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## **ORGANIZATIONAL CULTURE IN THE FUNCTION OF OCCUPATIONAL HEALTH CARE AT WORK**

### **SUMMARY**

In time of great and rapid changes there is no doubt that organizations are faced, at daily basis, with numerous challenges. A prerequisite for active adaptation to all changes in the environment is to define clear vision of development and movement of each organization. Organizational culture connects all the elements of an organization into one homogeneous and clear entirety. Occupational health care at work is one of the most important elements of any organization considering primarily concern for human health and the fact that the costs of workplace injuries are very high. The aim of this study is to point out the importance of organizational culture within function of occupational health care through analysis of human resources, employee motivation and analysis of the basic techniques for employees' motivation regarding occupational health care at work. Managing of organizational culture creates conditions for increasing productivity and efficiency of the whole system. Higher productivity generates higher sense of security, both for the individual employee and the organization as a whole.

Key words: organizational culture, occupational health care at work, motivation for health and safety, management of organizational culture.

### **1. INTRODUCTION**

Organizational culture represents system of assumptions, values and norms of behavior which members of an organization developed and adopted through common experience and which focus their thinking and behavior. Every organization is made up of several related elements. The matter of occupational health care is very important segment of every organization, both in terms of social responsibility for the health of employees, but also in terms of economic benefit in conditions of a small number of injuries at work. Economic aspects can be seen from the perspective of employee who has suffered injury at work, the organization in which one performed the defined business activity, as well as from the perspective of entire community. Motivation of employees to use or not to use defined procedures for safe operation to a large extent can generate potential injuries. Active education of employees and continuous improvement of communication at the line staff-appointed management represent excellent foundation for defining, monitoring and correction of the organizational culture and culture of occupational health care.

### **2. HUMAN RESOURCES AS AN ACTIVE ELEMENT OF ORGANIZATIONAL CULTURE AND WELFARE AT WORK**

Economic theory has not dealt with issues of organizational culture for a long time. Lately, the situation changes and the organizational culture becomes more important factor affecting the operations of the organization as a whole. It is clear that in time certain material resources are consumed irreversibly within the process of creation of material good. For serious analysts it is good enough reason to deal with more intangible elements that are used in everyday business. Merging of human and material resources to create a whole new product that should have more value than mere addition of material and human resources. Human labor should create additional value. In any organization business processes are composed of labor and capital as the two most important factors. Staff, on the one hand, with its business activities is contributing to achieve the goals of the organization where they work. On the other hand, for this kind of business activity they receive certain financial compensation. Starting from increasing limited access to capital, as well as its costs, organizations are paying more attention to managing of the organization and the changes that are taking place in it. Managers who manage organizations are increasingly aware that "companies need to run racks in place." Well known fact is that behavior of people in a certain situation is not only defined by situation itself, but also by the importance that each

situation has on them. In a time of intensive development of technology more attention is paid to people, as unavoidable factor that is in need to use the latest technological developments. The increase of productivity makes economic base with new investments in the development of new techniques and technologies. Increased productivity can be achieved through higher wages and lower costs. Apparently, the opposed segments. Higher salary should be provided solely on the basis of higher performance, which it will ultimately reduce the cost per unit of a finished product.

The main prerequisite for the separation of productive from unproductive labor is clearly defined policy of rewarding and strengthening of the organizational culture in that way. Commitment of employees means their aim to meet goals but with clear idea of what does the fulfillment of goals mean for each individual. In order to ensure commitment to the protection of workers at work, constant education of all employees is required. Education in the first stage requires certain financial assets, but in a very short period of time these funds obtain the character of investment, but not the character of cost. In everyday business employees are exposed to certain risks. In the case of transformation of risk into work injury we can no longer speak of equality of salary = work performed. Injury at work creates a financial obligation to workers, as well as to employers and society as a whole. Determining the cause of injuries is important because the best learning comes from mistakes. Never the less, whether the injury occurred accidentally in the organization of business activities by the employer or by the negligence of workers themselves, the ultimate effect is the same. It is necessary to provide certain financial resources for the injured worker. According to the Statute of safety and health at work place it is clearly defined obligation of all employers to execute the Act of risk assessment. The Act defines the risk assessment of potential risks and hazards for each individual job position. Based on the identified risks and hazards, the employer is obliged to train employees for secure work. Only continuous training of employees for occupational health and safety leads to reduction in the number and severity of injury at work which is ultimately reflected in improved productivity of any organization. Continuous training of workers for safe operation has significant role. It creates an organizational culture, by changing habits of employees, by defining directions of activities based on bad experiences and gradually raise the awareness of employees about the priorities in their everyday business activities.

### **3. MOTIVATION OF EMPLOYEES IN THE PROCEDURE FOR MONITORING AND DEVELOPMENT OF ORGANIZATIONAL CULTURE**

Occupational health care activities are an important part of any organization. The Law of Safety and Health at Work made occupational health care to have more significant place within each organization. Most of the problems concerning occupational health care can be classified into three categories: lack of financial resources, lack of safety culture and lack of motivation for the protection of employees at work. It is evident that employers are increasingly realizing the importance of significance and cost of each injury. Therefore, we are increasingly in a position to see at the building sites employed workers who apply the measures for safe operation, which until recently was not the case. The most common problem that faces the organization responsible for safety and health at work is lack of safety culture and motivation of workers for the application of lessons learned in the process of training for safe operation. Taking into account all the circumstances of the crisis of '90 in the last century, the basic task of all managers that work on occupational health care is to create a culture of safety. Question often raised is what are motivators for protection at work. Most theories group the motivators in repressive and affirmative. Repressive motivators start from the repressive system of punishment for non-employee protection measures at work, while affirmative encourage employees who apply protective measures at work. According to the author, the repressive measures, in short terms, have stronger effect. First of all, faster and more easily can be quantified. In long terms affirmative action is surely better way to create better conditions for safe operation and to reduce the number and severity of injury at work. Affirmative measures create the necessary preconditions for producing of safety culture. If employees feel, through the material or non-material stimulus, the positive effects of their attitude toward safety, they will create an additional stimulus to further improvement of their attitude towards safety. Employees must be familiar with benefits which can be expected from the implementation of measures for protection at work and always to have feedback on whether their efforts are registered and how it can be valorized. It is clear that the relationship between benefit and effort should be in certain proportion. Particular attention

should be given to the effects of certain behaviors of the individual to other workers. Each individual reacts differently to any changes in their environment. Someone will be very stimulated to know that one obtain certain benefits due to its attitude towards work safety, while for another, this behavior will have negative effect. Therefore, it is up to the manager of safety and occupational health care at work of each organization to inform all workers and to assess how each worker should receive stimulus in order for all of them to create safer working conditions. Managers need to make difference between motives and motivators. The motives represent human needs, while motivators are resources to satisfy those needs. The motive is hunger, while the motivator is money which allows us to satisfy defined need. Much greater effect than the current benefits of each individual is to create common position of value system in every organization. Managers of any organization should understand that the focus of their activities is human strength, not weaknesses. In creation, development, monitoring and change of some organizational culture, holders of process of motivation must consider all the circumstances which affect the creation of certain attitudes and values. Coordination of conditions that affect the creation of values and attitudes with proclaimed goals of the organization is challenge for every manager. Coordination of views on the value scale is the only real way that should unite the goals of each individual and each organization, by contributing to the productivity and efficiency of each organization. It is important to create so-called *we management* and not *me management*. Only by this way, situation will be created in which not everyone minds his own business, but wants to help to somebody else, because one is aware that his success is not sufficient for the success of entire organization.

#### **4. TECHNICAL EMPLOYEE MOTIVATION FOR PUBLIC SAFETY**

Injuries occur due to bad organization of work activities, unsafe means of work, inflexibility of work activity to psychophysical capabilities of workers. However, it is often quoted that cause of the injury at work are lack of motivation and interest in the use of protective measures at work.

If managers of an organization want to change the attitude of its employees towards safety, firstly they must provoke dissatisfaction of employee with current situation. As the next step, through argued preparation of staff, they create positive expectations from new approach in conducting of business activities. Literature and scientific practices differentiate few basic techniques for motivating of employees regarding work safety. Interactive relationship with employees: If managers of an organization want to change the employee's position and attitude towards the implementation of measures for protection at work they must have them acquainted with potential causes of injury at work. Employees should obtain information according which they will change their attitudes. Employees must have sufficient quantity of "convincing" information which will affect into change of their attitude and behavior. Daily information about injuries at work, their financial and intangible consequences, about behavior of employees in opponent companies, it will create clearer idea of the importance of this matter among employees. If employees begin to change their behavior, providing feedback to employees about the effects of changes in their behavior is of enormous importance. Matter of communication of certain information may be through meetings, by publishing various publications and leaflets, color and symbols, by corresponding behavior of managers whose behavior shows the new values. The competition is a method that can be an important tool to increase interest in the health and safety issues. Each event includes creation of certain teams. During creation of teams we must take into account the characteristics of people who are within one team. The behavior of each team should create additional momentum for all employees and to develop competitive spirit that will create necessary conditions for reduction of numbers and severity of injury at work. Change in type of compensation is an excellent mechanism due to which it is easy to change the attitude of employees towards certain positions. As we have said, affirmative attitude toward safety measures in long terms encourage employees to change their behavior. Creating of clear system of rewards, not punishment, for the application of policy of security and health at work, it influences at the changes of attitudes and values in all employees. Any change in the behavior of employees inside an organization is much easier to be performed, if their employees are motivated for those changes. It is up to the management of any organization, according detailed observation of its own organization, to define appropriate techniques that will find the right way to motivate employees into change of attitudes and perceptions and that will ultimately create the conditions for safe working operation.

## 5. COST REDUCTION THROUGH PROTECTION OF THE WORK OF THE ORGANIZATIONAL CULTURE CONTROL

Managing of organizational culture is an important task for all individuals who manage specific organizations. Often, the executives are aware of current situation, but it is not enough. Through continuous process of education, every manager should learn how to influence at the culture of safety in order to make it more efficient, and productivity throughout whole organization - higher.

The process of change in organizational culture can be roughly grouped into four steps:

- determining the current situation;
- defining factor by whose implementation changes the organizational culture;
- determining the desired characteristics of the organizational culture;
- implementation of change.

Determination of the current situation includes the definition of the cost of workplace injuries, as well as investments in the field of work safety. In the next stage we need thorough analysis of all business processes that occur within an organization with the aim to determine factors that can influence on change of behavior of employees in the field of occupational health care. Based on defined factors of access, it is approaching to define the desired culture with new attitudes and values in the field of safety. In the next stage it is approached to determine the effects of cultural change, promoting of new values and attitudes.

## 6. CONCLUSION

Business in multicultural environment provides many challenges for the executive management. In period of intensive changes, each organization must have vision, meaning goal to achieve. The vision itself, without defining of organizational culture as a framework of behavior, is not enough. In order for top management staff to be able to operate in certain organizations, they must have the skills and knowledge which will provide them to carry out changes and to influence actively at the definition of common beliefs and values as features of the new culture. Creating an environment in which managers would deal with the causes of certain phenomena, not the consequences, it is the only right way to improve operations of any organization. Due to everything mentioned it inhere, it is necessary to pay special attention to organizational culture research, given that precisely this research provides practical and measurable data which are the best motivator for holders of change in organizations.

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