HEALTH AND SAFETY PROGRAMS AND EMPLOYEE PERFORMANCE IN UGANDA: A CASE STUDY OF LUBEGA INSTITUTE OF NURSING AND HEALTH PROFESSIONALS

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A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF BACHELOR OF HUMAN RESOURCE MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY

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UGANDA CHRISTIAN UNIVERSITY

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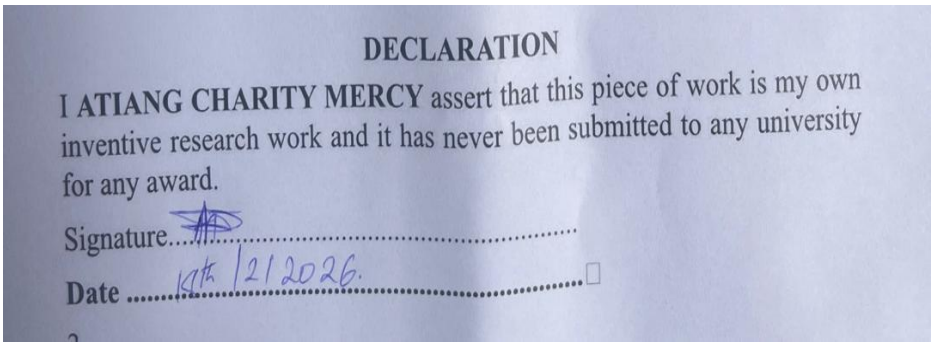
DECLARATION



DECLARATION

I **ATIANG CHARITY MERCY** assert that this piece of work is my own inventive research work and it has never been submitted to any university for any award.

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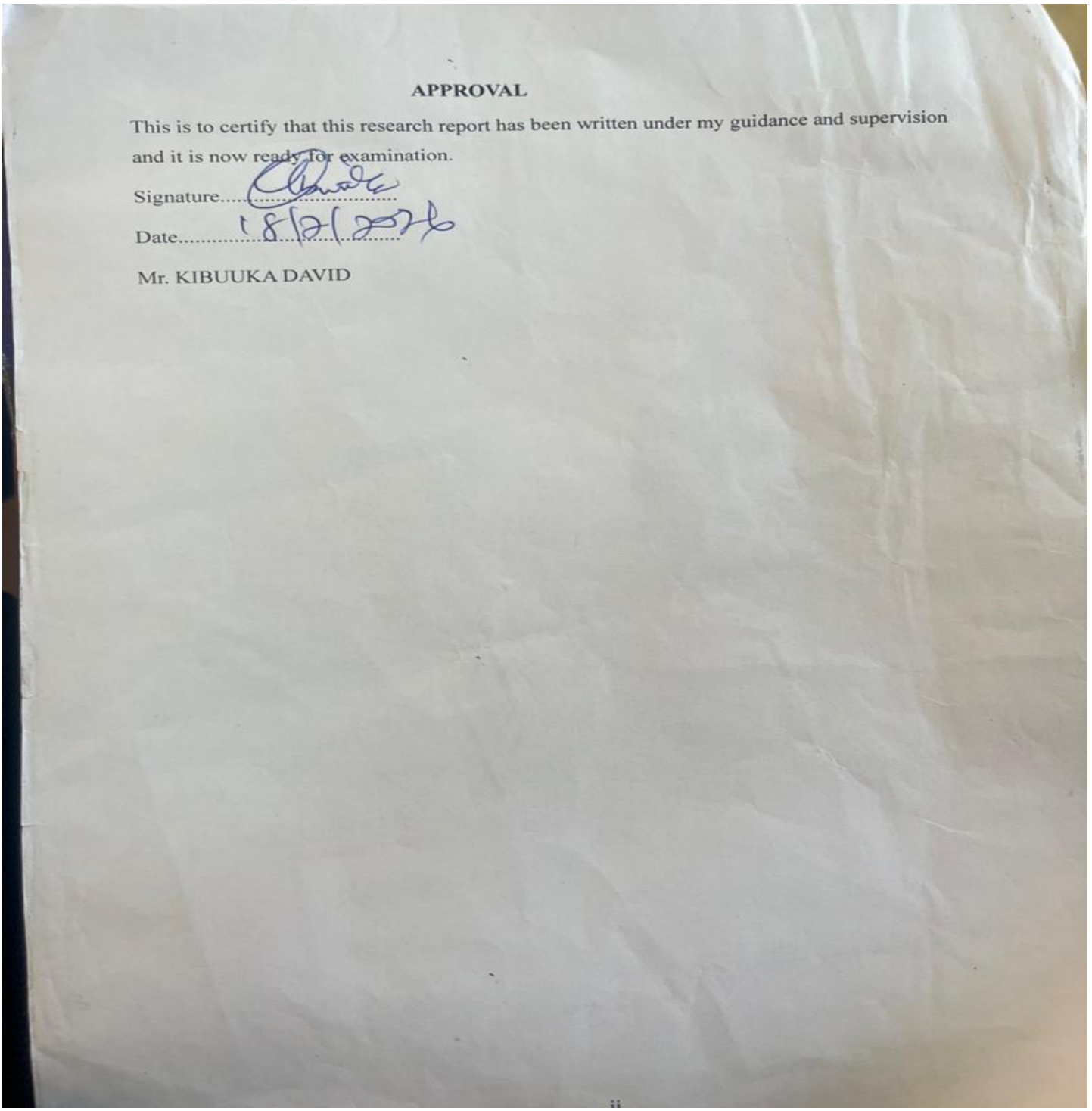
APPROVAL



APPROVAL

This is to certify that this research report has been written under my guidance and supervision and it is now ready for examination.

Signature.....

Date.....18/12/2024

Mr. KIBUUKA DAVID

DEDICATION

I bestow this piece of work to all my friends for their care and inspiration in this academic life. I also devote it to the honored UCU for giving me the chance to trail my degree studies. The direction and acquaintance conveyed by the faculty staff have been contributory in influencing my academic journey and I’m grateful for their mentorship. This research work is evidence of joint hard work of friends and the academia.

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Great gratitude to my supervisor for his untiring guidance during this research and entire academic journey.

I'm also thankful to my family and all well-wishers for their support and advice in my studies. Their faith in me has been a powerful strength and encouragement in shaping this work and the entire academic journey.

I extend my thanks for your priceless contributions, direction and love, which have led to this accomplishment. This success wouldn't be easy if you weren't supporting and having faith in me. Thank you for being my pillars of strength and for believing in my potential.

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LIST OF ACRONYMS

CVI	: Content Validity Index
WHO	: World Health Organisation
CIPD	: Chartered Institute of Personnel and Development
ILO	: Internal Labor Organizational
LUSHP	: Lubega School of Nursing and Health Professionals

ABSTRACT

The study aimed at examining the impact of health and safety programs on employees' performance using a case study of Lubega School of Nursing and Health Professionals. The study's main areas of focus included finding out the effect of work environment on employee performance, examining the impact of health insurance on employee performance and examine the effectiveness of safety training programs on employee performance in Lubega School of Nursing and Health Professionals. The researcher used a cross sectional and quantitative research design. A closed ended questionnaire was designed and a sample size of 66 employees were selected using stratified sampling and simple random sampling method. Data analysis was done using SPSS and was presented inform of tables, frequencies, means and standard deviations. Multiple regressions and correlation analysis were also performed. The study results highlighted the fact that there was a significant role of the health and safety practices on employee performance. The findings discovered that Health and safety increased employees' time spent at the work place and reduced employee injury rates which enhanced performance. The study recommended that organizations needed to cultivate a supportive work environment that promotes collaboration and open communication, implementing equitable recognition and reward systems can drive motivation. There is also a need to prioritize providing comprehensive health insurance coverage. Organizations needed to implement comprehensive safety training initiatives. These would aim at creating a safer work environment, which enhances overall employee performance.

CHAPTER ONE
INTRODUCTION

1.0 Introduction

This chapter presents the background of the study, the problem statement, purpose of the study, specific objectives, research questions, scope, conceptual framework, significance, and justification of the study. This research pursues to scrutinize the impact of health and safety programs on employee performance. Most institutions, particularly health and education sectors, always oversee the wider range of workplace health and safety initiatives. This gap has led to low employee morale, high absenteeism, and lessened organisational efficiency.

1.1 Background of the Study

Worldwide, institutions are gradually acknowledging the importance of health and safety programs as a tactical instrument for enhancing employee performance. Conferring from Armstrong and Taylor, (2014), complete application of health and safety agendas is no longer a peripheral concern but an essential module of human resource management. Organisations that rank workers well-being through structured health and safety interventions tend to experience higher levels of staff engagement, low absenteeism, and enhanced overall performance. In an always-competitive commercial environment, many organisations worldwide, in Africa, regionally, and locally are today endeavouring to recognize creative health and safety programs that are connected to enhanced employee performance (Armstrong & Taylor, 2014; ILO, 2022). According to different researches, institutions tend to induct health and safety programs that encourage and eventually enhance performance (Dessler, 2022). Health and safety programs such as comprehensive medical coverage, workplace safety protocols, mental health support, and wellness initiatives are increasingly adopted to retain employees and enhance institutional effectiveness (Chartered Institute of Personnel and Development, 2020; WHO, 2022).

In Uganda, the integration of health and safety programs into institutional policy has gained momentum, especially in sectors with high occupational risk such as healthcare and education. The Ministry of Gender Labour and Social Development, (2021) emphasizes that workplace safety and health are essential for sustainable development and institutional effectiveness. However, many institutions still face challenges in implementing these programs due to limited resources, lack of awareness, and inadequate policy enforcement.

Health and safety benefits are designed to protect employees and their families from loss of income due to illness, injury, or other work-related disruptions. These programs can improve employees' general quality of life through services such as medical insurance, psychosocial support, ergonomic workspaces, and occupational health services (Baguma et al., 2024; Nuwagaba & Kasekende, 2019) The provision of such programs whether short-term or long-term has been shown to enhance employee performance, creating a competitive advantage for institutions that prioritize worker well-being (ILO, 2022).

The connection between health and safety programs and employee performance is mainly noticeable even at Lubega institute of Nursing and Health Professional. As a nursing teaching organisation, it experiences exceptional work-related dangers, such as contact to dangerous diseases, emotional burnout, and physical straining. Reports from the organisation's human resource office 2023 show that departments that are equipped with stronger health and safety sustenance like consistent mental health checks, PPE provision and ergonomic changes exhibited higher employee retention and enhanced performance. For example, in the 2022/2023 financial year, the organisation documented a decrease in absenteeism by 15% and an upsurge in learners' satisfaction scores of 10% in the departments that actively executed health and safety programs (Lubega Institute HR Report, 2023). Equally, departments that have inadequate access to health resources had higher staff turnover and reduced employee engagement. Discussions with employees showed that insufficient health and safety procedures are a significant factor in inducing decisions to look for jobs in other organisations (Kiggundu, 2018).

Most research papers indicate that employees are prone to remain in an organisation and work effectively if they notice that their health and safety requirements are addressed (Chartered Institute of Personnel and Development, 2020; Dessler, 2022). This This led to the rising trend of employees in the health education sector going to organisation with more vigorous health and safety frameworks. The World Health Organization (2022) additionally records that organisational health elevation is vital for enhancing employee morale, lessening stress, and improving organisation results.

In spite of the fact that recognition of health and safety programs is evolving, there remains a gap in pragmatic research connecting these programs to employee performance in Ugandan organisation. Utmost research works have focused on reward, supervision, and training, leaving health and safety as an underexplored variable. This study filled that gap by examining how

health and safety programs affect employee performance at Lubega Institute of Nursing and Health Professionals.

1.2 Problem Statement

Employee performance is crucial to attaining institutional excellence, and the current focus has crooked to health and safety programs as the main driver of that performance. These programs oscillating from PPE and sanitation procedures to mental health support and ergonomic workplaces can meaningfully improve morale, lessen absenteeism and increase productivity if tactically instigated. Nevertheless, most organisations handle them as compliance necessities, emphasizing equipment like fire extinguishers while undermining serious elements such as safety culture and psychological well-being. Furthermore, inadequate employee awareness of safety rights and responsibilities leads to underutilization of these programs, eventually impeding their potential to enhance productivity. This problem is mostly relevant in the health training organisations, where employees are exposed to exceptional dangers and risks such as infectious diseases, emotional burnout and physical strain. At Lubega Institute of Nursing and Health Professionals, varying application of health and safety programs has significantly affected employee performance. While departments with complete support such as consistent mental health check ins, PPE establishment and ergonomic alterations attained a 15% reduction in absenteeism and upsurge in students' satisfaction by 10% during 2022/2023 financial year, other departments missing these facilities experienced a higher staff turnover and low engagement. This discrepancy shows key limitations such as management's interest on observable compliance measures over strategic wellness investments and staffs' inadequate awareness of safety rights, both of which limit complete utilisation and effectiveness of safety programs. These gaps propose that without organisation wide commitment and unbiased access, health and safety initiatives can't constantly improve performance.

1.3 Objectives of the Study

1.3.1 General Objective

To examine the effect of health and safety programs on employee performance at Lubega School of Nursing and Health Professionals.

1.3.2 Specific Objectives

1. To examine the effect of work environment on employee performance at Lubega School of Nursing and Health Professionals.

2. To examine the impact of health insurance on employee performance at Lubega School of Nursing and Health Professionals.
3. To examine the effectiveness of safety training programs on employee performance at Lubega School of Nursing and Health Professionals.

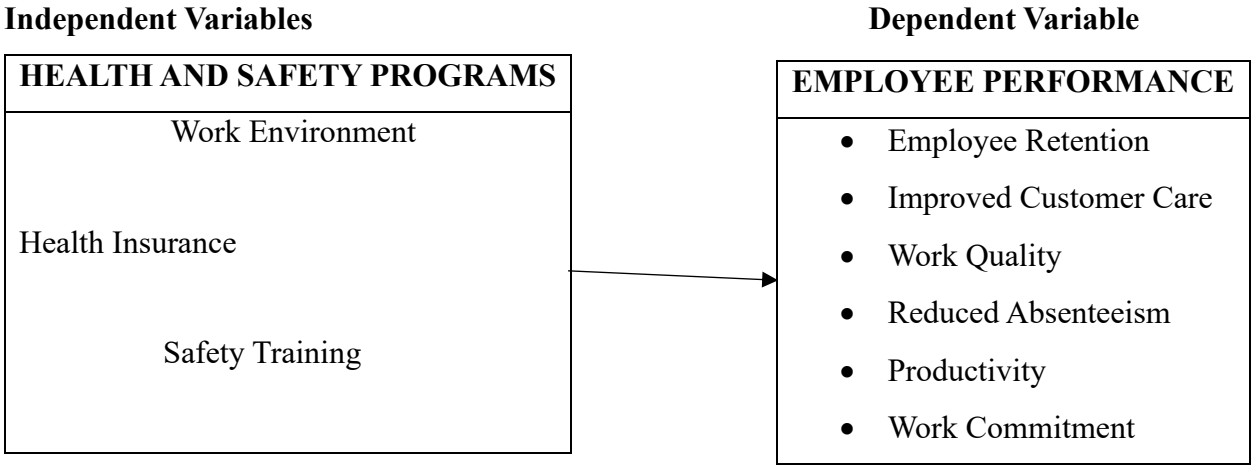
1.4 Research Questions

1. What is the effect of work environment on employee performance at Lubega School of Nursing and Health Professionals?
2. What is the impact of health insurance on employee performance at Lubega School of Nursing and Health Professionals?
3. What is the effect of safety training programs on employee performance at Lubega School of Nursing and Health Professionals?

1.5 Conceptual Framework

The conceptual framework illustrates the relationship between health and safety programs (independent variables) and employee performance (dependent variable).

Figure 1 Conceptual Framework of health and safety programs and employee performance



1.6 Scope of the Study

1.6.1 Content Scope

The study focused on health and safety programs as the independent variable specifically work environment, health insurance, and safety training and their impact on employee performance as the dependent variable.

1.6.2 Geographical Scope

The research was conducted at Lubega School of Nursing and Health Professionals, located in Iganga district, Uganda's Eastern Region. The organisation is a centre medical studies.

1.6.3 Time Scope

This research took a period between 2022 to 2025, this duration represents the institution's expansion, higher staff recruitment and growing health encounters.

1.7 Significance of the Study

Policy Makers. This research will direct the formation of health and safety policies made for academic organisations.

Human resource officers. Results from this study will assists the designing of employee welfare incentives, including insurance and training.

To Researchers. This research work contributes to the literature on the work health and safety programs and performance of institutions.

To employees. Acumens from this research will authorise employees to fight for enhanced working conditions.

1.8 Justification of the Study

This research was justified by the growing health connected issues faced by staff at Lubega Institute of Nursing and health professionals. Though the elementary health services are existing, the absence of planned and organised programs has led to absenteeism, dissatisfaction and low performance. Through a systematic examination of these challenges, the study purposed to provide the proof-based recommendations for the organisational improvement.

1.9 Operational Definitions of Key Terms

Health Insurance. This is where an organisation covers part or all of its staffs' medical costs by premiums, giving protection against diseases, accidents and preventive gears (Kagan, 2025).

Work Environment. This refers to the workplace conditions such as design/outline, oms and interactive dynamics in which staff play their roles from (Indeed Editorial Team, 2025).

Safety Training. Refers to the planned educational activities intended to empower/train staff with the skills and knowledge to recognize, avoid and respond to organisational threats and crises (Rempillo, 2024).

Employee Performance. This is the extent to which organisational staff successfully and competently accomplish their duties as measured by their work quality, productivity, absenteeism rate and objectives achievements (Donohoe, 2019).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This section explored the main concepts and variables that reinforce this research, concentrating on the connection between health and safety programs and employee performance in and institute. This chapter presents the applicable theories and scholarly literature, illustrating insights from academic publications, journals, books and reports.

2.1 Theoretical Review

This research study was based on Herzberg's tow factor theory that elucidates how health and safety at workplaces affect staff performance and conduct.

2.1.1 Herzberg's Two-Factor Theory

This theory gives an applicable lens for understanding what influences employees to do well at workplace. According to Herzberg (2022), workers respond to two kinds of factors; hygiene factors and motivators. Hygiene features like working situations, organisational policies, administration and interpersonal relations. They do not inevitably make employees more motivated/encouraged, however if they are not managed well, they lead to dissatisfaction. This may be inadequate safety measures, deprived access to health insurance, or work environment full of stress.

On the other hand, motivators are the essentials that stimulate workers to do their best. They include chances of growth, acknowledgments, meaning evocative work and intellect of achievement. As long as institutional employees feel recognised and esteemed, and chance given for professional growth, thy are likely to be more focused and perform.

This theory proposes that a safe and supportive work environment. all-inclusive insurance and operative safety training are crucial hygiene issues. his does not boost morale automatically however, they bring the base of satisfaction. If such are implemented, institutions can then concentrate on motivators such as professional growth and recognition to boost performance.

Herzberg's intuitions stand pertinent particularly in institutes, with academic and administrative employees that always face high workloads, inadequate resources, and growing

prospects. By participating in health and safety programs, organizations can decrease tension, avoid burnout, and generate circumstances where personnel feel treasured and authorized.

However, critics of Herzberg's theory caution that it may not apply correspondingly across all social or structural settings. Institutes in distinct areas may have varying norms around work, motivation, and satisfaction. For illustration, what amounts as a "motivator" in one organization might be understood otherwise somewhere else. This research recognizes those nuances and pursued to adapt Herzberg's framework to the exclusive realisms of institutional work in Uganda. Eventually, Herzberg's model aids this investigation discover how health and safety programs can go outside compliance and be strategic gears for improving employee performance.

2.2 Work Environment and Employees Performance

A healthy work environment enhances employee engagement, morale and productivity. Gu et al., (2022). established a multi mediation model depicting that a positive work environment improves employee commitment and ability of doing great which boosts performance. Their research focused on academic staff responses, found that work environment factors like social relationships, administrative support and institutional culture significantly affect job execution and goal alignment.

Zhou et al., (2025), in the World Economic Forum report that analysed workplace programs designed to enhance work life integration. The study found out that flexible schedules, lessened work hours and mindfulness creativities lead to condensed burnout and augmented life satisfaction. These practices don't only augment workers well being but also improve institutional results like retaining and performance.

Office spaces actually matter. Things like office lighting, area temperatures, noise and room set up can either boost staff focus or disrupt (Davenport & Parker., 2018). A bright airy working space tends to make staff to be more contented and satisfied with their jobs (Smith et al., 2019) while airless raucous, fake designed offices leave employees feeling abstracted and exhausted (Jones & Wang, 2020).

Nonetheless the situation not just about the physical atmosphere what's going on inside also matters. Motivation theatres a big part in how much energy employees place into their jobs. Deci and Ryan (2017) enlightened that once workers feel like they have some control over their errands, have faith in their capabilities, and feel associated to what they're doing, they're

further likely to remain focused and perform well (Gagne & Deci, 2018). On the other side, when the organisational environment starts to be rigid and worthless, motivation lessens and so does performance (Hackman & Oldham, 2020). This is the reason why it's very key for institutions to support both psychological and their physical environment.

A study done by Kuhner et al., (2025) brought a framework for environmental sustainability at workplaces putting emphasis on institutional psychology in influencing eco-conscious behaviours. This article states how workplace outlay, management and staff engagement can boost sustainable practices. Even though focused on the environmental sustainability, the framework also highlights how values-driven environments enhance member of staff self-esteem and organizational reputation.

Furthermore, institutional culture defined by standards, ethics, and communication styles generates the psychological climate in which staff function. A culture of transparency, acknowledgement, and inclusivity nurtures trust and engagement, while inflexible or hierarchical cultures may suffocate inventiveness and decrease morale.

2.3 Health Insurance and Employee Performance

Health insurance is progressively acknowledged as a deliberate lever of improving workers productivity. Inclusive health benefits lower financial strain and enhance care access, this in turn enhances motivation, focus and performance. Staff who feel protected in the health coverage are most likely to fully engage at work and show loyalty to the institution (Lewis, 2024).

Goswami (2025) accentuates that health insurance is not simply a bonus but a serious investment in human capital. His research depicted that establishments contributing strong health coverage experience minor absenteeism, advanced retention, and enhanced office morale. Personnel with access to opportune and cheap health care are less abstracted by individual health worries and more proficient of contributing imaginatively and steadily to organizational goals.

Health insurance is not just a checkbox on a benefits form it's a main feature in how workers feel about their occupations and the establishments they toil for. When individuals believe their health coverage is systematic and honestly helpful, they're more probable to feel contented at work and dedicated to their company (Roberts & Peters, 2019). That concerns, since job

satisfaction is strongly connected to incentive and retention two things that directly move turnover and organizational steadiness (Locke, 2018).

Awarding health insurance to employees communicates the organisational standards. It shows that employees well being is important tov the organisation which in turn helps to build a positive organisational culture (Robbins & Decenzo, 2021). However, as soon as coverage cascades short whether due to high deductibles, insufficient provider choices, or deprived mental health provision it can blowback. Many employees say they're ill-fated with their health aids, and that dissatisfaction can lead to monetary stress, restricted access to care, and amplified nervousness, all of which offend work performance (Smith et al., 2021; Greenberg, 2019).

Unequal access to health assistances across unalike clusters can also generate stiffness and diminish morale, particularly if some workers feel they're being treated dishonestly (Friedman & Rosenman, 2020). In addition, the procedure of handling health insurance filing privileges, understanding coverage, dealing with providers can be a nuisance. Staffs often get it puzzling and time-wasting, which jerks their courtesy away from work (Scott et al., 2023). Companies encounter their own problems, labouring to balance costs with the need to offer modest benefits that entice and keep good staff (Miller & Davis, 2017). Poor communication or fake administration of these benefits can lead to misinterpretations and frustration, which eventually disturbs performance and loyalty (Dreher & Dougherty, 2019).

In the ever-changing world of healthcare policy, new rules and guidelines can change what's essential or accessible in terms of coverage, compelling establishments to reconsider their benefits parcels (Adams & Nelson, 2018). These changes can impact how workers view the trustworthiness and equality of their health insurance, particularly if alterations lead to abridged coverage or fewer provider choices (Gibson & Singh, 2020).

Conclusively, Singer and Pfeffer (2025) states that most organisations fail to assess its strategies on health aspects that meet employees needs. The establishments revealed that fiscal metrics always ruin staff reactions in the benefit design. These issues can erode trust and lessen the productivity gains that health insurance is meant to support.

2.4 Safety Training and Employee Performance

Safety training is a critical aspect of an organisation's course that openly enhances staff productivity. This boosts staff's acquaintance, insight on risks and enthusiasm to be part of safe behaviours. When employees learn how to recognise risks and use safety protocols, they be

motivated and be effective in their roles which recues emergencies and boost productivity (TIS training, 2025).

Inclusive safety training enhances job satisfaction and engagement besides reduction/avoiding accidents at the organisation. Findings by HSE Blog (2024) depict that as soon as organisational safety is accentuated through educating workers, boosting free and open communication, employees will be more affiliated and have few abstractions from risks.

In addition to that, safety training is associated to boosted leadership and responsibility. Corporations that train supervisors to prototype and reinforce safe ethics leads to an environment where output flourishes (Bes & Strzalkowski, 2024). Employees are more likely to follow measures and contribute wisely when they realise safety as everyone's duty.

As of Pedia, (2025), safety training leads to a vigorous culture which is crucial for efficiency. Institutions that invest is regular and interactive safety training like virtual imitations and peril specific units realize higher motivation and less turnover. Staff who feel armed to handle organisational risks are most likely to start initiatives and maintain higher performance standards.

To remove these problems, organisations have to exceed mere offering of training but rather they must strongly assess and enhance their practices. Through embodying a serious assessment way and successive industry best practices, institutions can promise their environment health and safety education remains important and crucial, and connected with practical perils.

While operative training can meaningfully improve workplace safety, the reverse is also true, poorly delivered or obsolete programs can essentially undermine those benefits (Albert & Routh, 2021). When training falls brief, it doesn't just waste time and resources, it can lead to serious penalties. These include a higher risk of workplace grievances, lower production, and even undesirable attitudes among employees toward safety etiquettes (Burke et al., 2006; Namian et al., 2016).

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section summarises the procedural outline espoused in this investigation. It details the research design, target population, sampling procedures, data collection instruments, and the approaches used to ensure validity and reliability. It also describes the techniques employed for data presentation and analysis.

3.1 Research Design

A research design aids as the plan for addressing the research question. It integrates numerous mechanisms of the research in a coherent and systematic way to ensure the study problem is effectually tackled. According to Creswell, (2014), a study design is a guide that directs the study. "it's an arrangement of conditions for collecting and analyzing data in a manner that aims to combine relevance to the research purpose with economy in procedure." This research used a descriptive cross-sectional quantitative survey design to scrutinize the effect of health and safety programs on employee performance. Quantitative approach was chosen because it permits the scholar to collect quantitative data to show the presence of the feature, and comprehend the presence of reality. It also simplifies gathering of large amounts of data and testing the impact between variables using inferential statistical methods of presentation (Creswell, 2014). The cross-sectional research method was used because it helps data to be gathered at a snapshot, that is, at a certain point in time with the view of drawing conclusions about an inquisitive population. This design facilitated the use of quantitative methods for data collection, analysis, and interpretation.

3.2 Study Population

A population is an assembly of events with comparable features that can permit generalization of the outcomes of a given study sample (El-Gohary, 2009). The target population is total figure of individuals, or substances that the scholar forestalls to inspect and make reference to (Roszi et al., 2021). For this study, the population comprised of 80 employees of LUSHP, including management (principals), tutors, support and technical staff. The study involved a target population of 66 respondents according to table of Krejcie 1970 to embody the whole

population of LUSHP of diverse subdivisions that included of; management, human resource, academic registrar, accounts, tutors, support staff, all will be respondents from LUSHP.

3.3 Sampling Design and Sample Size

Sampling involves choosing a subsection of people, substances, or events from a bigger population to make interpretations about the whole (Omona, 2013). A sample represents a minor proportion of the target population, nominated by means of organized actions. This research study employed simple random and stratified random sampling that safeguarded balanced representation throughout diverse staff categories. Simple random sampling gives every person the same probability of selection, while reducing the bias and ensuring reliability (Mugenda & Mugenda, 2003). Firstly, the total population was petitioned into related strata such as management, academic staff and support staff, then simple random was applied in each group to choose respondents. This method permits generality of results while allowing each stratum to be represented sufficiently which enhances validity and relevance of the research results.

From a total population of 80 employees, a sample size of 66 respondents was selected according to the table of Krejcie 1970.

$$S= X^2 NP(1 - P)/ [d^2(N - 1) + X^2P(1 - P)]$$
$$=3.841*80*0.5(1-0.5) / [0.05^2 (80-1) + 3.841*0.5^2(1-0.5)]$$
$$= 66.35$$
$$=66$$

3.4 Sources of Data

According to Baire, (2017), data is approximately row truths which have not been processed and from which no expressive interpretation can use. Data is gathered, observed or fashioned for purposes of investigation to produce unique research outcomes. These sources comprise of secondary and primary data.

3.4.1 Primary Data Collection.

According to Deegan and Underman (2011) primary data is that type of data that has never been testified anywhere short coming of secondary data sources such as out datedness and insufficiency in terms of coverage demanded the use of primary source for first data. It also refers to data congregated for the reason that no one has collected and published the information

in a medium accessible to the public. Institutions commonly take the time and allot the resources essential to gather primary data only when a query, matter or problem offers itself that is adequately significant or exceptional that it warranties the spending essential to collect the primary data. Primary data are original in nature and directly connected to the problem and present data.

3.4.2 Secondary Data Collection

According to Dennis, (2016), secondary data is the information that has formerly been gathered that is used by a person other than the one who gathered it. Secondary data is always utilised in social and commercial examination, especially when access to primary data is inaccessible.

Lowe, (2017) recognized secondary data as that type of data that is accessible, previously reported by some other scholars. Secondary data institutes of summaries of the numerous scholars connecting to the topic of discussion in query. Secondary data for this research is got from sources like libraries, archived records from the town council, records of chosen business, government publication, online information, text books, newspaper and unpublished research reports this is since it was readily accessible and easier to accompaniment, as it includes of expansively studied work.

3.5 Data collection Methods and Analysis.

Data collection is an instrument that was utilised to gather data (Dawson, 2002). The researcher fundamentally engrossed on one method of data collection and this was a closed ended questionnaire. According to Dawson, (2002) a questionnaire is a reformulated written set of questions to which respondents noted their responses regularly within rather carefully defined alternatives. A closed-ended questionnaire was utilised to gather data from the respondents, where the researcher will permit the study respondents to fill out the questionnaire in the study population. The closed-ended questions encompassed alternate answers for selection and were used to gather the required information about the study.

3.6 Quality Control Methods.

According to Ndifon Ejoh and Patrick Ejom, (2015), quality control are the energies and measures that scholars put in place to guarantee the quality and accurateness of data being gathered using the procedures selected for a specific study. Quality control labours vary from study to study and researcher applies to questionnaires, the monitoring of suitable interview

behavior, and other quality control aspects of the survey process. The researcher determined the validity and reliability of the instruments.

3.6.1 Validity

Validity refers to the degree of honesty of the tool in gauging the desired variable/construct under study (Lada et al., 2009). The aim for this was to guarantee that items operationalized are satisfactory, dependable and provide the accurate outcomes in respect to the representative sample used. We adopted procedures that have been studied, and we picked the experts who rated the research items as relevant and irrelevant and the results were generated using CVI = $\frac{Relevant\ Items}{Total\ Number\ of\ Items} \times 100\%$.

CVI results above the threshold of 0.7 were considered (Kimberlin & Winterstein, 2008; Kothari, 2004).

3.6.2 Reliability.

Reliability is the extent to which a tool measures what it is meant to measure recurrently (Creswell, 2014). To attain reliability of the outcomes, pre-testing of the tools was done. This was done in 15 staff that do not form part of the study. Questionnaires were dispersed to those groups of people as pilot study, a pre-test and a Cronbach alpha test was run to determine the reliability of the instruments. The drive was to guarantee consistence in the views and opinions of respondents regarding the study. The outcomes above the threshold of 70% were selected (Strainer, 2003; Nunnally, 1978).

3.7 Data Analysis.

Data obtained from the research was corrected, coded and tabularized. This included construction of frequency tables, percentages, mean, and standard deviation using descriptive statistics. The data was analysed using the Statistical Package for Social sciences (SPSS) version 22. Correlation analysis was then executed to find the degree of course, strength, and degree of relations among study variables. Finally, multiple regressions were executed to know the predictive power of the independent variables on the dependent variable.

3.8 Ethical Considerations.

Polit et al. (2003) defined ethical considerations as the moral values that the scholar had to follow to in all research approaches and at all phases of the research design. The researcher esteemed the dignity of the respondents and treated the information given with the utmost confidentiality, using it solely for research purposes (Fleming & Zegwaard, 2018). Careful questioning was used, predominantly regarding private stuffs and queries that could influence the respondents' dignity (Denzin & Lincoln, 2011). Respondents in the research were protected from opposing circumstances and were guaranteed that the information they provided and their contribution would not be used in contradiction of them (Fleming & Zegwaard, 2018).

Authorization was pursued from the participants before impending their workplaces, and this was done at their expediency. Matters of enticements, undue effect, and compulsion were strictly evaded by the scholar. Any type of communication related to the research was done with trustworthiness and transparency to authorize the test and check for errors in the study.

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This section exhibits the scrutiny, data presentation, and clarification of findings based on research objectives which were to; examine the effect of work environment on employee performance, examine the impact of health insurance on employee performance and examine the effectiveness of safety training programs on employee performance at Lubega School of Nursing and Health Professionals.

4.1 Response Rate

The researcher dispersed 66 questionnaires to participant. However, 60 questionnaires were dully signed and brought back. This institutes 90.9% reply rate. The response rate is measured satisfactory for the study as it meets the threshold of 50% according to Amin (2005).

4.2 Demographic Characteristics

This assisted the researcher to describe the characteristics of respondents who participated in the study. The respondents' characteristics are said to have an impact on the nature of the findings according to (Kothari, 2004).

4.2.1 Gender of Respondents

Table 4.1 Showing Gender of Respondents

		Frequency	Percent
Gender	Male	35	58.3
	Female	25	41.7
	Total	60	100.0

Source: Primary data (2025)

From the Table 4.1 above, it is clear that staffs in Lubega Institute are conquered by more males than females represented by 58.3% and 41.7% respectively. The outcomes further display that there is uneven representation of females in the employees in Lubega Institute. In some studies, the variable gender was found to have an influence on the study findings majorly due to stereotypes and biases in opinions and views (Zhang et al., 2021), the nature of this study that

meant to establish the effects of health and safety on the employees' performance in Lubega Institute cannot be significantly impacted by gender alterations since it deals with real-world and experimental situations. The fact that a thoughtful percentage of the female staffs also contributed to the study played a key role to counteract the various kind of biases that may have accrued due to gender factor (Donkoh & Mensah, 2023).

4.2.2 Age Characteristics

Table 4.2 Showing Age Characteristics

		Frequency	Percent
Age	18-25 years	9	15.0
	26-35 years	32	53.3
	36-45 years	13	21.7
	46 years and above	6	10.0
	Total	60	100.0

Source: Primary Data, (2025)

The results indicate that majority of the respondents (53.3%) were between 26 to 35 years of age, followed by 21.7% at the age bracket of 36 to 45 years then 15.0% of the respondents were 18-25 of age and 10.0% were 46 years and above. The implication of this is that Lubega Institute relatively has employees who are more mature in their personal lives, hence contributing to a stable workforce with minor turnover rates in terms of replacement that in turn improves on their local revenue performance. Davis et al., (2021) detected that youthful population in a study deliver a much more correct study population to give a well-informed response. As such participation of mostly youthful employees in the study assisted to improved the quality of data gathered.

4.2.3 Education Level.

Table 4.3 Showing Education Level

		Frequency	Percent
Education	Certificate	7	11.7
	Diploma	25	40.0
	Degree	22	38.3
	Post graduate	6	10.0
	Total	60	100.0

Source: Primary Data (2025)

From the outcome in the table 4.3 above, it expresses that 11.7% of the respondents had attained at least a certificate, 40.0% had a diploma, 38.3% have a degree and 10.0% had attained a post graduate. This infers that most of the respondents had acquired a diploma level of education hence it's evidence that the education levels of Lubega staff are relatively good.

4.2.4 Department of Respondents

Table 4.4 Showing departments of respondents

		Frequency	Percent
Department	Administration	6	10.0
	Human Resource	3	5.0
	Academic Staff	28	46.7
	Support Staff	23	38.3
	Total	60	100.0

Source: Primary Data, (2025)

The findings in Table 4.4 above revealed that 10% respondents were administrators, 5% of the total study population were under human resource department, 46.7% of the total study population were academic staff and 38.3% of the total study population were support staff. The above finding indicates that the sample was relatively distributed among different categories of staff in Lubega Institute. The relative distribution is important because to minimizes influence of bias that could have come from a single group, but more importantly it ensured that the aspect of triangulation was achieved (Natow, 2020).

4.2.5 Years served at Lubega Institute

Table 4.5 Showing Years served at Lubega Institute

		Frequency	Percent
Valid	Below 2 years	13	21.7
	2-4 years	30	50.0
	5 years and above	17	28.3
	Total	60	100.0

Source: Primary Data (2025)

The table 4.5 above shows that 21.7% of the respondents had served for a period below 2 years, 50% had worked between 2-4 years and 28.3% had worked for 5 years and above. The above

disclosure proposes that most of the study participants had a rudimentary and justly practical expanse of work knowledge post their academic qualification. This also suggests that the participants had satisfactory knowledge about health and safety problems related to their work which then qualifies them to offer an informative answer based on knowledge and experience thereby it ensured the study to get the best quality data.

4.3 Pearson's Correlation Analysis

Correlation analysis assesses the strength and direction of the relationship between two variables. In this study, the correlation coefficient indicates the nature of this relationship, with statistical significance established at the 0.01 level.

Table 4.6 Showing Correlation Analysis

Variable	Mean	Std. Deviation	(1)	(2)	(3)	(4)
Work Environment (1)	2.9426	.98524	1			
Health Insurance (2)	3.2167	.72513	.625	1		
Safety Training Programs (3)	3.0481	.95173	.349	.498	1	
Employee Performance (4)	3.2783	.89293	.572	.513	.660	1

**. Correlation is significant at the 0.01 level (2-tailed). N =60

Source: Primary Data (2025)

4.3.1 Work Environment and Employee Performance.

From the table 4.6 above, results show a positive and significant relationship exists between work environment and employee performance ($r=.572$, $\rho<0.01$). This implies that improvement in work environment is associated with a positive change in employee performance.

4.3.2 Health Insurance and Employee Performance.

Results in table 4.6 above show that health insurance positively affects employee performance ($r=.513$, $p<0.01$). This shows that enhancement of health insurance is attached with variations in employee performance.

4.3.3 Safety Training Programs and Employee Performance.

From the table 4.6 above, results show a positive significant relationship exists between safety training programs and employee performance (r=.660, ρ<0.01). This implies that enhancement in safety training programs is associated with a positive change in employee performance.

4.4 Regression Analysis

A regression analysis was conducted to determine the predictive power of the independent variables on the dependent variable. It entails determining the regression equation of the two variables. It involves using model summary table, ANOVA, among others to determine the T-Significance.

4.4.1 Work Environment and Employee Performance

The first objective of this study was to examine the effect of work environment on employee performance at Lubega School of Nursing and Health Professionals, in order to do so, a regression analysis was conducted and the results are shown in table 4.7 below.

Table 4.7 Showing Work Environment and Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.753	.303		5.792	.000
Work Environment	.518	.098	.572	5.308	.000
	R=.572	R^2=.327	Adj.R^2=.315	F=28.180	.000

Dependent Variable: Employee Performance

Source: Primary Data (2025)

The findings from table 4.7 above show that 31.5% variation in the employee performance is caused by work environment (Adj.R^2=0.315; ρ<0.01). These outcomes are additional reinforced by a positive and significant relationship between the study variables of work environment and employee performance (F=28.180; ρ<0.01). The table further shows a

standardized beta coefficient of (β=0.572; ρ<0.01) that suggests that work environment significantly predicts employee performance.

4.4.2 Health Insurance and Employee Performance

The second objective of this study was to examine the impact of health insurance on employee performance at Lubega School of Nursing and Health Professionals, in order to do so, a regression analysis was conducted and the results are shown in table 4.8 below.

Table 4.8 Showing Health Insurance and Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	1.248	.458		2.727	.008
	Health Insurance	.631	.139	.513	4.546	.001
		R=.513	R^2=.263	Adj.R^2=.250	F=20.670	.000

Dependent Variable: Employee Performance

Source: Primary Data (2025)

Results from table 4.8 above show that 25.0% variation in the employee performance is caused by health insurance (Adj.R^2=0.250; ρ<0.01). These outcomes are buoyed by a positive and noteworthy impact between the study variables of health insurance and employee performance (F=20.670; ρ<0.01). The table further displays a standardized beta coefficient of (β=0.513; ρ<0.01) that suggests that health insurance significantly predicts employee performance.

4.4.3 Safety Training Programs and Employee Performance.

The third objective of this study was to examine the effectiveness of safety training programs on employee performance at Lubega School of Nursing and Health Professionals, in order to do so, a regression analysis was conducted and the results are shown in table 4.9 below.

Table 4.9 Showing Safety Training Programs and Employee Performance.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.391	.295		4.709	.000
Safety Training Programs	.619	.093	.660	6.692	.000
	R=.660	R^2=.436	Adj.R^2=.426	F=44.782	.000

Dependent Variable: Employee Performance

Source: Primary data (2025)

Results from table 4.9 above depict that 42.6% variation in the employee performance is instigated by safety training programs (Adj.R^2=0.426; ρ<0.01). These outcomes are additionally reinforced by a positive and significant relationship between the study variables of safety training programs and employee performance (F=44.782; ρ<0.01). The table further displays a consistent beta coefficient of (β=0.660; ρ<0.01) that proposes that safety training programs significantly predicts employee performance.

CHAPTER FIVE
DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This section presents discussion of the study findings, conclusion, recommendations, limitations of the study, and areas of further research.

5.1.0 Discussion of the Study Findings

This study sought to examine the effect of health and safety practices on employee performance. It was established that health and safety programs such as work environment, health insurance and safety training programs, according to findings strongly affect employee performance. Furthermore, the results of this study are consistent with the findings of the study by Gu et al., (2022) that showed that a positive workplace environment enhances employee commitment and achievement-striving ability, which in turn boosts performance. Their study, based on academic staff responses, found that environmental factors such as interpersonal relationships, managerial support, and organizational culture significantly influence task execution and goal orientation. Companies therefore must endeavour to invest in health and safety practices to guarantee the staffs feel secure, safe and healthy which will in turn upsurge their levels of job satisfaction hence augmented performance.

From the results of this investigation, it is obvious that workers felt that the corporations had put in place a numeral of health and safety programs to guarantee they operated in safe and healthy environment. Employee performance is sentimental and by a sequence of aspects like staff health and safety. This research showed that health and safety programs are actual and efficient to impact employee performance positively. This is also in line with the study by Lewis (2024), who found out that comprehensive health benefits reduce financial stress and improve access to care, which in turn boosts morale, focus, and productivity. Employees who feel secure in their health coverage are more likely to engage fully in their work and demonstrate loyalty to their organization.

In conclusion, the study results suggest that programs on the aspect of health also acts as the thrust to improving staff performance. This is realised by preparing all your employees and training them on safety skills that can support them in tackling risks. This is together with TIS training, (2025) whose fin dings also depict that safety training enhances staff’s use safety programs, they are more confident in their roles which boosts efficiency.

5.2 Conclusion

Based on the findings from the research, here are the conclusions to improve on employee performance in organisations.

The main objective was to examine the effect of health and safety programs on employee performance. It can be summarised from the study that health and safety programs is vital for every organization. It was revealed from the study that health and safety programs countered staff turnover and prevented staff injury rates which enhance employee performance and productivity. It was also noted that due to the benefits that are associated with proper implementation of health and safety programs, management in the different organizations should show commitment towards supporting the health and safety programs.

The study therefore concludes that supportive work environment, comprehensive health insurance and safety training programs positively affect the employee performance.

5.3 Recommendations.

Based on the above conclusions, the researcher makes the following endorsements.

To advance employee productivity, organizations should cultivate a supportive work environment that promotes collaboration and open communication. This can be realized by improving leadership programs to deliver clear direction and support, clearly describing duties and errands to reduce misperception, and engaging in professional expansion prospects that improves skills and sureness. Additionally, embracing recognition aspects and compensation boost morale while improving work life balance reduces strain and boosts job satisfaction. Having a good and calm working space and prioritizing diversity enhances invention and creativity which actually guides to the most engaged and performing staff.

To also enhance staff performance, enterprises have to insurance coverage on the health aspects of its workers because this gives them more time to work since no/few days will be taken as off days to get medical attention which ends up boosting their well being and lessen stress.

Companies are also recommended to have inclusive safety training initiatives. These initiatives help to enhance staff and organisational productivity through the preparation of employees with necessary skills to handle organisational hazards effectively. Through this, employees will posses a right understanding of safety practices and reduction in the job accidents. This not only boosts adherence to company standards but also leads to positive boost in staff motivation.

5.4. Limitations of the Study.

The research was restricted by the research designed used (cross sectional design) which allows collection of information at once which could not get changes in the variables over time.

A closed ended questionnaire was used which measured a five-point Likert scale, this ended up limiting responses from participants. This limited qualitative insights.

This study only collected data from one institution which may not have been sufficient hence was limited by the geographical scope.

5.5. Areas of Further Research

The scholar commends a mediator to be introduced to this study, since it can also help to give more deeper insight on the ways in which safety and health enhance performance.

The researcher further recommends conducting qualitative research to add richer intuitions on how health and safety programs relates to staff performance in Uganda.

It is recommended that next research apply a longitudinal research method to follow variations and trends over time of the impact of health and safety programs on employee performance in Uganda.

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APPENDICES

Appendix 1: QUESTIONAIRE

Dear Respondent,

I am Atiang Charity Mercy, a Human Resource Student in my final year at Uganda Christian University doing my research. I am conducting a research study on Health and Safety Programs and Employee Performance at Lubega School of Nursing and Health Professionals. The data will be used for academic purposes only and it will be treated with confidentiality that it deserves. I kindly request you to spare few minutes of your busy schedule to fill and complete this questionnaire. Your participation in facilitating this study will be highly appreciated. Kindly tick in the space provided with the correct answer.

Section A: Demographic Information

a) Gender

1) Female ☐

2) Male ☐

b) Age brackets (years)

1) 18-25 years ☐ 2) 26-36 years ☐ 3) 37-45 years ☐

4) 46-and above ☐

c) Level of Education

1) Certificate level ☐ 2) Diploma ☐ 3) Degree ☐

4) Post-graduate ☐

d) Department of respondent

1) Administration ☐ 2) Human Resource ☐ 3) Academic Staff ☐

4) Support Staff ☐

e) Years served in LUSHP.

Below 2 years 1

2-4years 2

5years and above 3

SECTION B:

Please indicate the extent to which you agree or disagree with the statement putting a tick in the appropriate response where,**5-**Strongly Agree (SA),**4-**Agree (A), **3-**Not sure (NS), **2-**Disagree(D), **1-**Strongly Disagree (SD).

CODE	**HEALTH AND SAFETY PROGRAMS**	**1**	**2**	**3**	**4**	**5**
HI	**HEALTH INSURANCE**	**SD**	**D**	**NS**	**A**	**SA**
HII	Employees at Lubega Institute with health insurance tend to miss fewer workdays thanks to improved access to medical care.					
HI2	Having health coverage boosts staff well-being and eases stress, resulting in greater satisfaction with their jobs.					
HI3	Preventive healthcare made available through insurance helps maintain a healthier team at Lubega Institute.					
HI4	Insured employees are more inclined to pursue prompt medical attention, which helps avoid interruptions in productivity.					
HI5	Health insurance strengthens staff retention by offering a meaningful and attractive benefits package.					
HI6	Lower out-of-pocket healthcare costs allow employees to concentrate better and stay committed to their responsibilities.					
HI7	Insurance-supported wellness leads to more effective and productive performance among Lubega Institute staff.					
HI8	Providing health coverage promotes a workplace culture that prioritizes staff welfare and enhances institutional outcomes.					
HI9	When employees receive health insurance, they feel appreciated and supported, which lifts morale and deepens their loyalty to Lubega Institute.					
CODE	**WORK ENVIRONMENT**	**1**	**2**	**3**	**4**	**5**
WE1	A nurturing organizational culture at Lubega Institute boosts employee motivation and encourages collaborative efforts.	**SD**	**D**	**NS**	**A**	**SA**

WE2	Strong leadership at the Institute provides clear guidance, purposeful direction, and uplifts staff morale.					
WE3	Clearly outlined responsibilities and balanced workloads promote operational effectiveness at Lubega Institute.					
WE4	Professional development opportunities at the Institute strengthen staff capabilities and confidence.					
WE5	Transparent communication practices support effective teamwork and informed decision-making.					
WE6	Equitable recognition and reward systems drive employee performance and reinforce commitment.					
WE7	Promoting work-life balance helps reduce stress and enhances overall job satisfaction among staff.					
WE8	A clean, well-equipped physical workspace contributes to improved productivity at Lubega Institute.					
WE9	Valuing diversity encourages innovation and builds a more inclusive and dynamic work culture.					
CODE	**SAFETY TRAINING**	**1**	**2**	**3**	**4**	**5**
ST1	Safety training initiatives have boosted employee productivity at Lubega Institute.	**SD**	**D**	**NS**	**A**	**SA**
ST2	After undergoing safety training, staff feel more equipped to manage workplace hazards.					
ST3	Effective safety programs have led to a noticeable decline in on-the-job accidents.					
ST4	Training sessions have heightened employees' understanding of safety procedures.					
ST5	Emphasizing safety through training has positively influenced staff morale.					
ST6	Safety education has improved adherence to workplace safety standards.					
ST7	There's been a clear increase in the proper use of protective gear following training.					
ST8	Employees carry out their responsibilities more effectively after receiving safety instruction.					

ST9	Safety training has played a key role in creating a more secure work environment.					
CODE	**EMPLOYEE PERFORMANCE**	**SD**	**D**	**NS**	**A**	**SA**
EP1	I consistently complete my assigned tasks on time.					
EP2	I maintain a high level of accuracy and attention to detail in my work.					
EP3	I actively contribute to the achievement of departmental goals.					
EP4	I feel motivated to perform well in my current role.					
EP5	I regularly receive positive feedback from supervisors regarding my performance.					
EP6	I am able to manage my workload effectively without feeling overwhelmed.					
EP7	I maintain a professional attitude and behavior at all times.					
EP8	I am punctual and rarely absent from work.					
EP9	I adapt quickly to changes and new responsibilities in the workplace.					
EP10	I believe my performance positively impacts student satisfaction and learning outcomes.					

THANKS FOR YOUR TIME MAY THE GOOD LORD BLESS YOU ALL

Atiang Charity Mercy

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