



# Conceptual Framework for Developing an Occupational Health Care Management in Factories

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## Abstract

Occupational Health care is a critical issue emerging in factories. The paper proceeds with an objective to develop a theoretical framework for developing an occupational health care management and to discuss the construct of the framework in detail. The research is a desk based research. Literature and secondary data research has been conducted to develop a conceptual framework for developing an occupational health care management in factories. Career growth, working conditions, health laws, incentives, performance appraisal, medical assurance and few other elements have been extracted from the literature to build up a conceptual framework. These elements and their importance in developing an occupational health care management have been discussed. The conceptual framework can be used to develop an occupational health care management.

**Keywords:** Factory, Health care, Working conditions, Workers

## 1. Introduction

Human resource has been observed to be one of the most significant assets of an organization. Human resources are critical for healthy and efficient operations in an organisation. A satisfied and healthy human resource leads the productivity level to go up. A good employee can find a broad scope for job today. Therefore a proper working culture should be build up for all the workers in an organisation. Employees must be provided with a clean, safe and healthy work environment. The hazardous secretions of materials in production and disposal of waste that can harm the environment must be minimised. Organization culture is developed to create an amicable work environment. Work Life balance is a crucial element of professional life. It relies on the fact that employees must have a balanced professional and personal life. The fields of community health and family welfare must be considered in any occupation. Driven by the need to build

up a healthy environment in factories, the paper proceeds with an objective to develop a conceptual framework for developing an occupational health care management.

## 2. Research Methodology

The research is a desk based research. Several secondary data and literature have been reviewed. The important elements have been extracted from the literature pertaining to develop a conceptual framework. The elements of the conceptual framework have been predefined and their role in creating an occupational health care management has been discussed.

## 3. Literature Review

A factory comprises of various departments namely Production, Purchase, Stores, Administrative, Finance, Accounts, Sales, Engineering, Cane, Power, and Distillery.

Administrative Department constitutes of Admin Office controls and monitors activities of time office, security personnel and personnel dept. Personnel Department includes Recruitment and Selection, Statutory Obligation, Advertisement of Recruitment through leading news papers, Appoints trainee through Applications received, Unskilled, Semi Skilled, Skilled Workers, Fulltime and Contract Labourers. Seasonal Production includes Equal-Opportunities, Employment and Recruitment at Gate. Besides the departments the main constituent of any factory are the skilled and unskilled workers. Human Resources is a business field focused on maximizing employee productivity. Training and Development,

Rewards and performance evaluations results in development of an employee. The health of the workers is a major concern which should be looked for in any factory. On the basis of hours, the workers are given their wages. Several hospitals and healthcare centres have been established in the vicinity of its factories. The occupational health care is an important element as the workers should be fit physically and mentally. Besides, vocational training, stitching and embroidery classes can be conducted for the workers. Schools should provide assistance in the form of clothes, free stationery and snacks for the children of workers employed in factory.

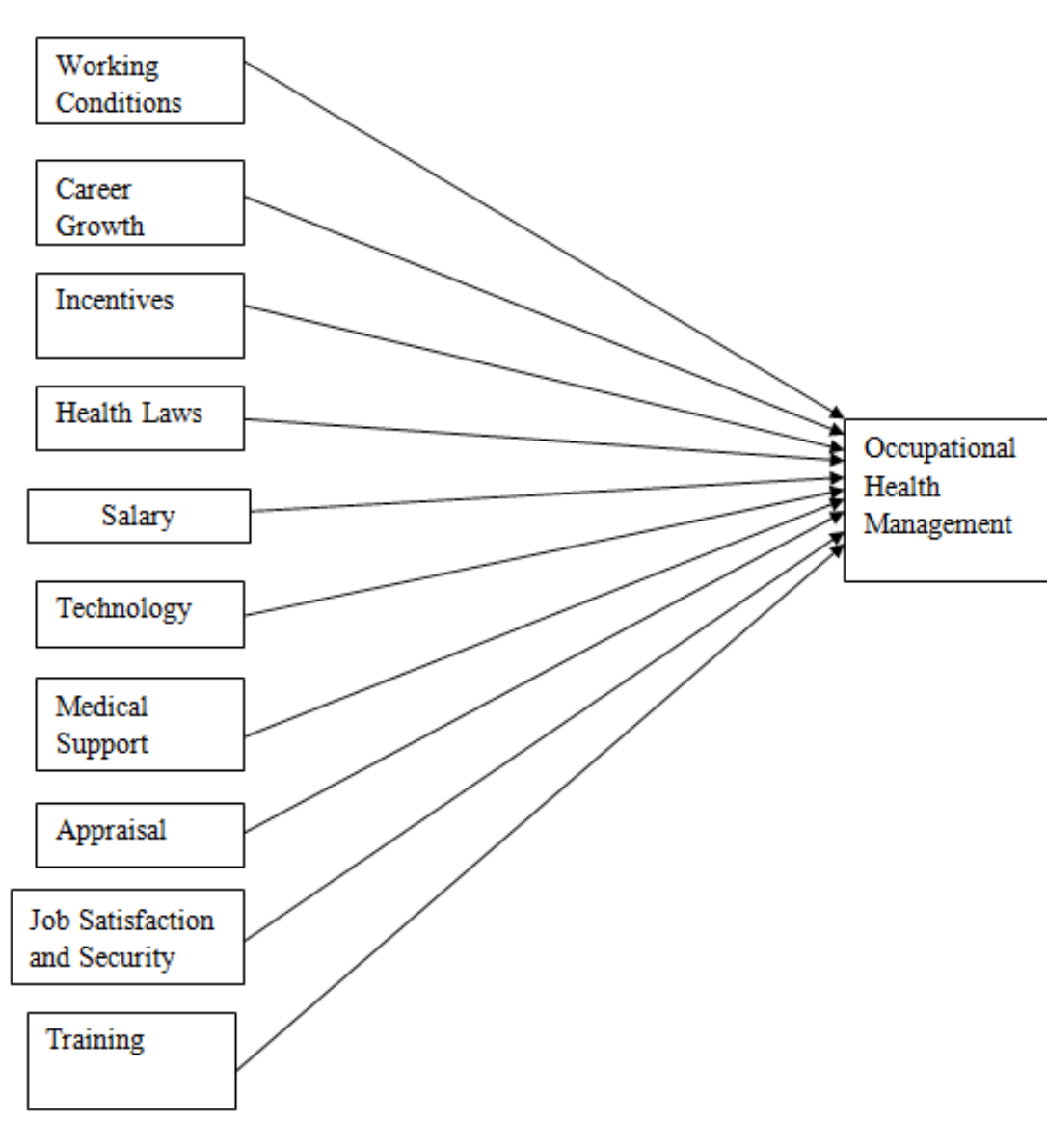


Fig. 1 A conceptual framework of management of human resources in sugar industry.

## 4. Conceptual Framework for Developing an Occupational Health Care Management

The research aims to provide an analysis of factors affecting occupation health management and identify the key factors that an organization should concentrate on to help improve their health. Secondary data and literature has been studied to come up with a conceptual framework. It has been found through literature that working conditions, career growth, Incentives, Job satisfaction and Job security, Incentives, health laws, technology, training, appraisal and medical assurance leads to an occupational Health care management (Figure 1).

## 5. Career Growth

Career growth is the process of learning and work that involves development in every stage of work. Career growth requires career support in terms of professional career guidance or through friends and peers. Career growth constitutes of Career Goal Progress, Professional Ability Development and Promotion Speed (Weng and MacElory, 2012). Career growth can lead to a better health of the employees.

## 6. Working Conditions

Working Conditions comprises of working hours, working space, temperature and work schedules. The work environment constitutes of remunerations, mental demands and physical conditions. The International Labour Organization monitors the working time, work organisation, and work-life balances so that it could resolve the emerging issues regarding their welfare among the employees. International Labour Organization constituents and policymakers with practical information and research-based policy advice grounded in state-of-the-art knowledge. International Labour Organization also supports the workers with balanced working conditions and work environment.

## 7. Reward and Recognition

For improving the quality of work, rewards and are made to motivate the employees to change work habits and key

behaviours. These rewards and recognition leads to better mental health condition of the employees.

## 8. Incentives

Incentives are considered separate from salary, monetary in nature or have a cost to the company. Incentives results in increasing the merit of an individual. This leads to a better mental health and performance of the employees.

## 9. Salary

A salary is a payment made to an employee at a particular period of time. Salary is determined by levelling the pay rates and salary ranges established by an individual employer.

## 10. Job Satisfaction and Job Security

Hoppock (1935) stated that job satisfaction is a combination of psychological, environmental and physiological circumstances that can cause a person to truthfully be satisfied with his/her job. Wanous & Lawler (1972) in turn refers to job satisfaction as the sum of satisfaction across all job facets. Locke & Lathan (1976) gave a very comprehensive definition of job satisfaction as the positive or pleasurable state of emotion resulting from appraisal of one's job. Feldman & Arnold (1983) reported job satisfaction to be the overall positive affect and feelings that individuals as employees have towards their jobs. The model proposed by Hulin et al., (1985) stated that job satisfaction can be seen as the function of a balance between work role inputs, such as time, education and effort, and work role outputs such as pay, status, working conditions, wages and benefits, and intrinsic aspects of the job. Reilly (1991) defined job satisfaction as the feeling or the general attitude that an employee has about his/her job and is influenced by the perception that individual has about his/her job. Alfonso Sousa-Poza & Andrés A. Sousa-Poza (2000) also proposed that analysis and determinations of job satisfaction is through the balance of inputs and outputs. Spector (1997) also referred to employee job satisfaction as a measure of how employees feel about the different aspects of their work or jobs.

Job security is the crucial element of every employee. It is the probability that an individual will be in his or

her job position. It helps in creating a healthy environment for an individual at work.

## 11. Support from Seniors

Senior workers supervise and monitor the workers and care assistants, or with additional responsibilities for particular areas of the work. Senior workers often respond to emergency and provide a better guidance to the employees.

## 12. Appraisal

A performance appraisal, also called as a performance review, performance evaluation, career development discussion or employee appraisal is a method by which the job performance of an employee is documented and evaluated.

## 13. Relation with Co-Workers

The interpersonal relationships that are formed at work helps in getting better work achievements.

## 14. Work Life Balance

Work–life balance is a concept including proper balance between “work” (career and ambition) and “lifestyle” (health, pleasure, leisure, family and spiritual development/meditation). The concept evolved first in the United Kingdom in the late 1970s for defining the balance between an individual’s work and personal life. Then in 1986, this phrase was commonly used in the United States. Employee interactions with the organization, through other employees, management, customers, or others, reinforce the employee identification with the organization. Sense of a healthy work–life balance may be affected due to conflicts in the multiple roles played by an individual (Kumari et al., 2015). Organization members must perform identity work so that they align themselves with the area in which they are performing to avoid conflict and any stress as a result.

## 15. Technology

The use of technology in industries is limited which is the major cause of unsustainability (Sneha et al., 2016).

Technology has been upgraded every now and then. The workers using the technology must be aware of its control.

## 16. Medical Support

Several healthcare centres and hospitals should be established in the vicinity of its factories. There should be regular health check-up camps for the employees. Distribution of free medicines at each of its factory sites for poorer sections of society, Establishment of schools and colleges at various factories owned and operated providing educational facilities to the poor in rural should be covered under health aspect.

## 17. Training

Most of the accidents in factories occur due to unawareness of the work. Proper training programs can reduce maximum level of accidents and adverse impacts of health. Training leads to minimise the Internal and External Load (Casamichana et al., 2013).

## 18. Occupational Health Management

Occupational Health Management is controlling occupational injuries and illnesses and related expenditures. Occupational Health comprises of issues related to Living Condition, Lifestyle, Health Inequalities, Ill Health, Fatigue, Muscular Pain and Stress (Wilkinson and Marmot, 2003; Benavides, 2000). The elements comprising of the conceptual framework is explained in table 1.

## 19. Conclusions and Future Research Direction

There has been growing employment in factories with the increasing demand. The occupational health of the employees still remains a matter of concern in the researches. The employees are often affected by several medical issues. This may be due to the working conditions, career growth, lack of appraisal, unawareness, and lack of training and medical assurance. This often leads in fatigue, muscular pain and other psychological disorders in employees. At present, the health issues of the employees must be taken into account.

The authors in the paper have tried to analyze every factor which can be worked upon for a better health man-

**Table 1.** Element of the factors contributing to occupational health care management

Factor	Elements	Reference
Career Growth	Career Goal Progress Professional Ability Development Promotion Speed Remuneration Growth	Weng and MacElory, 2012
Working conditions	Working Time Space Temperature	Benavides, 2000
Reward and Recognition	Work Evaluation Increment Allowance Promotion	Danish and Usman, 2010
Incentives	Efficiency Monetary benefits Wage structures	Holmström, 1999
Salary	Benefits Performance Evaluations Obtain Assistance on Job	Kipnis and Schmidt, 1988
Job Satisfaction and Security	Psychological circumstances Environmental circumstances Physiological circumstances	Hoppock, 1935
Appraisal	Compensation Performance Improvement Promotions Test Validation	Frijda et al., 1989
Relation with Co workers	Interpersonal relationship	
Work Life Balance	Demands for work Life and Career stage Personal Control and Coping Demands at home	Guest, 2002
Technology	Awareness Demand Economies of Scale Network Flow	Vorst et al., 2005
Training	Internal Load External Load	Casamichana et al., 2013
Occupational Health	Living Condition Lifestyle Health Inequalities Ill Health Fatigue Muscular Pain Stress	Wilkinson and Marmot, 2003 Benavides, 2000

agement. The conceptual framework has to be empirically validated to know the predicted values of the elements leading to occupational Health Care Management.

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