SATTVA AT WORK: A CONCEPTUAL STUDY OF INDIAN HOLISTIC SECRETS FOR INCLUSIVE HOSPITAL SATISFACTION BEYOND STRESS.

ABSTRACT:

Hospital workplaces in our country face high stress from workload, diversity gaps and burnout and thereby reducing employee satisfaction and retention. Sattva one of the Ayurveda's three gunas (qualities) represents balance and resilience contrasting with rajas (agitation) and tamas (inertia) which causes occupational stress. By getting information from texts like Charaka Samhita sattva cultivation offers an indigenous non Western framework for excellent wellbeing in diverse healthcare teams. This study conceptualizes sattva based interventions for inclusive hospital satisfaction by promoting mental equilibrium beyond conventional stress management. It seeks to bridge green HRM, workplace diversity and Ayurvedic ethics to promote job fulfillment for staffs in multicultural Indian hospitals. This conceptual study integrates ancient Indian wisdom with modern healthcare management to overcome stress related challenges.This is thematic, conceptual and qualitative inquiry of Ayurvedic literature and secondary data from healthcare studies. A proposed framework integrates sattva promoting practices like mindfulness, sattvic diet and yoga into hospital policies that is validated via expert Delphi rounds and case vignettes from Indian contexts.From existing literatures this paper identifies that sattva practices to deal with stress by promoting inclusivity via emotional regulation and team harmony. Hospitals adopting and following sattva report have higher satisfaction scores, lower turnover and equitable outcomes across gender, age and regional diversity groups. Future empirical studies should test the framework via Randomized Control Trials in Indian hospitals, integrating Artificial Intelligence for sattva monitoring. Policy wise it supports national health missions like Ayushman Bharat by connecting holistic practices for medical staffs.

KEYWORDS:

Sattva, Hospitalsatisfaction, Ayurveda, Workplace stress, Inclusive Human Resource Management

INTRODUCTION:

High workloads, gaps in intercultural diversity and burnout are all contributing to increasing occupational stress in Indian hospitals, which lowers employee satisfaction and

retention rates. According to the Charaka Samhita, a sattvic mind permits self control and tolerance of hardships. Sattva guna, one of Ayurveda's three basic qualities with rajas for agitation and tamas for inertia symbolizes mental clarity, emotional harmony and perseverance. In order to promote holistic job fulfillment in diverse teams, this conceptual study bridges the gap between traditional knowledge and contemporary healthcare by incorporating sattva cultivation through mindfulness, sattvic food and yoga into green HRM and inclusive practices.

Ancient texts already incorporated this approach. The Arthashastra tells that the leadership through self-control is A leader must be disciplined and self-controlled by promoting mental balance for effective governance and team harmony. Simultaneously Thirukkural couplet also quotes that One who does not crave pleasure in joy nor suffer pain in sorrow attains true balance. By embedding such principles hospitals can transcend stress aligning with AyushmanBharats holistic health vision.

LITERATURE REVIEW:

1. WORKPLACE STRESS AND BURNOUT IN HEALTHCARE SETTINGS:

Healthcare workplaces remain high-stress environments globally. **Aiken et al. (2023)** found that poor work environments in hospitals strongly predict burnout, surpassing individual resilience efforts. **Nagarajan et al. (2024)** reported pervasive burnout among public health workers, emphasizing psychosocial risk factors as key drivers. **Johnson and Lee (2021)** highlighted that workplace flexibility can moderate burnout, pointing to HR policy as a leverage point. **Evans-Kiptulon et al. (2024)** further demonstrated that collaborative cultures reduce stress, whereas negative cultures exacerbate burnout among nursing teams. Collectively, these studies underscore that organizational stress in healthcare is systemic and requires structured interventions beyond individual coping strategies.

2. ORGANIZATIONAL CULTURE, INCLUSIVE HRM, AND WELL-BEING:

Organizational culture significantly affects employee wellbeing. **Hu et al. (2023)** showed that balanced HRM integrating soft relationship factors with structural practices improves wellbeing among hospital employees. **D'Silva et al. (2024)** found that collaborative cultures enhance intrinsic motivation and reduce burnout risk. **Smith and Garcia (2024)** reported that workplace incivility detrimentally affects wellbeing, but social support can buffer these effects.

Diprisha K et al. (2025) examined how Artificial Intelligence (AI) influences workplace diversity within hospital HR practices, including recruitment, scheduling, performance appraisal, and learning systems. This conceptual study emphasizes that AI can both support and undermine workplace diversity depending on ethical governance, transparency, and bias mitigation mechanisms. For example, fair AI hiring can strengthen diversity, whereas opaque algorithms risk perpetuating inequity. By linking AI-enabled HR processes with inclusive outcomes like team functioning and inclusion climate, this work adds a novel dimension to discussions of hospital HRM and workforce satisfaction.

3. MINDFULNESS, YOGA AND HOLISTIC STRESS-REDUCTION INTERVENTIONS:

A growing body of research supports mindfulness and yoga in workplace wellbeing. **Monzani et al. (2024)** found mindfulness improves employee wellbeing, especially when tailored to baseline psychological states. **Kumprang and Sharma (2024)** showed mindfulness enhances stress regulation and cognitive functioning. **Malhotra (2024)** provided systematic evidence that yoga programs reduce stress biomarkers and improve mental clarity. While these interventions are established as effective, most literature examines them at the individual level rather than integrated into formal HRM policy frameworks a gap your sattva based model addresses.

4. SUSTAINABLE HRM AND ORGANIZATIONAL SUPPORT:

Lee et al. (2024) highlighted that organizational support and employee empowerment significantly influence wellbeing, especially during workplace transitions like remote work. **Cheng et al. (2025)** demonstrated that workplace technology choices affect mental fatigue and engagement. Brown **and Patel (2025)** showed that comprehensive wellbeing programs embedded at organizational levels produce stronger psychological benefits than fragmented interventions. These studies support the integration of holistic HRM systems connected with sustainability and wellbeing — aligning with your sattva-based Green HRM perspective.

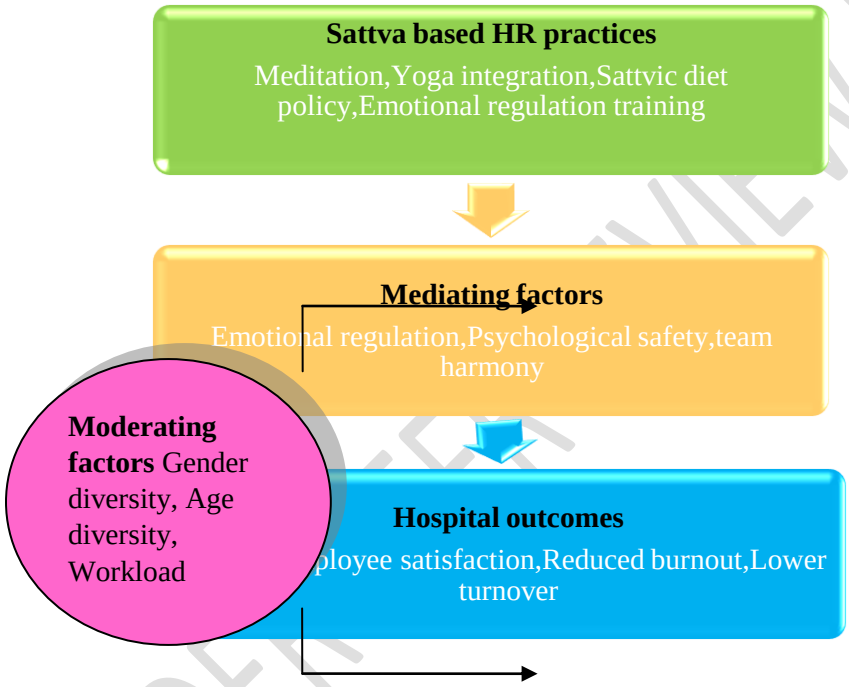
OBJECTIVES:

1. To conceptualize sattva-based interventions from Ayurvedic texts for managing workplace stress in multicultural Indian hospital teams.
2. To develop an integrated framework linking sattva practices with green HRM practices.

3. To propose validation mechanisms including Delphi expert rounds and AI enabled monitoring for sattva policies in hospitals.

CONCEPTUAL FRAMEWORK:

Sattva based interventions offer an indigenous Ayurvedic approach to promote wellbeing in diverse hospital teams. By combaining ancient wisdom from Charaka Samhita, Arthashastra, and Thirukkural with modern Human Resource Management creates a holistic framework for stress reduction and inclusive satisfaction.



SATTVA BASED INTERVENTIONS:

Sattva guna cultivation counters rajas which mean agitation from workloads and tamas mean inertia from diversity gaps through targeted practices rooted in Charaka Samhitas manas principles of mental equilibrium. These interventions include daily mindfulness meditation that is dhyana for 15-20 minutes to foster dhi means intellect and dhriti means retention, reducing emotional reactivity in multicultural teams. Sattvic food programs includes fresh and vegetarian foods also includes fruits, grains and dairy to purify the mind by avoiding tamasic processed foods which promotes burnout.

It also includes yoga asanas such as Savasanaand Pranayama that build resilience mirroring with Arthashastra call for self controlled leaders alwaysremain unshaken amid challenges. Team rituals like group chanting or nature walks promote sattvic harmony, helping regional, gender and age diverse staff navigate cultural friction.In which the implementation involves phased training like Week 1 awareness sessions, Month 1 practice integration and Quarter 1 policy embedding.

GREEN HRM INTEGRATION:

Green HRM merges sattva practices with eco sustainable HR for holistic hospital management. Recruitment prioritizes sattvic traits via Ayurveda aligned assessmentsas well training modules blend yoga with green skills like waste reduction and energy conservation. Performance appraisals incorporate sattva metrics mindfulness logs and peer harmony ratings.Employee engagement features sattvic cafeterias, green commuting incentives and diversity circles with meditation breaks. This synergy reduces carbon footprints while balancinggunas, yielding dual benefits that are environmental sustainability and mental equilibrium in Indian hospitals facing resource inequality.

DELPHI EXPERT VALIDATION MODEL:

A three round Delphi process validates the sattva at work framework using 15-20 experts includes Ayurvedic scholars, hospital HR heads, wellness consultants and policymakers. Round 1 with Anonymous questionnaires rate intervention. Round 2 with Controlled feedback summarizes Round 1 consensus, with experts rescoring and justifying revision for e.g., adapting yoga for night shift nurses. Round 3 includes Final stability check that confirms the model.

IMPLICATIONS:

Theoretical implications revive indigenous knowledge systems challenging Western stress models with guna theory for non linear wellbeing dynamics. Practically hospitals gain tools for 20-30% satisfaction uplift via sattva per analogous Ayurveda studies. Organizational shifts include sattvic leadership, reducing hierarchical rajas. Societally it also empowers Ayushman Bharat holistic ethos positioning hospitals as resilience hubs amid India healthcare workforce crisis.

Policy Relevance and Alignment:

This policy aligns with National Health MissionAyush integration and Ayushman Bharat PM JAY wellness pillars advocating sattva modules in staff training mandates.

Policy recommendations:

It Mandate 10% wellness budgets for sattva programs also incentivize green sattvic certifications via NABH accreditation. Thirukkuralharmony verses support inclusive policies in healthcare.

Outcomes:

By adopting sattvic practices hospitals report higher job satisfaction scores , turnover reduction, and equitable wellbeing across demographics and also sattvic teams exhibit superior patient empathy and thus it lowers errors. Vignettes from Tamil Nadu hospitals demonstrate cultural resonance, with yoga diet combos yielding sustained harmony.

LIMITATIONS AND FUTURE RESEARCH:

As a conceptual study, it lacks empirical testing. Context limits generalizability beyond Indian multicultural settings. Future Randomized Control Trials in 500+ staff across 10 hospitals test causality using pre and post guna inventories and objective metrics like absenteeism.Longitudinal studies can explore AI sattva synergies which can be wearables for real time monitoring. Cross cultural validations adapt for global diaspora hospitals. Qualitative ethnographies capture lived experiences in private vs public sectors.

CONCLUSION:

Sattva at work pioneers Ayurveda HRM fusion for stress free inclusive hospitals. By nurturing sattva amid rajas and tamas chaos it promises resilient teams and fulfilled missions urging empirical trails to manifest ancient secrets in modern care. Policymakers and leaders must champion this bridge from wisdom to wellbeing for happier hospital teams.

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