

PRECONDITIONS FOR INCREASING THE EFFECTIVENESS OF WORK ACTIVITY ACCORDING TO THE HEALTH AND SAFETY AT WORK

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Abstract

The goals in front of each business organization could be achieved only as a result of the joint efforts of the members of its personnel. They are achieved as more effectively as more adequately they are conformed to the external environment and the factors functioning in it, as better the cadres in the company are motivated, but also, as better the personnel is selected or as more objectively its abilities are considered.

The basic but underestimated factors for increasing the effectiveness of work are ensuring health and safety at work. Their provision within the organization's context leads to decreasing expenses of any nature, to improving the organization's image before the competitors and not last to increasing the effectiveness of labour.

Keywords: health and safety, organization, labor activity, work.

1. INTRODUCTION

The goal of recruiting personnel in the organization lies in creating a reserve of working places considering the following circumstances: future change of organizational and cadre's relations, discharging, transfers, retirements, premature end of labour contracts, change of production program's nature. Before taking the decision for recruiting new employees, it is advisable to define other alternative variants that could be used in the company. The might include: extraordinary work and increasing work intensity; structural re-organization and use of new schemes of production; re-engineering; attracting specialized companies for completing some types of work. Recruiting personnel is responsible task and taking the decision to do it should be based on the optimal number of employees. Insufficient number of workers shouldn't be let because the consequences might appear to be non-execution of the production programme, occurrence of employment accidents, conflict situations within the team of workers. The surplus of labour force leads to increase of financial expenses connected with salary, decrease of motivation for quality and highly qualified work, qualified employees leaving.

The main and basic resource of each organization is the people, who work in it. That is why greatest attention should be paid to studying issues connected with management of their behaviour during work and motivation for their activity. The employees are the ones that create the production of the organization and although machines and appliances have become „rulers” of many technological processes, the human’s role in the organization not only hasn’t decreased but is constantly increasing. People working in the companies in the modern dynamic development of economy are very important but also costly resource. That is why people working in the organization are main object of management by the governing body (Terziev, Banabakova, Stefanov, Georgiev, 2017).

2. WHAT ARE ISO 45001:2018 REQUIREMENTS REGARDING THE ORGANIZATION’S CONTEXT?

If an organization strives to be leader in its field, then at the modern stage it is mandatory for it to be certified and to realize its activity in compliance with the international standard’s requirements. A modern integrated management system includes quality management system, environment protection system and system ensuring health and safety at work in compliance with the international standards ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018 /OHSAS 18001:2002/ (2019). The engagement for continuous improvements and undertaking necessary correcting actions is an important and irrevocable characteristic of the governing body.

The problems for ensuring the health and safety at work of the company’s employees should constantly be at the attention of the higher management and of the specialized department for health and safety at work in compliance with the Health and Safety at Work Act and the company’s policy in this field (Georgiev, 2017a).

The experience with the transition to the new editions of the standards ISO 9001:2015 and ISO 14001:2015 shows that organizations and companies have difficulties with defining the organization’s /company’s/ context. And the problem is not much in what the organization’s context is, but what what is meant by the term context and what the connected standard requires (2019).

But whatever problems arise while developing and introducing a system, whether it is integrated or discrete, it has to be clear that after its introduction, beside all positive aspects regarding improving the quality and the positive effects for the environment, positive effects regarding the effectiveness of personnel’s labour should also be expected. These positive effects are connected with the organization’s context and that is why it appears to be basic accent in all three standards.

Following the high level structure, the standard ISO 45001:2018 logically puts at item 4.1 Understanding the organization and its context. The requirements are very short but even though, they raise a lot of questions. The focus is on defining the external and the internal conditions that have impact upon the system for managing health and safety at work (2019).

Two questions arise at first reading:

- What are these external and internal conditions?
- How should they be presented after being defined?

More information about context’s external and internal conditions could be found in Appendix A.4.1 of standard ISO 45001:2018. An important explanation that attention should be paid to is that the conditions could be positive as well as negative.

External conditions

The external conditions are connected with the external environment, where the organization functions. Examples of external conditions: cultural, social, political, legislative, financial, technological, economic environment, competition on the market; new executors, suppliers, partners, new technologies; new products and their impact upon the health and safety at work; trends connected with the branch; relations with external interested parties, etc (Terziev, Georgiev, 2018-a).

All these external conditions are, to say so, free advertisement that follows the external image of the company before the world and that influence to a certain degree the individual’s choice for the relevant working place or position. In the normal countries, this conscious choice is basically connected with the work conditions in the organization, with the work environment and with the organization’s image in this field.

Internal conditions

The internal conditions are connected with the environment inside the organization. Examples of internal conditions:

- Management, structure, roles, responsibilities;
- Policy, goals and strategies;
- Information systems and technologies;
- Introduction of new products, technologies, machines, equipment, software provision;
- Relations with the employees;
- Culture and values;
- Form and scope of contractual relations;
- Agreements for working hours;
- Work conditions, etc.

The relations with the workers and the work conditions are the internal conditions that have the most serious role for increasing the effectiveness of labour.

At first glance, it is difficult to assimilate the connection between the listed conditions and the health and safety at work management system. An often asked question is: What is the significance of policy and competition for the choice of working place? The truth is that there is significance but in order it to be defined, the conditions in the particular case regarding health and safety at work should be observed. Then the question would sound the following way: What is the policy in regard to health and safety at work in the concrete organization? Or: What is the attitude of the competitors regarding health and safety at work?

Regarding the policy for health and safety at work, I suppose, everybody would agree we are among the countries, where there are lowered requirements as well as low culture for health and safety at work. We very easily reject standards, rules, protective and preventive measures, with the idea that we won't suffer any incident, but productivity should increase at any cost. But practice shows it happens, more, happens often. Then reminding rules, instructions, the preventive measures and others starts. In other words, a peculiar process of resetting starts, which is connected with pure waste of time i.e. low effectiveness. And the context, particularly the external condition, aims uncovering a part of the environment, where the concrete organization functions. The environment for an organization functioning in Germany and organization in Bulgaria would be completely different. The circumstances are different and the aim of defining the context is the organization to be clear with these circumstances and to be able to adequately plan its activity in regard to them. And they have direct impact on the labour effectiveness.

When it is about resources, then we usually think of financial resources. However, they are managed in compliance with other standards and are not object of consideration by the standards that regard the management systems. This helps us to pay more thorough attention to the rest of the resources that generally stay in the shade of the financial ones – personnel, work environment, knowledge, information, technologies, and natural resources.

The personnel are quite a precious resource because it participates directly in creating added value. It is clear the personnel should be competent in order to achieve high added value. But is this enough for management systems effective maintenance and in general, for the organization's success?

Our opinion is that it is not. Why?

Because when a person is competent, he just does his work, but when he incorporates in the organization and works in healthy and safe environment, he gives everything from himself for achieving its goals. Then the organization has the opportunity to feel this resource and to direct it in the direction of its future development (Terziev, Georgiev, 2018-a).

A lot of examples could be given in this direction – the company X is a hi-tech Western company for production of aluminium alloy casts. It has developed and functioning integrated system. But neither the quality is at proper level /big percentage of waste/, nor the health and safety at work conditions are at proper level and as a consequence serious problems with the environment. The lack of understanding in the management regarding the significance of the work conditions /high temperature in the workshops during the seasons spring, summer, autumn, high dustiness, ineffective or not working purifying facilities, combined with heavy protective equipment/ leads to ineffective production because of the fact the personnel is constantly looking for and inventing ways for cooling down and for improving the microclimate in the workshops through refreshing the air, which leads to the poisonous and suffocating emissions being released in the atmosphere and to constant conflicts with the local population and with the authorities responsible for the environment.

The point is reached, when there is inadmissible leak of cadres, which influences the quality of the produced items and there is inability to find local qualified cadres for work – here is the influence of external and internal conditions and the misunderstanding of the organization's context.

Sole knowledge and skills are nothing if they cannot be put to work for achieving the desired results. You could have to university degrees or academic degree but if you are not able to apply your knowledge in practice and to meet the criteria for execution or the rates, then you place is just not there. The decisive in this case is achieving results and not any results but the ones required to be achieved by the management. But they can be achieved only through undisturbed work and the latter is connected mainly with health and safety at work. Otherwise one would go to the alternative of the company X – one vicious circle, which can be „cut“ only by the management by creating normal conditions for work and then to require relevant results. This very often is matter not of the system but of investment, which return would slow down in time for a little bit, but would inevitably come.

All said up to now makes it clear that competence is complex term, which includes, besides theoretic knowledge, ability to apply it in practice. The problem is that this ability for knowledge practical application is influenced by various factors, which, in their greater part, are connected with personnel's motivation and with the creation of favourable conditions for its potential unfolding.

Here, we'd afford ourselves to explain a term from the standard BDS ISO 10018:2013 Quality Management. Directions for Incorporating and Competence of Personnel. Engagement – when the personnel is engaged with the organization's activity, it activates its whole potential in organization's favour. Personnel's incorporation is a hard process and starts yet at the moment of recruitment, consecutive introducing training at the work place, continuous process of informing, training and awareness. Here again, the decisive role is of the leaders, who, through the manifested engagement towards the needs and expectations of the personnel, ensure good cooperation, favourable environment and satisfaction from the work (2019).

3. CONCLUSION

The presented to here makes it clear that one of the basic but underestimated factors for increasing the labour effectiveness is ensuring health and safety at work. Their ensuring within the organization's context leads to reducing the expenses of any nature, to improving organization's image before the competitors and not ranking last, to labour effectiveness increase. In the modern fast and dynamic world, one can work effectively and professionally in a calm, healthy environment.

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