

Human Resource Management and Mental Health–

A Psychosocial Aspect

Edited by

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Editors



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Foreword

I'm delighted to contribute a few lines to introduce the new book *Human Resource Management and Mental Health—A Psychosocial Aspect*, edited by Sandeep Poddar, Biswabandita Kar, Sasmita Samanta, and Amiya Bhaumik. It is a volume more valuable than the sum of its parts.

Human Resource Management (HRM) can be thought of as a responsibility shared by all those who manage people, as well as a description for those who work as specialists. It is the component of management that deals with human resource planning, such as recruiting and selection, as well as training and development. Welfare and safety pay and salary administration, collective bargaining, and dealing with the majority of issues are all covered.

The conflict between a growing focus on well-being at work and the current business climate of trying to achieve more with less can present considerable issues for HRM specialists in today's organisations. In this volume, we look at important issues for scholars of HRM and well-being scholars, and also suggest potential avenues for future research.

Many countries are struggling to provide human resources to deliver critical mental health interventions in our global context. It is commonly known that there is a severe shortage of human resources for mental health, particularly in low- and middle-income nations and this situation is expected to worsen unless effective measures are adopted. Here, we look at the current situation of mental health human resources, as well as their requirements and strategies. Evidence suggests that community-based programmes and task-shifting approaches can effectively deliver mental health care in primary health-care settings. With brief training and adequate supervision by mental health specialists, non-specialist health professionals, lay workers, affected persons, and caretakers can detect, diagnose, treat, and monitor individuals with mental disorders, reducing caregiver burden. The book also discusses expenses of scaling up, human resource management, and mental health leadership.

I am confident that the readers of this educational work, particularly human resource managers, psychologists, educators, and management personnel, shall greatly benefit. Enjoy!

Dr. Léo-Paul Dana

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PREFACE

Global mental health problem care and shortage of human resources for mental healthcare, as well as effect on human resource accumulating the rise of mental health problem. This is a big dilemma in the present scenario all over the world. Present pandemic condition raise in human resource problem has resulting mental health deterioration among employee and family members. The stress effect is fatal. In this book an attempt has been made to focus on few aspects on Human resource which affects the psychosocial aspects of an individual.

The epidemic of the coronavirus influenced all of our living experiences in the early part of last year in an unpredictably unpredictable way that is today harming our emotional health and economic strength from the North Pole to the South Pole. In their article Bhattacharjee and Bansal explored the devastating realities caused by the coronavirus pandemic, which has resulted in a huge increase in mental health problems.

An employee's mental and physical state has a direct impact on his or her performance. The major goal of Sharma and Naaz's study is to examine the impact of HR procedures on employees' mental health.

In another paper, Bhowmik and Poddar describes the relationship of Unemployment and Mental Health during pandemics, natural disasters, economic crises, and financial crises in various countries. Unemployment problems increased simultaneously, directly or indirectly infecting the mental health of unemployed youths.

Workplace stress is a significant contributory factor in employee mental health. Patra *et al.*, focuses on the benefits and procedure of hypnotherapy, emphasizing the importance of this amazing tool in the academic course curriculum of medical professionals and clinical psychologists in India.

Employee skill levels, income, and a sense of well-being among employees are all elements that influence workplace productivity. Sreemali *et al.*, elucidates on the Impact of Psychological Factors on Workplace Productivity and the manner in which the employees' psychological well-being affects productivity.

It is not irrational for us to imagine that our surroundings are essentially a Large Mental Asylum during pandemic times! Human experiences ricochet in a variety of ways within this Asylum. Sengupta's paper "Management of the Useless Class" identifies the ways to change toddlers perceive and view the Earth.

Human resources (HR) workers face a variety of challenging conditions during their employment. One such obstacle, according to Gupta, an employee must be observe if suffering from mental health concerns.

Palit and Mukherjee explored how mental health problems and the factors that contribute to their emergence and Impact of Mental Health on Human Capital manifestation, and its consequences. They also highlighted the need of Government interventiions to improve the condition.

Mishra and Padhi highlighted that mental well being is imperative for the success of any business. The competencies including technological interventions and HR professional is mandatory.

We are sure the efforts of authors in this book will highlight the aspects and Human Resouce management and mental health.

Sandeep Poddar
Biswabandita Kar
Sasmita Samanta
Amiya Bhaumik

The Editors of Human Resource Management and Mental Health-A Psychosocial Aspect

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The editors are greatly indebted to all contributors of papers for the book *Human Resource Management and Mental Health-A Psychosocial Aspect* who have devoted their valuable time and effort on studies relevant to this area of national and global economic importance for every sector.

There is no source of sponsorship or finance for this edited volume. The editors are thankful to the management of Lincoln Research and Publications Limited, Australia for publishing this edited book and also to the management of Lincoln University College, Malaysia and Lincoln Education Australia for their collaboration.

Sandeep Poddar
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*Editors of Human Resource Management and Mental Health-A Psychosocial Aspect
(Any errors or omissions are the responsibility of the editors)*

Chapter 1

The Major Emotional and Economical Drawbacks Derived from the Coronavirus Outbreak from the North Pole to the South Pole

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He also has a member of the Editorial Board of various International/National Journals.

Dr. Bansal has been on an academic visit to many countries, including Thailand, Malaysia, and Singapore.

The Major Emotional and Economical Drawbacks Derived from the Coronavirus Outbreak from the North Pole to the South Pole

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“A better life depends on a peaceful environment and a peaceful environment could be developed in the excellent bonding while bonding denotes a healthy relationship between living things like nature and human beings. So, healthy bonding needs to reform a lovely post pandemic world for all.”

Amitab Bhattacharjee

ABSTRACT

In this chapter we discuss regarding the lethal facts developed by the coronavirus pandemic cause a significant surge in mental health problems, financial constraints, suicide intentions and enormous decline in the life satisfaction all over the world. Tremendously, the COVID-19 outbreak paved the way for the emotional and economic problems and even claimed millions of lives throughout the world. In the year of 2020, numerous underlying competitive social and business issues become vibrant caused by the COVID-19 pandemic. Even after a year-long pandemic, people are still afraid of going out, which is why getting back to the normal life would take more time. Though, most of the people have been adopting the changes in the social and working life activities but the mental stress or anxiety and financial constraints have developed due to the SARS-CoV-2 outbreak mayn't recover soon. Therefore, in the last section of this chapter, we comprise a few recommendations that would help to reduce those emotional and economic sufferings of the people around the world.

Keywords: *Coronavirus; COVID-19; Financial Constraints; Life Satisfaction; Mental Health; People*

INTRODUCTION

From the North Pole to the South Pole, a sudden eruption of the coronavirus has unpredictably changed all of our living experience in the beginning of the last year that still exists and has been terrifically impairing our emotional health and economic strengths. Probably, many people in the world have come to know the word 'quarantine' and experienced a long term home quarantine for the first time during a dire outbreak of COVID-19 throughout the world just after the first attack in China in the first quarter of 2020. As a consequent, a month-long home quarantine period (somewhere more or less) due to the coronavirus pandemic exerted colossal pressure on us to stay indoors

and strictly prohibited outdoor movements. The SARS-CoV-2 pandemic pressure became severe by the second quarter of 2020, while many people had separated from the family, lost family members, lost jobs or source of incomes, and so on. Thus, this outbreak had eroded people's emotional health as well as economic strengths that intensely increased mental distress and disrupted regular activities of the people all over the world. It mightn't even weird to know that the higher levels of mental stress fetched a large number of individuals to commit suicide in the different parts of the world during the pandemic in 2020. The suicide may be the last choice, when a person has reached at zero level of life satisfaction due to severe levels of mental disorder or the economic plight. Which is why, there may have a significant link between suicide intention and life satisfaction, while the economic forte and good emotional health positively improve the life satisfaction (Bhattacharjee *et al.*, 2021; Banerjee *et al.*, 2020).

In this chapter, we integrate a wide range of literature to find how the coronavirus outbreak develops the mental health and economic problems in the world. Moreover, we add a discussion about the impact of the 2019-nCoV pandemic on the private healthcare faux pas and demographic based mental health conditions by focusing on the scholarly contributions that are published during the pandemic periods. Additionally, we explain the situational effects in depth with timely examples in all the sections. In the second section of this chapter, just right after the introduction, we describe the lethal reasons that cause an increase in mental stress among the people during the SARS-CoV-2 pandemic in 2020. Then, we argue that how this outbreak affects people's life satisfaction. In the next part, we elucidate the troublous economic times during the coronavirus crisis as well as the post pandemic periods. Afterwards, we refer that how this outbreak influences suicide cases around the world and a literal gap between the COVID-19 vaccination and the regrets. In the last section, we include a few but emergent recommendations on how to balance a healthy mental health and the potential economic developments to get back into normal life again. Therefore, the contribution of this chapter would help to enrich in the knowledge about the post pandemic public health and economic progresses based on the worldwide contexts.

The lethal facts of the pandemic are highly affected the people's emotional health

Throughout the world, we are all experiencing the unexpected virus menace that may never completely fade away. The outbreak of SARS-CoV-2 increases fear and uncertainty in the free outside movements (Bao *et al.*, 2021). Reasonably, people have been stuck in the house to protect themselves from the virus infections but how long the people could stay indoors. Undoubtedly, after a certain period of time they have to move out to bring their earnings back. During the 2019-nCoV pandemic, the first reason for fear in mind was 'how to stay safe from the deadly virus'. This fear was turned into stress while the number of deaths increased around the world. Many children had lost their mothers or fathers or both, many parents had lost their children, many husbands had lost their wives, many wives had lost their husbands, many brothers had lost their sisters, and many people had lost their friends & relatives were the lethal situations caused by the COVID-19 outbreaks in the world. What supposed to be the mental health condition, if a woman discovers herself between two dead bodies, one of her husband on the right side while another of her only one child on the left side? Unfortunately, the exact scenario became a real story of many individuals around the world in 2020. Perhaps, none of the

words would be impeccable to show a little compassion to those individuals. Similarly, the situation could be even perilous if someone discovers serial deaths of his/her surrounding neighborhoods. The same thing has happened in many countries like Italy, Spain, France, USA, Iran and so on (Jahanshahi *et al.*, 2020; Thakur & Jain, 2020; Liu *et al.*, 2020).

During the coronavirus emergency, the private healthcare service faux pas was abruptly surged forward that raises mental stress among people in the few countries (Bhattacharjee *et al.*, 2021; Anas, 2020). Some profit oriented private medical hospitals and clinics were involved in the making of false COVID-19 certificates that were distributed to the people who visited those hospitals or clinics for confirming their coronavirus status in the middle of 2020 (Anas, 2020). In this healthcare service faux pas, a healthy individual received a positive coronavirus status certificate while an infected person received a negative coronavirus status certificate. As a result, a large number of healthy people had to suffer from the severe levels of mental stress for a significant period of time. Accordingly, this healthcare faux pas and worldwide pandemic effects were constantly broadcasted by the different media channels. Consequently, the stress was transmitted into the people through the news channels, because getting always infected and death news on the visual media negatively changed the people's emotional health especially during the quarantine periods. In the public health literature, researchers mentioned that the mental health of people living in the South Asian countries, East Asian countries like South Korea, Middle East countries such as Iran, European countries (e.g., Budapest, Italy, Spain, France), Latin American countries (e.g., Peru, Mexico, Brazil) and African countries had experienced higher levels of mental distress than people living in China (Bhattacharjee *et al.*, 2020; Lai *et al.*, 2020; Jahanshahi *et al.*, 2020; Thakur & Jain, 2020).

In the mental health studies, scholars likewise described that the unpleasant environmental pressure was negatively influenced on the interpersonal sensitivity of individuals in many regions in the world (Bhattacharjee *et al.*, 2020). The similar study furthermore added that the people working from home had less mental stress than the people working outdoors during the SARS-CoV-2 pandemic in the last year. The other study referred to the public health that mental distress doesn't have any significant relationship with age or education levels but an aged person could be stressed if he/she has chronic disease (Bhattacharjee *et al.*, 2020; Zhang *et al.*, 2020). In overall, it is evidenced by many recent studies that female persons have mostly experienced higher levels of mental stress than male persons due to the coronavirus pandemic in the world (Bhattacharjee *et al.*, 2020; Zhang *et al.*, 2020).

A significant drop in the life satisfaction caused by COVID-19 pandemic

Life satisfaction is positively associated with mental or emotional health but the way of getting true life satisfaction could be different based on the living places or individuals. For example, most of the Japanese would have higher satisfaction in single life but most of the Bangladeshi would have higher satisfaction in family life. Wherever we live, our life goes on sometimes smoothly while sometimes hardly, but our regular life satisfaction has terribly dropped due to the coronavirus outbreak around the world. Throughout the year of 2020, probably, we have all experienced a significant decline in our life

satisfaction. In the social science literature, scholars referred that unmarried individuals had experienced higher levels of distress or anxiety compared to married individuals, which implied the lower life satisfaction among unmarried group during the SARS-CoV-2 outbreak (Bhattacharjee *et al.*, 2021; Zhang *et al.*, 2020). In the life satisfaction literature, scholars refer that an increase in age causes decrease in life satisfaction but the adult group has moderate levels of life satisfaction during the pandemic (Bhattacharjee *et al.*, 2021; Zhang *et al.*, 2020). By region, people living in the Middle East such as in Dubai had higher life satisfaction than people living in the USA. As the mental health positively influences our life satisfaction (Bhattacharjee *et al.*, 2021), which is why the overall life satisfaction around the world has significantly declined at present than the year of 2019 that may take another year or more to become normal.

How did the coronavirus outbreak develop the financial constraints?

During the COVID-19 pandemic, the initial barriers are created because of stopping outdoor activities but the people's life safety is the first priority. In this situation, many organizations have to close desk offices while some of them have been continuing operating office work through an online desk system. In doing so, especially banks, garments, small and medium organizations operating businesses in the developing countries have reduced their number of employees (in both permanent groups and contractual groups) to maintain the operating expenses/losses in the control line. Therefore, a sudden cut in the number of employees might bring short term financial coverage for the organization but would create a long-term economic struggle for many. So, it could be a question, should every employer think that what would happen to those employees who might lose their jobs that might be their only one income source to support the whole family? In reality, some of them are concerned while most of them aren't concern. So, in many countries a large number of people had lost their jobs or income sources during the coronavirus outbreak in the last year. After a period of job resignation, many employed people evacuated from the city (current living destination) to their hometown with families due to financial insolvency. Additionally, their financial crisis fueled by a steady increase in the basic goods price (e.g., rice). In the recent research, scholars defined that the pandemic issue causes unpredictable rise in the commodity price that fuels the financial constraints for the low or fixed income people around the world (Bhattacharjee & Jahanshahi, 2020).

A person working in the city area and paying monthly rent for a family house may have unbearable financial struggles after losing a job during the coronavirus crisis because another new job wouldn't be certain to get within a short time. The similar situation was a story of many individuals in 2020. In the economic literature, we found that a large group of people had to struggle with financial problems in many countries in the last year (Bhattacharjee *et al.*, 2020; Bhattacharjee & Jahanshahi, 2020). In reality, the financial constraints were badly experienced by the people who lost their main household members during the coronavirus pandemic. Specifically, the economic problems spiked up in many families when the main household person passed away due to the COVID-19 infection. This scenario was more deadly, when the rest of the family members spent all of their savings/earnings to pay the hospital bills of a member who died in the hospital and was the only one earning person in the family. Probably, these families are still struggling to overcome their financial obstacles. Even though the economic conditions

are gradually developing in the matured economic countries like USA, JAPAN, CHINA, ITALY, INDIA but economic growth wouldn't be better in the developing or underdeveloped countries soon. Therefore, the families having financial meelees might take a long time to recover financial solvency.

The impact of coronavirus pandemic on suicide

In the last year suicide studies, it was identified by the survey that the number of committing suicide dramatically increased all over the globe (Reuters, 2021). Mostly, the number of confirmed suicide cases is trending higher especially in the East Asian countries and Latin American countries than other countries around the world in 2020 than the year of 2019 (Thakur & Jain, 2020). In the mental health literature, it refers that mental stress with lower life satisfaction due to the financial crisis could be the crucial reason of suicides in the world during the 2019-nCoV pandemic (Bhattacharjee *et al.*, 2020). Other studies showed that a noteworthy number of people were committed suicide because of the coronavirus fear in the different countries during the pandemic (Banerjee *et al.*, 2020; Mamun *et al.*, 2020). Furthermore, scholars also mentioned that the number of suicide cases was higher among male than female but the suicide intention rate was increased among female around the world in the last year (Reuters, 2021).

Does the vaccination cure all of our regrets?

What we have lost due to the coronavirus pandemic, may never get back again. If a person has lost his/her red color whim car (toy) then it could be possible to buy again but a dead person will never come back. People who haven't been infected yet are truly lucky but at the same time, there is a possibility of being infected by the coronavirus in the near future. In this situation, the vaccination programs may indeed be rolling out to enhance the people's life safety but the partially vaccinated (just after the one shot of two-dose vaccine) people should be safe from the possible infecting sources until the COVID-19 vaccine has been activated in the body. We may still have death news of some people who have got a positive status of coronavirus even within the twelve days of the first shot of a two-dose vaccine because most of the vaccines need two weeks to be completely effective in the human body. Additionally, the adult groups (eighteen years old or above) are eligible to take coronavirus vaccines while children groups, people having major chronic disease such as severe clinical conditions mayn't eligible for the vaccinations. Therefore, the lower age group (e.g., one-year old baby) and the people having clinical emergencies remain unsafe. So, how could we say that now we are all safe?

The COVID-19 vaccination program may ensure the safeguard for the living people but will never bring us back our family members or relatives or friends, who have passed away due to the coronavirus pandemic. This vaccination program is also a financial burden for many countries because it increases the national spending more than thousands of dollars. Perhaps, it could not fill the gap of missing loved ones in the family and the financial losses but might protect the rest of the family members against the coronavirus. So, the people are lucky who get the vaccine to win over the deadly coronavirus. Accordingly, ensuring a successful vaccination for all living people in the world would create a safeguard for life. This safeguard would give the people further

opportunities to make a new bonding to build this world much better together. It may be true that a better life depends on a peaceful environment and a peaceful environment could develop excellent bonding while bonding means a relationship between living things like nature and human beings. Even though we have a shadow of regret in our mind, the vaccination may protect the people, meaning that we are going towards a better life after the successful vaccination initiative soon.

CONCLUSION

Few ways to regain a balanced mental health and economic success

We all have passed more than a year-long time with a fear of noxious virus infection. The coronavirus outbreak is one of the largest and deadly virus attacks to human beings within the last few decades in the world. The entire world was in a pause for a certain period of time caused by the COVID-19 pandemic that factually showed our limitations. Logically, every fact has both good sides and bad sides. Likewise, every crisis brings new opportunities that help to reform our lives. Similarly, the coronavirus crisis has claimed many lives but also opened up alternative ways to do our regular activities smoothly. Furthermore, this pandemic evidently unfolded macro levels and micro levels limitations with sufficient examples to us. For example, in the modern world, many of us might ignore or put less priority on spending time with our families but psychologists suggest that sharing feelings or spending sufficient time with family would help to lead a stress-free life. Additionally, many people may have a tendency to buy discretionary items that may reduce their financial stability in the long term. So, firstly we recommend that everyone should make time (by face to face or online) for family after the working hours and follow positive thinking techniques. These practices would help to enjoy better mental health and upturn life satisfaction to live healthy. Secondly, we suggest that every individual should control his/her unessential buying tendency and try to donate based on his/her ability to the nearest needy/helpless people. Adopting such kind of tendencies would be effective to reduce the financial struggles of a large number of people throughout the world.

Thirdly, we emphasize on learning good habits such as doing exercise every day or a few times in every week but don't require visiting an expensive gymnasium because doing free-hand exercise would be enough to keep us healthy. In the public health studies, scholars refer that the people doing regular exercise have less stress and higher life satisfaction compared to the people who don't have the habit of doing exercise (Bhattacharjee *et al.*, 2020). Fourthly, our further suggestion is to the rich group of people in the society who have sufficient financial ability to expand the investments. We encourage them to increase the new employment opportunities through the business expansion for the people who have lost their jobs with almost zero income scopes due to the coronavirus pandemic. In doing so, it doesn't mean that we narrow down the recruitments of freshers, but we would like to ensure a minimum scope to a person from each financially insolvent family to reduce the economic insolvency. Additionally, this chapter also aims to put a high emphasis on the quality measurement of the private healthcare services and clinical environment in the developing countries as well as the underdeveloped countries in the world. To develop the trustworthy healthcare facilities, a quality assurance system should be implemented by the country concerned.

Furthermore, every individual should acquire essential knowledge regarding the healthcare service-abuse law in the country and take immediate legal steps if any violence happens. To ensure a secure and pleasant healthcare facility for everyone, the new ethical and lawful acts should be implemented for every private healthcare organization in all countries because a little surge in the healthcare faux pas may claim thousands of lives. These few but effective at individual level as well as country level recommendations may literally help to regain stress free healthy mental health and boost up financial recoveries in the lovely post pandemic world.

NOTES

- a) We elucidate that psychological stress develops due to the pandemic pressure but the people having major chronic diseases may have similar levels of mental disorders, which we narrow down in this chapter.
- b) Generally, many people commit suicide in the countries like Mexico, Japan, South Korea and many other countries every year. In this chapter, we emphasize mainly the extra edge of increasing suicide rate because of the pandemic issue throughout the world.
- c) We refer to the economic problems, which may develop due to the COVID-19 outbreak, but we also assume that those emerging financial constraints would be the consequences of the other underlying problems. For example, a sudden or erratic increase in the commodity price indicates the maximum control of the syndicators over the product markets. So, a sudden rise in the goods price during the pandemic signifies other pre-existed issues in the market.

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Chapter 2

HRM Practices and Psychological well being: A Comprehensive Study of HRM Practices Which Directly and Indirectly Affect the Mental Health of the Employees

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HRM Practices and Psychological well being: A Comprehensive Study of HRM Practices Which Directly and Indirectly Affect the Mental Health of the Employees

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ABSTRACT

The main endeavor of this study is to analyze the effect of HR practices on the mental health of the employees. Human Resource Management is the process of effective and efficient use of human resources in an organization through various HR practices. The mental health of an employee is the psychological effect of workplace on that employee. There are millions of employees who spend most of the time of the day at their workplace and a very large portion of their lifetime passes at the workplace. Therefore, the environment of the workplace has a prominent and significant effect on the mental well health of the employees. There are various HRM practices which help the organization to manage their employees effectively. These HRM practices have a crucial impact on mental health of the employees. The mental health of the employees at workplace is of great concern for the top management. As it is not possible for the organization to achieve its goals and objectives without securing the full commitment of employees and employee needs to be mentally and physically healthy to be fully committed towards their job.

Keywords: HRM; Psychological Effect; Workplace; Employees

INTRODUCTION

The performance of an employee is directly related to the mental and physical state of that employee. The mental health of employees is of high concern in an organization because it is easy to notice if the employee is physically not well but if an employee is mentally unhealthy then it cannot be noticed easily and it is equally responsible for the bad performance of an employee. There are various factors in an organization itself which affects the mental state of employees like promotion, attrition, retention, maintaining internal and external equity, performance appraisal, working environment, grievance redressal etc. If the proper decision is not made in these factors, then it will lead to stress and anxiety among employees which will directly affect the mental health and performance of employees. Therefore, it is important for HR managers to properly tackle the problems relating to the mental health of an employee.

Mental health includes the social, psychological and emotional well-being of a person.

Mental health affects how a person thinks, feels and act. Mental health is very important aspect of a human being in every state of life. According to World Health Organization (WHO) the mental health is more than just the absence of mental disorder and disabilities and mental health is about ongoing wellness and happiness (WHO, 2018).

The objectives of the present work are to study the HRM practices which directly affects the mental health of employees and to determine the significance of mental health of the employees at workplace.

Workplace and mental health: Generally, a person spends majority of the time in a day at their workplace. So, workplace has a crucial effect on the mental health of a person. Work is good for mental health of a person but if the working environment of an organization is not favorable than it will negatively affect the mental health of a person. According to the study of International Labor Organization (ILO) titled “Mental Health and Work: Impact, Issues and Good Practices” it is mentioned that most of the mental health professionals agreed to the point that mental health is significantly affected by the work place environment (WHO, 2000).

Mental health: According to World Health Organization (WHO) -Mental health is an integral and essential component of health. The WHO constitution states that “health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.” An important implication of this definition is that mental health is more than just the absence of mental disorders or disabilities (WHO, 2018).

Mental health is basically the equilibrium between a person itself and other things existing in the surrounding. A mentally healthy person is able to understand and respond properly to its surroundings. Components of mental health consist of following: -

1. Acceptability for self
2. Ability to perform their assignments
3. Self-direction
4. Ability to relate itself with others
5. Capability to make adjustments

Human resource management: Human resource management is the proper and effective use of human resource in an organization so that it could help the organization or a company to achieve the competitive advantage. Suitable steps are being taken by the HR managers to enhance the performance of the employees. Human resource management practices sustain in all part of an organization (Rao, 2006).

When the requirement of job does not match with the capabilities of the employees then it will result in job stress. Various HR practices are implemented to reduce the job stress and keep the employees motivated and mentally fit to do their work with full enthusiasm. Human resource management also attempts to resolve the conflict amongst the employees and employer through healthy grievance redressal procedure.

The hrM practices which directly affect the mental health of employees

1. Compensation: It is the financial reward or benefit which an employee receives for

working in an organization in return of the services which he renders to the organization. These benefits can be monetary or non-monetary. Compensation is of two types- direct and indirect.

Madanat and Khasawneh (2018), has studied about the compensation and found that amongst all HRM practices, compensation holds a very strong place. If employee receives the better compensation, then job satisfaction will be high. Besides compensation the employee's job satisfaction is also associated with performance appraisal, training and HR planning.

Further Mabaso (2018), discovered that a good compensation reduces the intention of turnover amongst the employees and support the organization to retain their employees for long time period. Compensation enhances the commitment level of the employees. If a worker is being paid a handsome salary by the organization then, that will augment the attachment of that worker towards the organization.

The main aim of compensation is to attract the employees towards the organization, retain them and keep them motivated to give their best performance to the organization.

2. Working condition: Working condition may be defined as the position of working environment of the organization. There are various factors which cover the working condition of the organization such as hygiene factor, health and safety, remuneration, workload, work schedule, occupational stress, organizational culture, performance management, job security and employment terms etc.

Al-Omari and Okasheh (2017), infer that working condition of any organization cannot be neglected as it results in behavioural changes of employees, which may reduce the quality of performance of employees. Job performance of employee is the summation of employee motivation and ability to adapt the unpleasant working environment and situational constraints. Noise, improper ventilation, office furniture and light are some of the constituents of situational constrains. It is suggested in the study that the management should motivate their employees by improving their working environment. As employees will be motivated then their performance will also be enhanced which help them to gain the desired outcome of the job.

Ganesh (2015), has worked on the topic work climate and employees' perception. He has worked on the effect of organizational climate on motivation and job satisfaction of employees. It is being concluded that as the time passes with an increase in experience the employees tend to evolve their skills.

The working condition of the organization and mental health of employees are correlated. The stress relating to workplace has an extensive effect on employees which results in depression and anxiety. Lot of frequent changes at the workplace also makes the working environment stressful for the employees by demanding adjustments again and again. The working condition which will affect the person's equilibrium will surely have a negative effect on his/her mental health.

3. Employee retention: Employee retention is concerned with stimulating the employees in an organization to remain with the organization for a long period of time. Employees are the most valuable asset for every organization (Rao, 2006). To

accomplish the goals in this dynamic and competitive environment every organization tends to retain their employees.

Barnay and Defebvre (2019), has found in their study that degraded mental health of employees reduces the ability of employee to stay for the longer period in the organization. The study confirms that mental health holds the important place for the work and employment.

Msengeti and Obwogl (2015), has find out that working environment and non-financial rewards highly affect the employee's retention in the organization.

Barnay and Defebvre (2019), further found in their study that the poor mental health reduces the capability of men to remain in the employment.

Employee's retention is the major concern for the HR professionals in an organization because it is more beneficial to retain a good employee than to replace that employee by recruiting and training a new employee. Mental health has a positive impact on employee's retention.

4. Employee attrition: Employee attrition is the process in which employee leave the job due to unavoidable personal/ professional reasons or retirement during a specified period and who cannot be replaced immediately.

Lavanya (2017), infer that the company has to focus on working condition and safety measures, so it helps the organization to retain their employees. The study suggests that the company should hire the people from the vicinity of the industry so that employee would not leave the organization due to family problems. Further the proper compensation strategy should be implemented to retain the talented employees.

Budhwar *et al.*, (2006), has studied on the dynamics of HRM practices and persistence of formal and rationalized HRM system. He proposed that high employee attrition is related to their psychological situation which is resulted by the stress that the employees undergo in the organizations. He analyzed that the major reason of employee attrition is the growing stress faced by the employees. The design of BPOs was very formal and bureaucratic, which needs to be change not fully but slightly to provide the employees more flexibility and empowerment, which will help them to develop their career and reduce the attrition rate.

The absence of the employees on positions, which cannot be replaced by another person easily, can create extra pressure on existing employees of the organization which can be stressful for them.

5. Employee training and development: Training and development helps the employees to update and enhance their knowledge and skills which will help them to cultivate an appropriate behavior towards their job and their colleague. Training and development have an important effect on mental health it helps to develop a positive attitude towards the organization, and this reflects in the growth of their career.

Sheeba and Christopher (2020), has stated that amongst all the functions done by the HRM department, the training and development of employees is one of the significant functions of HRM. Training and development play a crucial role in enhancing the

effectiveness of employees by improving the performance of employees and increasing the productivity. Organization should consider the cost, time and energy inculcated in training and development of employees as an investment.

The training positively affects the attitude of employees which results proficient performance of employees. Training and development activities also mitigate the conflicts among the employees and between employee and employer and it also lead to job satisfaction of employees. It concludes that training and development activities brings out various attributes among employees such as innovative work behavior, effective commitment, work proficiency, managing conflicts which ultimately results in employees' improved performance and increased productivity.

6. Transparency: To maintain the transparency in an organization is very critical for the HR managers. The organization that promotes the open environment where they communicate with the employees, take the feedback of the employees, make the employees feel trusted and valued, such organizations secure better organizational commitment and loyalty from their workers.

Kundelienea and Leitonieneb (2015), has mentioned in their study that transparency is directed by the business information. The information transparency helps in building the trust among stakeholders, it prompts them to rely on the organization, but insufficient information can be perceived wrongly and may result in the development of unjustified expectation from the company.

In an organization it is important to disclose the information to maintain the transparency, so that trust among the employees can be built but, right information is needed to be discloses at the right time, otherwise the conflict with the stakeholders may arise.

7. Performance appraisal: Performance appraisal is the method to assess the contribution of employees towards the goals of an organization in return of the compensation received by the employees.

Agyare *et al.*, (2016), find out the positive correlation between performance appraisal and job satisfaction. It also has revealed the positive correlation between employee commitment and performance appraisal. The study recommends that employee is attached to the reward system which is linked with the performance appraisal of employee. The study suggested that there should be a regular communication relating to the performance appraisal, between the management and staff, it will help the organization to make their employees satisfied with their jobs and to improve their commitment towards organization.

Idowu (2017), suggests that the promotion and payment based on the performance is one of the effective ways to motivate the employees. The reward and recognition based on the performance of employee and ability to achieve job description goals, leads to develop the job satisfaction and innovative behavior amongst the employees.

The organizations cannot grow until its employees will not be encouraged and supported through proper performance appraisal. Performance appraisal also helps to identify the strengths and weaknesses of the employees. Performance appraisal develops the confidence amongst the good performers and rectifies the mistakes of bad performers which positively affect the mental health of employees.

8. Grievance redressal: Grievance is the complaint of employees with respect to the organization. According to Dale Yoder “A grievance is a written complaint filed by an employee and claiming unfair treatment.” There can be various reasons due to which grievance can arise. Some of the reasons are employee relations, organizational change, compensation, and work environment. If organization does not take any action to remove the grievances, then it will negatively affect the mental health of the employee which will further affect the performance of employee.

Dhanabhakym and Monish (2019), infer that it is essential to implement the proper grievance management strategies and techniques in every organization to increase the job satisfaction, job commitment, organizational attachment and to develop a good interpersonal relationship.

Ramlal and Mozumder (2016), infer that in any organization handling the grievance is the most challenging task, but prevention is always better than the cure. The productivity of the organization is dependent on the employees of the organization. The employees will give their best performance when their grievances are being genuinely redressed by the organization.

9. Grievance handling procedure: The model of grievance handling procedure involves six successive time bound steps; every step is preceded by the option of next step up to six levels, if the aggrieved employee does not find any solution in previous step.

The aggrieved will first proceed to foreman and tell about the grievance orally to the foreman. If aggrieved employee is not satisfied with the redressal, then he can reach to the supervisor or departmental representative.

| Procedure | Time Frame |
|------------------------------|------------------|
| Appeal against within a week | |
| ↑ Manager | 3 days |
| ↑ Grievance Committee | 7 days unanimous |
| ↑ HOD | 3 days |
| ↑ Supervisor | 48 hours |
| ↑ Foreman | |
| ↑ Worker | |

Source: Rao (2006)

Figure 1: grievance Handling Procedure

The effective grievance handling procedure helps in reducing the job stress at workplace. If proper grievance handling procedure is not applied then it will result in increased job stress and job dissatisfaction which will hamper the mental health of the employees, and it will lead to reduced productivity and low-quality output (Ramlal & Mozumder, 2016). Grievance handling procedure provides a mean for upward

communication through which the top management can receive important information relating to the employees and their grievances. The findings of the study are as follows:

1. It is not possible for employees to achieve the individual as well as organizational goals and objectives until they are being connected with the organization and employees can contribute fully only when they are physically and mentally stable and healthy.
2. The workplace does have a significant effect on the mental health of employees, as majority of their time has been spent at their workplace.
3. Compensation (salary) plans needs to be upgraded timely and modified in such a way which should fulfill the requirement of employees. The internal and external equity needs to be maintained in employee compensation, otherwise it will negatively affect the mental health of employees which will increase the attrition and reduce the retention.
4. The working conditions of the organization has a great effect on the performance of employees. Lot of frequent changes and absence of basic facilities at the workplace will lead to job stress and will further deteriorate the mental health of employees.
5. It has been found that unusual working hours, high work targets, insufficient holidays and unhealthy working conditions negatively affect the mental health of employees, due to which the rate of employee attrition increases. The degraded mental health of employees reduces the ability of employee to stay in the same job for a longer period of time, they eventually leave the organization the moment they find a better option.
6. Training provides better opportunities to employees for their career growth. So, it is the most important motivator for the employees, and it leads to the job satisfaction.
7. If the organization conveys clear and real information among employees, then it will lead to build trust among the employees towards the organization. It is very important to maintain the transparency in the organization otherwise it will result in unjustified expectation and job stress among employees.
8. The performance appraisal affects the attitude of employees. It further enhances the commitment of employees towards their organization, if performance appraisal is equitable, justified and transparent.
9. The effective grievance handling procedure helps the management to understand the attitude, feelings and problems of employees. Proper grievance redressal model reduces the job stress and build trust among employees.
10. Mental health of employees is a very important factor, it cannot be ignored. Organizational policies should be designed in such a way which should take care the mental health of their employees.

CONCLUSION

It is being demonstrated that the degraded mental health of employees reduces the

ability of employees to work with same enthusiasm for the organization and it stops them to give their best. The study concludes that the HR practices does have an effect on the mental health of employees. The HR practices like compensation, working condition, performance appraisal and grievance redressal machinery of organization has to be fair, transparent and equitable for all the employees. Transparency also needs to be maintained in an organization, so that the employee may understand the reason of each and every action of the top management. The limitations of the study are as followings:

1. Time. There was limited time available to conduct the study therefore all the aspect of the study has not been covered in very detail due to time constraints.
2. The study is based on secondary data.
3. Money. The researchers do not get any kind of financial support to conduct this study.

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Chapter 3

Nexus Between Unemployment and Mental Health

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Nexus Between Unemployment and Mental Health

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ABSTRACT

In this paper authors have established after reviewing that during the pandemic, natural disaster, economic crises, financial crises in different countries, it was evident that unemployment problems increased simultaneously which directly or indirectly infected the mental health of the unemployed youths. It is clear that there is a nexus between unemployment and mental health in which the bidirectional causality was observed between them. Mental illness is more acute in the rural economy than in the urban areas. A case study in India to examine the nexus between youth unemployment rate and the suicide of unemployed youth was formulated where one per cent increase in youth unemployment rate per year led to 1.49% increase in suicide rate of unemployed youth per year during 1990-2020. The trend line of suicide of unemployed youth during 1980-2020 is quadratic and its ARIMA (1,0,1) model is stable, nonstationary and convergent.

Keywords: Human Capital; Mental Health; Unemployment; Mental Disorder

JEL Classification Codes: E24, H51, H60, I12, I18, J60

INTRODUCTION

Human capital is considered as stock of skill, expertise, education and knowledge in a country at a point of time. Becker (1964) thought that human capital is a means of production into which additional investment yields additional output. It can be specific and general. Economic growth is influenced by human capital which is determined by education, training and medical treatment and so on. The definition of human capital of OECD is that the knowledge, skill, competencies and other attributes embodied in individuals or groups of individuals acquired during their life and used to produce goods, services or ideas in market circumstances. The determinants of human capital are [i] skill and qualifications, [ii] education level, [iii] work experience, [iv] social skill, [v] Intelligence, [vi] emotional intelligence, [vii] judgement, [viii] personality, [ix] habits and personality traits, [x] creativity, [xi] Fame and brand image of an individual and [x] geography. Human capital is an intangible asset. The key activities of human capital are knowledge, collaboration, processes and absence. Human capital can be distributed into three kinds, namely, [i] intellectual capital, [ii] social capital and [iii] emotional capital. Human capital is distinctly different from the tangible monetary capital. Global human capital index can be found from the Global Human Capital Report and human development index can be obtained from the Human Development Report. Schultz (1961) accepted human capital as knowledge investment made in humans and indicated that a labour without knowledge would not be able to contribute into growth.

Poor countries tend to be unhealthy and unhealthy countries tend to be poor. Health is a that kind of human capital which is an input of producing other forms of human capital. Unhealthy human being is unable to work productively and fail to invest in human capital. It is understood from the Envelope Theorem that improved health affects income by making human capital more productive but not through more investment. Bloom, Canning and Graham (2003) showed that the longer life expectancy is associated with a higher saving rate. Bhattacharyya (2009) found that saving is higher in African countries with less malaria. Alsan, Bloom and Canning (2006) verified that healthier countries receive more foreign direct investment. Research of Sachs (2003) explained that $\ln(\text{GDP per capita})$ is lower by 1.3 as the fraction of population potentially exposed to malaria goes from 0 to 1.

Unemployment indicates that human capital is underutilized or unused of a particular country. An unstable and disequilibrium labour market due to unemployment for economic shock or transition can contribute to the rise of psychological and somatic responses such as chronic stress and anxiety. Drydakis (2015) studied that the more is the devastating effects of unemployment the more acute is the mental health which was seen in the financial crisis in Greece. Frasilho *et al.*, (2016) found that the economic indicators such as unemployment and falling income are significantly associated with poor mental wellbeing and higher rates of mental disorder which were evident in Greece, Spain and Italy.

On the one hand, economic growth can be enhanced through physical and human capital formation which was developed by Romer (1986,1990), Lucas (1988) and later economists but on the other hand, human capital is distorted directly due to economic shock or health shock which have quite negative impact on unemployment rate and income level where both short run and long run causalities were found.

In this paper, authors endeavour to study the relationship between the unemployment rate and the mental health through the review process and attempted to examine a case study to relate unemployment rate of youth with the number of suicides of the unemployed youths in India from 1990 to 2020.

Aspects of mental health

According to the WHO, "Mental health is a state of well-being in which an individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively, and is able to make a contribution to his or her community." The WHO emphasised that mental health is "more than just the absence of mental disorders or disabilities." In other words, mental health refers to your emotional and psychological well-being. A good mental health helps us to lead a relatively happy and healthy life. It helps us to demonstrate resilience and the ability to cope in the face of life's adversities. The general symptoms of mental illness were recorded as shortfall of eating, too much sleeping, loneliness, feeling fatigue and numbness, achiness, involving drug addiction, feeling confusion, forgetfulness, irritability, anger, anxiety, sadness, or fright, involve in arguments, problem of relationship, thoughtful of memories, hearing voices, constant hurting himself, failed to work day to day life and so on. Other important problems include: bipolar disorder, depression, personality disorder, mania, phobia, post-traumatic stress disorder, psychosis, tendency of suicide, trauma and many more.

Measurement of mental health is very difficult and complex where mental health indicators include diagnosis, demographic details, health history, prescription information, referrals, psychologist attendance, police record, local specific studies and self-recording etc. The biological measurement contains biological tests such as EEG, monitoring, salivary cortisol as stress level etc. The diagnostic interview includes psychiatric interview by trained clinicians and the screening assessment includes shorter interview and self-complete questionnaire etc. In this case the following steps are to be followed successfully such as [i] identify the outcome the investigator needs to measure to prove his hypothesis, [ii] use international standards to define mental illness and [iii] commit to using a pre-existing screening tool.

Breedvelt *et al.*, (2020) studied a systematic review of mental health measurement scales for evaluating the effects of mental health prevention interventions. Authors had identified 65 measurement tools out of 127 studies for measurement of mental health problems. CES-D was used in 19 out of 127 studies, CES-D and PHQ-9 were taken for prevention of depression, EPDS was used for prevention of depression in pregnant women, GAD-7 was applied for prevention of anxiety and DASS-21 was used for assessing general mental health. The findings of the tools of the authors are as follows:

In case of depression, CES-D, BDI-11, EPDS and DHQ-9 tools were found as 15%, 13.4%, 12.6% and 9.4% respectively. In case anxiety, GAD-7, BAI, PSWQ and STAT were accounted as 5.5%, 3.1%, 3.1% and 3.1% respectively. In case of general mental health, the tests DASS-21, HADS, PANAS and GHQ-12 were found as 9.4%, 7.1%, 3.9% and 3.1% respectively.

Relation between mental health and problem of unemployment

An economy is confronted with natural calamity like flood, typhoon, global warming, and other effects of climate change which induced the public health and the affects the unemployment scenario including poverty. On the other hand, banking and other financial crisis directly influence the unemployment rate as well as mental health. The impact of pandemic has great negative influence on mental health which induced unemployment of a country. Even, the recession has affected the economy's employment status. The war between countries and civil war has negative impact on unemployment and mental health of a country. Above all, the mental health and the unemployment have bidirectional causality between them.

During the financial crisis, unemployment in Australia increased from 4.0% to 5.8% which caused suicide rates of 22% and 12% for unemployed men and women (Milner *et al.*, 2014). The global financial crisis 1930 caused a loss of 30 million jobs in the world resulting 10000 additional economic suicide between 2008 and 2010 in Europe and North America. By applying historical data of the suicide rate has been projected and this rate will increase by 3.3% to 8.4% during 2020-2021 in USA and up to 27% in Canada (Mcintyre & Lee, 2020). In May 2020, the unemployment of 2.3 million were in Australia which would increase by 8% within September 2020 as an impact of covid-19 (Deady *et al.*, 2020) which was assessed by Australian Bureau of Statistics that the unemployment rate would rise from 5.2% in March 2020 to 7.1% with treasury predicted a higher rate of 8% by September, 2020. In global financial crisis in 2008, the suicide rate increased from 20% to

30% due to increase in unemployment rate in Australia. During pre covid-19, the unemployment rate was 5.2% which enhanced to 6.2% in post covid-19 (June 2020) in Australia. In post covid-19 scenario, the unemployment rate catapulted from 11.1% to 15.9% where youth unemployment rose from 24% to 34.8% which implied that suicide rate enhanced from 23% to 53%, suicide attempts (hospitalisation) increased from 20% to 47% and the increase in mental health emergency patients went up from 15% to 34% respectively (Ponniah *et al.*, 2020).

The impact of covid-19 on the mental health was empirically verified in which a study of Xiong *et al.*, (2020) in China, Spain, Italy, Iran, the US, Turkey, Nepal and Denmark as an impact of covid-19, found that relatively high rates of symptoms of anxiety (6.33% to 50.9%), depression (14.6% to 48.3%), post-traumatic stress disorder (7% to 53.8%), psychological distress (34.43% to 38%) and stress (8.1% to 81.9%) were reported.

Moreover, the influence of financial crisis as evident in 2008 on the mental health which induced to fall in income was shown by Science Daily (2018) which published that during 2008-2014 a single extra poor mental health in a month was associated with a 1.84% drop in the per capita real income growth rate resulting in \$53 billion less total income each year. Even, a poor mental health day in rural countries was associated with a reduction of 2.3% in income growth compared with only a 0.87% reduction in urban countries. Wang and Fattore (2020) examined in Italy taking 9 year panel data set in 611 SLL (Sistema Locale del Lavoro) areas per year and found that 1% increase in unemployment rate gives rise to about 1 out of 100000 residents being admitted to hospital due to effective disorder when unemployment rate reached in peak level during 2008-2014. The correlation between unemployment rate and admission rate was found positive. This incident was concentrated in economically disadvantaged areas. This result is also relevant in post-covid-19 crisis.

It is undoubtedly true that unemployment is linked to a greater risk of depression, anxiety, suicide, subsistence abuse and violence where psychological distress is the pivotal in the areas of [i] difficulty paying for basic necessities, [ii] lack of purpose, [iii] reduced social interaction, [iv] fewer resources available to maintain mental health and [v] unhealthy coping skill may be more tempering. Achdut and Refaeli (2020) examined 390 respondents taking psychological distress as dependent variable and unemployment as independent variable taking seven indicators of psychological distress during 2020 April to first week of May 2020 in Israel and found that unemployment is positively correlated with psychological distress. In other words, unemployed participants were more likely to report financial strain in the wake of crisis.

According to the estimates of ILO, loss of job due to covid-19 was found as 5.3 million to 24.7 million or on the other hand, the rate of unemployment would rise from 4.9% to 5.6% for which there was a rise of 9570 suicide cases per year. ILO(2020) made a survey on 12605 people of aged 18-34 in 23 languages during 21/4/2020-21/5/2020 applying Short War Wick-Edinburg Mental Wellbeing Scale for covid-19 men and women. The observations of the survey is that those who had no works suffering probable anxiety or depression is 13.6% as against 52.3% of possible anxiety or depression and those who lost jobs suffering probable anxiety or depression is 22.6% as against 59.8% of possible anxiety or depression. The survey also found that 16.5% women and 18.6% men have zero hours of works, 20.9% women and 25.7% men have working hours reduced, 38.3%

women and 46.1% men were reduced the income level and 63.6% women and 58.5% men were shown as reduction of productivity. In a global scale, 6.9% women and 10.5% men lost job as full time who are belong to 18-29 years and 3.1% women and 7.5% men lost full time job belonging to 30-34 years.

Two -way causalities between mental health and unemployment meant that in one hand, mental disorder such as depression or chronic anxiety could be the result of unemployment, on the other hand, poor mental health leads to job loss or inability to search a job. The study of Farre, Fasani and Mueller (2018) suggested that an increase in unemployment rate by 10% leads to an increase in suicide by about 45% i.e., 3 deaths in 100000 population per year during 2001-2011 in Spain when National Health Survey and Spanish Labour force Survey data were used. Dooley, Fielding and Levi (1996) examined the effects of unemployment on its indicators and concluded that there is a positive relation between effects of unemployment on suicide, depression, physician consultation, illness episodes and substance abuse where other symptoms like demoralisation, clinical alcoholic disorder, hospitalisation, divorce, child abuse and criminal deviance may be included as problem of mental health.

The negative impact of unemployment and lower income on mental health can be clarified by a reduction of national subjective social status. Modern research exposed that social contact, chronic negative effect and anxiety sensitivity can influence the effect of subjective social status on mental health. This was examined by Neubert, Sussenbach, Rief and Euteneuer (2019) who used cross section data from German Socio-Economic Panel in 184 among 6000 households on 1200 population applying objective social status, subjective social status and mental component summary scale and also took interview in 2016 and 2017 through German Institute of Economic Research. The observations of the authors implied that SSS and mental health have been fallen among unemployed and SSS is considered as important psychological mechanism which influences mental health among the unemployed youths. Hence, unemployment is associated with lower SSS and reduced mental health and unemployed youths have lower national SSS, local SSS and mental health in comparison with employed youths.

The problem of unemployment produces immediate monetary costs. The huge and consistent deteriorating of income as a result of job loss must force (Ruhm,1991) unemployed youths to adapt in the economy in a sticky way which impact negatively on nutrition, housing and health care and even financial strain has been hammering constantly which caused the psychological distress among the unemployed youths (Jackson & Warr,1984). In addition to that unemployment may cause important non-monetary and social consequence which are related to the loss of work relationships, self-esteem, sense of control, meaning of life, and time structure which can influence mental health negatively (Warr,1987). Evidence showed that job displacement enhances the likelihood of reporting poor health, suicide attempts, hospitalisation and mental illness. In Spain during 2006-2011 the relation between unemployment and mental health was very severe (Eliason & Storrie, 2009).

Tannuenbaum *et al.*, (2009) used four potential indicators of depression and anxiety such as [i] self-reported subthreshold mental health symptoms, [ii] self-reported full diagnostic disorders, [iii] physician's billings for outpatient mental health visits and [iv] use of

psychotropic medications. Authors applied it on 18+ youths in Canada in 2002 to analyse Canadian Community Health Survey in the nexus between mental health and wellbeing and found that the disorder from the illness which led to days off work (i.e., unemployment) with disability where 8% to 24% women and 4% to 8% men are in depression and anxiety.

Sometimes quality of job matters because inadequate employment, low wage and part time job create mental illness. Dooley, Prause and Ham-Rowbottom (2000) explained in their studies that poorer quality jobs are more likely to be associated with mental health problems than the better quality of jobs. Again, sometimes, higher age matters for higher depression as a consequence of loss of jobs. Breslin and Mustard (2003) studied that 31-55 age group has increased likelihood of mental distress being unemployed greater than the 18-30 age group.

Researchers are more eager to distinguish employed and unemployed youths using the indicators of depression, anxiety and other mental illness to explain the nexus between unemployment and mental health because it is easier to explain. Pharr, Moonie and Bungum (2012) examined the impact of employment status and behavioural rise factor in which the surveillance system using Nevada’s 2009 data in USA and found that unemployed youths are significantly worse perceived mental health than the employed youths. Bhat and Joshi(2020) surveyed on 100 employed youths and 100 unemployed youths aged 18-25 in Kashmir valley to examine the nexus between mental health and unemployment. Authors found that unemployed youths have higher level of anxiety, depression, less behavioural control and psychological distress and have lower level of emotional ties, life satisfaction and general positive effect in comparison to their counter part of employed youths. Even, the mental health index for employed youth was found as 132.21 as against 78.57 for unemployed youths. In the following Table 1, the mean and standard deviation of all the indicators of mental health have been given for unemployed and employed youths for comparative study.

Table 1: Mental Health of Kashmir Valley

| Mental Health | Unemployed youths | | Employed youths | | T values |
|--|-------------------|------|-----------------|-------|----------|
| | Mean | S.D. | Mean | S.D. | |
| Anxiety | 35.89 | 9.23 | 18.38 | 8.2 | 14.18* |
| Depression | 17.64 | 4.56 | 9.59 | 6.78 | 9.85* |
| Loss of behavioural /emotional control | 37.42 | 8.38 | 24.91 | 6.59 | 11.73 |
| General positive effect | 23.7 | 6.93 | 44.33 | 8.31 | 19.06* |
| Emotional ties | 5.92 | 3.02 | 9.29 | 1.25 | 10.31* |
| Life satisfaction | 2.6 | 0.53 | 5.3 | 0.91 | 26.63* |
| Psychological distress | 93.84 | 28.3 | 51.33 | 20.02 | 2.26* |

Source: Bhat & Joshi (2020)

An example of a case study in India

Authors have studied the nexus between suicides of unemployed youths and the youth

unemployment rate in India during 1990-2020. The data of the total suicides and suicides of unemployed youths were collected from the National Crime Records Bureau, Government of India, Ministry of Home (www.ncrb.gov.in/en/accident-deaths-suicides-in-india). Deaths and Suicides in India Reports from 1980 to 2019 have been consulted for suicides of unemployed youths in each year. The rates of 2020 are expected estimated values. The data of youth unemployment rate % (15-24 age group) have been collected from website of www.fred.stlouisfed.org of ILO estimate, not seasonally adjusted: <https://fred.stlouisfed.org/series/SLUEM1524ZSIND>).

The semi-log linear regression model and double log regression model were applied for estimation. The quadratic trend line has been fitted for suicides cases of unemployed youths. ARMA Maximum Likelihood (OPG - BHHH) method is used here to estimate ARIMA(1,0,1) model (Enders,2004).

In India, suicide of unemployed youths has been increasing at the rate of 4.08% per year significantly during 1980-2020 but the number of total suicides in India during the period had been increasing at the rate of 3.04% per year significantly. Even the rate of youth unemployment rate has been increasing at the rate of 1.24% per year significantly during 1990-2020. So that suicide rate of unemployed youths surpassed the rate of youth unemployment as well as rate of total suicides in India. All the estimated equations are given below.

$$\text{Log}(x)=6.50467+0.04083t+U_i$$

(80.35)* (12.15)*

$R^2=0.79$, $F=147.81^*$, $DW=0.287$, $n=41$, x = number of suicides of unemployed youths, t =year.

$$\text{Log}(y)=10.797+0.030487t+U_i$$

(266.67)* (18.14)*

$R^2=0.894$, $F=329.4187^*$, $DW=0.145$, $n=41$, y = total number of suicides, t =year,

$$\text{Log}(z)=2.6298+0.01242t+U_i$$

(136.22)* (17.69)*

$R^2=0.915$, $F=313.04^*$, $DW=0.145$, $n=31$, U_i =random error, z = youth unemployment rate %(15-24 age group)

The relation between suicides of unemployed youths in India is related with the youth unemployment rate during 1990-2020. The estimated regression implies that one percent increase in youth unemployment rate per year induced to enhance suicide rate of unemployed youths by 1.497% per year significantly.

$$\text{Log}(x)=3.2055+1.4974\text{log}(z)$$

(3.31)* (4.57)*

$R^2=0.419$, $F=20.94^*$, $DW=0.434$, $n=31$, $*$ =significant at 5% level.

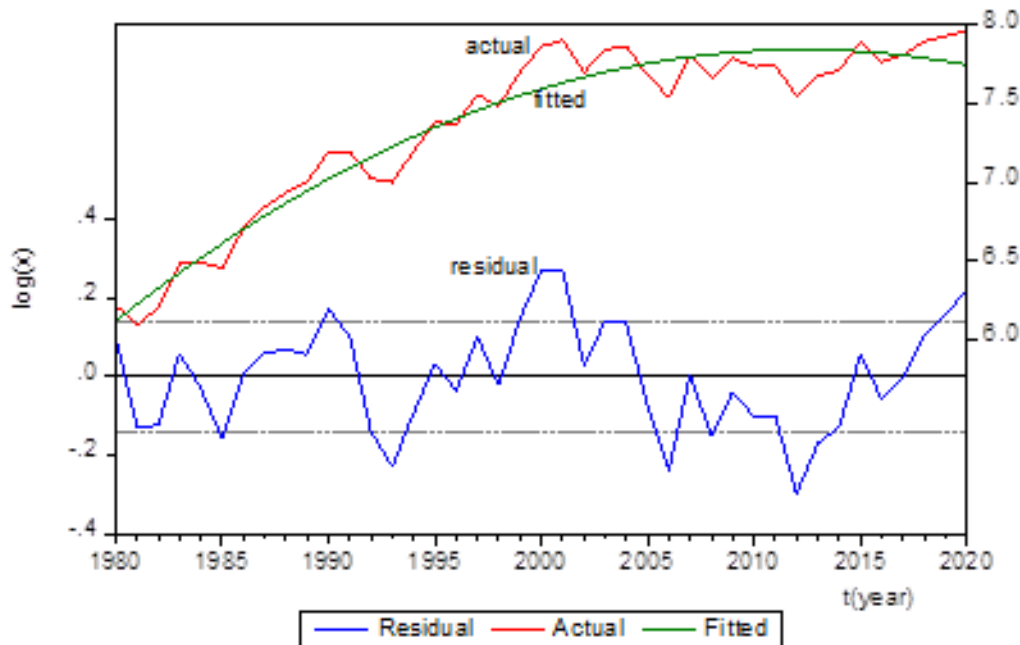
Actually, the behaviour of trend line of the suicide cases of unemployed youth in India during 1980-2020 is found as quadratic form which is estimated below.

$$\text{Log}(x) = 6.0053 + 0.1105t - 0.001659t^2 + U_i$$

(86.30)* (14.46)* (-9.40)*

$R^2=0.93$, $F=283.75^*$, $DW=0.93$, $n=41$, * =significant at 5% level, U_i =random error

In Figure 1, the estimated trend line of the suicide cases of unemployed during 1980-2020 is given below whose shape is concave rightward. It is highly significant.



Source: Plotted by authors

Figure 1: Trend Line of Suicide of Unemployed Youth in India

If the data of youth unemployment rate and the suicides of unemployed youths are to be classified through micro analysis, then it would be seen that during the global financial crisis the rates of youth unemployment rates catapulted significantly which implied a stipulated suicides among unemployed youths during 2007-2009 compared to 2006. Youth unemployment was affected positively by some pandemics like Plague in Surat in 1994, SARS in 2002-2004, Dengu and Chikungunya in 2006, Gujarat hepatitis in 2009, encephalitis in Bihar in 2017 and Covid-19 in 2019 and 2020 for which Indian suicide cases among unemployed youths increased significantly. Even super cyclone in Orissa in 1999, earth quake in Gujarat in 2001, floods in 1993, 2008, 2013, and 2019, have partly affected the unemployment rate and suicide cases. Besides, the impact of New Economic Policy along with structural adjustment policy and Gulf war after 1990s had strongly affected unemployment rate which enhanced the suicides of unemployed youth since 1994.

However, it is indeed a good hope that the ARIMA(1,0,1) model of the suicides of unemployed youth in India during 1980-2020 is significantly good fit showing stable and non-stationary where t value of the coefficient of AR(1) is significant and less than one which implies that autoregressive process is convergent and the coefficient of MA(1) is insignificant but less than one which implies that moving average process is convergent and the roots of AR and MA are less than one i.e., it is approaching toward equilibrium.

The t value of σ^2_t is significant so that the volatility occurred here is found to be minimum.

$$\text{Log}(x_t) = 7.1579 + 0.9838 \text{log}(x_{t-1}) + \varepsilon_t - 0.0193 \varepsilon_{t-1} + 0.0199 \sigma^2_t + \phi_i$$

(11.42)* (26.7)* (-0.1025) (3.03)*

$R^2=0.93$, $F=170.13^*$, $DW=1.93$, $n=41$, $AR\text{ root}=0.98$, $MA\text{ root}=0.02$, ϕ_i =random error

Remedial policy measures

The measures can be viewed from two angles, namely, [i] individual policy, [ii] public policy. An individual who has been suffering from mental disorder can take preventions through self-control on certain measures like, [i] communicate with your co-workers, supervisors, [ii] identify things that cause stress, [iii] talk openly with employers, employees and unions, [iv] increase sense of control, [v] take technical advices from psychiatrist and doctors along with clinical tests, [vi] practice meditation and concentration, [vii] set some realistic goals, [viii] surround yourself with good people, [ix] discuss every problems with elders and superiors, [x] avoid alcohol ,smoking and drugs, [xi] Lastly, the cause of mental disorder is to be searched out so that the proper treatment can be done swiftly.

Public policy has two parts, such as [i] policy relating to reduction of unemployment and [ii] policy relating to reduction of mental illness. In the former case, a good government should try to maintain unemployment level with in 3% along with low inflation rate of 3% with high rate of GDP growth rate. Government should issue unemployment benefit scheme and should also provide free apprenticeship and skill development programme for all unemployment youths so that no mental depression emerges before getting full time job. In the latter case, government can issue a compulsion of health monitoring card for unemployed youth who would visit nearest government hospital doctors regularly once in a week freely. This policy can automatically detect mental illness and its respective medical treatment. In general, government must increase health expenditure allowing huge facilities of infrastructures with free international transfer of medical technology and expertise.

If the mental disorder is evolving from recessionary impact on unemployment or banking crisis or other economic crisis on unemployment then government should implement special policy on emergency basis like huge financing on public expenditure to create additional employment and output. If the causes are pandemic, natural calamities, climate change and so on, then government has no option for increasing government expenditure to generate extra employment generating schemes. Sometimes a government may face war finance when bulk public expenditure is necessary to mobilise human resources into active employment guarantee programme with enhancing public health status. Now, corporate health services take some responsibilities of public health care facility in lieu of high cost.

CONCLUSION

The paper concludes that there is bidirectional causality between unemployment and mental health and their correlation is positive in the sense that either in financial crises or in pandemics the unemployment youths enhanced enormously and the mental disorder of the unemployed youths like anxiety, depression, suicide, produced serious illness which were evident in India, Australia, Canada, USA and other countries although

quality of employment and age groups mattered in the order of mental illness. Even, unemployed youths of the rural economy suffered much than the urban economy for prevention of mental illness. In a case study, a positive nexus between youth unemployment rate and the suicide of unemployment youth in India during 1990-2020 was observed where it was found that 1% increase in youth unemployment per year led to 1.49% increase in suicide rate of unemployed youth per year significantly. The per year rate of suicide of unemployed youth in India is too higher than the rate of increase in youth unemployment rate and the rate of total suicides in India. The trend line of suicide of unemployed youth in India during 1980-2020 is quadratic and its ARIMA(1,0,1) model is converging, stable and non-stationary. The authors suggest that the government should introduce public health policies for nourishment of mental disorder of the unemployed youths in the first case and should formulate planning policy of keeping unemployment rate within 3% along with high growth rate in the second case.

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Chapter 4

The Role of Hypnosis in Addressing Stress at the Workplace due to Psychosocial Issues

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The Role of Hypnosis in Addressing Stress at the Workplace due to Psychosocial Issues

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ABSTRACT

Workplace stress is a great contributory factor in relation to mental health of employees. The Human resource department has a lot of responsibility in handling stress in an organisation, especially those arising out of psychosocial factors. In addition to normal counselling services, the HR department need to be equipped with psychological counselling services along with other intervention methods. In this document, the primary authors, who is a retired corporate executive and also a practising hypnotherapist outlines the challenges faced in organisations in handling the different dimensions of psychosocial stress, especially those arising due to the pandemic. Hypnotherapy or the treatment of addressing stress by the use of hypnosis has been found to be very effective in handling stress and anxiety. The document focusses on the benefits and process of hypnotherapy and highlights the needs for inclusion of this wonderful tool amongst medical professionals and clinical psychologists in India as an academic course curriculum. It also touches upon the neurobiological constructs of stress and gives an overview of how stress is handled through hypnosis.

Keywords: *Hypnosis; Hypnotherapy; Integrative therapy; Mental Health; Psychosocial Risks; Stress*

INTRODUCTION

Since most of our adult life is spent in the working arena, the workplace is to be treated as an ideal setting for public health-informed initiatives that promote mental and behavioural health and prevent illness. For businesses, improvement of employee mental health can save substantial resources by decreasing absenteeism, increasing productivity, and encouraging retention while decreasing health care costs. Mental health and well-being at the workplace are attainable if employers follow best and promising practices, but there is a critical need for a centralized, concerted effort to build the evidence base, maintain information on best practices, and effectively disseminate and implement policies and practices that connects academic, government, business, and health professional institutions. Thus, integrated policy approaches are needed to support better mental health promotion in the workplace, which entails providing key players, including employers, with clear guidelines on their responsibilities, tools and training opportunities for identifying and addressing mental health issues in a timely fashion, and financial incentives for doing the right thing by integrating health care

delivery and employment services to better serve workers.

In this document, the primary author who has retired from long years of corporate governance highlights the importance of maintaining of mental health by identifying key psychosocial factors affecting in the work environment. Mental health is a key factor in labour market, has been a long-neglected issue and now identified as one of the most imperative modifiers to performance and production (OECD, 2015).

Work is generally a protective factor for individuals, but many a time unless addressed properly, it can become a risk factor, affecting the mental well-being of people (OECD, 2015; Quinodoz, 2018). Poor work–life balance, lack of opportunities for advancement, heavy workload, high expectations, and long hours are some of the risk factors for poor mental health outcomes (Tausig & Fenwick, 2011). Creating conducive environment is pivotal in maximizing employee performance (Kang & Kang, 2016). Fragmented efforts focusing on organizational change and employee mental health support (Loretto, Platt & Popham, 2010); employee wellness and mindfulness (Schulte & Verkuil, 2016); and integrated mental health support, stress reduction and social connectedness (Pattussi *et al.*, 2016) are tried out in various organizations, but very few comprehensive management driven models of work place mental health models are implemented and tested.

Special mention in the document has been made on the impact of psychosocial factors as a result of the pandemic. Economic slowdown, the bombarding of information, a Covid-19 curve that continues to go upwards has a devastating effect on our social fabric. Employees are extremely anxious and worried; it can be difficult to rely on usual coping strategies relating to mental wellness because we've never experienced a situation like this before. While the world is grappling still with the discovery of an effective antidote for the virus, a suffering population is struggling to find solace in handling newer forms of discomfort, disease and death.

Among various methods of handling stress of individuals at the workplace, primarily due to psychosocial issues, hypnotherapy in addition to normal counselling has been found to be the most potent and effective forms of handling stress. In this document, the primary author, who is also a practising hypnotherapist and a retired corporate executive has highlighted the wonderful power of hypnosis as an effective integrative and holistic treatment of stress and anxiety of employees in the workplace. Due to the existing pandemic situation, the relevance of different dimensions of stress becomes all the more significant. Finally, the need for spreading awareness of treatment through hypnotherapy has been stressed by emphasizing the benefits of hypnotherapy.

Addressing the need for mental health in the workplace

Mental health problems have been a highly under-recognized issue among employers and managers in an organization, despite their high prevalence among the working population throughout the globe. These have been shown to have a significant direct impact not only on the quality of life and functioning of individuals, but also on the productivity and resilience of enterprises. It is indeed one of the chronic outcomes of work stress that inflicts a major social and economic burden on communities (Jenkins & Coney 1992; Miller & Kelman 1992).

The workplace can provide a social context in which to develop a mentally healthy

environment that is supportive to all workers. Contemporary frameworks for mental health no longer concentrate exclusively on the prevention and management of mental illness; but, instead follow a holistic approach including the promotion of wellbeing and enhancing functioning paired with the preventative measures. It is important to target actions and strategies at four key areas: lifestyle, mental health, physical health and work engagement.

Positive mental health (PMH) may help protect workers from the effect of workplace stress but only in a small proportion of the population. Therefore, to improve workplace mental health, workplaces need to both prevent stress and promote PMH.

The role of the HR in an organisation

The interesting part of HR in an organisation that apart from the normal HRM functions, it generally performs all the small and large tasks that don't fit anywhere in the organisation. The main task is in the area of counselling and helping employees and teams work through the problems while regaining high rates of productivity. However, one should know that HR are not trained to tackle range of emotional and mental issues while they can facilitate such services through collaboration although they should be aware of the various employment laws surrounding mental illness and devise ways and means to assist the workplace culture.

Bhattacharya & Wright (2005), mention that ultimately organizations need the expertise of the HR department to identify potential psychosocial risks and uncertainties and to offer ways to effectively manage its human assets.

Psychosocial dimensions of stress

In general, stress is caused by a bad “**person- environment fit**”, objectively, subjectively, or both, at work or elsewhere and in an interaction with genetic factors. In recent years we have witnessed unprecedented changes in the design and demands of work, and the emergence of job stress as a major concern in occupational health. We tend to forget that, biologically, humankind has not changed much during the last 100,000 years, whereas the environment - and in particular the work environment - has changed dramatically, particularly during the past century and decades.

Cooper & Marshall (1976) mention of various psychosocial factors contributing to work place stress which include improper workload, heavy work pressure, hostile environment, role ambiguity, lack of challenging tasks, cognitive overload, poor supervisory relations, lack of task control or decision-making authority, poor relationship with other employees and lack of social support from supervisors, fellow employees and family.

Smith & Sainfort (1989), identified the following sources of job stress:

- job demands such as high workload and work pace
- poor job content factors that produce boredom and lack of meaningfulness
- limited job control or decision latitude
- organizational policies and procedures that alienate the workforce
- supervisory style affecting participation and socialization

- environmental contamination
- technology factors
- ergonomic conditions.

All these conditions mentioned above, commonly referred to as **psychosocial** factors include aspects of the job and work environment such as organizational climate or culture, work roles, interpersonal relationships at work, and the design and content of tasks (e.g., variety, meaning, scope, repetitiveness, etc.). The concept of **psychosocial** factors extends also to the extra-organizational environment (e.g., domestic demands) and aspects of the individual (e.g., personality and attitudes) which may influence the development of stress at work. Frequently, the expressions work organization or organizational factors are used interchangeably with psychosocial factors in reference to working conditions which may lead to stress.

Models of job stress

There are several models of job stress which are of current scientific interest, like the job demands-job control model, the person- environment (P-E) fit model, psychological demand/decision latitude model, stress disease model and other theoretical approaches to stress at work. Like all contemporary notions of job stress, these models have a common theme that job stress is conceptualized in terms of the relationship between the job and the person. They also suggest that **psychosocial** and environmental factors are important target of interventions to ensure mental health in workplace.

Psychiatric epidemiology and mental health sociology (Aneshensel, Rutter & Lachenbruch, 1991), considers the effects of **psychosocial** and organizational factors of work on mental illness where the classification is made into the following four different theoretical and methodological approaches:

- studies of only a single occupation;
- studies of broad occupational categories as indicators of social stratification;
- comparative studies of occupational categories; and
- studies of specific psychosocial and organizational risk factors.

Psychosocial risks

The impact of problems related to job stress is in terms of lost productivity, disease and reduced quality of life is undoubtedly formidable, although difficult to estimate reliably. Looking to the future, rapid changes in the fabric of work and the workforce pose unknown, and possibly increased, risks of job stress. For example, in many countries the workforce is rapidly ageing at a time when job security is decreasing. The situation has become more acute during the pandemic.

Multiple factors contribute to the mental illness, and some of them are job insecurity, work stress and conflict between work and life, relationship issues, family crisis, emotional ups and downs and unhealthy habits.

Studies have demonstrated a clear relationship between self-reported **psychosocial** risk factors, such as depression, stress, and anxiety, and future detrimental effects on worker

productivity measured in terms of absenteeism, presenteeism, workers' compensation claims, quitting job and short-term disability. Psychological risks such as stress, burnout and work-family conflict are considered to be human resource risks in the contemporary workplace.

Thirteen **psychosocial** risk (PSR) factors have been identified by researchers at Simon Fraser University "based on extensive research and review of empirical data from national and international best practices. The factors were also determined based on existing and emerging Canadian case law and legislation. "The 13 organizational factors that impact organizational health, the health of individual employees and the financial bottom line, including the way work is carried out and the context in which work occurs, are:

- Psychological Support
- Organizational Culture
- Clear Leadership & Expectations
- Civility & Respect
- Psychological Competencies & Requirements
- Growth & Development
- Recognition & Reward
- Involvement & Influence
- Workload Management.
- Engagement
- Balance
- Psychological Protection
- Protection of Physical Safety

Other issues that may affect mental health

Along with the 13 PSRs listed above, there several other key issues in the workplace that affect employee mental health. Within each issue are various factors that organizations need to consider in their efforts to create a mentally healthy workplace. They are:

- Stigma and Discrimination
- Stress
- Demand/control and effort/reward relationships
- Presenteeism
- Job Burnout
- Harassment, Violence, Bullying and Mobbing
- Substance Use, Misuse and Abuse at Work

Additional psychosocial risks during the pandemic

The risks associated with COVID-19 are also exacerbating the existing vulnerabilities of poor workers in the informal economy, including informal domestic workers. Work arrangements and conditions have changed considerably, bringing new psychosocial

challenges for the health and well-being of workers – whether in the frontline, in essential services, working from home, or having lost their businesses and jobs.

People working from home are exposed to specific psychosocial risks, such as isolation, blurred boundaries between work and family, increased risk of domestic violence, among others. The fear of losing the job, pay cuts, lay-offs and reduced benefits make many workers question their future. Job insecurity, economic loss and unemployment can have a severe impact on mental health.³ These and other psychosocial risks may arise or increase as a result of the COVID-19-crisis. Many of them may have emerged during the period of the rapid spread of the virus and strict isolation measures and still persist over time as businesses open their doors. Others may increase when workers return to their workplaces. If not appropriately assessed and managed, psychosocial risks may increase stress levels and lead to physical and mental health problems. Psychological responses may include low mood, low motivation, exhaustion, anxiety, depression, burnout and suicidal thoughts. A range of physical reactions can also occur, such as digestive problems, changes to appetite and weight, dermatological reactions, fatigue, cardio-vascular disease, musculoskeletal disorders, headaches or other unexplained aches and pains.

Interventions

The foremost intervention is an establishment of a culture of health and well-being at work where employees feel valued, supported, and stimulated to perform at their best. Various companies include employer-sponsored employee assistance program, customised holistic care package (Gauche *et al.*, 2017) to identify and assist employees in resolving psychosocial issues at the workplace.

Counselling and psychosocial intervention support are aimed at addressing interpersonal conflicts, stress-related absence, inappropriate behaviour with customers, problems related to disciplinary actions, work-related trauma, stress related to retirement, sexual harassment, workplace bullying and family or personal issues and unhealthy habits. However, in addition to normal counselling services, specialised way of treatment of anxiety and stress is best addressed through therapeutic handling of hypnosis discussed in the next section.

Hypnosis

Hypnosis, can be best described as the cultivation of the imagination in an altered state of consciousness (awareness and alertness) within a focused state (with or without physical relaxation) in which an individual is selectively focused, absorbed, and concentrating upon an idea or image aimed at improving mental or physical health.

Hypnotherapy is the use of hypnosis by a trained hypnotherapist who does this by accessing the sub conscious mind of a client or patient as a part of therapeutic healing. It is a part of holistic mind-body integrative medicine which is gradually gaining popularity for its depth and reach to unknown realms of the human mind. Clinical hypnotherapy has scientifically proven track record of healing power of suggestions and stresses on the integrative approach of medical care.

As an **integrative therapy**, clinical hypnosis operates at the physiological, attentional,

emotional, cognitive, and behavioural levels and help one develop coping skills to control their inner wellbeing with respects to thoughts, emotions, attention, and performance. A substantial body of research demonstrates the efficacy of hypnosis as part of the integrative treatment of many conditions that traditional medicine has found difficult to treat (e.g., Pinnell & Covino, 2000; Elkins, Jensen, & Patterson, 2007). It can lead not only to reduced stress and anxiety but also specifically altered physiological parameters. One can rely on the patient's unconscious mind to come up with the answers, while the therapist contributes positive suggestions. Moreover, cognitive and emotion regulation is increasingly found to contribute to overall adjustment, including social emotional development is addressed through hypnosis. This interaction between mind and body is overlooked in modern medicine and is foundational to the integrative medicine approach. Hypnotherapy, being one of the components of integrative medicine has been very effective in providing holistic solution to the treatment of the sub conscious part of the mind.

Hypnosis is very suited to the Indian psyche and works as an integrative and holistic treatment. As a holistic medicine, hypnotherapy is extremely effective in reaching out to the uncharted territories of the mind and offer permanent solutions far beyond the reach of traditional medicine.

A typical hypnotherapy session generally focusses on the following stages:

- The induction of a relaxation response;
- The production of somatosensory changes;
- A demonstration of the power of mind;
- An expansion of awareness;
- Ego strengthening and Ego Purification
- Accessing and Restructuring unconscious psychological processes;
- Teaching self-hypnosis; and
- Offering posthypnotic suggestions for modified responses. Hypnotic experiences and responses tend to involve the following:
 - Absorption- a state of focused concentration or attention;
 - Dissociation - when one's perception of the external environment diminishes; and
 - Suggestibility - the ability of an individual to respond, in a non-volitional way, to a verbal or non-verbal communication

Common strategies such as - Regression to recent event evident of stress, Regression to the original trauma, and Editing and deleting "unconscious files." in the human brain are used to access the root cause of an ailment. Some of the other common strategies are:

- Symbolic imagery techniques for reframing and discarding of "emotional garbage," such as inappropriate guilt, anger, fears, doubts, or anxieties that may be triggering, exacerbating, or maintaining depressive affect.

- Use of forward projection, imagined rehearsal, ego strengthening, and posthypnotic suggestions to reduce avoidant behaviours, augment behavioural activities and increase motivation to exercise regularly.

Neurobiological constructs around hypnosis

Hypnotherapy is a tool to access the remaining 95% of the subconscious mind where an individual may not be even aware of the source of the stress, anxiety, ailments or its contents. Through Hypnosis, a therapist reaches out to the untapped corners of the subconscious mind by inducing one in a state of trance and working towards unearthing the causes of specific underlying deep-rooted issues. Hypnosis allows the mind to focus on positive suggestions implanted by the hypnotherapist during an induced trance, which can be carried out at a future time. These subliminal messages are surprisingly powerful enough to make hypnosis a highly effective therapeutic tool in dealing with a wide spectrum of mental and physical disorders.

Research shows that Hypnotherapy can help develop appropriate connections between the relevant prefrontal structures of the brain, thereby stabilizing arousal and reducing harmful risk-taking behaviours. They may reduce the impact of stress-related conditions, lessen depression and anxiety, alleviate pain, improve quality of life, and increase emotion regulation and subjective well-being.

Advances in brain function imaging using fMRI and PET scanning techniques have allowed us to see that hypnosis modulates activity in the anterior cingulate cortex which links the limbic (emotions) and sensory cortical areas of the brain. We now know that when a person is in a hypnotic trance, the amygdala automatically shuts down the rapid alert system and turns off the stress hormones epinephrine, corticotrophin, and glucocorticoids. This gives the body a chance to build up its immune system and reduce trauma (Frank & Mooney, 2002) in many chronic illnesses and stressful conditions (i.e., irritable syndrome, bulimia, cancer, high blood pressure, and Parkinson's disease). These are also the conditions which arise out of psychosocial factors in the work environment.

Power of therapeutic suggestions used in hypnotherapy

Using brain imaging, cognitive neuroscientists have identified the power that therapeutic suggestions have on attention functions and associated brain networks and their impact on physical and mental experience. The Hypnotherapist uses post hypnotic suggestions and reconciliation, to provide permanent resolution of specific problems either completely or through the aid of traditional medicine. Clinical hypnosis specifically uses self-directed therapeutic suggestions to cultivate the imagination and facilitate the mind–body connection, leading to positive physical, emotional, and behavioural change.

Resolution of stress and anxiety through hypnosis

In hypnotherapy, there is great use of this mind-body or psychosomatic language which is our key to discovering what the unconscious mind is attempting to communicate to the patient which the body could not have put in words. When the patient also hears and receives the message, it opens the door to the possibility of true healing – rendering the process as a participative venture. When we learn to use this ability of the unconscious mind to accept and imaginatively implement suggestions, it is certainly preferable to use it

with conscious awareness and purposeful intent to assure that results will be positive. Of course, we all know that suggestions become more effective especially when it originates from people in authority like professional doctors, therapists, etc.

The Pivotal Role of a Hypnotherapist in the healing process

The hypnotherapist is a trained professional who primarily assists the patient/client to increase self-regulation of internal states of the dis-eased individual thereby increasing the ability to tolerate distress which is fundamental to healing trauma, because one's core sense of self is defined to a very large degree by their capacity to regulate internal states and regulate their response to stress. This is possible through a glorious collaboration between modern medicine and hypnosis/hypnotherapy.

His knowledge of neuro-psychobiology helps one to relax the Autonomic Nervous System (ANS) by shutting down the usual "fight, flight, or freeze" response, or curtailing the trigger that sets off secretion of the adrenal and pituitary glands. Normally, the immune system becomes compromised by depression, stress, anger, and guilt, leading to many diseases. He is able to shut down the stress hormones that can impair memory and teach how to anchor feelings of calmness.

Hypnotherapists use cognitive restructuring of maladaptive cognitions which contribute to stress in an individual. The therapist asks the stressed individual to locate the source of the stress reminding the client that the back of his mind knew better than the therapist just how to put things back in working order. Using all the client's senses and imagination and through the powers of the client's own pure subconscious mind the therapist can send healing energy to the parts of his body that need it most. In a sense, the hypnotherapist uses the client's own intuition to empower him.

Thus, the hypnotherapist assists in restoration and retrieval of data stored in a systematised manner.

- First, the patient is given a simple way to anchor the feeling of calmness, so the stress hormones do not interfere with the memory bank.
- Then the client is told to tackle the easiest questions first, giving the patient a feeling of success.
- Reducing stress hormones and strengthening the ego combined with desensitization helps patients address stress in an orderly manner.

Thus, hypnotherapy has become a lethal and a potent tool to handle all kinds of stress and anxiety.

CONCLUSION

Future of hypnosis and way forward

The British Medical Association took the cognition of hypnosis as early as 1892 and in 1955, it was accepted as a therapeutic modality by the same. American Medical Association recognized hypnosis in 1958. The Society for Clinical and Experimental Hypnosis was founded in 1949 and expanded into International Society in 1959. In 1957 American Society of Clinical Hypnosis was formed.

In India, its academic orientation and recent propagation is primarily due to the efforts of only a few individuals like Dr. Rishikesh Jana, (the founder President of Indian Society of Clinical and Experimental Hypnosis, 1972 which is almost extinct now). As of today, there is no formal recognition of hypnotherapy in India either as an adjunct or definitive therapy in academic circles except by some enlightened therapists operating at an individual level. Charotar University in Baroda, India, is the first University of its kind in India to start the Post Graduate Diploma in Clinical Hypnosis in India. The wonderful Art and Science of Hypnotherapy should be properly disseminated amongst all type of individuals who are serious in the job of Healing hearts.

There is a need for compulsory inclusion of hypnotherapy in the academic curricula of medical professionals and clinical psychologists as only a formal and legalized approach in training and recognizing future hypnotherapists armed with modern understanding of the mind and eastern philosophy and mysticism could enable future therapists to provide holistic and integrative treatment. Therapists need to have a profound understanding of the science of the psychobiology of the dynamics of stress and anxiety. It is also essential to know how the human mind works and the role of stress hormones and the parts the human brain.

Unlike as in western medicine, the hypnotherapist uses his creative faculty to access the subconscious roots of an affected individual. He uses the inner consciousness of the client to access the root causes of the stress and contribute to the healing. The approach is highly suitable to the Indian Psyche and is high time that right knowledge, skill and aptitude is created amongst healing professionals throughout the country, especially amongst Psychologists, Psychotherapists, Psychiatrists, etc. Proper governmental initiatives need to be included this wonderful science in formal recognition, certification and inclusion in the curriculum at the University levels. All organisations, including government and corporates need to have a streamlined plan for inclusion of counselling and psychobiological services for the employees who are stressed due to various psychosocial risks outline in the document. Hypnotherapy being a specialised tool to address the risk by employing the subconscious mind of an individual is best suited to handle the psychosocial risks, especially at the workplace.

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Chapter 5

Assessing the Impact of Psychological Factors on Workplace Productivity

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Assessing the Impact of Psychological Factors on Workplace Productivity

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ABSTRACT

Ever since the advent of industrialization, productivity improvement has been a constant quest with technological factors dominating the early part of industrialization and subsequent efforts aimed at addressing those who operate the technology i.e. the employees. Work place productivity has several contributing factors including skill level of employees, salary and a sense of well-being among employees. This study examines the role of psychological well-being among employees to enhance productivity. Among the approaches organizations can consider, communication with employees, positive feedback and appreciation as well as higher social interaction play a prominent role besides conscious efforts to win the trust of employees in terms of employee care.

Keywords: *Psychological Factors; Psychosocial Work Environment; Productivity; Communication*

INTRODUCTION

Blustein (2008) emphasizes the role of work in the formation, expression as well as maintenance of psychological health with loss of work often been accompanied by decline in quality of relationships, increase in crime and quality of neighborhood. The quality of leadership in work place bears heavily on the effectiveness of the workplace in meeting overall organizational goals. Workplace productivity has been key to corporate profitability and has been an important area of focus for researchers and managers alike. Workplace productivity is influenced by several factors, an important one being, psychological work environment. However, psychological work environment does not function in an independent stand-alone fashion. It acts in conjunction with prevailing demographic and social factors leading to the emergence of the term psychosocial work environment. Rugulies (2018) defines psychosocial work environment as "A common term used for this work environment is psychosocial. This is a broad concept that basically refers to how the individual experiences and responds to his or her surroundings and thus the individual becomes the focus. Instead, we have chosen to highlight the organizational and social conditions and requirements at work because that is what the employer can control." It includes multiple components that are schematically indicated below:

This study aims to examine the impact of psychological and psychosocial work environment on workplace productivity to bring out possible ways of dealing with the challenge of enhancing productivity in a fast changing world that has shown a consistent move away from physical laborious working.

Psychological and psychosocial work environment

Increasing work place productivity has been an important quest for industry right from its earliest days and one can safely say that the industrial revolution was caused by manifold improvement in productivity from newly invented machines. It has also been long recognized that productivity at the work place is influenced by multiple factors, one of them being the psychological factor. The Report of Joint ILO/WHO on Occupational Health (Ninth Session) in Sept. 1984 states that:

1. Psychological factors at work contribute to several health disorders among workers;
2. Psychological aspects include physical aspects, human relation and organization systems;
3. Psychological aspects also interact with demographic, economic and social factors;
4. Impact of changes in the work place including technological changes;
5. The consequences are seen in terms of work performance, absenteeism/ turnover, increased use of intoxicants like alcohol/tobacco and behavioural changes beyond work environment; and
6. Addressing the problem requires a multi-pronged approach involving industry, society and the medical community.

Weinberg & Doyle (2017) highlight the role of work in the way a person defines herself and that work is not necessarily a positive experience for all on account of multiple factors like unorganized work, jobs being poorly designed, work environment posing difficulties and managers without adequate training/understanding on human behaviour. Job insecurity, unpredictable or uncontrollable work add to the challenges in remaining engaged and productive. Addressing this challenge requires developing appropriate policies and employment practices that support people experiencing difficulties at their workplace with a clear understanding of neurodiversity i.e. not all people possess identical abilities and skills and finding ways to give employees an opportunity to utilize their strengths. Further, it is important to understand the negative impact of work place facilitators and detractors.

The list above is only indicative and not exhaustive. For instance Rus and Buzarna-Tihenea (2014) highlight the need for a security management assessment to reduce the chances of workplace accidents with employees also being responsible for the prevailing situation on account of a large percentage of them valuing salary and short term job security more than conditions at work or their health. Reineholm (2013) discusses the changing needs from employees with time with team work being an important component. The impact of psychosocial work environment on health can be viewed in multiple ways as health is a broad concept can have different facets with the technical definition being at one end of the spectrum and a moral or philosophical definition being at the other end of the spectrum. While adverse psychosocial work

environment does cause turnover, turnover does not necessarily have only negative consequences as it also brings new competencies and ideas into the organization.

Hashiguchi *et al.*, (2020) studied construction workers in Japan to understand the effect of psychological factors on perceptions of productivity to identify existence of relationship between a sense of work place safety and job satisfaction, proactive work behavior, team performance, workplace skills and health as measured by indicators like heart rate among workers of different ages. They reported that job satisfaction is positively impacted by sense of physical safety in the workplace for all age groups. For workers in the higher age group, heart rate and body mass index (BMI) showed a negative effect on sense of safety as well as proactivity behavior but a similar effect was not seen among younger workers. While construction sites are not necessarily known for safe physical working conditions, the challenges faced by employees using video display terminals was the subject of study carried out by Conway (1999) to find significant relationship between musculoskeletal discomfort and psychological state of stress demonstrating that job characteristics and the employees psychological state are closely related to the employees' musculoskeletal health.

One of the big changes that have emerged in the latter part of 20th century is the digitalization of knowledge. Kotera and Correa Vione (2020) note that while the New Ways of Working have the potential of increased worker engagement, connectivity among employees and improved work flow it can also lead to more fatigue and mental demands on account of work-home boundary becoming blurred. Briner (2000) examined the relationship between psychological environment, work environment and psychological well-being by reviewing multiple models. Work environment can, in the simplest sense of the word, be defined as the environmental conditions of work including physical environment, key features of the job including job complexity and workload, organizational culture and extraneous conditions like state of economy, job market etc. Psychological environment on the other hand includes those aspects of work environment that are relevant to employee behavior including affect, cognitions and overt behaviour. The study examines multiple models including: (a) General stress models look at the variables that moderate the effect of stressors (cause) on strains (effect); (b) Karasek (1979) cited in Briner (2000) discussed the job-control model for the impact of job demands on the job-related-decision-making powers that employees have; (c) Warr (1987) cited in Briner (2020) presents the vitamin model wherein nine environmental factors are identified that must be available to employees in the quantity needed but not in excess (as in the case of vitamins) otherwise they tend to become counter-productive. These include opportunity for control, skill use, interpersonal contact, externally generated goals, variety, environmental clarity, money, physical security and valued social status. It can, thus be seen that the definition of the problem is rather complex and cannot easily be explained by a single model since the variables involved are themselves influenced by a large number of factors not all of which may apply to a specific person or job.

Addressing need of Psychological well being of Employees

As has been emphasized earlier, the problem is far too complex to permit a simple one-size-fit-all solution given the immense variation between individuals as well as

workplaces and the way these effect a sense of psychological well-being. However, companies can consider certain approaches to address the challenge of increasing productivity through an understanding of the relationship between psychosocial work environment and employee health. Kostaman (2015) examined the challenge of enhancing employees' psychological well-being through improved communication in academic organizations. The study found that features of communication like appreciation and positive feedback as well as increased social interaction contribute to the psychological well-being of individuals. However, communication presents a double edged role in enhancing a sense of well-being with information management, connectivity and privacy issues also playing a role in the sense of employee well-being besides employee perception of their employer's role in promoting a sense of well-being among employees. Since the need to avoid unpleasant experiences is important to psychological well-being, an important component is to ensure a workplace that is free of any kind of harassment, particularly, sexual harassment on account of its particularly severe impact on psychological well-being. Schneider, Swan and Fitzgerald (1997) examined the effects of sexual harassment on the job and its psychological impact to find that even low level but frequent instances of sexual harassment can have significant negative effect on working women. As sexual harassment is not easy to predict in a changing employee group, organizations need to ensure suitable deterrence to such incidents so potential victims have a sense of security while actual victims can seek adequate corrective measures.

CONCLUSION

Ever since the much publicized Herzberg's theory of motivation (1974), an increasing focus among researchers has been to improve upon finding means enhancing employee motivation though enhancing the motivating factors. Ball (2003) emphasizes the two-factor content of Herzberg's theory, namely, hygiene factors and motivation factors that suggest a need to enhance the positive features while reducing those that cause unpleasantness. Tan and Waheed (2011) studied employees in the retail industry to find that hygiene factors played a dominant role in motivating sales personnel with recognition, company policy and salary following in that order. Kostaman (2015) categorizes research on psychological well-being at the workplace into three broad categories: (i) Developing appropriate constructs; (ii) Examining correlations; and (iii) Suggesting scope for intervention. Wright, Corpanzano and Bonett (2007) cited in Kostaman (2015) observed high correlation between the positive effect of psychological well-being on job satisfaction and performance on the job. Tavakoli (2010) emphasized the need for relationship between employees and organization to manage stress among employees wherein employees believe that they are respected and taken seriously by the organization. It not only adds to the performance of employees, it also contributes to the ability of an organization to achieve smooth change management. To summarize, the key to employee well-being is diverse with hygiene as well as motivating factors playing a role but organizations can work to enhance a sense of well-being and performance through improved communication, social interaction, positive feedback and appreciation and winning the trust of employees that the organization cares about their psychological well-being.

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Chapter 6

Management of the Useless Class

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ABSTRACT

In pandemic times, it is not illogical for us to sometimes believe our environment is actually a Large Mental Asylum! Within this Asylum human experiences reverberate in different trajectories. It is a fact we are each tied within a set of pre-determined activities- like going to prep school, higher school, college, higher studies; looking for a job; marrying, becoming a parent, changing jobs; retiring but feeling exasperated and now with all these, Covid strains since February 2020!. Sometimes it is very apparent our leaders' enthusiasms at decision making are ridiculously impractical. It is no longer the Economics Stupid! It's just how we manage our Brains that matter in 21st century!! This paper is an attempt to explain one kind of imprisonment by another. If the logic of the paper is a trite mad, we are perhaps truly living in a Mad Asylum. The writer would be first of few to fly over this Cuckoo's nest, kind of! This article is dedicated to my grandson, whose 7th birthday was recently. I humbly pray all the children of his age grow up to be Great Bahubalis to combat the inseparable Future Shocks we are leaving behind for them.

Keywords: *Useless Class; Pandemic; Human Resource Management*



INTRODUCTION

The tribal wisdom of the Dakota Indians passed down from generation to generation says that when you discover you are riding a dead horse; the best strategy is to dismount. However, in modern business, education and governmental/global bodies our current leaders use a whole range of far more advanced strategies, such as: -

- ❖ Buying a stronger whip
- ❖ Changing riders
- ❖ Threatening the horse with termination

- ❖ Appointing a committee to study the horse
- ❖ Arranging to visit other countries to see how others ride dead horses
- ❖ Lowering the standards so that dead horses can be included
- ❖ Re-classifying the dead horse as “living impaired”
- ❖ Hiring outside contractors to ride the dead horse
- ❖ Harnessing several dead horses together to increase the speed
- ❖ Providing additional funding or training to increase the dead horse’s performance
- ❖ Doing a productivity study to see if lighter riders would improve the dead horse’s performance
- ❖ Declaring that the dead horse is less costly as it does not have to be fed, carries lower overheads; so, contributes more substantially to the bottom line of the economy than other horses
- ❖ Re-writing the expected performance requirements for all horses
- ❖ Promoting the dead horse to a supervisory position of hiring another horse.

Our techno-commercial world employs all these advance strategies of principles and practices of management. But an emerging **techno-humane** society under Artificial Intelligence needs *more empathy and alignment* to manage the already emerging hugely disconnected Useless Class.

To be able to contribute a chapter relevant to the psychological aspects *enabling* HRM and Mental Health is a privilege. It is also a challenging proposition because I do believe HRM is being used as a storage tower/grain store, unable to mitigate humane concerns. The larger picture eludes us.

For example, even as a pandemic is “on” and our Health Caregivers are empowered to deliver; another pandemic, namely water scarcity is on the anvil. Over 25 lakh fishermen have lost livelihoods in State of West Bengal, India owing to the dying of many of 396 rivers. A mass rally was organized by NGOs and well wishers on 17th March 2020 in Kolkata, India highlighting government’s ineptitude to correct these deviations. Bengal carries 17 of most polluted rivers in India. 10 major rivers-including the Alokanda, Kankona, Chaiti and Bhairab- with several rivers near extinction confirm biodiversity is lost in State of Bengal & India. Looks like we are suffering from multiple body sores; as one subsides, another emerges!

My paper will therefore touch upon *larger* HRM issues impacting the future of Homosapiens’ behaviours. We have an indulgent ruling elite paying lip-service by not enforcing community/civic discipline impacting future of our toddlers. War-footed Reengineering with total clarity in linkages/networking are urgently needed. We are rapidly scaling Artificial Intelligence platforms beyond imaginations.

Given current global dynamics, it is indiscreet to ignore this overall impact of HRM on the micro and macro spaces we live in. HRM processes of reengineering across different societies & techno-systems in our “borderless world” can provide the critical efficiencies for survival of our species. Traditional impermeable structures, with their traditional thought processes, always tend to resist better change efforts. Humans are the only

species in the world that can cooperate in large numbers. The erratic behavioural dynamics we see (our values, self-image and vision with feelings) are disablers; we are becoming self-centred with the “freebies” of modern technology doled out by the profit-making manufacturers & politicians, playing to the galleries. History is replete with what was evil yesterday becoming virtue today. Just because some are making loads of money with sale of junk food and easy to use technologies can not mean their customers are always right. This paper is an imaginative presentation of disciplined alignment to break our impermeable mind structures.

Issues and questions before us-Given the global Covid ‘blues’, my flow of thoughts become very incisive concerning human QLI & Living. We live within different bounded rationalities variously spread across the globe where basic survival instincts (needs) of more than 1/2 the world is at stake. Tragically the wants of a significant smaller but more resourceful segment of humans have created an unparalleled Catch 22 situation. It is not just the super dynamics of Covid & after-effects I refer to...*managing this emerging techno-humanism is an entirely different cup of tea.*

Our youth have become very fragile & fragmented elements. Like robots they are glued to smart phones. Smart phones offer an avalanche to sensuous information and the youth unabashedly lap up the media. With no life, no hobbies, burnt out, lost childhood-our youth are also at the “bottom” of the pyramid we call family, community, society. They usually resist least because they know how bad things really are and are willing to experiment anything to improve the situation. Sensuous education & lifestyles in South Asian economies that I am familiar with, have made our loquacious youth more tech-savvy than their more rebellious predecessors of the 1960/70s and even the freedom fighters of the pre-1947 days. The stark exploitative contradictions of life do not make any sense to our youth. They simply want more in a world driven by wants. The horrible case-study of the socio-economic degradation of Venezuela from the 1960s till today is lost on our leaders as they continue assuring freebies to gullible voters. Core Think Tanks of governments must trigger such minds to build the inevitable better change with change readiness techno-workshops, explaining the scope of change to be expected. The HRM model of ‘building the case’, visualizing change, understanding the stakes, telling the truth, providing direction across different levels through benchmarking must begin to make such case for better change (The Price Waterhouse Change Integration Team, 1995). Change is the only constant.

What is this better change for Business Society? Can there be a HRM Model in it?

With Covid, fear and apprehension have stalked every human being. Sleep for instance is never a waste of time. The pandemic has ruined not just employment but sleep and converted many into chronic insomniacs. People across all segments of working populations in towns and cities are confined to their homes, eating binges of food & exhibiting erratic, depressive behaviour. Anxiety has turned to palpitation, hysteria and irresponsible behaviour. It is a weird unpredictable magical mystery tour for all of us these past several months. The few erudite of the world are wondering “where we are going.” This state of suspended animation is like none other!

It is also a challenge for current leaders across different spectrums of leadership, including parents and teachers who are selling impossible dreams without understanding

the larger picture. Remember the popular 1970s song by Bob Dylan's: "the times they are a changing"? Whatever positions we have held & whosoever individuals we have been wherever in this lifetime, Covid has been a leveller. For good or bad, this is resurgence of more conscious Sapiens. Even as governments try to restore economic balance, global trade and tariffs; individuals are surely asking "OMG! What is happening? - "Where do we go from here?" How do we go?" Very few, have had the gumption & foresight to ask, "Why we go where & how from here?" As I walk down restless streets, many visions are planted in my brain even as I perceive people talking without speaking and hearing without listening. The paper seeks to explore the Whys as we unsuspectingly move into the techno-humane society.

Socio-economic predictions are not the fundamental privilege of economists and sociologists. At operational level it is a HRM problem. We are discussing the overall human resource development of the aspiring billions who are stumbling blocks in context of Traditional HRM which is part of this whole. We need unbundle "trickle down" HRM possibilities engulfing whole communities. The subdued disenchantment of the general public is already creating erratic behaviour in different societies under different governments. It is apparent this jigsaw puzzle requires New Leaders.

Bertrand Russell had stated in the preface of his book "Has Man a Future?" that Homosapiens or Human Beings are the cruellest animals on Planet Earth. My understanding of this assessment based entirely on my own experiential learning is that we are actually most cruel to our own progenies. Our self-indulgence is causing their downfall. By the time an individual's dawning of 'realization' occurs; a lifetime spent under personal revenue improvement programs is over! No other animal is as cruel. On hindsight was Gandhi's decision to opt for partition a good HRM decision? Somehow our leaders never see the larger (50 years ahead) picture.

Vast masses of unconscious, untrained aspiring Sapiens are always solely dependent on the largesse of their changing beliefs and unchanging hopes. They are less dependent on fraught leaders for life-fundamentals. This is where I believe HRM needs to skilfully intrude with discipline in an emerging brick and mortar vision & mission statement. Quite obviously, our political leaders are doing the opposite in style and substance which needs changing. Innovative 'trickle down' effects are necessary to trigger HRM control 7.4 billion aspiring Sapiens. Unlike the past history of political economy, our peoples now possess built-in expectations due to access and familiarity with technology- the Smartphone, internet, Face book and WhattsApp for instance. The aim must be to mellow down the built-in palpitations, hysteria and insomnia with community enforced discipline. I see such Writing on the Wall.

"The human resource meta-movement - So is this the time when Barack Obama's "Yes, we can" needs to reverberate down to the grassroots of societies? It is undeniably an opportunity to cast away old bad habits and acquire pragmatic new ones. We must transform not only healthcare but beyond- ushering in methods of regulated community living to better our own lives. This is primarily HRM domain. I find no other option for this world where everyone is running after greed, but Mother Earth has enough for our needs only. It is precisely where Human Resource Development is linked with that Psychological better change resonance which needs to reverberate within

communities. This is a Wake-Up Call where HRM Lead Resource Persons need to step in to efficiently contribute with deliverables. The passionate “We can” Health Care success stories of India in the 1st 2020 phase of Covid have empowered our Caregivers to deliver against all odds in the 2nd more desperate post April 2021 phase. This “together we do it” 1st Covid phase case experiential learning at the grass-root levels, is up for emulation in the herculean 2nd Covid attack, post March 2021 in India. It poses severe challenges within other silos of public/private enterprise management in terms of logistics, quick response time, deliverables etc. Innovation must stand out now. And I apprehend idiosyncratic politicians and procrastinating bureaucrats may take gullible humanity for another ride. This is how brash politicians & their henchmen stem natural human development of Consciousness with their arrogant, aggressive decision makings. In the final analysis, I believe HRM is our path toward enhanced Consciousness on planet earth. And shorn of our arrogance, we must reach out toward this goal "

We are on a paradigm shift. To redesign processes, we need to redesign jobs and procedures, change systems and technologies, train people to perform new and different tasks and remove barriers to change. The generated success of India’s Health care personnel is because their Leaders’ clarity with two flexible questions-

- What is the scope of the project?
- How many levers of change may the team actually access and alter?

At the micro operational level: -

- ❖ Can the change team recommend and secure approval for significant changes in the organizational (e.g. local community/public utility) structure- or is that option off-limits?
- ❖ Can the team make substantial changes in the degree to which frontline workers (e.g. in regions/local enterprises) are empowered- or do government, union & human resource policy factors put this option out of bounds?
- ❖ Can the team recommend segmenting and serving customers (e.g. citizens) in a completely new construct?
- ❖ Can it consider disbanding less attractive or conflicting product lines (e.g. existing pollutant transports/waste management dumps)?
- ❖ Is it free to consider new performance measures and reward systems (e.g. incentives and rewards for start-ups/innovations)?

The unfolding HRM narrative indicates bottom of pyramid management dynamics involving people management and at the other extreme top of pyramid power dynamics between the contending lead forces of the Ruling Elite.

I believe in the context of this paper, the bottom of pyramid issues must be addressed by individuals, local leaders and government functionaries to optimise positivism within the psychology minds frames of public. If hope turns to helplessness, then the worst-case scenario may commence. In April 2020, I thought we were in such a situation. The fact that I am writing this paper in March 2021 indicates partial hope and less anxiety.

Let me then analyze the HRM pyramid dynamics from different perspectives.

Unless HRM wishes to play second fiddle, we cannot ignore the fact that at the higher pyramid a War of Attrition is “on” to control the means of production between the corporate state and the private state. Rules of governance are changing- will water resources, minerals be owned by public or private enterprise? Power and Greed are at play on both sides as neither side is embellished with humanism but crass opportunism. Citizens at bottom of pyramid are caught in these contradictions. We now need (HRM) Leaders who are made not born to lead us beyond rising hysteria.

In such situational dynamics, we need innovatively usher in multi dimensional better change syndromes. Leadership expertise is necessary to see beyond the short term to the long term, say the 2070 eras. So, when we discuss future of Business Policy, let us realise HRM Policies are intertwined with Artificial Intelligence beyond our islands of so-called prosperity. Let us be fair to ourselves and the generations that follow. Government, industries and citizens together make or break Business Policies. Business/HRM policies reflect awareness in society in terms of output.

AI dependence implies inter-disciplinary functioning across communities. The output of micro and macro socio- economic activities is the responsibility of the better change leaders. If the nature of existing contradictions converts to antagonism, Mother Earth will augment her destruction processes. The drying up of rivers is only one such indication. And our present-day leaders’ ineptitude toward rectifying such issues, say with volunteered sapling plantings along riverbanks for soil restoration (as is happening in South India), is indeed cause for great worry. Leaders have to hear the new lyrics of Mother Earth. The Brain matters. But Einstein had stated a century ago that only two things are infinite - the Universe and Human Stupidity!

This War of Attrition is actually the strategic breakpoint into which techno-humanism fits in. Globalization is not political but mainly economic phenomenon, across which groups of plunderers are deeply divided into two teams of marauders wishing to own the means of production- the Public State versus the Corporate State. In between we have the lackeys of course. We cannot ignore this emerging 21st century reality. Homosapiens, linked to their learning environment and perceptions, have their lives intertwined within these contradictions. The manner which the Corporate State is winning over the Public is actually the paradigm change engaging HRM issues of employment, production & the 3Ms. It is also becoming known that all Banks in the world are operating on ‘fractional reserve banking’ which allows banks to lend money they do not have! The Artificial printing of money or deficit financing is one other example where deposit guarantees are not assured! This is what the Austrian School of Economics led by Professors Mises and Minsky affirm (Ganti, 2020).

In the background of 2008 sub-prime rates fiasco, have we in 2021 then reached the Minsky Moment where the world of easy money may implode and create some extreme volatility for most people? This Austrian School advocates social phenomena result exclusively from the motivations and actions of individuals (HRM). Since the mid-20th century, mainstream economists have been critical of the modern day Austrian School and consider its rejection of mathematical modelling, econometrics and macroeconomic

analysis to be outside mainstream economics, or "heterodox". In the 1970s, the Austrian School attracted some renewed interest after Friedrich Hayek shared the 1974 Nobel Memorial Prize in Economic Sciences.

Mankind is slowly being led, for good or bad, into the era of unplanned techno-humane community! The efficacy of governance is at stake. The Royale Bubble may burst anytime. In sustained pandemic times, I find this Austrian School of Economic Predictions outrageously possible.

The fact remains the erudite of the world are wondering "where we are going." Emerging techno-humanism meticulously governed by synchronous activities based on cognitive electronic intelligence is emerging. Traditional HRM is part of this whole process. May be private capital with Artificial Intelligence by its side, will reign supreme. But can management of billions of aspiring Useless Class under a tug-of-economic war remain the prerogative of the Rulers always? Such are my Questions.

Therefore, I am exploring few possible "trickle down" innovative HRM possibilities within the forces shaping our competitive world. The subdued disenchantment of the general public is already creating psychological induced fracas in different societies under differently (dis)abled governments, led by equally enigmatic leaders. Re-emergence of more Donald Trump like personalities beyond 2021 may bring frolic to many but pain to most. These are all inter alia detrimental to the cause of Business Society. We are living in an era of already emerged huge Useless Class. In India, this is very apparent as I mask to walk the alleys, roads and avenues, as I do.

Unlike the past history of political economy, our peoples now possess built in expectations due to access and familiarity with modern technology- the Smartphone, internet, Face book and WhattsApp for instance. Morals aside, even the uneducated become instant 'educated' with modern gadgets! Governance aim must be to mellow down the built-in palpitations, hysteria and insomnia involving aspirations. The movement must be from unpredictable sensuousness toward trained sensitivity.

Perhaps we have reached the rock bottom in expectations. Patience and perseverance are being severely tested. Our leaders' capability maturities are on display. Rules of governance are changing- will water resources, minerals be owned by public or private enterprise? Power and Greed are at play on all sides, including the common people. There is no humanism but crass opportunism. In a narrative where human relation is going out of control do, we need Sincere Deceivers like our erstwhile Western leaders who drove us into the 'WMD' hidden Kuwait War? Multi dimensional techno-humane Society is fraught with heavy risks management concerns.

My proposition- I have therefore on offer two fundamental HRM Models for understanding and implement at micro/macro aspects in order to sustain normal life on planet earth. These involve Emotional Intelligence (Daniel Goleman Model) and Learning Style Processes (David Kolb Model). And interconnected to these are my concerns regarding- Huge gaps in chronological/psychological ages among people (including current leaders); Concomitant capability immaturity levels in decision making; Affiliated augmentation of Integrated Community Behaviour hubs across economic geographies to align human behaviour to needs not wants.

Emotional intelligence linked to hr development - Consider the agony of the last twelve months whose experiential learning has positively for few & adversely for most, affected Mental Health (MH). But for the extremely rich who have gone richer, most of us are at rock bottoms of our dreams and expectations. Our mind-functions continue to be influenced by what we have perceived and how rattled our Emotional Intelligence became.

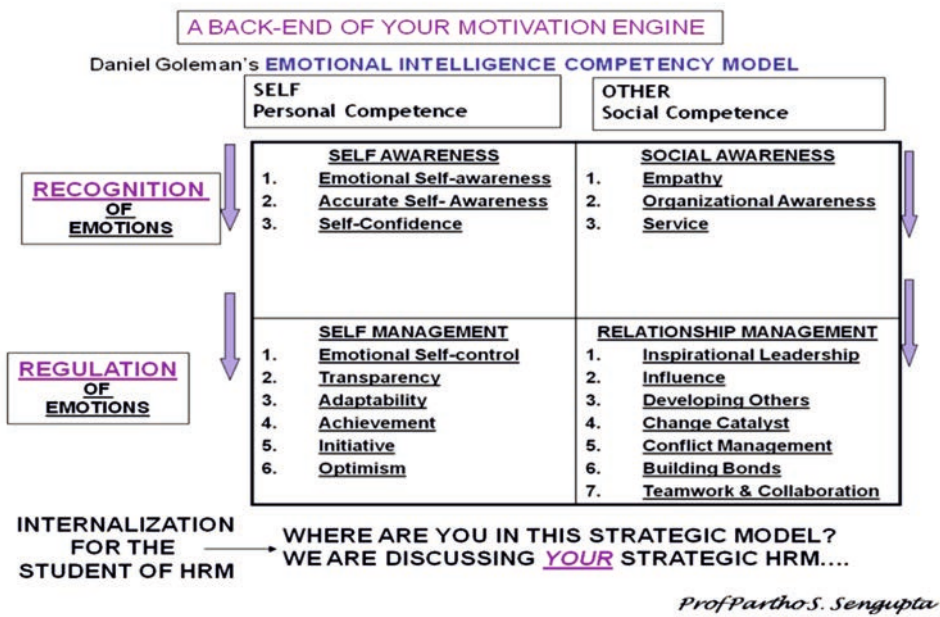


Figure 1: Emotional Intelligence Competency Model

Contextually I have always appreciated aforesaid Daniel Goleman's Emotional Intelligence (EI) Model with the following (Figure II) Learning Styles Model of David Kolb (McGrath, 1999). I have used these in Behavioural Sciences Seminars. If life beyond the 2030s is going to be a paradox woven under the aegis of Artificial Intelligence (AI), I strongly believe we must be induced to understand and practice the Goleman Model of recognition and regulation of our emotions relating to individual and group dynamics at micro levels of management. Duly regulated and monitored with reference to our learning experiences, these quality behavioural inputs will enhance consciousness levels for better micro and macro decision making processes. We do not need degrees from Universities to unravel basic life mysteries is what I am conveying.

Emotional Intelligence is operational at every local unit of production- family, school, higher education studies and commercial/corporate entities. A much-needed resurgence of empathy-the wired to care approach- among citizens, groups and families is now necessary in our techno-humane society for congenial living. Quality of living is concomitant with QLI where Communities/Nations can be on a synergistic "win-win" trip. We need to proactively trigger the Nature-gifted body chemicals of Oxytocin (trust/belongingness), Dopamine (Motivation), Serotonin (safety/mutual respect) and Endorphin (euphoria and determination). We are born with these fluids and most of us are unconscious beneficiaries. [psychologies.co.uk/self/how-to-boost-national-feelgood-chemicals.htm]. So why are we trained not to live with abundance where everyone is the winner?

Sadly, I believe we are forced to live in a most disconnected world for the sake of the personal revenue improvement programs of larger commercial groups. Human emotion has become most elusive with advent of technology, ornamental capital gains & rising aspirations. Sans the stereotype ideologies my narration of Techno-humane society is radically opposite to such degeneration.

Our hereinbefore mentioned natural body chemicals are necessary for better human performance & higher evolution. Our future leaders-as parents, teachers, coaches/mentors, academicians, bureaucrats, industrialists, sportspersons, managers and politicians- will need to understand appropriate leadership has always come from learning/awareness shared through social practice for empowerment. Empowerment means Motivation

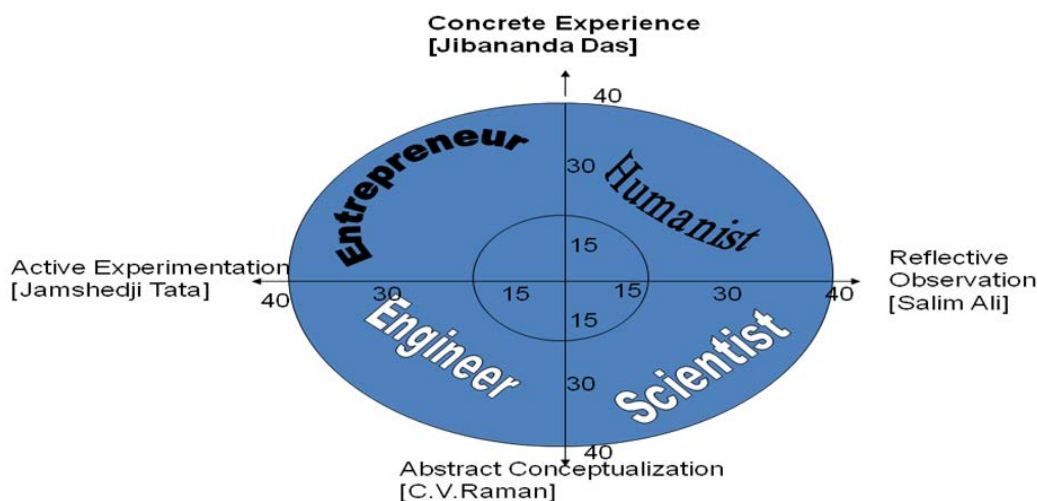


Figure 2: Understanding Your Learning Style

1. Concrete Experience- is new experience/situation encountered or a reinterpretation of existing experience.
2. Reflective Observation- of the New Experience- where of particular importance is any inconsistency/deviation between experience & understanding (another 'gap-analysis'!).
3. Abstract Conceptualization- where reflection gives rise to newer ideas/modification of an existing abstract concept the person has learned from her experience.
4. Active Experimentation- where the learner applies her ideas to the world around to see what happens. Effective learning optimizes when a person sequentially progresses through these cycles of 4 stages of Learning and can execute all 4 stages of the model meaningfully to one's survival. All the 4 states are interconnected and interlocutory (Author). But yes, for implementation discipline is obligatory. It is a pre-requisite for maturity.

Emotional intelligence linked to human capability maturity model (CMM) - Conceptual clarity over EI & aforesaid Learning Styles will lead toward enhanced changes in our mental characteristics reflected in normal mature individual/group behaviours. The thrust of pedagogy must always be directed at enhancing our awareness with practical exposure; enabling better understanding the subjects we are

taught. It is quite another story that parents, teachers, managers, mentors; & political leaders have been seeking the short-cut to learning in past few decades. A huge disgruntled Useless Class with disguised unemployment poses risks for HRM/Business Society. Behavioural Economics has become an intriguing R&D issue. I am inferring to the current narratives in our disintegrating individual, family, group, community & national HRM linked Capability Immaturity Models to manage situations.

Capability maturity goes beyond the wanton emotional ranting generated by political parties before elections. They have mastered the art of flogging the dead horse! Tragically, it has always been in the greater interest of the vested parties controlling means of production to ensure people remain disunited & disintegrate with half baked consciousness. The Partition of India is a controversially intriguing HRM case-study which has negatively impacted the socio-economic lives of billions.

Predictable integrative community behaviour hubs (ICB) - Must our assumptions then lead us toward creating Integrated Community Behaviour (ICB) hubs, I am asking? Realignment within Armament Industries for example is already looking at the Bigger Picture beyond Rafael, Aircraft Carriers etc into Cognitive Electronic Warfare (CEW) processes. CEW has intelligence placed algorithmically in several electronic warfare systems. This enables the CEW to read & understand how to adapt machine learning data. Thus, we have the Drones- the swarming flying electronic robots that we hear but do not always see! CEW is a game changer, helping war domains to function by providing critical connectivity.

Can the efficacious CEW model be used for community integration in a manner never seen before? The need for effective connectivity is paramount for external & internal survival in the emerging Business Society. All management issues will be managed through electromagnetic spectrum by compulsion, not choice. CEW is here to stay for the armament industry. How long will it then take for ruling elite, committed upon peoples' "democratic aspirations" or its own hegemonistic designs, to realise cognitive electronic controls can better regulate civil life also? Could this signal more danger? Could the Ruling Elites create George Orwell type Animal Farms across global societies?

Cognitive electronic processes must adapt within civil life to create and regulate optimum integration of community behaviour. Such transgressions may also lead to "intellectual giants" calling it a travesty of justice for undue interference into the fundamental rights of citizens? Are our ruling elites already nefariously planning autocratic regimes under guise of their interpretation of integrated community behaviours? Given the exponential nature of our about-to-burst-at-seams, what alternatives do we have? Undoubtedly, we are on the cusp of innovative techno-humanism in its formative stages. This is much like the guilds in mediaeval history, the communes in ancient and the societies/nations in modern human history. The fact remains there will be chaos as AI begins to rule over us and indiscipline among the youth and leaders alike multiplies. The world will be spinning toward destruction with repetition of follies and pandemics alike. Need for Conscious Persons imperative!

People resist change because of expectations about what change is- in its processes and practices? It is therefore up to the 21st Century visionary leaders to make their people

perceive change under unstoppable Integrated Community Behaviour hubs operating with multi-dimensional facets. This is beyond the one- or two-dimensions people are generally familiar with in their current lives. The scope of better change under AI technology to access public utilities with participatory ICB hubs has to be lucidly understood. Much like the CEW, all human activities (including utilities like electricity, telecom, health, infrastructure, education, sports, R&D, T&D etc) must be algorithmically better networked with responsibility and accountability. The present moribund provisions in government and private undertakings must be overhauled. Time is not on our side at all.

Socio-Economic Survival compulsions are perforce confirming this urgency of integration within and among communities. Ideally, Useless Classes must be managed under exclusive humane technology enabled economic geographies. I believe this is the major challenge ahead for us. Push can turn into shove. Overall, this involves being a better human through understanding the enhanced Self. This is the Bigger Picture. The New Accelerator will become the Integrated Community Hubs, changing the substance and styles of governments & peoples' behaviours.

As to whether such integrative processes will be democratic, autocratic, oligarchic, totalitarian, theocratic, socialistic, aristocratic, monarchical or communistic- depends entirely on the unique local/regional characteristics, needs and evolutionary processes engaging human consciousness. I believe technologically we have evolved beyond the democratic, socialistic or egalitarian structures of the earlier historical epochs. Only Time will tell when as humans we shall have evolved to be at par with Nature.

In fact, clarity and exact thinking ("Form-Focus-Flow" as with the inescapable AI language) are very, very important for managing Mass Psychology. Our administrative systems and processes under agile human resource management must be technologically empowered for distributive justice. This is the bigger picture- much in sync with the Cognitive Electronic Quantum Jumps we have been making in context of the armament industries! Rethink globally-Re-energize locally.

Evolving HRM and MH have thus an inseparable techno-humane connectivity evolving mass psychology. This has to be aligned to goals of economic equality across Asia and Africa, slowly stabilizing a world population. Pious and rational feelings as opposed to irrational ones need to be provoked within Humans.

Our World is on the cusp of another opportunity cost of better change. It can also convert into another opportunity lost. All the fragilities we have created- families, nation states, blocks, corporations-, will collapse in the next 20 years or so primarily because we are being kept untrained to experience change with (physical/emotional) pains. But anything that is AI algorithm driven will be better off than us human beings. We are converging toward an age when only consumers will determine what will happen with technology. This offers infinite possibilities. The risk however remains of being hijacked by cranky Rulers!

We need to ask questions as seekers. The trouble is that as humans we have reached a stage when we assume, we are optimally intelligent, but we are not. Even the most erudite among us has stopped asking questions. We are living with non-intelligent external tools, having forgotten our own body-mind dynamics. We have become square pegs in round holes craving for all the needs of Maslow except self-actualization! HRM and MH has to

become part of a concerted process to liberate the human brain. We must transcend beyond the wants of acquisitions to the blossoming of community needs and use our intelligence for sustained better change. Character developments with Universal identity are possibilities in techno-humane world.

Substantiating the efficacy of the 2 Models in Figure 1 and 2, I can briefly also discuss Albert Bandura and Erik Eriksson in calibrating my paper. Bandura's theory of observation learning is based on attention, retention, production and motivational brain induced processes. Eriksson's reputation is derived mainly from his detailed account of human psycho-social development throughout the span from infancy till senility. He is greatly admired for his acute observations, sensible interpretations, writings and deep compassion for everything human. He postulated that without anxiety, conflict and crisis there can be no human strengths. It is precisely in managing crisis and suffering that man is Man. Can this pandemic reignite brain-based Learning?

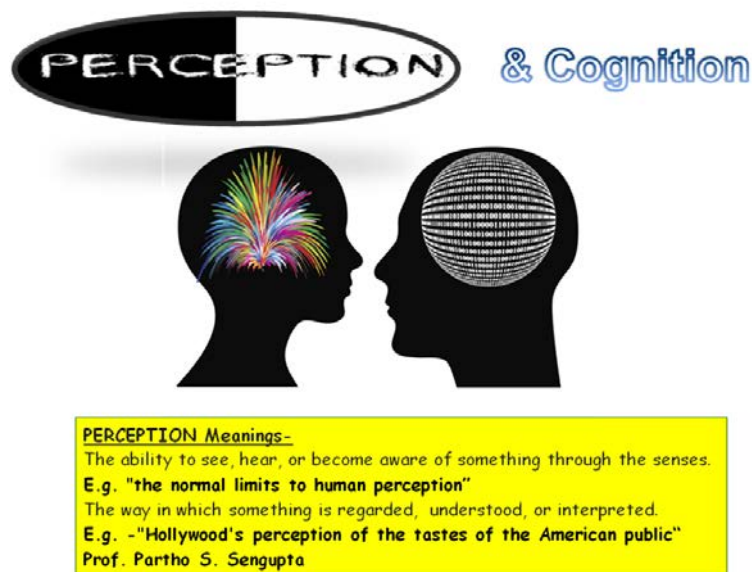


Figure 3: Perception and Cognition

Contextually therefore regulating the pulsating Capability Maturity Model (CMM) of a community has many management advantages. Individually EI and Learning Styles enable incremental development of human capital. Under the aegis of a benevolent technologically enabled ICB hub, the Models can reduce the Gap Analysis of its peoples': - "As-Is: To-Be" Behavioural needs and other ill syndromes flexibly. CMM must be understood in the context of each nation's efforts to augment socio-economic consolidation under "needs", not "wants". All roads lead to customer driven societies that await us in the 'ozone layers' of the Future! But foremost customer has to be Mother Earth.

Paradigm changes have never fallen from the skies; they have always come from socio-economic best practices. Such changes occur optimally when micro levels of civic life-individual/families/communities/villages/towns/cities/zones- are rooted and aligned for better change. In my childhood I understood that reality was beyond thought. In adulthood I realized reality and thought must be aligned for synergy. Contextually, in 21st century we need to internalise AI inventions. This is the new path of HRM which can be a tool toward limitless expansion beyond our current comprehensions of consciousness? It is the

dawning of Age of Inner Engineering!

Variable axis of human chronological and psychological ages-We need to link state of mental health with regulation and reduce the existing huge gaps in the chronological and psychological ages (leaders, individuals/ families, communities) under a possible CMM enabled ICB hub Model. These can be monitored with advanced Cognitive Electronics Technology & become viable for humanity's future.

I am attempting to synthesize these few concepts (old wine in new bottle!) in context of the frothing issues of the future. Covid pandemics have drilled fundamental questions within me. We need weigh the pros and cons of inevitability of brain-based decisions for creating better wired-to-care Homosapiens. Realization is never an attainment. I believe realization is basically an understanding of that which is always there. HRM has to resolve only ONE basic problem for Mother Earth- Human Beings! If this is determined, all else will fall in place.

The persuasive power of action can become the game changer. Simply describing benefits of more and better systems, strategy, communication with training & development cannot change society. The brain needs more than ideas. From planning and decision-making stages, we must move toward implementation under PERT/CPM and more advanced guidelines. All these parameters must be woven together into a pattern of aggressive actions, convincing the peoples that the train is leaving the station. A powerful case for better change will get people scrambling for seats in the station! Late Dr. Kalam had said- there must be fire in the belly!

The persons of tomorrow- Barely 5% of our youth will control their destiny; 95% of this population is already converting into "Useless Class", (Harari, 2015) variously referred by historian-author Yuval Noah Harari in his seminal books. As one reads his writings (slowly digestible in portions **Variable axis of human chronological & psychological ages** often re-readable as well), I believe one cannot remain the same human being any longer. In my case, my sense of awareness throbbed with Prof. Harari's "projects, dreams **Variable axis of human chronological & psychological ages** nightmares that will shape the 21st Century- from overcoming death to creating artificial life". My body chemicals underwent feverish alterations. Harari poses two sacred questions which are profoundly inimical to our survival –

- How will we go from here and
- How will we protect this fragile world from our own destructive powers?

He makes it quite clear that should this global village created by our Liberalization, Privatization and Globalization (precipitating LPG Model since 1990s) refuse to change- then only Time will ensure its lethal destruction. Plotting innovative Road Maps intelligently to unite is important now. Brain based learning must prevail.

It is this same "Useless Class" that Artificial Intelligence (AI) will manage. It is not the guy sitting in Silicon Valley or Bangalore but the robot next door which is going to take away jobs. And this is source of enormous anxiety for rising middle class. The fact is middle class jobs are disappearing-Due to technology or Globalization a paradigm change is occurring. But no one has time for answers to analyze and amalgamate this paradox! Everyone is fighting against one another!

The late Rector of my Boarding School at St. Xavier's Hazaribagh, Jharkhand in India (an Australian Missionary by birth & a lifelong educationist in India), Rev. John Moore had lamented decades ago at an Alumni Meeting that our education system is creating Mr. & Mrs Know-Alls who do not know they know Nothing!

Leading the new revolution:- impaling demons & enhancing awareness - Given the spiralling population, climate changes and huge unemployment rates, our leaders must clearly understand where we came from and where we are going. Nebulous comments and ill-conceived actions will be unproductive. The gap in chronological & psychological ages of our leaders is alarming. This is apparent from their propensity to distribute freebies even as their own HNW is ever increasing. Barring women Prime Ministers in a few countries, it is difficult to identify male leaders who fit into the appropriate job description needed to fulfil the challenges of the New Revolution. This is alarming.

Prof. Harari says we need a Humanist Revolution in order to manage AI. But our current leaders do not fit into this role play. We need draw from within our experiences the meaning of our entire lives and the meaning of the entire universe- this creates meaning in a meaningless world. But within the framework of my juxtaposition, I believe Human Resource Development now need be accelerated by its newer Movers & Shakers to effectively manage the semi-dormant/stereotype Psychological challenges within societies. Our communities need be dotted with goal-oriented skill training centres. Billions of disguised unemployed youth must be harnessed. Leaders must anticipate hurdles in people management & deliver.

Mental Health is a critical supplement to creating the internal balance linked to the external. We need sensitive Homosapiens who are conscious of the bio energy within themselves (refer to the 4 Body Chemicals mentioned earlier). Human Beings need to begin looking at the world through a different prism. Hard work must prevail before attaining smart work capabilities. We need be shown the way to be attentive to the nature of our existence, says Dr. Deepak Chopra cardiologist and behavioural scientist. Our current education systems are not geared toward concepts of better change linked to these futuristic paradigms. As much as it is impossible to imagine the emergence of a Krishna, Buddha, or Christ type leader today; I also see disjointed priorities set by our current leaders- the armament industries, dysfunctional HRM practices, adverse Mental & Physical Health of peoples everywhere-Is the World truly similar to an unmanageable Mental Asylum?

Sensitivity is a practical skill, no longer an abstract aptitude in 21st Century realities. Sadly, our media, pedagogies and leaders are urging emulation of pointless, absurd sensuous practices that are casual by nature. But sensitivity is causal- there is a cause and effect to it. Perception inevitably aligns our Learning Styles and Emotional Intelligence. This augments our CMM, reduces the gap between our chronological and psychological ages as well. It is how algorithms are operational within AIs. In a world where rate of change is increasing every year, in a time when few will end their careers in the same jobs or even same occupations that they started in, the ability to learn seems an important, if not the most important skill. It involves the learner's internal cognitive processes & her perception abilities. Should New Business Societies emerge, HRM has to prioritize these learning inroads. But not as Sincere Deceivers! Our objective is to regulate, not manipulate community behaviour. There must be synergy for communities of nations. To understand

this at the micro level, it is desirable to accept that perceptible variance in individual and collective psychological mind states is directly proportionate to measurable competence levels. The following behavioural patterns/traits are clearly observable: -

Table 1: Behavioural Patterns / Traits

| |
|--|
| 1. State of Unconscious Incompetency- e.g. children, illiterates... |
| 2. State of Conscious Incompetency- e.g. teenagers, young adults, sportspersons... |
| 3. State of Unconscious Competency- our mothers, accomplished musicians/sportspersons... |
| 4. State of Conscious Competency- scientists, philosophers, entrepreneurs... |

In his book “Leading the Revolution” Gary Hamel underlines the need for situational leadership in the 21st Century. His book published early 2000 indicated that in time of crisis and pandemics, leaders must reinvent their connections to peoples/customers. The real issue is not the present versus the future but the orthodox versus the heterodox. Those leaders, who intelligently are attentive to the emotional needs of citizens/employees & unite them creatively with pragmatism for intended output/outcomes and common purpose, will contribute in sustaining engagement of the peoples. Such are the leaders the world is waiting for...

... ***“It is not enough to be a novelty addict. You must be a heretic as well. Heretics, not prophets, create revolutions...those who escape the shackles of tradition & refrain from being prisoners of their own dogmas.” Hamel (Hamel, 2000).***

In the not too distant world, said Hamel in 2000, we face a new set of challenges since intelligence is decoupling from consciousness and since non-conscious intelligence (AI) is developing at breakneck speed, humans must actively upgrade their minds if they want to stay in the game. (Page 352-353). The rise of techno-humanism is an impossible dilemma because...Today only one candidate is sitting in history’s reception room waiting for the job interview. This candidate is information (AI). The most interesting emerging religion is Dataism, which venerates neither God nor Man/Woman. It worships only data (Page 346-350).

Successful societies have innovatively stuck to this rulebook. But in our current narrative, our politicians and leaders (we must include parents, teachers, friends, mentors, role-models & others) display mental states of Unconscious Incompetency or Conscious Incompetency variants (refer Table 1). I apprehend future of newer techno-humane societies truly very uncertain. More & more people operate under personal revenue improvement programs (PRIPs), which is short-lived and destructive. We are being crassly insensitivity to ourselves and Nature.

Whereas under Inspirational Leadership, practising general revenue improvement programs (GRIP) is the call of the day (Sengupta, 2010). This is the precise challenge of the world today- to create equity. And therefore, I opine the efficacies in our Human Resource Management of Business Societies at macro and micro levels are linked to applied psychology. Ours is a borderless world and, whether we like or not, we are all

electronically networked. So, let us also be humanely networked for the better!

Evolutions with newer technology have enabled radical behavioural changes. It is imminent to regulate these new behaviours for dignified survival. Freedom is not a panacea for all things. It has never been! Freedom must have definite limitations in an over-populated world. Our world has enough for man's needs; but not enough for man's greed, had said M.K. Gandhi. Not many may agree wholly with Gandhi's overall political philosophy and application. But few statements of his, especially his treatise in "Hind Swaraj" are very, very poignant even today. The world verily needs better workers, better managers and better human beings at par with the demands of Mother Earth. It enables me to believe something unreal as this paper can happen!

Riddle of the human brain- The mind-body problem is a debate concerning the relationship between thought and consciousness in the human mind with the brain as part of the physical body. Study of Mind and Body functions is converging to show both are inter-related. Referring to Bertrand Russell concluding Human Beings are the cruellest animals on Planet Earth reconfirms my contention that in future vast communities and nations can only be managed under Umbrellas of compulsive Integrated Community Behaviour (ICB) hubs, meticulously working under general revenue improvement program best practices. There is simply no better alternative to need base mass survival.

We have had powerfully erudite humans extolling the virtues of philosophy, positive living, revolutionary theories and best practices in human history. Let us focus on the writings of J. Krishnamurthy, Ramanna Maharaj, Ramakrishna and even Alvin Toffler (Future Shock/The Third Wave) at another extreme. To the post World War II educated, erudite & more aware generations, access to information has never been an impediment to growth. But sadly, not only have they steered clear of the lessons imparted by aforesaid living sages as impractical & religious; but due to intense personal revenue improvement orientations, they ignore spiritual (i.e. being human) life lessons of opportunities. We are cast as followers of "isms" that segregate but never unite. Is this the true value of Life?

Implementation modalities through genuine service to society asking us to look within were rarely imparted; in fact, meticulously avoided (or not imparted at all) in our schools, colleges, higher studies and specialized (say, management) education. This was done due to lack of foresight and a will to plunder by ruling elites emulated by each segment of society.

Every Teacher is in a mad hurry to finish her course. Every Director is in a crazy rush to attend or chair the next National Seminar. Every Manager is sulking for promotion. But few, if any, are weeded to the grassroots- to empower their wards to better change & manage their lives. It is as if we have ushered in the dawn of Aquarius already. We pride ourselves as Alma Maters of renowned and emerging institutions but at best we are only change agents for self aggrandizement! This is no cause for human pride. There is no vibrant frequency that is electrical in the Air creating fusion among peoples. My purpose in this paper is to draw attention to such fusion.

2021 "no-win: no win" situation is akin to Human beings having created large chunks of disintegrated aspirational communities' sans proper inspiration. HRM, I believe, in its entirety, displays spiritual messages- mandates to reform or perish are emerging in the

hallways of Living.

For the few billion majorities of 'unconscious'/ 'unaware' youth in our planet- the likes of Philip Kotlers, Hamels, Tofflers, Douglas McGregors and other pathfinders mentioned hereinbefore have little or no meaning today. We subject our students to rote learning. We do not provide them opportunities to see the larger sky from the air-conditioned rat-holes of their hostels and classes. Our youth possess intelligence and grit but due to negative pedagogical and environmental factors, their intelligence is not on a stable platform. The overall socio-economic impact of Big Data and electronic networking in sync with rising Ecological metamorphosis are still beyond their practical comprehension. They are only seeing; incapable of weighing issues.

Everything finally depends on an individual's mental strength. The Human Brain! Fear and anxiety begin to be created within the weak whenever things begin to change externally. Covid has brought this repressed mentality to the fore in 2021. And assuming the respective psychological ages of most citizens (especially the leaders) of this ornamental 'global village' is far, far below their respective chronological ages; we can assume dormant anti-life mentality is optimum today.

If under a system of regulated CMM/ICB models, monitored by at-the-moment incomprehensible-to-me Big Data activities, we can ensure our citizens are equanimous, can we theoretically assume they will become witness to and accept the need for better change and not succumb to adversity? By way of example, I do not believe our education and civic systems across societies since WWII (or say, since the Industrial Revolution) have made our progenies any better conscious of body-mind alignment? Swami Vivekananda had posed few questions off the youth in the early 20th century. (Inserted by author): -

- A brave, frank, clean- hearted, courageous and aspiring youth is the only foundation on which the future nation can be built.
- You cannot believe in God until you believe in yourself.
- The world is ready to give up its secrets if we only know how to knock, how to give it the necessary blow. The forces of the blow come through concentration.

That 2021 youth still do not have understanding of Vivekananda is a separate issue. In the final analysis, however much we intellectualize on our future, it is the concerted community resolve to better change that matters.

Nature has an interdependent Reality. We are all caught in an inescapable network of mutuality, had said the late Martin Luther King Junior. The human system that sustains our global village is 'network', with nodes and links. A node is a human leader at micro or macro level, the link is relationships. A network is a matrix of interrelated individuals. A network in the ultimate analysis is an infinite field of relationships and possibilities. In a network you can connect with those people who connect with you and those who connect with each one of them. And then even further to those who connect with them ...until we see the world as nothing but connections (Chatterjee, 2006). Writing this article I wonder if I am possibly seeing beyond the connections: - toward optimum humane consciousness!

My paper harbingers on this vast colossal network we have built over centuries. In 2021 we have the modern Cognitive electronic systems that do not even need humans to manage. At the other extreme we have latent human consciousness- the bedrock of HRM. The ecology of leadership, says Dr. Debashish Chatterjee, Director of Indian Management Institute, Kozhikode, rests with the ability to bridge the distance between minds. Effective leaders must understand Human Resource Management and Mental Health from perspectives of time and space. HRM will continue to have psychological impacts in our Business Societies for better or worse, depending entirely on how we see our Future and steer our Global Ship. We have 3 alternatives- go extinct, become more barbaric or unite under a United Power. HRM has role-plays in all three possibilities. I anticipate the first alternative to occur.

CONCLUSION

The generation I relate to and the generation of my children are vastly different. My generation realised our seniors were not at all sure of what they were talking about and placing as 'reality' to us. Society was horribly restrictive then. My search for Truth zeroed in on the Beatles, Doors, Joan Baez, and Bob Dylan, Lata Mangeshkar, Md. Rafi /Kishore Kumar and great Western and Celluloid other movies. Till the 2nd semester in my B'School I was simply not going anywhere. My intentions were great, but I was just not doing the right things for the right outcomes. With introduction of Behavioural Sciences from 2nd Semester my Third Eye opened!

The generation after me has a more tragic trip. Their senior, which is my generation, have only shown them how to optimize self gains through personal revenue improvement programs (PRIPs). Rote Learning has been the name of the game for them. We have not enabled association of their life vision and mission with general revenue improvement programs (GRIPs); and if at all, in the passing only. Survival has concerned the self and not the community. The message of 'Ubuntu'- the indigenous South African equivalent meaning "we all win but together", was lost on us and is lost on them too. But for today's growing 7-year kids this may not be quite true- I hope against hope their energy levels outplay our follies.

For these toddlers of the world we must appreciate Human Resource Development and Mental Health are finally two sides of the same coin. We must rapidly find means of transforming the way they perceive and view Earth. The bottom line still is better profits and better products but with happier wired-to-care world people.

Stunning new scientific discoveries about biological effects of the brain's functioning show all cells in our bodies are affected by our thoughts (Lipton, 2005). How belatedly humans mould these elements into QLI and Quality of Living habits under Quick Response Time is the risk management. The wise, smart men and women of the 21st Century like Elon Musk, Jeff Bezos and others who have quadrupled their wealth- are now tasked to ignite the brains of the billions of Useless Class. Otherwise the War will be lost to mankind for want of a horseshoe nail. Our failure will convincingly prove we have lived our lives as Mr. and Ms. Know Alls who never realised they knew nothing.

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Chapter 7

A Study of the Inherent Role of HR in Mental Health Awareness

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A Study of the Inherent Role of HR in Mental Health Awareness

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ABSTRACT

Human resources (HR) professionals are faced with a lot of tough situations during their careers. One such challenge could be upon learning that an employee is struggling with mental health issues. If an HR professional is not properly educated on the subject, their initial reaction to this situation could be a negative one. Is this employee putting their colleagues at risk? And are they even capable of doing the job they've been hired to do? Maybe a replacement would work better. If there is not enough awareness on the subject, there's little that can be done about it in concrete terms. Education and training of senior leaders to understand and manage mental health issues are also key. A head in the sand approach will only exacerbate issues and not resolve any effectively. It will also affect the organization's success in the long term. But the idea that those who struggle with their mental health are dangerous or unproductive is not true as recorded by many researches around this topic. While it may seem like a complicated situation, human resources departments can and should do a few simple things to mitigate the problem

Keywords: *Inherent; Human Resource; Mental Health*

INTRODUCTION

It's not easy for anyone who has not experienced mental health issues to understand what it is like. And even if they have, experiences vary greatly. So, one of the best things that can be done as an astute HR professional is to let the other person know that help is available at all times and whenever they feel comfortable to share, they readily can do that anytime.

Having someone to talk to is extremely beneficial to employees, especially if they're scared of repercussions. Treat people who struggle with their mental health with understanding and empathy. HR professionals are in a unique position to help someone on their healing journey. It's all about creating a right environment that supports and helps people with mental health issues.

Background

Especially in a country like India, people are too apprehensive to even talk about such issues. People do not share or divulge any related issues to mental health or stress levels fearing loss of their jobs or work. Some even visit doctors or psychiatrists secretly on holidays and weekends and do not want to take a sick leave for this purpose lest people should come to know of their challenge. The situation clearly demands that mental health and more specifically HR and training for mental health be given significant importance on the public health agenda of developing countries. Even though mental

health is not well understood, it is incredibly common. What an HR department can do, however, is provide the right resources to employees. Employee assistance programs can train management on the best approaches when it becomes clear that someone on their team is struggling with their mental health.

Return to Work programs are also a great way to ease someone back into their routine if they've had to take some time for their health. Allowing for personalized work hours, the option to work from home, and other flexible working options can make a positive impact on the employee's productivity. Normalizing this type of flexibility for those who are treating their mental health challenges is also incredibly helpful.

Mental health issues and role of HR

The truth is that mental health problems are health problems first and foremost. The validity of a cancer diagnosis would perhaps never be questioned, but people with depression, anxiety, and other disorders are often told to "get over it" or "power through." The brain is like any other organ in the body. So, it's only appropriate to treat mental health issues with sensitivity and care.

Training the workforce the basics of these mental health challenges, and dispelling the myth that people with these conditions are dangerous, will help to create a much safer environment for people who are struggling with mental health issues, as it is difficult for them to share their misery with anyone. Being non-judgemental about such problems and Ensuring that there isn't just conversation, but the right conversation, around mental health is the first step to ending stigma. Frequent training programs centered around this topic would help to build in a supportive environment.

Part of the reason many HR professionals struggle to understand issues related to mental health is that they don't know what it actually means. There are, to date, 200 classified forms of mental illness. More specifically, mental ill health is characterised by mild to severe disturbances in thought and behaviour, resulting in an inability to cope with the demands and routines experienced throughout life.

The most known forms of mental illness are depression and anxiety but there are plenty of others. Schizophrenia, bipolar disorder, obsessive-compulsive disorder (OCD), as well as eating and personality disorders are all forms of this and will drastically affect the way people go about their day-to-day job. In its most severe form, mental ill health can make it impossible for a sufferer to hold down a job at all. In such cases a medical doctor is the best person to consult and there is little HR could contribute to such cases except taking care of the employees job security, finances or leave till the time the employee takes to resume work. An article by HR professional Tania Angelis says that one in five people will suffer from mental illness at some point in their lives. Although potential causes are varied, she commented: "Worries about things like money, jobs and benefits can make it harder for people to cope."

Undoubtedly, there are complex issues involved but it is the role of HR professionals to make sure that employees feel comfortable in their area of work and are made to feel part of the team even if their mental health is suffering. HR people are a crucial link between the staff and managers, helping the latter to effectively manage staff who are experiencing mental health issues at work.

Issues such as mental ill health and anxiety don't necessarily manifest themselves within work and could be caused by problems outside of the work environment. HR professionals also have a responsibility to monitor this and to handle it in a sensitive way.

There is relevant research on how HR plays an inherent role in dealing with Mental health and Wellness issues. Mental health is the “foundation of wellbeing and effective functioning for both the individual and the community” (WHO, 2005) and is central to human behaviour across all domains, including the workplace. By definition, an organisation’s output depends on how effectively it functions, including how effectively its people, or human capital, functions (Neely, 2005). This means that mental health and organisational performance are inherently interconnected (Peccei & Van de Voorde, 2016). There is a widespread understanding that “good health is good for business” and that health and wellbeing play a role in both individual performance and broader organisational performance, and vice versa (Guest, 2018; Pfeffer, 2019). However, organisations and managers still tend to think of mental health and organisational performance as disconnected (Van De Voorde, Paauwe & Van Veldhoven, 2012). While businesses and governments treat organisational performance as an established priority, they give lower priority to mental health and address it in an ad hoc manner (Hasle, Seim & Refslund, 2019; Jensen, 2000).

Research work

This research as a part of the study took a sample of 400 HR professionals from various sectors and adjudged their awareness of mental health issues, the need for appropriate employee training programs to address these, whether such programs are regularly in practice in their organisation or not. The sample data of 400 HR professionals ranging from different levels of their expertise and management was observed pertaining to India. Sectors have not been included as a part of the study although this could be taken up as an interesting topic of research moving forward.

The sample has been categorized into 4 categories of professionals: Executive, Officer, Managerial and Strategic. The scale of 1-10 has been used to identify the awareness levels in this research chart.

Are you aware of the probability of the employees suffering from mental health issues?

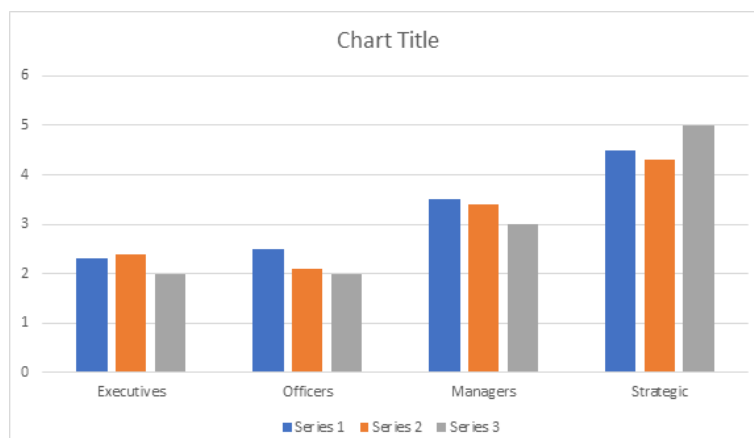


Figure 1: Probability of the Employees Suffering from Mental Health

Do you think there is need for employee training programs to address these issues effectively in your organisation?

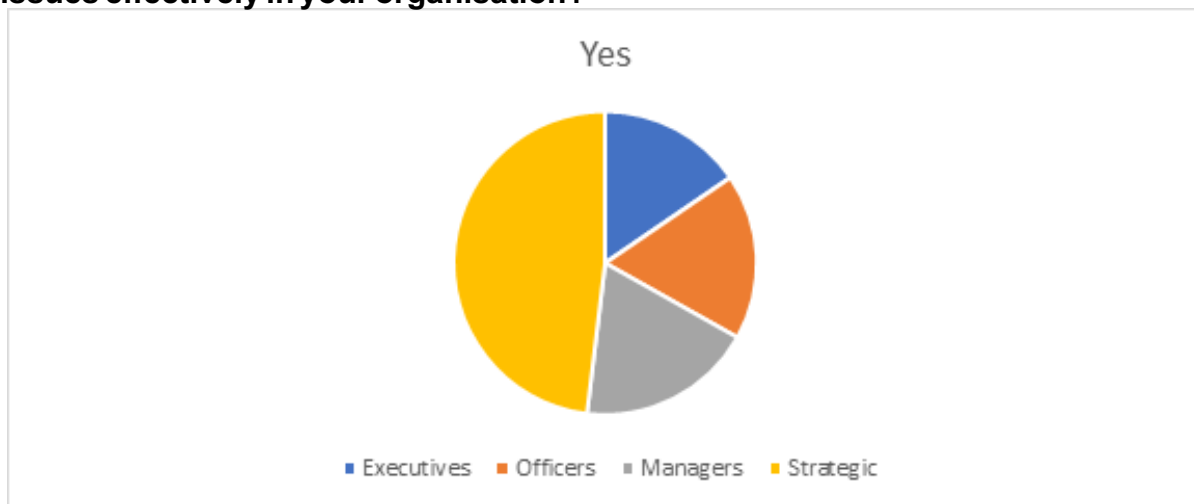


Figure 2: Need of Employee Training Programs

Are such programs regularly organised in your organisation?

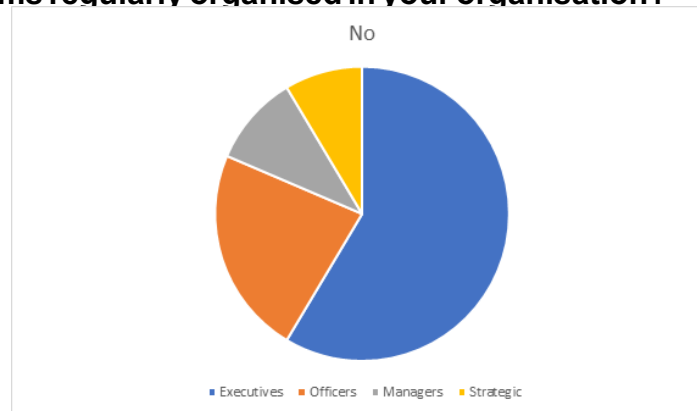


Figure 3: Regularly organised programs in organisations

CONCLUSION

It was observed after analysis that the awareness levels for mental health issues was least among HR executives and most among the strategic categories. There were many in the HR strategic category who felt a need for regular employee training programs in their organisation to address these issues. However, many HR executives felt that such programs were not being organised regularly in their organisations for better awareness to handle such hidden issues. There was more they felt that could be done in terms of reaching out to all levels of management for a better sensitivity and a caring approach especially lead by the HR departments. Some suggested for better collaboration of employee assistance programs and the HR department for effectiveness of such programs to larger groups. Perhaps the most important role HR plays within an organization is that of counselling, helping individual employees and teams work through their related problems and regain high rates of productivity. These include mental health as one of the key areas.

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Chapter 8

Exploring The Impact of Mental Health on Human Capital: An Analysis

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Exploring The Impact of Mental Health on Human Capital: An Analysis

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ABSTRACT

Mark Twain once commented “Out of all the things I have lost, I miss my mind the most”. Mental Health disorders and the paraphernalia contributing to its origin, manifestation and repercussions have always been detrimental to the reduction of diseases and disabilities globally. According to the World Health Organisation, 'health' is defined as a state of complete physical, mental and social being and not merely the absence of disease and infirmity. The relevance of mental health issues cannot be underrated as it has inundated all sectors and afflicted individuals from all sections of the society irrespective of differences in caste, creed, gender, economic status and social background. However statistical analysis and close monitoring of multifarious trends only testify that mental health issues are on the rise. To make the matters worse, the Covid 19 pandemic which has struck the world has among other things deteriorated the mental health condition worldwide, with India being no exception but rather in a worsened situation. According to Bhatia, 2020 reports estimate about 7.5% of the Indian population suffer from some sort of mental illness and that this has been aggravated due to the ongoing pandemic so much that it is estimated to reach 20% by the end of this year 2021, which also requires a psychiatrist ratio of 3 per every 100000 of the population. The DALY (Disability adjusted life years) score per 100000 population measuring the burden of disease due to mental disorder is 2443 according to the WHO estimates and it is 21.1 for the age adjusted suicide rate in India. The interpreted economic loss due to the conditions of mental ill-health status in India comes out to be \$1.03 trillion, between 2012-2030.

Keywords: *DALY; Health Mental Disorder; Psychiatrist; Mind*

INTRODUCTION

Mark Twain once commented “Out of all the things I have lost, I miss my mind the most”. Mental Health disorders and the paraphernalia contributing to its origin, manifestation and repercussions have always been detrimental to the reduction of diseases and disabilities globally. Most of the people who suffer from mental health disorders the world over has not been vocal about it and this surreptitious attitude has been hurtful not only for the individual but also the society at large. According to the World Health Organisation, 'health' is defined as a state of complete physical, mental, and social being and not merely the absence of disease and infirmity. The relevance of mental health issues cannot be underrated as it has inundated all sectors and afflicted individuals from

all sections of the society irrespective of differences in caste, creed, gender, economic status, and social background. However statistical analysis and close monitoring of multifarious trends only testify that mental health issues are on the rise. Mental health disorders will impact the health and productivity of the human capital and depression will enumerate one of the most common health problems which will be faced by the workforce soon. Keeping in mind the present scenario and the pandemic-stricken world, mental health issues will be on the rise and will pose a serious challenge to medical practitioners and the institutions at large. Catering to the rise in cases worldwide it is the need of the hour that organizations and employers focus on developing strategies which will help in combating the precarious situation which humanity will face very shortly. A World Health Organization Report published in 2000 states that “in the United Kingdom, 80 million days are lost every year due to mental illnesses costing employers £1-2 billion each year. In the United States, estimates for national spending on depression alone are US\$ 30-40 billion, with an estimated 200 million days lost from work each year.” The consequences of the impact of mental health issues in the workplace can be severe and can shatter the illusory temporal world of wellbeing and affect the efficiency of the enterprise. One can analyse the impact from varied perspectives including performance of the employees, absenteeism from work, unprecedented accidents, rates of ailment, and turnover of the staff which can be detrimental to the growth of an organization.

Mental health problems can induce several functional and working capacity limitations in an individual depending on several factors amongst which one may be the age of inception of the illness which directly and drastically reduces one’s working ability. The societal taboos still relegate it as an unacceptable disability which debilitates the working capacity of an individual. These taboos thus exclude them from community life and project them as a burden leading to diminished proficiency and loss in human potential. A large section of the world’s human population is adversely affected by this disability. Psychiatric disabilities disallow provision of equal opportunities and these hurdles are numerous ultimately leading to social exclusion. Feelings of fear, disgrace, and rejection lead individuals to suppress their inadequacies and thrust them into denial. Furthermore, the social stigma attached with it further deteriorates and complicates the situation. The sufferings of these people display itself through social stigmatization and social exclusion which further disturbs the social order and tears apart the finely woven textured social fabric. The family has to bear the economic brunt which involves cost of welfare amenities and treatment, along with the workplace where their stunted performance leads to depletion of opportunities as a result of incapacity.

The workplace can be a key factor in addressing issues related to mental health by providing a conducive environment where such topics can be vivisected to discern and educate individuals about it as well as suggest measures to raise awareness about and eradicate it. Recognition, identification, treatment, rehabilitation and above all an ambience where individuals will be sheltered enough to acknowledge the problem should be the priority of any setup which wishes to secure the mental health and wellbeing of its employees. The focus of this chapter would thus be to:

1. To scrutinize the importance of mental health problems and how they affect human capital.

2. To examine the decisive part played by the workplace in endorsing appropriate mental health approaches for employees.
3. To focus upon the role which the players at different levels play in dealing with mental health issues that affect human capital.
4. To suggest measures including different programmes and strategies which will help the afflicted persons to overcome and address these issues.

Ideas of mental health and its repercussions are inclined to concentrate on the individual stressors and not upon the organization and the promotion of good mental health at the workplace will help in upgrading the efficiency and enhancing the performance of the employees. The harmful physical and emotional responses to work that occur in an organization can be due to varied factors like the job requirement not matching the profile, abilities, and resources of the employees. Occasionally overworked employees, incorrect instructions, various insecurities related to the job, unrealistic expectations from employees can contribute to the furtherance of the stress factor. Depression and suicidal tendencies, burnout and fatigue syndromes, irritable behaviour with peers and a general sense of low self-esteem and demotivation can be the outcomes of such incidents. Inclusion of how to ensure psychological and mental health wellbeing in the norms and procedures of organizations to standardize normal working conditions is a challenge most companies are facing today worldwide.

As Rainer Maria Rilke has rightly commented “The only journey is the journey within” so it needs to be understood that struggling in silence doesn’t help. One has to be vocal about it so that a suitable ambience can be created where employers can design fit models to ensure that these employees do not suffer in silence and they are handled adequately, and vocational programmes ensure their smooth rehabilitation.

Examining the archaeology of madness in the West the author sets out to trace the genealogy of madness when insanity was considered as a part of everyday life and when it came to be perceived as a threat when insane people began to be relegated to asylums. The findings of this book include tracing the history of madness and how language played an intrinsic part in its manifestation, depiction, and ultimate documentation. Tracing it from the Classical Era to the Modern Age the history delineates the inclusion of madness as a part of the history of civilization (Foucault, 1988).

This explores how we remember traumatic events such as wars, famines, genocides and terrorism and question how it affects our mental health and the ways we can deal with them. It focusses on diagnosing the post-traumatic stress and the act of bearing witness. The findings include the interplay of complex individual and social variables which lead to the construction of traumatic memories and how they influence the development of social and combined identities. Language is a tool which helps to explore and confront the uncomfortable disjuncture of trauma and its representation. The resultant trauma in most of the cases remains a permanent fixture in the lives of the individuals and does not easily achieve erasure (Edkins, 2003).

To address the issue of shortages of health care professionals, World Health Organisation recommends integration of mental health within the general health care services in several nations, particularly in the developing countries so that the

accessibility to the underserved population can be increased. This strategy will also be beneficial because both the physical health and mental health issues are associated closely with each other with each having an influence on the other (World Health Organisation, 2005).

Mental health issues are constantly on the rise and this book examines the merits of psychiatric medicines in handling an epidemic through the stories about adults and children and if alteration of psychiatric medicines can help in achieving improved outcomes. The findings are part of investigative journalism which states that oft-prescribed drugs can often be detrimental to the recovery of a patient suffering from mental illness. It goes on to state that limited prescription of drugs to patients can work wonders for them with positive outcomes. Therapy and counselling along with drugs can be the key to a full recovery of the patient (Whitaker, 2010).

People do not talk about depression. In most of the cases affected individuals live in denial or suffer from an unscientific psychiatric diagnosis. People struggle with mental illness and it confuses their existence. Comprehending depression is difficult and unless treated accurately it can lead to severe repercussions. The book examines depression and its symptoms with a historical background suffused with examples of people who suffer from mental illness. The findings of this book include an eclectic discussion on true depression and how it is biological and offering an analysis of the problem through his intellectual heroes the author goes on to describe the existential angst felt while suffering through this debilitating disease (Ghemi, 2013).

According to Mahadevan and Sn Mohamed (2014), Human Resources Management (HRM) practices has become an important component for every organization to be able to effectively utilize and retain its human resources. This is due to the tremendous growth in the services sector in general and a corporate work culture. In their study on identifying the impact of HR practices like Training, Employee participation and compensation on the performance of the employees, in a Malaysian telecom company, they found the employee participation to be an insignificant factor while both training and compensation plans significantly contributing positively to employees' performance.

Analyzing the rapidly changing and advancing discipline of psychology this book introduces us to the basic tenets of psychology, the classical models, and the way forward when faced with certain psychological problems. The theories and studies enumerated in this book form the very basic principles of psychological problems and its analysis. Through various case studies the book takes us through a brief study of the predominant psychological theories and how they impact the life of the individuals. Solutions to the psychological issues can be multifarious depending on individual needs and it needs a trained person to provide solution to the problems. With the emerging times and the complexities that we face the issues have grown exponentially and it would require the intervention of practicing psychologists who are well versed to handle any crisis which may spring out of such situations (Morgan *et al.*, 2017).

This provides an overview of the genesis and growth of literary trauma theory recording the evolution of the concept of trauma in relation to literary studies and how it severely impacts our mental health status. It helps to focus on how psychological trauma generated through various situations can be dealt with in an effective way. The findings of

this book include the idea that literary language plays a decisive role in our engagement with trauma. The repetition of acts that cause trauma is done unwittingly and repetition compulsion thus becomes an intrinsic part of the analysis as to how trauma is generated and how it manifests itself in different occasions. It also analyses the traumatic effect of colossal world events on the psyche of individuals (Kurtz, 2018).

Attachment theory analyses the process which an individual undergoes to form positive and secure 'attachment styles' which helps one to deal with several emotional problems and psychological upheavals. Emotional bonds can render an individual vulnerable and this can affect everyday relationships and how we emote in different circumstances. This book explores how a particular facet of psychological theory helps us to find solutions to the myriad problems in one's life. The findings of this book include how a particular facet of psychological theory helps us to find solutions to the myriad problems in one's life (Dent, 2018).

This talks about the symptoms of mental illness and how one must move beyond psychotropic medication and use non-medicated methods to overcome these symptoms. The process of healing has been outlined where one needs to prioritize feel good factors and convert them into positive emotional opportunities. The findings include carving a trajectory to calibrate the intensity of traumatic responses and the analysis of the shock that accompanies the detection of a mental illness. It goes on to elaborate how social acceptance of mental illness is a great step towards its healing process (Brogan, 2019).

According to Gupta (2020), in the Indian companies, safety has got more precedence over health, though they are put as a single subject probably because of their immediate effect factor. Because the effect of poor safety is immediately visible due to its fatality like the effect of a major fire out-break or injury, the impact of ill-health being a bit delayed one, the companies feel the need to attach more importance to safety. So, more specifically mental health issues have not got the desired attention. However, the Covid 19 scenario has generated some consciousness regarding mental health and companies are paying attention to the mental health and well-being of their employees. There has been trauma coupled with fear, anxiety, depression, and angst which employees have tried to grapple with, cope with and ultimately find a solution to. The key to survival lies in the fact that the employers along with their employees need to develop a culture which will focus on self-care and collective psychological well-being. An attitude towards a holistic wellness and welfare of the workforce might be the solution to the problem. Thus many organisations, recognising the importance of mental health, in this environment of VUCA (volatility, uncertainty, complexity and ambiguity) due to immense pressure of work and sustaining the competitiveness as everything get digital, to keep up with the pace of advancing lifestyles have taken steps to address the mental health related issues of their employees.

Deloitte (2020), talks about the strategies which can be implemented by the leaders of a company to ensure that the economic activities of the company are successfully and safely relaunched after a pandemic situation. It ensures that the several strategies suggested should be practical solutions to the problems faced by the employees and also motivate them in these unprecedented times where employees are facing a host of problems including physical indisposition to loss of relatives and job and also trying

circumstances in everyday life.

Sneader and Sternfels (2020), focusses on the various aspects of Covid-19 and how it has impacted the functioning of a company during this global pandemic. It also talks about the steps and strategies that a company should take so that the workforce can return to their work environment in a safe and secure manner. The findings include guidance for the management and how they should walk hand in hand with the people to deal with the crisis and how restoring of normal work life balance would be a challenge in the days to come. It also focuses on the mental health issue and how this should be a contributing factor to ensure that the countries return to a normal economic process from the slowdown which became a hallmark of the pandemic.

Analysis of mental health status in india

1. Data analysis of mental health status in india: Just before the Covid 19 pandemic started, about 7.5% of the total Indian population which comes to about more than 13 crores suffered from some form of mental disorders in India, while it has less than 4000 professionals trained in mental health cure(according to the WHO report, 2019). This gives a ratio of 1:32500 for mental health professionals to the existing mental patients' load as per the figures available while the ratio for the overall population comes to be 1.250000 which is about 0.00004. To make the matters worse, the Covid 19 pandemic which has struck the world has among other things deteriorated the mental health condition worldwide, with India being no exception but rather in a worsened situation. According to WHO, 2020 reports estimate about 7.5% of the Indian population suffer from some sort of mental illness and that this has been aggravated due to the ongoing pandemic so much so that it is estimated to reach 20% by the end of this year 2021 , which also requires a psychiatrist ratio of 3 per every 100000 of the population. The large scale forced lockdown for social distancing, the uncertainty about job continuity for the employees, the disruption in job availability and absorptions for mainly aspiring youths, the financial stress, the emotional and social stress to cope with, the situation of no recreational outing or visits, rampant news updates about increasing covid active cases, deaths, non-existing vaccine condition and then the availability with several uncertainties etc has aggravated the mental ill-health condition in India.

The direct fall-out of this existence of mental diseases is a large-scale increase in suicide rates which has been increasing rapidly in India. India accounts for approximately 37% of the suicide cases globally and this has been more predominant amongst the women in the teenage group of 15-17 years. This has been supported by the National Health Survey Data conducted by National Institute of Mental Health and Neurosciences (NIMHANS), 2016-17 which finds the suicide rate not only to be high but also increasing in the teenage group of 13-17 years who suffer from depression and related mental disorders and are in need of dire awareness and intervention to prevent the proliferation in cases.

The DALY (Disability adjusted life years) score per 100000 population measuring the burden of disease due to mental disorder is 2443 according to the WHO estimates and it is 21.1 for the age adjusted suicide rate in India. The interpreted economic loss due to the conditions of mental ill health status in India comes out to be \$1.03 trillion, between 2012-2030.

While there is a need of large-scale availability of psychiatrists to at least counsel the population in need, the high cost of seeking the treatment is a constraint in the situation.

2. The mental health care issues in india: While the statistical data is reflecting an increasing trend in mental health disorders in India, there is a lack of both preventive and curative health care for mental disorders. This is because it is a socio-cultural-economic-individual-community level issue. This section focuses on its various aspects. While it is a health disorder, it has wide socio-cultural and economic implications. Again, while it is an individual level disorder, it has wide community interference. A family may have a single mental patient, but it is enough to cause turmoil in the overall lifestyle related issues of each member with the severity depending on the closeness of the relationship. Some of these aspects are discussed below in the context of some case studies³.

i. Mental health disorders is a socio-cultural issue: Right from acceptance by the individual himself/herself about the existence of mental disorder or any such related complications, to the recognition of the same by his family members, is merged in societal complications. Rather than identifying, recognising, and seeking appropriate medical intervention, the thought of it being known by the society and apprehending their reactions is what prevents timely cure.

Case study 1: Ms Sneha was of a hot temperament from her teenage years. Her family members ignored it due to lack of time in the extended family as well as lack of consciousness. On query, they even admitted that she exhibited similar tendencies at everything and everyone, but she was not like this from her childhood. They thought that she was jealous of her siblings as they excelled in studies and she gradually started failing from her 5th or 6th standard, so she was simply ignored. The result was her gradual withdrawal from everyone and everything and getting confined in a room and this continued for almost 4-5 years as she went on becoming violent. It reached an extreme culmination where she left taking food with a suicidal tendency that her family members were forced to acknowledge. They eventually dragged her to a mental doctor. The diagnosis detected severe schizophrenia, which could have been prevented with timely detection and acceptance.

ii. Mental health disorders has wide Economic implications: One of the major reasons for lack of seeking timely intervention by either the individual or the related family members of the patient is the high and unpredictable cost involved in the treatment. Not only do the cost varies according to the type, severity, location of treatment opted for, transparency of the information, frequency of follow-up required among others, but also many a times the associated uncertainties and no guarantee of results are discouraging for the treatment seekers.

Case study 2: Damo Soren is a man of 46 years and is under severe mental treatment (when he was interrogated)⁴ to the extent of being tied with ropes as he gets violent, so that he can be taken to the hospital. This has been continuing for years. He was a petty worker who worked in different shops at an irregular income depending on the work given to him as he had no academic qualification. At around the age of 25 years he had started showing severe mental disorders like getting very violent frequently to the extent of physically harming his relatives like parents and siblings. As a cure they thought it proper to marry him off under a garb by not disclosing his mental state to his bride's family. After

marriage, when his wife saw his condition after a few days, she tried every way by referring to every quack she could consult with as her petty income as a sweeper in a nearby educational institute would permit. When the condition worsened, she took steps with the family members assisting her to take him to the mental health unit of a government hospital. Severe mental disorder was detected with the treatment consisting of frequent electric shocks and continuing medicine to keep him calm and prevent him from getting violent. She is not able to bear the cost of the continuous uncertain medication with no treatment guarantee and is forced to leave him without medication. Steps are taken to tie him and drag him for the electric shock treatment whenever the condition becomes unbearable and then again, he is left in a similar condition.

iii. Mental health disorders has wider adverse side manifestations: Mental health disorders have wider and continuing adverse side manifestations in several visible and invisible forms. Leaving aside the direct adverse health effects if any (mainly in case of severe mental disorders with lots of medication), it has other adverse effects on the patient and his/her family members as the victim is tagged as a 'mental patient' by the society, even if he/she may have recovered after the treatment. This affects his/her job prospects, marital prospects, and every associated societal relation.

Case study 3: Mrs Anamika is a housewife who was treated for severe depression a few months after her marriage. She was an active woman who used to do all her household duties with diligence. Coming from a very big joint family before her marriage, she was used to being surrounded by family members always and was very social. However, she was married to a person whose house was in a village. After marriage, she had to spend months in isolation in the house as after her husband used to depart for his official duties, she used to be all alone in the house. It was during these times that she developed mental disorders and gradually her behaviour became reclusive and she confined herself for hours neglecting her other household duties. Her husband consulted a doctor and she was treated with medicines. She could overcome her illness and has completely recovered as she returned to her usual household chores, but the medicine must be continued as per the doctor's instructions. And she does not know how long this will go on though she is feeling normal, while her family members feel she needs it as sometimes she gets angry and talks loud, which her in-laws feel is not normal behaviour and may be a fall-out of her mental disorders erupting, as she was once under treatment.

iv. Mental Health disorders are a neglected area both internally and externally: There is no standard to know most often what is 'mental disorder' as such except in case of some extreme outbursts in the form of severe violence or deep withdrawal syndromes by the patient. So most often it goes neglected both by the individual himself or his family members. Seeking treatment becomes in turn dependent on the patient's and family members' tolerance level and judgement about whether it qualifies as a mental disorder. The symptoms vary from one extreme like getting violent physically or verbally, use of abusive languages, throwing household things among others to the other extreme of confining oneself either physically or mentally, rendering oneself speechless for a long time, avoiding establishing relations with people and exhibiting withdrawal symptoms frequently etc. Lack of recognition and acceptance itself is deterrent to timely access of the required treatment.

Case study 4: Subash, aged 35 years is a working technocrat. He has been seeking doctor's advice regarding his mental condition as sometimes he feels he is suffering from demotivation and a lack of any interest in his official works and shows severe negligence, resulting in annoying his superiors. So, he seeks doctors' advice and medication sometimes when he experiences such syndromes are moving out of control while when he feels he is all right he discontinues both the recommended referrals and medication. Over and above this treatment he has been advised a regular counselling session with a psychiatrist, who is going to charge an amount of something between Rs 100-1500 only per 30 minutes of some counselling session, for which Subash has neither the orientation nor the zeal to attend as he feels it is of no use and is a wastage of money too as he feels perfectly fine most of the time. He doesn't get any time to attend such sessions too because of his hectic schedules.

v. Mental Health disorders are a result of upheavals in our well-adjusted and comfortable ambience: There is no definition of a mental illness nor any certainty about the factors which can instigate it. It is individualistic and people react to it in different ways. However, as Jenny Edkins opines that the existence and welfare of an individual's life depends to a large extent on his surroundings-his family, kith and kin, ideals, and political community. She says that "existence relies not only on our personal survival as individual beings but also, in a very profound sense, on the continuance of the social order that gives our existence meaning and dignity: family, friends, political community, beliefs. If that order betrays us in some way, we may survive in the sense of continuing to live as physical beings, but the meaning of our existence is changed" (Trauma and the Memory of Politics, 4) So changes in the surroundings or alteration in relationships as well as physical ill health of near and dear ones can result in mental ill being.

Case study 5: Abhishek Das, Manager, KPMG, a man of 35 years talks⁵ about how he had to get his father treated for cancer during the lockdown period. His father resides in Odisha and he had to shift base to his native place from Gurugram and had to continue his 'work from home' too. He opines that as his job profile included interacting with clients on their home turf, he faced a tough time as virtual negotiations did not yield the desired result always as clients demanded physical interactions once the lockdown was relaxed. He faced sleepless nights and stress related disorders which led to binge eating and increased weight gain. It also made him feel worthless and ready to quit his job too. At times he felt he was facing a burnout and wanted to pursue some other vocation in his life. He was desperately searching for alternatives and was surrounded by a feeling of despondency and demotivation. In fact, he had applied for a long leave from his company which was not granted on the grounds that he was already in his hometown and they needed him for some major projects which they were into talks within Odisha. This further reinforced his mental illbeing and contributed to his psychological upheaval.

vi. Mental Health disorders can be related to displacement of a person from one place to another: It alters his identity from an individual inhabiting the world of his expertise and transforms him to an unsure person failing to meet his commitments. The pain is not visible as its origin is encrypted deep in the mind and often the subject involved fails to identify, understand, and transform it. It was as if he was suspended "in-between...where time and space became chaotic...a locus of impotence...where little agency, voice or movement is possible" (Hron, 2018) There is a sense of indeterminacy

where the incoherent individual often fails to describe and convey the intensity of his pain, explain the source or even specify the location of its cause.

Case study 6: Aniruddha Mukherjee, Principal Consultant, Tata Consultancy Services, a man of 46 years talks about the responsibility that comes with his position and how he had to shift base from London to India during the raging pandemic owing to ill-health of his father whom he lost subsequently. He had been unable to complete his project in London and so he had to keep on working at it in India. His work life changed overnight with him trying to match London timings in India. He had to work late hours in the night and that affected his health. Less hours of sleep affected him mentally as he was perpetually in a bad mood and screamed and shouted at the smallest opportunity, His relationship with his family members suffered and almost reached a point of no return. He had to undergo counselling sessions at his therapist to restore some normalcy to the situation. He suffered from stress related disorders and was perpetually unhappy. His bouts of melancholia further pushed him into a traumatic state, and he started displaying clinical symptoms of depression. He lost weight as he lost his appetite too and his hobbies took a backseat. He lost interest in all those activities which relaxed him earlier. He was in fact thinking of quitting his job and taking a long break.

vii. Mental health disorders are also related to situations where we fail to make a smooth transition into a new way or order of life: It has been a virtual see-saw situation for many individuals where they have rudely pushed away from their world of normalcy. But with every passing the constant fluctuations and the constant need to upgrade their skills can be a challenge. It can result in insecurity and low self-esteem if the peer group makes the transition smoothly and one is unable to achieve it. Proving one's efficiency, every day can build up the stress factor and we might fall in our own self-assessment. This can lead to a disruption in our normal life and mental health issues where we constantly castigate ourselves for not being able to reach the mark.

Case study 7: In the education sector it can be said that online classes were the need of the hour. Teachers and students underwent this transition in a fluid manner. But as educators are returning to campus life and students would be following suit to the management needs to understand and identify the insecurities, they are handling. Dr. Sohini Singh, Assistant Professor, Amity Institute of Biotechnology, a woman of 41 years found this transition difficult and the return to normalcy even more troublesome. She had already made a smooth transition to the virtual world and the classrooms have been redefined. The enthusiasm and zest of a physical classroom had been reduced to cold and clinical world of an online class. The raw and palpable emotion of a student-teacher interaction had been reduced to a staccato rhythm and the monotonous delivery of an artificial voice over a virtual platform. The world is still under the aegis of this disease and for a teacher the fear of contamination as well as conducting a physical and a virtual class simultaneously can be a challenge. Besides, they are used to several online platforms and collaborative tools. Totally doing away with them like the days before the pandemic might make them feel handicapped. So, their fears should be allayed, and time and space should be allowed to them so that they can make this transition gracefully. Designing of course-works, assessment schedules and delivery patterns had undergone a sea change. To restore it to its original status might not be possible so some hand holding

might be required at various stages for both the students as well as the teachers.

3. Critical reviews of Government's initiatives to deal with mental health status:

The Government of India had its first comprehensive health policy in 1983 as the 'National Health Policy(NHP) 1983' which aimed at providing basic health care facilities to everyone by the year 2000 by making it accessible through the Primary Health Care Centres (PHCs) (NHP,1983). But nowhere in the policy did it make any specific focussed provision to address the issue of mental health care of the population. Thus, the only provision in this policy with respect to mental health care, was an indirect approach where a ground level first aid could be accessed by people in need of redressal of health care issues.

In 2018, the Ministry of Health and Family Welfare launched the Ayushman Bharat National Health Protective Scheme to provide secondary and tertiary level health care facilities to about 50 crores of people in India which includes 3 days pre-hospitalisation and 15 days post treatment hospitalisation as per requirement of individual cases as a part of its National Health Policy. This has become the world's largest centrally sponsored scheme to be funded jointly by the Central and the State government. Yet the government has made no provision in it about mental health or health care measures which will focus particularly on mental health. Thus, it has left mental health treatment provisions to the discretion of the providers. So, the treatment seekers can avail it only if it is provided in the accessible centres. Similarly, it was left to the states and union territories to join based on their choice. So, while some states like Odisha did not join the scheme at all, some like West Bengal opted out after joining while many states did adopt the programme.

While India reached an agreement with the United States during President Donald Trump's visit for a free US market access for India's traditional medicine therapies like Ayurveda and Yoga and mutual help in the area of mental health, yet the total financial allocation to this area by the Indian government is gloomy(Rathore,2020). According to estimates, India at present spends only 33 paise per mental health patient annually. The spending on health care in India is itself less than 1% of its annual budget of which the spending on Mental health is only 0.05%. Thus, the spending on this area with an ever-increasing case over the years is negligible. According to WHO's health report 2011, between 2012 and 2030, Indian economy is likely to suffer a loss of more than \$1 trillion due to the loss of productivity of its human capital caused by the crisis of mental health disorders. Lack of oriented National Mental Health Policy to deal with the menace is a significant contributory factor which might gradually loosen the grip of the problem beyond repair. if not acted with focus now.

4. Steps for preventing mental health disorder issues: The steps for preventing the rising mental health issues in the country needs consciousness and conscious efforts towards its recognition, acceptance and preventive measures at individual, family, organisational, societal, regional and national levels. Let us discuss some of these in this section:

A. Primary Level-Individual and Family Level: We are all well acquainted with the proverb that 'charity begins at home', the same is applicable for 'health'. It should first start at the individual level and family level. It is worth remembering that our expenditure of money

and time on building up our health is an investment and not an expense. We should give as much conscious effort to exercise our mind as we do our body as the saying goes that 'if the head aches, the body will be worse also'.

First and foremost is to practise deliberate exercise for the mind in the form of taking out some leisure time without fail from the hectic schedule. We must learn how to relax, detoxify ourselves and disengage ourselves from our immediate surroundings. We should listen to music, read stories, watch movies, indulge in gardening or get engaged in any other hobbies of one's liking so as to rest the mind. We can also listen to spiritual speeches of some good speakers of our choice, which are now readily accessible on audio-visual media. Introspect deeply about their implications in our life. We can also take time out to pursue a new hobby, create something new like a blog or a self-help group for Covid patients where we can share our experiences and relieve our angst. Taking the present scenario of Covid 19 pandemic into consideration we can note that the employees are being forced to be confined to their homes and provide online services which involves long hours of work and engaging oneself with electronic devices like laptops or phones. So different types of deliberate and planned short breaks should be taken for managing stress. Quickly accept any mental pressure you experience, as the waves of thoughts will be different from what you normally feel. Be open about your anxiety, depression, of let-down syndromes with your immediate and close family members. In necessity urgently avail the advice of some counsellor psychiatrist or mental health doctors. The available improved medication at the right time will pacify the mental disorders.

Family members have a vital role to play in improving the mental condition of its affiliates. Thus, the mental state of an individual is a subset of the family environment itself in which he lives, both positively and adversely. In the former case, the family environment cushions the external and internal mental shocks of its members, imbuing in them the confidence to stand strong against all odds. On the other hand, a turbulent home environment in most cases leads to mental disorders of its members, mainly the aged, women, children, disabled and other vulnerable members. So along with the individual, it is his/her family which has the capacity to pre-empt and prevent mental disorders of its members. If any such members are detected, the other members, instead of ignoring or suppressing the matter considering societal stigma, should immediately counsel the member who is undergoing mental turmoil and take appropriate prevention. Sometimes just a bit of increased attention can prevent deterioration and years and years of following sufferance of the victim and his/her relatives.

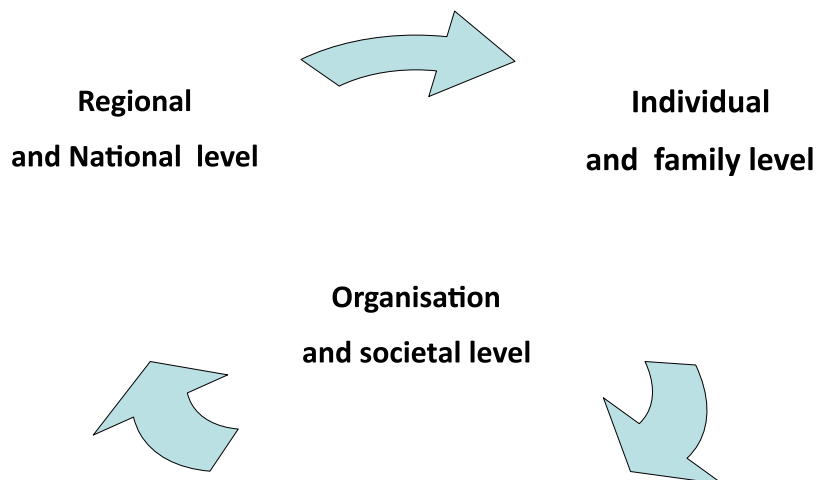
B. Secondary Level - Organisational/Societal level: At the secondary level, the role of the organisation and the society at large is immensely important. If the concerned person is an employee, then the organization can help in recognising and contributing to the improvement of his mental health. Many organisations have planned programmes for mental upliftment of their employees, by framing specific mental health policies. This has been more obvious during this pandemic period. Some of the initiatives taken by many organisations are:

Organising webinars, virtual conferences, and spiritual gatherings etc for their employees

on themes of mental health well-being can help the cause. Motivating employees by holding chat sessions, quizzes and games online can uplift the mood of the employees. Similarly appointing mental health practitioners, psychiatrists etc as in-house counsellors for consultation by the employees experiencing mental health issues have been observed. Some of the national and international level organisations which has come into limelight in providing these mental health development facilities for their employees during this pandemic period are Kalinga Institute of Industrial Technology (KIIT) , Deemed to be University, Kellogg India limited, Bharti Airtel Limited among others.

At the societal level, the government has launched several helplines particularly to cater to the Covid related mental health counselling, similarly such schemes are also provided by many non-governmental organisations (NGOs), private non-profit organisations, private agencies etc. Several groups on social media have also been formed where we can share anecdotes, experiences and hold each other's hands virtually offering empathy and compassion in these unprecedented times.

Though the above discussion is on the role played at primary and secondary levels but in fact they are not at all mutually exclusive. Rather the roles played by each of them are highly intertwined as individual's development and well-being is highly dependent on the family ambience as well as organisational and societal relationships, which in turn is a result of the physical and mental well-being of its employees and residents respectively as can be seen from the figure 1 below.



Source: Conceptualised by the Authors

Figure 1: Intertwined Roles of Players at Different levels in Physical and Mental Health Development

At a higher level i.e. the regional and national level, the state should recognise the crux of the situation and frame and implement appropriate policies to facilitate the treatment process by increasing the availability and accessibility of the need care process.

Findings

Thus, the main findings of the analysis undertaken in this present chapter are:

- 'Mental health' is a broad term involving the overall mental status of an individual and not only the absence of severe mental disability. Even a stressful mental condition full of anger/envy/scepticism/anxiety/depression/abnormal withdrawal syndromes among others are also mental disorders which needs focussed attention to enable the individual to revert to a normal state of mind.
- Mental health status may or may not have physical manifestations. Sometimes it may be disguised in the normal behaviour of the individual with amplified emotional outbursts which gets unrecognised based on the tolerance level of his/her family members. It is only when these mental disorders get manifested in physical abnormalities, that it gets the required attention.
- There exists no specific National Mental Health Policy. It is treated as a fallout of the general health care provisions in India. This has resulted in utter neglect of the mental health condition in the country with increasing rate of cases and serious manifestations in the form of increase in suicide cases, increased domestic violence amongst others. The ratio of mental health doctors to the total population is much below the desired level. The Covid 19 pandemic crisis has worsened the situation with dire consequences.
- The cure of mental health disorders is as complicated as the cases itself are. In most cases the need for seeking treatment is decided by the associated family members depending on their extent and way of acceptance, recognition, tolerance, importance of the affected member, spatial, cultural and financial availability and accessibility of the needed treatment among others.
- Though the cure of mental disorder starts at the primary level with the individual and the associated family members and at the secondary level with the organisation and society, the role played by each of them are not mutually exclusive but rather deeply intertwined.
- Different steps at different levels starting from simply recognising the mental disorder in the person and acting diligently through proper encouragement, affection and care, stronger company to strengthen the confidence to supporting recovery with timely medication, at the family and organisational level, can simply prevent the aggravation at its very root.

CONCLUSION

Thus, to conclude, mental health disorder conditions has not only worsened in the country but is on the rise too. Focussed National Mental Health Policies are urgently required oriented at providing spatial, cultural, and financial accessibility to the seekers. The Government should recognize this as the need of the hour because an individual who is mentally fit will be able to contribute towards the growth and development of the nation as well as weaving a rich tapestry for the society. Mental health issues lead to a loss in human resource and their cumulative contribution towards the establishment of a welfare state. Each person at the individual and collective level should be sincere enough to facilitate the restoration of a normal mental state for everyone, so that everyone is able to live life in a healthy manner both physically and mentally realising their utmost potentialities.

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Chapter 9

Mental Health and Role of HR Managers

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Mental Health and Role of HR Managers

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ABSTRACT

The onset of COVID 19 and its continued existence changed the entire scenario at the workplace, impacting people at all levels in organizations, be it the influencers' level, management level or at the level of executors and doers. The HR professionals and practitioners have had to change their style of policy making in a radical manner. In addition to development of the human assets and the culture of organizations, the HR professionals have started fortifying the values of the businesses and the morale of employees within, many of whom fearful due to job insecurity in view of mass downsizing across many sectors. While we still have not seen the end of Industry 4.0, with its endless applications in building smart places of work with full proof cyber physical systems, we are already into Industry 5.0. – the phase of industrialization marked by intelligent and sharp automation. What remains common and consistent is the rapid change all around. And what is most elicited from the human assets is acceptance of change and seamless adjustment. This is easier said than done. This Chapter shall discuss the role of HR on the face of borderless phases of industrialization, with special emphasis on:

- Stress individuals go through, especially in professional lives in the midst of an ever changing VUCA world
- Impact of stressful environment induced by stressed workforce, on the productivity of any business
- New role of HR Managers
- Support of Artificial Intelligence to the mental well being at the workplace

Keywords: *Wellness; Performance; Strategy; Artificial Intelligence*

INTRODUCTION

Our life on the personal front has always been dictated by uncertainties, much before we had branded the world as a VUCA (Volatile, Uncertain, Complex and Ambiguous) world. A similar trend has been seen in our work lives as well, which is not bereft of commotion and chaos. The work places have been susceptible to the constantly changing environment. Along with the changes in the environment, the consequential changes in workplaces have been substantial. More than adjustment, the need for survival has been the major impacting factor for workplaces to change.

Amidst all other business functions, it is the role of HR function to ensure that any change is brought about in a seamless and gracious manner, with least resistance from the people force. HR, being the front-face of any organization, has to identify and manage the change, irrespective of whether the change is required by internal stakeholders, external stakeholders or necessitated by organizational requirements. Further, the behavioral competencies, as expected from an HR professional, makes it imperative for HR to navigate, support and lead all employees to face change; while facilitating relationship management (Lewis, 2020).

Amidst competition and uncertainty all around; increased responsibility, extended working hours, higher production demands have all led to workplace stress becoming a common phenomenon in all workplaces. Some of the major stressors include burn out, work pressure and insecurity.

Since decades, there has been no conversation pertaining to workplace environment, without a mention about workplace stress. Consequent to this stress, low morale of employees is a consistent follow through, accompanied by insecurity and reduction in performance levels. It is visible that the financial, physical, mental and emotional well being of employees are affected by any kind of stress.

That mental health is as important as physical and financial health is un-debatable. It is the basis of overall well being of an individual. This realization is not recent. Way back in the 1850's, William H. Lever, the founder of Lever Brothers had comprehended the importance of human factor in business operations and had mentioned that one can go wrong in business calculations if the human factor is not kept in mind. Since then, leaders with vision in business have focused on overall well being of employees.

McKinsey, an American worldwide management consulting firm, which advises organizations about strategic management, had enunciated more than a decade back that greater than 75% of performance driven companies have arrived at a direct equation between employee well being and workplace performance (Morris, 2020). This is why the companies regularly measure employee health status as a part of overall risk management strategy. Management strategically has incorporated employee wellness plans as a management responsibility, with a long term vision towards increased productivity. In the present century, it has been well established that caring for employees has been not only the ethical and right approach, but lays the foundation of good business.

Developing HR strategy

The culture of an organization is reflected through its employee work practices, policies and programs; specifically customized to the need and requirements of its employees. The customization is easier said than done.

Most workplaces which asseverate employee friendliness, design their wellness policies for the following main reasons:

- ✓ Motivation of employees
- ✓ Increased employee morale

- ✓ Enhanced productivity
- ✓ Reduction of absenteeism
- ✓ Realization of organizational goals

It can be deemed that only the second reason caters exclusively to employees' needs and interests. Basing all wellness programs with this reason as the main focus, can lead to the success of wellness programs for realization of organizational goals. This in turn needs an extensive study of employee demographics and profiles.

The process of seamless integration of wellness programs into a company's strategy is of prime importance.

Organizations have become much more employee centric with “**people first**” strategy to wade through the pandemic. The pandemic brought in a sudden shift from a physical to a digital work environment, which created physical as well as mental discomfort for employees (Sarkar, 2020). Employers struggled to support their teams to sail through this unprecedented time. Employees started feeling frustrated and uncomfortable in this virtual working condition. Moreover, the prolonged work from home resulted in a peculiar situation where the dividing line between work life and personal life has become indiscernible. Restricted movement, anxiety due to the risk of getting affected, negative news and the like has had great adverse impact on mental state. Well being of the human assets came to be of utmost important for the employers. As per WHO-led survey in Jan, 2020; 264 million people globally were found to be experiencing emotional disorder.

In addition to existing stressors in workplace, the pandemic has added significant stressors (Saxena & Gautam, 2020) like new working patterns, isolation, fear of the unknown virus, concern for family members and friends. Pandemic brought about a realization in both employers and employees regarding the direct visible impact of depleting mental and emotional states on performance levels with visible symptoms seen in employees.

Deliberation on mental health necessitates the mention of some major stressors and accompanying symptoms, which are elucidated below:

Burnout has become much more prevalent as the pandemic has led to increasing debility in physical, mental and emotional states with increasing stress levels. The significant noticeable symptoms in the workforce comprise mental and emotional fatigue.

Fear escalates stress. Pandemic instilled fear of the unknown virus and its multipronged effects like the fear of losing jobs and fear of losing family and friends, creating insecurity in the work force which in turn reflected in diminishing performance levels.

Alienation and isolation created by social distancing and new working styles has also increased stress levels. This has induced irritable behavior, insomnia, mood disorders and emotional hijacks.

Anxiety brought about by murky environment challenges has affected the capabilities of individuals.



Figure 1: Indicative Mental and Emotional Condition During Pandemic

The impact described above has more than ever made it obligatory for employers to strategize on the mental health of their most important assets - human assets.

In India, the first quarter of the calendar year witnessed the pandemic and with that the automation revolution got accelerated. Different companies started strategizing different business models focusing on the major pain points.

For example:

- Manufacturing companies started relooking into production levels and supply chain.
- Service industries started focusing in keeping their internal and external customers safe by online mode of working, contactless processes and social distancing.
- Educational institutions started developing dependable online learning platforms and educators started concentrating on developing better and better connect on the virtual mode.
- Retail industries started developing customer friendly online apps to attract more customers. They also focused on making the physical shopping outlets safer and more hygienic so that more customers would be attracted during the non lockdown periods.

- Transport industries started dynamic pricing and optimizing routes.
- Logistics industries comprising cargo business are devising new plans to transport cargo to meet up with market demand and are also balancing the transport so that there is minimum idle time or minimum idle space in the carriers.
- Telecommunication industries are focusing on meeting the increased network requirements of customers who have to implement and execute all work through digital means.
- IT industries are concentrating on upholding their global ties in view of restrictions placed on international travel.
- Agriculture sector has been developing ways and means to supply agro food products to markets and consumers, within the country and beyond.
- Construction industries are trying their best to avoid the inevitable delay in projects and cancellation of projects. Labor health factors have taken an upper hand and social distancing norms have rendered the pace of work to almost a negligible level.
- Pharmaceutical industries are trying their best to meet the expectations of the people in terms of research, cost of medicines and supply of medicines, amidst other factors.
- Healthcare industries are trying to keep pace with the demand for medical solutions and healthcare professionals across the world have been trying their best to cater to the wellness of people afflicted by the pandemic and also the wellness of the people living around the afflicted.
- Hospitality industries are trying to gauge the consumer patterns under such uncertain times. Safety and cleanliness have been incorporated as major components of marketing activities.
- Entertainment industries have been shifting to online means of entertaining consumers.
- Media has been making extra efforts to inform, entertain and connect with society by finding new ways to make an impact. They are also trying to bridge the trust gaps with people.

Workforce is the common element in each of the industries and most companies started witnessing a wide gap in the skills of the workforce, with the onset of the pandemic. The concept of soft skills has undergone a radical change and certain skills like emotional intelligence, collaboration, creativity and adaptability have become imperative. The use of such skills has also undergone a paradigm change.

Amidst the challenges and uncertainties faced by HR in comprehending the accurate requirements in the workplace, the advent of the pandemic was obviously not an uncertainty which any one had ever envisaged. The pandemic has affected the basic role of HR, which is being the interface between the workforce and the organization, while serving the requirements of both. HR, as the nerve centre of any organization, has been at the forefront always, especially after the onset of the pandemic; having assumed

new roles in guiding and supporting employees and the leadership. Some of the major roles include:

- ✓ Anchoring technology and ensuring that employees perform better in a flexible work environment as this working style is here to stay.
- ✓ Leveraging technology in co-ordinating diverse and inclusive teams. Needless to say, this has always enhanced productivity.
- ✓ Strengthening technology to increase employee contact amidst social distancing norms and remote working style.
- ✓ Reinforcing employee engagement with lucrative and attractive reward and recognition schemes.
- ✓ Building up resiliency in employees towards best performance under all kinds of crisis situation.

The pandemic has also brought to the forefront, the mental problems of employees. The concept of wellness and well being at home and workplace has taken visible precedence over other concerns, after the onset of Covid; which has made it imperative for HR to bring about a change in functioning, best oriented with the needs of both employers and the workforce.

The focus of functioning of every centre of excellence of HR has been elucidated hereunder:

- Redefining jobs / Job Analysis:
 - ✓ Redefining of all jobs in the new working setup
 - ✓ Identification of right skill set
 - ✓ Up skilling / Reskilling of existing employees
- Talent acquisition:
 - ✓ Derailment of hiring plans
 - ✓ Furloughing and layoffs of employees without affecting business
 - ✓ Handling bulk hiring in certain specific sectors characterized by increase in labour demand like retail, e-commerce, IT industries, online education and learning.
 - ✓ Dependency on technology for increased accuracy in hiring
- Training:
 - ✓ On boarding of employees by HR in the virtual mode, which can leave a sense of disconnect
 - ✓ Training a remote workforce may not always yield the intended effects
 - ✓ Adjusting time schedules for training in a work from home arrangement, which may be challenging as work life and home life can encroach
 - ✓ Implementing accurate evaluation methods for post training effectiveness

- Performance Management:
 - ✓ Developing a format of appraisal best suited to online mode of working
 - ✓ Recreating goals and key performance areas aligned with new style of working
 - ✓ Handling apprehension of employees regarding salary raises post appraisal in the virtual mode of working
- Employee Relations:
 - ✓ Negotiating reduced pay packages with employees
 - ✓ Handling workforce who bear the burden of longer working hours, specifically in states, where amendments have been made in legal statutes to extend working hours during pandemic
 - ✓ Handling the reduced morale of employees on the face of apprehended downsizing as part of rightsizing
 - ✓ Handling an effective work from home culture and environment, in absence of any legal mechanism in this regards
- Employee Engagement:
 - ✓ Innovative and effective ways to engage employees on an online mode of working
 - ✓ Designing one-to-one online interactive sessions for better connect
 - ✓ Designing online counseling sessions for maximum effectiveness

HR has had to devise working styles and policies, with an aim to reduce the exposure of employees to all kinds of distress – financial, physical and above all, emotional.

Pandemic made it imperative for HR to redefine strategy, majorly on the following fronts:

- ✓ Well articulated mental wellness programs

Employers have started using well designed and customized wellness programs as the main differentiator to retain and attract talent. Increasing stress levels have always accompanied change. The uncertainties brought about by the pandemic are no exception. Employers realize that robust health plans have to be worked upon as concern for employee wellness is here to stay. Employers are emphasizing on “value and quality of investment”, a step further than “return on investment”.

- ✓ Need of the moment: re-skilling and up-skilling

While the workplaces have always been agile and adjust to the VUCA world, in order to sustain, the pandemic expedited the whole process of change. HR immediately became effective change agents and created awareness amongst the workforce, so as to tackle uncertainties in a matured and dignified manner. The awareness was created with an aim to develop a well prepared and adaptable workforce. Re-skilling and up-skilling of workforce was mandated for optimum utilization of available manpower and this was driven by HR. This goes a long way in retaining employees who are geared up to face all kinds of work opportunities.

Re-skilling and up-skilling on a constant basis is a pre-requisite for any business to run effectively. The only way to sustain today is capability to manage all kinds of work styles with minimum snags.

Like every other country, the focus of India has also shifted towards technology in the last decade. Expertise in Artificial Intelligence and Machine Learning has become a pre-requisite key skill. All sectors are building up on the real life applications of advanced technology and AI, with focus on automation and digital transformation.

✓ Proficient management of Human Resources

The pace of the pandemic mandated onerous efforts by the workforce to adjust to new working styles. It was and still is, exhausting emotionally and mentally. The adjustments which are ongoing are unmatched and unprecedented, without any backup of long term plans. The role of HR has been extensively focused in the area of developing the emotional acuity to deal with crisis and unpredictability, while balancing the needs of the workforce.

✓ Transparent work culture

The pandemic witnessed arduous efforts by the workforce to adjust to the fast changing environment. The phrase “Survival of the fittest” from the Darwinian evolutionary theory has always been true. And this seems to be befitting now.

Further, the pandemic has educated all of us regarding the need and importance of trust between employees and employers. The management has learnt to place trust and faith in the sincerity and capabilities of their employees, in absence of direct supervision. The employee connect has increased multifold. Management has thereby started creating more collaborative and adaptive teams with greater pro-activeness.

✓ Importance of mental and physical wellbeing

Covid brought about noteworthy and visible challenges which started impacting the mental and physical wellbeing of employees. HR started prioritizing the well being of workforce; to create a motivated workforce working towards common organizational goals. Mental health has been the cornerstone since quite a few years and shall continue to be the centre of attention with increased uncertainties.

✓ Security

The pandemic brought in the need to secure employees financially in a workplace which is only possible if the workplace relationships are secure. The latter comes majorly in to the ambit of HR and therefore, has been the prime focus by HR. HR has been redefining job roles towards more secure workplace relations.

✓ Importance of HR

The pandemic established the importance of HR in all kinds of business after the onset of HR. Leaders in business ensured to multiply the priority placed in the human factor. HR in turn are basing their decision making on assessment of existing and apprehended risks. More and more emphasis is being given on statistical analyses of HR.

✓ Digitalization

The borderless transition from Industry 4.0 to Industry 5.0 was already in place but the pandemic ushered in an era of forced dependence on technology, at an extraordinary rapidity.

The word “new normal” has become “normal” with practices like work from home and virtual interaction. The best and the worst in terms of capacity, capability and adaptability of people in the workplace have been tested and is still being tested as we continue through the difficult times. “Work from home” has increase the dependence on Cloud HR which in turn allows for independent monitoring and control over data thereby aiding decision making.

✓ Continued Communication

The shift from Industry 4.0 to Industry 5.0 has ushered in technology and technological interventions that have pervaded activities and processes across business functions. While it was contemplated that most functions across verticals will be taken over by Artificial Intelligence (AI), the pandemic put a spotlight on the importance of human touch. Continued communication between employers and employees, constant feedback to employees, has become the prime focus, to keep up the motivation levels. This also goes a long way in resolving issues and concerns as and when they arise, so they do not manifest into conflicts.

✓ Fostering positive work environment through flexible work environment

The “work from home” style of working is not bereft of challenges. Unlike the offline mode, in the online mode, an employee does not have an undisturbed confined workspace, as the employee may have a child to care for / elderly parents to look after / pet to tend to and similar concerns, which normally an employee does not do while being present in office physically. While all these activities are important, their merging can cause disruption to any workflow. However, work from home concept has added a wider dimension to work life balance. It has allowed employees to accord quality time to personal needs, while managing work effectively. Employees have already proven their ability in maintaining the balance between personal and professional lives in the virtual working mode, though learning through trials in the process.

Leaders have been trying to fit in work into the employees' lives by redesigning jobs as COVID has made all realize that employees get impacted for factors outside of work, which have to be taken care of to maintain the overall well being. Employees in turn feel cared for and connect better emotionally with the management and the organization, which visibly reflects in better performance.

AI to support mental health

HR as a function has witnessed an exhaustive shift in its style of function, majorly guided by technology, to meet unnerving timelines of operations for best effectiveness. Grand View Research, an India & U.S. based market research and consulting company, in a landmark report pertaining to 2020 (Market Analysis Report, 2020), based on HRM market share, size and trends says that it is technology that has made business processes transition from traditional systems to digital systems. Of special mention is

the transition of traditional HR to digital HR so as to centralize HR data across all business units of an organization for easier data access. HRM software solutions are being preferred by corporates for easier data access, flexibility and convenience in terms of usage and analysis of data at reduced charges and with minimum errors. It has long since been established, during the onset of each industry revolution that operational trends can be analyzed better and faster digitally, thus leading to matured in-time strategic planning.

Grand View Research (one of the largest and trusted market research database) reveals that by 2025, the market for HR technological interventions will be worth an estimated \$30 billion (Market Analysis Report, 2020). Intelligent HR solutions owe their existence to technology and artificial intelligence (AI). There has been lot of speculations whether AI will lead to loss of jobs and whether the “human touch” will be out of jobs. Experts across the world have affirmed that AI supplements and augments jobs, rather than replace jobs.

Organizations have been strategizing value added investment along with return on investment. Data and analytics have been guiding organizations in this journey. All business functions have co-existed successfully with technology and HR also is not immune to digitization. Over the years, technology and AI have taken over operational work in HR area, while the value-added strategic HR work continues to be done by human capital (Graham *et al.*, 2019).

People are at the heart of every forward moving business enterprise. Both management and HR are aware that human assets can be very fragile and can separate from a company any time, due to which the business leaders as well as their HR representatives prioritize on tapping the human assets positively.

One concrete way to gain competitive advantage is to work upon the mental health and wellness of employees, as this directly impacts working relationships, performance and commitment; thereby impacting organizational effectiveness. Two major steps are being followed by most employee friendly progressive organizations:

A. Every high performance company has incorporated employee health surveys, wellness programs, health policies as part of their strategy through progressive work practices like:

- engaging employees
- creating health awareness amidst employees
- designing health policies and programs where employees feel cared and secure
- incentivizing leaders with innovative plans towards employees' mental well being
- incentivizing employees abiding by the existing plans

B. Moreover, keeping the ever changing composition of workforce, all such progressive work practices have to be customized keeping in mind the following major criteria:

- ❖ Age of the workforce
- ❖ Gender of the workforce
- ❖ Workforce with multiple risk conditions in lieu of their work, their location or pre-existing conditions
- ❖ Hierarchy of the workforce as this can be a relatively strong indicator of the acceptance of health programs of that specific category

Technology made all the data crunching faster and aids in expedited strategic planning. However, the data analytics will not be complete without the human intervention. Technology went a step further and tried to simulate human intervention in machines. This concept of simulation of human intelligence in machines, popularly known as “Artificial Intelligence (AI)” was described in the 1950s but the applications in different fields were only witnessed in the early 2000s.

Applications of AI in HR

AI has found its applications in HR administration in the last couple of years i.e., since 2018.

The first and most prevalent application was in Talent Acquisition process, where:

- ❖ AI made it possible to reduce biases while selecting candidates, based on pre-fixed criteria.
- ❖ Advanced analytics helped in determining the voice of employees
- ❖ Virtual assistants started offloading the operational and routine role of HR professionals so that they could focus on value added work.

Gradually and just at the apt time, when the sensitiveness of HR professionals for employee well being is mandated, the focus also turned to healthcare of employees and this has become the major application of AI (Srinivasan, 2020). Companies have developed technologies for faster analysis, suited to the organizational needs. AI helped the health care representatives of the management to personalize wellness programs, unlike earlier when most of the health programs were generalized over a majority of the population of the workforce.

A two step process (as mentioned above) has been identified to be popular and successful in most employee centric organizations:

- ❖ First, it is well understood that at times like the present times, interaction and collaboration between the management and workforce and amidst the workforce stand out in ensuring a healthy and productive organization. The AI technology used revolves around applications which initiate a round of conversation with each employee, through Chatbots, which open up any reservation which an employee may otherwise reflect while having a physical discussion with a supervisor or with HR. This eases the physical discussion as most communication barriers are taken care of.

Interestingly, a recent global survey of 8,300 HR leaders conducted by Oracle and Future Workplace in 2020 found that an astonishing 64% of workers trusted AI Chatbots

more than they believed their managers.

❖ The above process helps to categorize employees on the basis of varied issues of mental health like depression, anxiety, burnout, any form of psychosis, trauma, bipolar disorder. This leads to the second step of designing wellness programs tailor-made for the workforce. Needless to say, this helps to retain employees as mental ill health is an identified reason for attrition, especially during these trying times.

Further, an employer is also able to predict through AI, the risk of certain employees for a specific disorder, thereby aiding in designing mental wellness plans well in advance.

CONCLUSION

The essence is study of mental well being is imperative for the success of any business. The competencies of an HR professional mandate the study to be designed by HR. HR professionals therefore focus on reinforcing and strengthening the values of an organization by working on the mental health and wellbeing of employees. Mental wellness will always remain a priority when employers and employees will plan for a return to the physical workplace.

Even when the market and work environment returns to a state of normalcy, employees who have sustained the pandemic in a state of proper mental health will be the ones possessing the right balance of functional experience and soft skills. This balance will be the differentiating factor between employees. The world has already started transitioning to a green economy and it has become imperative that the entire labor market has to be sensitized towards this in order to sustain. The role of HR professionals has thus become all the more important to bring about this sensitization in a seamless manner with the help of the expansive repository of technological interventions.

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