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# HEALTH-PRESERVING SYSTEM IN MODERN ENTERPRISES: CONCEPTS OF FORMATION AND FEATURES OF IMPLEMENTATION

# *SISTEMA DE PRESERVAÇÃO DA SAÚDE EM EMPRESAS MODERNAS: CONCEITOS DE FORMAÇÃO E CARACTERÍSTICAS DE IMPLEMENTAÇÃO*

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**ABSTRACT**
The study examines the concept of formation and the features of the implementation of a health-preserving system in modern enterprises connected with the social responsibility of businesses. The theoretical and methodological foundation of the study is comprised of an analysis of scientific literature on the research problem and the work of Russian enterprises to preserve employees' health. The developed conceptual model of health-preserving consists of two functional blocks: one focusing on employees' health and the other – on the local population's health. The study

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presents health-preserving measures and tools and discusses their economic and social effects. The conclusion emphasizes the importance of planning and managing the health-preserving system as an element in corporate strategy and its importance for enterprises' sustainable development.

**Keywords:** Business social responsibility; Health-preserving model; Personnel; Environment.

**RESUMO**
O estudo examina o conceito de formação e as características da implementação de um sistema de preservação da saúde em empresas modernas relacionadas à responsabilidade social das empresas. A base teórica e metodológica do estudo é composta por uma análise da literatura científica sobre o problema da pesquisa e o trabalho das empresas russas para preservar a saúde dos funcionários. O modelo conceitual desenvolvido de preservação da saúde consiste em dois blocos funcionais: um voltado para a saúde dos funcionários e o outro para a saúde da população local. O estudo apresenta medidas e ferramentas de preservação da saúde e discute seus efeitos econômicos e sociais. A conclusão enfatiza a importância do planejamento e da gestão do sistema de preservação da saúde como um elemento da estratégia corporativa e sua importância para o desenvolvimento sustentável das empresas.

**Palavras-chave:** Responsabilidade social empresarial; Modelo de preservação da saúde; Pessoal; Meio ambiente.

## 1 INTRODUCTION

In the modern economy, human capital is a leading factor of economic development, determining quantitative parameters of the economic growth of enterprises and territories (Kaliyev et al., 2019). The long-standing concept of human capital in economic theory, which implies the allocation of education, health, and culture capital in its structure (Dyatlov, 2005), raises the need to explore the influence of each of these components of human capital on economic growth (Akhmetshin et al., 2024; Rybakov et al., 2022).

The World Health Organization (2017) estimates that most countries lose 4 to 6% of gross national income due to workers' health problems associated with working conditions alone. Occupational health measures help to reduce the duration of temporary incapacity for work due to illness by 27% and enterprises' cost of personnel health care by 26% (World Health Organization, 2017).

The data clearly show the interest of enterprises and the state in building a health-preserving system. Given the interest of the working population in maintaining

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their health, it is reasonable to suggest that the health-preserving system should function on three levels:

- individual level, referring to the worker taking care of their health throughout their lifetime (Denisova et al., 2023);

- corporate level, implemented through measures to preserve personnel health (Bobkov et al., 2020);

- state level, including the establishment of an effective healthcare system that supports and preserves the population's health, promotes a healthy lifestyle, advocates its value in modern society, and stimulates the development and implementation of health-preserving measures in enterprises (Bagratuni et al., 2023; Zhatkanbayeva et al., 2017).

## 2 LITERATURE REVIEW

In industrial enterprises, the influence of personnel qualifications and health on productivity is beyond doubt. Labor productivity increases with skill (Dyatlov, 2005; Kapelyushnikov, 2021) and the introduction of new technological solutions (Avdeeva, 2022; Ketova & Rusyak, 2008) and more advanced equipment (Daňová & Širá, 2023; Turganbaev, 2023) as a result of an increase in personnel qualifications (Hanushek & Woessmann, 2008; Lucas, 1988) and production activity indicators and economic outcomes as a result of employees having fewer days of incapacity for work due to occupational and other diseases (Khamzin & Moldabayev, 2013; Ydyrys et al., 2023). Studies by international organizations (International Labor Organization, WHO, etc.) and large industrial enterprises indicate that enterprises' effectiveness is determined by their employees' health (World Health Organization, 2017). Health and well-being are significant factors affecting employees' loyalty, relationships with coworkers, desire to work effectively, labor motivation, identification with the enterprise, its activities, and performance, labor productivity, and the efficiency of production activities (Buck, 2010).

The establishment of a personnel health-preserving system is a pressing task for any modern enterprise (Bekezhanov et al., 2021). In support of this argument, we shall provide two facts. First, in a Russian study, about 15% of the respondents assessed their health in exclusively negative terms. 33% of them attributed their ailments and medical diagnoses to their job (working conditions and stress) and the

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lack of support from the state and employer (Razikova & Sorokina, 2020). Second, the WHO estimates that the most important determinant of health is lifestyle (50%), followed by ecology and heredity (20%), with healthcare accounting for 10% (Tikhonova & Koroleva, 2022). Given the amount of time employed people spend at their workplace, their lifestyles are mainly determined by the nature of labor, its difficulty, working conditions, and the ability to maintain high productivity (Gurinovich & Petrykina, 2021).

In the face of a considerable increase in the difficulty of labor due to technological progress and the introduction of new technical, technological, and organizational solutions, the establishment of a health-preserving system is an additional factor:

- fostering loyalty to the enterprise and the desire to be involved with it;
- motivating labor and the desire to work effectively (Kenzhin et al., 2021);
- improving the productivity of each employee and the efficiency of the enterprise's production activities.

The establishment of a personnel health-preserving system has a direct impact on personnel costs.

The study aims to develop a conceptual model of health-preserving in enterprises by implementing the principles of the social responsibility of business.

## 3 MATERIALS AND METHODS

The theoretical and methodological foundation of the proposed solutions included numerous scientific publications on the research topic and an analysis of efforts by Russian enterprises to preserve and support employees' health as reported in scientific publications. The criteria for the creation and functioning of the corporate level of the health-preserving system were determined based on well-established ideas about the social responsibility of business.

Based on the analysis of the theoretical information base, we developed a conceptual model of health-preserving.

## 4 RESULTS

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A major aspect at the corporate level of the health-preserving system is that it encompasses all persons whose health is threatened by production activities. These population categories include:

- personnel who participate in production directly and whose health is affected by the industrial environment, including working conditions;

- the local population, whose health is affected by the negative factors of production activities that degrade the environment (harmful emissions, air pollution, water pollution, etc.).

This perspective on the content and structure of the corporate level of the health-preserving system is in line with the concept of business social responsibility (Shvakov & Shamkov, 2023; Trofimova & Kaskova, 2023) and the practice of its implementation (Kuznetsov et al., 2022; Rarenko, 2021). This suggests that the social responsibility of modern enterprises encompasses a set of measures aimed at meeting the interests of internal and external stakeholders (Cheglakova et al., 2018; Imankulova & Arstanbekova, 2022). Internal stakeholders include personnel. The health-preserving model developed at an enterprise primarily consists of measures aimed at preserving the health of the working population. The list of these measures is determined by law (safe working environment and favorable working conditions) and initiative by enterprises beyond the scope established by the legislation. The expansion of the list of measures for personnel health preservation is determined by the financial state of the enterprise and the availability of the necessary social infrastructure and other property suitable for use in maintaining or improving personnel health. Traditionally, corporate social programs aimed at personnel health-preserving are represented by three key directions: voluntary medical insurance, sanatorium-resort treatment, and material assistance (Razikova & Sorokina, 2020). Today, with increasing competition for employees, the factor of care for their health is an important criterion in attracting and retaining employees. For this reason, in many enterprises, employees are provided with a social security package that includes health care, reimbursement of fitness club fees (Tikhonova & Koroleva, 2022), and other benefits.

External stakeholders whose health is affected by the production activities of enterprises include the local population. Residents are affected by the negative factors of the industrial environment and production activities.

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Speaking of the corporate level of the health-preserving system, we should note that its establishment and operation need to satisfy the following criteria.

First, it needs to eliminate threats to employees' health as a result of production activities and human participation in them and residents' health subjected to the negative factors of the industrial environment and production activities.

Second, the health-preserving system has to raise employees' awareness about ways to preserve their health, in and out of work, and to motivate them to have a healthy lifestyle. The local population should also be informed about options to mitigate the influence of the negative factors of the industrial environment and production activity on their health and the measures taken by the enterprise in this regard.

Third, given the predominance of commercial objectives over social ones in the activities of modern enterprises, the system should be a self-sufficient and effective unit. It should bring a greater economic effect than the costs of its operation.

We propose our perspective on the health-preserving system in modern enterprises. It is a unity of economic, organizational, technical, social, and pedagogical measures aimed at improving employees' health and the work process quality, mitigating the negative impact of the industrial environment and production activities on the local population, and improving residents' quality of life.

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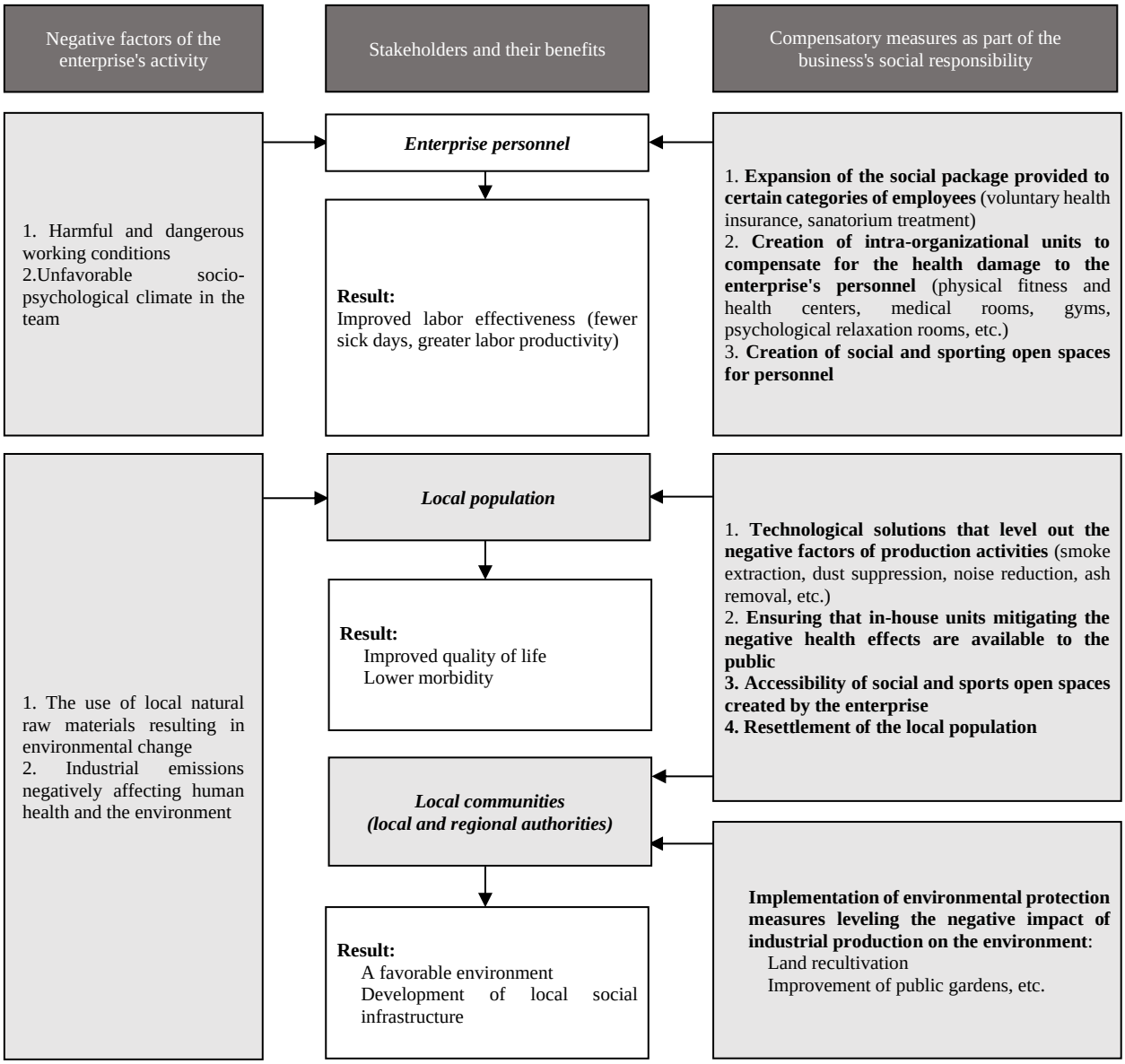


**Figure 1**. The conceptual model of health-preserving in modern enterprises.

The proposed health-preserving model is represented by two functional blocks (Figure 1).

The first functional block deals with personnel. Its existence owes to a range of factors in the operation that have a negative impact on personnel health (Lebedeva-Nesevrya et al., 2017). These factors include:

- harmful and dangerous working conditions;
- unfavorable socio-psychological climate.

The measures proposed with respect to personnel as part of measures to level out the negative effects of the industrial environment on employees' health include:

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- Expansion of the social package provided to certain categories of employees (voluntary health insurance (VHI), sanatorium treatment). Additional healthcare services under VHI and sanatorium treatment are provided individually to specific categories of personnel that directly experience the negative effects of the industrial environment. Additional healthcare services and sanatorium treatment are intended to ensure a targeted effect as they are provided to level out the negative impact of the industrial environment on employees' health;

- Creation of intra-organizational units to compensate for the health damage to personnel (physical fitness and health centers, medical rooms, gyms, psychological relaxation rooms, etc.). The specific list of subdivisions to be created is determined by the specifics of the enterprise's operations and the set of industrial environment factors that adversely affect employees' health;

- Creation of social and sporting open spaces for personnel. As in the second group of measures, the specific list of objects to be created is determined by the specifics of the enterprise's activity. These can be simple public gardens for recreation, pedestrian paths, sports facilities, etc.

The described measures are aimed at leveling the negative impact of the industrial environment on employees' health by means of:

- creating favorable working conditions;

- creating conditions for optimizing the work and rest regime at the workplace.

More detailed information on the content of components within the personnel health-preserving system is presented in Figure 2. When determining the system's composition, it should be considered that its operation involves an action component, which calls for a corresponding management system (Kovalev et al., 2023) and needs to be an integral part of the development of modern enterprises (Karpovich & Lepikhina, 2017). Since any activity is characterized by several attributes, the personnel health-preserving system should include a motive, a set of tools, a list of measures, and a result (Mingaleva & Karpovich, 2016).

Two groups of workers need to be delineated in the personnel health-preserving system: physical and mental laborers. These groups are affected by the industrial environment differently. Employees' health can be damaged not only by the harmful effects of the production environment, but also due to an unresolved conflict between one's character, needs, and motivations and the social and other requirements imposed on them (Golovina & Shcherbakova, 2022). Therefore, the health-preserving

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system should rely on the diagnostics of employees' physical and mental development. The results shed light on the individual characteristics of each person and allow one to outline the optimal conditions for preserving their health. These characteristics serve as a reference point in planning further work and selecting the content, means, and methods of adequate impact (Tolstova & Ivanova, 2019) on personnel to preserve their health. Thus, the list of tools and activities to preserve personnel health should be wide enough, cover all personnel groups, and reflect all aspects of industrial activity and personnel involvement in it.

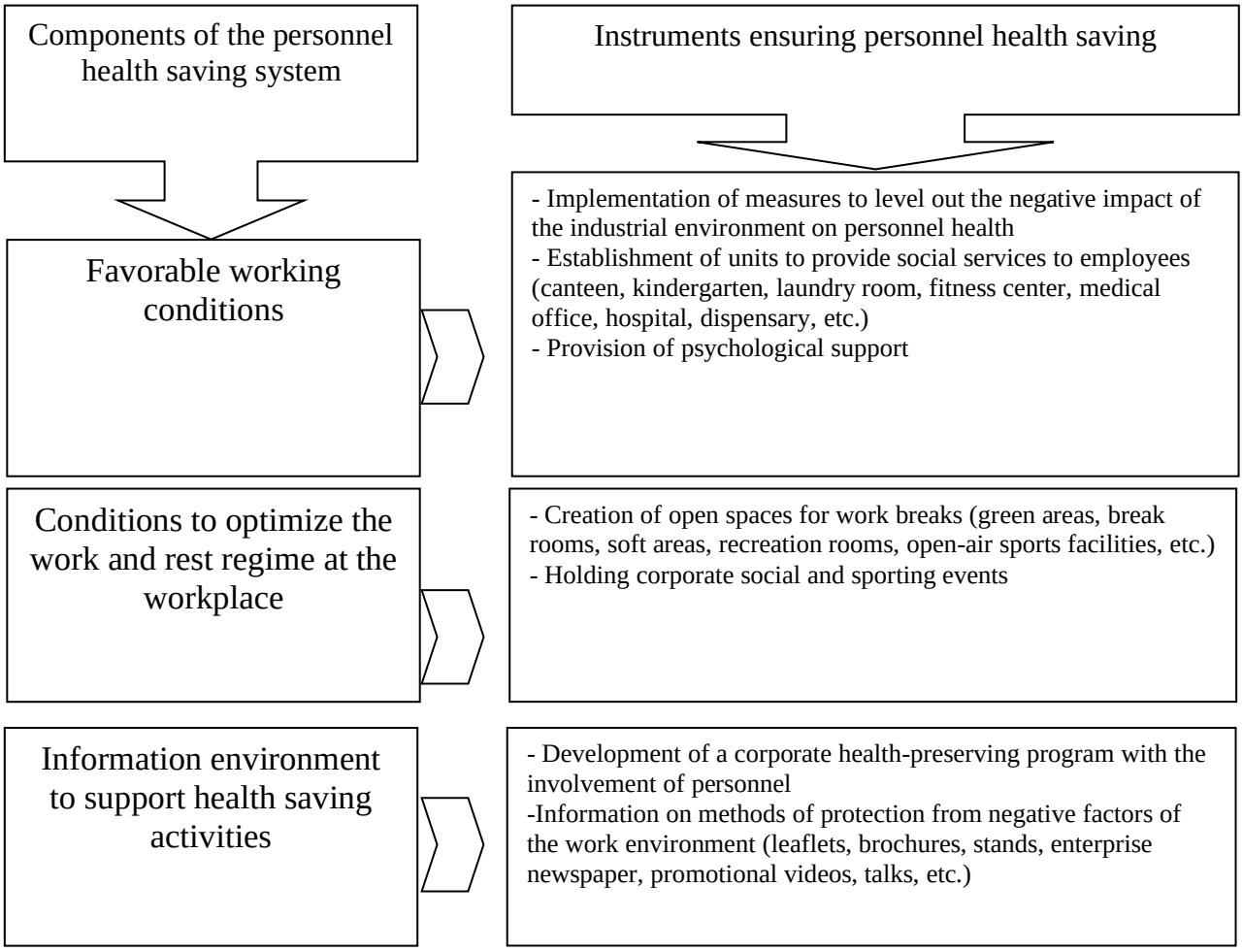


**Figure 2**. Structure and tools of personnel health-preserving system.

Importantly, the personnel health-preserving system needs to involve measures to not only create favorable working conditions and optimize work-rest balance at the workplace but also to eliminate or minimize the behavioral factors of risk at the production site (Korolenko & Kalachikova, 2020).

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Therefore, an important element in the personnel health-preserving system is an information environment to support health-preserving efforts, involving measures to provide the information component of personnel health-preserving – talks, lectures, thematic films, newsletters, newspapers, exhibitions, etc. (Tolstova & Ivanova, 2019). At the enterprise level, it is important to ensure the constant cultivation of safe labor rules, rational work, rest regimes, and healthy habits. The personnel health-preserving system should organically fit not only into production but also into the overall life of employees (Kovalev et al., 2020). This can be achieved by involving workers' family members in health-preserving by organizing various cultural, recreational, and sporting mass events (Golovina & Shcherbakova, 2022).

The second functional block of the health-preserving model is represented by the lines of work to preserve the local population's health. The establishment and operation of this block are determined by the need to implement the principles of socially responsible behavior and compensate for the health damage to the local population caused by production activities. The structure and tools of the health-preserving system for the local population are presented in Figure 3.

Regarding the health-preserving system for the local population, two principal points should be noted.

First, two independent blocks can be distinguished: mandatory and proactive. The mandatory block is represented by measures that create a favorable living environment for the local population and mitigate the negative effects of production activities on the environment, particularly the local population's health. These measures include:

- leveling of the negative impact of the industrial environment on the local population's health (smoke removal, dust suppression, noise reduction, ash removal, etc.);

- resettlement of the local population (as the last resort), if it is impossible to mitigate the negative impact of production factors on the environment by other means.

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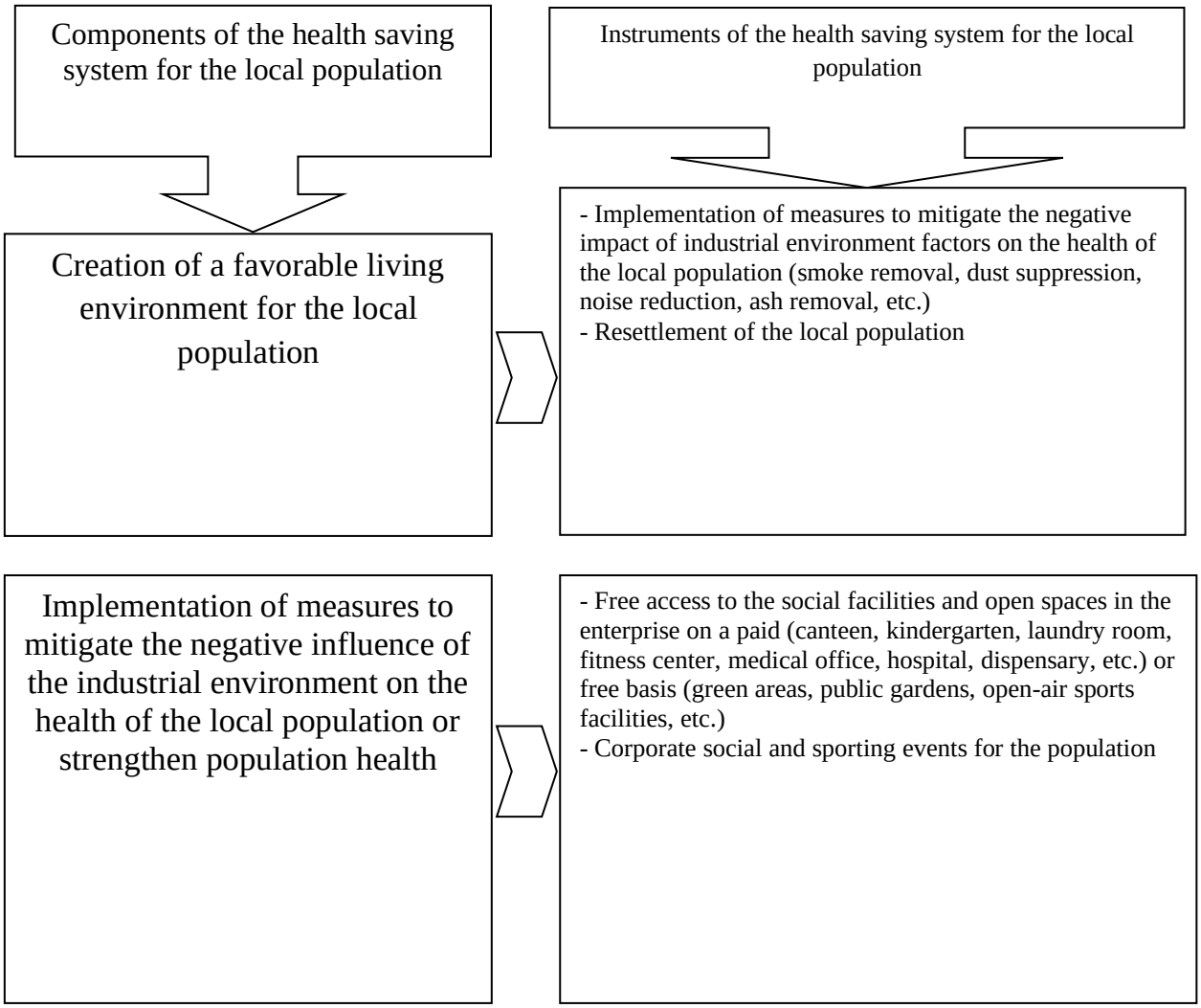


**Figure 3**. Structure and tools of the health-preserving system for the local population

The initiative block is represented by measures that counterbalance the adverse impact of the industrial environment on the local population's health or strengthen their health. Within the framework of socially responsible behavior, the enterprise takes a proactive approach by:

- providing free access to the social facilities and open spaces in the enterprise on a paid (canteen, kindergarten, laundry room, fitness center, medical office, hospital, dispensary, etc.) or free basis (green areas, public gardens, open-air sports facilities, etc.);

- holding corporate social and sporting events for the local population.

Second, health-preserving measures for the residents can be carried out on fundamentally different bases. Measures to eliminate or prevent the negative impact of production on the environment, resulting in the creation of a favorable living

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environment for the local population, are implemented exclusively at the enterprise's expense. The reason for their realization is the premonition of the negative impact of production factors on the environment or the elimination of the damage dealt to it by the enterprise's activities. Within the framework of these measures, the negative impact of production factors on the local population's health is eliminated. The second group of measures improves the local population's health. These activities can be realized on a commercial basis, and the institutional units of the enterprise created as part of these efforts can create income for the enterprise.

## 5 CONCLUSIONS

Summarizing the results of the conducted research, the following conclusions can be drawn.

First, the formation of the health-preserving system is conditioned by the principles of business social responsibility, according to which the social responsibility of modern enterprises encompasses a set of measures aimed at satisfying the interests of internal and external stakeholders. Thus, the framework of the corporate health-preserving system should cover all persons whose health is threatened by production activities. This includes the personnel directly involved in the production and whose health is affected by the industrial environment, and the local population, whose health is affected by the negative factors of industrial activities that harm the environment (harmful emissions, air, soil, and water pollution, etc.).

Second, the health-preserving model has to contain two functional blocks. The first functional block is focused on personnel. This block is explained by the factors in the enterprise's operation that negatively affect employees' health (harmful and dangerous working conditions, unfavorable socio-psychological climate). The second functional block should be represented by the lines of work to preserve the local population's health. The establishment and functioning of this block are determined by the need to implement the principles of socially responsible behavior and compensate for the damage caused by production activities.

Third, the system of measures implemented as part of the health-preserving system has fundamentally different bases. Mandatory measures are represented by those forming the personnel health-preserving system, ensuring a favorable living

environment for the local population, and mitigating the adverse effects of production activities on the local population's health. These measures are exclusively free of charge. Initiative measures are implemented to strengthen the health of residents. These measures can be commercialized, and the institutional units created in the process can become a source of income for the enterprise.

Fourth, both the formation and operation of the health-preserving system have to be planned and managed processes incorporated as independent elements into the enterprise management system. In the framework of management of health-preserving processes, the enterprise needs to develop an incentive system and a toolkit to achieve the set goals and identify the list of measures and intended results. An important component is budgeting, including costs for the health-preserving system and income from its functioning.

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