

Design of Employee Benefits and Management System

Kuyu John Alfred, Apoorva Singh

Cipriani College of Labour and Cooperative Studies, Trinidad and Tobago The Academic Affairs Department

Abstract: *The main concern for any Higher Education institution is its ability to maintain the relationship between workers' wellbeing and the Safety Management System (SMS). The research sought to discover how employees play an important part in ensuring an efficient Safety Management System (SMS) that would make workers' wellbeing mandatory. The study survey data is set at the micro- level of analysis. The micro-sample consist of fourteen (14) full-time employees who responded by filling out the questionnaire. A google questionnaire platform was used to analyze the data. The study utilized descriptive statistics such as mean, mode, and standard deviation. Tables were used for the data presentation and explanation of the methods. The findings of the analyzed data revealed that workers were involved in the marginal discussion of safety policies in the workplace. Employees feel that they may benefit from safety management system programs that are supplemented with health promotion programs that are perceived to have a positive impact on employees' health, increase productivity, and most of all their wellbeing.*

Keywords: Workers' wellbeing, Safety Management System (SMS), Psychosocial Stressors, Hazards, Occupational Health, and Safety.

1. INTRODUCTION

Traditionally, occupational safety and health have focused on workers' exposure to various workplace hazards. Today, occupational safety and health have broadened its scope to include the concept of worker wellbeing, or the ability of people to address normal stresses, work productivity, and achieve the highest potential. The research aims to show how workers' wellbeing in the workplace is a key factor in determining an organization's long-term effectiveness. Many studies show a direct link between workers' productivity levels and their general health and well-being. According to the International Labour Organization (ILO) (2009) workplace wellbeing relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work, and work organization. Also, wellbeing at work has a stronger focus on what the employees could achieve when supported by the organization, i.e. 'creating an environment to promote a state of contentment which allows employees to flourish and achieve their full potential for the benefit of themselves and their organization.

2. RESEARCH BACKGROUND

Occupational, safety and health (OSH) is generally defined as the science of the anticipation, recognition, evaluation, and control of hazards arising in and from the workplace that could impair the health and wellbeing of workers, taking into account the possible impact on the surrounding communities and the general environment (Alli 2008). According to Anthony et al., (2007) employee's health and safety programs should be a major priority for management because they save lives, increase productivity, and reduce costs. These health and safety programs should stress employee involvement, continued monitoring, and an overall wellness component. Work safety requires that safe working conditions should not create a significant risk of people being rendered unfit to perform their work. Health and safety at work is therefore aimed at creating conditions, capabilities, and habits that enable the worker and his/her organization to carry out their work efficiently and in a way that avoids events that could cause them harm (Garcia- Herrero 2012). Safe working conditions affect the habits of workers, which in turn impacts on efficiency. This implies that employees working in a safe condition are likely to perform in a way that will not cause them harm.

It is therefore important to maintain a safe and healthy workplace in which workers and supervisors are cultured with a health and safety mind-set. According to Bratton and Gold (1999) employers are required to design and maintain safe and healthy systems of work which will enhance the concomitant duty of employees to behave in a manner that safeguards their health and that of the other co-workers.

3. LITERATURE REVIEW

Alli (2008) mentioned that it is the responsibility of employers to ensure that the working environment is safe and healthy. This means that they must prevent, and protect workers from, occupational risks. But employers' responsibility goes further, entailing knowledge of occupational hazards and a commitment to ensure that management processes promote safety and health at work.

The OSH Act 2004 of Trinidad and Tobago states that all workers should expect to have a safe and healthy work environment. The Act further points out that "It shall be the duty of every employer to ensure, so far as is reasonably practicable, the safety, health, and welfare at work of all his employees". Hackitt (2009), and Health and Safety Executive (2004) suggest that the top management has both a collective and individual responsibility for health and safety as well as to provide leadership in this sphere. Also, Hackitt (2009) also indicated that ensuring a company's approach to health and safety remains grounded in what is practical and useful is fundamental to good leadership.

Since occupational hazards arise at the workplace, it is the responsibility of employers to ensure that the working environment is safe and healthy. This means that they must prevent, and protect workers from, occupational risks. But employers' responsibility goes further, entailing knowledge of occupational hazards and a commitment to ensure that management processes promote safety and health at work.

Training is one of the most important tasks to be carried out by employers. Workers need to know not only how to do their jobs, but also how to protect their lives and health and those of their co-workers while working. Within enterprises, managers and supervisors are responsible for ensuring that workers are adequately trained for the work that they are expected to undertake. Such training should include information on the safety and health aspects of the work, and on ways to prevent or minimize exposure to hazards.

Safety Management System (SMS): provides a systematic way to continuously identify and monitor hazards and control risks while maintaining assurance that these risks controls are effective. Safety Management System is a business approach to safety. According to the Transport Canada publication (TP 13739 2008), Safety Management System is woven into the fabric of the organization, it becomes part of the culture, the way people do their jobs. The components of the Safety Management System (SMS) are as follow:

Components of a Safety Management System for Cipriani College of Labour and Cooperative Studies



Figure 1

Management Commitment: Provides the motivating force and the resources for organizing and controlling activities within the organization. Employees' involvement provides the means through which workers develop and or express their commitment to safety and health protection for themselves and their fellow workers. Workplace Analysis: is the process by which the director identifies and responds to problems and opportunities through the study of employees and the organization to determine an appropriate solvent system.

Hazard Prevention and Control: Effective controls protect workers from workplace hazards, help avoid injuries and incidents; minimize or eliminate safety and health risks, helps the director provide employees with safe and healthy workplace conditions. Safety and Health Training: Safety training describes the set of activities aimed at providing workers with the knowledge and skills to perform their duties safely and effectively. This type of training seeks to inform workers of the hazards and risks associated with various work activities and instruct them on how to identify, report, and address workplace incidents. Example of Poor Workplace Preventive Strategies Occupational and industrial accidents are all caused by preventable factors that could be eliminated by implementing already known and available measures and methods. The application of preventive strategies can offer significant human and economic benefits. A good example of poor preventive strategies in Trinidad and Tobago is highlighted in a Trinidad and Tobago Guardian article (16/9/2016) "102 Fatal Accidents at Work." For the period 2006-2020, 102 fatal accidents occurred at work-places in Trinidad and Tobago. The construction industry was cited as having the highest numbers of fatalities as it recorded 33 fatal accidents for the period. The sector with the highest number of non-fatal accidents was the manufacturing sector with the lowest figure at 289 in 2014 and the highest 555 in 2008. This explained that these accidents and incidents are to a large measure due to the failure and deficiency in the policy and management of occupational health and safety in several business organizations in the country.

Data from the Manufacturing and Construction Industries were extracted from appendix 4 of the Industrial Court of Trinidad and Tobago 2020-2023 report Manufacturing Industry.

According to Cox & Griffith (2002), psychosocial hazards might be those aspects of the design and management of work, and its social and organizational contexts that have the potential for causing psychological or physical harm. Psychosocial risks go hand in hand with the experience of work-related stress. Work-related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope (WHO, 2003). Innovation is not limited only to a nation which is treated as developed or enjoys high per capita where based in technological driven economies. It is entailed by developing countries more since it provides opportunities and conditions for developing countries to compete in global business world [2][3]. Organizations in developing countries treat the importance of innovation as a potential way to join in world economy strengthening their firms' competitive position.

Accordingly, Sri Lanka as the nation has identified the importance of innovation for the future prosperity of the country. In 2017 Global Innovation Index (GII) Sri Lanka (SL) has placed 90th among 130 nations while performing 0.76 innovation efficiency ratio [4]. Moreover, the central bank statistics [5] shows that Sri Lanka's export earnings dropped by 2.6% to US dollars 932 million in July 2015 where apparel sector performs as the main contributor to the export earnings. As the contribution to the above state, the former Deputy Governor of the Central Bank [6] pointed out that when compare to the global companies they are moving 5 times faster than Sri Lankan companies because of not being novel, and lack of expansion [7]. Yet, there is no a common formula or a model to be innovative or to be success through innovations. It's differed upon the differences of companies. It confirmed by [1], saying the difficulty of innovation building and executing by comparing to regular manufacturing and financial control functions. They see that somewhere along the line the correct set of rules have been misplaced, distorted or simply misinterpreted. The way of most managers thinking is not up to the right direction with regard to innovation. Most of them feel that only manufacturing or R & D departments responsible or that's their task to generate innovations.

4. QUANTITATIVEMETHODOLOGY

The entire world became a global network, treated as a global economy which is under control of giants. Due to environmental changes creates high competition between each business unit more and more. Part of them tries to maintain their higher position, another part attempts to be a giant while some others seeks to be survive. What could be the reason to this difference?

Many top management people in those giant organizations revealed that the main cause for this is the innovation or be innovative other than being traditional. That's why most of business organizations are moving towards to create completely new products, procedures and methods, models or recreate a new by modifying the existing. Some research studies have confirmed it by saying that the ability to develop new ideas and innovations is one of the top priorities of some organizations. Also the performance hurdles for success have increased considerably being increasingly focused on innovation.

Be innovative is neither a miracle or one-night result. To be innovative, it should be practiced. As an organization, should combine strategic orientation with their employees' thinking pattern. They should go beyond; not been stuck in one single mental block; should dig and bring out the potentiality of creative thinking to the surface. According to [1], there are 7 rules which can affect to have an innovative thinking in an organization. Strong leadership, matching to business strategy, culture, correct rewards, balance creativity and value capture, neutralizing organizational antibodies, and innovation network are those rules.

However, managing the complex and risky process of innovation has been problematic and fraught with difficulty. In an organization only operational or production department cannot be solely carry out innovations forward. It's an idea occurred in a human brain, referred as thinking out of the box. For that the HRD should involve and contribute to establish an innovative culture within an organization.

The methodology involves the description of the methods applied in carrying out the study. The focus of this paper was on workers' wellbeing in the workplace. The sample size used in this research study was initially intended to be 57 however due to fewer responses received from our questionnaires sent out we are reducing the sample size to 14 and with this micro-sample, all calculations were conducted with a 95 % level of confidence.

Table 1 (A)

Overall well-being levels of population	Population Size	% of Population
Very Poor	1	7.1
Poor	0	0
Neutral	9	64.3
Good	3	21.4
Very Good	1	7.1
Total	14	100

From Table 1. An above we can see that at 64.3% most of the population rate their overall well-being as neutral followed by 21.4% rating it as good. 7.1% of the population rates their overall well-being at very poor and the same percentage applies to very good while none of the population rates it poor.

Table 1 (B): Overall Well-being Levels of Population

Mean	3.214
Standard Error	0.238
Median	3
Mode	3
Standard Deviation	0.892
Range	1 - 5
Minimum	1
Maximum	5
N	14

From Table 1.B above the most frequently occurring well- being level as captured by the population mode was 3 representing neutral and our middle value (when ordered from lowest to highest) resulted in a median of 3 as well and hence neutral. The average value was calculated to be 3.214 with a standard deviation away from the mean was 0.892.

Table 2 (A)

Stress Levels of Population	Population Size	% of Population
Very Low	0	0
Low	2	14.3
Average	8	57.1
High	2	14.3
Very High	2	14.3
Total	14	100

From Table 2.A above we can see that most of the population at a percentage of 57.1 rated their stress level as average followed by low, high, and very high each constituting 14.3% of the population while none selected very low.

Table 2 (B): Stress Levels of Population

	3.285
Standard Error	0.244
Median	3
Mode	3
Standard Deviation	0.913
Range	1 - 5
Minimum	2
Maximum	5

Where: 1 = Very Low; 2 = Low; 3 = Average; 4 = High; 5 = Very High

From Table 2.B above the most frequently occurring option selected by the population was 3 which represents average as denoted by the mode and our middle value (when ordered from lowest to highest) resulted in a median of 3 as well and hence average stress levels. The minimum value selected by the population being 2 representing low-stress levels indicates that no one selected a stress level of very low. The mean was calculated to be 3.285 with a standard deviation away from the mean of 0.913. population selected no when asked whether they feel the director currently aids in stress management at the college as 57.1% selected no and 42.9% selected yes.

Table 3 (B): Does the population feel like the director currently aids in stress management at the college

Mean	1.571
Standard Error	0.137
Median	2
Mode	2
Standard Deviation	0.513
Range	1 - 2
Minimum	1
Maximum	2
N	14

From Table 3.B above we can see that the most frequently occurring option selected as indicated by the mode is 2 which represents no and our middle value (when ordered from lowest to highest) resulted in a median of 2 and hence no as well. The mean value was calculated to be 1.571 with a standard deviation away from the mean of 0.513.

Multinational organizations are faced with the challenge that there is diversity, especially cultural diversity both for employees in the company and in the public. Diversity among employees who are not managed well will have a negative impact on the company. The diversity of the workforce in a company cannot be denied has a negative side, such as difficulty in communicating and increasing tension and conflict in the workplace. Diversity also makes a difference in communication styles, so it often creates misunderstandings.

Managing intercultural communication effectively in organizations requires managers to develop cultural sensitivity, be careful when coding their messages, wise in decoding and analyzing content and context, selectively choosing channels for sending messages. The increasing mobility of workers in the global market, the expansion of international joint ventures and strategic alliances, and the presence of global entrepreneurs in developing countries makes the competence of cross-cultural communication inevitable. When businesses strive to achieve competitive advantage both domestically and globally, equip managers with communication skills that critically improve performance and improve the quality of relationships.

Public relations basically has a role in building relationships with the public both internally and externally which are under certain cultural threats and to evaluate attitudes (cultural threats). The role of public relations in multinational organizations namely representing corporations in their domestic markets, facilitating transactions with local government and constituents on issues related to international companies, helping to bridge the communication gap between foreign management and top management at the head office, conducting public

relations activities in host country and as a communicator in building inter-cultural relations both with employees and the public (stakeholders, consumers, shareholders etc.).

The main key to the success of multinational organizations depends on being able to learn about other cultures, adjusting to being in another culture, knowing the habits of colleagues from other cultures in a business or marketing context to ensure that what is done is not a deliberate mistake. This can be done through the role of public relations as a communicator who helps employees in building multicultural communication with other employees and the public.

5. CONCLUSION

The study concludes that employees are involved in the marginal discussion of safety management system policies in the workplace. It is important to note that workers are policy implementers and implementation cannot be complete without the full knowledge of the policies to be implemented.

Therefore, management should look into the ways of addressing the issue at the institution, so that implementation of such Safety Management System policies is made possible. Research has shown that workplace safety and health leads to motivation and job satisfaction. When employees are fully involved in discussing policies of the Safety Management System (SMS), employees are also motivated to carry out policy implementation which will positively, lead to job satisfaction and workers' wellbeing. .

6. RECOMMENDATIONS

The researchers believed the organization should run short programs on Safety Management System (SMS) in the workplace. Management should give this priority but it must be supplemented with Health Promotion programs that will positively impact employees' health, increase productivity and well-being.

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