

**ASSESSING THE EFFECT OF OCCUPATIONAL HEALTH AND SAFETY
PRACTICES ON EMPLOYEE PERFORMANCE AT SNAPTEC (U) LIMITED**

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I, Noella Tamar Mwebaza, declare that this dissertation is the original work product of my own efforts in partial fulfilment of the requirements for the award of a Bachelor's Degree in Human Resource Management. It has never been submitted to any academic institution. Therefore, it is not a duplication or reproduction of any other dissertation, and all sources have been cited in the text and references.

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APPROVAL

This dissertation has been done under my supervision and is now ready for submission with my approval.

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ABBREVIATIONS

OHS—Occupational Health and Safety

PPE—Personal Protective Equipment

SMS—Safety Management Systems

SPSS—Statistical Package for Social Sciences.

JD-R Model—Jobs Demands-Resources Model.

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ABSTRACT.

This research investigates the critical effect of occupational health and safety practices on employee performance within Uganda's construction sector, specifically focusing on Snaptec (U) Limited in the central region of Uganda. The construction industry is essential for socio-economic development but remains one of the most hazardous sectors globally and locally, often characterized by low compliance with safety regulations like the Ugandan Occupational Safety and Health Act of 2006. Grounded in Herzberg's two-factor theory, the study categorizes OHS practices as fundamental "hygiene factors" that are necessary to prevent job dissatisfaction and support high productivity. The research specifically evaluates three OHS variables: the implementation of safety policies and procedures, the provision of personal protective equipment (PPE), and the effectiveness of safety training and awareness programs. Using a mixed methods approach with a case study design, data was gathered from a diverse sample of 29 participants, including project managers and casual laborers, through structured questionnaires and in-depth interviews. The findings demonstrate that proactive safety management significantly enhances employee morale, commitment, and job satisfaction while reducing absenteeism and project delays. However, the study also identifies significant implementation gaps, such as inconsistent PPE supplies and inadequate safety drills, which hinder optimal performance. The dissertation concludes that strategic investment in OHS is not merely a regulatory requirement but a vital driver for organizational competitiveness and worker well-being. It recommends that construction firms in Uganda prioritise robust safety cultures and that policymakers strengthen enforcement mechanisms to ensure a safer and more productive industry.

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CHAPTER ONE.

1.0 INTRODUCTION

Construction business is a crucial part of socio-economic development but it is well-known as one of the most perilous industries compared to other businesses (Mudashiru et al., 2021). Occupational health and safety (OHS) entails comprehensive maintenance and protection of human resource and physical structures in the work place (Segbenya, Yeboah, 2022). The consequences of the OHS ignorance could be tough; low working conditions will endanger the health of workers, leading to a decrease in their motivation, performance, and prevalence of avoidable injuries due to unsafe practices, attitudes, and conditions (Byakika, 2015). The relationship between proactive safety management and increased employee performance is well-established, and according to research, the positive safety climate directly increases the focus, productivity, and operational performance (Probst et al., 2019).

In Uganda, the non-conformity with Occupational Safety and Health Act of 2006 is a particularly global problem. This does not satisfy the requirements of regulation, which goes a long way in contributing to the plethora of accidents, illnesses, and injuries that befall construction workers and the communities around them. One of the biggest challenges to implementation is the lack of training and awareness of the stakeholders about the acceptance and compliance with the OHS Act (Hans, A 2024). In this chapter, the authors introduce a conceptual framework that depicts the connection between OHS practices and employee performance. Furthermore, it gives the operational definition of key terms applied in the study to help provide clarity and consistency as well as illustrates the extent, rationale and importance to the stakeholders especially the construction companies hence establishing an empirical framework that supports the work.

1.1 BACKGROUND OF THE STUDY.

It is a critical study which is founded on the occupational health and safety practices and their impacts on the performance of the employees. It has a comprehensive research base where the background is presented in terms of historical, theoretical, conceptual, and contextual perspectives.

1.1.1 HISTORICAL BACKGROUND

The history of evolution of occupational health and safety practices in the construction industry, on the global level, is characterized by the reaction on industrial tragedies and the increasing realization of the fact that safety is a vital element of productivity. At the beginning of the 20th century there was an alarming rate of injury and little regulation protection due to the industrial revolution. A turning point was made with the news of the regulatory institutions, including the International Labour Organisation (ILO) in 1919 that initiated the development of international labour standards. The aftermath of World War II, especially after the implementation of the U.S Occupational Safety and Health Act (1970) led to a compliance-based paradigm, which forced the industry to implement the basic standards of safety to follow. The effect of this development was to connect safety and performance, as it decreased expensive downtime, compensation and death claims (Wachter and Ferguson, 2013). An integrated approach based on risk management and the development of a safety culture has substituted a purely compliance-based approach in the late 20th and early 21st centuries. Quantitative evidence has been presented by numerous studies around the world that proactive investment into safety has produced substantial returns as it reduces physical well-being and enhances psychological safety that is a critical performance driver. According to research, a strong safety climate reduces cognitive distractions caused by fear of injury, which allow employees to be more focused and more productive (Probst et al., 2019). Additionally. Systematic reviews affirm that the introduction of safety management systems (SMS) is directly related to the amplified safety and operational performance results and, thus, occupational health and safety (OHS) as a crucial strategic process is designated as a crucial element instead of a regulatory requirement (Robinson et al., 2007). Nonetheless, the negative safety culture and insufficiency of the safety and enforcement efforts remain significant contributors to the elevated accident rates (Awwad et al., 2016). Safety and performance relationship is not always well received in high rates of absenteeism, debilitating injuries, and high rates of staff turnover that have a very negative effect on project timelines and budget. A study carried out on small and medium enterprises (SMEs) in the Ghanaian construction industry indicated that insufficient investment in safety was identified as a key productivity and growth hindrance and this highlighted the direct financial consequences of ineffective occupational health and safety (OHS) measures (Kheni et al., 2008). The prevalence of work-related musculoskeletal disorders among construction workers is a warning about the

destructive impact of chronic health conditions on the performance and capacity of workers in the long term (Ehlers and Van Der Westhuizen, 2022).

In Uganda, OHS laws were formerly under the control of the archaic colonial laws like the Factories Act of 1951, and were almost totally unenforced. Although the introduction of the Modern regulation framework was achieved with the passage of the Occupational Health and Safety Act in the year 2006, it was at the wrong time. The existence of OHS practices leads to a high rate of accidents which incur significant losses in terms of money spent on medical treatments, compensation remunerations, and delay in the project completion (Muhwezi et al., 2013). Besides direct injuries, there is a growing concern on the issue of health crisis, including silica dust exposure, which may result in silicosis and chronic obstructive pulmonary disease (COPD), irreversibly affecting the workforce health and productivity (Boadu et al., 2023).

This corpus is vital to the re-writing of the history of historical under-investment in OHS; it is now being perceived more as a welfare problem but a business and performance emergency that is stifling the maturity, quality and sustainability of the construction industry in Uganda.

1.1.2 THEORETICAL BACKGROUND

This paper is based on the Two Factor Theory (1959) by Herzberg which forms the basis of the organisational psychology body of knowledge distinguishing between job satisfaction and dissatisfaction factors. Herzberg provided two different types of factors that can affect the attitude and performance of employees namely motivators (e.g., recognition, achievement, responsibility, career growth) and hygiene factors (e.g., company policies, supervision, salary, and working conditions). Although hygiene factors do not have direct connection to the job, motivators are aspects that are internal to the job and actively enhance job satisfaction and performance. On the one hand, their presence does not necessarily encourage employees but, on the contrary, their absence can trigger high levels of dissatisfaction, low morale, and lowered productivity (Alshmemri et al., 2017). Having a strong safety climate that supports such hygiene needs is critical in retaining a stable workforce and it is directly correlated with the decrease in the rates of injury and the enhancement of the operational results (Christian, 2009). The lack of training and enforcement, as well as financial issues, are the obstacles to the provision of these basic hygiene factors (Mrema et al., 2017).

Application of the theory of Herzberg gives a convincing point of view in this study. It indicates that some of the occupational health and safety (OHS) practices are not the driving forces behind the high performance but are fundamental conditions. Once the major dissatisfaction caused by the insecure working environment is removed, the good practices OHS creates, the required conditions become the foundation of employees feeling safe enough and, hence, willing to deliver efficiently, the motivators can work at their most (Lingard and Rowlinson, 2005).

1.1.3 CONCEPTUAL BACKGROUND.

Adoption of systematic Occupational Health and Safety (OHS) practices have become a strategic necessity with more global evidence to support the notion that systematic practices are an important investment, which directly impacts employee performance (Fernandez-Muñiz et al., 2007). Employee performance is a complex construct and it incorporates the following components: task performance relating to quality and quantity of work done, and, contextual performance relating to safety behaviours and acts of citizenship. Moreover, good OHS practices help in curbing the counterproductive work behaviours, including high turnover rates and absenteeism.

The theoretical foundations of this relationship are justified by the application of the Job Demands-Resources (JD-R) model. This model claims that a safe working environment is an important resource that cushions job demands and increases motivation and ability of employees to perform effectively (Bakker and Demerouti, 2007). The link between OHS and performance is not direct, as it is mediated by key processes such as enhancing employee physical and psychological health, the development of positive safety climate, and employee increased organisational commitment (Zhou et al., 2015). With this kind of environment, employees are free to devote their cognitive and physical resources to the main focus more efficiently hence leading to improved overall productivity, quality and proactive organisational behaviour.

With regard to the African construction sector, as Ayele and Tesfaye (2023) state, the industry is also plagued by high rates of accidents, and most of them are based on systemic obstacles, including the lack of regulatory enforcement, informal labour practices on a large scale, and cost concerns that make OHS an unaffordable luxury instead of a strategic investment. The evaluation of the construction sites carried out in Uganda suggests that, although there are set

regulations in place, the levels of compliance have been disastrous at the construction sites. Construction site accidents in Uganda have led to a significant number of deaths including women in construction sites in the country which is partly due to lack of proper protective construction clothing and equipment in the country (Okwel et al., 2019).

The proposed research will implement the idea of global conceptual framework on the region to produce the empirical evidence that will prove the lack of strategic investment in OHS is not only an ethical aspect but a key performance, competitiveness and sustainable growth determinant in the critical construction sector.

1.1.4 CONTEXTUAL BACKGROUND.

The construction sector is faced with the increased levels of safety issues that threaten both the development and the health of the workers. The swift growth of the industry in different African countries has greatly exceeded the process of creating the safety regulation procedures and controls (Gundran and Chua, 2018). A systematic review of construction safety in the less developed economies has revealed that African construction sites record accident rates three times higher than the global rates, and the rate of fatal injuries is also worrying (Agyekum et al., 2022). Cost minimisation is usually practised at the expense of safety investment by contractors responding to economic pressures and leads to insufficient safety planning and resource distribution in the lifecycles of projects (Windapo & Olugboyega, 2015). These flaws have created an atmosphere in which avoidable accidents are the reality and this is not only a human tragedy, but also a huge economic burden on national developmental processes.

The construction industry in Uganda is no different since it is a sensitive case study as it seeks to analyse the barriers to the implementation of occupational health and safety (OHS) in resource-constrained environments. Recent research indicates how low Personal Protection Equipment (PPE) use among casual employees in an extensive assortment of sectors is notably low particularly in the low-resource nations due to their negligence in organizations and the insufficient awareness of the safety precautions (Izudi et al., 2017). Although the regulatory environment comprises of stipulated OHS laws, its efficiency is undermined by lack of adequate enforcement capabilities, and less than 100 safety inspectors are delegated to monitor the entire national construction sector (Uganda Ministry of Gender, Labour and Social Development, 2023). The level of safety practices commitment by the management largely influences safety performance. Studies have shown that organisations that have effective

leaders in safety matters have a chance of experiencing a 50 per cent lower accident rate than organisations that do not have a defined safety culture (Guldenmund, 2000). The current prevalence of occupational injuries, as well as the new problems of workplace diseases, pose a serious obstacle to not only the well-being of employees but also the efficiency of a given sector, which is why there is a dire need of evidence-based intervention to improve safety rates.

1.2 PROBLEM STATEMENT

The best place to have the construction industry which has been cited as a major economic development factor is an environment that has a high level of compliance with the internationally recognized Occupational Health and Safety (OHS) standards. This necessitates the creation of a proactive safety culture in which somewhat comprehensive safety policies are not merely written down but also thoroughly implemented into every level of project planning and management (Oswald et al., 2021). In such an ideal world, regular safety training is compulsory, appropriate personal protective equipment (PPE) will be everywhere and used properly and the management will have a firm desire of care to the well-being of the workers. Such an approach has been recognized as effective in preventing injuries as well as deaths and at the same time boosting employee morale, which results in effective completion of the project and high productivity (Ajayi et al., 2023; Githae and Mburu, 2022).

The realities on the ground in several construction companies in Uganda as is the case with Construction Company Ltd is however the stark contrast to this ideal. To improve the Ugandan reference in your writing, you might refer to a narrower and more credible source of information that offers reflection of the local situation of the occupational health and safety practices. A report conducted by the Uganda National Bureau of Standards (UNBS) in 2021 highlighted the importance of a more adherence to the OHS rules in the construction industry and has found that failure to do so is a significant cause of workplace injuries and fatalities (UNBS, 2021). A substantial part of the workforce, inadequate PPE supplies, and lack of safety training opportunities often leave a workforce without the expertise and equipments to protect themselves (Ochieng et al., 2021; Tumusiime, 2020). It is the critical discrepancy, however, between the established efficacy of integrated OHS systems and their inconsistency and inadequate application in Ugandan construction sector, specifically at the company level. Alaloul et al, (2020) pointed out some of the environmental issues including exposure to extreme weather conditions, high radiation, exposure to toxic elements as dynamic threats to successful implementation of OSHMs. It is important to address this gap because of the serious

and interdisciplinary impacts it has. A high rate of physical risks through direct exposure is a significant human cost because it leads to numerous injuries and illnesses at the workplace. Also, such poor OHS practices negatively affect employee psychological health, morale, and engagement. This translates to poor performance of the employees, which is evidenced by high turnover rates, high rate of absenteeism, delays in project completion, increased costs due to accidents and rework and eventual low overall productivity and profitability to companies like Construction Company Ltd. In this regard, this study seeks to examine the particular effect of OHS practices on employee performance in this organization in order to generate empirical evidence that can be used to make meaningful investments and change in order to transform the organization.

1.3 PURPOSE OF THE STUDY

This research paper aims to measure the effect of Occupational Health and Safety practices on the performance of employees in the Ugandan Construction Sector that is located at Snaptec (U) Limited.

1.4 SPECIFIC OBJECTIVES

The specific objectives of the study are as follows:

1. To investigate the effect of safety policies and procedures on employee performance at Snaptec (U) Limited.
2. To examine the impact of the provision of personal protective equipment (PPE) on employee performance at Snaptec (U) Limited.
3. To inspect the influence of safety training and awareness programs on employee performance at Snaptec (U) Limited.

1.5 RESEARCH QUESTIONS

The following research questions will guide the study:

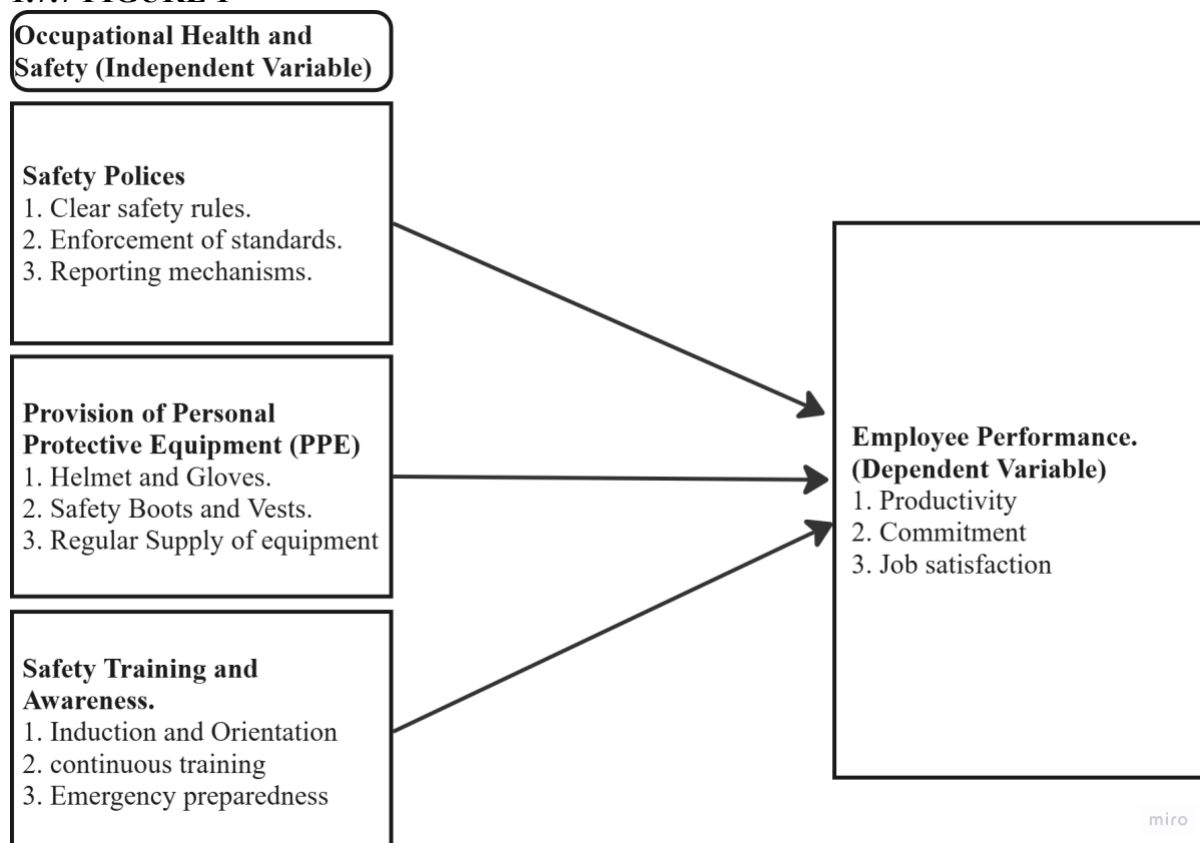
1. What is the effect of safety policies and procedures on employee performance at Snaptec (U) Limited?
2. What is the impact of the provision of personal protective equipment (PPE) on employee performance at Snaptec (U) Limited?
3. How do safety training and awareness programs influence employee performance at Snaptec (U) Limited?

1.6 JUSTIFICATION OF THE STUDY

The urgency of the problem that the study will address is the necessity to solve the problem of the high rate of accidents at the workplace in the Ugandan critical construction industry. It seeks to present critical, localized evidence on the demonstration of how investments in Occupational Health and Safety (OHS) practices; including policies, protective equipment, and training directly contribute to employee performance. The study will provide a rich source of information to both companies to gain a competitive advantage and policies to enhance regulatory guidelines by lowering costs, enhancing productivity, and protecting workers well-being.

1.7 CONCEPTUAL FRAMEWORK.

1.7.7 FIGURE 1



This research has a conceptual framework as indicated in figure 1. The study hypothesis on the basis of this framework is that there are three main occupational health and safety (OHS) practices: the application of robust safety mechanisms, the provision of personal protective

equipment (PPE), and the prioritizing of frequent safety training, which can be used to impact the performance of the workers positively. The direct positive impact of such practices will be on the productivity, the formation of the level of commitment and the improvement of the overall level of job satisfaction within the Ugandan construction industry.

1.8. SIGNIFICANCE OF THE STUDY.

The paper has immense practical and theoretical implications to the construction industry in Uganda. Its findings will be crucial evidence to the businesses to show that strategic investment in occupational health and safety (OHS) practices directly and positively influence the productivity, commitment, and satisfaction of employees. This, in turn, allows organisations to reduce the number of costs associated with accidents, enhance the performance of their activities, and gain a competitive edge. The research also provides policymakers with certain practical data to be capable of making the regulatory mechanisms more powerful and fitting the industry in the country to be safer and meet a more sustainable standard.

1.9 CONTENT SCOPE.

1.9.1 SCOPE OF THE STUDY

The paper will also be reduced with regards to the analysis of the impact of three key occupational health and safety practices which include; safety practices and procedures, provision of personal protective equipment (PPE), and safety training and awareness. In the study, the authors will assess their effects on performance of employees as regards to productivity, commitment, and job satisfaction in medium and large Uganda construction companies. Other industrial sectors and broader organisational of the variables identified will not be a part of the study.

1.9.2 GEOGRAPHICAL SCOPE.

The geographical location of this study will be Central Region of Uganda, more so, construction projects and construction companies in the KCCA region. It is also the most localized zone of construction activity in country hence a sample population that is convenient. The selected organization to be the research case study is Snaptec (U) Limited.

1.9.3 TIME SCOPE.

It will be cross-sectional research and will be carried out based on the data gathered in the given period; the research will take place within three months and this will be between September and November 2025.

1.10 OPERATIONAL DEFINITIONS.

1. Practices of occupational health and safety (OHS).

This is the organizational integration of the operations embraced by any company in an effort to minimize the risk at work place. The operationalized and measured performance of it will be based on a composite index of the attitude of the employees to the safety policies and procedures, the availability of personal protective equipment (PPE) and the use of safety training and awareness programs.

2. Hazard Prevention Policies and Procedures.

The term is applied to describe the higher and formally defined code of rules, principles and standardized procedures taken by an organization to effectively identify, lessen and manage the risks that are arising at the workplace.

3. Sensitization and safety education training.

These are educative, communicative and educational activities that are structured with a view of equipping employees with knowledge, skills and awareness that would ensure they engage in safe working practices.

4. Employee Performance.

This concept is connected to the extent of effectiveness and efficiency of employees doing their specific tasks and duties. It relies on self-assessment of the employees according to their productivity, the degree of commitment and job satisfaction. All these have a total impact on the performance of the person in an organization.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION.

The chapter goes through the existing literature on Occupational Health and Safety (OHS) practices and ways they might influence the performance of employees, particularly those in the construction sector. The industry has a reputation of being a risky trade and the appropriate disposition of OHS might be utilized to increase productivity and to safeguard the employees. It has been reviewed against the backdrop of Herzberg Two-Factor Theory that highlights how different work related problems affect motivation and performance. This theory holds that there exist motivation and hygiene factors that lead to job satisfaction and dissatisfaction respectively (motivation and hygiene factors).

2.1 THEORETICAL REVIEW.

This study is based on the Two-Factor Theory of Herzberg, also known as the Motivation-Hygiene Theory that provides an understanding of what gives pleasure to employees and dissatisfaction and impairs performance. The Herzberg theory divides the factors that determine the attitude and performance of the employees into two categories namely the hygiene factors and motivators (Herzberg, Mausner, and Snyderman, 1959). The hygienic factors, including working conditions, company policies, and pay, which are extrinsic to the job, will not promote an increase in satisfaction or the absence of them will generate dissatisfaction. Motivators, in their turn, are job inherent, recognition, achievement, responsibility, and they are essential in building the actual satisfaction and motivation (Herzberg, 2015). This theory is very clear in differentiating the things that make the job more satisfying (such as achievement and recognition) and those that make the job less satisfying (the hygiene factors like company policies and working conditions). According to Herzberg, the fundamental hygiene factors are the occupational health and safety (OHS) practices. They may not necessarily result in satisfaction and motivation, but their absence would cause high degree of dissatisfaction (Holtom et al., 2008). Some of the largest causes of dissatisfaction among the employees are poor occupational health and safety (OHS), the absence of personal protective equipment (PPE) and unsafe equipment (Kikwasi, 2013). This dissatisfaction can jeopardise on the organisational commitment by increasing turnover intentions and culminating

into negative working environment (Fernandez-Muniz et al., 2007). Conversely, the discontent may be resolved through the effective implementation of OHS practices that will create a non-partisan and non-violent environment at the workplace (Dartey-Baah, 2015). Not being the primary contributor of the employee commitment, OHS nonetheless preconditions the supremacy of other motivators, which impact positively. As one such case, as soon as workers feel safe, they will be willing to receive rewards and opportunities at success, which can lead to their affective commitment (Mugisha et al., 2017). Therefore, OHS is a significant supportive factor that indirectly affects commitment by removing one of the greatest barriers to it. To test the performance of employees in the Ghanaian industrial sector, the two-factor theory reveals that to keep the employee satisfied, the hygiene factors should be considered under the scrutiny of Dartey-Baah and Amoako (2011). Particularly, it applies to the construction sector in Uganda where hygienic factors such as safety factors are the utmost priority (Oluoch & Karanja, 2022). The Herzberg theory notes that any organisation must focus on the two categories of factors to ensure maximum performance. Good working conditions may be applicable in appeasing employees and ensuring that they are not dissatisfied, but they do not always work towards greater performance. On the other hand, recognition and rewards will not create a significant effect when the employees are working in an environment that is unsafe or unsuitable (Dartey-Baah, 2015).

Therefore, the hygiene factors that should be considered as critical would be the practices of occupational health and safety. Not only that their existence will alleviate active dissatisfaction, but also will give the necessary foundation on which the motivators can act efficiently in escalating the performance. The theory is based on the assumption that there are no opposites of satisfaction and dissatisfaction, but two different continua. Despite its merits, the Two-Factor Theory also has its critics as it failed to be sufficiently methodological and was too extreme as the difference between the factors can vary depending on the professions and cultures (Robbins and Judge, 2012). Nonetheless, it provides a practical model in terms of which the assessment of how the dissatisfaction may be reduced by means of enhancing the required occupational health and safety conditions and the chances to enhance the performance of employees in the construction sector in Uganda may be conducted (Nassazi, 2013).

2.2 CONCEPTUAL REVIEW

2.2.1 OCCUPATIONAL HEALTH AND SAFETY (OHS) PRACTICES.

Occupational health and safety (OHS) practices are a wide and complex set of measures, policies, and procedures that organisations are keen to implement in order to effectively remove the risks at the workplace and in the process ensure the overall welfare and well-being of their workers remains intact (World Health Organisation, 2022). This health and safety consideration is particularly vital in the construction industry that is highly riskiest and high-risk environments that such practices are highly enforced to ensure the soundness of the operation and to offer safe and secure working environment to all the personalities involved in the process. It is possible to divide OHS practices into two separate yet complementary dimensions that can play a significant role with the entire purpose of enhancing safety at the workplace. Zohar (2010) had assumed that good safety culture is based on successful OHS practices and it can be defined as the collective perception of the employee to the importance of safety in their specific organisation. The greatest thing that should be understood is that these practices are not only isolated practices that were implemented as a response to the incidences, but rather a system that is incorporated in such a way that it would generate a robust safety culture at the organisation.

In Uganda, emphasis on practising and ensuring good OHS in the construction business is increasingly becoming known and ranked among the top priorities. Uganda Occupational Safety and Health Act of 2006 outlines the essence of responsibilities of employers to support the overall health and safety of the employees and, therefore, justifies the concept of the necessity to take into account the details of the safety precautions and the comprehensive risk assessment and periodic training (Imaniragaba, 2012). Many of the OHS practices that are widely practiced by the construction industry, some of them have been identified to be critical in safety of the workers and the overall safety of the workplace. The basic components are careful risk analysis, comprehensive risk educational and training sessions, strategic use of personal protective equipment (PPE) and creation of clear emergency preparations. Each of them is imperative in offering a healthier working environment and creating a culture where health, safety and well-being of all the employees involved in the construction process are put at the centre (Khan et al., 2022).

2.2.2 SAFETY AWARENESS AND TRAINING.

Training is the main means by which organizations develop their employees with the necessary knowledge and skills to be able to perform their jobs safely. This is not just a one-time process,

but a dynamic process, which aims at creating awareness among the workers. A good safety training program is important in terms of teaching employees how to recognise the hazards, how to perform a risk assessment, how to follow the safe working procedures, how to respond to an emergency, and how to use the equipment (Abdelhamid and Everett, 2000). The efficiency of these training programs is even more important in the context of the Ugandan construction industry where the safety issues are common. Burke et al. (2006) observed that the success of safety training is a strong indicator of safe work behaviours. This specifically applies to Uganda, where the problem of accidents in construction sites is a major issue and where adequate training is required in order to alleviate them (Mugerwa et al., 2025). Employees should feel competent and with the confidence of the ability to handle the job-related tasks safely, which will go a long way in reducing feelings of anxiety and will enable them to personally assume responsibility towards their safety and those of their fellow workers. Research has also shown that effective safety education correlates with positive workforce performance and fewer cases of construction-related risks (Muriuki et al, 2023). Such empowerment is a crucial antecedent to the development of a dedicated and active organizational culture that values safety (Ssempebwa et al., 2019). The construction industry in Uganda is a major contributor to economic development, so health and safety training should be given high priority so as to enhance the performance of the employees and the general performance of the project.

Supply of Personal Protective Equipment (PPE).

Personal Protective Equipment (PPE) serves as a paramount final defence against a number of workplace risks, especially in workplaces where engineering and administrative controls are either inappropriate, or ineffective. The items that fall under this category of equipment are very diverse and non-exhaustive and cover hard hats, safety glasses, high-visibility clothing, gloves, and fall protection harnesses (Okello et al., 2019). Nevertheless, the simple supply of PPE is not enough; this equipment must not only suit the hazards a person faces but also be in excellent conditions and be comfortable. Wearability promotes a regular usage among the workers (Cohen and Colligan, 1998). Further, the willingness of the management to deliver high-quality PPE can be seen as a very real and observable example of their symbolic concern regarding the well-being of their employees. The sense of appreciation is developed when employees feel that the organization is committed to their physical wellbeing (Manyakaidze, 2023). This appreciation has a direct influence on their morale and makes them become more attached to the construction industry. Furthermore, one of the studies also pointed out that

efficient safety precautions, such as provision of PPE, can significantly enhance the performance of employees and minimize accidents within the construction industry in Kenya (Nyakoe et al., 2020). The importance of ensuring that this safety is properly implemented is critical in fostering a good working environment and improving the general productivity (López et al., 2021).

Policies and Procedures on Safety.

The development of clear and well-communicated safety policies, procedures and rules in the construction sector especially in Uganda is the core framework of expressing safety expectations in the construction industry. These are the vital documents which outline the role, the processes and criteria involved in conducting safe works on job sites. It is important to note though that the presence of such policies is rather meaningless until they are consistently applied uniformly to all ranks of staff. Zohar (2014) asserts that the presented process of communicating the true value of safety is not only the written guidelines that can be found in a manual but also the actions performed by the management based on the safety violation, as well as near-miss cases. Using the example of the Ugandan scenario, the Occupational Safety and Health Act, 2006, highlights the role of an employer to offer a safe working environment and the liability of all stakeholders (Atusingwize, 2019). It implies that when the supervisors and managers actively apply safety regulations and ensure everyone is responsible regardless of their rank or position, it helps to strengthen the idea that safety is not a temporary value but, on the contrary, a fundamental value of the organisation. Moreover, the regular application of safety measures creates a feeling of procedural justice and results in trust among the employees who are essential elements that are required to have them buy-in and remain committed to the safety practices in the long run (Mullen and Kelloway, 2009). This confidence thrives on the basis of perceived fairness in the implementation of safety regulations and it can go a long way in shaping the attitudes of the employees towards compliance and general participation in ensuring a safe working environment. The recent statistics in Uganda show that accidents in the construction industry that are caused due to occupational reasons have risen and thus there is a need to prioritize safety (Naluwemba Mayanja ,2022). Therefore, the opportunity of construction industry leaders not only to develop strong safety policies but also to make them fair and their implementation impeccable is paramount.

Hazard Control

The fact that risk management and mitigation in the construction industry should and must be implemented is essential in promoting effective performance of employees, especially in Uganda, as safety standards may play an important role in influencing the health and productivity of workers. Studies have revealed that construction sector in South Africa is an industry with distinct challenges on occupational health and safety matters, which require a detailed process of risk assessment based on the hierarchy of controls (Mwanaumo, 2013).

Hierarchy of Controls in the Construction in Uganda: The hierarchy of controls is important when it comes to the construction in Uganda. This framework encompasses a number of local needs based strategies; **Elimination:** Sometimes it can be difficult to physically eliminate hazards but when dealing with critical risks it is necessary (Tukundane et al.,2024). **Substitution:** The replacement of hazardous materials by the less dangerous ones is also becoming a standard practice within compliant organisations (Council, 2018). **Engineering Controls:** Scaffolding and correct site layout are some of the engineering designs that may greatly minimize exposure to hazards (Mugisha 2025). **Administrative Controls:** An example of administrative controls that would be critical in promoting the safety culture would be training workers on safety practices and implementing work shifts to reduce fatigue (Aktas et al., 2022). **Personal Protective Equipment (PPE):** PPE is a low-priority defence; however, its usage and supply are essential because the rate of accidents on the construction site is very high (Ammad et al., 2020). **Organisational Commitment:** Strong hazards controls indicate organisational dedication towards employee safety and welfare which is core in creating faith and boosting morale. Once the construction companies of Uganda have set up strict safety measures and offer the necessary PPE, they help create the atmosphere of mutual respect (Zou,2011). **Influence on Employee Performance:** According to research, the companies that focus on safety increase the overall performance of the workplace and the well-being of the employees. Good safety culture is associated with the growth of employee morale, confidence in the management, and, finally, productivity of the organisation (Huang et al., 2021). As an example, a research by Thendu (2023) in Kenya construction companies showed that good safety practices were directly linked to better employee performance, fewer accidents, and better completion of construction projects. Safety should be the key consideration in the construction industry in Uganda by means of implementing the hierarchy of controls effectively. It is not only a guarantee of adherence to health and safety regulations, but it also develops a favourable working environment that attaches value and importance to health and safety at every level.

2.2.3 PRODUCTIVITY

Proper and proper execution of duties in any workplace is inextricably connected with the introduction of effective occupational health and safety (OHS) precautions. The findings of the research indicate that effective safety practices are key productivity drivers (Tezel et al., 2017). A low rate of accidents and injuries at the workplace is achieved when the safety policies are well stated, actively implemented and the staff provided with the required personal protective equipment (PPE) and a full package of training programs (Mugwagwa 2021). This minimization of the workplace incidents does not only result in fewer work stoppages, but also fewer work stoppages needed to investigate such incidents. Consequently, organisations are characterised by the reduction of absenteeism, which in many cases can be explained by the injury-related problems (Rielander 2016). In addition, a safe working environment will motivate employees to perform their duties with an assurance that they do not need to be distracted by changes in focus due to the possibility of any accident but instead focus on their duties confidently (Clarke, 2006). The culmination of this increased attention and the competences developed through continuous safety training is that workers can better perform their roles and with a reduced number of mistakes, which in turn will improve the volume and quality of output per unit of time (Neal and Griffin, 2006). As applied to the Ugandan construction industry, the influence of safety and health practices has been investigated on employee performance. Indicatively, a research paper by Irumba (2014) pointed out that inadequate safety practices in the Ugandan construction sector are the major cause of accidents and influence the productivity of workers. On the same note, Kendrick et al (2013) established that provision of appropriate safety equipment and training is directly related with better worker performance and low rates of accidents. Moreover, the Health and Safety at Work Act of Uganda also puts a strong emphasis on the need to establish a safe working environment, which plays an essential role in keeping the morale and efficiency of employees up (Nyende-Byakika, 2016). Introduction of a sound OHS system offers a predictable and stable working environment, which is critical in achievement of high productivity. Based on the importance they put on safety, organisations not only protect the welfare of their employees, but also streamline their operational processes.

Commitment

Organizational commitment is a very intricate term that can be used to encapsulate a psychological attachment that an employee has in his or her organization and the that employee has in going the extra mile to represent the industry. Effective Occupational Health and Safety

(OHS) practices have been noted as one of the main processes where such commitment is formed. It has been determined that the companies that are respectively more interested in the health and well-being of their employees by means of introduction of efficient safety policies, the supply of required personal safety equipment, and participation in comprehensive training programs have established a perception of the organizational support among the workers (Eisenberger et al., 1986). It is a feeling of support that creates a mutual commitment relationship that commitments in the employees that result in a response by the employees of heightened loyalty and commitment to the organization. Such dynamics in the turn can result in what is known as affective commitment, a strong emotional attachment of the employees to their organisation (Meyer and Allen, 1990). In this instance, in Uganda, in the construction industry, there have been a few studies carried out, which have indicated that OHS is very critical in enhancing the performance of the employees. Indeed, Gurmu (2019) establishes that successful health and safety activities and productivity at construction sites are directly related. In the same vein, Tukesiga (2022) reports on the challenges related to the implementation of OHS policies by construction companies and he says that the eradication of these challenges can significantly enhance the labor of the workers. Furthermore, Kaynak(2016) provide the evidence of increased morale and efficiency of the workers when the conditions of their safety improve, which, again, supports the relationship between the investments in OHS and the organisational commitment. Employees that have high affective commitment tend to abide by the safety measures and tend to exceed the expectation to ensure that projects succeed and tend to remain with the organisation in the long run which in the end is also cost effective in that turnover cost is minimised (Kipkebut 2010). Thus, OHS investments are not a question of complying or the necessity to be regulated, conversely, OHS investments are strategic objectives that have been perceived as the attempt to create a committed and loyal workforce. Companies that recognize the inherent linkage between organisational commitment and the well-being of the employees can use the linkage to produce a productive and sustainable working environment (Lu et al.,2025). By investing in OHS, the companies enhance the image of the company and receive a devoted workforce which results in the prosperity and sustainability of the organization.

Job Satisfaction.

Job satisfaction refers to the contentment and the pro-social mood an employee experiences when he/she is performing his /her job and occupying the office that is also referred to as job satisfaction and it relies on a number of factors. These include occupational health and safety

because their input is one that directly refers to the human security, health, and personal safety needs as the fundamental human needs (Irabor et al, 2019). The relevance of occupational health and safety to the construction industry in Uganda can be justified by the increased awareness of occupational hazards and the urgency to make sure that the workers do not engage in the unnecessary accidents. The International Labour Organization (ILO, 2022) states that safety promotion does not merely allow reducing the number of accidents but also ensures the overall involvement and satisfaction of the staff since the industry is marked by risky operations. A safe workplace functioning properly with a fully in place and effective policy framework, personal protective equipment (PPE) that can be trusted as well as regularly train results in a trust and respect environment that is vital in establishing employee satisfaction (Munoz, 2023). In Uganda, Mary Nalubega (2014) conducted a study that found that construction workers who answered that they had adequate safety measures and training had very less job related stress levels. When employees are convinced that their working environment is safe both physically and psychologically, there are high possibilities that employees will not experience stress and anxiety associated with work. The works demonstrate that there is a strong correlation between the perceived and actual safety and the morale of the employee; specifically, with the high morale, the attitude towards the work and the employer is more favorable (Penger et al., 2014). This is supported by Kiconco et al (2019) who pictures that those construction workers in the Ugandan construction sector that are given appropriate safety measures have a higher job satisfaction and level of loyalty. Moreover, contented workforce is linked with greater teamwork rates, minimizes the amounts of absenteeism and improved organizational climate (Haider et al, 2020). High productivity and low turnover rates have also been linked with the improved health and safety practices in the construction industry in Uganda (Okwel et al.,2019). These benefits make a circle of virtue where the benefits not only assist in delivering a superior performance but also enhance the productivity and the general effectiveness of the organization. Therefore, occupational health and safety investment is not a regulatory burden but also a strategic gain that can generate significant profits to both workers and their employers in the Uganda.

2.2.4 EMPLOYEE PERFORMANCE.

Effectiveness and productivity of employees in the achievement of organisational goals, especially in the construction sector in Uganda is closely linked with occupational health and safety practices. The existence of constant policies, comprehensive training and equipping the

relevant equipment establishes a healthy working environment that enables the employees to concentrate on the job execution processes, and not on the prevention of the hazards, which enhances both efficiency and the level of output (Akpan,2011). Construction industry in Kenya is also put into challenge in a different manner as it is a labour intensive industry and working conditions are not secured. Furthermore, employees will most likely reciprocate by offering their full commitment and making additional effort that will ultimately improve the overall performance by making them feel their welfare is valued (Mbatia,2019). It has also been determined that good safety practice not only reduces the number of accidents in the workplace but also improves employee morale and retention that are vital in ensuring productivity in construction projects (Vicky,2016). By building a safety culture, organisations will be able to create a workforce that is enthusiastic and will contribute to their strategic objectives.

2.3 OBJECTIVE-BASED REVIEW.

2.3.1. SAFETY POLICIES AND PROCEDURES OF EMPLOYEE PERFORMANCE.

The significance of safety policies is that they define a systematic arrangement of expectations and normalised safe work practice, which plays the role of minimising role ambiguity and cognitive load in the event of employees as regards the evaluations of hazards. Through these policies, the employees are able to concentrate their mind and bodies on task accomplishment as compared to the dangers that can be realized through proper organisation of environment. Such attention does not simply make people more productive, but much less prone to commit errors by being distracted and afraid. As Griffin and Neal et al (2017) point out, the perceived safety climate that is largely influenced by the formal policy of safety is positively correlated with the individual task performance and compliance with the safety behaviours.

Staff performance concerning the Personal Protective Equipment (PPE).

The provision of the appropriate personal protective equipment (PPE) that is a vital line of defense against on-the-job danger has a fundamental part to play in the role of the employers. The assurance that the employees will not suffer any physical harm, which may occur, is known to diminish the fear factor and boost the motivation of the employees to be fully engaged in their operations, even in a high-risk scenario. This kind of assurance directly impacts the performance indicators because it minimises precautionary work stoppages and encourages organisational care attitude which, in its turn, raises the morale. With reference to PPE, Tigist (2025) indicated that the supply of PPE is a significant component in an extended architecture of safety, which has a major impact on safe working methods, which consequently influence a consistent operational performance. This provision of high-quality PPE to all employees is a

priceless contribution to the performance of the staff, their health, and the implementation of projects (Yimam, 2025).

Enlightenment and performance safety of the employees.

Correct employee training initiatives that involve well defined policies and equipments provided are converted into applied knowledge and motivated behavioural tendencies on the employees. These are activities that are aimed at empowering individuals on how to identify hazards that are experienced in the workplace, how to efficiently operate equipment and how best to respond positively to emergencies. The outcome of this training is the emergence of competence and self-efficacy that subsequently becomes important in minimizing accidents and near misses at the workplace, which are among the factors that highly affect the workflow and team activities (Essoun-Mensah,2022). Moreover, it is also necessary to engage in ongoing campaigns to inculcate a safety based culture in organisations. These eventually translate to the long-term commitment to safety practices in the long term (Ndubuisi et al., 2023) also stated that there is always satisfactory outcome with increased safety knowledge, better safety knowledge, more training and safe behaviours at work, and a huge reduction in accidents and injuries. Good is not enough but the need to instill a proactive safety culture so as to have an efficient and safe working environment.

2.3.2 OCCUPATIONAL HEALTH AND SAFETY POLICIES TO THE EMPLOYEE PERFORMANCE.

The mental burden and the continuous stress of the uncertainties of the working environment can be alleviated through the introduction of simple and clear rules. This establishes the mood of trust that allows the employees to channel their mental resources towards the work and enhances their focus, reduces absenteeism, and enhances an overall project performance (El-Sherbeeney et al., 2024).

Management commitment to employee performance.

The visible leadership is always required in ensuring that the occupational health and safety (OHS) policies used in construction sites are implemented into practice so that the consideration of safety is a priority. This would pass the message to the employees that their wellbeing matters and this is essential in promoting mental health (Neill et al., 2025). Supervisors should approve them since employees would be more ready to follow the safety measures and reduce the number of accidents and postponements on the projects (Abreham, 2025).

Energetic employee involvement in employee performance.

This can be achieved by ensuring that the construction firms have a healthy culture of safety through proper Occupational Health and Safety (OHS) practices. Employees are provided with an input in the safety affairs and this renders them as active members as compared to sovereign citizens. This kind of empowerment will add to the psychological well-being and provide an atmosphere of collaboration according to which the safety and productivity become mutually reinforcing and the performance outcomes will eventually be enhanced (Chellappa et al, 2025).

2.4 SUMMARY OF LITERATURE

The studies conducted in the past note the critical role of the comprehensive safety systems, such as clear policies and the continuous provision of personal protective equipment (PPE), towards the prevention of the physical injuries of the workers, in particular, in the most frequently dangerous sectors of the economy, such as the construction industry (Lukowski et al., 2023). Furthermore, data indicate that participatory safety training and effective leadership determination may play an important role in ensuring the mental health and engagement of the employees towards the establishment of trust and the occurrence of psychological safety among the employees (Thibault et al., 2019). Moreover, the effective balance of high safety rates and special leadership has been proved to be the key to physical and mental well-being, thus, improving the overall performance of employees (Field and Brown, 2019). Despite well-documented relationship between the safety systems and the leadership in promoting employee welfare, the interconnecting effects of the two factors on the employee commitment exhibits a huge gap particularly when the concentration is on the construction firms in Uganda. This is where the gap that exists is that more research work is needed to elucidate the role of safety systems and leadership practices in employee commitment, which is an issue that this research attempts to address.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION.

In Chapter 3, the paper aims at assessing the effect of occupational health and safety (OHS) practices on the performance of employees. It will include and explain the research design, study population, data

collection tools, data analysis and interpretation tools, validation of analysis tools, control measures of data quality, the study process, limitations as well as appendix.

3.2 RESEARCH DESIGN

The case study design, or rather embedded case study design, was used because a number of and separate operational units and levels of employees existed in Construction Company Ltd., such as engineers, supervisors, general laborers, and site management. The analyses were conducted individually in each category in order to understand the extent to which occupational health and safety (OHS) practices affect the performance outcome of different types of employees in the company. The qualitative case study methodology is used to equip a researcher with the means through which he or she studies intricate phenomena in their natural settings (Baxter and Jack, 2008). This design has found extensive application in organisational management and management research especially in investigations into the safety system implementation in high-risk sectors (Kheni, 2008).

Yin (2018) notes that a case study design is normally applied when the researcher has no control over the actions of the research participants and when the delimitations between the phenomena and its situation are not distinct. The goal of the researcher in this study was to learn the effects of certain occupational health and safety practices in the performance of the various types of employees in Snaptec (U) Limited.

3.3 STUDY POPULATION.

The research was carried out in Snaptec (U) Limited which is a construction firm located in the Central Region, Uganda. The company has a rich workforce which consists of both technical and non technical employees. The population of the study included site engineers, project managers, supervisors, safety officers and administrative staff. The entire estimated number of workers at the Snaptec (U) Limited has a workforce of about 10 permanent workers and more than 100 casual workers spread in different construction sites.

3.4 SAMPLE SIZE AND SELECTION

The data saturation principle was used as the qualitative element of the research because it is realized when no additional information, topic and understanding are acquired by respondents (Guest, Bunce and Johnson, 2006). Despite the fact that qualitative studies tend to reach saturation in 12-15 participants, the sample of 30 participants chosen in this study was large and heterogeneous so that all job positions are represented in the company Snaptec (U) Limited. The different categories at Snaptec (U) Limited were apportioned and they were as (5) project managers, (5) site managers, (6) supervisors, (4) safety officers, 6 masons and technicians, and 4) administrative staff. The composition guaranteed that various positions in the organisation were represented, as the implementation of occupational health and safety practices was varied. The researcher is sure that the sample size will be sufficient to attain data saturation bearing in mind the narrowness of the question. Nevertheless, the sample can be

increased when the saturation is not achieved and it is recommended to follow the flexible method concerning qualitative research (Braun et al, 2021).

Conversely, a quantitative research requires a statistically calculated sample size to guarantee the accuracy, validity and the applicability of the results. In this research, the sample size was determined as being quantitative of 30 respondents. This was figured out based on the formula provided by Yamane (1967), which is a simple way of determining the sample size in cases where the large population is available:

$$n = N/(1 + N * e^2)$$

Applying the formula to the study's population yielded an estimated sample size:

Here, n refers to the sample size needed, N refers to the total population and e refers to the margin of error (0.05). This formula was calculated on the study population with an approximate population of 28.6 participants that were adjusted to 30 participants to have a larger population representative of the study, as well as to minimize the sampling error. Quantitative sampling is grounded on the mathematical calculations to ensure the statistical soundness and generalizability, but qualitative sampling is established through the concept of saturation.

3.5 SAMPLING PROCEDURES AND TECHNIQUES

The study utilized a purposive sampling approach to sample the study population and this was aimed at targeting the sampled population intentionally with a first hand experience and comprehensive knowledge on occupational regulation of health and safety in construction industry. This approach is supported by Hassim et al (2015) who assert that it is effective in accessing respondents with some form of expertise that is pertinent to the research phenomenon, thus collecting rich and relevant data.

3.6 DATA COLLECTION METHODS.

The data presented was done in sequence by examining the feedback obtained in data that were recorded in the closed-ended and the open-ended questions, which were part of the structured questionnaires.

3.6.1 QUESTIONNAIRES

The primary tool used in data collection in the study was questionnaires. This was the most suitable approach because it has the capacity to gather information about relatively high number of respondents

in a narrow time frame. With the help of questionnaires, standardized information is gathered, and there is less bias on the part of interviewer thus all the participants answer the same set of questions under similar conditions (Amin 2024). In addition, this is time saving as compared to interviews since the respondents could have spent a few minutes to fill the questionnaires during their work days.

3.6.2 INTERVIEWS

The use of interviews as the auxiliary data collection tool was also present in the study because more comprehensive and detailed information of the selected participants was received. This approach was employed due to inherent nature of interviews as a process of learning the views, experiences and perceptions of the respondents that cannot be limited by restrictive nature of structured questions (Creswell, 2009). In addition, the methodology triangulation was prompted by the use of interviews and contributed to a higher level of credibility and validity of the study findings (Denzin, 2017).

The data collection instruments are methods through which the researcher will collect data.

The research study involved the use of the questionnaire as one of the major data collection tools by the researcher.

3.7.1 QUESTIONNAIRES

A questionnaire is a written instrument, which is composed of a set of well-considered questions, which aim at assisting in extracting the information of a given topic of respondents. As Kothari (2004) indicates, a questionnaire comprising of a set of questions which a researcher administers to both respondents to answer is among the most popular tools of primary data collection in a study. The questionnaire was separated into three sections:

a) *Demographic data*, which included the information on the department, the position, b) *Occupational health and safety practices*, which included such information as safety training and the use of protective equipment, and c) *Employee performance* that measured such indicators as the productivity and job efficiency. The questionnaire was also mixed-ended and closed ended. The close-ended questions utilized five-point Likert scale, in which the respondents were required to provide the level to which they agree or disagree with some statements. Bryman and Bell (2022) argue that such a huge usage of the Likert scale to measure opinions and perceptions is possible because of the possibility to convert the subjective opinion into a numerical estimation that can be analysed in a suitable way.

3.7.2 INTERVIEWS

Interviews represent a type of qualitative data gathering, which demonstrates a free discussion between the investigator and the study participant. This is a method that is specifically created to take out a comprehensive information of a given topic. It is evident that the interviews provide the participants with the opportunity to share their views, experience, and how they can interpret the issues through their own set of words, which is the reason why this approach is particularly helpful in the situation of addressing complex issues, as Kvale and Brinkmann (2015) argue. Also, Patton (2022) elaborates that

the interviews enable researchers to get the views, motivations and meanings of the participants, which may have not been so easy to find out through the more structured tool e.g. questionnaires. The given method is thus a convenient tool to study the nuances of human life.

3.8 VALIDITY AND RELIABILITY.

It is also important to note that the researcher ensured that all the relevant variables and dimensions used in the study were appropriately included in the questionnaire and interview structure. In addition, the tools were critically reviewed by the authority that monitored to ensure that the questions that were drawn were not out of place with the study objectives.

3.9 DATA SOURCES.

The researcher used the primary sources as a mechanism of acquiring information that is valuable to the areas of the research. The primary data as the term implies is original data gathered by the researcher and plays a vital role in validating and reliability of the findings (Khoa et al, 2023). This method gives a possibility to consider the issue in question more intelligently, and the results of the study become even more powerful.

3.10 DATA COLLECTION PROCEDURE.

The researcher gained access to an introduction letter with Snaptec (U) Limited that resulted in an introduction to the head of the site and the summary of information and resources needed to gather the data as well as the goals of the study. The handing over of this letter gave the researcher an opportunity to access the study population and gather the necessary data. The researcher was given the opportunity to work with other employees over a period of two weeks on the assigned date. The data collection process has been linked with the contact with the participants according to the standard practices, considering the observance of the ethical standards and privacy of the information given.

The data analysis, presentation and processing was done using a computer program, SPSS.

3.11.1 DATA PROCESSING

After collecting the data, the researcher would sit down and organise the data and worked on it keenly to analyse. This was achieved through ensuring the completeness and accuracy of the data, and also cleaning of the data by eliminating errors or inconsistency. The data were subsequently analysed using a systematic method in order to determine the patterns and trends, as well as the relationship that was in referral to the research objectives. Lastly, the interpretation of the findings was conducted as per the objectives of the study which ensured that the findings were the reliable and valid ones.

3.11.2 DATA ANALYSIS

The researcher made use of qualitative ways of analysing the data gathered. The qualitative data were organized in terms of themes and a code was broken through content analysis to extract revelations and patterns of the responses of the respondents. The results were matched and evaluated with the research

goals and literature. This type of analysis has ensured that the results were right, valid and can be used when drawing conclusions and recommendations.

3.11.3 DATA PRESENTATION.

The analysed data was provided in a structured and systematic manner in terms of charts and tables in order to facilitate easy interpretation. This approach to the methodology ensured the readability and interpretability of the results to the readers because they will get a chance to extract the undertones of the study.

3.12 ETHICAL CLEARANCE.

Informed Consent: The researcher received explicit permission to conduct the study with Snaptec (U) Limited among the various employees in the organisation. This was indeed a permission that was issued and this ensured that the ethical standards were observed in the process of the research.

Confidentiality and Privacy: This research put into consideration the aspect of confidentiality. When conducting research, the information collected was not provided to third parties but research only purposes used the data. To ensure privacy of the participants, they were at liberty to omit any details about them or some information that they were not comfortable to disclose.

Anonymity: The participants were all anonymized in the course of the research. The data collection procedure did not give any hint of the identification information being sought as the individual identities were not disclosed during and after data collection.

CHAPTER FOUR

4.0 INTRODUCTION

This chapter is devoted to the critical overview and description of the results of the study. The primary objective of the study was to establish how occupational health and safety practices could influence the performance of the employees at Snaptec (U) Limited. The chapter has been subdivided into three parts.

The first section will provide the results which comprise of the background attributes of the respondents. The second section is a review of the occupational health and safety practices embraced at Snaptec (U) Limited and an examination of the effects of the practices to various aspects of employee performance. Finally, the third section describes the research findings according to the research objectives and the reviewed literature. The findings are based on the research data collected based on the foundation of questionnaires and interviews of the workers who were employed at Snaptec (U) Limited.

4.1 RESPONSE RATE

Holbrook et al (2003) assert the response rate ought to be presented for purposes of validity and avoidance of doubt. The response rate represents the number of participants who successfully took part in the study through interviews and questionnaires and it serves as a key indicator of the overall quality

of research. Table 1 presents the response rate obtained from the various employee categories at Snaptec (U) Limited construction company.

Table 1. RESPONSE RATE.

S/N	Category	Description of Sample	Intended Sample	Usable Respondents	Method of data collection	Response Rate
1.	Management	Project managers and site managers	10	10	Interviews	100%
2.	Technical staff	Supervisors, safety officers, masons and technicians	13	12	Questionnaires	83.3 %
3.	Administration	Administrative staff	7	4	Interviews	100%

The table shows that all the project managers, site managers, and administrative staff recorded 100 percent response rate in the interviews as the feedback was completed. Conversely, the questionnaires had a low response rate of 83.3% among the supervisors, safety officers, masons and technicians. This low response rate can be explained by the fact that some respondents did not submit their questionnaires probably because of time limitation or unwillingness to present information in a written form.

4.2 BACKGROUND INFORMATION ABOUT THE RESPONDENTS.

This part presents the background data of the respondents according to the type of employee (category) and the number of years they have worked with Snaptec (U) Limited. This fact is considered critical, since the possibility of the respondents to offer adequate information on the constructs depends heavily on their background. The information gathered will be used in the next chapter to help in making comparisons of the respondents. The knowledge of the history of the participants would augment how we understand the phenomena we are studying, to capture the viewpoint of different types of employees hence it improves the overall quality of the findings. Interestingly, none of the respondents joined Snaptec (U) Limited less than seven years, meaning that they are familiar with the operations of the company and are therefore in a position to provide informed opinion on the effects of occupational health and safety practices on employee performance at Snaptec (U) Limited.

The interviews were all recorded by the use of a special audio recorder with the consent of the interviewees. Moreover, a voice recorder application on the phone of the researcher was used as a backup. Field notes were also taken by the researcher to capture the non verbal communication during the interviews. They were also supplemented by the use of questionnaires that were distributed to the supervisors, safety officers, masons and technicians to supplement the data collected during interviews.

These interviews were arranged differently depending on the convenience of the respondents and the researcher. The entire process of data collection occurred in September-October 2025.

Guide to Interview Protocol and Questionnaire.

The interview guide and questionnaire guide contained introduction to the objectives of the research, confidentiality of the information gathered, the rights and risks of the research participants and the time at which the data collected would be disposed. The researcher read an introductory to the interviewees to make sure that they were relaxed before initiating the interview. The researcher also questioned the respondents whether they had issues to be addressed prior to the onset of the interview.

The questions in the guides were mostly asked in their original wording, but the researcher used probing questions like why, can you elaborate to have a better idea about the participants views on occupational health and safety and how it affects the performance of the employees.

4.2.1 GENDER

		GENDER			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		2	6.5	6.5	6.5
	FEMALE	2	6.5	6.5	12.9
	MALE	27	87.1	87.1	100.0
	Total	31	100.0	100.0	

4.2.2 AGEGROUP

		AGEGROUP			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		2	6.5	6.5	6.5
	18-24	3	9.7	9.7	16.1
	25-34	9	29.0	29.0	45.2
	30-34	4	12.9	12.9	58.1
	30-35	1	3.2	3.2	61.3
	35-44	6	19.4	19.4	80.6
	40-44	2	6.5	6.5	87.1
	45-54	4	12.9	12.9	100.0
	Total	31	100.0	100.0	

4.2.3 JOB ROLE

		JOBROLE			
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid		2	6.5	6.5	6.5
	ADMIN STAFF	7	22.6	22.6	29.0
	MASON/TECHNICIAN	3	9.7	9.7	38.7
	PROJECT MANAGER	6	19.4	19.4	58.1
	SAFETY OFFICER	4	12.9	12.9	71.0
	SITE MANAGER	5	16.1	16.1	87.1
	SUPERVISOR	4	12.9	12.9	100.0
	Total	31	100.0	100.0	

4.2.4 YEARS OF EXPERIENCE.

		YEARSOFEXPERIENCE			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		2	6.5	6.5	6.5
	1-3 YEARS	7	22.6	22.6	29.0
	1-5 YEARS	1	3.2	3.2	32.3
	2-3 YEARS	4	12.9	12.9	45.2
	2-5 YEARS	1	3.2	3.2	48.4
	4-6 YEARS	4	12.9	12.9	61.3
	4-7 YEARS	1	3.2	3.2	64.5
	5-7 YEARS	1	3.2	3.2	67.7
	7-10 YEARS	4	12.9	12.9	80.6
	LESS THAN 1 YEAR	1	3.2	3.2	83.9
	LESS THAN 1 YEAR	1	3.2	3.2	87.1
	MORE THAN 10 YEARS	4	12.9	12.9	100.0
	Total	31	100.0	100.0	

4.2.5 DEPARTMENT

		DEPARTMENT			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		2	6.5	6.5	6.5
	ADMINISTRATION	7	22.6	22.6	29.0
	CONSTRUCTION	15	48.4	48.4	77.4
	OPERATIONS	3	9.7	9.7	87.1
	SAFETY	4	12.9	12.9	100.0
	Total	31	100.0	100.0	

RESEARCH QUESTIONS

The investigation was framed around two principal research inquiries:

- 1) How do the occupational health and safety (OHS) practices impact the employee performance in Snaptec (U) Limited?
- 2) What are the obstacles to the effective deployment of OHS practices and how they affect the performance of the employees?

4.3 RESEARCH RESULTS

This part outlines the findings of the study based on the field study. Analysis was done using the Statistical Package of Social Sciences (SPSS) on the data obtained by using structured questionnaires. The findings are tabulatively described and explained using the research goals in mind. The major purpose of this analysis is to explore the relationship between the independent variables and the dependent variable, which is the employee performance.

4.3.1 REGRESSION ANALYSIS.

This part outlines the results obtained by the multiple regression model that is conducted to determine the effect of the independent variables on the employee performance. In this analysis, the operationalisation of the employee performance was seen as the dependent variable with the chosen variables of the study as the predictors in the regression model.

These regression coefficients including the unstandardized (B) and the standardized (Beta) coefficients of each predictor variable, their t-values and level of significance (p-value) are summarized in the table below.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.237 ^a	.056	-.057	4.74798

a. Predictors: (Constant), SafetyTraining_Awareness, SafetyPolicy, PersonalProtectiveEquipment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.658	3	11.219	.498	.687 ^b
	Residual	563.584	25	22.543		
	Total	597.241	28			

a. Dependent Variable: EmployeePerformance

b. Predictors: (Constant), SafetyTraining_Awareness, SafetyPolicy, PersonalProtectiveEquipment

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	56.681	7.806		7.261	.000
	SafetyPolicy	-.008	.177	-.008	-.043	.966
	PersonalProtectiveEquipment	-.178	.416	-.085	-.428	.672
	SafetyTraining_Awareness	-.329	.321	-.205	-1.026	.315

a. Dependent Variable: EmployeePerformance

Multi regression analysis was used to examine how the safety policy, personal protective equipment (PPE), and safety training/awareness predicted employee performance. The overall regression model did not provide statistically significant results, $F(3, 25) = 0.498$, $p = 0.687$, and this means that the overall regression model does not explain the variability of the employee performance adequately. In particular, the model explained employee performance only by 5.6% ($R^2 = 0.056$), which indicates that it does not have substantive explanatory power.

In addition, no independent variables came out as significant predictors of employee performance. The coefficients of Safety Policy (-0.008 , $p = 0.966$), Personal Protective Equipment (-0.085 , $p = 0.672$), and Safety Training/Awareness (-0.205 , $p = 0.315$) indicate that these safety-related variables are not relevant to the performance of the employees in the framework of this research. These results indicate that more research should be conducted on other possible variables that can affect the performance of employees not encompassed by the assessed safety measures.

4.3.2 SAFETY POLICIES ON EMPLOYEE PERFORMANCE.

		SafetyPolicy	EmployeePerformance
SafetyPolicy	Pearson Correlation	1	.010
	Sig. (2-tailed)		.959
	N	29	29
EmployeePerformance	Pearson Correlation	.010	1
	Sig. (2-tailed)	.959	
	N	29	29

A Pearson correlation analysis was performed to investigate the relationship between safety policy and employee performance. The findings revealed no significant correlation between the two variables, with a correlation coefficient of $r(27) = .010$ and a p-value of .959. These results suggest that, within the

context of this study, safety policy does not exhibit a statistically significant association with employee performance.

4.3.3 PERSONAL PROTECTIVE EQUIPMENT ON EMPLOYEE PERFORMANCE.

Correlations

		PersonalProtectiv eEquipment	EmployeePerform ance
PersonalProtectiveEquipment	Pearson Correlation	1	-.129
	Sig. (2-tailed)		.506
	N	29	29
EmployeePerformance	Pearson Correlation	-.129	1
	Sig. (2-tailed)	.506	
	N	29	29

The Pearson correlation test was conducted to examine how personal protective equipment (PPE) provision is related to employee performance. The results of the analysis obtained were a weak negative relationship ($r = -0.129$, $p = 0.506$), which means that the relationship is not statistically significant as the p-value is more than the typically accepted $p = 0.05$. Those results may indicate that the supply of PPE does not influence the performance of employees significantly in the context of the research.

4.3.4 SAFETY TRAINING AND AWARENESS ON EMPLOYEE PERFORMANCE.

Correlations

		SafetyTraining_A wareness	EmployeePerform ance
SafetyTraining_Awareness	Pearson Correlation	1	-.222
	Sig. (2-tailed)		.247
	N	29	29
EmployeePerformance	Pearson Correlation	-.222	1
	Sig. (2-tailed)	.247	
	N	29	29

Pearson correlation analysis was conducted to examine the correlation between safety training and safety awareness on the performance of the employees. The findings also suggested that there was weak negative correlation ($r = -0.222$, $p = 0.247$). Since the p-value was more than the 0.05 threshold, the relationship was not found to be statistically significant. This observation implies that there is no strong impact on employee performance at Snaptec (U) Limited due to safety training and awareness programs.

The correlation analysis showed that safety policies ($r=0.010$, $p=0.959$), providing personal protective equipment (PPE) ($r= -0.129$, $p=0.506$), and safety training and awareness programs ($r= -0.222$, $p=0.247$) had no significant correlation with employee performance. These findings indicate that occupational

health and safety practices do not significantly affect the performance of employees in Snaptec (U) Limited.

4.4 RESEARCH THEMES.

The findings of the research are structured based on the main themes of the research purposes. These themes were developed on the basis of the main variables that were under study and influenced the data interpretation. All of the themes will involve a specific area of investigation and will be supported by the statistical results provided in the tables above.

4.4.1 EMPIRICAL PERFORMANCE OF EMPLOYEES AT SNAPTEC (U) LIMITED.

Employee performance can be defined as the extent to which one manages to fulfil the job duties and work towards the organisational goals (McBain, 2017). In the collection of data, the performance of employees was measured accordingly at Snaptec (U) Limited according to various parameters such as productivity, adherence to the Occupational Safety and Health procedures, meeting the timelines, task involvement, and the overall contribution made to the company objectives.

It was observed that, some of the employees portrayed low level of performance following failure to adhere to the Occupational health and safety (OHS) practices, in addition to a lack of motivation and engagement in the tasks assigned to them. Such inability to follow safety protocols consistently affected the workflow and the productivity of the respective teams. One of the employees during the interview said: Sometimes, our work is given to us, which requires more time than we anticipated because of lack of proper safety gears or proper guidance about safety, hence, this has been impacting our productivity. (Operational Staff Interviewee 004).

Employees who perform well always comply with set safety measures, deliver on time to accomplish any set task, and contribute a lot on group goals. It has been observed that such individuals are characterized by the improved concentration and the decreased number of accidents at the workplace as well as higher efficiency rates. One of the participants reported that when we use safety measures, it is possible to prevent accidents and work efficiently and quicker. It also causes us to become more assured in coping with work tasks” (Technician interviewee 006).

Personal goals and outside working engagements greatly affected the output of the employees. Some of the employees would be getting engaged in additional activities beyond Snaptec, which also reflected on their concentration and productivity whenever they were on duty. As an example: I occasionally do freelance jobs after work, so during the day I am attempting to manage my time, but it has an impact on how fast I can get things accomplished here (Administrative Staff interviewee 002). The performance of the employees was further subdivided into three constructs of performance i.e. productivity and efficiency, job satisfaction and absenteeism and presenteeism.

Productivity and efficiency are also concepts that represent the relationship between this mathematical concept and other elements of supply and demand. Productivity and Efficiency are other terms which propose the relationship between this mathematical concept and other aspects of supply and demand.

Productivity and efficiency describe the extent of how the employees are allocated tasks correctly, at the right time, and according to the organizational requirements (Zhu, 2012). The occupants of Snaptec (U) Limited viewed productivity and efficiency in respect to accomplishment of tasks on time, observance of the occupational health and safety measures, correct handling of equipment, and general contributions to the objectives of the organisation.

Of all the 29 respondents of the study, 18 employees confirmed that they could do their assignments well. They noted that their productivity increased dramatically when they had access to the right safety gear, work guidelines and friendly supervision. During one of the interviews one of the respondents told me: When we adhere to safety measures and all of the equipment, it is easier to do things in time. It also minimizes errors and accidents, which makes us work more effectively or productively (Technician staff 003).

Studies have shown that some employees are more productive when flexibility is given to them in regard to timelines of accomplishing their tasks, especially when they have various tasks to be handled. Examples: Sometimes I need to change my workflow based on the available machines and urgent work. My ability to plan my day will assist me to accomplish more work and remain productive (Administrative Staff Interviewee 002).

There were 14 respondents who described the challenges that negatively influenced their productivity and efficiency. Such difficulties included the lack of safety gear, a lack of communication between managers, and a high workload. The respondents reported that those not only hindered their work progress, but at times led to making mistakes. One of the participants explained that: Sometimes we have to hurry due to the excess of work or the lack of equipment. This influences our speed in accomplishing activities, and we go wrong in some cases (Administrative Staff Interviewee 003).

It was noted that employees who had been given a chance to enhance their skills and introduce innovations in the process portrayed a high level of efficiency and productivity. Its skills to use the knowledge gained and address problems in question do not only contribute to motivation but are also positively linked to the performance outcomes. One respondent said: I like seeking more effective methods of accomplishing tasks in a safe and quicker way. I feel productive and appreciated when I am able to propose changes that will actually be effective (Technical Staff Interviewee 007).

Employees with these conditions were always more effective with their work and contributed to the overall performance of the company.

JOB SATISFACTION.

Job satisfaction is a term describing how satisfied and content employees are with their employment and can include both the work environment, recognition, rewards, and professional development (McCall, 2017). In the data collection process conducted at the Snaptec (U) limited, the employees were surveyed on their general job satisfaction, on how they feel about their work conditions, supervision, safety and whether they are given opportunity to develop professionally.

According to a recent survey of employee satisfaction, 15 out of 30 interviewees indicated that they were satisfied with their jobs to varying levels. Employees who reported satisfaction identified a number of key areas that led to positive experiences and these were compliance to occupational health and safety (OHS) practices, supportive supervision and access to necessary equipment. One of the participants has expressed that these aspects improved their workplace a lot, and it was not only safer but also more satisfying. I am contented with my employment since I am aware that the company is concerned about our safety. We possess the necessary equipment and training to get our job done in an efficient manner and that is why I am motivated to do my best (technical staff interviewee 012).

Employees also pointed out that job satisfaction relates closely with the appreciation and recognition of their inputs. This recognition of their role in their safety and efficiency in the tasks performed has been seen to increase their motivation and their job satisfaction. One of the representatives of the management team reported that: When my bosses recognize that we perform safety regulations and complete the tasks punctually, I feel appreciated and glad to work here (Management Staff interviewee 008).

There were 12 respondents who expressed dissatisfaction with their jobs, and their reasons were that they received high workloads, lacked career advancement, they did not have safety equipment, and there was a lack of clarity about communication on occupational health and safety (OHS) policies. These workers revealed that these problems had a negative effect on their performance at work and their overall involvement. Special comment made by one of the respondents was: Sometimes we do not have enough resources and too much work. We do not always receive proper guidelines on how to be safe and that is what makes the job frustrating and stressful (management staff interviewee 004).

Some of the workers showed that job satisfaction levels of their organizations were positively associated with the chances of acquiring skills and process improvement at work. The workers who were given the freedom to be creative or suggest some form of improvement claimed that they felt more empowered and happy in their jobs. One of the technical staff members put it well when he said: I like it when I can propose more effective and safe ways of doing a job. It makes me feel that my ideas are important and makes me motivated (technical staff interviewee 009).

Those employees who were exposed to these aspects worked more efficiently and positively benefited the organisation.

ABSENTEEISM AND PRESENTEEISM.

Absenteeism and presenteeism are highly essential measures of employee performance, as they emphasize on the level of employee attendance and presence in the workplace, along with the level of employee performance output (Gellatly et al, 2016). In the process of collecting data at Snaptec, the participants were interviewed on matters relating to their experiences of absenteeism and presenteeism, and the contributing factors that have an impact on their attendance and productivity.

A majority of the participants interviewed on the topic of absenteeism confirmed that they have occasionally missed work due to personal reasons or health issues or workload. The workers mentioned that lack of safety precaution, excessive stress and work hours were the most common factors that contributed to the occurrence of absenteeism. In the interview, one of the respondents said...: Sometimes I need to stay at home as the workload is too heavy or there are no protective equipment to work safely. It has caused me to be reluctant to be in on some days (technical staff interviewee 012).

According to other employees, there was also absenteeism in cases where duties were routine or felt to be not demanding hence having less motivation to report to work. One of the operational personnel stated: sometimes, I have a feeling that I am doing the same job every day and there is nothing to do, so, I will call in sick or delay. It is not common but occurs occasionally, nonetheless (Management staff interviewee 004).

Presenteeism is a situation whereby the employees report to work in cases when they are sick, exhausted or distracted, which interferes with the quality and efficiency of their productions. Ten of them have confirmed that they often report to work even when they feel that they have a minor illness because they are afraid of missing deadlines, or being perceived as lazy. One of the employees said: I go to work even when I am not feeling well because the production line requires me. However, I know that I am not working at my optimum and there are cases where I make mistakes due to either fatigue or not being fully attentive (administrative staff interviewee 003).

Some of the participants said that the organisational culture greatly influenced presenteeism as it focused more on achieving targets and continuity in operations. Workers were under pressure to be at work even in poor conditions and sometimes this resulted in more stress and reduced productivity. One of the administrative employees stated that: We would always be under pressure to work and complete the job. Although I am a bit ill or tired, I find myself at work with work to do since failing to finish a work in time impacts on our group and our due dates (administrative staff interviewee 006).

The safety practices, workload management, employee motivation, and organisational support are directly related to absenteeism and presenteeism at Snaptec (U) Limited. When properly occupational

health and safety, good communication, and resources are observed, the employees will have reduced cases of unnecessary absenteeism and can perform their duties more efficiently. Conversely, in the situations where the employees sense that they are not safe, overworked, or lack support, the rates of absenteeism increase, and presenteeism has a detrimental effect on the productivity and efficiency.

4.4.2. EMPLOYEE COMPLIANCE AND ENGAGEMENT AT SNAPTEC (U) LIMITED.

The compliance and engagement of employees are the behavioural and attitudinal dimensions of employee contribution to safety in the workplace. This is the way employees in Snaptec adhere to the necessary safety procedures and are engaged in ensuring a safe working environment. The interviews provided the employees with the experience of safety behaviour, support of management, and influencing factors on the extent of their participation.

Compliance with Safety Procedures.

Safety compliance shows how the employees are regular in adhering to the set occupational health and safety (OHS) rules, regulations, and standard operating procedures. These include the correct wearing of personal protective equipment (PPE), following machine operation procedures, monitoring of hygiene practises and ensuring that the work environment remains safe. This compliance would mean not only compliance of employees but also their awareness of the importance of the safety measures.

In the data collection process, the respondents of Snaptec (U) Limited were asked to provide their experience regarding the safety procedures and how these affected their compliance. The majority of the employees reported that they usually adhered to the safety rules because they were conscious of the dangers of unsafe behavior. A technical staff member... reported: I always remember to put on my PPE and use the instructions of my machine. It assists me in keeping safe and avoiding accidents. The technical staff member attending the interview also expressed his worry about the communication process present within the organization.<|human|>The technical staff interviewee (005) also showed concern regarding the communication process existing within the organization.

The employees belonging to the departments that are characterised by high-risk activities especially the technical jobs emphasised the significance of the strong compliance with the safety measures aimed at the minimisation of the threat of injuries to employees and the preservation of the continuity of operations. Some respondents indicated that efficient supervision played a great role in the adherence of safety measures. One of the administrative staff members stated that: The majority of employees do the same procedures in the presence of a supervisor. Without the overseers, some of the employees may overlook some steps and fail to wear PPE in the right way (administrative staff interviewee 004).

Some issues were also noted by the employees which acted as inhibitors to procedures compliance and they included inadequate supply of personal protective equipment (PPE), overworking, and a feeling that some procedures were too long. One of the technical staff members stated that... occasionally, we are expected to share PPE or wait till new supplies come, which makes it more difficult to adhere to all the procedures correctly (technical staff interviewee 007).

All in all, the level of compliance to the safety procedures in Snaptec Limited was moderate to high. There was an overall sensitivity on the part of employees regarding safety requirements, but this is subject to influence as a result of supervision, achievement of personal goals, resource availability, and workplace culture. In addition to this, to have a further improvement in compliance and engagement, it has been observed that regular accessibility to safety tools, strengthening of training, and a culture of personal responsibility would be helpful.

REPORTING OF HAZARDS.

The process of reporting hazards includes the identification and reporting of unsafe conditions, faulty equipment, and near misses or possible workplace hazards by the employees. The practice is also essential to the establishment of compliance and engagement among the employees because timely reporting enables organisations to take corrective action and avoid accidents.

In the process of collection of data at Snaptec U Limited, the participants gave their experiences with respect to hazard reporting and the factors that affected the time within which they reported. Out of the 29 respondents, 18 remarked that they always reported any hazard, as they knew that by reporting early, the injuries might be avoided and the safety of their colleagues will be preserved. According to one administrative staff member, he stated that: "I also ensure that I report something that I find unsafe at the first instance. The supervisors tend to respond to it immediately, and this makes us continue reporting (Administrative staff interviewee 005).

Reports of the availability of clear reporting lines, such as communication mediated by the supervisors, WhatsApp groups, and safety representatives as noted by the employees, was cited as critical in improving the hazard reporting process. One of the management members also wrote: it is easy to report hazards as we have a safety officer and we have a WhatsApp group where we post the issues. The response of the management, hence, makes people feel heard (Management staff interviewee 003)

Many respondents found that there are several obstacles that hinder reporting of hazards. The most frequent issues that were mentioned were the fear to be blamed, the belief that the risk in question was insignificant, and the assumption that the theme of reporting would be assigned to another person. In this regard, one of the staff members in the technical field described the following challenges:

sometimes employees are aware of hazards, yet they do not mention it because they are afraid they will be blamed, or think that it is not a serious issue (technical staff interviewee 007).

The participants of the study reported that sometimes they could not report hazards due to the presence of heavy workloads and strict deadlines. As a result, the procedure of hazard reporting was marked with inconsistency, although, a general recognition of the employees regarding its importance existed.

Hazards on Snaptec were reported in a moderate manner. The employees had shown readiness and knowledge to report about the unsafe conditions, but this was influenced by their organizational culture, fear of being blamed, and workload pressures. In order to improve risk reporting procedures and adherence to them, the no-blame culture should be promoted, communication lines should be reinforced, and the necessity of notifying about hazards should be reinforced.

ENROLMENT IN SAFETY PROGRAMS.

Safety programs involve the actual involvement of the employees in the organized Occupational Health and Safety (OHS) programs. These programs comprise safety training, fire drills, toolbox talks, safety committees, and training in other safety awareness programs. There is not only employee involvement but also a sign of commitment of the employees to ensure that there is a safe working environment.

In the process of collecting data at Snaptec U Limited, the respondents were asked to tell whether they were involved in safety programs or not and what their participation depended on. Out of the 29 respondents, 16 said that they always participated in the obligatory safety practices, i.e., fire drills and regular training sessions. Employees have indicated that they found the practical training especially useful in making them ready to act well especially during emergency situations. This was as explained by one of the support staff. The safety trainings are effective in that I attend them to be able to know what to do in the event of an emergency. The real-life practices clarify it so much better than reading the rules do (Technical Staff Interviewee 011).

Employees said that the management enforced mandatory attendance to certain programs, thus resulting in regular attendance. One of the production personnel commented: We must attend a training and security drills and therefore everybody is present. The knowledge of the procedures and a way to be safe is a plus (Administrative Staff Interviewee 010).

Although attendance was very high on mandatory programs, participations on voluntary safety programs, including provision of suggestions, membership in safety committees, or taking up of continuous improvement programs, were very low. A number of the employees were reluctant to contribute unless asked to or they were unsure that their input would be appreciated. One operations staff member said: The majority of the people will attend the necessary trainings, however as to the voluntary programs or even when offering recommendations many of them remain silent unless they are directly questioned about them (Management Staff Interviewee 009).

Some of the participants mentioned their heavy workloads and strict working hours as sometimes limiting their ability to participate actively in the continuous safety conversations or other safety programs. Generally, the level of participation in safety programs was high in the case of mandatory activities, but the level of participation was low when considering voluntary and proactive procedures.

The results indicate that the compliance and engagement of employees at Snaptec U Limited is moderate or strong. As a rule, the employees follow the safety protocols, report about potential hazards selectively, and engage in the required safety courses. Nevertheless, some areas to be improved include proactive behaviours including voluntary involvement into safety measures and regular reporting hazards, which are limited. The organisation can further promote the level of compliance as well as the level of engagement with workplace safety by increasing the availability of resources, promoting a non-blame culture, and encouraging a continued participation.

4.4.3 OHS PRACTICES AND IMPLEMENTATION AT SNAPTEC (U) LIMITED.

Occupational health and safety (OHS) practices at Snaptec (U) Limited have an important role to play in ensuring safety at the workplace, reducing risks associated with operations, and improving the performance of employees. In the process of collecting the data, they invited the participants to give their experiences on how OHS measures were applied in their own departments. Their comments demonstrated different degrees of adherence and efficacy in determining some key areas, such as safety training, use of protective equipment, workplace safety sessions, and emergency preparedness. The practices had a major impact on the attitude of the employees towards safety, their ability to work safely, and the general compliance of the organization to occupational health and safety standards.

SAFETY TRAINING

One of the most mentioned factors in application of Occupational Health and Safety (OHS) in Snaptec U Limited is safety training. Out of the 29 people interviewed, 12 of them responded that they had received classifications of safety training in their duration of service in the company. Workers admitted that safety education is essential to understanding of work-related risks, learning proper working processes, and gaining confidence in handling machinery or other dangerous activities. According to one of the members of the technical staff, they are trained, particularly when a new process or machine is introduced. The training assists, however, occasionally it is in a hurry and not all of us grasp all the information before we resume working again. (Technical staff Interviewee 003)

The training offered to the employees had diverse consequences, with some of them appreciating the educational opportunities they got. Nevertheless, many employees raised issues about the discrepancies in the training programs implementation. The training was described as irregular and un-comprehensive when it comes to the subject of newly recruited employees in certain departments. One of the members

of the management staff noted that training is useful, but it is not a regular process. There is also the case of new employees being recruited without adequate training and thus there is a high risk of error. (Management Staff Interviewee 009)

One of the other employees emphasized how training is important in minimizing accidents: I was taught to lift heavy objects and report accidents when I joined the organization. I believe that this is the reason why the team has a lower number of accidents (technical staff interviewee 008)

Some of the participants pointed out that particular sessions were more theoretical in nature as opposed to being practical in addressing the practical dangers that were faced in normal operations. One of the technical staff was able to express it in the following way: They provide us with the guidelines, but, sometimes, the training does not include the actual problems we face in the field. We should have more practical examples.

Other employees insisted on more practical sessions as opposed to theoretical briefs: The training is largely theoretical. We must have more demonstrations, that we may know precisely what to do when something is amiss. Technical employee interview 14)

Safety training program at Snaptec U Limited has been understood as an advantageous program that is characterized by inconsistencies. Employees have indicated that they value knowledge provided by the training; nevertheless, they have highlighted the need to have more and frequent training programs that are work-oriented and specific. This is necessary to ensure that all the staff members especially those who are new are well equipped to handle the hazards at the workplace..

USE OF PROTECTIVE EQUIPMENT

The use of personal protective equipment (PPE) was identified as an important aspect of occupational health and safety (OHS) in Snaptec U Limited. The majority of the interviewed participants mentioned that PPE products, including gloves, helmets, safety boots, masks, and reflective jackets, played a vital role in injury prevention and safe working environments. Out of the 29 employees who were interviewed, 16 reported being provided with basic protective gears by their departments, but the quality and quantity of the same differed widely among various units.

Some of the workers were satisfied with the presence and implementation of PPE use in high-risk workplaces. The technical employee reported, saying: we never run out of gloves and boots in our store. They advise us to wear them on a daily basis. It allows me to feel safer when operating heavy materials. (Technical Staff Interviewee 011)

a colleague of the staff responded by saying: I feel safe when I have my helmet and my gloves on. It is part and parcel of our evening nowadays. (Management staff interviewee 006)

Although these measures were undertaken, a number of the participants reported major challenges that acted as barriers to the regular use of personal protective equipment (PPE). In some cases, the lack of supply or its delays led to the situation when employees worked without the necessary protective equipment. One of the technical employees explained the following problems: Sometimes, we will run out of masks, or the gloves will tear very easily. The lack of equipment makes people simply work without it and hope something will not go wrong (Technical Staff Interviewee 008)

Some of the workers complained that though personal protective equipment (PPE) was available, they did not find them comfortable and appropriate to the type of job they were doing, and the compliance with the correct usage guidelines had declined. One of the technical staff members came out to elaborate, some of the gear is not comfortable especially when doing long shifts. Owing to the same reason, the people delete it or do not use it in the presence of supervisors.

Delays in replacing them were also mentioned by another employee: When your boots wear out, then it may take weeks before the company can provide a new pair. In the meantime, you are working with old ones. (Technical staff interviewee 009)

Some respondents also experienced the inconsistency in the enforcement: Some of the supervisors demand PPE, some of them do not even look. Therefore, the people become careless, (Administrative staff interviewee 005)

Through the findings, we find that despite efforts of Snaptec U Limited to provide protective gear, there are gaps in the provision, quality, and comfort of the gear and this hinders the ability to be consistent in wearing the gear. To increase the level of safety and ensure that the likelihood of the workplace incidents is minimised, it is necessary to make sure that the supply is regularly replenished, that the quality of the gear is improved, and that the significance of the importance of the personal protective equipment is stressed with the help of the supervision and training.

WORKPLACE SAFETY SESSIONS

The workplace safety sessions including toolbox talks, departmental briefings, and regular safety reviews were essential when it comes to OHS implementation in Snaptec U Limited. The purpose of these sessions was to remind employees about safety measures, solve emerging hazards, and remind about safe work practices. Among the 29 interviewees, 15 said that they had attended at least one safety session within the last six months, although the quality and frequency of such sessions differed between departments.

One of the groups of employees posted that the training activities were beneficial, and that they allowed them to have a fresh understanding of safety measures and are willing to create a culture that encourages open communication on matters concerning the workplace. One of the administrative staff members expressed the following: We typically discuss safety at the start of the month. They make us aware of

the procedures but occasionally they miss the months when the work is too hectic (Administrative Staff Interviewee 001)

Another employee added: we get to know of the mistakes that we did last week through the toolbox talks, we know how to prevent the same errors. (Administrative staff interviewee 006)

Some of the respondents found differences in how the sessions were implemented. Particularly, it was observed that the safety briefings were not held regularly in certain units, or they were introduced only after a certain incident and were not a part of a well-organized safety culture. We do not hold such discussions on a regular basis as expressed by one employee of the management. At times they merely request a meeting when an accident has been experienced or when the inspections are due to come by (Management Staff Interviewee 004).

The content seemed too general to other people: they discuss the safety, and this is the most general information. They are not always concerned with the actual issues we handle on the ground (Technical staff interviewee 005)

Some of the employees raised issues about the sessions indicating that they were over generalized and not specifically focused enough on the challenges particular to the safety issues that they face in their daily duties. A commentary by one technical staff member stated that they discuss safety, but most of it is general material. Instead, they are not always preoccupied with the actual issues that we solve on the ground (Technician Interviewee 005).

The necessity of departmental customization was noted by the other employee: The safety problems with the administration cannot be the same as production. They are advised to keep the meetings apart. (Administrative staff interviewee 004)

Although the importance of workplace safety sessions is largely accepted, they have been limited in their frequency and emphasis on the practical use of a specific department, thereby limiting their effectiveness in general. It would resolve the inconsistency, irrelevance, and participation of these sessions and this would go a long way towards keeping the employees safe and help establish a stronger safety culture within the organisation.

EMERGENCY PREPAREDNESS

The issue of emergency preparedness has taken an important role in Occupational Health and Safety (OHS) implementation in Snaptec U Limited. This involves aspects like fire drills, first aid training, evacuation procedure and general preparedness to unforeseen events. The interviewees pointed out that emergency preparedness is especially important in those departments that handle machinery, chemicals,

or heavy equipment. Among the 29 interviewed employees, 12 said that they participated in at least one emergency exercise or training during their tenure with the company.

Some of the employees expressed that they were thankful to the emergency preparedness measures that had been adopted in the organisation. They pointed out that the drills and demonstrations were very instrumental in their knowledge on the things to do during the dire moments. One of the members of the management staff explained this experience: 1) The fire drill we conducted last year made us know where to go and what to do. I felt more confident in case something occurred as a result of it, (Management Staff Interviewee 010)

The other employee said that they demonstrated us the use of fire extinguisher and the assembly point. (Administrative staff interviewee 007)

Some of the respondents raised issues about irregularity and lack of frequency of emergency drills in the organisation. It was observed that some of the departments had not been undertaking any drills in the previous year, and this led to an extreme sense of insecurity among the employees about their reaction to the possible emergency. This problem was raised by one of the technical staff members who said:

We have had one exercise a long time ago, but no more. I do not believe that everybody would know what to do in an actual emergency that would occur today, had I not mentioned it (Technical Staff Interviewee 012)

Another respondent emphasized on the need to have a clearer instruction: The other ones do not know where to assemble, or what the alarm is. There should be increased awareness on site.

Some of them believed that drills were not full or hurried: they did not demonstrate how to do the steps. We were following people blindly without the knowledge of the cause of it (Technical staff interviewee 003)

A number of employees have noted that in most cases communication in relation to emergency procedures is vague or old and causes confusion to the staff on where to go during emergency as well as the role that emergency response teams are supposed to play. One of the administrative employees commented that other people will not even know where to meet during an emergency, and to whom to report to. Communication has to be more explicit.

In general, despite the progress of Snaptec U Limited in the emergency preparedness, the gaps in the frequency of drills, communication, and awareness of the employees impede the effectiveness of the provided activities. The introduction of drills, refreshing of emergency plans and constant training of the employees would go a long way in instilling confidence on the employees as well as the entire organisation to effectively respond to emergency situations at the workplace.

CHAPTER FIVE.

SUMMARY, CONCLUSION AND RECOMMENDATIONS.

5.0 INTRODUCTION

This chapter concludes the findings and the recommendations of the research that evaluated the role of occupational health and safety (OHS) practices in employee commitment within the construction industry, in this case, the Snaptec (U) Limited. It presents the main findings of the research objectives, their implications and suggestions on how the commitment of the employees can be improved by strengthening the OHS practices in the organisation.

5.1 SUMMARY OF FINDINGS

This paper studied the effect of occupational health and safety (OHS) practice on commitment among the employees in the construction industry in Snaptec (U) Limited. Employees working in different departments were interviewed and asked to fill questionnaires to obtain the data. The results proved that OHS practices play significant role in the attitudes of employees, their perception of safety and organisational commitment. The research was fully able to meet the research objectives and answer all questions that were related to the research.

Occupational health and safety implementation practices are covered by section 5.1.1.

The research results show that occupational health and safety (OHS) practices adopted by Snaptec Limited affect the employees in the following ways; they have a strong effect on employee attitude and commitment. The OHS implementation practices were thoroughly analyzed, and several major subthemes were taken into consideration:

SAFETY TRAINING.

This research showed that Snaptec (U) Limited had safety training which was not always offered to every employee. Other workers complain that they have only received basic safety inductions, and the other ones claim to be sent to construction sites without proper safety training. Employees complained that inadequate training exposes them to risks at the workplace and reduces their self-confidence when it comes to work performance. On the other hand, the participants of the frequent safety training felt more capable and more secure and this influenced their organisational commitment positively. In

general, the results indicate that regular and inclusive safety training can greatly increase the feeling of security among the employees and their belonging to the organisation.

USE OF PROTECTIVE EQUIPMENT

The result showed that Snaptec (U) Limited provided the personal protective equipment (PPE) such as helmets, gloves, safety boots and reflective jackets. But employees were complaining about the sufficiency, upkeep, and timely substitution of this equipments. The implementation of the use of PPE was not consistent in certain situations, especially when the working hours were high. Employees had observed that there was inadequate protection equipment that exposed them to safety hazards and that morale was adversely affected. Conversely, with the sufficient strength of PPE and its proper implementation, employees felt to be treasured and demonstrated more dedication to the organisation.

WORKPLACE SAFETY SESSIONS

The research showed that there were issues in the conduction of workplace safety sessions, such as, toolbox talks and safety briefings. Workers said that such sessions were often hurried or only carried out after events. The reduced involvement of employees in such safety sessions reduced the effectiveness of the sessions. The individuals who got a chance to interact and express their safety issues were made to feel appreciated and consulted, and this ultimately increased their level of commitment. Therefore, frequent and involvement safety sessions were identified to positively influence staff dedication.

EMERGENCY PREPAREDNESS

According to the findings, Snaptec (U) Limited had developed key emergency preparedness procedures including first aid kits and fire extinguishers. However, most of the workers were not adequately educated on emergency processes, evacuation, and reporting mechanisms. Emergency drills were rarely carried out and therefore workers were not aware of the way to respond during emergencies. This unpreparedness instilled fear and uncertainty which negatively affected employee commitment. It was noted that a good emergency preparedness boosts confidence and trust amongst employees in the management.

5.1.2 WORKFORCE COMPLIANCE AND INVOLVEMENT.

The ongoing study also penetrated into the key findings of the Occupational Health and Safety (OHS) practices with particular emphasis on employee compliance and participation. The two constructs were analysed systematically following the following subthemes:

Compliance with Safety Procedures.

The results showed that the compliance of the employees to safety procedures depended on the sites. Whereas there are those employees who strictly adhered to safety regulations, others had flouted safety

protocols citing time constraints or lack of supervision as an excuse. Employees also indicated that there was a lack of compliance since there was no structural enforcement and monitoring. Employees in workplaces where safety practices were communicated and implemented had a higher tendency of compliance and commitment to the organisation.

Reporting of hazards.

The research has pointed out that even though hazard reporting existed in the company of Snaptec (U) Limited, employees were resistant to reporting hazards all the time. There was a lot of worry on the possibility of victimisation or that the hazards that are being reported are not being dealt with in time. This discouraged voluntary reporting and lowered the general participation. On the other hand, workers who saw the management responding on reported hazards positively were motivated to participate in safety management, which eventually reinforced their dedication to the safety management.

Enrolment in Safety Programs.

The results showed that there was low involvement among the employees in safety programs. A lot of workers, especially casual workers, believed that they were not part of safety committees and training programs. This non-involvement weakened their ownership in terms of safety undertakings. On the other hand, employees who participated actively in the safety programs had higher levels of engagement and commitment in the organisation.

5.1.3 EMPLOYEE PERFORMANCE

The research also examined the performance of employees as a by-product of Occupational Health and Safety (OHS) practices. The evaluation of the employee performance was analysed in the perspective of the following subthemes:

Productivity and efficacy are often used as synonyms because they are interchangeably employed to mean the same thing.

The results showed that the unsafe working conditions negatively affected the productivity and efficiency. Workers in dangerous areas were under threat of fear, exhaustion, disturbances occasioned by accidents or incidents of near-misses. Conversely, employees said that they had improved attention and energy in their work when safety measures were adequately implemented. As a result, safe working environments have been determined to bring about greater productivity and performance.

JOB SATISFACTION

The researchers concluded that the level of job satisfaction was more among the employees who felt safe in their work environment. Safety measures were effective to boost the confidence of employees and reduce stress. Most of the employees cited that the management concern in their safety created a

positive attitude towards their jobs and enhanced commitment. Conversely, low job satisfaction was as a result of low safety practices.

ABSENTEEISM and PRESENTEEISM.

The results implied that poor occupational health and safety (OHS) practices were correlated with increased absenteeism and presenteeism. The fear of accidents and work-related injuries were also major causes of absenteeism and those who reported to work even when unwell or injured showed poor performance. In contrast, good OHS practices resulted in the minimization of injuries and better attendance, and this translated into better commitment and performance of employees.

5.2 DISCUSSION OF THE RESULTS

This sub-section will give the detailed analysis of the study findings with the comparison to the literature analyzed in Chapter Two. The study found out that OHS practices have a significant impact on employee commitment at Snaptec (U) Limited. Although the management has done a noble job in putting safety measures in place in the organisation, the study has found gaps in the way the necessary OHS practices are carried out. Staff members complained of lack of adequate safety training, inconsistent supply and use of safety equipment, inconsistent observance of safety measures, lack of emergency preparedness, and involvement by employees in OHS programs. These deficiencies have negatively affected the morale of the employees, their faith in the management and general commitment to the organisation.

Broadly speaking, occupational health and safety practices have been identified as contributing to employee commitment.

The employment relationship is closely concerned with occupational health and safety (OHS), as it is an expression of the employer's concern about his/her employees. According to Amfo-Antiri's (2023) research, proper OHS practices lead to positive work experiences, which in turn promote employees' commitment and job satisfaction. This paper identifies some of the major OHS practices such as safety training, provision and use of protective equipment, compliance with workplace safety practices, emergency preparedness, and active participation of employees in the OHS activities.

Safety Training and Employee Commitment.

The safety training is a critical component in the provision of employees with the necessary knowledge and skills to detect possible hazards and safely perform their tasks. The resulting empirical results of the study revealed that the safety training curriculum used at Snaptec (U) limited was inconsistent as well as not comprehensive enough to cover the whole workforce. Many employees complained about the lack of the quality of their training in terms of occupational hazards and safety measures, and this,

in turn, had a negative impact on their trust and the general feeling of their safety in the working place. Such observations align with the findings of research instituted by Zacharatos, Barling and Iverson (2005) that postulates that effective safety training has a great deal of success in improving the perceptions of the employees about organisational support, thus promoting the increased levels of commitment. Based on this analysis, one can conclude that a non-optimal application of safety training at Snaptec (U) Limited could have been a factor that led to the appalling rates of employee commitment that were witnessed during the study.

Provision and use of protective equipment and employee commitment.

The research results led to the elucidation of glaring gaps in the supply and usage of personal protective equipment (PPE) in Snaptec (U) Limited, and it was clear that the availability of protective equipment was sufficiently low, although to a large extent, its availability was not sufficient. Some of the employees expressed the issues of the availability and suitability of the PPE to the specific tasks they undertook thereby putting them at risk of various occupational risks. According to Jitwasinkul et al. (2011), the efficient supply and responsible use of PPE are good gatekeepers of commitment of the organisation in the protection of health and well being of the workforce. The impression that safety measures are not properly prioritised may give rise to the feeling of not being valued among the employees, and it will eventually lead to the negative outcomes on the emotional involvement of the employees in the organisation. Therefore, the results indicate that the perceived flaws in the process of providing and implementing PPE within the context of Snaptec (U) Limited have heavily undermined the levels of employee commitment, which means that immediate measures have to be taken to address the current safety deficits.

Safety Procedures in the Workplace and Staff Dedication.

The empirical results explained that there is a group of workers who had a poor understanding of the current safety regulations at the workplace, and a large proportion of the respondents raised an issue with regard to the unequal implementation of the important safety rules. This lack of proper implementation of safety protocols has been a major cause of a general viewpoint that organisational leadership was not fully committed to the development of a safe working environment. These revelations are correlative to the study hypothesized by Ansal (2017), who expressed the view that not only do the development and strict implementation of effective safety measures help to reduce accidents in the workplace, but also increase the confidence of employees to their management. On the contrary, employee engagement and commitment towards the organisation reduces alongside the ambiguity of safety regulations or unequal enforcement. Therefore, the weak performance of safety measures in Snaptec (U) Limited could have affected the general degree of dedication and spirit among the staff.

Emergency Preparedness and employee commitment.

The current research process on the emergency preparedness frameworks at Snaptec (U) Limited has enlightened on sharp gaps in its laid down procedures. One of the complaints that were raised by the employees was the way in which the organisation was not performing its emergency drills well enough, there were no well defined evacuation processes, there was a significant deficiency of thorough training in some of the important life saving first aid techniques as well as emergency drills. This has in turn created an environment that is filled with fear and trepidation leading to an aura of fear among the employees on how a major crisis can be handled in case it occurs. The implementation and effective creation of strong emergency preparedness measures, as proposed by Cooper et al (2022), are crucial in creating the atmosphere that gives rise to a strong sense of safety and well-being of employees in the workplace environment. Contrastingly, the gross failure of emergency preparedness can largely destabilize employee dedication and sense of organisational encouragement, triggering feelings of susceptibility to risks, thus having a negative impact on employee morale and allegiance to the organisation.

Engagement of employees in their OHS practices and employee commitment.

The results of the empirical studies explain a highly limited degree of employee involvement related to the decision-making procedures within the Occupational Health and Safety (OHS) structures. There was an overriding perception of marginalization among the employees, and a deep lack of sufficiency in the consultation process over issues that could affect the safety of employees. Moreover, they revealed that there were serious gaps in the current system of hazard reporting that made the situation even worse. It seems that this lack of involvement contributes to a parallel decrease in the feeling of ownership and responsibility that the employees have towards the workplace safety programs. Based on the existing literature, especially Senso (2017), it is argued that strong employee involvement in safety programs, in addition to creating trust, motivation, and commitment, is the foundation of organisational commitment; therefore, the significant absence of employee engagement in the OHS practices at Snaptec (U) Limited can be seen as a contributory factor in the general decrease in the overall employee commitment to the organisation.

5.3 CONCLUSIONS

This sub-section attempts to summarize the general findings reached after the overall discussion of findings that is presented in the previous section. This part will seek to explain the core lessons learned during investigation through a careful synthesis of the analyses made in the paper and thus it will be part of the general scholarly discussion on the topic.

5.3.1 OCCUPATIONAL HEALTH AND SAFETY PRACTICES AND EMPLOYEE COMMITMENT

The research results explained that occupational health and safety (OHS) practices have a significant influence on the extent of employee commitment in Snaptec (U) Limited. Though a variety of OHS measures were allegedly put in place, gaps in their application seemed to have a pernicious impact on the morale and overall organisational dedication of the employees. It can therefore be seen how the stringent implementation of OHS procedures can be a part of ensuring a hardworking and motivated workforce.

Safety Training and Employee Commitment.

The overall results of the empirical research revealed that the widespread poor quality of the frequency and quality of the safety training mechanisms played a crucial role in creating an overall climate of low employee confidence and commitment in the organisational environment. It was carefully recorded that workers that had assessed their safety training as grossly inadequate were then biased towards perceiving the management with a significantly lower degree of care towards their welfare and psychiatric well-being. This negative image unintentionally had its negative manifestations, as not only emotional investment but also professional pride to the organisation as a whole are destroyed. Moreover, this deeply held perception of managerial carelessness not only undermined the morale of the employees but also greatly interfered with the existing cohesion, cooperation and loyalty that human beings should otherwise expect in such a successful working milieu. Therefore, this has prompted the need to deal with these glaring gaps in safety training, and to alleviate managerial attitudes in this area, which has become an imperative and urgent strategic consideration which the organisation must consider in its future activities.

Sourcing and use of protective equipment and employee obligation.

The implications of insufficient availability and irregular use of protective equipment, that are explained in the research highlight the tremendous effects that insufficient employee commitment faces. It is important to note that people who feel that no sufficient safety precautions are in place in the workplace setting do not only display low morale, but also a conspicuous erosion of organisational loyalty. These results support the importance of a relationship between the perceptions of occupational safety and employee engagement levels. This highlights the importance of organisations to achieve a regular and adequate supply of protective gear. Raising these issues, organisations can help develop a more dedicated and engaged workforce and, subsequently, improve the overall organisational effectiveness and employee satisfaction.

Workplace Safety procedure and employee commitment.

The investigative investigation led to the conclusion that the level of awareness was significantly insufficient, and, combined with the below-adequate implementation of the safety procedures, significantly undermined the loyalty of the employees in the organisation. Additionally, the absence of clearly articulated and actually enforced safety policies also added to a significant loss of trust among the employees and the management personnel. The combination of such factors explains the urgent necessity of the re-consideration of the channels of communication and the regulatory frameworks in the organisational structure. This is because the resulting uncertainty does not only decrease the morale of employees but also hugely jeopardizes the overall operating effectiveness. Organisations should realise the need to promote a safety culture by improving awareness and strict compliance to safety measures. As a result, the adoption of an effective safety governance framework may be used to fill the current gaps in trust. In this way, the results highlight the need to take the full approach to safety management, which is one of the core elements of developing a dedicated and motivated workforce.

Emergency preparedness and employee dedication.

The study results clarified that the level of inadequacy in emergency preparedness greatly led to a widespread sense of dread and insecurity among the employees. This current feeling of discomfort then translated into negative impacts on the general levels of commitment of employees to Snaptec U Limited. The analysis implied that the absence of overall preparedness practices did not affect single morale, but the organisational cohesion and productivity as well. Employees who were not quite sure that they were safe and the company had the capacity to manage crisis showed reduced interest in their job. Therefore, it can be concluded that a successful emergency preparedness framework plays an important role in developing a supportive work environment. Finally, the research highlights the need to establish stringent emergency measures by organisations in order to increase the commitment of employees and resilience of organisations. These elements are interrelated, which is integral to the maintenance of long-term employee satisfaction and operational effectiveness.

Employee Dedication in OHS practices and Employee Dedication.

The study results clarified that a limited level of staff participation in Occupational Health and Safety (OHS) programs is of significant debilitation to the perception of the latter to hold ownership and responsibility in regard to safety measures in place of work. It is hypothesised that such lack of involvement creates a sense of less responsibility among the employees and, in turn, increases their lack of engagement with organisational safety standards. Additionally, the consequences of this disengagement would stretch further to a significant deterioration in the general organisational commitment, which implies that the inherent aspect of employee participation in promoting a healthy culture of safety is essential. The study highlights the need to enable organisations to foster an inclusive environment that facilitates active involvement of employees in OHS issues, which will increase individual and collective investment on workplace safety practices.

5.3.2 OCCUPATIONAL HEALTH AND SAFETY PRACTICES CONTRIBUTE TO THE COMMITMENT OF THE EMPLOYEES.

The review of the research results indicated that the weaknesses in the occupational health and safety practices had a strong influence on the commitment of employees at Snaptec (U) Limited. Although some of the OHS measures had also been adopted, their performance was poor, which negatively influenced the morale, safety of the employees and their attachment to the organisation. The results of the significant OHS practices are the following.

Training on safety and employee commitment.

The results of the research shed a lot of light into the fact that there is a serious gap in the safety training procedures that Snaptec (U) Limited has adopted, as it reflects a serious gap and inconsistency in the training that the employees receive. Not only does such lack of safety training prevent the ability of the workforce to detect and control the possible workplace hazards, but it also has a negative effect on their overall confidence and organisational engagement. The level of employee commitment is proved to be dependent upon the level of proactive integration of the organisation, which provides the necessary safety knowledge and skill within the personnel. When workers feel that the management is not serious about their safety based on the exhaustive training programs, their innate sense of responsibility and loyalty to the organisation is reduced significantly. As a result, this interaction between the safety training and employee engagement compellingly outlines the paramount significance of organisational investments in the efficacious safety education programs.

Protective Equipment and Employee Commitment.

The outcomes of the entire research clarified the fact that Snaptec (U) Ltd had considerable gaps in matters related to the provisioning and constant use of protective gear in the work place. A significant percentage of workers expressed their issues with regard to the insufficiency of available protective equipment on the one hand, as well as the deficit of strict adherence to safety standards on the other. Such tangible lack of adequate safety protocols put the staff at risk of an array of occupational dangers thus inculcating an underlying sense that organisational management had failed to appreciate the overall significance of employee safety. As such, this situation negatively affected employee commitment and organisational loyalty rates, which eventually deteriorated the work culture and organisational efficiency. These results highlight the need to control the situation and intervene on the management level to promote a safer and more committed workforce.

Emergency preparedness and employee dedication.

The thorough investigation clarified that Snaptec (U) Limited had a lot of weaknesses in its readiness to deal with workplace emergencies. The poor execution of the emergency drills that the organisation carries out, not to mention the blatant lack of established evacuation measures, also led to an air of fear and doubt among the employees. Besides, the significant deficiency of the first aid readiness worsened

these concerns, developing the atmosphere of the insecurity spread everywhere. This fear of uncertainty significantly affected the dedication and loyalty of employees towards the organisation which eventually halted the overall organisational performance and unity. Organisations like Snaptec U Limited should ensure an effective setting of the emergency preparedness strategies to improve the morale and integrity of the employees.

5.4 RECOMMENDATIONS.

This sub-section is a recommendation to Snaptec (U) Limited to be able to improve the occupational health and safety practice, thus increasing employee commitment. These are the recommendations that focus on alleviating the possible OHS-related issues and enhancing the relationship between the employer and the employee. Adoption of these recommendations should be accompanied with other effective practices of human resource to achieve maximum employee levels of commitment.

5.4.1 OCCUPATIONAL HEALTH AND SAFETY PRACTICES AND EMPLOYEE COMMITMENT.

A committed labour force is very vital in an organisation that aims to gain competitive advantage. A safe and healthy working environment is one of the best approaches of promoting employee commitment. Companies that are interested in employees safety are really concerned with their well-being, which improves trust, morale, and commitment (Wong, Wan, & Gao, 2020).

Training on safety and employee commitment.

The results obtained after the conducted interviews indicate that there is an urgent need to ensure that the management in Snaptec (U) Limited multiplies the effectiveness of their safety training programs to employees. This can be achieved by introducing a formal, regular and extensive safety training, which is carefully designed to impart the workforce with invaluable skills in terms of identifying hazards, safe working procedures and the finer details of emergency response measures. Such critical training programs should not just be a one time affair of absorbing all categories of employees but rather a systematic part of the onboarding program, which should be regularly revisited through the lifespan of the employee to ensure that safety norms and protocols are strictly followed. Interestingly, one of the respondents explained that when the employees have a deep knowledge and belief about safety measures, they develop greater motivation and dedication to work, hence suggesting that investment made by the management in safety training might produce a positive psychological effect on workers and trigger them to go beyond the expectations of their specific job.

Sale and Operation of Protective Equipment and Employee commitment.

As a way of increasing the level of employee commitment in the Snaptec U Limited, it is imperative to make sure the organisation carefully ensures the provision of appropriate personal protective equipment

(PPE) to address the risk posed by the dangers at the workplace. Moreover, the management should be keen to acquire quality protective equipment, which is of good quality and is readily available in case of any loss or wear and tear. Furthermore, there should be an elaborate structure that supports the appropriate use of such protective equipment that ought to include active surveillance, introduction of sound safety measures, and the establishment of comprehensive awareness campaigns. Feeling that the organizational safety measures are being conducted with utmost care, the personnel develop an increased level of confidence in the management, thus, strengthening their loyalty to the company to a considerable extent. These steps will enable Snaptec (U) Limited to build a strong organizational culture that will value safety and workforce involvement.

Workplace Safety procedure and employee commitment.

The organisational leadership should establish and share detailed and well-defined safety guidelines at the workplace. The promotion of regular reminders to the employees about safety regulations and procedures ought to be incorporated into the organisational culture in a form of a sequence of organised meetings, official notices, and regular safety briefing. Existence of the safety policies is not sufficient but all the employees should have a comprehensive knowledge of the safety policies and a consistent application within the organisation to reduce the risks associated. Besides, it is fundamental that the management actively involves the employees in the process of the safety procedure evaluation and optimization, therefore, creating the atmosphere where the feedback is not just accepted but also part of the safety process. This joint participation will result in the development of a greater sense of ownership and responsibility in the workforce with regards to safety in the workplace, which will in turn increase the commitment of the employees and a positive safety culture will be established in the organisation.

Emergency preparedness and employee dedication.

To increase the degree of employee commitment in Snaptec (U) Limited, there is an urgent need to strengthen management in the emergency preparedness model of the organisation. This will be done by developing detailed emergency response strategies, as well as by organizing periodic fire drills, and training employees on the basics of first aid and overall emergency response measures. Moreover, the availability of emergency equipment such as fire extinguishers and first aid kits to be used in case of fire should be guaranteed and these equipment should be inspected regularly to ensure that they are functioning properly. Workers who believe in the organisational ability to respond effectively to emergencies will have a much better chance of developing the sense of security and, therefore, of a greater attachment to the organisation itself. The interaction between perceived organisational safety and employee engagement is something that should be given an attentive consideration in the context of morale and loyalty to work.

To sum up, further studies are needed to explore other aspects that can have a great influence on the performance of employees. The main focus of this study was on the safety policy, personal protective

equipment (PPE), and safety training and awareness. There are however other factors that could affect employee performance such as organisational culture, leadership styles, motivation, and adoption of technology. Research of these factors would provide a more comprehensive picture and help Snaptec to introduce more efficient interventions to improve the performance.

5.5 LIMITATIONS OF THE STUDY.

First, the research design used a qualitative type of research, which mainly relied on extensive interviews as the main data collection tool. This approach to methodology helped to immerse deep into the perceptions of employees and their experiential stories; moreover, it significantly omitted the aspect of integrating statistical data. Therefore the study lacked the capacity to determine the strength and directionality of relationship between occupational health and safety (OHS) practices and employee commitment. Moreover, it could not test hypotheses rigorously and determine statistical significance. These limitations per se constrain the possibility of generalizing the results to the immediate context of the study, which in turn casts doubts on the relevance of the results to the wider context.

In the second case, it is relevant to note that the study was conducted solely in the premises of a specific organization, Snaptec (U) Limited, mostly due to access restrictiveness that was experienced in the process of conducting research. Although the organisation was generous in availing relevant information relevant to the study, it is important to remember that results based on one organisation might not fully provide a summary of the various practices of Occupational Health and Safety (OHS) and the degree of employee commitment in different organisational environments or the industrial industry. It is important to note that a host of varying factors that might significantly influence the dynamics of OHS practices and their effects on employee engagement might include organisational size, structural configuration, managerial approaches, and the existing industry conditions. Therefore, these variances can be very limiting to the external validity of the study findings.

Moreover, it is indispensable to mention that the research methodology mostly employed the self-reported data and, therefore, implied the possibility of numerous types of bias. It is also possible that some respondents might have intentionally opted to conceal important details or exaggerate their lived experience or given out responses that met social desirability principles and finally out of fear of victimisation or inadequacy of the confidentiality provision. These trends may influence the credibility and quality of the data gathered to a great extent, which, in turn, may affect the findings and conclusions as a whole based on the conducted study. The consequences of these factors highlight the importance of interpreting the results of the research carefully. Additionally, they recommend that stronger methods of data collection should be employed in subsequent investigations to curb these issues.

Finally, it is imperative to note that the research design used was cross-sectional, thus, taking data at one point in time. This methodological approach restricts a capability to draw out the dynamics of time in the commitment of the workers and the Occupational Health and Safety (OHS), which are subject to

change over the time. As a result, longitudinal study could be useful in providing a more detailed and comprehensive picture of the complex dynamics between the shift in OHS practices and its further effects on employee commitment in a long period of time. This kind of investigation would help to better investigate the changing nature of these constructs and therefore advance the research of occupational health.

The constraints that have been found in this research do not undermine the findings of that study, but rather shed light on critical areas that need to be addressed in future studies. In particular, a demand is a question of quantitative methodology integration, longitudinal designs implementation, and comparative studies in a number of organisations. Such methods would make the research results stronger and more generalized.

5.6 AREAS FOR FURTHER STUDIES.

Although the current research applies a mixture of the qualitative and quantitative research methodology to examine the implications of occupational health and safety (OHS) practices on employee commitment in the organisational environment of Snaptec U Limited, the findings are to be viewed only as non-definitive. Therefore, future research activities should assume a longitudinal research design, which would allow examining the dynamics and variations in the OHS practices over time and their ensuing effects on employee commitment in the long run. This kind of methodological rigour would help elicit a more delicate interpretation of the complicated causal association and the changing trends which have not been well clarified within the boundaries of a cross-sectional research design.

Further investigations should explore the multi faceted aspects of the Occupational Health and Safety (OHS) practices which include aspects like ensuring comprehensive safety training programs, systematically using of personal protective equipment, effectiveness of hazard reporting systems, and the degree of organisational commitment to safety programs. The intention of such a detailed analysis is to clarify which specific elements have the greatest impact on the different types of employee commitment, which includes, affective, continuance and normative commitment. This method of analysis is necessary to further our knowledge on how the two dimensions interrelate to form employee engagement and loyalty in organisational settings.

Further research activity should also focus on the various range of employee groups, including part-time, interim, and casual employees because their experiences and perceptions to Occupational Health and Safety (OHS) practices could significantly differ with the full-time employees. The inclusion of these different groups into the analysis model will greatly improve the understanding of how different types of employment status can act as a moderator variable in the nexus between OHS practices and employee commitment. Through these subtle variations being clarified, future research will be able to

contribute more towards the formulation of specific OHS approaches to encourage a higher level of commitment within the entire range of categories of employment.

Lastly, future research must cease to focus on one organisational context by undertaking comparative research on different organisations and different sectors such as manufacturing, construction, services and government sectors and so on. Such a strategy would help to increase the generalizability of the results and provide a more profound insight into the role of occupational health and safety practices in employee commitment in various working conditions.

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