

CONTRIBUTION TO THE ILO / SOLVE PROGRAM THROUGH COACHING AND PERSONAL DEVELOPMENT FOR DECENT WORK

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Abstract: *This paper is part of the great decent work debate led by the ILO, whose main objectives are to provide workers with pleasant living conditions for fruitful work in their organizations and enterprises. Taking root from the theory of human capital which states that investment in training is profitable; it tries to convene the springs of an optimization of the use of human capital by referring in particular to the health of workers which is one of the indicators of decent work. After a short literature review that consults the major works of the ILO in the context of the development of tools bearing the virtue of promoting good health at work, a brief analysis of the ILO training program called " SOLVE " is made, which consists of providing workers with tools for their health at work. This analysis allowed us to note that it is possible to improve the SOLVE Program Kit with nine components and to bring the number to ten by a coaching and personal development training program.*

Key words: *Human Capital Health, SOLVE, coaching, personal development.*

1. INTRODUCTION:

This article is part of the problematic trajectory of the use of man's full potential under the prism of his human capital and the conditions required to achieve the objective of using this potential, when we take to account the terms of BOUVARD, P. (2011) which defines human capital as "Development potential".

The critics of the theory of human capital, which has been a very rich field in the world of scientific research since the mid-19th century, are very numerous, like SHULTZ, T. (1961, 1963) followed by BECKER (1964) and the studies of the OECD (1996) just to name a few authors. One after the other, with the angle they are passionate about, has highlighted the fact that investing in people guarantees benefits in many ways.

Several other writings following this great scientific debate (we call them alternative theories) have focused on the types of " human capital " that can be obtained or how to calculate investments in human capital and the different facets expected returns on investments.

For others, their focus is on the conditions for obtaining human capital in general (OECD, 2001). Still others have postulated on the time frame within which the benefits are expected from this investment in human capital, such as Adam, S., 1776; Marshall A, 1894), MILLER, R (1996), stating that the return on investment of human capital is achieved in the long run. They have been recently criticized by GAGLOZOUN (2008) whose study suggests that the benefits of human capital can be achieved in the short term.

With regard to our perspective in this article, we will take as a base for analysis certain elements framing the organizational environment for decent work, particularly with regard to the health of the worker.

It is in this frame that we question on the successful strategies to place man in optimal health conditions so that he gives the full of his potential that he possesses in terms of human capital, that is the stock of knowledge, skills and competences that he possesses and that he makes available to the organization in which he works to induce maximum production.

The organization with a global dimension which is part of this prospect of seeking useful conditions to help mankind reach their full potential is the ILO, whose struggle in this area is already a hundred years old. The ILO has in fact placed the conditions for useful work under the concept of decent work, postulating that work in companies and organizations for the production of wealth will not be useful for man and humanity as a whole only if it is carried out under minimum conditions of decent work, particularly as regards his health.

In our approach, we will visit some of the works of the ILO in terms of the standards defined for decent work, but furthermore, we will examine the attempts of this organization aimed at offering better working conditions, particularly with the tools recommended in the occupational health framework, (although the ILO still approaches this aspect through the prism of the triptych hygiene, health and safety at work). This journey will lead us to formulate suggestions as a complement to the large battery of tools already available to further improve the health of the worker which will allow him to maximize his production.

2. The work of the ILO in the context of decent work: a short literature:

The International Labor Organization (ILO) was founded in 1919 with the aim of achieving lasting peace based on social justice. The inhuman working conditions endured by large numbers of workers, especially with the advent of industrialization, represented a real threat to peace. The ILO's strategy aimed to improve these conditions by proposing standards labor conventions that member countries were to ratify and enforce in their respective jurisdictions.

For Jean-Philippe Deranty and Craig Mac Millan (2013), these agreements, which concerned issues such as the number of daily or weekly working hours, the establishment of a minimum wage and the protection of workers in the event of illness, should have the effect of regulating the modalities of labor exchange on the market. Through this strategy, the ILO sought to establish in practice its deep conviction that “labor is not a commodity”, as stated in the Philadelphia Declaration of 1944. In 1999, fifty-five years after the Declaration of Philadelphia, Juan Somavia, the first Director General of the ILO from emerging countries, officially launched a new major initiative in favor of “decent work”, with this programmatic formula: “The fundamental goal of the ILO today is that every woman and every man can have access to decent and productive work in conditions of freedom, equity, security and dignity” (ILO, 1999, p. 3)”. The ILO's decent work program expresses its wish to regulate labor exchange with a view of improving the terms of employment relations. In other words, the ILO aims to make work decent by ensuring that the working arrangements are by themselves decent. In this perspective, a lot of work has been undertaken and the results tend to offer a number of tools for the achievement of the objectives thus defined for the effectiveness of decent work.

2.1 The content of decent work

The current General Secretary of the ILO, Guy RIDER (2019) at the 108th ILO Conference, which celebrated the organization's centenary, will come back to the notion of decent work in these terms: “The fact is that the future of work will be the result of our decisions, our choices, our ability to follow it up, our willingness to cooperate and build the future of work we want through the constant progress of decent work, of social justice and peace.” In a document from Human Resources Without Borders (2018) it is written that “Decent work sums up the aspirations of human beings at work. It brings together access to productive and suitably paid work, safety in the workplace and social protection for families, better prospects for personal development and social inclusion, the freedom for individuals to express their demands, to organize and participate in the decisions that affect their lives, and equality of opportunity and treatment for all men and women.”

In his article, (GHAI, 2003), leads us to understand the history of the concept and writes that: “The concept of 'decent work' - at least expressed in this form - appears for the first time in 1999, in the report presented by the Director-General at the 87th session of the International Labor Conference. According to him, the term embraces in their entirety the most diverse aspects of what it is like to work today and sums them up in a phrase that anyone can understand.

Furthermore, he highlights the fact that this concept is based on four pillars: employment, social protection, workers' rights and social dialogue. (He talks about pillars). Taking a closer look at the concept, we can say that decent work indicators cover five dimensions:

- Wages
- Working time and overtime
- Health and security
- Harassment and discrimination
- Freedom of association

2.2 Health according to the ILO

When asking any health-related question to the International Labor Organization (ILO), it is rare for it to provide an exclusive answer on health except to clarify this area or propose a specific policy for the contribution to health such as the “SOLVE” project. The ILO almost knows health only from the perspective of Occupational Health and Safety trilogy, or at least the inseparable pair, Health and Safety. Contrarily, articles relating to health in isolation are the responsibility of the World Health Organization, WHO. However, the lens we use in this article relates to occupational health as it is defined by the ILO in place.

In fact, when we consult the Occupational Safety and Health Convention of 1981 (No. 155), particularly in Article 3, it is said that the "term health, in relation to work, does not refer only to the absence of disease or infirmity; it also includes the physical and mental elements affecting health directly linked to occupational safety and hygiene." In addition, in Convention 161 relating to occupational health services of 1985 we read that: "[...] the expression occupational health services designates a service invested with essentially preventive functions and responsible for advising the employer, the workers and their representatives in the company with regards to:

- 1- The requirements to establish and maintain a safe and healthy working environment, suitable for promoting optimal physical and mental health in relation to work;
- 2- Adapting the work to the capacities of workers taking into account their state of physical and mental health."

In what follows, the article discusses health as a whole as it mentions "... the requirements to establish and maintain a safe and healthy working environment, suitable for promoting optimal physical and mental health in relation to work"

It is based on purpose that certain bodies of the ILO, including researchers in the field of occupational health, have taken an intense interest in the question of the development of actions which contribute to obtaining optimum health within companies, and develop tools for the acquisition of skills related to good health within organizations. This is the case of the trainer's guide called SOLVE produced by a technical team of the ILO in 2002 with a new version in 2012. The objective of this team through the production of the SOLVE manual is "to integrate the promotion of health in occupational safety and health policies.

3. Documentary analysis of the constituent elements of SOLVE:

After the production of the first training manual for occupational health in 2002, the International Labor Office relied more on arguments for improving the content of the second edition of the manual in 2012. It listed them as follows:

Stress: A recent study by the European Agency for Safety and Health at Work (EU-OSHA) found that on average 22 percent of the European workforce suffers from stress, with the proportion being significantly higher in new member states (30 percent) than old (20 percent) (EU-OSHA, 2009).

Alcohol and drugs: Light drinkers have been estimated to be responsible for up to 54 percent of alcohol-related incidents (such as accidents, fights, absenteeism, criminal activity, etc.), 87 percent of the total of these disorders being caused by light and moderate drinkers (Becker, 2001).

Violence: Numerous national surveys have shown that during their working lives, between 40 and 90 percent of women surveyed have suffered sexual harassment in one form or another (Hunt et al., 2007).

HIV and AIDS: In 2009, the number of AIDS cases recorded dead was estimated at 1.8 million, and that same year 2.6 million people were infected. The most affected region is sub-Saharan Africa, which has 22.5 million people living with HIV (PLHIV), or 68 percent of the global workforce of PLHIV (UNAIDS, 2010).

Tobacco: If urgent action is not taken, tobacco could kill a billion people in the 21st century. By 2030, more than 80 percent of tobacco-related deaths will occur in developing countries (WHO, 2008).

Nutrition: The global number of people suffering from obesity is estimated at over 300 million (WHO, 2006).

Physical activity: It is associated with a 25 percent decrease in the risk of bowel cancer and breast cancer in the UK (Cancer Research, UK). According to the WHO, 90 percent of people with diabetes have type 2 diabetes, which is closely linked to having overweight and not being physically active (WHO, 2009).

Sleep and health: Research shows that people with sleep deprivation and sleep disorders are less productive, use health care more, and have a higher risk of accidents (Colten; Altevogt, 2006).

Economic stress: In 2008, the global unemployment rate was estimated at 6.6 per cent (ILO, 2010a). With the economic crisis, an additional 7.8 million young workers had to contend with unemployment, bringing the estimated workforce to a total of 81 million people, a rate of 13 percent globally (ILO, 2010b).

It is on the basis of this observation in the area of occupational health that the ILO has designed the tools for the second edition of the working document for training in occupational health.

4. Results and suggestions: Test elements contributing to the improvement of the SOLVE training program

4.1 Results of our analysis:

In the SOLVE training document, the rationale for improving the training content of the first edition is stated as follows: "The five initial themes have been reviewed in the light of scientific progress and good practice. The new version incorporates other aspects relating to health promotion, such as nutrition, sleep and physical activity. While it is necessary to assess psychosocial factors in order to manage and reduce stress when work organization and workplace culture change, it is also necessary, in times of change, to examine new situations that may contribute to stress of economic origin. "

Thus, SOLVE has built a kit of 9 components for training in health promotion, as follows:

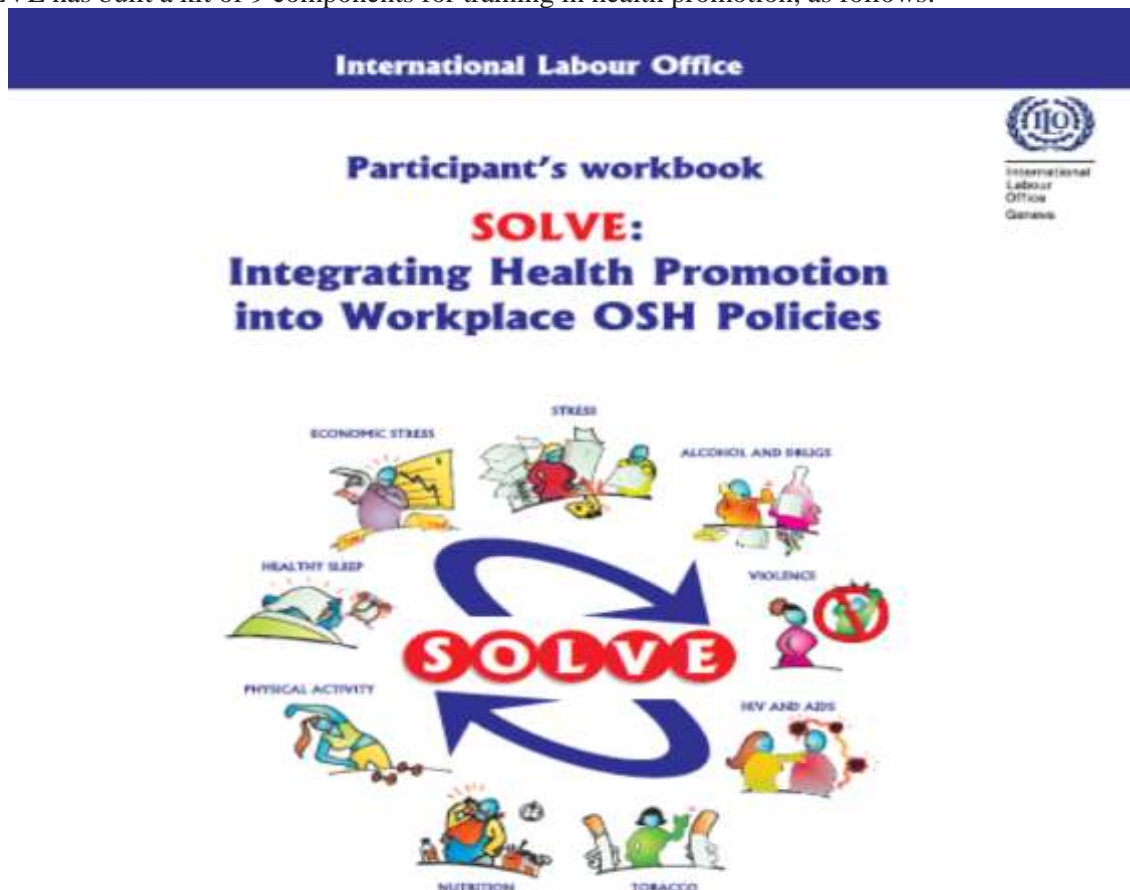


Figure: Taken from the SOLVE training brochure

The training kit assembled by SOLVE provides nine components as shown in the figure above. The tools in the kit highlight the need to tackle the various ailments identified which hamper health at work, namely tobacco, nutrition, HIV and AIDS, physical activity, sufficient sleep, violence, stress, economic stress, alcohol and drugs. All these components have been identified through several studies relating to occupational health. These nine aspects of training addressed by SOLVE are of major importance for the health of the worker. What if we went further in identifying the strategies or tools that should enable workers to have good health at work? : The experience of training in coaching and personal development deserves to be explored in this context.

4.2 An experience to explore and a tool to try: Coaching and personal development as tools contributing to workers' health

4.2.1 History of personal development

Theories of personal development in the West were strongly influenced by the Greek philosopher Aristotle (384 - 322 BC) who then defined it as a category of practical wisdom. His concept of "Good Life" commits the individual to develop his virtues ("arête") to achieve "eudaimonia", which is commonly translated as "happiness" but should be more correctly understood as "good -being" or "living well." Aristotle continues to influence the concept of personal development in the West today particularly through the economic concept of human capital or the principles of positive psychology. Most current theories of human development and positive psychology implicitly refer to Aristotelian eudemonism, a philosophical current which assumes that happiness or knowing how to be is the goal of human life.

4.2.2 Definition of coaching and personal development

Researchers in this universe of approach define Personal Development as all activities proposing to develop self-knowledge, to value one's talents and potential, to work for a better quality of life, and to achieve one's aspirations and dreams. Psychoanalysts, promoters of New Age techniques and some thinkers of coaching make proposals for personal development of individuals, while educators and work specialists include it more in the institutional goals of higher education.

In the same vein, coaching is a set of techniques using communication tools consisting in creating a relationship between a coach and his coached in order to mobilize all of the latter's skills for maximum use of his potential.

There are several coaching frameworks: individual coaching to help the coached refocus on their goals and better control their emotions, team coaching to help a team mobilize all its skills as a team in order to produce the maximum results expected from it and organizational coaching to help a company or an organization find its marks and position itself in the mobilization of its resources in order to produce the maximum expected of it.

If coaching is a practice to help an individual to reposition himself in relation to his visions and his emotions in order to mobilize the maximum of his potential, personal development refers to an individual practice which proceeds to an overhaul of his person in order to surrender capable of achieving the most unsuspected results in his life. The Journal of Human Sciences indicate that, "personal development techniques aim at transforming oneself: either to get rid of certain pathological aspects (phobia, anxiety, depression, shyness), or to improve one's performance (better communicate, manage one's time), access oneself etc.". Finally, for us, personal development consists of a mental move that favors a total destruction of a limited mind accompanied by a reconstruction of it, predisposing it to accomplish the most unsuspected things in the world. It is a kind of warping / reformatting of our mind in the direction of progress in our life.

4.2.3 Personal development goals

Among the goals of personal development we can cite the following:

- ✓ Create the conditions to feel happier, more enthusiastic, more in control of yourself and your life.
- ✓ Helping employees and relatives to find new resources within themselves.
- ✓ See the events which follow one another in the direction of his objectives.
- ✓ Find solutions where others see problems.
- ✓ Improve one's relationship with oneself and with others.
- ✓ Get to know yourself better in order to feel more free and go further in your personal development.
- ✓ Develop your personal potential to increase your professional impact.
- ✓ Learn to adjust the way you work so you no longer feel tense, nervous or stressed.
- ✓ Develop confidence and keep at will the coolness that gives self-control in all circumstances
- ✓ Become master of your emotions,
- ✓ Improve self-esteem.
- ✓ Discover the techniques that will make it easier for individuals to reach their goals etc.

We realize that the goals of personal development are engines that can contribute to the health of the worker not only in the workplace but also for his life as a whole.

4.2.4 Techniques and methods of personal development and coaching

The techniques and methods for the acquisition of skills in the process of personal development and coaching cover a very wide field of practice because they embrace many themes which, for the most part, relate to psychodynamics according to the terms of the institute of Blake Psychology. Psychodynamic therapy centers on helping clients become aware of unconscious processes, more specifically, of how feelings, impulses, and defense mechanisms can influence their present behavior. It centers on understanding how past experiences currently affect how we feel about ourselves and how we relate to others. By talking about the past, people can realize why they are doing what they are doing now, and have a better chance of making their present a reality.

The techniques and tools used in the process of acquiring skills related to coaching and personal development will be the subject of another article, the space of this article being insufficient to offer us a possibility of doing so.

5. CONCLUSION:

Strategic personal development and coaching programs aim to increase human capital, increase productivity, capacity for innovation and individual qualities. They do not appear as a cost to motivate staff, but as an investment, the results of which depend directly on the strategic development objectives of the company. Access to these programs is by selection according to the employee's potential, most often as part of a talent management plan, and intended for new recruits, high-potential employees, key employees, the sales team, research and development, and future managers.

Other programs are more general and accessible to most or even all employees. This includes training in career development, personal effectiveness, teamwork, and skills development. Personal development is also part of the management tools: creation of a personal development plan with your manager, assessment of your abilities using a skills grid, or obtaining feedback from a questionnaire filled in by colleagues from different levels in the organization.

These techniques constitute a large set of tools that could promote and support the health of the worker and would be recommended as part of the training courses initiated by the ILO through the SOLVE kit. This would be a modest contribution to development of which the content of the terms of training will be done in another article.

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