









Role of CSR in Promoting Happiness, Reducing Workplace Stress and Burnout in Indian Companies: A Study of Selected Indian Companies

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Abstract: This research paper analyzes the role of Corporate Social Responsibility (CSR) in promoting happiness and reducing workplace stress and burnout in Indian companies. The rationale behind selecting this topic is that human resources plays a significant role in every business, and effective management helps enhance the chances of the firm's success. However, in the contemporary highly competitive market, the demand from human resources is increasing, which is further creating the issue of long working hours, work-life imbalance, burden on meeting targets, etc., which creates the issue of stress, burnout, anxiety, depression, etc. which not only adversely impact their performance but also creates the issue of employee turnover and absenteeism. Hence, it has become essential for contemporary businesses to be concerned about taking CSR initiatives to enhance their sense of purpose, sense of belongingness and job satisfaction. For this research, Indian companies are selected for study purpose and their measures to reduce workplace stress and burnout are critically discussed. A secondary data collection method is used to conduct this research. Under this, Case Study Methodology is selected, which has supported the study of the measures taken by various Indian companies, namely Tata Consultancy Services (TCS), Mahindra& Mahindra, Reliance Industries Limited (RIL) and Infosys in promoting happiness to reduce workplace stress and burnout while improving their organizational productivity and performance. The study examines the positive impacts of CSR on employee well-being, particularly in promoting happiness, reducing stress, and preventing burnout. The research design's comprehensive approach and selected sample size enhance the study's reliability, clearly assessing CSR's role in workplace wellness. The key findings of this study have supported the analysis that promoting happiness within the organization helps create a positive workplace environment, which further supports encouraging employees to showcase a positive attitude towards their job responsibility, team members and organizational success.

Introduction

Research Background

Human resources is the major resource for any organization. However, contemporary organizations face challenges in retaining valuable and talented employees (Gabriel and Aguinis, 2022). Retention of a talented human resource pool has always been important for companies. However, its significance has exponentially

grown in the contemporary dynamic landscape. The reason behind this is that there are various costs associated with employee turnover, such as - recruitment expenses, loss in productivity, induction programs for new hires, training & development of new employees, etc. (Raj, 2023). Additionally, experienced and skilled employees are required to deal with intense competition. Hence, employee turnover and absenteeism create



challenges for firms in maintaining their competitive business position in the market and making employee satisfaction a critical priority. Expanding the CSR framework to include social and environmental dimensions highlights the potential for broader, culturally relevant impacts on employee well-being (González-De-la-Rosa et al., 2023).

This research is focused on exploring CSR's role in promoting happiness, reducing workplace stress and burnout in Indian companies, and examining its impact on organizational success. Hence, this research highlights that an increase in workplace happiness is necessary to meet ICSR regulations and for the company's benefit, as it can assist in enhancing organizational creativity, innovation, competitive advantage and long-term sustainability in the industry. To conduct this research, India is selected as a niche market and firms from different industries are selected for study purposes.

Problem Statement

The problem statement of this research is that nowadays, Indian companies are facing the challenge of increasing employee turnover. The major reasons for this are employee stress and burnout. Hence, this research is focused on identifying the strategies that can be used by contemporary organization to promote happiness in the workplace.

Research Questions

What is the role of ICSR in enhancing employee happiness and reducing workplace stress and burnout?

What do well-known Indian companies use strategies to enhance employee happiness and reduce workplace stress and burnout?

What are the strategies that Indian companies can recommend to improve CSR strategies for enhancing employee happiness and reducing workplace stress and burnout?

Research Significance

This research is significant as it discusses a connection between ICSR (Internal Corporate Social Responsibility) and employee happiness. It discusses superior-subordinate relationships, work-life balance, mindfulness, appreciation, etc., in promoting workplace happiness. The reason behind focusing on these aspects is that all these factors collectively contribute to creating a positive and engaging workplace environment that enhances employee satisfaction while increasing their retention rate, performance and productivity.

Literature Review

ICSR (Internal Corporate Social Responsibility)

ICSR is a concept that is evolving continuously and it focuses on various vital dimensions, such as - employee

well-being, human rights, economic & legal responsibility, ethical practices, diversity management, equality at the workplace, engaging & inclusive workplace environment, health and safety, and work-life balance, etc. (Lawrence, 2024).

ICSR is a broader concept of CSR and it can be defined as initiatives of the firm that remain focused on the well-being and development of its employees and other internal stakeholders (Sánchez-Hernández et al., 2021). It remains concerned about creating a positive workplace environment while ensuring fair labour practices, providing equal opportunities for professional growth, and cultivating a culture of respect, transparency, and ethical behavior within the organization (Liu et al., 2023).

Workplace Stress and Burnout

Stress can be defined as a reaction to a situation, which means stress is not the actual situation (CCOHS, 2024). An individual feels stress when he thinks that the resources available to deal with the situation are smaller than the demands of the situation. Workplace stress can be explained as a response that people may feel due to work demands and pressures that mostly do not match their knowledge and abilities as it challenges their abilities (Maudgalya et al., 2006). The situation of stress worsens when an individual starts feeling that he has little support from supervisors and colleagues and little control over work processes (Maudgalya et al., 2006). Workplace stress is mostly the outcome of bad management practices. At the same time, Miller et al. (1990) determined that long working hours, heavy workload, job insecurity and conflicts with peers and superiors are the major reasons behind stress. It decreases employee performance and further leads to depression, anxiety and sleeping difficulties (Miller et al., 1990). Employers need to identify work-related stress as it can lead to significant health and safety issues.

Job burnout can be stated as a situation where an employee gets physically, emotionally and mentally exhausted due to prolonged and excessive stress at the workplace (Gabriel and Aguinis, 2022; Sharma et al., 2023). Mostly, job burnout occurs due to heavy workloads, insufficient rewards, inadequate compensation, and improper support. An individual starts feeling overwhelmed and emotionally drained and starts facing challenges in meeting constant job demands (Jeffrey Hill et al., 2008). There are various symptoms of job burnout, including chronic fatigue, detachment, a sense of ineffectiveness, cynicism, etc. (Gabriel and Aguinis, 2022; Chechi et al., 2024). Job burnout decreases employee productivity, job satisfaction, and

overall well-being, leading to increased absenteeism and turnover. At the same time, Anthony-McMann et al. (2017) depicted that burnout cannot be medically diagnosed. According to some experts, depression is the major reason behind burnout and it requires treatment. In the views of Rožman et al. (2019), age diversity in employees creates the issue of job stress and burnout while meeting their job role. For this reason, it is essential to consider age when designing and implementing a job.

Importance of Promoting Happiness

In the views of Raj (2023), contemporary organizations have increased concern towards employees' happiness as happy employees become able to show higher productivity, higher quality at work, higher performance, increase in innovation and creativity, lower burnout, lower absenteeism and turnover, than the less happy employees. For this reason, employee happiness is essential not only for the employees but also for organizational success.

In support of this, Layous (2019) explained that happiness can be changed through intentional practice and situational factors. In regards to this, happiness-promoting psychological interventions, such as - feelings of autonomy, competence and connectedness, etc., remain supportive to promote optimal motivation and well-being within the organization.

Role of ICSR in Enhancing Employee Happiness, Reducing Workplace Stress and Burnout

From the research findings of Liu et al. (2023), it is identified that nowadays, the level of competition is increasing in almost every industry, further enhancing work pressure on employees. Such kind of situation further leads to employee burnout and workplace stress. These issues significantly impact employee behavior, which directly impacts employee productivity. Hence, contemporary management is focusing on utilizing effective strategies to deal with these challenges. According to Liu et al. (2023), internal corporate social responsibility (ICSR) remains a concern towards reducing adverse work-related outcomes at the workplace, such as - emotional exhaustion, workplace stressors, risk of losing the job, etc. Concerning subjective well-being and resilience, it remains supportive of moderating the effect of employee burnout.

In support of this, Gabriel and Aguinis (2022) explained that employee burnout takes place due to chronic work-related stress. Employee burnout leads to feeling emotionally drained and negative, further detaining the employee from work. This decreases an individual's performance, creativity and innovation and

increases the chances of workplace accidents, absenteeism, and physical and mental illnesses. To deal with this issue, creating a healthy workplace environment is necessary. For this purpose, engaging employees in decision-making, utilizing stress management interventions, cultivating social support, etc., can support in promoting and creating their sustainable wellness.

At the same time, Pundhir (2023) explained that employee layoffs and economic volatility are in the news and are more frequent than ever. The major reason behind this is that nowadays, employees of almost every industry are facing the challenge of burnout, depression and anxiety. Discrimination, inequality, job insecurity, and excessive workload are the foremost factors that are contributing to these mental health crises at the workplace. These health issues are severely impacting organizational productivity and employee motivation. Pundhir (2023) also depicted that anxiety is a mental health issue that is hard to define and even harder to diagnose and resolve. Individuals suffering from these mental ailments are not getting proper care due to social stigma and lack of resources. For this reason, this challenge is growing even more intensely. In support of this, from the research findings of WHO, it is estimated that around 12 billion working days are lost every year at global platforms due to depression and anxiety, which creates a loss of \$1 trillion annually (WHO, 2024).



Figure 1. Social Exchange Theory and Positive / Negative Aspects (Source: Cropanzano et al., 2017).

According to Cropanzano et al. (2017), ICSR can be understood with the help of social exchange psychological theory as it suggests that social behavior is the result of an exchange process and it helps to maximize benefits, which further allows for minimizing the costs. This is because employees reciprocate positive treatment and investment in their well-being, enhancing their loyalty, productivity, and engagement.

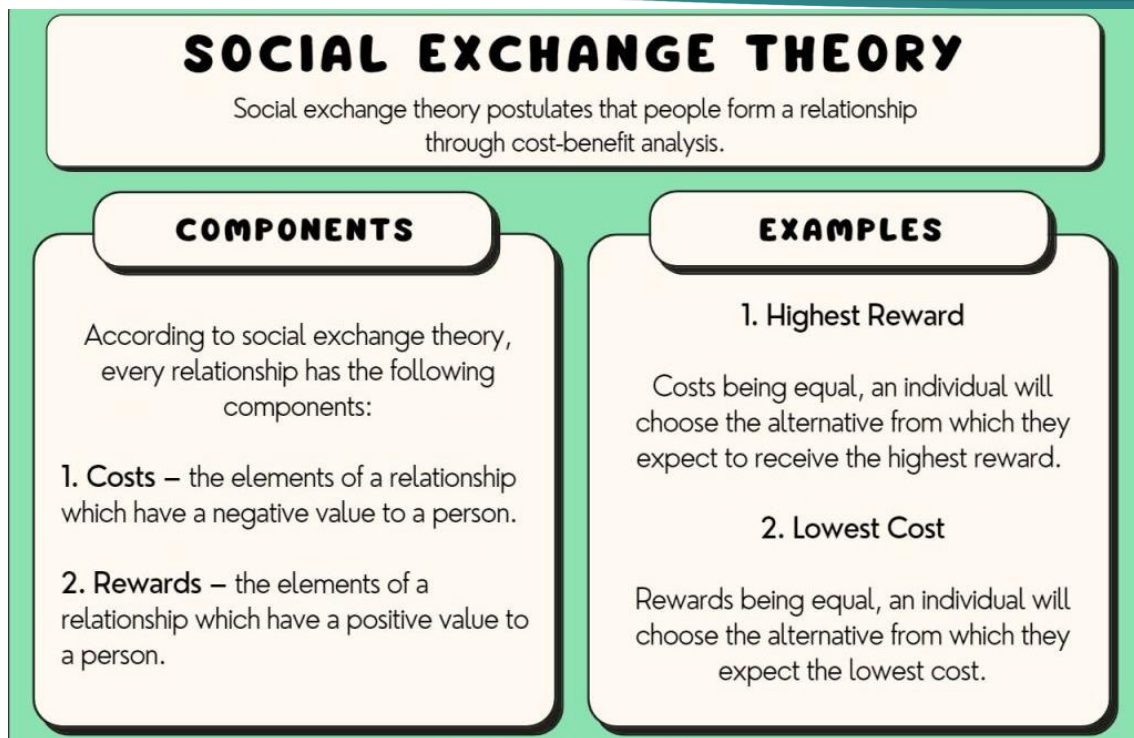


Figure 2. Social Exchange Theory (Cost-Reward Relationship)(Source: Bajaj et al., 2016).

Social exchange theory can also be explained through the cost-reward calculation relationship. According to this, if an individual feels the rewards received in a relationship, then it is outweighed by the costs and similarly, the inverse is true (Bajaj et al., 2016).

In the views of González-De-la-Rosa, et al. (2023), there are several mediators that can create positive employees towards the organization and can indirectly create positive effects. In regards to this, employee working conditions, task significance, the intrinsic relationship between employee and employer, etc. are essential. In support of this, Sanusi and Johl (2022) determined that employee well-being, taking positive measures to reduce employee job stress, work-life balance, utilization of resilience strategy, etc. are the major components of sustainable ICSR. Hence, management is required to gain valuable insights in all these aspects, as focusing on these areas can also support achieving performance sustainability.

At the same time, Taru (2016) determined that grievance is also the major reason behind employee job burnout, as it creates feelings of unfairness or discontent in the workplace. Unfair salary, negative workplace environment, lack of communication between the team members or between the employee & management, improper interdepartmental relationships, etc. are grievance's most common root causes. Effective grievance handling is necessary to deal with this issue as it allows cultivating good employee relations and enhancing productivity. For this purpose, organizations

must develop a strong grievance-handling department with an open-door system for the employees. It will help employees share their bad experiences with management so that effective actions can be taken. It is essential to be concerned about employee emotions as they play a significant role in personal employee satisfaction and decrease the chances of conflict with other employees. It further supports the creation of a positive workplace environment where employees prefer to show their positive involvement within the team.

From the research findings of (Miller et al., 1990), it is identified that participation in decision-making and social support plays a significant role in dealing with workplace stress and burnout, further enhancing employee satisfaction and commitment towards the organisation. In the views of Bakker and de Vries (2021), to deal with the issue of job burnout, there is a requirement to lead organizational changes that can involve effective workload management, providing support, promoting work-life balance, increasing concern towards grievance handling, etc.

Literature Gap

The above chapter remained highly supportive of critically discussing the key definitions (ICSR, workplace stress and burnout) related to the selected research topic. Further, it also discussed the importance of promoting happiness and the role of ICSR in enhancing employee happiness and reducing workplace stress & burnout. However, this section has given less emphasis on discussing the strategies that are used by contemporary

Indian organizations to deal with the issue of workplace stress & burnout and to promote happiness within the organization. Hence, further case study analysis is conducted in this study to meet this gap. Under this, a case study analysis of the ICSR strategies of four Indian companies (TCS, Mahindra & Mahindra, RIL and Infosys) was conducted. A broader literature review indicates that CSR has notable psychological impacts across diverse cultural contexts, influencing workplace well-being differently in various regions. This study fills a unique research gap by focusing specifically on the Indian context, offering insights into how CSR strategies can be tailored to enhance employee satisfaction and reduce stress and burnout in Indian companies.

Objective of the Study

The objectives of this research are as follows:

To identify the role of ICSR in enhancing employee happiness and reducing workplace stress and burnout.

To analyze the strategies used by well-known Indian companies to enhance employee happiness, reduce workplace stress and burnout

To recommend the strategies for Indian Companies to improve CSR strategies for enhancing employee happiness, reducing workplace stress and burnout

This research is focused on critically analyzing these research objectives with the help of literature review and case study analysis to produce effective research outcomes.

Materials and Methods

Saunders's Research Onion

Saunders' research onion can be explained as a research methodology framework that helps to lead the overall research in a step-by-step manner (Saunders et al., 2012). It starts with selecting a research philosophy, approach and strategies. Further, it moves towards the selection of time horizon and data collection method. Implication of this framework in this research has helped eliminate the chances of forgetting any methodology aspect and has supported leading this chapter systematically.

Research Philosophy

Interpretivist research philosophy is used to conduct this research. The reason behind this selection is that this philosophy remains concerned about asserting the reality that is socially constructed and subjective in nature, differing across individuals and cultures (Alharahsheh and Pius, 2020). For this reason, gathering in-depth insights from the collected data remains relevant. It values multiple perspectives and interpretations that are attached to different events and helps to express the findings in a subjective manner.

Research Approach

This research has utilized the inductive research approach as this approach remains concerned with developing a new theory instead of surrounding the study with the pre-designed hypothesis (Armat et al., 2018).

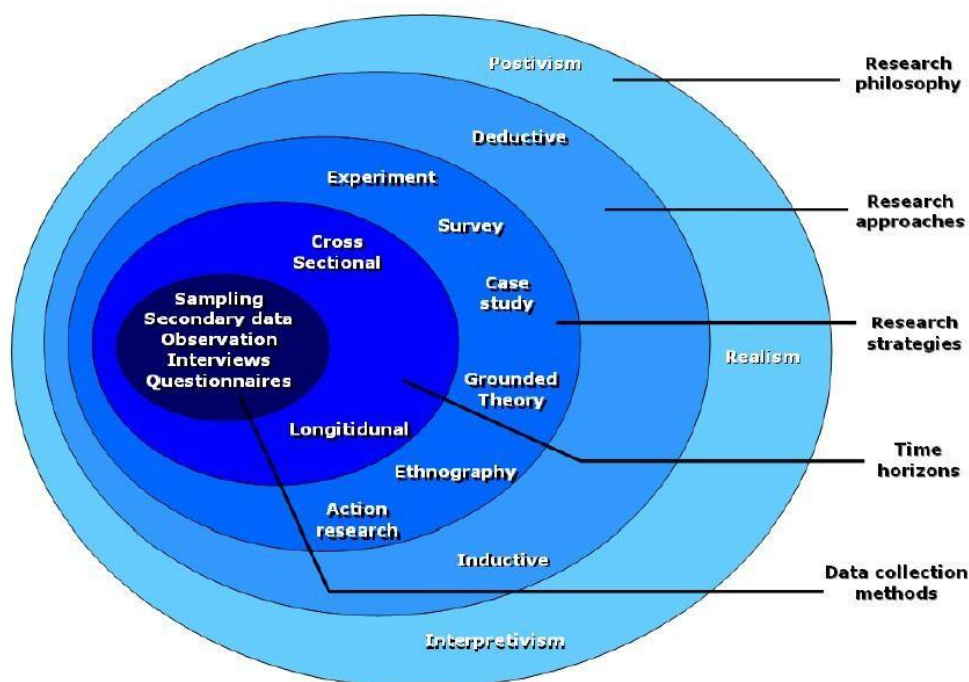


Figure 3. Saunders Research Onion (Source: Saunders et al., 2012).

The selection of this approach has led the study from generalizations to specific observations, which has supported the study with data collection and identifying the patterns to form new theories regarding the role of CSR in promoting happiness and reducing workplace stress and burnout in Indian companies.

Research Strategy

To conduct this research, a case study research strategy was selected as it supported the examination of the specific subject in a detailed manner with the help of real-life context (Basias and Pollalis, 2018). It has supported gaining in-depth insight into the complex issues related to dealing with stress and burnout at the workplace through the implication of ICSR strategies. This research uses multiple case studies to build new theories regarding the selected research topic. The study selected companies based on their prominence in CSR initiatives, focusing on those with well-established practices in employee wellness. This choice allowed for a deeper analysis of companies committed to CSR, thus enhancing the reliability of results. Additionally, thematic analysis was applied to case studies, chosen for its effectiveness in qualitative research to uncover patterns relevant to employee well-being.

Time Horizon

This research has utilized the cross-sectional time horizon method as it has supported to collect the data at a single point in time or over a short period (Cameron and Price, 2009). It offers a snapshot of a specific phenomenon, allowing researchers to analyze and compare variables at a particular moment to identify patterns, relationships, and trends in the data.

Data Collection Method

Data collection can be defined as a process to collect and analyze information from the relevant variables in a predetermined manner so that specific research questions can be answered appropriately (Friedman, 2011). In this research, the case study method is used for data collection. Under this, Tata Consultancy Services (TCS), Mahindra & Mahindra, Reliance Industries Limited (RIL) and Infosys are the organizations that are selected to conduct the case study. This selection is because all four organizations are highly focused on employee benefits and utilize effective ICSR strategies. Hence, conducting a case study analysis on these organizations will help to recommend strategies for contemporary Indian companies to promote happiness and reduce employee burnout and stress so that the chances of their competitive advantage and long-term sustainability can be enhanced.

Research Ethics

Research ethics can be referred to as moral principles that a researcher must follow to conduct the study

ethically (Crowther and Lancaster, 2012). It also helps to eliminate the chances of legal hindrance while research submission. This research is focused on collecting data only from reliable data sources. Collected data from the existing literature are written in one's own words to eliminate the chances of plagiarism. Additionally, it is focused on conducting proper in-text citations and referencing to enhance the reliability of the findings. It has supported the ethical leadership of this overall research.

Data Analysis

The thematic data analysis method is used to analyze the collected data with the help of case studies. This method allowed the qualitative data analysis through a set of patterns, further supporting the finding of themes. This process has supported to lead reflexivity while keeping the subjective experience of the researcher at the center (Braun and Clarke, 2012).

Tata Consultancy Services

TCS was established on 1st April, 1968 and its headquarters is in Mumbai (TCS, 2024). This brand deals in Indian multinational information technology services in 150 locations across 46 countries and has 601,546 employees at global platform (TCS, 2024). This brand's business goal is to build a better future while leading innovation and collective knowledge (TCS, 2024).

Use of AI Technology for HR Management

TCS is utilizing AI-led technological interventions for effective HR management and it is assisting push tech and data-based wellness initiatives (TCS, 2023). This brand is utilizing digital transformation framework for improving HR services, which is assisting it to monitor employee health, safety, and wellness and also supporting in optimizing the HR costs. It assists in creating a future-ready workforce, improving overall employee experience and attracting and retaining the right human resource talent pool (TCS, 2023). For instance, TCS Cognix™ umbrella is a platform that assists HR in screening the CV and hastens the time to hire employees through using AI to understand the job descriptions and analyze the CVs so that best matches can be generated (TCS, 2023).

Focus towards Diversity, Equity and Inclusion

TCS deals in the information technology consulting outsourcing sector and this brand is focused on creating a happy, healthy, inclusive, and vibrant work culture (TCS, 2022). To achieve this goal, the management of this organization is concerned about introducing employee engagement activities regularly. According to TCS, happy people are a key to successful businesses (TCS, 2023).

Holistic Employee Development

In regards to TCS, it is identified that it focuses towards 4 aspects under ICSR for the holistic well-being of the employees. They are: healthier lifestyle, fitness first, together we belong and mental well-being (TCS, 2022). Additionally, TCS is focused on work-life balance and emotional health of the employees. For this purpose, various wellness programs are introduced to help keep employees active. For instance, its health-associated one-on-one online counseling sessions significantly lead to better mental health (TCS, 2023). This organization's management is focused on the employees' health and wellbeing and supporting the community so that an environment can be built where people show excitement to come to work daily (TCS, 2024). TCS has introduced 'The Top Employers Connect India 2023 event' at TCS Siruseri, Chennai. This event has shown live exploration of the issues that contemporary HR faces while managing human resource (TCS, 2023). This workshop was designed to think and come up with effective strategies to lead employee well-being at the workplace.

Mahindra & Mahindra:

M&M is an Indian automobile manufacturing company that was introduced in 1945. Its headquarters is in Mumbai (Mahindra Rise, 2024). This brand is one of the largest vehicle manufacturers by production in India (Mahindra Rise, 2024). This brand is focused on bringing diversity to future-facing industries and communities so that a positive world can be created where one assists another in ascending (Mahindra Rise, 2024).

Prioritizing Mental Health

M&M has introduced the 'Leaders Unplugged – Navigating Wellness' podcast series, which focuses on conducting conversations that challenge the stigma related to mental health (Mahindra, 2024). This podcast focuses on keeping mental health wellness a priority and creating an inclusive and supportive workplace environment while offering valuable tips and hacks to balance work and mental well-being. It has also covered stress management, resilience management, learning from failures, physical fitness to maintain a holistic and significant existence.

Stress Management Tips

'Leaders Unplugged – Navigating Wellness' podcast has given various tips for workplace stress management. They are: identification of stressors (what are the stresses of an individual and how he responds to them), practicing relaxation techniques (meditation, mindfulness, grounding techniques, deep breathing exercises, etc.) to calm down the body and mind, setting time for own to do things that are enjoyed by an individual, maintaining

regular exercise routine (brisk walking, hiking, swimming, etc.), improving sleeping habits, taking small-breaks during the workday, etc. (Mahindra, 2024).

Corporate Health Plans

M&M empowers its employees with the help of corporate health plans which was introduced while partnering with Practo. This health plan covers holistic welfare of the employees. It is designed in a well-structured format while focusing towards more personalized and all-encompassing areas (Mahindra, 2021). This plan covers mental health too and offers comprehensive plan while including online doctor consultation, in-person appointment booking facilities, access to qualified psychological counsellors, etc. to offer one-stop solution to the employees that are tailored according to their personalized needs (Mahindra, 2021).

Reliance Industries Limited (RIL):

RIL introduced in 1957 in Maharashtra and this brand deals in retail, digital services, media & entertainment, petrochemicals, energy, new energy & materials sector (Reliance Industries Limited, 2024). It is India's biggest private sector company and it is a Fortune 500® company (Reliance Industries Limited, 2024). The tagline of this brand is 'What is Good for India is Good for Reliance' (Reliance Industries Limited, 2024). This brand is focused on grooming a new generation of leaders passionate about building New India and a better tomorrow for all (Reliance Industries Limited, 2023).

Comprehensive Wellness Program

To address employee burnout, RIL utilizes a comprehensive wellness program focused on offering mental health support, including counseling services and stress management workshops (Reliance Industries Limited, 2020). Its R-Swastha 'Tann | Mann | Dhan' is focused towards developing employing in every aspect (Reliance Industries Limited, 2020). This program also focuses towards offering healthy work-life balance, flexible working hours and appropriate wellness initiatives, such as - fitness sessions, mindfulness practices, etc. (Reliance Industries Limited, 2020). Regular training programs on resilience and time management also remain supportive to assist employees in effective stress management. Development of supportive work environment and emphasis of employee well-being is assisting RIL in decreasing burnout, increasing productivity, and ensuring a sustainable & healthy workforce (Reliance Industries Limited, 2020).

Meeting SDGs

Under SDGs, RIL is focused towards achieving goal 3 (good health and well-being), goal 5 (gender equality), goal 8 (decent work and economic growth), goal 9

(industry, innovation and infrastructure), goal 10 (reduced inequalities), goal 16 (peace, justice and strong institutions) and goal 17 (partnerships for the goals) (Reliance Industries Limited, 2023). RIL engages and aligns its employees with its goals to create sustainable value for stakeholders.

Infosys is highly focused on employee experience and at every step management remains aware of the organization's employee journey. It helps them craft effective solutions to make their journey effective while resolving the challenges and removing the bad experiences (Infosys, n.a.). Infosys has various



Figure 4. SDGs Achieved by RIL for Leading Employee Welfare (Source: Reliance Industries Limited, 2023).

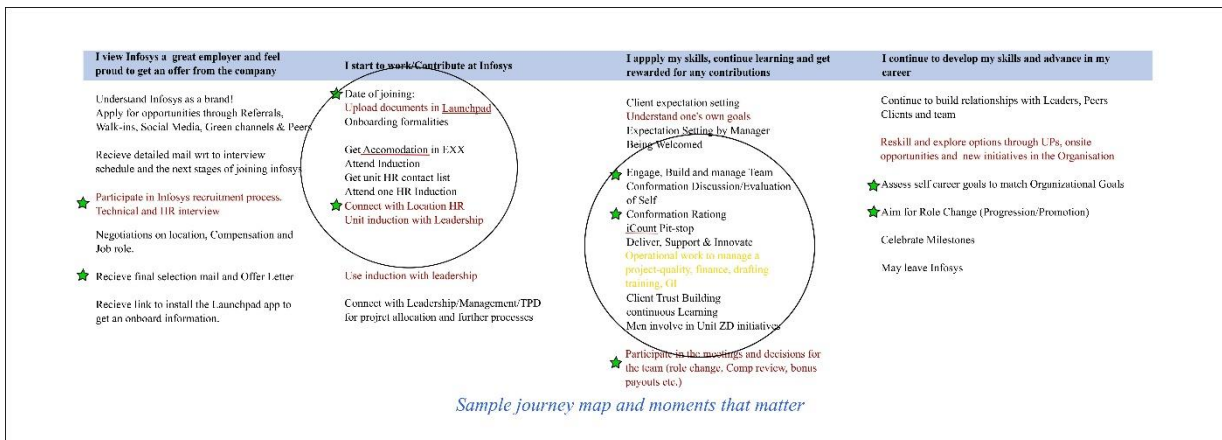


Figure 5. Sample of Employee Journey in Infosys. (Source: Infosys).

Infosys:

Infosys is a global consulting and IT services company that was established in 1981 and listed in NYSE (Infosys, 2024).

Employee Experience Mapping

For better understanding of the contemporary employee experience, Infosys has held various workshops with each employee segment under which employee journey is divided into a series of interactions and identified key touchpoints that matter for the employees (Infosys). It has supported analyzing both good and bad memories and emotions associated with these moments.

touchpoints that evaluate the good and bad emotions of the employees. Management also focuses on capturing good memories so that they can be reinforced further and can assist in neutralizing the bad memories (Infosys, n.a.).

Improvement in Employee Experience Through Digitization

It is essential to use technology to transform the employee experience at scale while retaining individual connect (Infosys, n.a.). To offer a seamless digital experience familiar to personal lives has created an expectation for similar work experience. Offering such experience to the employees helps to motivate them to

develop a better digital future for the clients, too. In regards to this, digitization is focused on offering simplified processes while eliminating unnecessary approval steps. High-level automation is in freeing HR personnel from backend administrative activities and supports them to concentrate on improving employee experience and forming strategic partnerships with the businesses (Infosys).

India 2023 event' of TCS is one of the best examples of it. Similarly, RIL includes counseling services, stress management workshops, healthy work-life balance, flexible working hours, different wellness initiatives (fitness sessions, mindfulness practices, etc.), regular resilience and time management training programs, etc. M&M has also introduced 'Leaders Unplugged – Navigating Wellness' podcast series that is concerned

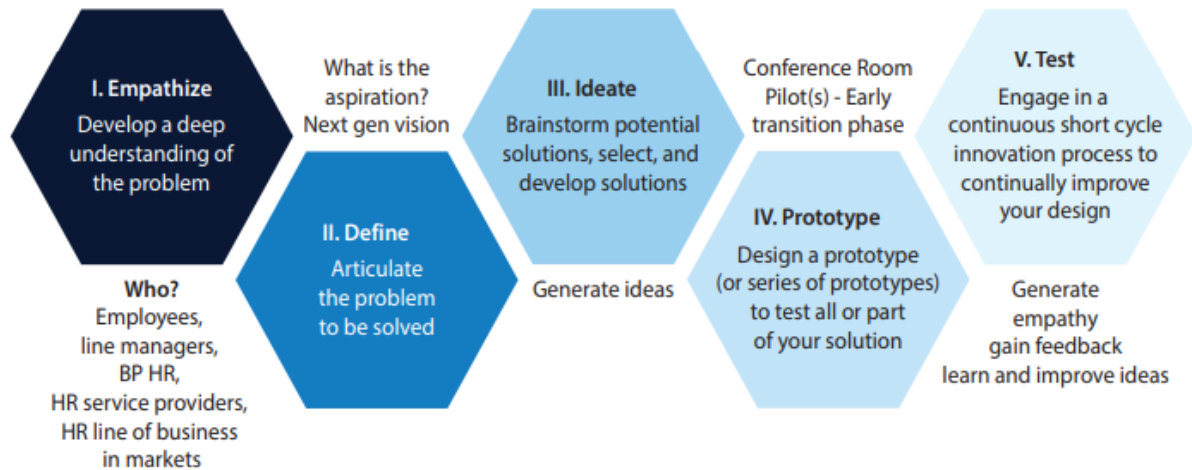


Figure 6. Infosys Approach to Digitize the Employee Experience (Source: Infosys).

Result and Discussion

From the above data analysis, the following are the findings:

Use of Technology

Contemporary organizations, like TCS are using AI Technology for HR management which is assisting to understand better employee needs so that job satisfaction can be enhanced. Similarly, use of employee experience mapping strategy of Infosys is also highly effective for understanding employee experience in their journey so that effective strategies can be used promptly to eliminate any kind of grievance, stress or burnout and happiness can be promoted. Use of technology by Infosys is assisting HR team to increase concern towards enhancing the employee experience.

Above finding has shown similarity with the views of Liu et al. (2023) that under ICSR, organization requires to give concern towards reducing emotional exhaustion, workplace stressors, risk of losing job, etc. as focusing towards these perspectives help to enhance employee well-being while decreasing the effect of employee burnout.

Holistic Employee Development

Brands like TCS, M&M and RIL are focused towards holistic employee development as it helps to not limit the employee well-being on physical perspective but also at mental well-being too. 'The Top Employers Connect

towards dealing with the challenges related to mental health while covering stress management, resilience management, learning from failures, physical fitness, etc. aspects for holistic development of the employees. Moreover, the health plan of M&M also includes the aspects related to mental health.

Bajaj, et al. (2016) also explained that according to social exchange theory, there is a relationship between cost and reward. Hence, if an employee feels the rewards received in the job relationship the costs outweigh the rewards. Variations in CSR effectiveness across different industries and company sizes indicate that socio-cultural factors may shape employee perceptions of CSR practices, adding depth to the understanding of CSR in India.

Diversity, Equity and Inclusion

Firms like TCS are concerned with maintaining diversity, equity and inclusion at the workplace to create a happy, healthy, inclusive, and vibrant work culture. Similarly, RIL is concerned towards achieving SDGs goal 3, goal 5, goal 8, goal 9, goal 10, goal 16 and goal 17.

Findings of Lawrence (2024) have also shown similarity with the above data that ICSR requires to focus towards multiple dimensions, which also includes diversity management, equality at the workplace and inclusive workplace environment.

Grievance Handling

The above discussion also helps to analyze that these brands are also focused on handling employee grievances at the preliminary stage. For instance, RIL is focused on maintaining the spirit of care and empathy for its different stakeholders, and its grievance handling mechanism helps to develop healthy interpersonal relationships while utilizing empathetic skills with the employees. According to Taru (2016), for effective grievance handling, organizations are required to cultivate good employee relations, and in regard to this, an open-door system is one of the best strategies.

Limitations of the Study

The study relies only on secondary data that restricts the generality of the results across the industries. Small sample size may also restrict the representation of CSR initiatives by various companies. Future research could be done with primary data and a larger sample size.

Conclusion

From the above research, it can be concluded that employee stress and burnout lead towards various negative aspects, such as - increase in employee turnover and absenteeism, decrease in employee productivity and performance, increase in company cost on new employee induction, training and development, etc. Hence, to remain competitive in the Indian market and to create long-term sustainability in the industry, it is essential for the firms to promote happiness. In regards to this, from the case study analysis of TCS, M&M, RIL and Infosys; it is identified that these organizations are highly focused towards employee welfare and promoting happiness and this is the major reason behind their success too. Additionally, it has also supported the identification of different organizations utilizing different strategies according to their employees needs. Moreover, technology is also playing significant role in effective stress management and reducing employee burnout at the workplace.

From the above research, it can be recommended for the Indian companies that it is essential to understand that employees are the human resource and to enhance organizational productivity and performance, there is a requirement of enhancing their satisfaction level. It can be achieved through promoting happiness while reducing stress and burnout and there are multiple strategies to achieve this aspect.

Managerial Implications

This research has significant managerial implications as human resource is the most important resource for any organization and to lead them successfully, it is essential

to give concern towards their welfare and satisfaction level. Hence, in regards to this, the implication of this research finding can assist managers to create positive workplace environment while reducing workplace stress and burnout. Promoting happiness through focusing on this aspect can assist the management in enhancing employee productivity and performance, which can further lead to organizational success. By implementing effective strategies, employees' loyalty can be strengthened; turnover costs can be reduced by retaining employees.

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Conflict of Interest

The authors declare no conflict of interest.

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