

Impact of Mental Health Initiatives on Employee Engagement in Multi-Speciality Hospitals: An Empirical Study in Pimpri-Chinchwad

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Abstract

The growing psychological demands placed on healthcare professionals have intensified the need for structured mental health interventions within hospital systems. This study investigates the influence of mental health initiatives on employee engagement in multi-speciality hospitals. Drawing on primary data collected from healthcare professionals, the research examines how interventions such as counseling services, stress management programs, and organizational support mechanisms affect engagement levels. Using statistical techniques including correlation and regression analysis, the study finds a significant positive relationship between mental health initiatives and employee engagement. The results underscore the importance of integrating psychological well-being strategies into human resource practices to enhance workforce performance and retention.

Keywords: Employee Engagement, Mental Health Initiatives, Healthcare Workforce, Psychological Well-being, Burnout Syndrome, Job Satisfaction, Work-Life Balance, Organizational Support, Multi-speciality Hospitals, Pimpri-Chinchwad, Job Demands-Resources Model, Occupational Health Psychology.

INTRODUCTION

Healthcare professionals operate in environments characterized by high emotional labor, long working hours, and critical decision-making responsibilities. These factors contribute to psychological strain, often resulting in burnout, reduced motivation, and disengagement.

Importance of mental health at workplace is growing in recent years. It is no longer viewed as the absence of illness but as a state of well-being these help an individual to face the stresses, increase productivity, and contribute to organisation success. Every hospital focus on the quality and patient care. Poor mental health among employee can impact on efficiency, absenteeism, burnout, and compromised patient care.

Employee engagement, defined as the level of emotional and cognitive commitment toward organizational goals, is particularly sensitive to mental well-being in hospital settings. Mental health initiatives—ranging from formal counseling systems to wellness programs—have emerged as strategic tools to mitigate stress and improve engagement.

Engaged employee go beyond their formal responsibilities and are motivated, more productive.

Disengaged employees are with low morale, decreased performance, low productivity, and higher turnover rate.

This study explores the impact of such initiatives in multi-speciality hospitals within the PCMC region, where rapid healthcare expansion has intensified workforce demands.

Research Objectives

- **To examine the availability of mental health initiatives in multi-speciality hospitals.** The goal of the study is to determine what kinds of programs and support systems are available to staff members, including wellness initiatives, stress management classes, and counseling services. Additionally, it focuses on evaluating the regularity and accessibility of these programs across various hospital departments.
- **To evaluate employee awareness and utilization of these initiatives.** It also seeks to determine any gaps between awareness and involvement as well as the degree to which employees actively use these programs. This will aid in comprehending the efficacy and scope of such initiatives.
- **To measure employee engagement levels.** This goal seeks to determine the extent to that employees engage in organizational activities and enhance overall performance. It also aids in determining what influences engagement and what needs to be improved.
- **To analyze the impact of mental health initiatives on engagement,** by examining how programs such as counseling, stress management workshops, and wellness activities influence employees' motivation, satisfaction, and involvement at work. This objective also aims to determine whether such programs enhance staff morale, productivity, and general organizational commitment.
- **To provide policy recommendations for hospital management.** To create useful, empirically supported policy recommendations that hospital management can use to improve overall organizational performance and employee engagement. These suggestions will concentrate on enhancing healthcare workers' support systems, recognition programs, communication techniques, and workplace well-being.

Hypothesis of the Study

H₁ (Alternative Hypothesis):

Mental health initiatives have a significant positive impact on employee engagement in multi-speciality hospitals in Pimpri-Chinchwad.

H₀ (Null Hypothesis):

Mental health initiatives have no significant impact on employee engagement in multi-speciality hospitals in Pimpri-Chinchwad.

Literature Review

Contemporary research in organizational behavior emphasizes the critical role of psychological well-being in shaping employee attitudes and performance. The Occupational Health Psychology perspective highlights that workplace stress, if unmanaged, negatively affects both individual and organizational outcomes.

Studies indicate that burnout—characterized by emotional exhaustion and depersonalization—is prevalent among healthcare workers. The concept of Burnout Syndrome has been widely used to explain disengagement in high-pressure professions.

Recent empirical findings suggest that organizations implementing structured mental health programs report:

- Higher employee satisfaction
- Lower absenteeism
- Improved engagement levels

The **Job Demands-Resources Model** provides a theoretical foundation, proposing that job resources (e.g., counseling, support systems) buffer the negative effects of job demand and enhance engagement.

Theoretical Framework

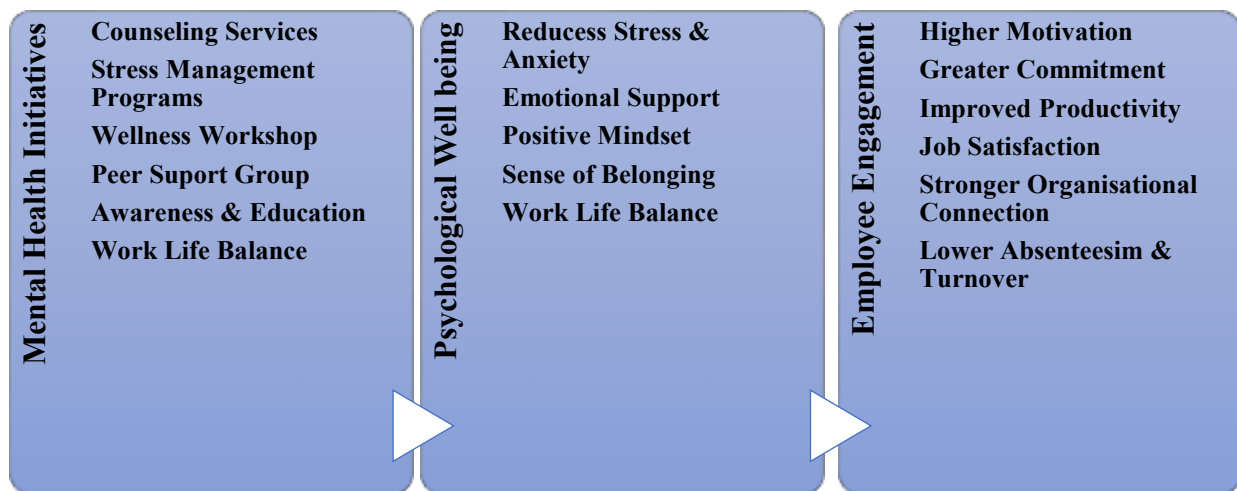
This study integrates:

- Job Demands-Resources (JD-R) Model
- Social Exchange Theory (employees reciprocate organizational support with higher engagement)

Conceptual Model:

Mental Health Initiatives → Psychological Well-being → Employee Engagement

Figure: 1 Mental Health Cycle



- Mental Health provide support, resources and awareness
- Psychological Well-being enhances mental wellness and overall, well being
- Employee Engagement leads to higher engagement and better outcomes.

Research Methodology

Table 1: Research Methodology

Parameter	Description
Research Design	Descriptive & Explanatory
Area	PCMC Region
Sample Size	180 healthcare employees
Sampling Technique	Stratified Sampling
Respondents	Doctors, Nurses, Administrative Staff

Data Collection	Structured Questionnaire (Likert Scale)
Tools Used	SPSS (Correlation, Regression, ANOVA)

Data Analysis & Results

Table 2: Awareness of Mental Health Initiatives

Response	Percentage
Aware	68%
Not Aware	32%

From the results, it can be seen that 68% have knowledge, while 32% do not have knowledge about Mental health initiatives. It implies that the majority of the respondents have knowledge about the issue, but there are still some who do not have the knowledge. The results reveal that even though there is considerable awareness, there is a need for awareness programs.

Table 3: Availability of Initiatives

Initiative	Availability (%)
Counseling Services	60%
Stress Management Programs	55%
Wellness Workshops	48%
Peer Support Groups	42%

From the analysis of the availability of mental health and wellness programs, it can be seen that Counseling Services is the most available program, mentioned by 60 percent of the respondents. The second most popular program is the Stress Management Program, which is mentioned by 55 percent of the respondents. This demonstrates the attempts of organizations to address the issues associated with the coping with stress in the work environment. Nevertheless, the availability of the Wellness Workshops and the Peer Support Group Programs is much lower, with only 48 percent and 42 percent of respondents mentioning them.

Table 4: Employee Engagement Levels

Level	Percentage
High	34%
Moderate	46%
Low	20%

As revealed from the findings, 46% of the employees exhibit moderate levels of engagement, and 34% of them are highly engaged. Nonetheless, 20% of the employees are less engaged. This demonstrates that engagement levels are satisfactory but require more attention to prevent employee disengagement.

Correlation Analysis

- Mental Health Initiatives vs Engagement → $r = 0.76$ this Indicates a strong positive relationship.

Regression Analysis

- $R^2 = 0.58$ this 58% of variation in engagement explained by mental health initiatives.

Interpretation

The regression results demonstrate that mental health initiatives significantly predict employee engagement. This suggests that psychological support systems are not peripheral but central to workforce motivation in hospital settings.

Discussion

The findings confirm that mental health initiatives play a decisive role in shaping employee engagement. Hospitals that provide structured psychological support systems exhibit higher engagement levels among staff.

Despite this, awareness and accessibility remain uneven, indicating a gap between policy and implementation. The study also reveals that while engagement is moderately high, it can be significantly improved through targeted mental health strategies.

Findings

- Mental health initiatives positively influence employee engagement. Higher levels of employee engagement and involvement are a result of mental health initiatives including wellness workshops, counseling, and support groups. Employees are more dedicated, productive, and eager to go above and beyond the call of duty when they feel psychologically supported.
- Awareness levels are relatively high but not universal. A sizable percentage of staff members are aware of the mental health programs their institutions provide. However, there are still gaps, particularly within departments or personnel categories, which highlights the need for more comprehensive and inclusive communication tactics.
- Counseling and stress management programs are the most effective interventions on resolving employee concerns out of all the programs. These approaches lessen burnout, assist workers manage occupational demands, and enhance general wellbeing.
- Engagement levels improve when employees perceive organizational support. Higher levels of engagement are typically displayed by workers who feel that their company actually cares about their well-being. Trust, loyalty, and a deeper emotional bond with the workplace are all fostered by perceived organizational support.
- Lack of work-life balance remains a persistent issue. Despite existing initiatives, many employees continue to struggle with balancing professional and personal responsibilities. Long working hours, shift duties, and workload pressures make it difficult to maintain a healthy work-life balance, highlighting the need for more flexible and supportive policies.

Implications

Theoretical Implications

- Supports the validity of the JD-R model in healthcare settings
- Extends engagement literature by incorporating mental health variables

Practical Implications

- Hospitals must integrate mental health into HR strategy
- Investment in psychological well-being yields measurable engagement outcomes

Recommendations

- Establish dedicated mental health support units
- Conduct regular stress assessment surveys
- Promote confidential counseling services
- Implement flexible scheduling systems
- Train leaders in emotional intelligence and supportive management

Limitations

- Study limited to PCMC region
- Cross-sectional design (no longitudinal analysis)
- Self-reported data may introduce bias

Scope for Future Research

- Comparative studies across cities or countries
- Longitudinal impact of mental health programs
- Role of digital mental health tools in employee engagement

Conclusion

The study concludes that mental health initiatives are a critical determinant of employee engagement in multi-speciality hospitals. As healthcare systems continue to evolve, prioritizing employee well-being is not only a moral imperative but also a strategic necessity. Hospitals that proactively invest in mental health infrastructure are likely to achieve higher engagement, better retention, and improved patient care outcomes. Furthermore, including formal mental health rules into organizational procedures can make the workplace more resilient and encouraging for medical practitioners. These programs' ongoing assessment and modification will guarantee their applicability and efficacy in meeting changing employee needs. In the end, creating a culture that normalizes mental health support can result in long-term organizational growth and improved service quality.

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