

**Sazonova Tetiana,**

Ph.D., Associate Professor, Poltava State Agrarian Academy,  
Poltava, Ukraine

**Ostashova Valeriia,**

Ph.D., Associate Professor, Poltava State Agrarian Academy,  
Poltava, Ukraine

## **FUNDAMENTALS OF THE CORPORATE HEALTH MANAGEMENT**

In the current economic conditions it becomes quite evident that the problem of personnel efficiency and quality of performance in carrying out assigned responsibilities is gaining in importance. To date, most successful top managers have already realized that the ability to attract, develop, retain and use the full potential of employees is the determining factor for the success of any organization. In the process of human resource management, each manager comes to the understanding that the effectiveness of the work of the personnel depends not only on a correctly constructed system of motivation and rational organization of work of the employees and effective leadership, but also on the capabilities of each employee, in particular, his or her state of health. In this regard, the corporate health management, including a system of management activities aimed at ensuring and maintaining the physical and psychological health of personnel, is becoming especially popular.

It should be noted that in today's unstable and rapidly changing business environment, the management representatives of many domestic enterprises and organizations does not pay enough attention to the issues of health management of their subordinates. However, many years of experience of foreign and successful domestic companies proves that due to the formation of an effective system for

managing the health of personnel, the top-level management representatives of modern enterprises can expect the obtaining of a positive economic effect, not only in the long-term period, but also in the short term, too. The health of employees is an area that equally interests both management team members and ordinary employees, so integration of efforts gives a pronounced effect.

The health management system of the modern enterprise can be described as follows (See Figure 1).

In general, the most important results of the successful implementation of corporate health management programs can be the following ones: the improvement of the behavior of employees in the workplace of an organization; decrease in the risk of morbidity of personnel; productivity growth; reduction of medical expenses of the enterprise; decrease in the number of requests for medical help to the doctors; decrease in the number of days of incapacity for work of the employees; high return on investment in employee health.

During this study it was revealed that in the field of the revenue management the main results of an effectively functioning corporate health management system can be determined in the various ways. These are as follows: an increase in incomes due to the growth of labor productivity, work capacity and efficiency of employees of the enterprise; an increase in revenues by attracting more qualified personnel, as well as lower-qualified staff turnover and the decrease in the costs for professional adaptation of employees; an increase in incomes due to reducing stressful and conflict situations in the work collective, as well as an increase of the stress-resistance of employees and their loyalty to top-level management members of the enterprise; an increase in net profit of the enterprise, along with certain cost reduction strategies and the revenue growth; an increase in revenues due to improving the strong corporate image.

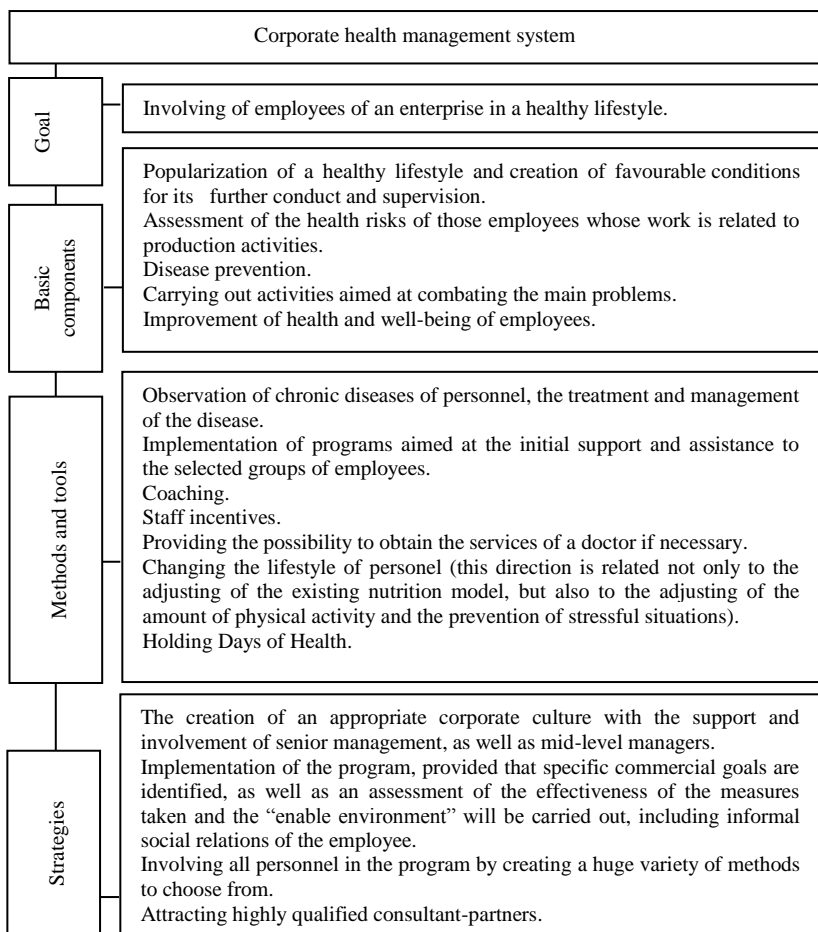


Figure 1. Corporate health management system in an organization

In the context of this study, we can argue that the management of corporate health basically involves training staff to take care of their own health, while forming a cohesive

team with a high level of self-management.

In our opinion, managing health programs and projects at a certain enterprise should be different for the managers of all levels of management and their subordinates, because of the different specificities of employment.

That is why depending on the approved structure, the educational program for staff development may include theoretical and practical classes in one or more subjects (See Table 1).

**Table 1**

**Proposed topics of trainings (seminars and on-line courses) for employees of a modern enterprise**

The topic name	Brief characteristics of the topics
1	2
Basics and practice of occupational health	The basic rules that employees must adhere to in order to work with greater efficiency and less fatigue
Primary practice of proper nutrition	Specific instructions about what exactly, how and when a person should eat to avoid not only chronic diseases, but also to increase the amount of energy and performance during the working day.
The fundamentals of preventing occupational diseases	Specific rules on how to avoid occupational chronic diseases, which are related to the relevant activity of employees.
Fundamentals of epidemiological safety	Clear instructions on how to behave during outbreaks of infectious diseases in order to avoid illness and reduce the number of days of temporary disability.
Basics and practice of preventive healthcare	Useful tips on how to apply the measures during the calendar year to reduce the risk of infectious and chronic diseases.
Fitness basics	Recommendations for those physical exercises and physical activities that should be performed to reduce morbidity and to increase the amount of energy, efficiency and performance.
Fundamentals and practice of psychological health in the work collective	The rules on how to deal with stress during the working day to save the personal energy and efficiency, and how to interact with the collective members in a certain way that does not affect the total effectiveness of work.
The practice of combating tobacco and alcoholism	Useful tips on how to overcome the harmful habits in order to reduce the total number of “smoke breaks” during the working day, as well as to reduce the days of incapacity for work because of the harmful effects of alcohol.

In order to manage personnel effectively, the manager must first learn how to manage himself. At the same time, the life of a modern manager is accompanied by constant stressful situations that arise against the backdrop of physical, psycho-emotional and intellectual burden. Irregular nutrition, irregular working day and a sedentary lifestyle create the ground for diseases and their progression to chronic conditions.

The educational program of corporate health management, developed especially for senior managers of any modern organization, enables not only to improve their physical health, but also contributes to creating conditions for overcoming their own weaknesses and ultimately brings great pleasure, thereby contributing to the strengthening of psychological health. Training programs for top managers and middle-level managers can have the following focus areas (See Table 2).

In addition to the theoretical and practical training of managers for a healthy lifestyle, sport plays an important role in health management. Sports activities for a manager are not only rivalry and overcoming his own boundaries. Equally important is the influence of sport on the development of communicative competences. In many foreign companies, the time employees spend together on treadmills or cycling machines is much more popular than the traditional meetings with a cup of coffee and a cigarette. Meeting on the golf course is an ideal opportunity to learn about potential partners, clients and colleagues. This game contributes to concentration of attention and at the same time relaxes and relieves tension.

**Table 2**

**Proposed topics of trainings (seminars and on-line courses) for top-managers and middle-level managers of a modern organization**

The topic name	Brief characteristics of the topics
----------------	-------------------------------------

Individual coaching for a healthy lifestyle	Specific rules on how managers can save youth and energy, increase efficiency and productivity of their work for many years through the use of integrated healthy lifestyle techniques.
VIP on food intake	On the basis of the results of a special biochemical analysis, it is possible to obtain specific recommendations for adjusting nutrition to prevent chronic diseases, to increase energy, to reduce fatigue, and, finally, to increase a personal efficiency.
Stress reduction	Useful tips on how to get rid of mental and physical overstrain during the working day and after it is over, and also on how to work without any stresses or strains put on them.
Training in physiological time management	Within the framework of this unique program, the fundamentals of time management are adapted to the individual characteristics of the organisms of the persons, who are the heads of the organizations. At the same time the most effective and productive scheme of working activity can be proposed if needed.
Basics and practice of a healthy restoring sleep	How to restore strength and energy per one night only for the next full-time working day, as well as for the right management decision-making and increasing personal effectiveness.
Relaxation techniques	The given topic is related to the practical mastering of relaxation techniques, error analysis, training and correction processes.

In the world of sports and business there is a common denominator – a model of leadership. Work with subordinates can be compared to work in a sports team. The role of the coach in the team corresponds to the role of manager in the company. Such a model of management suggests the need to reduce the distance between the boss and the workers and establish a deeper relationship, which can develop in various ways.

This in turn is possible only if there are qualities of the real leader (See Figure 2). Being a leader means being yourself and thoroughly knowing yourself. As a rule, people want to follow a strong personality, not an executor of a role, an official representative of any organization or a bureaucrat.

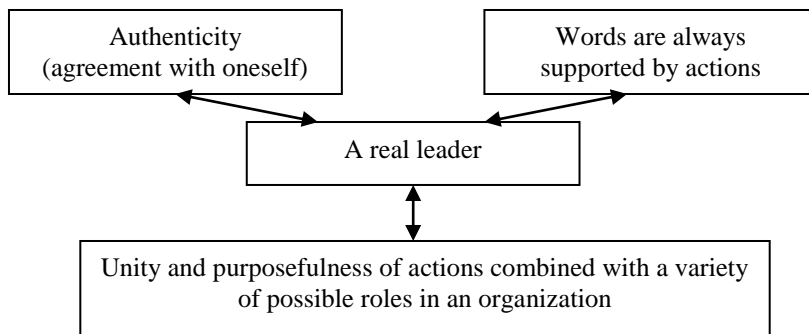


Figure 2. Personal qualities of a real leader in an organization

In this context, we consider it necessary to emphasize that the qualities of a real leader are first, innate, and secondly, educated and developed, through daily work on themselves and an effective self-management. The development of leadership qualities and self-improvement is greatly facilitated in the presence of strong physical and, especially, psychological health of a person. In a modern, unstable external environment, there is often an increase in the instability of the mental performance of the manager, which affects not only his / her mental and intellectual abilities, but also his general physical condition and behaviour.

In medicine, in particular in the prescriptions for the use of certain sedatives, there is a “manager syndrome”. So the principle of adaptability, which is appropriate to apply is an important aspect of the development of managerial potential, taking into account the main achievements of management psychology [1, p. 103].

The term “manager syndrome” has been used by doctors since 1984, referring to such manifestations as angina pectoris, increased anxiety, overweight and problems in family relationships, which are considered to be typical for managers

of all levels of management in the modern organizations [2, p. 121]. Scientists claim that half of all causes of coronary heart disease are related to the psychological risk factors, which are determined by the way of life and the emotional response of the patient to different stressful situations [3, p. 34].

M. Friedman and R. Rozeman in their scientific works emphasized the need to distinguish between two possible types of human behavior. The first one, which is called as “type A”, is characterized by impatience, haste, workaholism, perfectionism and rivalry, while the second type, also known as the type “B”, is characterized by life satisfaction and stress-resistance of a person. When considering the results of analysis of various issues of health formation for future managers, A.N. Bolshakova came to the conclusion that a large number of students demonstrate either a developed behavior of type “A”, or a tendency to develop it in the future (a mixed type of “A-B”) during the period of study in institutions of higher education [3, p. 35]. In addition, according to N.V. Ivanenko, representatives of game kinds of sports (such as volleyball, table tennis, basketball and football) always demonstrate their sociability, goodwill, openness to communication, and collectivism to the society. The development of perseverance, patience, observation and purposefulness are the main characteristics for athletes, single tennis players and swimmers. Students who are engaged in general physical training, sports aerobics, shaping, a high level of self-organization, discipline, independence and critical thinking prevails [2, p. 122].

The aforementioned facts provide the basis for the need to promote healthy lifestyles, emphasizing the attention of future managers, even during their studies at the university, to the exceptional importance of good physical fitness for both personal and professional development. After graduation from any higher education establishment they will need to further develop and implement their own programs of corporate health



management.

All the tools used to support the manager's culture can be divided into traditional (gym, swimming, walrus) and modern ones. Among modern tools for supporting the culture of the manager, it is necessary to highlight, first of all, the smart watches, which are popular among the young people. Working more often as an addition to an ordinary smartphone, smart watches can be used as a heart rate monitor, pedometer, and even a tonometer. Due to these useful options, smart watches have a controlling function, which is important in the context of self-management skills development.

The most popular gadget that can be used as a tool for developing the physical culture of a manager is a smartphone. With its help it is convenient not only to successfully solve various professional tasks, but also to maintain a healthy lifestyle as a whole. For example, it is possible to set alerts about the need for exercise, eating or medication routine. Among the mobile applications that can be used to maintain a good psychophysiological condition, it is necessary to pay special attention to those that can visualize fitness classes and help to make an optimal diet. Downloading and listening to relaxing music can reduce internal tension, distract from problems, calm down and get inspiration for new professional achievements.

The thing that yesterday seemed to all of us a real fantasy only, today is the newest technical device, and tomorrow it will certainly become a significant element of a person's daily life. Thus, for example, Israeli scientists at the "Rambam Medical Center" have developed an electrostimulation device that can be placed on the arm and hidden under clothing. The device, which is known as the "Nerivio Migra", contains a computer chip, battery and rubber electrodes that are attached to the shoulder. The system provides several modes of electrostimulation, which the patient can adjust by using a

mobile application. A special popularity among professional sportsmen and sports fans is gradually acquired by so-called “smart” clothing, capable of measuring the heart rhythm of a person. In addition to this, it is possible to receive information about whether the wearer of this clothing is suffering from heartbeat delay. Also, if it is necessary to provide medical assistance to a person, the mobile application can send some messages about this to other persons (relatives, the doctor, the personal trainer etc.).

In the modern world companies are implementing disease prevention programs. Many business entities not only successfully organize and manage various medical examinations and psychological seminars, but also create the amazing recreation and nutrition areas. It turns quite slowly, but this practice is introduced in Ukrainian enterprises too. Thus, in order to occupy leading positions in the team, to be an authority and an example for imitation by subordinates, to manage more and to cope with psycho-emotional stresses, any successful manager of the modern enterprise needs to maintain a good physical shape. At the same time, we should use a wide range of traditional tools and not abandon the latest information technologies, which in recent decades are firmly rooted in our personal and professional life.

### **References:**

1. Ovsyanyuk-Berdadina, O. F. 2014. *Theoretical and methodological approaches to the development of managerial capacity of organization*. [ONLINE] Available at: [https://www.econa.tneu.edu.ua/index.php/econa/article/.../1573/pdf\\_83](https://www.econa.tneu.edu.ua/index.php/econa/article/.../1573/pdf_83). [Accessed 18 June 2018].
2. Ivanenko, N. V. 2007. *Formation of health culture in the structure of professional training of manager*. [ONLINE] Available at: <https://cyberleninka.ru/article/n/formirovanie-kultury-zdorovya-v-strukture-professionalnoy-podgotovki->

menedzhera. [Accessed 18 June 2018].

3. Bolshakova, A. M. 2015. *The behavior of type A as a problem of professional health of future managers*. [ONLINE] Available at: [http://nbuv.gov.ua/UJRN/prp\\_2015\\_4\\_11](http://nbuv.gov.ua/UJRN/prp_2015_4_11). [Accessed 18 June 2018].