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## **Mental Health Promotion for Productivity of Employee at Workplace in Indonesia**

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### **Abstract**

*Existing job opportunities are followed by different responsibilities. The higher the economic growth, the more complex the competition will be, thus making the responsibility for the work even heavier. This condition has a high impact on the potential for the Indonesian people to experience mental health problems which will ultimately have an effect to the productivity of each individual and have a collective impact on the performance of the company. The purpose of this research is to understand the usage of mental health promotion to leverage productivity Employee in Workforce. This study uses a literature review research method or literature review in analyzing and studying cases. The result of this study showed that three strategies for implementing mental health promotion in the work environment, namely Mental health promotion through working motivation and work environment, Mental health promotion through ethical leadership and psychological empowerment, and Mental health promotion through self-efficacy and employee engagement.*

**Keywords:** *Employee, Mental Health, Promotion, Work Environment, Economic Growth*

### **Introduction**

Indonesia's economic growth in the last decade has provided increased employment opportunities for the Indonesian people. It has been recorded that Indonesia's average economic growth in the last 10 years has reached 5.25%, which has made Indonesia one of the developing countries with a good and consistent growth rate (BPS, 2019). Good economic conditions have made Indonesia one of the world's investment destinations. Foreign investment entering Indonesia until 2021 reaches IDR 901 trillion, up 9% YoY (year on year) (BPKM, 2021). This certainly has an impact on the increasing number of companies entering and causing greater job opportunities. Existing job opportunities are followed by different responsibilities. The higher the economic growth, the more complex the competition will be, thus making the responsibility for the work even heavier. This condition has a high impact on the potential for Indonesian people to experience mental health problems which will ultimately have an impact on the productivity of each individual and have a collective impact on the performance of the company.

Good economic growth and followed by greater job opportunities will certainly be better for the economic conditions of a country. However, the community as the actors involved in the process are required to be able to learn quickly and be able to meet the expectations that continue to grow along with the rapid economic growth in a country. All forms of these demands have an impact on mental health conditions. This demand is the impact comes from the industrial revolution which requires workers to achieve targets from the company by increasing working hours and workload. One study showed that there was a positive relationship between work stress and productivity, that is, the higher

the stress level of a worker, the lower the worker's productivity (Matindas, Suoth, and Nelwan, 2018). This is often a problem in the world of work, both in developing and developed countries.

Globally, mental health issues have become the main agenda to be prioritized. The United Nations (UN) believes that mental health is an integral part of human rights. The UN emphasizes that every individual has the right to achieve the highest enjoyment in order to obtain mental well-being. In particular, the United Nations Human Rights Council (UNHCR) has issued resolution 42/16 (UNHCR, 2020) to emphasize mental health promotion, prevention, treatment, rehabilitation and healing (UNHCR, 2020). The context of mental health promotion in each country has a different level of understanding that it influences the advocacy process, health services and efforts to handle it. Therefore, in particular, the UN issued the principles to protect people with mental illness through the General Assembly Resolution 46/119, where every individual who has mental health problem has the right to receive protection and care in accordance with the Declaration of Human Rights (UNHCR, 1991). Furthermore, the UN has taken more concrete steps to protect the rights of individuals with mental health issues through the UN Convention on the Rights of Persons with Disabilities (UNCRPD). UNCRPD is a global guiding principle for creating justice for individuals with mental health problems through the efforts to eliminate discrimination and advocate for health services (Szmukler, et al., 2014).

### **Research Objective**

1. Describe the *mental health promotion* used by companies.
2. Describe the impact generated by companies that implement and do not implement *mental health promotion* programs to increase employee productivities.

### **Methodology**

This study uses a literature review research method or literature review in analyzing and studying cases. Literature review is a process of reviewing various literature that has been published by previous researchers regarding the topic being researched (Mahanum, 2021). According to John W. Creswell (2015), a literature review is a written summary of articles from journals, books, and other documents that describe theories and information that occurred both in the past and present. Critical review is a study that requires researchers to analyze an academic text (eg, articles, books, reports, and research) (Monash University, 2013). The analysis includes providing criticism and assessment, either negative or positive, about previous research. Critical review can simply be understood as an academic review that offers a critical commentary and summary, by analyzing the entire body of academic articles to elucidate a specific issue or topic (Wallace & Wray, 2006, p.177).

### **Results and Discussion**

Based on the data collection and analysis, this study results is consist of strategy implementation, empowerment of mental health's activity.

#### **1. Mental Health Issues in Indonesia**

In Indonesia, the influence of the global agenda to accelerate mental health awareness has resulted in laws on mental health issues. The issuance of Law Number 18 of 2014 concerning Mental Health indicates the progressive steps of the Indonesian government to achieve maximum health status through preventive, curative and rehabilitative efforts. The creation of Law Number 18 of 2014 reflects efforts to accelerate mental health promotion in order to reduce the prevalence of mental health disorders, where there is 1 person out of 450,000 families in Indonesia suffers from mental health problems (Ministry of Health, 2018). The high prevalence rate of mental health issues in Indonesia is also influenced by the stigmatization of individuals with mental health disorders. Indonesian people tend to stigmatize individual with mental health problem as someone who is possessed by an evil spirit and prefer alternative medicine and traditional medicine through religious leaders rather than professional help. Ironically, the family is the hope of becoming a support system for individuals with mental health disorders, considering them a 'disgrace' to the family because they are stigmatized by society (Subu, Wati, Al-Yateem, et al., 2021).

Stigmatization that is inherent in society also influences the motivation to carry out therapy or medical treatment, which has an impact on the worries and fears that are attached to individuals with mental health disorders. This has been reviewed in previous research, as stated by Rudi (2012) in Subu (2015) which states that public ignorance and low mental health knowledge hinder access to health services and are influenced by low economic status and the inability of health workers to diagnose health mentally.

As an effort to reduce the prevalence rate and low awareness regarding mental health in Indonesia, the government has currently allocated 3% of the Gross Domestic Product (GDP) for health budget spending, with a specific funding allocation of 1% for mental health treatment (Ministry of Health, 2020). Although this figure is still low compared to the average developed country spending of 5% of GDP (Hunt, A, 2021), the ratio of the budget spent by the Indonesian government has grown from year to year. Not only with a sizable budget allocation, the Indonesian government also ratified the Mental Health Act as an effort to accelerate the improvement of health services and increase awareness of mental health issues. However, the process of policy implementation at the national and regional levels is still slow and has not been implemented properly (Bikker, et al., 2020). The condition of mental health in Indonesia is still concerning and has not received optimal attention, even though the number of people with mental disorders continues to increase. According to WHO (2016), the number of people with mental disorders in Indonesia with a mild mental disorder category of 6% of the population and 0.17% suffer from severe mental disorders, of which 14.3% experience shackling. Riskesdas data by the Ministry of Health (2018) from a study of 300,000 household samples (1.2 million people) in 34 provinces, 416 districts and 98 cities found a prevalence rate of mental disorders of 7%. This figure means that per 1,000 households there are 7 households that have family members with person with mental illness or ODGJ (*Orang Dengan Gangguan Jiwa*).

## **2. Mental Health Promotion Program**

Departing from empirical conditions at the global level and in Indonesia, mental health has become an issue in the world of work, especially in developing and developed countries. Mental health is a fundamental state when an individual is able to think rationally, interact, and enjoy life through good stress management (Menwall et al, 2015).

Meanwhile, mental health promotion aims to restore, protect and promote mental health as a vital issue for individuals, communities and society (WHO, 2018). Mental health is increasingly being recognized as an indicator of the overall health of an employee because it is an integral part of Occupational Health and Safety (OHS) 1800:2007 or occupational health and safety (K3). OSH are conditions and factors that impact the safety and health of workers, where the mental, emotional and psychological conditions of workers are also included (ILO, 2007). Employees in ho experience high pressure have the potential to face mental health problems and psychological disorders including anxiety, depression, loss of concentration, and poor decision making (Ragjopal, 2010). These mental health disorders are vulnerable to being experienced by employees because of the workload that comes and requires skills to solve them. Interestingly, depression and anxiety disorders in Indonesia are the two mental health issues with the most sufferers, with a prevalence indicator of 5.9% in the productive age range (IHMSE, 2017). Conditions when employees face work pressure and an unsupportive work environment will trigger mental health problems. An employee who has a mental health disorder will affect a decrease in work performance and productivity caused by difficulty concentrating (Hakim, 2019).

Mental health problems in the workplace is a challenge for companies to organize mental health promotion programs to encourage employee work productivity and improve employee mental health conditions. The implementation of the mental health promotion program is a contingency effort for negative mental health impacts that can arise as a result of workload, so companies need to consider implementing a mental health promotion program for employees. Mental health promotion itself is part of health promotion, which is a process of empowering individuals to have power over their health (WHO). To promote health promotion which includes mental health promotions, companies must intervene in regulations and policies that are in favor of mental health promotions. Companies must be active in increasing innovation to deal with change, in achieving company objectives and long-term goals through the establishment of health promotions programs that include mental health promotions in organizational services and policies (Glanz K., & Rimer BK, & Viswanath K., 2008). The importance of efforts to present mental health promotions in a company is confirmed by a study, where mental health issues such as the treatment of employees with psychiatric disorders and depression, cannot be ignored and a special mental health program needs to be established (Mayor S, 2014).

Companies need to recognize that each individual is the most important resource for the sustainability and success of a company. This is the fundamental reason for maintaining these resources through mental health promotion activities and as a step to create a positive work environment (Kupchak, 1986). This effort can be carried out through the implementation of mental health promotion as a form of prevention as well as an effective measure to ensure the mental health status of workers (Dunnagan, et al. 2001). Furthermore, intervention measures in the work environment focus on individuals as an effort to provide treatment to reduce stress levels and through integrated company policies. There are studies showing that mental health services that are integrated into the

work environment preventively and curatively can have a positive impact on companies (Marquez & Saxena, 2016). This is supported by the results of other studies which state that mental health promotion efforts play an important role in the results of employee performance (Shain & Kramer, 2004).

### **3. Mental Health and Social Work Practice**

Mental health is part of the practice of Social Work, as can be seen in the United States which employs social workers in all lines of health, including mental health (Ginsberg, 2007). The role of social workers in the context of mental health is to restore the social functioning of beneficiaries and has a focus on analyzing the relationship between activities carried out by clients and the demands of their environment (Bartlett & Harriet M., 1995). In the Philippines, social worker is a profession playing an important role in mental health issue, for example, among students. To address this issue, some activities are conducted, like webinars to discuss relevant themes related to the promotion of mental health and well-being, counselling and therapy (Caulian & Reyes, 2022).

The concept developed by Barlett emphasized that in looking at elements of mental health in individuals, it needs to be linked to the environment that occurs around the individual. Therefore, the use of the Person in Environment concept is very relevant for analyzing the environmental situation faced by an individual in dealing with demands and pressures in their environment (Santoso, 2016). A social worker will focus on the spiritual biopsychosocial aspect, which is the reciprocal relationship between an individual and his environment. Furthermore, the practice of social work in mental health settings uses an interactional approach, which sees the importance of human relations in the healing process (Santoso, 2016). Social workers can act as case managers in dealing with mental health cases experienced by clients and provide services such as counseling or employee assistance programs (EAP), as well as mental health promotion.

Mental health promotion efforts can be carried out through the practice of industrial social work or occupational social work. Industrial social work is the background of social workers' work in industries that only developed in the mid-1960s. The practice of industrial social work has a focus on developing and forming innovative and dynamic services to create a good work environment for workers (Kurzman, 2013). The practice of industrial social work has been recognized on an international scale as a series of activities and programs to promote or maintain worker welfare (United Nations, 1971). The implementation of industrial work practice services has the goal of building a harmonious interaction between workers and their work environment. Social workers can expand its service by providing psychosocial support services, which refers to the dynamic relationship between psychological aspect and social aspect (Caulian & Reyes, 2022). Delivering such services is reflected as one of the core efforts in promoting well-being and mental health amongst employees, ensuring and enabling their well-being are catalyzed and leveraged through social work interventions.

Mental health promotion is very important to maintain the stability of the mental well-being of employees, where the output of the stable mental well-being is good work productivity. Mental health conditions for employees will have a collective impact on the performance of a company, so it is necessary to understand mental health conditions to support and prevent workers from all forms of decreased productivity in the world of work. Therefore, mental health problems are a logical consequence of the absence of mental health promotion efforts in the work environment and can cause problems for workers in the work environment. The author also sees that previous studies have not discussed much about how implementing the mental health promotion approach will have an impact on worker productivity in the workplace. Therefore, this encourages researchers to conduct theoretical studies on efforts to improve the mental well-being of workers through mental health promotion program. Mental health promotion can be seen as an approach to achieve mental well-being for workers in the workplace and this will have a positive impact on the achievement of the company.

### **4. Strategy Implementation of Mental Health's Activity**

Diversification of the components of the intervention strategy to increase employee performance productivity provides an opportunity to explore best practices from the proposed components. According to Riyanto, Sutrisno, and Ali (2017), the two main elements are working motivation and working environment. This study specifically conducted a pre-survey of 250 respondents to see the empirical conditions of the two variables that affect IDX employee performance. The pre-survey identified 44% (110 respondents) of the total 250 respondents who felt that IDX had accommodated a work environment that could encourage employee motivation. This is a concern because the satisfaction rate of work motivation does not reach 50% of the total number of respondents. Whereas, the working environment variable has received survey results from 200 respondents, where only 48% of employees are comfortable with the IDX working environment. The aspect that affects the working motivation variable is the lack of remuneration, rewards and benefits from IDX to encourage employee



morale. Meanwhile, the work environment does not get optimal value because of the placement of seats, workspaces that are not friendly to privacy, and accommodations that do not make it comfortable to work. Therefore, this study proposes two strategic plans that include operational and organizational to overcome the problems of work motivation and work environment found in research. The aspect that affects the working motivation variable is the lack of remuneration, rewards and benefits from IDX to encourage employee morale. Meanwhile, the work environment does not get optimal value because of the placement of seats, workspaces that are not friendly to privacy, and accommodations that do not make it comfortable to work. Therefore, this study proposes two strategic plans that include operational and organizational to overcome the problems of work motivation and work environment found in research.

In the research conducted by Rantika & Yustina (2017), the component that is seen to encourage employee performance is the ethical leadership process in order to carry out psychological empowerment, so that employees can optimally commit to work both emotionally and physically. This study analyzes 219 respondents from 11 public accounting firms in Jakarta, to see the impact of ethical leadership on the psychological empowerment of employees. This study succeeded in identifying three findings in its hypothesis. First, that there is a positive impact from ethical leadership on the process of psychological empowerment. The process encourages employee resilience and encourages employees to be motivated at work and connected to their jobs. This will make employees feel empowered because leaders in the organization or workplace create an environment that can facilitate employee growth. Second, this growth will support employee work engagement because there is a process of psychological empowerment that allows workers to become more resilient to fatigue at work. Resilience arises as a result of the emergence of high energy from workers, thereby reducing burnout and emotional exhaustion that arise as a result of workload. Third, although the process of psychological empowerment has a positive impact on work engagement, psychological empowerment does not have a positive correlation with emotional exhaustion. The influence on emotional exhaustion will be felt indirectly.

Ardi, et al (2017) argue that self-efficacy and employee engagement play a major role in employee performance. This study analyzes the findings of data from 92 respondents at Telecommunications Indonesia Region IV Surabaya to see the effect of their self-efficacy on employee engagement and employee performance. Self-efficacy itself is the most important part of mental health. As stated by Bandura (1997: 42-46), self-efficacy emphasizes the level of individual ability to self-confidence. This belief will encourage self-confidence and increase the resilience of workers in carrying out their work. Self-efficacy will then increase the employee's attachment to his work so that it will have a positive impact on performance. Employees who have full confidence in their ability to contribute to the company will make employees more attached to the company. The findings in the study show that employees have low self-efficacy which hinders worker performance. In the context of this study, it was found that the components that influence self-efficacy are employee competence and workers' working motivation. Employees are motivated because they have clear benefits and career paths that encourage workers to improve their skills. In the end, to create employees with high work performance, companies need to accommodate the interests and desires of employees so that they can encourage work motivation and attachment to the company.

##### **5. Impact of Implementation Mental Health Promotion Program**

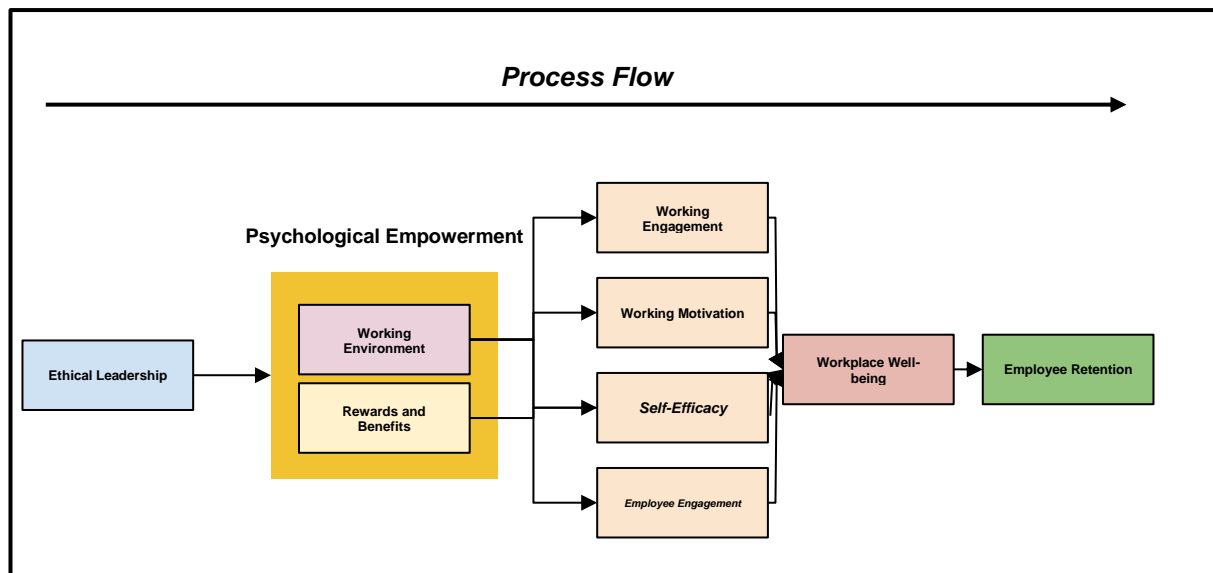
The output of the implementation of the mental health promotion program in the company is to create psychological well-being for its employees by presenting a supportive, humane and comfortable work environment. A work environment with these characteristics will seek to create a workplace well-being so as to increase employee retention, employee engagement and work engagement in the company. To realize this work environment, a series of mental health promotion processes is needed which includes components such as increasing self-efficacy, self-skills of workers, and sensitivity to employees' self-conditions through a process of psychological empowerment. After the entire series of processes has been implemented, the outcome to be achieved is an increase in employee performance to drive the company's growth.

The conditions mentioned above are an ideal form of outcome from mental health promotion as stated in the research of Rantika & Yustina (2017); Ardi, Astuti, & Sulisty (2017); and Sutrisno, Riyanti, & Ali (2017). First, the research put forward by Riyanto et al. (2017) found that presenting rewards and benefits will increase an employee's working motivation. Rewards and benefits will provide a high sense of appreciation for the achievements made by employees. Appreciation given by the company to its employees will make them more confident, because it gives recognition of their abilities. Of course, this will encourage calm and inner satisfaction of employees and present a positive mental state. If maximized, the implementation of giving rewards and benefits, will foster an ideal working environment

to prioritize good and maintained mental health conditions. Second, the output of giving rewards and benefits to employees is validated by research put forward by Ardi et al. (2017) who found facts in the field that self-efficacy will encourage increased employee performance. In his research, Ardi et al. (2017) stated that an employee who has good self-efficacy will achieve a level of completion of work with excellent performance, because it is influenced by more stable motivation, self-confidence, and emotional management. This condition is also confirmed by the findings of Sari (2014) in his research, as expressed in Ardi et al. (2017), which says that self-efficacy has a positive effect on employee performance, so it can be interpreted that giving rewards and benefits will encourage an increase in working motivation which will have implications for an employee's self-efficacy in carrying out his work in a work environment that upholds a supportive culture and is actively involved in his work. With the active involvement of an employee indicates that the company has a good environment. Finally, the role of a leader in a company is very important in promoting mental health. In research conducted by Rantika & Yustina (2017), a leader who applies ethical leadership will uphold a positive work environment and prioritize mental health. Through his leadership,

Based on the description above, the authors try to synthesize the findings based on the three studies which serve as the main reference. The problems arising from the three studies can be described as follows: (a) low work motivation; (b) low work commitment; (c) stress and workload; (d) work environment that is not conducive; and (e) low self-confidence. These five problems become obstacles for employees to give their best performance so that they have implications for the company. Therefore, the description of the impact above is an ideal form of output for the implementation of mental health promotion in the work environment to improve employee performance as an outcome.

## Mental Health Promotion



*Figure 1: Process created of mental health promotion  
Source: Researcher Analysis (2023)*

Based on the above process flow which is the result of the author's analysis, ethical leadership shall to contribute through working environment and rewards and benefits. The begin with the variables contained in the diagram above are factors that need to be improved to maintain one's mental health condition. In addition the factors that have been identified in the three studies are consistent with the mental illness prevention formula put forward by Albee and Ryan Finn (1993). In this formula, factors that support mental health consist of self-esteem, coping skills, and social support. Furthermore these three factors are reflected through the mental health promotion implementation strategy by emphasizing the ethical leadership component to create a supportive working environment through positive reinforcement in the form of rewards and benefits. The expected output is an increase in working motivation, working engagement, employee engagement, and self-efficacy. The outcome of this output is the creation of a well-being workplace that is able to accommodate mental health promotion in every line of work.

## Conclusion

A good state of mental health is a fundamental condition for every individual to function socially and maximize his or her potential. Someone who has a good mental health condition will have an impact on good stress coping skills, knowing his abilities, being able to work well, and being able to contribute to society. In the context of work, an employee will be required to give his best performance in order to meet the targets set by the company. High work demands will result in stressed employees or workers. Excessive and prolonged stress conditions for workers or employees will affect their performance at work thereby hindering productivity. Therefore, companies need to invest their attention in efforts to implement mental health promotion in the work environment to present workplace well-being in the work environment with the aim of creating self-esteem and a healthy work environment for workers. If an employee or worker has a good mental condition, then the worker will reduce the risk of mental illness and be able to do a good job and have high productivity. Based on the analysis in this study, there are three strategies for implementing mental health promotion in the work environment, namely Mental health promotion through working motivation and work environment, Mental health promotion through ethical leadership and psychological empowerment, and Mental health promotion through self-efficacy and employee engagement.

## Suggestions

Based on the result and discussion of this study the authors will provide suggestions to the company: 1. further research on mental health promotion application in the work setting, and 2. to encourage the implementation of mental health promotion programs in the corporate environment to increase employee performance productivity; 3. Allocating company funds to form a mental health promotion program, 4. Providing rewards and benefits according to employee performance, 5. Developing a learning and training to improve employee skills, and 6. Building a monitoring and evaluation system to oversee the implementation and impact of the mental health promotion program in the company. Furthermore, the next suggestion is for employees which is ensuring that employers provide incentives and workers' rights in prioritizing mental health,

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