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DEVELOPMENT OF THE CONCEPT FOR IMPROVING THE MANAGEMENT SYSTEM OF EMPLOYEE SAFETY AND HEALTH IN UKRAINE

Purpose. Development of a concept for improving the occupational safety in Ukrainian organizations based on the requirements of the EU Framework Strategy for occupational safety and health for the period 2021–2027.

Methodology. To analyze the requirements of the EU Framework Strategy for Safety and Health at Work formalized content analysis was used, which is a qualitative-quantitative method for studying documents and consists in processing the text with further interpretation of the results. A generalized heuristic method was also applied, which through the use of common information bases, allowed the processing of information based on the use linear sequence of prescriptions intended for information processing, as well as methods of linguistic analysis of the text. In particular, words were determined using the etymological analysis of individual expressive elements of the language, inflections, rhythms, which made it possible to reveal the semantic load of the corresponding sentences in regulatory documents.

Findings. A concept has been developed for improving the occupational safety and health management system of workers in Ukrainian organizations, which provides for the introduction of procedures for managing professional, corruption, psychosocial, epidemiological, military and ergonomic risks based on the developed state strategy for creating a safe and healthy workplace. To increase the effectiveness of the management system of occupational safety and health of employees in organizations, it is proposed to ensure the distribution of responsibilities of management subjects taking into account strategic, operational and linear management of occupational safety in the organization, which is based on the formation of transformational leaders with risk-oriented thinking. The components of the state strategy for a safe and healthy workplace have been developed, which contain a description of the mission, vision, set tasks and ways to solve them.

Originality. The relationship is identified between measures to improve the management system of occupational safety and health of workers in organizations and the requirements of the EU Framework Strategy for occupational safety and health for the period 2021–2027, which made it possible to ensure the distribution of tasks between the proposed management equations.

Practical value. Recommendations have been developed for the components of the national concept of a safe and healthy workplace, which contains requirements for the appointment of a state strategy in the field of occupational safety, development of the organization, identification of problems in the field of occupational safety, methods of their elimination and expected results.

Keywords: *strategy, occupational safety, linguistic term, management decisions*

Introduction. Ensuring the effectiveness of the occupational safety and health management system in organizations (hereinafter referred to as OSHMS) is an important task of their development, which is aimed at reducing financial losses by eliminating industrial injuries and occupational diseases [1, 2]. The specified task is quite relevant, since the Resolution of the Cabinet of Ministers of Ukraine dated 24.06.2023 No. 631 “On approval of the budget of the Pension Fund of Ukraine for 2023” provides for mandatory state social insurance in connection with temporary disability and from accident at work and occupational disease, which caused the loss of working capacity of more than 30 million hryvnias [3, 4]. Unfortunately, real economic losses at enterprises from accidents in

our country are not made public, unlike in EU countries. Thus, according to the data of the European Agency for Occupational Safety and Health, annual total losses from injuries in European countries reach 26 billion euros (“European Agency for Safety and Health at Work”, EU-OSHA). The collected data made it possible to establish the range of financial losses in countries from injuries, which ranges from 0.4 to 4 % of the corresponding GNP [5].

The situation requires an appropriate reaction, which should take place within the framework of the agreement between Ukraine and the EU countries. According to it, the Concept of reforming the OSHMS [6], as well as the corresponding action plan and the National profile on occupational safety and hygiene [7] were approved in our country. At the same time, the above-mentioned documents need to be updated, since the Framework Strategy for Safety and Health at

Work for the period 2021–2027 was developed in the early 20s (hereinafter – the EU Framework Strategy) [8], which requires that EU member states outline in their national labor safety strategies the requirements for the transition to “green” and digital technologies, as well as strengthen prevention and preparedness for future challenges and threats. The Framework Strategy of the EU states the need for improvement in the field of occupational safety of every workplace at any industrial enterprise, organization. Hence the urgent task of developing the concept of improving the OSHMS, which would ensure the preservation of life and health of employees while performing their professional functions.

Literature review. Analysis of studies on the problems of adapting national legislation to EU requirements, including the field of occupational safety, showed significant interest among a wide range of specialists. Thus, the authors of the article [9] emphasized that the adaptation of Ukrainian legislation to EU legislation should be based exclusively on the development of entrepreneurial, social, and cultural activity of the Ukrainian citizens, which will contribute to the gradual increase in the standard of living of the population, while it is suggested to reject all provisions that, on the contrary, will lead to decrease in the country’s economic growth. Another scientific study [10] states that it is necessary to gradually bring national legislation closer to EU requirements, ensuring the appropriate modernization of the national legal field and ensuring the transparency of changes, which will guarantee a reduction in the number of both external and internal conflict situations. The author emphasizes that it is necessary to bring one’s own ambitions to a common goal by strengthening international cooperation with private-state partnership, balanced financing and reform decisions aimed at introducing mechanisms for adapting the entire legislative system of Ukraine to EU requirements. A similar opinion regarding the step-by-step adaptation of legislation in the field of waste management to EU requirements was expressed by the author of another scientific paper [11], in which an appropriate algorithm of actions is offered. At the same time, the implementation of such an algorithm faces a lot of different disputes between the branches of government in Ukraine, which is associated with a sharp political struggle [12]. To reduce the negative consequences, the author of the study talks about the development of an effective mechanism for the implementation of current EU legal norms based on the “*acquis communautaire*” principle.

We note that the group of international standards for ensuring safe working conditions, which must be adapted to national legislation, is, unfortunately, the “last” in the queue [13], as indicated by the slow implementation of the requirements of the Concept of reforming the labor protection management system in Ukraine, which was approved by the Cabinet of Ministers of Ukraine in 2018. It can be said that the slowdown occurred due to the emergence of a global pandemic, although in EU countries, on the contrary, it became the main driver of changes in the legislative framework on labor safety [14]. In particular, among the main steps of the EU member states the following ones are highlighted: development of the health care system in the conditions of the COVID-19 pandemic, vaccination, strengthening of psychosocial risk requirements [15, 16], development of standards for increasing life expectancy [17]. The question of the content of the concept “right for proper safe and healthy working conditions” was raised in the article [18]. The authors emphasize the need to eliminate gaps in national legislation on labor safety based on international and European standards. Special attention is recommended to be paid to the strengthening of the role of legal responsibility for violations of labor protection legislation and the development of proposals for improving the legal regulation of the protection of this right. The issue of improving the system of labor relations between the enterprise and employees based on European labor protection standards [19] is also raised, which, according to the authors of the publica-

tion, will lead to the improvement of working conditions due to the need to take care of the social protection of employees. At the same time, despite a significant number of already introduced European practices in the field of occupational health and safety, which are based on relevant international standards, according to the authors [20], there is a number of issues that do not allow a real reduction in injuries and the number of occupational diseases due to the lack of motivation of employees to comply with safety rules, insufficient financial support, corruption component, low level of responsibility of management of organizations. However, regardless of the mentioned problems, occupational safety specialists are looking for new approaches and opportunities for the qualitative implementation of international legal acts on occupational safety, which will allow achieving the set goals – reducing the level of injuries. For example, the authors of the article [21] insist that only due to the appropriate detailing of international requirements, taking into account the significant efforts of national scientists, it is possible to form relevant and understandable requirements both for the employer and for a specific employee. However, according to other authors, one cannot do without quality requirements that meet European standards, it is necessary to ensure substantial administrative and legal control over their implementation [22]. At the same time, the involvement should be ensured of public organizations in the specified procedure for conducting audits of the functioning of labor protection management systems. The majority of the authors of the above-mentioned publications did not provide a specific plan of action regarding certain changes in the national legislation, they limited themselves only to the basis for further research and discussions, setting tasks and developing recommendations for solving painful issues.

As mentioned above, the search for ways to improve the effectiveness of OSHMS is an important issue that the improvement of national legislation is aimed at solving. The necessity is in the introducing international requirements in the field of a risk-oriented approach implementation [23], developing mechanisms to encourage workers to comply with safety rules [24] or offering a model for determining the effectiveness of the OSHMS. It will allow identifying patterns of influence of dangerous factors of the external and internal environment on the rate of industrial injuries.

The general shortcoming of the cited works should include the lack of consideration when evaluating the effectiveness (efficiency) of the labor protection management system of the specified strategic goals of the development of organizations in the field of labor safety, which is defined by European regulations. In addition, the analysis of scientific sources revealed the problem of adapting international legislation in the field of labor protection to the realities of national companies. This requires making balanced decisions based on the principle of “do no harm” to economic growth. However, ensuring the appropriate quality of life and its duration, which are a priority for the development of Ukraine, requires the implementation of the requirements of the Framework Strategy for Health and Safety at Work for the period 2021–2027. Therefore, there is a task to analyze the requirements of the EU Framework Strategy and determine priority measures with its implementation in Ukrainian organizations for the formation of the National Labor Protection Strategy in Ukraine.

Purpose. The purpose of the paper is development of a concept for improving the OSHMS in Ukrainian organizations based on the requirements of the EU Framework Strategy for occupational safety and health for the period 2021–2027.

Methods. Linguistic text analysis methods were used to consider the requirements of the EU Framework Strategy in order to identify relevant semantic features of certain requirements specified in international legal acts. In particular, with the help of etymological analysis of individual expressive elements of the language, words, inflections, and rhythms were

determined, which allow revealing the semantic load of the corresponding sentences to form an idea of the specified requirements. After that, critical discourse research was applied to analyze the balance of power in society to formulate a normative approach from which the influence of various factors can be critically considered. It also includes social changes, the system of values and interpretive schemes of the society [25]. To find out the meaning of the terminological concept of defined keywords, such as language units of the text, in semantics, based on the concentration of important and relevant cultural information. Also, the analysis of the EU Framework Strategy had several features. For example, computer analysis was used, including automatic and interactive techniques; as well as quantitative and qualitative analytical techniques.

Results. The European integration of Ukraine [26] requires rapid adaptation of its own institutions, standards and infrastructure to the requirements of international legislation, particularly in the field of labor safety. Hence, the EU Framework Strategy is one of those important international documents that needs rapid implementation into national legislation to reduce the level of injuries and the number of occupational diseases.

In the Framework Strategy of the EU, there are several requirements for the operation of any organization's OSHMS:

- "anticipation and management of changes";
- "improvement of prevention of accidents and diseases at work";
- "increasing readiness to respond to threats and dangers".

It is assumed that the combination of the specified requirements into a single system will allow obtaining a synergistic effect in terms of reducing the loss of life and health of employees at enterprises, due to the introduction of social dialogue, appropriate financing, raising the awareness of employees, the evidential legal basis and the enforcement of the necessary resources (Fig. 1).

At the same time, the question of finding ways to encourage employers, when creating a unified management system in organizations, ensuring the appropriate place to meet the relevant labor safety requirements, remains open.

It should be noted that in accordance with Convention No. 155 on occupational safety and hygiene and the industrial environment, the basis for creating a safe and healthy workplace is a systemic approach, which defines OSHMS as a whole unit formed by a set of interconnected components [27]. It is assumed that all elements of managerial activity influence each other, and the organization is considered as a system with input (strategy, policy, forming the purpose of activity) and output (setting tasks to achieve relevant activity results) taking into account internal (the structure of the organization, its resources and culture) and external (economic, economic, social) obligations and influencing factors (natural, social, demographic and other) [27].

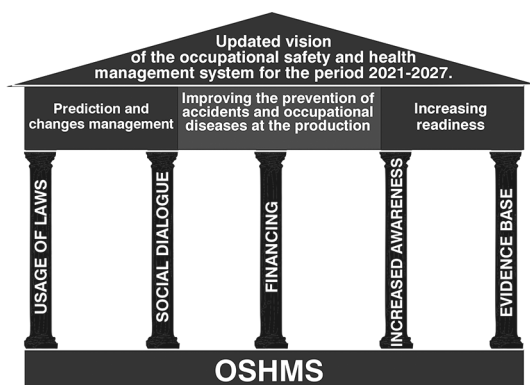


Fig. 1. The model of the concept of improvement of the OSHMS in accordance with the requirements of the EU framework strategy for the period 2021–2027

Taking into account the fact that various requirements, threats and challenges that arise from time to time for organizations are characterized by a certain variability, as well as the presence of a significant number of multifaceted tasks to ensure a safe production environment, which requires detailed, elaborated solutions, there is a need to divide the OSHMS into three levels: strategic, tactical, operational. This will improve consistency between the strategy, structure and management system to ensure appropriate coordination of activities of all structural units of the organization [28]. In addition, the separation of three levels of management in the field of labor safety will allow organizations to speed up their response to a significant number of external factors [29]. Due to appropriate advance planning and distribution of tasks. From here, the key aspects of the road map for any organization regarding the reduction of injuries and occupational diseases are formed, it can be imagined as a triangle (Fig. 2). At the top of it are the requirements of the Framework Strategy, which form the requirements for the National Strategy in the field of occupational safety and health (hereinafter referred to as OSH) of employees, taking into account the peculiarities of national legislation. Further, at the lower levels, the requirements for the development strategy in the organization of labor safety are placed, which flows into the description of the organization's policy, which is a key element of an effective OSHMS in accordance with the requirements of ISO 45001. At the tactical and operational levels of management, indicators are formed to monitor the effectiveness or efficiency of the organization's activities in the field labor safety.

Thus, for the formation of the organization's development strategy and policy in the field of labor safety, there is a need to analyze the key tasks of the EU Framework Strategy, which will help to reveal the essence of the necessary changes in the OSHMS, taking into account the influence of the organization's internal obligations.

Let us take one of the key directions of the EU Framework Strategy "Forecasting and managing changes", the analysis of which showed (Fig. 3): the greatest attention should be paid to the introduction of green and digital technologies. That is, to maximally use various software for collecting and analyzing data regarding the identification of the causes of injuries, occupational diseases, preventive and protective measures. However, the most important thing in the digitalization of the OSHMS is the construction of appropriate models for forecasting the development of negative events for their prevention. At the same time, an important element of such models is the risk management process, in accordance with the requirements of the ISO 4500X series of standards. Hence, more attention needs to be focused, not only on occupational risk management, but also on psychosocial, infectious and ergonomic risks and their combinations. Because the most serious disease is stress, which is the cause of quite a large number of dangerous events.



Fig. 2. Connection between "EU Framework Strategy – National Strategy – Enterprise Strategy – Enterprise Policy"

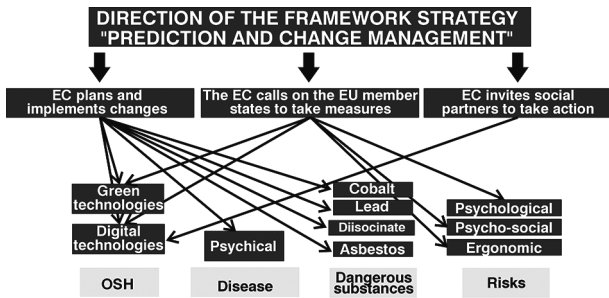


Fig. 3. Connection of the European Commission's actions, its appeals and invitations for improving the requirements for the OSHMS for enterprise

The next key direction of the EU Framework Strategy is "Improving the prevention of incidents (accidents) and diseases at work". This requires the implementation of the risk management process through the introducing of preventive measures in the OSHMS, while the involvement of social partners is recommended to control their effectiveness (Fig. 4). It is also intended to implement this requirement to apply the professional risk management process, which will allow the implementation of the request for a "Zero vision" of injuries, which requires the selection of the most effective measures from a set of well-known measures, in accordance with the organizational culture in the enterprise and the level of training of employees (awareness of the need to take care of one's own security).

The third requirement of the EU Framework Strategy, which forms the appropriate strategic development of the organization, is "Increasing readiness". It is assumed that its implementation will ensure the effective functioning of the OSHMS (Fig. 5). For this, the process of managing professional risks is introduced. However, this requirement requires an answer regarding the assessment of the condition:

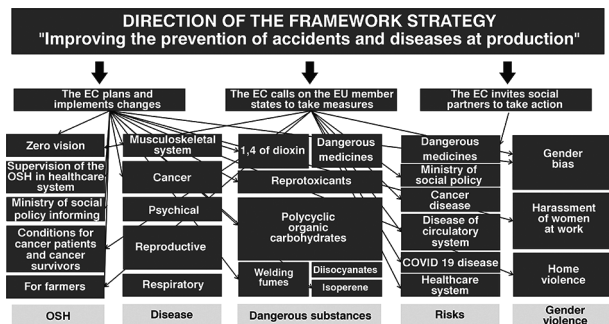


Fig. 4. Connection of the European Commission's actions, its appeals and invitations for improving the requirements for the OSHMS for the reaching of goal-direction "Improving the prevention of accidents and diseases at production"

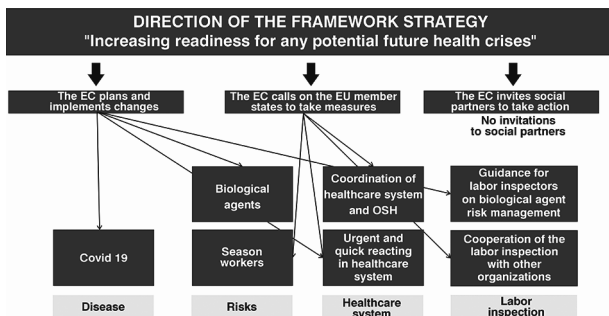


Fig. 5. Connection of the European Commission's actions, its appeals and invitations for improving the requirements for the OSHMS for the reaching of goal-direction "Increasing readiness for any potential future health crises"

- the employee (fulfilment of the production task, fatigue, losses, strength, mistakes, haste);
- equipment (their wearing, which does not allow ensuring the expected result);
- technologies (procedures, techniques, methods that are constantly outdated and add dangerous factors);
- change in working conditions, which are characterized by a number of various physical, chemical, biological hazards and dangerous factors.

This also requires appropriate provision of constant monitoring, which will allow predicting the development of further events.

Taking into account the key direction of the EU Framework Strategy and analyzing the national strategies in the field of occupational safety of various European countries of France, Germany, Great Britain, recommendations were developed for the creation of a state concept of a safe and healthy workplace. Common features of these documents are the implementation of measures to reduce incidents (accidents) and occupational diseases. For this, the application of such procedures as employee training, monitoring of working conditions, management of professional risks is predicted. On the basis of the state concept, in the future, the corresponding policy and tasks will be formed for each link in the OSHMS (Table).

We consider the basis of the state strategy in the field of occupational safety development to be the improvement of the OSHMS of employees based on the identification of relationships between the requirements of the EU Framework Strategy for Safety and Health at Work for the period 2021–2027 and management procedures not only professional, corruption, psychosocial, epidemiological, military and ergonomic risks. This will increase the awareness of managers and staff in the field of occupational safety. They will also contribute to the development of models to determine the way to achieve the set key goals (prevention of occupational diseases, development of approaches to change management, increase of readiness to respond to emergency events, etc.), as well as the construction of clear scales for evaluating specific results in OSHMS. Taking into account the above-mentioned facts, we suggest that during the development of the OSHMS in the organization, (Fig. 6) should be provided the possibility of permanent:

- involvement of employees and compliance with the requirements for the OSH;
- use of verified information when making management decisions regarding preventive and protective measures;
- monitoring of key indicators of the OSH and welfare of employees;
- improvement of the production environment, technologies, infrastructure, equipment, etc.;
- management of discrepancies and incidents (accidents).

Taking into account the requirements of national legislation [28], we add two more mandatory procedures to the above-mentioned five suggestions:

- prevention and countermeasures against discrimination of employees, due to appropriate and positive actions at the state, regional and local levels;
- provision of social protection of the employee;
- ensuring accountability in the OSHMS, which provides for an assessment of the completeness of the company's employees' performance of their duties according to the defined standards.

It gives rise to the possibility of forming the main tasks for each level of management (operational, strategic, tactical), which arise from the fulfillment of the requirements of international and national legislation (the concept of a healthy and safe workplace), the organizations' own requirements (loss reduction, selection of competent personnel), as well as needs of the workers themselves (comfortable working conditions, well-being, safe and quality life (Fig. 7).

Components of the state strategy in the field of OSH of employees in Ukraine (for example, for the period 2024–2027), which are linked to the components of the EU Framework Strategy, based on the developed concept of a safe and healthy workplace

Strategy components		EU Framework Strategy 2021–2027 years	Formulation of the components of the State Strategy in the field of OSHMS in Ukraine for 2025–2027
Term	Definition		
Mission	Purpose	The protection of the health and safety of employees, ensured in the Treaties and the Charter of Fundamental Rights (Charter of Fundamental Rights of the European Union, OJ C 326, 26.10.2012, p. 391), is one of the key elements of an EU economy that works for people. The right for a healthy and safe workplace is reflected in the principle of the European Pillar of Social Rights and is fundamental to achieving the UN Sustainable Development Goals	The protection of health and safety of employees is ensured in the Constitution of Ukraine (Article 3), the Law of Ukraine on Labor Protection (1992) and other normative documents
Vision	The ideal state of the organization in a few years	Healthy and safe working conditions are a prerequisite for a healthy and productive workforce. This factor, moreover, is an important aspect of both sustainability and competitiveness of the EU economy	Reducing the loss of life and health of employees due to a significant reduction in accidents at work, due to ensuring healthy and safe working conditions for employees
Strategic problems	Strategic problems in the field of safety and occupational hygiene	The framework strategy focuses on three cross-sectoral main goals for the coming years: - forecasting changes in the new world of work caused by greening, digitalization and demographic shifts and managing these changes; - improving the prevention of accidents at work and occupational diseases; - increasing preparedness for potential future crises in the field of health care	It is necessary to focus on elimination of: - corruption in the system of supervision of occupational safety and hygiene at enterprises; - formation of risk-oriented thinking in matters of health and safety of workers, both at the level of state organizations and enterprises; - the development of requirements for the management of the OSHMS in conditions of martial law and military threats; - increased funding to ensure the necessary level of safety and health protection of employees at work in the conditions of a political, economic, and military crisis; - formation of safety culture of leaders and workers in organizations and institutions of Ukraine at the level of the state, local administration and enterprises
Strategy	A way to achieve the vision	The EU OSH legislative framework consists of a framework directive and 24 specific directives developed over time. The EU Framework Directive on Safety and Health at Work, adopted in 1989, is the basis of general principles and minimum standards throughout the EU. This directive, which focuses on a culture of risk prevention, outlines employers' responsibilities in the following areas: risk assessment; precautions; informing employees about OSH; preparation; consultations; balanced participation. These obligations apply to all sectors and occupations, and to both public and private employers	The method of achievement involves: - elimination of corruption at all levels of management of OSH of employees (in particular, in the field of supervision and centralized training on occupational safety issues); - the adoption of a new law on OSH of workers on the basis of the Framework DIRECTIVE (89/391/EEC) of June 12, 1989 on the introduction of measures designed to encourage the improvement of OSH of employees; - changes in the legislation of Ukraine in the field of OSH of employees in accordance with the agreement between the EU and Ukraine; - increasing the effectiveness of the work of the State Service of Ukraine on labor issues in order to improve the supervision of the state of labor safety and health of employees at Ukrainian enterprises, due to the reform of the structure and functions of the service in accordance with the requirements of the European legislation; - increasing the prevention of occupational diseases through the assessment of psychosocial risks; - improvement of monitoring tools and collection of statistical data on incidents (accidents, etc.); - increasing readiness to respond to emergency situations, especially in war conditions
Strategic aims	Results of strategy implementation	Significant reduction of injuries and occupational diseases in EU countries	Significant reduction of injuries and occupational diseases. Defeat of corruption in supervisory institutions of OSH of employees. Reducing the risks of martial law and military threats

Again, in order to ensure an effective OSH, the formation of risk-oriented thinking among all participants in the production process it is needed. For example, the organization at the strategic level has defined the task of anticipating and managing change. Its implementation requires ensuring, at the lower

levels, procedures for the analysis of the current situation from existing dangers in the professional, psychosocial, ergonomic, infectious, and even economic spheres. This will reveal the current state of affairs and, most importantly, find significant dangers and their combinations with further substantiation of

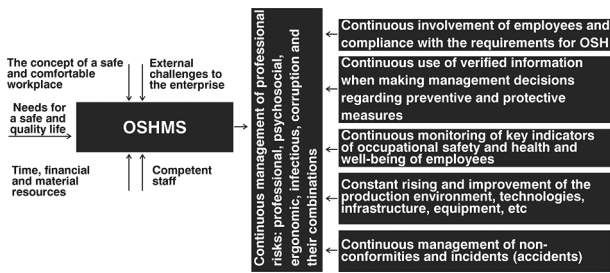


Fig. 6. Connection of the European Commission's actions, its appeals and invitations for improving the requirements for the OSHMS for the reaching of goal-direction "Improving the prevention of accidents and diseases at production"

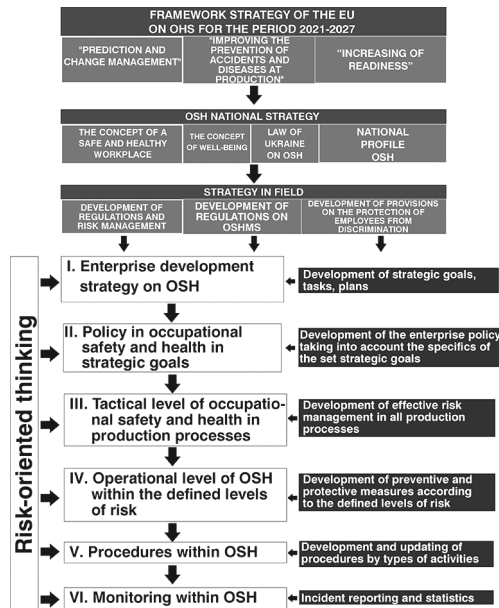


Fig. 7. Distribution of tasks by levels of the management system

preventive measures. The main thing is that such an analysis, as well as the preventive measures adopted on its basis, will allow to provide the necessary resources in advance to prevent the loss of human life and health (Fig. 8).

Summarizing, we assume that in order to increase the effectiveness of the OSHMS, it is necessary to:

Firstly, increase investments in employee training to improve their competence.

Secondly, the organization of groups of workers who would be engaged in the search for ways to improve the production process and not only in the field of labor protection.

Thirdly, the introduction of a permanent risk management process: professional, psychosocial, ergonomic, infectious, corruption and their combinations, focusing on preventive actions.

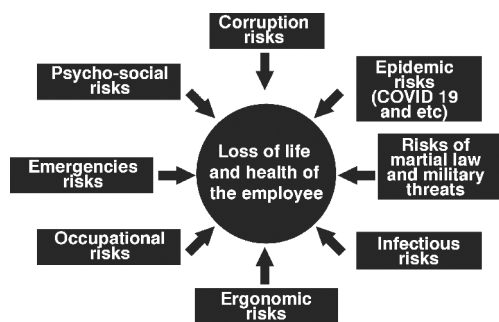


Fig. 8. A model of the improvement concept within OSH on the basis of risk management

Fourthly, the formation of an environment of fair organizational culture, which would encourage employees to report hazards, incidents to reduce risks: professional, psychosocial, ergonomic, infectious, corruption and their combinations.

The fifth point is to promote the emergence of transformational leaders who would motivate employees to follow the rules through the influence of charisma, intellectual abilities and individual attention.

Discussion. The aim to the overall improvement of the effectiveness of the OSHMS at the enterprise involves the joint design of technical and social systems to achieve the best compliance with the strategic goals in the field of occupational safety that are faced by organizations. Only in this case, when the tasks are clearly defined, a real reduction in injuries and occupational diseases is possible [29]. At the same time, during the development of such systems, it should be taken into account that a person can exist in five roles: manager, controller, operator, service technician, and executor. This requires a careful description of each level and the development of clear algorithms that would predict different developments [30]. Hence, there is a need to plan key tasks and provide appropriate resources, and the most important thing, motivation to properly perform one's duties.

The National Institute for Occupational Safety and Health (NIOSH, USA) has published recommendations for improving the sustainability of the company based on the analysis of employee well-being [29, 30]. In particular, it draws the attention of companies to the evaluation of the work and experience of employees, politics and culture in the workplace, physical environment in the workplace and safety climate, health and life at home, and the level of financial support of the family. It is believed that the study of these issues will help employers to effectively monitor the performance of employees. In addition, this approach allows us to make decisions quickly to avoid catastrophic consequences.

The miscalculations of companies regarding the provision of a flexible policy in relation to responding to challenges were highlighted during the onset of the pandemic. The reaction was in some way related to the rapid development of digital technologies, which is a strategic priority for any business. Moreover, among the main causes of financial losses, the issue of occupational health and safety and their role in ensuring the economic stability of an industrial enterprise were attributed. Quite interesting work was carried out by the author team of the Center for Applied Research, in which, based on the advanced interviews with owners and top managers, the consequences of the COVID-19 epidemic and quarantine measures for the leading sectors of the economy were established and recommendations were made for increasing the resilience of companies that found themselves in difficult conditions [22, 28]. For the most part, attention was paid to cyber security – during online meetings and negotiations between employees, which is quite problematic, especially when making quick management decisions [23, 30].

In general, it can be cautiously stated that the development of the National Strategy in the field of labor safety will help to form the organizational and legal foundations of the coordinated activity of state bodies to ensure comfortable working conditions in organizations through the development of clear requirements for the formation of policies in the field of labor safety and improvement of the OSH. In particular, through the application of risk prevention procedures through their assessment, elimination of sources of danger, adaptation of working conditions to the employee, development of effective preventive measures, proper training of employees.

Conclusions.

1. The authors develops a concept for improving the OSHMS of employees in Ukrainian organizations, which provides for the introduction of procedures for managing professional, corruption, psychosocial, epidemiological, military and ergonomic risks based on the developed state strategy for creating a safe and healthy workplace.

2. The article suggests the increasing of the effectiveness of the OSHMS in organizations to ensure the distribution of responsibilities of management subjects taking into account strategic, operational and linear management of occupational safety in the organization, which is based on the formation of transformational leaders with risk-oriented thinking.

3. The authors develop the components of the state strategy for a safe and healthy workplace, which contain a description of the mission, vision, set tasks and ways to solve them.

4. The article reveals the relationship between measures to improve the OSHMS in organizations and the requirements of the EU Framework Strategy for Occupational Safety and Health for the period 2021–2027, which made it possible to ensure the distribution of tasks between the proposed management equations.

5. The authors develop recommendations for the components of the national concept of a safe and healthy workplace, which contains requirements for the appointment of a state strategy in the field of labor safety, organizational development, identification of problems in the field of labor safety, methods for their elimination and expected results.

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Розробка концепції з удосконалення системи управління безпекою праці і здоров'ям працівників в Україні

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Мета. Розробка концепції з удосконалення системи управління безпекою праці в організаціях України на основі вимог Рамкової стратегії ЄС із безпеки та здоров'я на роботі на період 2021–2027 рр.

Методика. Для аналізу вимог Рамкової стратегії ЄС був використаний формалізований контент-аналіз, що представляє собою якісно-кількісний метод вивчення документів і полягає в обробці тексту з подальшою інтерпретацією результатів. Також був застосований узагальнений евристичний метод, який шляхом застосування поширених інформаційних баз дозволив обробку інформації на основі використання лінійної послідовності приписів, призначених для обробки інформації, а також метод лінгвістичного аналізу тексту. Зокрема за допомогою етимологічного аналізу окремих виразних елементів мови були визначені слова, звороти, ритми, що дозволили виявити смислове навантаження відповідних речень у нормативних документах.

Результати. Розроблена концепція з удосконалення системи управління безпекою праці та здоров'ям працівників в організаціях України, що передбачає запровадження процедур керування професійними, корупційними, психосоціальними, епідеміологічними, воєнними

та ергономічними ризиками на основі розробленої державної стратегії створення безпечного та здорового робочого місця. Запропоновано для підвищення результативності системи управління безпекою праці та здоров'ям працівників в організаціях забезпечити розподіл обов'язків суб'єктів управління з урахуванням стратегічного, операційного й лінійного управління безпекою праці в організації, в основі якого знаходиться формування трансформаційних лідерів із ризик-орієнтованого мислення. Розроблені складники державної стратегії безпечного та здорового робочого місця, що містять опис місії, бачення, поставлених задач і шляхів їх вирішення.

Наукова новизна. Полягає у виявленні взаємозв'язку між заходами щодо вдосконалення системи управління безпекою праці та здоров'ям працівників в організаціях і вимогами Рамкової стратегії ЄС із безпеки та здоров'я на роботі на період 2021–2027 рр, що дозволило забезпечити розподіл задач між запропонованими рівнями управління.

Практична значимість. Розроблені рекомендації для складових національної концепції безпечного та здорового робочого місця, що містить вимоги призначення державної стратегії у сфері безпеки праці, розвитку організації, виявлення проблем у сфері безпеки праці, способу їх усунення та очікуваних результатів.

Ключові слова: стратегія, безпека праці, лінгвістичний термін, управлінські рішення

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