

A RESEARCH ARTICLE ENTITLED “RETHINKING OF HR PRACTICES FOR MENTAL HEALTH THROUGH AUTONOMY& COMPETENCY”

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ABSTRACT

Social & Economic Environmental scenario of all over the world has changed intensely over the last couple of months, as a result of most prolonged lockdown, declared on March 24, 2020. According to the World Health Organization (WHO), around 450 million people actually suffering from psychiatric illnesses globally. The coronavirus disease 2019 (COVID-19) pandemic is having a great impact on all aspects of society, including mental health and physical health where mental problems usually take a toll on overall health. As the coronavirus (COVID-19) pandemic sweeps across the world, it is triggering prevalent concern of fear and stress, which are natural and normal responses to the changing and uncertain situation that everyone finds themselves in. India is also going through a challenging situation, and an urgent need for research has aroused to address mental health consequences. The main objective of this research paper is to explore the impact of COVID-19 and lockdown on the mental health of individuals through human resource instrument such as Autonomy to resolve mental health problems and to achieve the Sustainable Development Goals (SDGs) addressed in Goal 3: "Good Health and Well-being" as soon as possible. In this research paper, researchers shall attempt to establish a relationship between autonomy & mental health, which ultimately will lead to high productivity. This research would assist organizations experiencing corporate and community mental illness problems to improve their moral and mental status through autonomy and competence. The study offers insights into the underlying mechanism through autonomy, competence & mental health.

Key terms: Depression, Autonomy, Mental Health, Productivity.

1.0-PROLOGUE:

People appear to feel terror of being ill with the Corona virus in times of an outbreak, resulting in anxiety, stress, and depression, etc. Melancholy is seen as a state of insouciance in everyday activities. Fear of the unrevealed virus will result in people facing a pandemic without vaccination, leaving them nervous, stressed and depressed. The pandemic of Covid 19 has influenced every single

era of the life of human beings in the world. The ILO study entitled 'Youth and COVID-19: impacts on employment, schooling, rights and mental well-being' indicates that 50 percent of young people are likely to be exposed to anxiety or depression and 17 per cent are likely to be affected by it. Depression is now a part of our lives (International Labour Organisation 2020). An extreme need for this hour is to cop up with it. Due to the decline in company's turnover & work loss, layoff is taking place, giving rise to job seekers resulting into depression which is being commonly seen in the labour market. [World Health Organisation]

An important fact in dealing with this pandemic is good mental wellbeing. All over the world, various countries are applying different methods to calculate and restrain it. As per the US government, our emotional, psychological and social well-being requires mental wellbeing, which determines how we think, feel and behave.

It also helps to decide how we cope up with stress, interact with others and make decisions. At any stage of life, from childhood and adolescence to adulthood, mental health is significant. The Kaiser Family Foundation 2020 conducted a study on social isolation and loneliness, which indicates that job loss is a significant cause of rising depression, anxiety, and diminished self-esteem, contributing to higher suicide rates. Higher mental illness was seen in lower income groups compared to upper income groups as per the report's results. KFF - Health Policy Analysis, Polling and Journalism; KFF - Health Policy Analysis, Polling and Journalism -2020)

1.1-Mental health Condition Worldwide:

The World Health Organization conducted a study on the availability of mental health, neurological and drug use services during the period of June to August 2020, in 130 countries across six WHO regions affected by COVID-19. It has also explored the measures taken by various nations to handle this situation. As a result of the study, sixty percent of people worldwide experience mental health issues, which included 72 per cent of children and teenagers, 70 per cent of adults, and around 61 per cent of women needing antenatal or postnatal care. Around 78 per cent and 75 per cent recorded at least partial disruptions to school and occupational mental health services respectively.

In comparison of low-income nations where less than 50 per cent have reported positioning telemedicine and teletherapy to bridge mental health disparities, high-income countries have more than 80 per cent of the same. Given previous experience of crises, the need for mental health and psychosocial assistance is expected to grow significantly in the coming months and years. Investment in national and international mental health services that have already suffered from years of persistent underfunding is now more critical than it has ever been. World Health Organisation gave advice to governments about how to maintain essential care, including mental health services, and recommends that nations devote mental health support as an important part of their intervention and recovery efforts, both of which underscore the need for further support for mental wellbeing. Much greater pressure will be put on national and international mental health services that have suffered from years of persistent underfunding as the pandemic progresses. It is not necessary to spend 2% of the national budget on mental health. More needs to be done by international donors: mental well-being also

receives less than 1% of international health-related assistance. The economic ramifications of the pandemic are already being felt, as companies let workers go in an attempt to save their businesses, or simply shut down entirely.

1.2-Mental Health Condition in India:

7.5 percent of the Indian population has been confirmed to be affected by psychiatric disease during this Corona pandemic. World Health Organization (WHO) described Psychiatric illnesses has a major portion among all health-related issues, and 15 per cent of the onus of worldwide mental, neurological and drug abuse disorder lies on India. The treatment gap is over 70 per cent, which is described as the occurrence of mental disorders and the proportion of affected one seeking care & medication. The WHO has estimated that mental disorders will affect overall 20 per cent of Indian population by 2020, and we have less than 4,000 mental health workers to address this population. The detection of a psychological illness is often complemented by refusal and inability to seek support. Psychological wellbeing remains a prohibited issue that is susceptible to longstanding stigmas, stereotypes and suspicions, despite its immense societal burden. Even though it is possible to treat or regulate mental illnesses, most people prefer to wipe out their troubles without informing others and suffer in silence. It is not only necessary to encourage mental health awareness, but also need to build awareness of absurdity (<https://economictimes.indiatimes.com/magazines/panache/mental-health-in-india-7-5-of-country-affected-less-than-4000-experts->)

2.0-THE RATIONALE OF THE RESEARCH STUDY:

Pandemic Coronavirus Disease 2019 (COVID-19) has a significant influence on all areas of life, including mental and physical wellbeing, where general health is usually affected by psychological disorders. The pandemic of coronavirus (COVID-19) spreads across the globe, and depression is also normal. India is now experiencing a tough circumstance, and there has been an urgent need for studies to resolve the implications of mental wellbeing. The key objective of this research paper is to examine the effect of COVID-19 and their impact on people's mental wellbeing try to give solution through human resource instrument Autonomy which brings balance in mental health issues and to meet the Sustainable Development Goals (SDGs) laid out in Target 3: "Good Health and Well-being" as quickly as possible. The research paper aims to create a partnership between autonomy and mental wellbeing that will eventually contribute to high productivity. This study will give both Managerial Implication and Social implication which can be a solution in this Pandemic time.

2.1-A BRIEF REVIEW OF LITERATURE:

2.11-Review of Literature on Depression

Lee et al, had explored the correlation between the loss of work ability and depression. They had examined the different levels of relationship according to employment status and explored a straight mixed-effects pattern to analyse the correlation between workability transition and gloomy moods.

They reported that people who lost their ability to work, were also found having considerably larger depression scores while losing their employment. Therapy for return to work was required, though returning to work was more difficult (Lee, 2017)

Verma & Mishra explained the occurrence of depression, anxiety and stress among the Indian population during the lockdown to control the spread of COVID-19 in their article. This was a cross-sectional research done using convenience sampling to examine the socio-demographic associations of depression, anxiety and stress.

The collection of data was carried out from first week of April 2020, i.e. two weeks later the first lockdown was declared in India. Participants' mental health was measured using the Scale of Depression Anxiety Stress (DASS-21). The research revealed that working status had been greatly correlated with depression and anxiety at the moment. (Verma S, 2020)

Rehman et al, among different segments of the population of India, examined the levels of mental illness such as tension, anxiety and depression, and different indicators such as the Family Affluence Scale used to analyze the accuracy of the answers provided in the questionnaire were used for this research. Depression, anxiety, and tension were measured using the 21-item variant of DASS. Researchers also shown that the most impacted are persons who may not have adequate capital to survive in the lockdown. Various professions, students and health professionals were more likely than others to experience stress, anxiety and depression. (Rehman, June 2020)

2.12-Review of Literature on Mental health

Dalila Talevi and his colleagues opined for a threat of mental health in global context in their research paper “Mental health outcomes of the Pandemic at COVID-19”. In this Research paper they discussed about several Pandemics and epidemic which was happened in the world. They analyse that in the current situation of covid 19, which brings preventive actions such as quarantine, isolation, and social distancing have a direct effect on people's physiological wellbeing. This pandemic got Psychological reactions such as Emotional distress, anxiety, fear, loneliness, boredom. In this review paper Researcher depend upon 6 Research works, which have focused on Mental Health crisis in current pandemic. After analysed of all work Researcher could found confirmed that on-going COVID-19 pandemic is having an enormous effect on individual's emotional & mental wellbeing. In terms of magnitude, the results were reasonably stable globally: most persons reported from mild moderate disruptions, female sex and younger age were correlated with a greater risk of mental health consequences. This research work shows the immense need of mental health interventions. (DALILA TALEVI, 2020)

According to Sandeep Grover effect of the lockdown on Indian People's Mental Health is not up to mark. In this research paper they evaluated the social effect of the lockdown on the general populations attributable to the Covid 19 Pandemic with the goal of assessing in incidence of depression, anxiety, perceived tension, well being and other psychological problems. Researcher examined that two-fifths

of the population suffer common psychiatric illnesses out of 1685 Answers. In terms of relationships with parents, infants, and partners, they have identified a beneficial effect of the lockdown on the relationship dimension. Despite change in the interpersonal factor, the incidence of detrimental feelings such as depression, isolation, distress, anger, and terror, etc., has increased. Under this pandemic scenario, this research paper further advocated the need to extend mental health care to all in society. (Sandeep Grover, 2020)

Roy et al in their Review Paper they explained mental health problems during this pandemic from global practice, as well as the sensitive interventions established in mental health specification to Indian context. As a consequence, they have observed that tension, anxiety, depression, insomnia, denial, frustration and terror are significant mental health challenges. They also explain various mental health intervention techniques during COVID-19 in this paper. The National Health Commission of China released the detailed guidance on Mental illness trauma management in persons afflicted by COVID-19 etc. In the global sense, Chinese citizens performed a psychological distress study and offered three suggestions for it. In the Indian background, the MOHFW-GOI has released a toll-free 'Behavioural Wellbeing' helpline call, the Ministry of Health and Family Welfare, the Government of India also published IEC materials on elderly and children's mental health services, etc. Researchers built a philosophical structure in this study paper on both the available data and scientific acceptability of the Psychological wellbeing effects of the pandemic and its reaction. In this context, behavioural wellbeing issues, risk factors and several suggested treatments were also included. Different solutions for different groups were also proposed. (Roy Adrija, 2020)

2.13-Review of Literature on Self Determination Theory:

Richard Ryan and his subordinates had given a solution for initiation & Maintenance of Change in health and Wellbeing. The theory of SDT reflects on the mechanisms by which an individual is inspired to initiate and sustain new health-related habits over time. It also believed that the creation of a sense of autonomy and competence is vital to the internalisation and integration processes by which an individual comes to self-regulate and maintain health-and well-being actions. SDT retains that. According to SDT, all recognised and incorporated regulations are autonomous and are related to improved behaviour modification maintenance and conversion. In this paper they had also develop a model which elaborate how Autonomy, Competence & Relatedness leads to mental health & Physical Health. (Richard M. Ryan, 2008)

According to Edward L. Deci Self-determination theory (SDT) is a People inspiration, growth, and wellbeing theory that is empirically oriented. They identified that this theory focus on type. It has always kept that consciousness depends on the growth of autonomous functioning. They forwarded their steps to incorporate that there is a relationship between Autonomy and mindfulness. Mindfulness has been related to independent motivation and a number of beneficial clinical and behavioural effects. They also explored that rigorous theorising applications accompanied by solid scientific testing

would potentially contribute to changes in social behaviours and the improvement of citizens and the communities in which they are embedded. (Deci, 2008)

John and his collaborator conducted a meta-analysis that found that SDT is a feasible conceptual incentive framework to examine unexplained habits linked to health. The impact sizes between indexes supportive of Mental & Physical Wellbeing and Autonomy were measured. In this research paper they had also analysed the consequence of moderate variable on this effect size - as a result they could found that Correlation between Variable of Autonomy and the (Peter C. Rouse, 2011) mental health which is slow to moderate. Researcher had also done Path Analysis of different models of Self Determination Theory. In this the Meta studied association was used as an input matrix for route analysis that elaborates the path projected by autonomous and competence for mental and physical health actions. Johan and the team concluded that SDT-based action would enhance the quality of individuals in diverse health settings. (Johan Y. Y. Ng)

2.14-Review of Literature on Autonomy:

Peter and team had done Exploratory study and prepared report which described the connection between the expectations of help for autonomy and mental wellbeing. Autonomy helps to create and consider viewpoints, to encourage self-initiative, to provide preference, to include specific knowledge and to reduce pressure and influence.

They used the IOCQ extracted from the Health Care Environment Questionnaire for autonomy evaluation (HCCQ; (Williams, 1996). Their Systemic Paradigm illustrates the beneficial link between freedom and mental wellbeing.

This paper further explains that if an individual is placed in a positive atmosphere of autonomy, their feelings of competence over the actions at hand are increased. The research results affirm the link between self-determined inspiration and well-being measures. (Peter C. Rouse, 2011)

In this research paper, Kasser & Ryan tried to observe the influence of presumed encouragement for autonomy and association on the well-being of nursing-home tenants. They used two theories for it, such as the theory of self-determination and the theory of socio-emotional selectivity. They claimed that three assertions would correspond with greater psychological well-being, such as a) support for autonomy from both workers and friends; b) personal autonomy, as reflected in one's independent self-regulation of daily activities, would be a. These points were largely proven by them. The major outcome of their study was beliefs, associated with reduced stress and increased well-being, of encouragement for autonomy from families and friends, as well as from staff. Furthermore, exploratory regression analyses showed that total expected autonomy help accounted for up to one third of the variation in these outcome measures.

These findings confirm the theoretical proposition that support for autonomy is a primary form of well-being-promoting psychological nutrition (Williams, Deci & Ryan, 1996) and seems to be a major well-being factor. (RYA, 1999)

In this research report, Daniel Wheatley from Birmingham University conducted research on 'Autonomy in Paid Work and Employee Subjective Well-being' to examine the relationship between a significant component of the quality of work, autonomy and subjective well-being controls, alternatively referred to as 'control' or 'discretion.' In this paper, the relationship between subjective well-being and the degree of autonomy present in different aspects of paid employment, job management and control of schedules, is of central interest. Autonomy is important because it has consequences for both the worker, expressed in the well-being stated by the employee, and the 'health' of their employer. Researchers found that the degree of autonomy differs significantly between occupations and gender, reflecting in part the continued horizontal and vertical segregation in the labor market.

They also assessed that low levels of autonomy in jobs may have adverse effects on the well-being of workers. They indicated that if greater autonomy is given, workers would flee and instead continue to prefer the organization of 'high-strain' jobs.(Wheatley, 2017)

2.15-Review of Literature on Mental Health & Productivity:

Deborah A. Cobb-Clark states that mental illness has been one of the key causes for productivity declines. They found that organisations are persistent and detrimental to mental illness. To evaluate the situation, researchers used a conceptual framework.

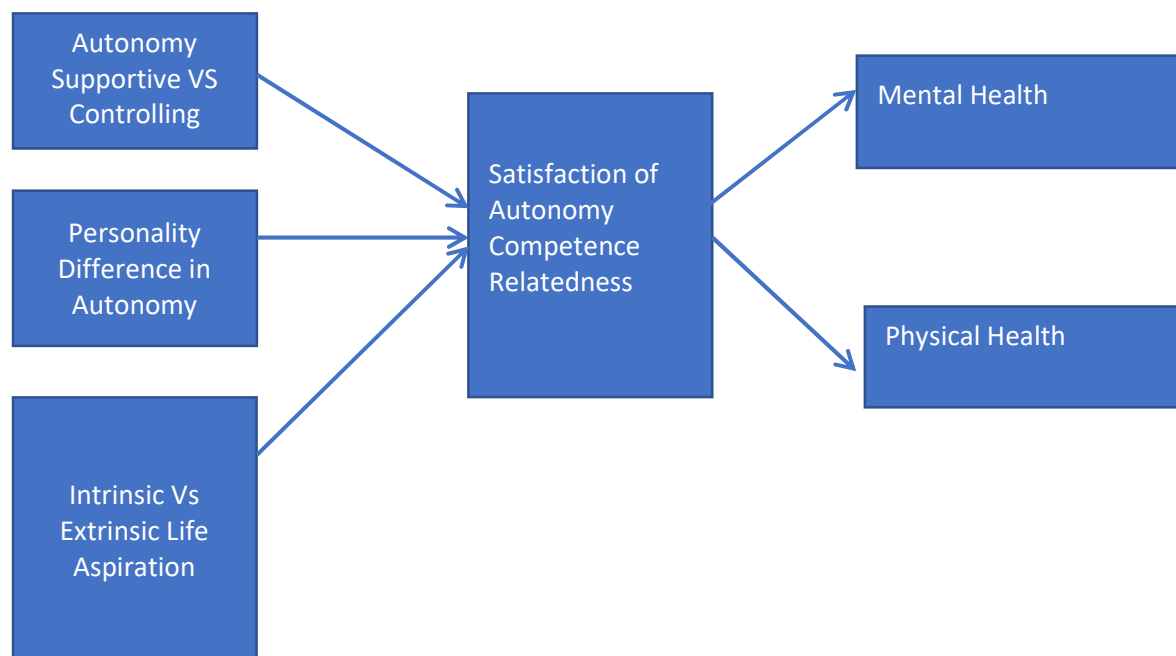
As a result, Inadequate Mental Wellbeing reduced productivity at work as a result of "emotional problems" could be found to be nearly six times higher than that of otherwise comparable employees in good mental health. They also announced that the levels of presentism among mentally ill employees are comparatively indifferent to the working environment. In order to explain the tradeoffs between presentism and absenteeism, this research researcher suggested that Manager could know more about the dynamics of the partnership between mental disorder and worker productivity by minimizing presentism, interventions that enable mentally impaired workers to remain at home improve overall performance. (Bubonya, Cobb-Clark, & Wooden, 2016)

A review study on wellness, well-being and efficiency in the workplace by the British Healthiest Business attempts to explain what drives productivity at work in the participating companies and in particular, to explore the connection between employee health and well-being and their subsequent productivity. RAND Europe, commissioned by Vitality Wellbeing, performed this survey in conjunction with the University of Cambridge. In this research, they used regression modeling strategies that create connections between health and well-being and efficiency through a larger literature review to provide employers an evaluation of the wellbeing of their workers and their existing health promotion initiatives. The research indicates the prevalence in the large-scale sample community of modifiable and other health threats, including smoking, alcohol intake, physical activity and diet, as well as mental health disorders. This research allows us to recognize determinants of lack of efficiency in the workplace due to absence of illness or presence, with a particular emphasis on a range of health threats, and it also helps organizations increase the efficacy of their existing initiatives in health and well-being. To analyze the determinants of the lack of efficiency in the workplace, they

used multivariate regression techniques. With respect to mental wellbeing, studies show a clear correlation between the state of mental health and the lack of efficiency in the workplace with both absenteeism and presenteeism. According to the survey ratings, workers at risk of experiencing mental health disorders had an estimated 13 percentage point greater job disability related to absenteeism and presenteeism than employees in the usual range of the Kessler (Marco Hafner, 2015)

3.0-COMPREHENSIVE MODEL OF SELF DETERMINATION THEORY OF HEALTH CHANGE BEHAVIOUR:

Figure: 01 Comprehensive Model of The Standard Determination Theory (SDT) model of health behaviour change



The Self Determination Theory model of change in health behavior

Adapted from Ryan, Patrick Deci and Williams(2008)(Deci, 2008)

The SDT model centred on the producers by which individual acquires the desire to initiate and sustain new health related habit over a time. SDT suggests that the creation of a sense of autonomy and competence is essential to the internalization and adoption of process by which individual comes to self regulates and preserve habits that foster health and wellbeing. The model displays the key variables involved in maintaining and improving Mental Health and Physical health. The model displayed is an all-encompassing model which reveals the linkages between Autonomy Supportivevs. Controlling,satisfaction of Autonomy, Competence and relatedness toMental health and Physical health.

Table: 1 Detailed Descriptions of Self Determination Theory Constructs

Construct	Definitions
Autonomy Supportive Climate	A treatment atmosphere that encourages individual to engage in health –Conducive behaviour for their own reason, facilitates success in dealing with barriers to change and convey feelings of acceptance. (www.researchgate.net)
Controlling Climate	A treatment atmosphere that controls people’s behaviour through means of rewards. ((www.researchgate.net))
Personality Difference in Autonomy	An Orientation reflecting Individuals’ engagement in behaviours based on interest and personal Values((etheses.bham.ac.uk))
Autonomy	Desire to be causal agents of one's own life and act in harmony with one's integrated self; however, note this does not mean to be independent of others, but rather constitutes a feeling of overall psychological liberty and freedom of internal will.(en.wikipedia.org)
Competence	People need to gain mastery of tasks and learn different skills. When people feel that they have the skills needed for success, they are more likely to take actions that will help them achieve their goals.(www.verywellmind.com)
Relatedness	People need to experience a sense of belonging and <u>attachment</u> to other people.((www.verywellmind.com) (en.wikipedia.org))
Intrinsic Motivation	<u>Intrinsic motivation</u> is the natural, inherent drive to seek out challenges and new possibilities that SDT associates with cognitive and social development.(db0nus869y26v.cloudfront.net)
Extrinsic Motivation	<u>Extrinsic motivation</u> comes from external sources. Deci and Ryan ^[37] developed organismic integration theory (OIT), as a sub-theory of SDT, to explain the different ways extrinsically motivated behaviour is regulated.((db0nus869y26v.cloudfront.net))
Mental Health	“ a state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community”(mnmentalhealth.org)
Physical Health	Component that makes the body systems and organs function efficiently, have high level of resistance and immunity, have muscular strength, flexibility and neuromuscular coordination and balance (mnmentalhealth.org)

4.0-CONCEPTUAL FRAMEWORK OF THE RESEARCH STUDY:

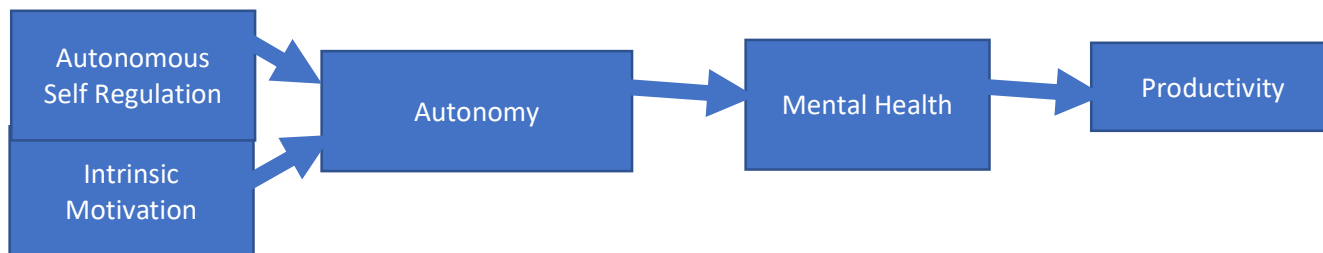


Figure:02 CONCEPTUAL FRAMEWORK OF THE RESEARCH STUDY

The conceptual model of the study is aim to show relationship between Autonomy & Mental health which leads to productivity. This Conceptual framework is drawn from wide & rigours Review of literature. Literature review was divided in four part such as Depression, Mental Health, Self Determination theory to mental Health. This conceptual model is based on Self Determination Theory of Motivation.(Deci, 2008)Researcher has given below summary of key Construct useful in the current Pandemic – COVID-19

Table: 2 Summary of Self Determination Theory Constructs useful in the current Pandemic – Covid 19

Const ruct	Definition for Present study	Item	Measures
Auton omou s self Regul ation	Motivation that implements and describes the regulations.; Self-regulation is the ability to create, conduct and sustain expected actions flexibly in order to achieve one's objectives. Building on Frederick Kanfer's seminal work (Kanfer, 1970a, 1970b)	"I usually keep track of my progress towards my goal in virtual practice also." "I am able to accomplish goals I set for myself in this pandemic." "I reward myself for progress towards my goals." "If I wanted to change, I am confident that I could do it." "I have personal Standards, and try to live up to them." "As soon as I see a problem or challenges, I start looking for possible solutions." "When I am trying to change something, I pay lot of attention to how I am doing."	The Self-Regulation Questionnaire (SRQ; (Brown, Miller, &Lawendowski, 1999)

		<p>"I usually judge what I am doing by the consequences of my action."</p> <p>"I learn from my mistakes"</p>	
Intrinsic Motivation	Motivation, because of the inherent pleasure resulting from behavior itself.	<p>"I think I am pretty good in performing task in this pandemic."</p> <p>"After working in this situation for a while, I felt pretty competent."</p> <p>"I am satisfied with my performance in this pandemic."</p> <p>"After working in this situation for a while, I felt pretty confident".</p> <p>"I think working in this pandemic is important for my improvement."</p>	Index of autonomous functioning : Development of a scale of human autonomy.(Weinstein, N., Przybylski, A. K., & Ryan, R. M. (2012).)
Autonomy	Autonomy is characterized as the Self-regulation of encounters with life or Action (Ryan & Deci, 2017). When people can be free to They are more likely to choose particular health habits, to Keep changing behavior.	<p>"My decision represent my most important values and feelings."</p> <p>"I do things in order to avoid feeling badly about myself."</p> <p>"I often reflect on why I react the way I do."</p> <p>"I strongly identify with the things that I do"</p> <p>"I deeply curious when I react with fear or anxiety to events in my life"</p> <p>"My actions are congruent with who I really am."</p> <p>"I am interested in understanding the reason for my action."</p> <p>"My whole self-stand behind the important decisions I make."</p> <p>" I like to investigate my feelings."</p> <p>" I often pressure myself."</p>	Index of autonomous functioning : Development of a scale of human autonomy.(Weinstein, N., Przybylski, A. K., & Ryan, R. M. (2012).)

5.0-RESEARCH METHODOLOGY:

Methods:

The Major purpose of this research paper is to help the world through human resource instruments such as Autonomy to resolve mental health problems and to achieve the Sustainable Development Goals (SDGs) addressed in Goal 3: "Good Health and Well-being" as soon as possible. In this research paper, researchers will attempt to establish a relationship between autonomy & mental health and ultimately lead to high productivity through comprehensive literature review and model creation. This research is based on Secondary data which is collected from eminent & distinguished Resources of world. The another purpose of this study is to develop a tool for linkage of Mental health and productivity with the major focus on Autonomy. This research work is based on Self Determination Theory which was developed by Ryan&Deci. In this study Researcher had tried to use some construct of SDT to cop up with current Pandemic.

Measures

Researchers used proven scales that were tested for their content and validity building.

Index of Autonomous Functioning (IAF)

Based on three theoretically derived subscales that assess authorship/self-congruence, interest-taking, and low susceptibility to control, the IAF provides a brief and reliable measure of trait autonomy. Initial validation studies showed consistency and appropriate placement within a nomological network of constructs within and across subscales. IAF relationships with higher well-being, greater daily satisfaction of basic psychological needs, and more autonomous involvement in daily activities were demonstrated by daily studies. Higher IAF scores on each item will show a higher level of autonomous functioning in the IAF rating. (Weinstein, 2012)

The Self-Regulation Questionnaire (SRQ)

As a first attempt to test these self-regulatory mechanisms by self-report, the Self-Regulation Questionnaire (SRQ; (Brown, 1999) was developed. The SRQ's efficiency seems to be outstanding. The test-retest reliability was high ($r = .94$, $p < .0001$) for the total SRQ performance. The internal accuracy of the scale was also very strong ($\alpha = .91$), consistent with the fact that there was a great deal of redundancy in its goods. It also has a clear convergent validity for steps that are concurrent. This study includes subscales with 63 items that evaluate individuals' self-regulation.

DISCUSSIONS:

Mental health is a neurological disorder in which individuals deal with the many challenges of survival, they understand their own capacity, to perform productively and fruitfully, and can contribute to their community and organisation. Mental health has tremendous fundamental importance as it applies to the heart of what makes us human: & the way we communicate, interact, think, operate and encounter troubles. The willingness of people to exhibit positive conduct that maintains themselves and others

safe and protected through the pandemic is helped by strong mental wellbeing. Healthy mental wellbeing often allows it possible for persons to play important positions within households, neighbourhoods and economies, whether they take care of children and aging adults or lead to the economic recovery of their society.

For each country's response to and recovery from, COVID-19, healthy mental wellbeing is key. (International Labour Organisation,2020) In June 2019, the ILO Centenary Resolution for the Future of Employment announced that "safe and healthy working conditions are essential for decent work." In the management of the COVID-19 pandemic, maintaining protection and wellbeing at work is important and the opportunity to restart work.

The work arrangements and environments have changed dramatically, posing fresh psychosocial problems for employees' health and well-being. Unique psychosocial threats, such as loneliness, fuzzy lines between work and families, heightened risks of domestic abuse, among others, are exposed to individuals working from home. Many employees doubt their prospects with the fear of losing their employment, salary cuts, lay-offs and decreased benefits. Job instability, economic decline and unemployment may have a significant mental health effect. Psychosocial threats can raise stress levels and contribute to physical and mental health problems if not properly evaluated and controlled. Low mood, low energy, fatigue, anxiety, stress, burnout and suicidal intentions may be found in psychiatric responses. Workers' mental health protection should be incorporated into occupational safety and health management programs (OSH-MS) at the workplace, disaster preparedness and response plans, and return to work plans formed to respond to the crisis of COVID-19. Research suggests that strong and successful activities have a beneficial impact on the emotional wellbeing and well-being of staff. Employers and management are under strong scrutiny, which causes tension. Around the same period, they play a vital function in shielding their staff from the stress and social stress induced by the pandemic. The employer shall recognize issues and challenges linked to recently adopted policies and procedures in this pandemic, as per the ILO proposal. Mental health providers have had to find creative ways to reorganize and adjust the provision of treatment and maintain consistency of treatment through the pandemic, as per the ILO Study. Social wellbeing programs have had to adjust rapidly to cope with this. Employers may or may not attend any single person on a daily basis in this case. Work from home has been a routine among large organisations. We need to learn certain strategies to cope with it in this crisis. The present study makes multiple contributions to both Theoretical and Practical Implications. This study provides preliminary evidence that builds a strong relationship of Autonomy & Mental health.

Which ultimately concentrates on Productivity of Organisation. The conceptual Model help Organisations to improve the productivity and Mental Health of organisation in this Pandemic Situation. Researcher believes that this construct will help Individual and Organisation who are facing depression issues and low productivity problems. So if Organisation wants to maintain and integrate their Employees mental health they have to pay more attention to Autonomy. Which can be established through two sub constructs such as Self Regulation& Intrinsic Motivation. Future is uncertain and we all don't know till when we have to stay under the pressure of Covid 19. Majority of Organisation in

India are suffering from Mental Health Issues in their Organisation. If only Manger initiate the change or only individual initiate the change, The change will may bring disaster. But if Both sides take initiative then Change can easily adapted. In this research Paper Researcher Had propose a new construct of Mental health & Autonomy. Next, Researcher will do a survey analysis with the help of current Questionnaire build in this Research Paper, After that the psychometric properties of these scales will be thoroughly studied by researchers using confirmatory factor and reliability tests.

MANAGERIAL IMPLICATIONS:

Current Pandemic brings the epic change in Organisation Practices. All stake holders are facing issue to adjust with this pandemic situation. Everyone sees this as a problem, but as a researcher of social scientist it is our prime duty to provide insights and detailed solution for this. As per researcher view strong HR Practices and system can save your organisation from this pandemic. The present study provides a strong Conceptual Framework which shows the linkage of Autonomy and Mental Health ultimately lead to Productivity of Organisation. Employer/Manager can also use the Questionnaire to check their Organisation Current Mental Health Position and application of Autonomy. At the current time Majority of Individuals are working from Home, which pressurised them balance their work and home too., Which leads to mental health issues. To solve this type of problem Manager or Employer has to apply proper techniques which leads to work life balance and Productivity too. In this study researcher has described various tools and techniques for improving Mental health and wellbeing of people, which focus on Autonomy and it's sub constructs such as a Self Regulation and Intrinsic Motivation. If Manager applies this tool for their organisation they may able to run their organisation positively in this pandemic.

SOCIAL IMPLICATIONS:

The social effects of study have significant results. Identification of main causes in this pandemic that humanity faces. First, the study has explored depression, anxiety, Stress level of world's Population. This study will provide insights of Mental Health for each individual who are facing issues in this Pandemic. Many people will have an Idea after reading this Paper that they are facing problem of depression at some level. Some people knew that they are facing depression but they don't know how to cop up with that situation. For all the People this research can be a solution in this pandemic. This paper is based on Self Determination Theory. In this Theory Autonomy, Competence and relatedness are the basic factors. Autonomy and it's sub part were focus point in this study which demonstrate individual how to maintain good mental health in this COVID-19 pandemic. If individual will follow Self Regulation Practices then researcher assures that they will never face depression in their work. In case of Self Regulation Construct in this study, the whole concentration of study will come to Individual and Employees. Where as other Constructs strongly concentrates on the Employer/Manger perspectives. These kind of researches can Change the world also can bring excellence in this world.

STRENGTHS, FUTURE DIRECTIVES & LIMITATION OF THE RESEARCH STUDY

The contribution of the research is the first time such research has been performed in the research field. This research study belongs to very few studies which show the linkage between Autonomy and Mental Health ultimately leads to Productivity. The conceptual Framework is a Model which deals with Autonomy and Productivity Via Mental Health which is the first ever of this kind of solution in Pandemic. Researchers were conscious of the possible shortcomings associated with this approach and took measures to mitigate their effect by implementing adequate methodological controls to order survey products, adding control variables and CFA & EFA predictive controls to test typical process bias.

In this study only one construct -Autonomy from Self Determination is taken in to consideration, other variables such as Competence and relatedness have been studied in principle and may have possible avenues for examining future studies. As this study is designed specifically to deal with current pandemic, some constructs may differ in other or Normal Situation.

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