations to give recognition to the researchers for their valuable findings.

Data Analysis

Demographic Analysis

Table 1: Gender

Scale	Frequency-Analysis	Percentage-Analysis
Male	113	57%
Female	87	44%
Total	200	100%
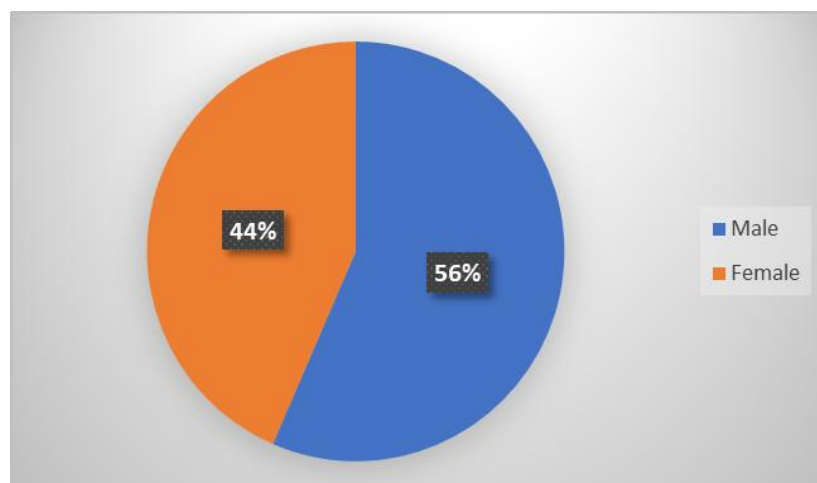
Figure 4: Gender

Table 2: Age

Scale	Frequency-Analysis	Percentage-Analysis
18-25	76	38%
26-35	59	30%
36-45	47	24%
46 and above	18	9%
Total	**200**	**100%**
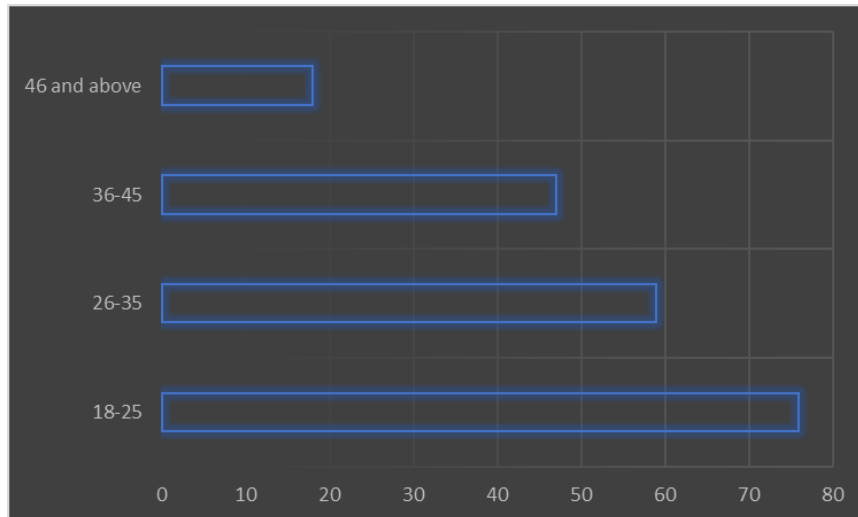
Figure 5: Age

Table 3: Experience

Scale	Frequency-Analysis	Percentage-Analysis
Less than 1 year	69	35%
1–3 years	91	46%
4–7 years	23	12%
8+ years	17	9%
Total	**200**	**100%**
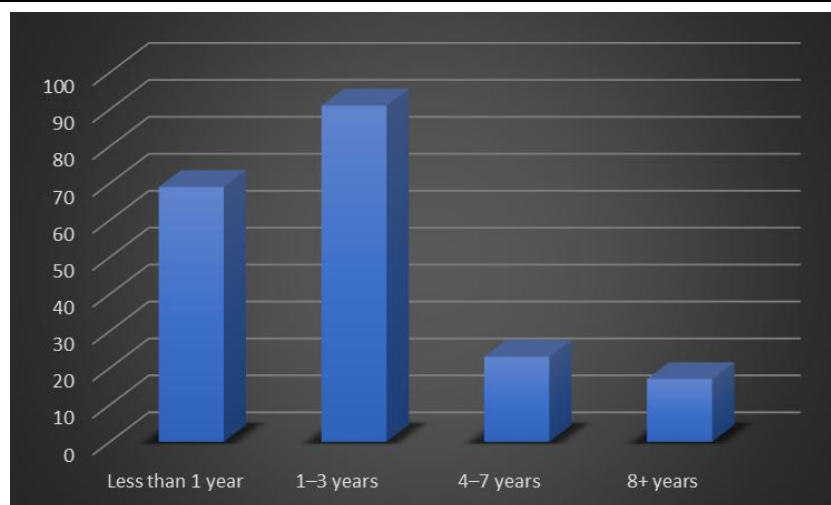
Figure 6: Experience

Table 4: Workplace Setting

Scale	Frequency-Analysis	Percentage-Analysis
Hospital	119	60%
Clinic	42	21%
Community Health Centre	21	11%
Other	18	9%
Total	200	100%
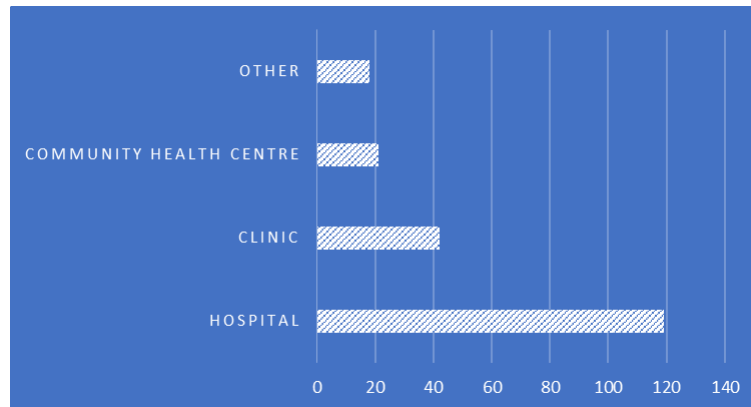
**Figure 7: Workplace Setting**

From the above tables and graphs, it can be analyzed that most of the respondents of this survey are male (113). Moreover, most of the respondents belong to the age group of 18-25 (38%) and 26-35 (30%). Additionally, most of the respondents have 1–3-year experience (91) in healthcare sector and currently working in hospital (119) workplace setting.

Survey Questions

Do you agree that there is stressful environment at your workplace?

Table 5: Stressful Workplace Environment

Scale	Frequency-Analysis	Percentage-Analysis
Strongly Agree	114	57%
Agree	79	40%
Neutral	5	3%
Disagree	2	1%
Strongly Disagree	0	0%
Total	200	100%
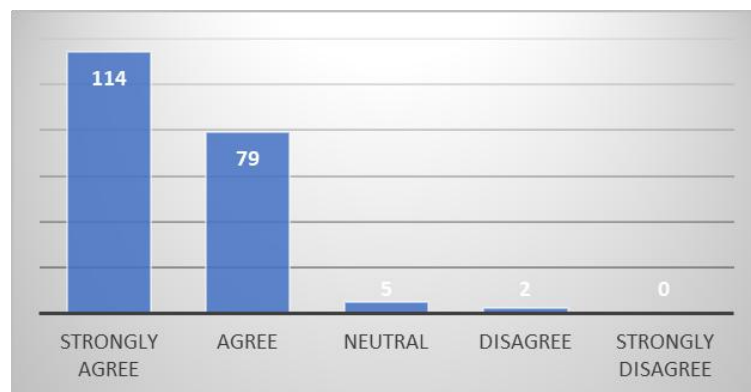
Figure 8: Stressful Workplace Environment

When it is asked from the participants, that do they agree that there is stressful environment at their workplace, then 57% (114) participants have shown strong agreement and 40% (79) have shown agreement from it. Hence, from the above data, it can be construed that in the current Indian healthcare sector, employees are facing significant issue of stressful environment at their workplace. Above result has shown consensus with the views of Gagnon and Monties (2023) that heavy workload, long working hours, work-life imbalance, overtime, hectic and routine tasks, providing little sense of control, etc. plays important role in creating stressful environment in healthcare sector.

According to you, what is the level of stress at your workplace?

Table 6: Level of Stress

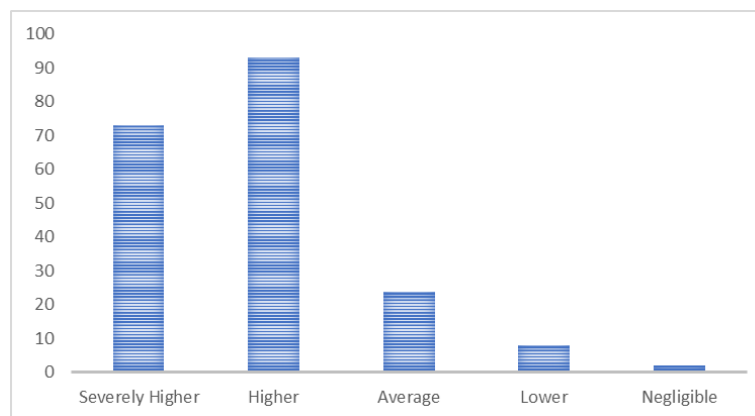| Scale	Frequency-Analysis	Percentage-Analysis
Severely Higher	73	37%
Higher	93	47%
Average	24	12%
Lower	8	4%
Negligible	2	1%
Total	200	100%

Figure 9: Level of Stress

When participants were asked to scale the level of stress at their workplace, then, 37% (73) participants selected severely higher parameter whereas 47% (93) of them selected higher parameter.

From the above data, it can be interpreted that 84% participants are facing the issue of severely higher and higher stressful work environment in Indian healthcare sector due to which, this sector is facing the issue of high employee turnover rate, absenteeism, employee burnout and decreased employee performance. Above interpretation has shown similarity with the views of Teoh, et al. (2019) that high-stress work environment creates various negative outcomes, such as - employee burnout, decreased productivity, poor mental and physical health, hypertension, etc. which further impacts employee performance.

What are the factors that contribute most to your stress at work?

Table 7: Contributing Factors to Stress

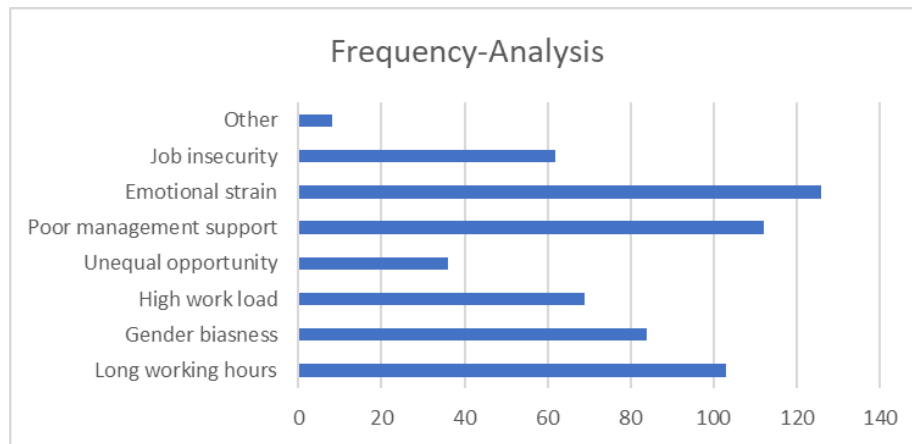| Scale	Frequency-Analysis
Long working hours	103
Gender biasness	84
High work load	69
Unequal opportunity	36
Poor management support	112
Emotional strain	126
Job insecurity	62
Other	8

Figure 10: Contributing Factors to Stress

When participants were asked to share their opinion regarding the factors that contribute most to their stress at work, then different participants have selected different options. However, it is identified that Most of the participants have selected the option of emotional strain, poor management support, long working hours and gender biasness.

Above result helps to construe that different Indian healthcare sector employee perceives different aspects that create stress for them at their workplace however the major factor that leads towards stress are: emotional strain, poor management support, long working hours and gender biasness. In regards to above Ahmad, et al. (2025) data found that to deal with the issue of high-stress at the workplace, it is necessary to create boundaries to the aspects that can adversely impact health and well-being of employees in the high-pressure job role.

Does your organization adhere any Corporate Social Responsibility (CSR) initiatives related to employee health and well-being?

Table 8: CSR Initiatives

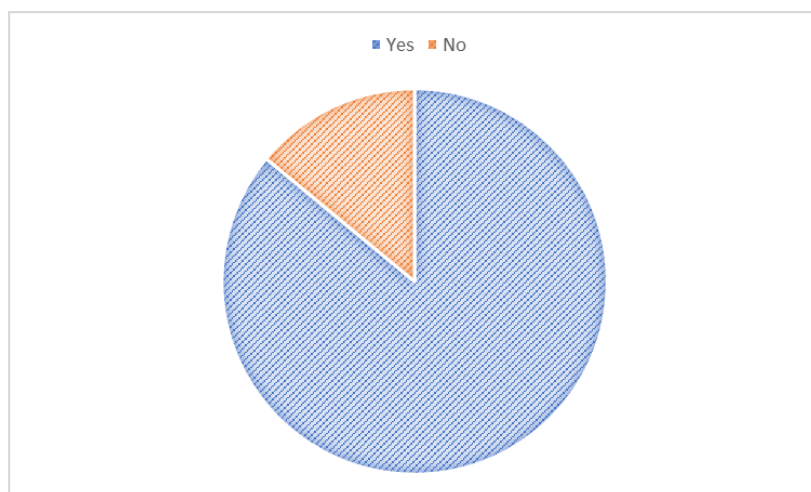| Scale	Frequency-Analysis	Percentage-Analysis
Yes	172	86%
No	28	14%
Total	200	100%

Figure 11: CSR Initiatives

When participants were asked whether their organization adhere any CSR initiatives related to employee health and well-being, then, 172 (86%) participants responded in yes. It represents that contemporary Indian healthcare sector is focused towards improving employee health and well-being and for this purpose, they are also concerned towards adhering CSR initiatives.

Which are the CSR initiatives implemented by your organization?

Table 9: CSR Initiatives Lead by Organization

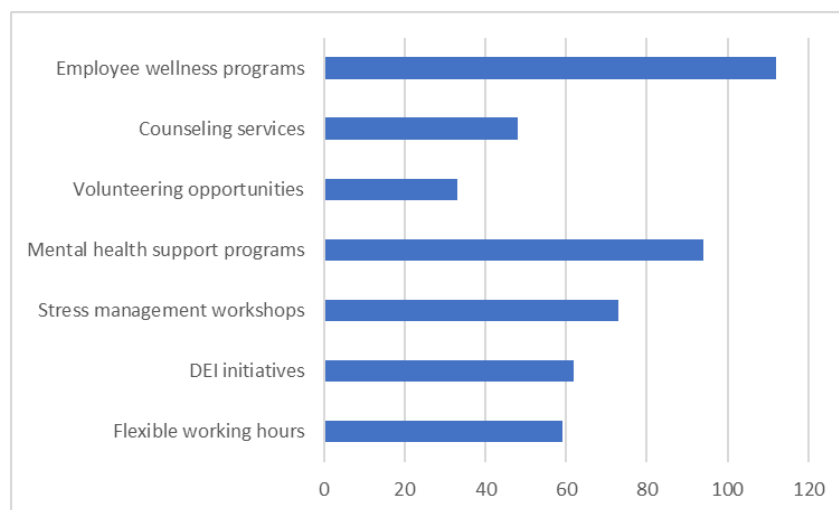| Scale	Frequency-Analysis
Flexible working hours	59
DEI initiatives	62
Stress management workshops	73
Mental health support programs	94
Volunteering opportunities	33
Counseling services	48
Employee wellness programs	112
Other	6

Figure 12: CSR Initiatives Lead by Organization

When participants were asked to select the CSR initiatives implemented by their organization, then, different participants selected different options. However, most of the participants selected employee wellness programs, mental health support programs and stress management workshops. In support of above finding, Cezarino, et al (2022) also explained that there are various CSR initiatives that can be used by the management to mitigate the negative effects of high-stress work environment. Vuong and Bui (2023) also found that both internal and external CSR initiatives play important role in increasing employee, enhancing brand reputation and adding value to brand equity.

Do you agree that the CSR initiatives taken by your organization positively impacted your health and well-being?

Table 10: Impact of CSR initiatives

| Scale	Frequency-Analysis	Percentage-Analysis
Strongly Agree	31	16%
Agree	58	29%
Neutral	15	8%
Disagree	81	41%
Strongly Disagree	15	8%
Total	**200**	**100%**

Figure 13: Impact of CSR Initiatives
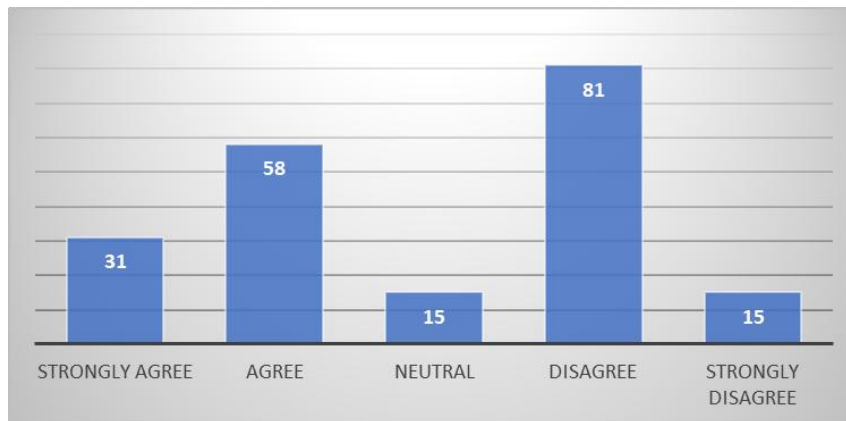
When participants were asked that whether CSR initiatives taken by their organization has assisted to positively impact their health and well-being, then, 41% participants have shown disagreement and 8% have shown strong disagreement from the statement. It helps to construe that the CSR initiatives taken by contemporary Indian healthcare sector is not appropriate for leading positive health and well-being of their employees. Above finding has shown consensus from the views of Abulof (2017) that while leading CSR initiatives, it is essential to understand that different individuals have different needs and CSR initiatives should be selected according to the needs of the employees in the organization while focusing towards individual as well as group level initiatives. Focus towards this aspect helps to increase employee satisfaction and further lead towards higher well-being.

Do you agree that the CSR initiatives taken by your organization helped to reduce your work-related stress?

Table 11: CSR initiatives Reduced Work-Related Stress

Scale	Frequency-Analysis	Percentage-Analysis
Strongly Agree	17	9%
Agree	54	27%
Neutral	16	8%
Disagree	97	49%
Strongly Disagree	16	8%
Total	200	100%
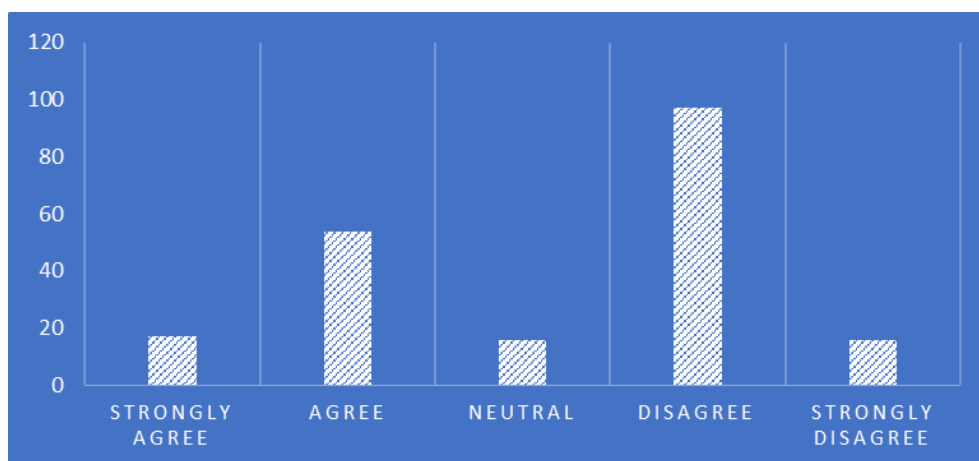
Figure 14: CSR Initiatives Reduced Work-Related Stress

When participants were asked to explain that whether CSR initiatives taken by their organization helped to reduce work-related stress then most of the participants have shown disagreement from the statement (49% - disagree; 8% - strongly disagree). From this, it can be construed that the CSR initiatives taken by contemporary Indian healthcare sector is not appropriate for leading positive health and well-being of their employees. In regards to this, Naagar (2024) opined that creating open door system for the employees help HR team to share their feelings and the issues that they are facing at the workplace which further allows management to help employees to deal with this issue while taking appropriate measures.

According to you, what aspect of CSR initiative is the most favorable for the mental well-being of employees?

Table 12: Most Favorable CSR Initiative

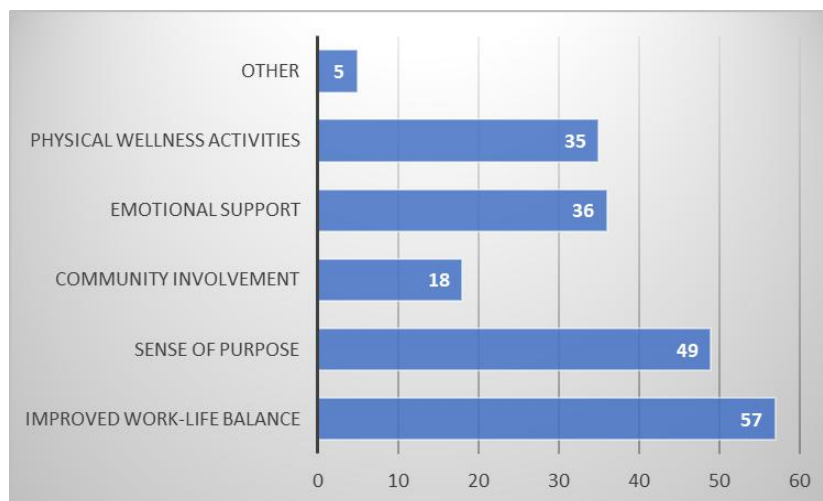| Scale	Frequency-Analysis	Percentage-Analysis
Improved work-life balance	57	29%
Sense of purpose	49	25%
Community involvement	18	9%
Emotional support	36	18%
Physical wellness activities	35	18%
Other	5	3%
Total	200	100%

Figure 15: Most Favorable CSR Initiative

When participants were asked to select the option regarding the aspect of CSR initiative that is the most favorable for the mental well-being of employees, then most of the participants selected the option of improved work-life balance (57) and sense of purpose (49). It helps to construe that contemporary Indian healthcare organizations require to give major focus towards both these aspects while introducing CSR initiatives to deal with employee stress, health and wellbeing.

Conclusion & Recommendations

Conclusion

From the above result, it can be concluded that this research paper remained highly supportive to achieve the research outcome at greater extent and supported to answer the research question that

CSR initiatives play significant role in leading work-life balance among employees in high-stress work environment. Above research result helps to conclude that 84% employees of Indian healthcare sector are facing the issue of severely higher and higher stressful work environment, due to which, this sector is facing the issue of high employee turnover rate, absenteeism, employee burnout

and decreased employee performance. It has created the need of utilizing effective strategies that can assist this sector to deal with this challenge adequately. It is also concluded that although Indian healthcare sector is utilizing various CSR initiatives to deal with the issue of high-stress work environment, however, they are found less effective to give positive impact to their health and well-being and to decrease work-related stress. Hence, in regards to this, following recommendations can be used by contemporary Indian healthcare sector.

Recommendations

- It is recommended for the contemporary Indian healthcare organizations to take employee health and well-being seriously and to take corrective actions to create employee satisfaction and high morale in such high-stress work environment.

- It is recommended for the contemporary Indian healthcare organizations to introduce the CSR initiatives for their workplace while focusing towards the needs of their employees as different organizations have different environment and employees have to deal with different situations and challenges. Moreover, different individual has different needs. Hence, CSR initiatives should be designed in a manner that it can satisfy employee demand and can motivate them to show active participation at the workplace.

- From the survey finding, it is identified that most of the participants found work-life balance and sense of purpose related CSR initiatives most favorable for mental well-being. Hence, it is recommended for Indian healthcare organizations to give major concern towards both these aspects while introducing CSR initiatives to deal with employee stress, health and wellbeing.

Research Limitations

To conduct this research, survey questionnaire method is used. However, if interview method is also used then it could support to develop better research outcome. Moreover, this research is only based on India with limited sample size (200). Hence, future researchers have opportunity to use both survey and interview method while leading study on broad geographic location and with larger sample size.

Research Implications

This research has academic implications for healthcare sector students so that they can become able to develop awareness about the importance of stress management related CSR initiatives to create positive workplace environment while improving employee health as well as wellbeing. Moreover, the findings of this study can also be implemented for managerial implications so that managers can get knowledge regarding the selection of CSR initiatives so that their measures can support to improve employee health and wellbeing adequately.

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