

**HEALTH AND SAFETY PROGRAMS AND PERFORMANCE OF EMPLOYEES IN
PUBLIC UNIVERSITIES IN UGANDA : A CASE STUDY OF MAKERERE
UNIVERSITY BUSINESS SCHOOL MBALE CAMPUS**

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**UGANDA CHRISTIAN
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DECLARATION

DECLARATION

I MUZEI PAUL hereby declare that the information contained in the research report is my original work and has never been submitted by any one for any award to any institution of higher learning.

Signature: MAP Date: 15th/08/2024

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: *Kundahele* Date: *07/08/2024*

MR.KUKA PHINEHAS (University Supervisor)

DEDICATION

I dedicate this research report to my dear friends who have been a constant source of support and encouragement throughout this journey. Your words of encouragement and unwavering belief in me have been invaluable, and I am grateful for your friendship. I also dedicate this work to the esteemed Uganda Christian University for providing me with the opportunity to pursue my academic aspirations. The guidance and knowledge imparted by the faculty members have been instrumental in shaping my academic journey, and I am thankful for their mentorship. This research is a testament to the collaborative efforts of friends and university, and I am honored to have been a part of this academic community.

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ABSTRACT

This study investigated the impact of health and safety programs on the performance of employees at Makerere University Business School, Mbale Campus, with a sample size of 40 respondents derived using the Slovin formula from 1960. The study's general objective was to examine how these programs influence employee performance. The specific objectives included: (i) exploring the relationship between the work environment and employee performance, (ii) assessing how health insurance affects employee performance, and (iii) evaluating the effectiveness of safety training programs in enhancing performance. The findings reveal that 57.5% of respondents are aged between 15-30 years, with an equal gender distribution (50% male, 50% female). Regarding marital status, 70% are single, while educational attainment shows that 50% have tertiary education or higher. The study concludes that the work environment significantly impacts employee performance, with health insurance contributing to reduced absenteeism and improved job satisfaction by 69.5%. Safety training programs positively influence productivity and compliance, though their overall impact is moderate, as indicated by a 0.145 correlation coefficient. The study recommends enhancing health insurance coverage to further reduce absenteeism and stress, improving safety training programs to cover broader topics and increase participation, and continuously evaluating these programs to ensure they meet the evolving needs of employees effectively.

LIST OF ACRONYMS

ASB	:	ACCOUNTING STANDARD BOARD
CVI	:	CONTENT VALIDITY INDEX
GAAP	:	GENERALLY ACCEPTED ACCOUNTING PRINCIPLES
IV	:	INDEPENDENT VARIABLE
DV	:	DEPENDENT VARIABLE
NCD	:	NORTHERN CITY DIVISION

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study will explore the relationship between, health and safety programs and performance of employees in public universities in Uganda, using Makerere University Business School ,Mbale Campus as a case study. This chapter presents: background to the study; problem statement; objectives of the study; research questions and hypotheses; conceptual framework; significance of the study; justification of the study; scope of the study and operational definitions of terms

1.1. Background to the Study

The background to the study will be categorized into four major perspectives; Historical, Conceptual, Theoretical and Contextual Perspectives respectively.

1.1.1 Historical background

The concern for worker health and safety has been a top priority for the World Health Organization (WHO) since its inception. To this end, WHO joined ILO (International Labour Organization) to form the Joint ILO/WHO Committee on Industrial Hygiene. In the 1960s and most of the 1970s, the WHO occupational health strategies basically focused on the scientific and technical aspects of occupational health services, including the early diagnosis of occupational diseases, training and education in occupational health in order to boost the workforce performance and productivity of industries.

It is also imperative to note that, in pursuit of the aforementioned, new strategies like comprehensive workers' health programme stressing the need to organize primary health care services for the further development of occupational health services were adopted in 1979, with the World Health Assembly (WHA) resolution to mitigate the adverse health impact of work- related risk factors in other organizations like academic institutions and not concentrating on industries alone (ILO-OSH 2001). Although universities from different countries have been offering health services to the staff and students, there are no broad and comprehensive set of principles upon which decisions and actions on health-related matters to guide action. It is important therefore that a contemporary university develops a health and safety policy to address all decisions on health as well as safety related matters.

The need for employers to improve the health and safety of employees in public universities, in this case, Makerere University Business School, Mbale Campus remains critical. Needless

to mention that employers are expected to adhere to the Occupational Safety and Health Act (Constitution of the Republic of Uganda 1995 Article 32) in order to boost their organization's productivity. However, most institutions in Uganda grossly neglect the implementation of good health and safety principles and practices as some look at it as a corporate issue other than a tool to improve organizational competitive edge over others. Thus loosing many productive staff to other organizations which offer good health and safety packages to their workforce leading to their enormous performance. As a result this hampers public universities efforts to reduce their levels of staff turnover as well as enhancing high employee productivity.

1.1.2 Theoretical background

It needs heretofore be mentioned that the major theories that underpinned this study are: Hierarchy of Needs theory as advanced by Abraham Maslow (1943) and Motivation-Hygiene (Two-Factor) Theory as advanced by Herzberg and his colleagues in the 1950's at the Psychological Service of Pittsburgh. Hierarchy of Needs Theory assume that people act to fill needs. A need is a tension that exists that creates a void that people seek to resolve. Maslow's Need Theory combines the notion of acting to satisfy deficiencies with the notion of moving towards personal growth after basics of life have been satisfied, including health and safety.

Meanwhile, regarding the Motivation-Hygiene (Two-Factor) Theory, Herzberg concluded that people have two different categories of needs, which he called hygiene factors and motivators. He found that when people felt dissatisfied with their jobs, they were concerned about the environment in which they were working relating to issues such as health and safety at the work place. On the other hand when people felt good about their jobs, this feeling had to do with the work itself. Herzberg called the first category of needs hygiene, or maintenance factors. This was because they describe people's environment and serve the primary function of preventing job dissatisfaction. The rationale for calling them maintenance was based on the notion that they are never completely satisfied they have to continue to be maintained. Herzberg called the second category of needs motivators because they seemed to be effective in motivating people to superior performance.

Scholars have come up with theories with suitable health and safety at work place, however the current researcher believed that according to Maslow's Hierarchy of Needs theory (1943).It is the responsibility of employers to provide a workplace environment that encourages and enables employees to fulfill their own unique potential (self-actualization).

This theory is relevant to explain the need for good physical working environment, psychosocial environment, performance feedback, in order to retain employees, improve work commitment hence performance.

On the other hand the assumption of Herzberg's theory (1966) assumes that being closely related to hygiene and other motivational factors like work environment and working conditions for employees willingness to perform or not to perform.

This study was also guided the systems theory which reveals that open and interactive environments enable one to acquire qualitatively new properties through emergence, resulting in constant advancement. Organizations including public Universities pursuit relatively specific goals and exhibit relatively highly formalized social structures (Scott, 1992). This implies that public Universities to achieve better performance there should be interplay.

1.1.3 Conceptual background

From the conceptual perspective, the key variables of the study are, Workplace environment, Health Insurance and Job performance. Performance is a combined effort and work value to the organization of a separate behavioral affair that an individual performs over a standard interval of time (Motowidlo et al 1997). However, in this particular study, it was operationalized in terms of whether Makerere University Business School, Mbale Campus employees perform their jobs well. Performance is an extremely important criterion that relates to organizational outcomes and success. On the other hand, performance can be significantly achieved with a health work environment.

Disch (2002) healthy work environment is a work setting in which policies, procedures and systems are designed so that employees are able to meet organizational objectives and achieve personal satisfaction in their work. It emphasizes the external factors that impact satisfaction; it focuses on those things that are under the influence of the organization. While an individual's inner predisposition to satisfaction is not under the influence of the organization, a component of promoting a healthy work environment does involve hiring individuals who are positive and have the potential to perform once the proper environment is provided (Brooks et al., 2007).

The work environment is the result of numerous, interrelated factors (Alspach, 2009). These basically include the Physical environment, psychosocial environment, Learning and development, Performance outcome and feedback and organizational support (Hua,

2010). Therefore work environment creates atmosphere for more productive employees and this translates into bottom line cost savings.

On the other hand, employees positively impact corporate culture, resulting in many intangible but equally important returns. A work force is more committed to the job and to the customer. It should be noted that good work environment may not be seen, but all that can be seen is behavior thus performance. Well as work environment greatly influences job performance, Health insurance is relatively significant for performance, Zikusooka, Kyomuhangi (2007), notes that Health insurance involves collecting insurance premiums from either individuals or companies in return for specified health benefit package for those who are covered by insurance. This can be provided by either the company directly for its employees or the company involving the employees towards contribution of premiums for the insurance. Whereas Feldstein (2007) says that Health insurance is purchased not as a final consumption good but as a means of paying for the future stochastic purchases of health services. The health services purchased in this context are to help those who may suffer from different illnesses along the way.

1.1.4 Contextual Background

Safety and health in the workplace are an integral component to the viability of business for employers, labor unions, governments, and environmentalists in general (Macintosh & Gough et al 2004). It is argued that extension of health and safety strategies has a larger effect on performance of organizations; large percentages of employees receive employer sponsored health insurance. However, it is considered to be just a right by many workers and not a performance benchmark (Sood et al 2009)

Naturally a need for health and safety is an intrinsically human concern. Every individual in life whether one is employed or not, both at the workplace and outside the workplace has the intrinsic need to be safe in order to perform the required duties effectively.

Due to globalized economic trends, the subject of health and safety in the workplace and more so academic institutions has taken on great importance. International conventions institute international organization for standardization to help regulate and bring about improved workplace conditions and services (Zwetsloot, 2003). Safety and health in the workplace covers a wide spectrum of issues. Among them are issues such as working with hazardous chemicals and minerals, exposure to contagious diseases and passive smoking, psychological safety such as stress, fears and attitudes, working within harmful workplace

emissions and safety precautions, safety communication measures and personal protection equipment. Internationally, occupational Health and Safety policy remains an important need for billions of workers. Governments are striving to improve workers conditions of their citizens in order to boost their productivity (Daily monitor 1st may 2012).

From the contextual view, Makerere University Business School, Mbale Campus has no well outlined health and safety programs. Health insurance and work environment have not been employed as avenues to forefront performance of employees. The University handles some minor safety issues like safety precaution while on duty and provision of first aid services at their University medical Centre. Employees have continued to face increasing challenges of lacking health insurance cover at work place not to forget potential hazards that are mainly contributed by metal dust, excess noise from workshops accidents, traffic and seasonal pollution, medical waste, garbage, fire, electricity related facilities, poor sanitary facilities , darkness, radio waves and asbestos roofing. Most of the cases contracted from such health hazards cannot be handled by the University Medical Centre consequently they are referred to Referral hospitals.

As a result of the fore going information employees have to incur medical bills and are refunded 80% of the expenses (Terms and Conditions of Service, 2005),they continue to be absent from duty and all this has affected their customer care, commitment and quality of services which directly affects the general performance of the University as a whole. On the other hand it affects University employee retention since most employees try seek better opportunities to organizations with better health and safety programs leaving the University understaffed hence better performance. Being an employer, Makerere University Business School, Mbale Campus is mandated to formulate safety procedures for its employees as per the health Act chap 128. in order to engineer performance of their work force . This could enable it develop health and safety programs to address all decisions on health as well as safety related matters to employees thus better performance.

1.2 Statement of the Problem

Health and safety largely contribute to personnel performance (Harrison et al.1990). Makerere University Business School, Mbale Campus offers a number of health services to its employees at its medical Centre; these include daycare & outpatient treatment, first aid and counseling. The terms and conditions of service for members of staff (2009) provides for a refund of up to 80% on expenses incurred by Makerere University Business School, Mbale

Campus employees for medical, dental and ophthalmic treatment, In addition, one spouse and up to seven children are provided with health services bearing in mind that they attend council designated hospitals. Despite of all this, the performance of its employees is still largely lacking. Action on other health, safety and risk management related matters like health insurance for all employees, ensuring a health physical and psychological work environment to engineer performance have been ignored. If the University does not consider a health and safety instrument and think positively, its employees will increasingly continue to face health and safety challenges leading to cases of unexplained absenteeism, illnesses, ill- health and dissatisfaction hence under performance and a slump in the performance of the University in general as an academic institution.

1.3 General objective

This study was to investigate the effect of health and safety programs on the performance of Employees in Public Universities: A case of Makerere University Business School, Mbale Campus.

1.3.1 Specific Objectives

The specific objectives of the study were;

- i. To establish the relationship between work environment and performance of employees at Makerere University Business School, Mbale Campus.
- ii. To establish the relationship between health insurance and the performance of employees at Makerere University Business School, Mbale Campus.
- iii. To evaluate the effectiveness of safety training programs in enhancing the performance of employees at Makerere University Business School, Mbale Campus.

1.4 Research Questions

The other research questions were;

- i. What is the influence of work environment on the performance of employees of Makerere University Business School, Mbale Campus?
- ii. What is the influence of Health Insurance policy on the performance of employees of Makerere University Business School, Mbale Campus?
- iii. What is the effectiveness of safety training programs in enhancing employee performance at Makerere University Business School, Mbale Campus?

1.5 Conceptual framework

According to Amin (2019) Conceptual framework presents the concepts or variable of the study and how they are connected. As for this study, it presents the relationship between health and safety programs and employee performance.

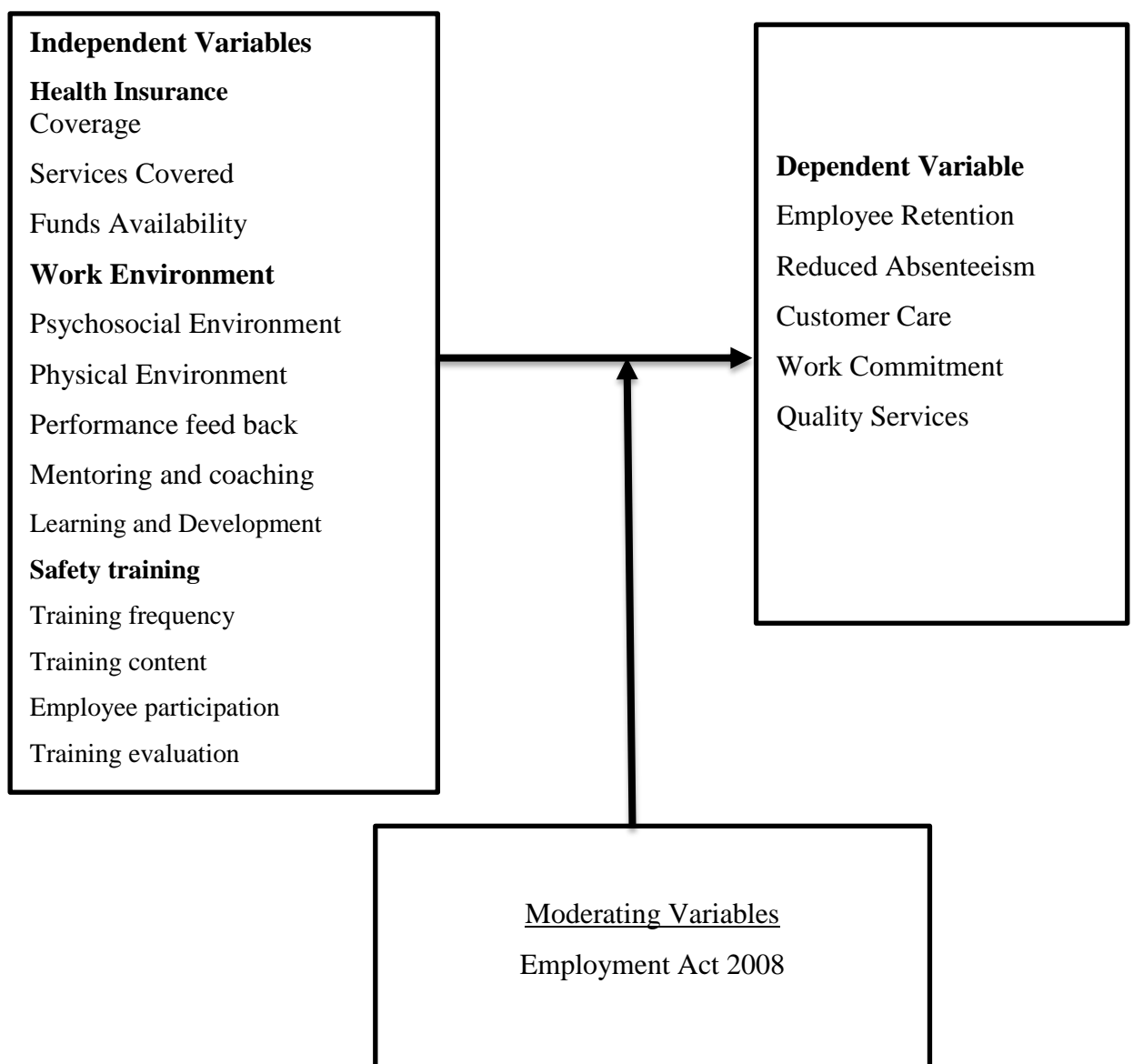
Figure 1. 1: Conceptual framework

Independent Variables

Health and safety Programs

Dependent Variable

Employee Performance



Employee productivity is critical for an institution's overall performance. In this study, the concept of 'productivity' comprises of two components – an employee's personal motivation and the work environment. The conceptual framework explains how health insurance and work environment affect, Employee retention, reduced absenteeism, improved customer satisfaction, work commitment and quality of services. The model explains the relationship between the independent and dependent variables. These are anticipated to be organizational policies.

1.6 Justification of the study

Given the discontent magnitude of the various illnesses, ill-health and other health related grievances caused by poor work environment and health. It was very important to investigate the underlying problems that may not be easily recognized without applying scientific research. The researcher wanted to scientifically study and inform management of the need for putting in place health and safety programs in order to improve employee's performance.

1.7 Significance of the Study

As health and safety of employees is continuously becoming one of the main contributing factors to organizational performance. The study will therefore contribute to the existing literature, create new debates on the study and also fill gaps found which have not been filled in the previous studies. It will further be of use to the policy makers in the University since it addresses employee desires in an academic environment. The study findings will also be beneficial to human resource development officers as they will be able to formulate health insurance and work environment policies that meet the expectation of the staff of Makerere University Business School, Mbale Campus. Similarly, managers, policy makers and educators will become sensitized about the relationship between health insurance and work environment. This will enable them employ appropriate steps to structure competitive health insurance and work environment policies and programs. The study will form a basis for further research into other factors that affect the employee performance other than health insurance and work environment related issues.

1.8 Scope of the Study

The research scope comprised of; content scope, geographical scope and the time scope.

1.9 Content scope

The study was to investigate the effect of the health and safety programs on the performance of public University Employees: A case of Makerere University Business School, Mbale Campus.

1.10 Geographical scope

The study was conducted at Makerere University Business School, Mbale Campus found in Northern Division, located in Northern division, approximately 50 kilometers from the central business district of Mbale and 20 kilometers from the nearest major urban center. Northern division serves as a regional hub for administrative functions within the Northern Division, encompassing various municipal departments responsible for public service delivery, infrastructure development, and community engagement. This geographic location provides a strategic context for examining the relationship between work-life balance initiatives and employee performance within a municipal setting

1.10.1 Time scope

This research covered a period from 2019 – 2022 because this was the period within which employee performance was poor as the University was still new with few staff members

1.11 Operation Definition of key Terms

Rewards: According to Jones et al. (2020), rewards refer to incentives provided to employees, such as salary increments, bonuses, and recognition, designed to acknowledge and reinforce desired behaviours and performance outcomes within an organization.

Training: According to Smith et al. (2020), training encompasses structured activities and programs aimed at enhancing employees' knowledge, skills, and competencies to perform their job roles effectively and prepare them for future career opportunities within the organization.

Performance Appraisal: According to Brown et al. (2020), performance appraisal is a systematic process of evaluating an employee's job performance based on predetermined criteria, typically through formal assessments, reviews, or discussions.

Employee Performance: According to Wilson et al. (2020), employee performance refers to the effectiveness and efficiency with which an individual fulfils their job responsibilities and achieves organizational goals, as assessed through productivity, quality of work, and other performance metrics.

Work Environment: According to Johnson et al. (2020), the work environment comprises the physical, social, and psychological conditions in which employees perform their job

duties, influencing their well-being, job satisfaction, and overall productivity.

1.12 Conclusion

The first chapter presents an introduction to study where the core concepts in the study and the study objectives were introduced. The chapter also presented a background to the study, statement of the problem, purpose and specific objectives as well as justification of the study and definition of the key terms. The concepts were discussed in detail in the second chapter which presents a review of literature per specific objective that guided this study.

CHAPTER TWO LITERATURE REVIEW

2.0 Introduction

This chapter is about analysis of concepts and variable of the research. It covers theories of health and safety programs and the related literatures on health and safety programs and employee performance. The literature review presents the analysis of work that was done on health and safety programs and employee performance through review of books, publications and reports.

2.1 Theoretical Review

The theories that underpinned this study are motivational theories in general and Fredrick Hertzberg's Two-way Theory in particular, complemented by Abraham Maslow's Hierarchy of Needs Theory.

2.1.1 Hertzberg's Two-Factor Theory

Herzberg's Two-Factor Theory has been pivotal in understanding the dynamics of employee motivation and satisfaction in organizational settings. According to Herzberg (2022), this theory delineates two categories of factors that influence employee attitudes and behaviors: hygiene factors and motivators. Hygiene factors encompass elements such as work conditions, company policies, supervision, and interpersonal relationships. Herzberg posits that these factors primarily serve to prevent dissatisfaction rather than actively contribute to motivation. When hygiene factors are adequate, they create a baseline level of contentment among employees, but their improvement does not necessarily lead to increased motivation or superior performance.

Conversely, motivators are intrinsic to the job itself and include factors like recognition, achievement, responsibility, growth opportunities, and the nature of the work. Herzberg (2022) argues that these motivators directly impact job satisfaction and have the potential to stimulate employees towards higher levels of performance. When employees experience meaningful work, opportunities for advancement, and recognition for their contributions, they are more likely to be motivated and engaged in their roles.

In the context of universities, Herzberg's theory suggests that optimizing terms of service can significantly influence institutional effectiveness and efficiency. Fair compensation, supportive work environments that prioritize employee well-being, and opportunities for professional growth are critical motivators that can enhance job satisfaction among academic and administrative staff (Herzberg, 2022). By addressing these motivators, universities can foster a positive work culture where employees feel valued and motivated to contribute to the institution's goals.

However, critics argue that Herzberg's Two-Factor Theory may not universally apply across diverse cultural and organizational contexts. While the theory originated from studies in Western industrial settings, its application to non-Western contexts and academic environments requires careful consideration of cultural norms, organizational structures, and the unique motivations of university employees (Herzberg, 2022). Cultural factors, such as varying attitudes towards work and different expectations regarding job satisfaction, can influence how hygiene factors and motivators are perceived and valued by employees.

The study aims to leverage Herzberg's insights to explore motivational theories within the university setting comprehensively. By addressing gaps in understanding and applying these principles effectively, the research seeks to enhance employee satisfaction and performance in universities (Herzberg, 2022). This involves identifying specific motivators that resonate with university employees, understanding the role of organizational culture in shaping motivational dynamics, and implementing strategies that promote a supportive and engaging work environment.

Moreover, Herzberg's theory underscores the importance of aligning organizational policies and practices with the motivators that drive employee satisfaction and performance. Universities that prioritize professional development opportunities cultivate a culture of recognition and appreciation, and foster collaborative work environments are likely to experience higher levels of employee engagement and productivity (Herzberg, 2022). By focusing on these motivators, institutions can create conditions that not only attract talented staff but also retain them over the long term, contributing to overall institutional success.

In conclusion, Herzberg's Two-Factor Theory offers valuable insights into the complexities of employee motivation and satisfaction within the university context. By understanding and addressing both hygiene factors and motivators, universities can create environments where

employees thrive, contribute meaningfully to their roles, and support the institution's mission and goals (Herzberg, 2022). The study's exploration of these principles aims to provide actionable recommendations for enhancing organizational effectiveness and fostering a positive work culture in universities, ultimately benefiting both employees and the institution as a whole.

2.2 Relationship between work environment and performance of employees at Makerere University Business School, Mbale Campus.

According to Davenport and Parker (2018), the physical workspace significantly influences employees' productivity and satisfaction. They assert that factors such as lighting, noise levels, temperature, and spatial arrangements can either enhance or hinder performance. For instance, a well-lit and adequately ventilated office space tends to promote higher levels of concentration and job satisfaction (Smith et al., 2019). Conversely, poor environmental conditions may lead to discomfort and distraction among employees, thus impacting their efficiency negatively (Jones & Wang, 2020).

In addition to organizational policies and practices, the psychological factors influencing employee performance are crucial to examine. According to Deci and Ryan (2017), motivation plays a central role in determining the effort and persistence individuals devote to their work tasks. Their self-determination theory posits that when employees feel autonomous, competent, and connected to their work, they are more likely to experience higher levels of intrinsic motivation, leading to enhanced performance outcomes (Gagné & Deci, 2018). Conversely, environments that undermine autonomy or fail to provide meaningful work can diminish motivation and result in reduced productivity (Hackman & Oldham, 2020). Therefore, aligning organizational practices with motivational theories is essential for bridging gaps and fostering environments that promote employee engagement and performance.

Moreover, the role of feedback and communication in shaping employee performance cannot be overstated. Effective communication, as highlighted by Adler and Elmhorst (2019), facilitates clarity of expectations, mutual understanding, and timely feedback, which are critical for improving performance and fostering continuous development. When employees receive constructive feedback and feel their contributions are valued, they are more likely to

strive for excellence and engage in behaviours that support organizational goals (Bolman & Deal, 2021). In contrast, poor communication practices, such as ambiguous instructions or lack of feedback, can lead to misunderstandings and hinder performance improvement efforts (Argyris, 2020). Addressing these communication gaps is essential for creating a supportive work environment that enhances employee performance and satisfaction.

Furthermore, the alignment of individual goals with organizational objectives plays a pivotal role in driving employee performance. Locke and Latham (2019) argue that setting clear and challenging goals motivates individuals to exert effort and persist in achieving desired outcomes. Goal-setting theory suggests that specific, measurable, achievable, relevant, and time-bound (SMART) goals enhance employee focus and performance (Lunenburg, 2011). However, gaps may arise when goals are overly ambitious or fail to resonate with employees' values and aspirations, leading to disengagement and reduced commitment (Locke & Latham, 2019). Therefore, aligning goal-setting processes with employee motivations and organizational priorities is essential for maximizing performance outcomes.

Additionally, the role of job design in influencing employee performance merits attention. Hackman and Oldham (2020) propose the job characteristics model, which identifies five core job dimensions—skill variety, task identity, task significance, autonomy, and feedback—as critical determinants of job satisfaction and performance. Jobs that offer high levels of autonomy and opportunities for skill development tend to foster intrinsic motivation and job satisfaction (Parker & Ohly, 2008). Conversely, jobs characterized by monotony or lack of variety may lead to boredom and decreased engagement (Amabile, 2018). Addressing these job design gaps through job enrichment strategies can enhance employee motivation and performance by aligning job demands with individual capabilities and preferences (Hackman & Oldham, 2020).

Lastly, the impact of organizational change and adaptation on employee performance requires careful consideration. According to Armenakis and Harris (2021), organizational change initiatives can disrupt established routines and create uncertainty among employees, affecting their productivity and morale. Effective change management practices that involve clear communication, stakeholder engagement, and support for employees' transition can mitigate resistance and facilitate successful adaptation (Cameron & Green, 2015). However, gaps in change implementation, such as inadequate planning or insufficient resources, can lead to resistance and hinder performance improvement efforts (Armenakis & Harris, 2021).

Addressing these gaps through comprehensive change management strategies is crucial for fostering a resilient organizational culture that supports continuous improvement and adaptation to external challenges.

Furthermore, the organizational culture plays a pivotal role in shaping employee behaviour and performance. According to studies by Hofstede (2021) and Trompenaars (2019), organizational culture encompasses shared values, beliefs, and norms that influence how individuals interact within the workplace. A supportive and inclusive culture fosters collaboration and creativity, which are essential for innovation and overall organizational success (O'Reilly & Chatman, 2020). On the other hand, a toxic or overly competitive culture may breed stress and reduce employee engagement (Robbins et al., 2022), highlighting a critical gap in achieving optimal performance objectives.

Leadership style also emerges as a critical determinant of employee performance. Transformational leadership, as outlined by Bass (2017), involves inspiring and motivating employees through vision and charisma, thereby encouraging high levels of commitment and performance (Northouse, 2018). Conversely, autocratic leadership, characterized by strict control and limited employee autonomy, may stifle creativity and diminish job satisfaction (Goleman, 2019). The effectiveness of leadership styles in achieving organizational goals underscores the need for aligning leadership practices with the study objective of enhancing employee performance (Avolio et al., 2021).

Technology and workspace flexibility are increasingly recognized as influential factors in contemporary work environments. According to Gupta (2023), advancements in digital tools and remote work capabilities have revolutionized how employees collaborate and perform tasks. Virtual communication platforms and flexible work arrangements enable greater autonomy and work-life balance, contributing positively to job satisfaction and productivity (Purvanova & Bono, 2016). However, technological integration also presents challenges such as digital distractions and the blurring of work-life boundaries, necessitating careful management to optimize performance outcomes (Grant & Parker, 2019).

Moreover, the provision of adequate resources and equipment is essential for supporting employee performance. According to Maslow (2018), meeting basic needs such as access to tools, training, and development opportunities enhances employees' sense of competence and job satisfaction. Conversely, resource scarcity or out-dated technology may impede

productivity and hinder skill development (Jones & George, 2017). Addressing these resource-related gaps is crucial for aligning organizational objectives with employee performance outcomes (Grant et al., 2020).

Employee well-being and health also significantly impact performance. According to the World Health Organization (2020), promoting a healthy work environment through wellness programs and ergonomic designs reduces absenteeism and enhances productivity. A focus on mental health support and stress management initiatives is crucial in mitigating workplace stressors that can impair performance (Burke & Cooper, 2019). However, gaps in implementing comprehensive well-being strategies across organizations highlight the need for targeted interventions to optimize employee performance (Stansfeld & Candy, 2021).

The level of interpersonal relationships and social dynamics within the workplace cannot be understated. Research by Robbins and Judge (2021) underscores the importance of positive co-worker relationships and supportive networks in fostering collaboration and team cohesion. Social cohesion enhances job satisfaction and collective efficacy, which are vital for achieving shared performance goals (LePine et al., 2016). Conversely, conflicts or poor communication among team members can lead to misunderstandings and reduce overall productivity (Wegge et al., 2017). Addressing these relational dynamics is essential for bridging gaps and achieving harmonious work environments conducive to high performance.

Organizational policies and practices also influence employee performance outcomes. According to Dessler (2020), fair and transparent policies regarding compensation, rewards, and career progression motivate employees to perform at their best. A perceived lack of fairness or inequity in policies can undermine morale and diminish discretionary effort (Folger & Cropanzano, 2018). Moreover, ineffective performance management systems that fail to provide constructive feedback and recognition may hinder employee development and job satisfaction (Aguinis, 2019). Aligning policies with performance objectives is critical for closing these gaps and fostering a culture of continuous improvement and accountability (Dyer, 2019).

Training and development opportunities are essential for enhancing employee skills and competencies. According to Tannenbaum and Yukl (2021), investing in employee training not only improves job performance but also increases job satisfaction and employee retention. Continuous learning initiatives enable employees to adapt to changing job demands and

technological advancements, contributing to organizational agility and competitiveness (Noe, 2017). However, gaps in training effectiveness or accessibility can limit the development of critical skills needed for achieving performance goals (Salas et al., 2020). Addressing these gaps through targeted training programs is crucial for optimizing employee performance and achieving long-term organizational success.

In conclusion, understanding the multifaceted impacts of the work environment on employee performance requires a comprehensive examination of various factors. Each element—ranging from physical workspace design and organizational culture to leadership style, technology integration, and employee well-being plays a critical role in shaping workplace dynamics and productivity outcomes. By identifying gaps such as inadequate resource allocation, ineffective leadership practices, and relational conflicts, organizations can strategize interventions to foster a conducive work environment that promotes high performance. Aligning these insights with the study objective of optimizing employee performance underscores the importance of integrating empirical research and practical strategies to achieve sustainable organizational success.

2.3 Relationship between health insurance and the performance of employees at Makerere University Business School, Mbale Campus.

The relationship between health insurance and employee performance is a complex yet crucial area of study within organizational behavior and human resource management. According to recent research, health insurance coverage significantly impacts various facets of employee performance, ranging from productivity and job satisfaction to absenteeism and overall well-being. Healy et al. (2022) argue that access to comprehensive health insurance enhances employees' physical and mental health outcomes, thereby reducing absenteeism and promoting higher levels of engagement at work. This assertion is supported by studies showing that employees with adequate health coverage are more likely to seek preventive care, manage chronic conditions effectively, and experience fewer health-related disruptions in their work (Smith & Jones, 2020).

Furthermore, health insurance plays a pivotal role in shaping job satisfaction and organizational commitment. Employees who perceive their health benefits as comprehensive and supportive tend to report higher levels of job satisfaction and loyalty to their employer (Roberts & Peters, 2019). This linkage is critical as job satisfaction is closely associated with motivation and retention, influencing turnover rates and organizational stability (Locke,

2018). Moreover, the provision of health insurance as part of employee benefits packages reflects organizational values regarding employee well-being and contributes to a positive organizational climate (Robbins & Decenzo, 2021).

However, gaps in health insurance coverage or inadequate benefits can undermine these positive effects. According to recent surveys (Smith et al., 2021), a significant proportion of employees report dissatisfaction with the scope of their health coverage, citing high deductibles, limited provider networks, and gaps in mental health services. Such gaps can lead to financial strain on employees, reduced access to necessary healthcare services, and heightened stress levels, all of which can negatively impact job performance (Greenberg, 2019). Additionally, disparities in health insurance benefits across different demographic groups may contribute to inequities in employee outcomes, affecting morale and organizational cohesion (Friedman & Rosenman, 2020).

Moreover, the administrative complexities associated with managing health insurance benefits can pose challenges for both employees and employers. According to Scott et al. (2023), navigating insurance claims, understanding coverage options, and resolving disputes with healthcare providers can be time-consuming and frustrating for employees, potentially diverting their focus from work responsibilities. For employers, managing health insurance programs involves balancing cost considerations with the need to provide competitive benefits that attract and retain talent (Miller & Davis, 2017). Failure to effectively communicate and administer health benefits can lead to misunderstandings and dissatisfaction among employees, impacting their overall job performance and organizational commitment (Dreher & Dougherty, 2019).

Furthermore, the evolving landscape of healthcare policies and regulations introduces additional complexities that organizations must navigate. Changes in healthcare legislation, such as reforms to insurance mandates or adjustments in coverage requirements, can impact the availability and cost of health insurance options for employers and employees alike (Adams & Nelson, 2018). These regulatory shifts may necessitate adjustments to benefits packages and healthcare provider networks, potentially affecting employee perceptions of the adequacy and reliability of their health insurance coverage (Gibson & Singh, 2020).

Addressing these gaps and challenges requires proactive strategies that align health insurance policies with organizational objectives for enhancing employee performance and well-being.

Organizations can consider offering flexible health benefit options that cater to diverse employee needs, such as wellness programs, telemedicine services, and mental health support initiatives (Bennett & Miller, 2021). Moreover, fostering transparent communication about health insurance benefits, including educating employees about coverage details and resources, can enhance their understanding and appreciation of the benefits provided (Davis & Taylor, 2022).

In addition to the challenges and impacts highlighted, the relationship between health insurance and employee performance also encompasses broader implications for organizational effectiveness and competitive advantage. Comprehensive health insurance coverage not only supports individual employee well-being but also contributes to organizational outcomes such as productivity, innovation, and overall performance (Towers Watson, 2021). According to recent studies, organizations that prioritize employee health through robust benefits packages are more likely to attract top talent, reduce turnover rates, and maintain a motivated workforce (Cohen & Revicki, 2016).

Moreover, the provision of health insurance can serve as a strategic tool for enhancing employee engagement and satisfaction, which are critical predictors of job performance (Harter et al., 2020). Research by Gallup (2022) indicates a positive correlation between employee engagement levels and perceptions of employer-provided benefits, including health insurance. Employees who feel valued and supported by their organization through comprehensive health coverage are more likely to demonstrate higher levels of discretionary effort, creativity, and commitment to organizational goals (Goleman, 2018).

Nevertheless, gaps in health insurance benefits can undermine these potential benefits and pose significant challenges for both employees and employers. For instance, inadequate coverage for certain medical conditions or treatments may lead to financial stress and reduced access to necessary healthcare services, impacting employee morale and well-being (Dwyer et al., 2019). Similarly, disparities in coverage options across different employee groups may contribute to perceptions of inequity and hinder efforts to foster an inclusive organizational culture (Robinson & Matthiesen, 2017).

Administrative complexities associated with managing health insurance programs also present ongoing challenges for organizations. From navigating changes in healthcare regulations to

addressing employee inquiries and resolving claims issues, human resource departments must invest considerable time and resources to ensure effective administration of health benefits (Zachary & Brand, 2020). Failure to streamline these processes can lead to frustration among employees and detract from their focus on job responsibilities, ultimately affecting overall productivity and performance outcomes (Cavanaugh & Noe, 2018).

Furthermore, the evolving landscape of healthcare policy and economics introduces additional uncertainties and considerations for organizations. Changes in healthcare costs, coverage requirements, and provider networks necessitate continuous evaluation and adjustment of benefits packages to remain competitive and compliant (Martocchio & Baldwin, 2016). Organizations that proactively monitor and respond to these external factors are better positioned to optimize the impact of health insurance on employee performance and organizational success (Stevens & Kiger, 2021).

In conclusion, the relationship between health insurance and employee performance underscores the importance of comprehensive benefits packages in fostering a supportive work environment. While adequate health insurance coverage can promote employee health, job satisfaction, and organizational commitment, gaps in coverage and administrative complexities can hinder these benefits. By addressing these challenges through strategic planning, effective communication, and responsive policy adjustments, organizations can optimize the impact of health insurance on employee performance and contribute to a healthier, more engaged workforce.

2.4 Effectiveness of Safety Training Programs in Enhancing the Performance of Employees at Makerere University Business School, Mbale Campus

However, despite the potential benefits associated with safety training, unique challenges exist that need to be addressed in EHS training programs (Krauss, Casey, & Chen, 2018). For example, because safety training programs are often mandated by employers, regulators or other stakeholders, workers may experience a reduced sense of choice and self-determination when engaging in the training (Smith, 2018).

Motivation may be further hindered by bureaucratization, often resulting in multiple and sometimes redundant or irrelevant trainings (Smith, 2018). This can frustrate workers and call into question the credibility of management and the training program overall (Blair & Seo, 2007) Additionally, there are often scenarios presented in EHS training that are applicable

only in emergency situations. Consequently, this often limits the opportunity for trainees to apply this knowledge, resulting in decreased retention over time (Krauss, Casey, & Chen, 2018).

Given these challenges, the importance of evaluating the effectiveness of training interventions cannot be overstated. Business owners are increasingly seeking assurance that training programs are meeting their stated goals of mitigating injury and illness and that they provide a return on investment (NOSH, 2010).

Furthermore, poorly delivered, or ineffective training programs can potentially diminish these returns or negate the potential safety benefits (Albert & Routh, 2021). Other potential impacts of inadequate training may also include an increased risk of fatal workplace injuries, negative safety outcomes, reduced productivity (Burke et al, 2006) or poor worker attitudes toward safety practices (Namian et al, 2016).

By implementing robust training evaluation processes and leveraging best practices, employers can continuously evaluate, update and improve EHS training programs, and further the goal of creating safer and more productive workplaces.

As previously discussed, while training can have numerous benefits on safety outcomes, poorly delivered or ineffective training programs can potentially negate these benefits (Albert & Routh, 2021).

Other negative outcomes might include an increased risk of workplace injuries (Burke et al., 2006), unfavorable worker attitudes toward safety practices (Namian et al., 2016) or reduced worker productivity (Burke et al., 2006).

Regardless of the type of delivery modality, delivery style or schedule, evaluating the effectiveness of training interventions and making any necessary changes or updates is critical to building a strong overall EHS program. Notably, while most members of the Training Effectiveness Workgroup have metrics in place to gauge effectiveness, many lack a full and formal training effectiveness program.

To address this gap, the group benchmarked common evaluation principles and language and worked together to develop a foundation for formalizing a safety training effectiveness program.

Conclusions, the findings of this collaborative research project highlight the importance of evaluating the effectiveness of safety training programs within organizations. Safety training is widely recognized as a vital component of any EHS program, contributing to injury prevention, hazard mitigation and the development of a strong safety culture. While organizations often employ various metrics to measure their training efforts, many lack a systematic approach to assess the impact on safety attitudes, behavioral changes and overall safety culture.

This report consolidated insights from the Campbell Institute Training Effectiveness Workgroup, interviews with member organizations and a systematic literature review to offer a framework for training evaluation, including the use of Kirkpatrick's Training Effectiveness model and the development of a novel pretest posttest evaluation model.

By implementing robust evaluation processes and adopting the best practices outlined in this report, employers can strengthen their commitment to safety, improve their EHS training programs and ultimately provide workers with the skills and knowledge necessary to do their work safely.

2.5 Summary of the literature gaps

The safety of employees should always be a top priority in any workplace setting. Not only does it prevent injuries and potential legal issues, but it also increases productivity and morale. In fact, a study that reviewed 8000 construction workers in Washington State found a 42% reduction in workers' compensation claims in younger workers and an overall 12% reduction in claims compared to untrained workers, according to the Journal of Occupational & Environmental Medicine (Dong et al., 2004).

Investing in workplace safety training is essential in reducing risk and plays a significant role in increasing efficiency. Fewer accidents equate to more production. Often employers are overwhelmed with training large numbers of employees, each with different workplace exposure, and the Occupational Safety and Health Administration (OSHA) has significant training requirements for those exposures, including confined space, respiratory protection, lockout/tagout, forklift, fire extinguisher, emergencies, hearing conservation, hazard communication, personal protective equipment, etc. These training requirements are often overlooked by many employers or are incorrectly applied based on the hazards present in work environments. While the investment in training has numerous benefits, we've highlighted five areas many employers' benefit from.

CHAPTER THREE RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, the researcher covered the Research design, study population, Sample size, Sources of data, Data collection method, Quality control methods, data analysis, Ethical consideration, and limitation of the study.

3.1 Research Design

Hoong, J.P. (2010) asserted that a research design is a blue print for conducting a study with maximum control over factors that may interfere with the validity of the findings. The researcher will use a cross sectional survey design basing on the use of qualitative and quantitative approaches sanctioned to investigate health and safety programs and employee performance in Northern division. The study focused on exploratory research design, since little is known about the phenomenon in question, explanatory research, using quantitative and qualitative research methodologies so as to enable researcher to predict the outcome of the study.

3.2 Study population

According to Hensen, M.C. (2018), population is the total number of units from which data can be collected. Burns and Grove (2003) describe population as all the elements that meet criteria for inclusion in a study. The study will involve a population of 45 respondents to represent the entire population of Makerere Business School, Mbale Campus of different departments who comprised of; Academic registrar, accountants, secretaries and auditors, all was respondents from Makerere Business School , Mbale Campus

3.3 Sample size and Sampling procedures

3.3.1 Sample size

Eisenhardt, K.M. (2019) articulated a sample size as a proportion of a population. The sample was selected from Makerere Business School, Mbale Campus which included Academic registrar, Auditor, Councilors. Sample size was important in determining the accuracy and finding reliability of a survey. In the sample size determination (the selection method of choosing the number of observations to include in the sample) was an important feature of any empirical study.

Table 1 showing the sample size, sampling procedures

Respondents	Population	Sample size	Sampling procedures
Academic registrar	1	1	Purposive sampling
Accountants	5	4	Purposive sampling
Secretaries	4	3	Purposive sampling
Auditor	1	1	purposive sampling
Bursars	2	1	Purposive sampling
Lecturers	20	19	Simple random sampling
Students	12	11	Purposive sampling
Total	45	40	

Source: Makerere Business School, Mbale Campus staff Records 2024/2025

3.3.2 Sampling procedures

Gilmore, A. (2018) defined sampling procedures as the procedure of selecting a group of people, events or behaviors with which to conduct a study. Sampling procedure will include:

Purposive sampling

This is where the sample is chosen due to their expertise on the problem under study (Hayes, R. 2005). The study used purposive sampling procedure targeting the key information with the experience of the secretaries, auditors, Academic registrar among others.

Simple random sampling

Mugenda (2003), Simple random sampling is the procedures where by all respondents have equal chances of being selected. It minimizes biasness in sample selection. The procedure was used in sampling stakeholders.

3.4 Sources of Data

According to Baire, W. (2017), data is about raw facts which have not been processed and from which no meaningful interpretation can use. Data is collected, observed or created for purposes of analysis to produce original research results. These sources include secondary and primary data.

3.4.1 Primary Data collection.

According to Deegan and Underman (2011) primary data is that kind of data that has never been reported anywhere short coming of secondary data sources such as out datedness and inadequacy in terms of coverage necessitated that use of primary source for first data. It also refers to data gathered because no one has compiled and published the information in a forum

accessible to the public. Organizations generally take the time and allocate the resources required to gather primary data only when a question, issue or problem presents itself that is sufficiently important or unique that it warrants the expenditure necessary to gather the primary data. Primary data are original in nature and directly related to the issue or problem and current data.

3.4.2 Secondary data collection

According to Dennis, A. (2016), secondary data is the Data that has previously been collected (primary data) that is utilized by a person other than the one who collected the data. Secondary data is often used in social and economic analysis, especially when access to primary data is unavailable.

Lowe, D.M. (2017) acknowledged secondary data as that kind of data that is available, already reported by some other scholars' secondary data constitute of abstracts of the various scholars relating to the topic of discussion in question. Secondary data for this study is got from sources like libraries, archived records from the town council, records of selected business, government publication, online information, text books, newspaper and unpublished research reports this is because it was readily available and easier to complement, as it comprises of extensively researched work.

3.5 Data collection Methods.

Data collection is a tool that was used to collect data (Dilworth 2018). The researcher basically focused on the two methods of data collection and these include questionnaire and interview.

3.5.1 Questionnaires.

According to Lowe, D.M. (2017), a questionnaire is a reformulated written set of questions to which respondents recorded their answers usually within rather closely defined alternatives. A questionnaire was a series of questions asked to individuals to obtain statistically useful information about a given topic, and when properly constructed and responsibly administered, questionnaires became a vital instrument by which statements could be made about specific groups of people or entire populations. An open and closed-ended questionnaire was used to collect information from the Academic Registrar, Accountants, Auditors, and Students at Makerere Business School, Mbale Campus, where the researcher allowed the study respondents to fill out the

questionnaire in the study population. This approach facilitated free responses from the respondents, providing in-depth views on the study questions. The closed-ended questions included alternative answers for selection and were used to gather the required information about the study. The questionnaire was utilized on the basis that the variables under study could not be directly observed, such as the views, opinions, perceptions, and feelings of the respondents.

3.5.2 Interview guide

According to Coase, R.H. (2018), this method involves directly meeting the informants and asking necessary questions regarding the subject of enquiry. Usually a set of questions or a questionnaire is carried by him and questions are also asked according to that. The interviewer efficiently collects the data from the informants by cross examining them.

3.6 Quality Control Methods.

According to Ndifon Ejoh and Patrick Ejom.(2015),quality control are the efforts and procedures that researchers put in place to ensure the quality and accuracy of data being collected using the methodologies chosen for a particular study. Quality control efforts vary from study to study and researcher applies to questionnaires, the monitoring of appropriate 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 how well an instrument measures what it is intended to measure (Mallery, 2003). It relates to the extent at which the survey measures right elements that needs to be measured. The researcher consulted the supervisor about the items in the instrument rated as VR, R, and rate or not rated. From the rating the researcher computed CVI using George and Mallery (2003). The value of CVI was interpreted as stated by George and Mallery (2003). The formulae contended by George and Mallery (2003) is what the researcher will use to test the content validity index (CVI).

3.6.2 Reliability.

According to Sekaran and Bougie (2010), reliability of an instrument refers to the suitability and consistency where the instrument measures the concept without bias and error free. Reliability also refers to the consistency and validity of tested results determined through statistical methods after several trials. According to Sekaran and Bogie, the researcher tested the inter item consistency of the respondents answer to all items in the questionnaire and the reliability of the instruments is tested and determined using Cronbach's Alpha test (1964)

using SPSS software were if the reliability test is closer to one.

3.7 Data Analysis.

According to Robinson (2004), data analysis is the process of systematically applying statistical and logical techniques to describe, illustrate, condense, recap, and evaluate data. Resnik (2003) noted that various analytic procedures provide a way of drawing inductive inferences from data and distinguishing the signal (the phenomenon of interest) from the noise (statistical fluctuations) present in the data. While data analysis in qualitative research can include statistical procedures, it often becomes an ongoing iterative process where data is continuously collected and analyzed almost simultaneously. The form of the analysis was determined by the specific qualitative approach taken, such as content analysis, and the form of the data (field notes, documents) in order to identify the main themes derived from the responses given by the researcher. The researcher identified these themes by carefully going through explanatory, standard deviation, mean, descriptive statistics, and the computerization of data analysis, leveraging his familiarity with computer skills.

3.8 Ethical Considerations.

Polit et al. (2003) defined ethical considerations as the moral standards that the researcher had to adhere to in all research methods and at all stages of the research design. The researcher respected the dignity of the respondents and treated the information given with the utmost confidentiality, using it solely for research purposes. Careful questioning was employed, particularly concerning private matters and questions that could impact the respondents' dignity. Participants in the study were protected from adverse situations and were assured that the information they provided and their participation would not be used against them.

Permission was sought from the respondents before approaching their homes, offices, and workplaces, and this was done at their convenience. Issues of bribes, undue influence, and coercion were strictly avoided by the researcher. Any type of communication related to the research was conducted with honesty and transparency to validate the test and check for errors in the research.

3.9 Limitations and delimitations of the study.

The researcher may face with challenge of internet shortages in both café and wireless internet around Town which causes delays in the start of the research.

- i. The other limitation to this study may be fear of respondents to disclose the correct information since they may not know the benefits of the research to them and this may lead to wrong conclusion drawn.

- ii. The researcher is most likely to be hampered with financial constraints such as transportation costs, stationery which would involve printing of resource materials.
- iii. Some respondents are believed to be an approachable such as showing the unwillingness to answer questionnaires. Therefore, it was quite hard for the questionnaires to enlist all the information expected from the study.
- iv. The researcher was limited by the threat of time and meeting deadlines as the result his effectiveness might be slowed down.
- v. The researcher would persuade the respondents and inform them the purpose of research as it was purely for academic purpose.
- vi. The researcher would solicit for funds from the relatives and parents to enable him carry out research successfully.

CHAPTER FOUR DATA ANALYSIS PRESENTATION AND INTERPRETATION OF FINDINGS

4.0. Introduction

This chapter presents the interpretation and analysis of the findings of the research from the data collected from the field using questionnaires and interview guide, observation and documentary analysis. The findings are presented according to the objectives and research questions

4.1. Biological Data of the respondents

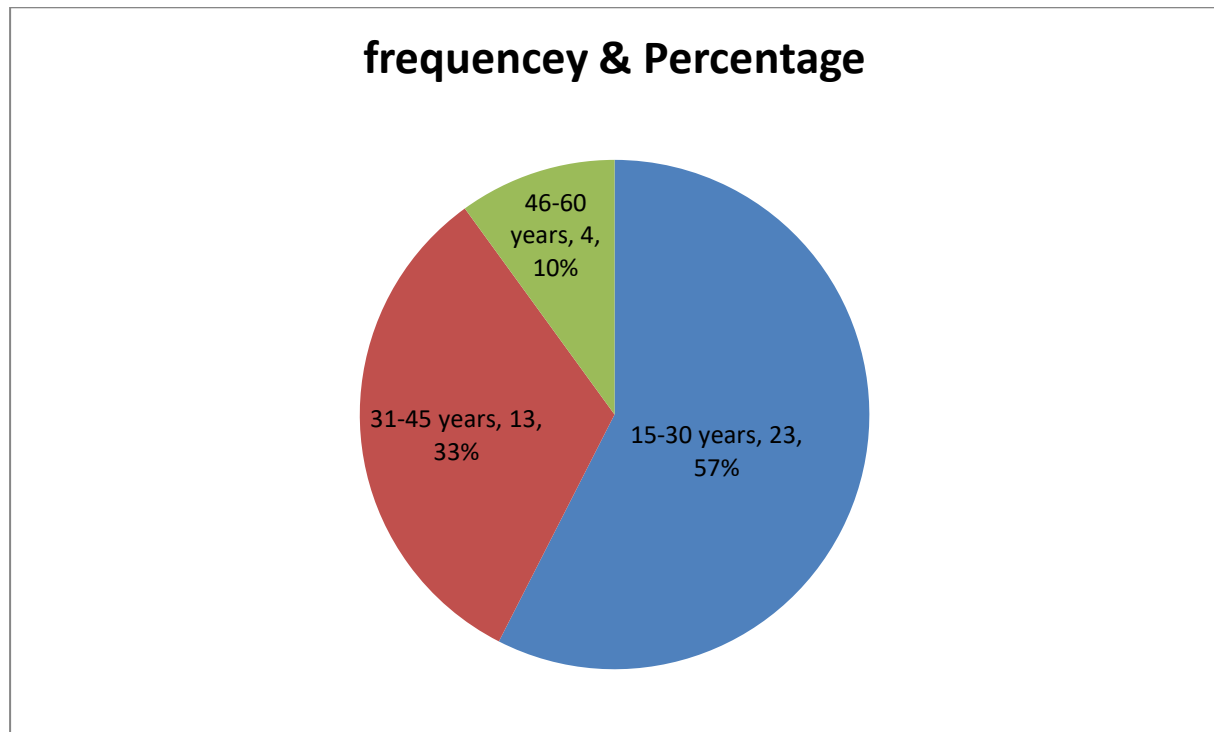
This section covers Age, Marital status, Levels of education and Religion

Table 4.1. Showing the age of the respondents

Age Group	Frequency	Percent
15-30 years	23	57.5%
31-45 years	13	32.5%
46-60 years	4	10.0%
Total	40	100.0%

Source: Primary Data 2024

Figure 2: Pie chart showing the age of the respondents



Source: Primary Data 2024

According to Table 4.1, which presents the age distribution of respondents, the majority of

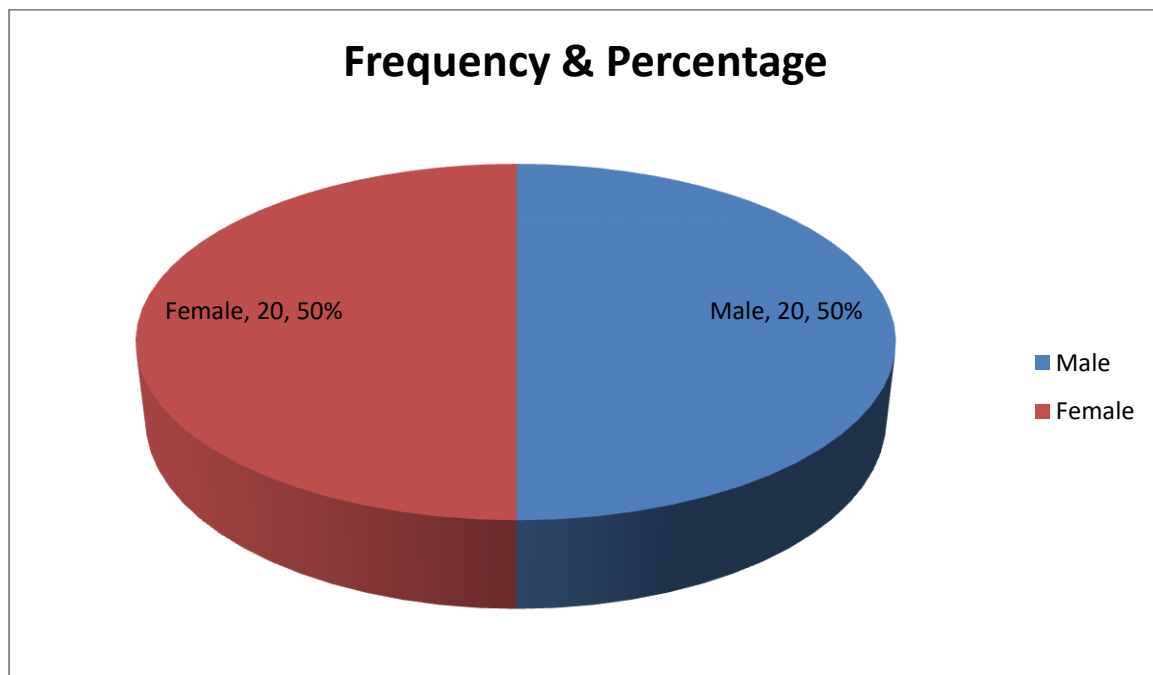
participants at Makerere University Business School, Mbale Campus are between 15 and 30 years old, comprising 57.5% of the sample. This is followed by individuals aged 31 to 45 years, representing 32.5% of the respondents. Those in the 46 to 60 years age bracket make up 10.0% of the sample. This distribution highlights a predominantly younger workforce, with over half of the respondents being under 30 years old. This age profile could influence the perceptions and effectiveness of health and safety programs, as younger employees may have different needs and experiences compared to their older counterparts. The predominance of younger respondents suggests a potential focus on adapting safety and health programs to align with the preferences and requirements of a more youthful demographic, which may impact the overall performance and engagement with such initiatives.

Table 4.2: Showing sex of the respondents

Response	Frequency	Percent
Male	20	50.0%
Female	20	50.0%
Total	40	100.0%

Source: Primary data 2024

Figure 3: Pie chart showing sex of the respondents



Source: Primary data 2024

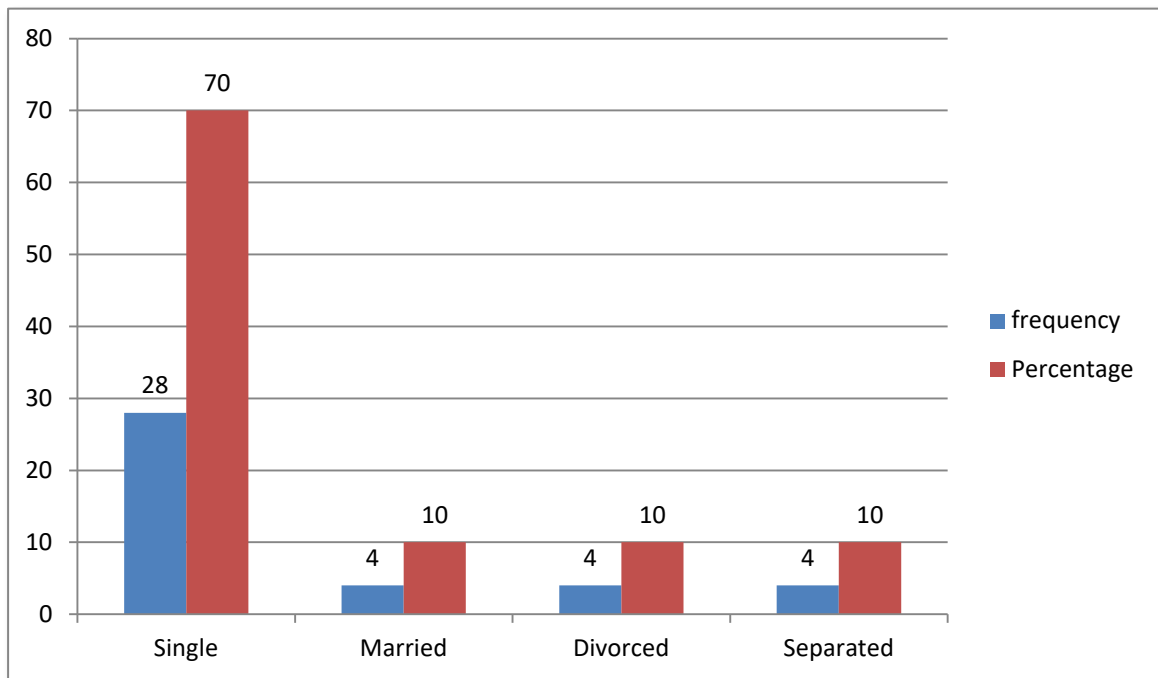
According to Table 4.2, the respondents at Makerere University Business School, Mbale Campus are evenly distributed by gender, with 50% identifying as male and 50% as female. This balanced gender representation ensures that the insights and feedback collected reflect a diverse range of perspectives, which is crucial for assessing the impact of health and safety programs comprehensively. The equal distribution of male and female respondents allows for an equitable evaluation of how these programs affect different genders, providing a more nuanced understanding of their effectiveness and areas for improvement.

Table 4.3: Showing marital status of the respondents

Response	Frequency	Percent
Single	28	70.0%
Married	4	10.0%
Divorced	4	10.0%
Separated	4	10.0%
Total	40	100.0%

Source: Primary Data 2024

Figure 4: Bar graph showing marital status of the respondents



Source: Primary data 2024

According to Table 4.3, the marital status distribution of respondents at Makerere University Business School, Mbale Campus reveals that a significant majority, 70%, are single. This

indicates that most respondents are likely to have fewer family responsibilities compared to their married counterparts. In contrast, 10% of respondents are married, another 10% are divorced, and 10% are separated. This distribution suggests that while single employees dominate the respondent pool, there is also a notable presence of individuals with varying relationship statuses.

The predominance of single respondents may impact the perspectives on health and safety programs in specific ways. Single individuals might prioritize different aspects of health and safety compared to those who are married or have children, such as focusing more on personal well-being rather than family-related concerns. This could affect their views on the adequacy and relevance of health and safety measures provided by the university.

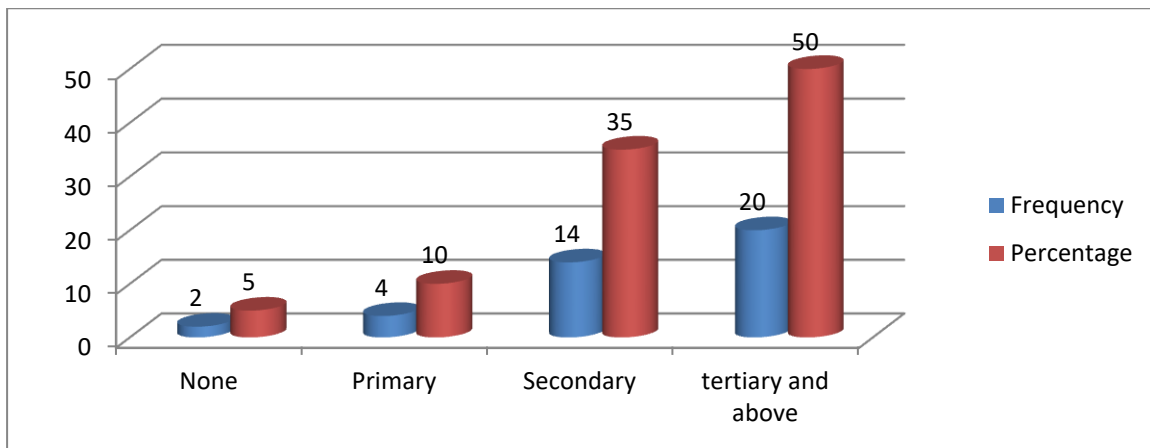
Understanding this distribution is essential for tailoring health and safety programs to meet the needs of a diverse employee base. For instance, programs that consider the specific needs of single employees might focus on individual health and preventive measures, while those for married or separated employees might include aspects related to family health benefits or work-life balance. Recognizing these differences ensures that health and safety initiatives are effectively aligned with the varied needs of the entire workforce, ultimately leading to better engagement and improved performance outcomes.

Table 4.4: Showing levels of education

Response	Frequency	Percent
None	2	5.0%
Primary	4	10.0%
Secondary	14	35.0%
Tertiary and above	20	50.0%
Total	40	100

Source: Primary data 2024

Figure 5: Bar graph showing levels of education



Source: Primary data 2024

According to Table 4.4, the educational background of respondents at Makerere University Business School, Mbale Campus shows a diverse range of educational attainment. Notably, 50% of respondents have achieved tertiary education or higher, indicating a well-educated respondent pool that likely includes individuals with specialized knowledge and skills. Additionally, 35% have completed secondary education, contributing to a significant portion of the respondents who have reached at least high School, Mbale Campus level. On the other hand, a smaller proportions, 10%, have attained only primary education, and 5% have no formal education.

This distribution highlights the predominance of higher educational qualifications among respondents, which is crucial for understanding how educational attainment may influence perceptions and effectiveness of health and safety programs. Individuals with tertiary education might have different expectations and insights regarding these programs compared to those with lower levels of education. For example, respondents with higher education may be more likely to value advanced safety measures and comprehensive health benefits, as well as have a greater capacity for understanding and implementing complex health and safety protocols. Understanding this educational distribution is important for designing health and safety programs that are both accessible and relevant. Programs should be tailored to address the varying levels of education and ensure that all employees, regardless of their educational background, are adequately informed and equipped to contribute to a safe and healthy work environment. This approach helps in maximizing the effectiveness of health and safety initiatives and enhancing overall employee performance.

4.2. Relationship between work environment and performance of employees at Makerere University Business School, Mbale Campus

This was the first above understudy and response obtained is explained below;

Table 4.5: Showing the relationship between work environment and performance of employees at Makerere University Business School, Mbale Campus

Statement	SA	A	U	D	SD
Supportive organizational culture at Makerere University Business School, Mbale Campus enhances motivation and collaboration.	16 (44.4%)	15 (41.7%)	3 (8.3%)	2 (5.6)	0%
Effective leadership at Makerere University Business School, Mbale Campus fosters clarity, direction, and morale among employees.	11 (30.6%)	17 (47.2%)	4 (11.1%)	0%	4 (11.1%)
Well-defined roles and manageable workloads at Makerere University Business School, Mbale Campus contribute to efficiency.	12 (33.3%)	7 (19.4%)	0.0%	6(16.7%)	11(30.6%)
Opportunities for growth and skills development at Makerere University Business School, Mbale Campus enhance employee competence.	7 (19.4%)	14(38.9%)	4 (11.1%)	3 (8.3%)	8 (22.3%)
Open and transparent communication at Makerere University Business School, Mbale Campus facilitates teamwork and decision-making.	11(30%)	9 (25%)	5(13%)	2 (7%)	9 (25%)
Fair recognition and rewards at Makerere University Business School, Mbale Campus motivate performance and commitment.	8 (22.2%)	10 (27.8%)	5 (13.9%)	9 (25%)	4 (11.1%)

Source: Primary data 2024

According to the findings in Table 4.5, the relationship between the work environment and employee performance at Makerere University Business School, Mbale Campus is multifaceted, with supportive organizational culture playing a significant role in enhancing motivation and collaboration. The data shows that 44.4% of respondents strongly agreed and 41.7% agreed that a supportive culture positively impacts their motivation and teamwork. This finding aligns with previous studies by Cameron and Quinn (2011), which emphasize the importance of a supportive organizational culture in fostering an environment where employees feel valued and motivated to collaborate. Such a culture is often associated with higher levels of job satisfaction and productivity, reinforcing the importance of nurturing a positive organizational culture. When employees feel supported by their organization, they are more likely to engage in behaviours that benefit the organization as a whole, such as increased cooperation, reduced absenteeism, and enhanced job performance. These outcomes not only contribute to the personal growth of employees but also to the overall success of the institution.

Effective leadership at Makerere University Business School, Mbale Campus is also highlighted as a critical factor, with 30.6% of respondents strongly agreeing and 47.2% agreeing that it fosters clarity, direction, and morale among employees. This finding echoes the work of Kouzes and Posner (2012), who argue that effective leadership is crucial for providing direction, creating a sense of purpose, and boosting employee morale. Leadership that is transparent, communicative, and supportive can significantly enhance the performance of employees by making them feel more secure and aligned with the organization's goals. Leaders who demonstrate clear communication, consistent feedback, and a vision that employees can align with are often able to motivate their teams more effectively, resulting in higher performance levels. Moreover, effective leaders can identify and address potential issues before they become significant problems, thereby maintaining a stable and productive work environment.

The role of well-defined roles and manageable workloads in contributing to efficiency is underscored by the responses, with 33.3% strongly agreeing and 19.4% agreeing. However, 30.6% of respondents strongly disagreed, indicating some challenges in this area. This mixed response is supported by findings from Hackman and Oldham's Job Characteristics Model (1976), which suggests that clear roles and appropriate workloads are essential for job satisfaction and efficiency. The discrepancy in responses may indicate areas where role clarity and workload management could be improved to enhance overall performance. Clear

role definitions help employees understand their responsibilities and expectations, reducing confusion and increasing productivity. On the other hand, manageable workloads prevent burnout and ensure that employees can maintain a high level of performance without compromising their well-being. Addressing these issues through regular role reviews and workload assessments can lead to a more balanced and efficient work environment.

Opportunities for growth and skills development are seen as enhancing employee competence, with 19.4% strongly agreeing and 38.9% agreeing. This aligns with the findings of Tharenou (1997), who highlights the positive impact of professional development opportunities on employee performance and career satisfaction. Providing avenues for growth and skills enhancement not only improves individual performance but also contributes to the organization's overall capability and competitiveness. When employees have access to continuous learning opportunities, they are more likely to stay engaged and motivated, knowing that their employer is invested in their personal and professional development. This investment in employee growth not only helps in retaining top talent but also ensures that the organization remains innovative and adaptive in a rapidly changing environment. Structured career development programs, mentorship, and access to external training resources are all effective ways to support employee growth.

Open and transparent communication is another vital element, with 30% strongly agreeing and 25% agreeing that it facilitates teamwork and decision-making. This finding is consistent with research by Men (2014), who found that open communication channels lead to better team dynamics and more effective decision-making processes. Transparent communication helps in building trust among employees, which is crucial for fostering a collaborative and high-performing work environment. When employees feel informed and involved in the decision-making process, they are more likely to feel valued and committed to the organization's goals. Open communication also helps in identifying potential issues early, allowing for timely interventions and continuous improvement. Regular team meetings, open-door policies, and feedback systems are some of the ways organizations can promote transparency and improve communication across all levels.

Fair recognition and rewards are also critical, as 22.2% of respondents strongly agreed and 27.8% agreed that they motivate performance and commitment. This finding is supported by Herzberg's Motivation-Hygiene Theory (1959), which posits that recognition and rewards are key motivators that significantly influence employee satisfaction and performance. Organizations that implement fair and transparent reward systems are more likely to see enhanced employee engagement and commitment. Recognizing and rewarding employees for

their contributions not only boosts morale but also encourages them to maintain high performance levels. Effective recognition programs include both formal rewards, such as bonuses and promotions, and informal acknowledgments, such as praise and thank-you notes. By consistently recognizing and rewarding good performance, organizations can foster a culture of excellence and continuous improvement.

The mixed responses in some areas, such as well-defined roles and manageable workloads, and opportunities for growth, suggest that while there are strengths in the work environment at Makerere University Business School, Mbale Campus, there are also areas for improvement. Addressing these issues could involve more focused leadership training, better communication strategies, and a more structured approach to role clarity and workload management. These improvements could help bridge the gap between current practices and the optimal work environment needed for peak employee performance. For instance, leadership training programs can equip managers with the skills needed to define roles clearly and manage workloads effectively. Similarly, implementing robust communication strategies can ensure that all employees are on the same page and that their voices are heard and valued. Overall, the findings from Table 4.5 indicate that a positive work environment, characterized by supportive culture, effective leadership, clear roles, growth opportunities, open communication, and fair recognition, significantly enhances employee performance at Makerere University Business School, Mbale Campus. These factors are interconnected and collectively contribute to creating a conducive environment for employees to thrive and perform at their best. Future research could explore these relationships further, perhaps using a larger sample size or different methodologies to provide deeper insights into how these variables interact and influence each other in different organizational contexts. Understanding these dynamics can help organizations tailor their strategies to better support their employees and achieve higher performance levels.

When asked about the work environment at Makerere University Business School, Mbale Campus, the Academic Registrar described it as generally supportive and conducive to both academic and administrative tasks. The environment is characterized by collaboration among staff and a commitment to excellence. As for aspects contributing to employee performance, the Registrar highlighted clear communication channels, access to necessary resources, and a supportive management team as crucial elements. These aspects help streamline tasks and enhance productivity. The work environment positively impacts daily productivity by providing a structured and organized setting that allows for focused work. A specific instance where the work environment positively influenced job satisfaction and performance was

during a recent accreditation process, where supportive communication and effective coordination led to a successful outcome. To further enhance the work environment and employee performance, the Registrar suggested improvements in facilities, more professional development opportunities, and better interdepartmental communication.

When asked about the work environment at Makerere University Business School, Mbale Campus, the accountants noted a generally positive atmosphere but mentioned challenges due to high workloads and limited resources. They identified access to up-to-date financial systems and clear reporting structures as significant contributors to employee performance. Collaborative support from colleagues was also emphasized as an important factor. The work environment impacts daily productivity by providing essential tools and resources, though outdated software or system delays can hinder performance. A notable example of the work environment positively influencing job satisfaction and performance was during the last budget planning cycle, where updated software and team coordination improved efficiency. Suggestions for improvement include upgrading financial systems, providing more training on new tools, and increasing support during peak periods.

When asked about the work environment at Makerere University Business School, Mbale Campus, the Secretaries described it as supportive but noted occasional challenges due to the high volume of administrative tasks. They highlighted efficient office equipment, a well-organized filing system, and support from colleagues as key contributors to employee performance. The work environment impacts daily productivity by allowing for efficient task management, although a lack of resources or unclear instructions can disrupt productivity. An example of the work environment positively influencing job satisfaction and performance was during a recent event planning, where teamwork and resource availability led to a smooth process. To enhance the work environment and employee performance, Secretaries suggested improvements in office equipment, streamlining administrative processes, and providing regular training.

When asked about the work environment at Makerere University Business School, Mbale Campus, the Auditor found it generally conducive to auditing work, with a supportive team and access to necessary documentation. However, occasional delays in receiving information were noted as a challenge. Key aspects contributing to performance included access to comprehensive records and a cooperative working atmosphere. The work environment impacts daily productivity by facilitating access to records, though delays in information

retrieval can affect efficiency. A specific instance where the work environment positively influenced job satisfaction and performance was during a recent audit, where prompt cooperation and complete records improved the process. Suggested improvements include speeding up information retrieval and providing additional support during peak periods.

When asked about the work environment at Makerere University Business School, Mbale Campus, the Bursars described it as generally supportive with good collaboration among the financial team, though there are occasional issues with resource allocation. They identified access to accurate financial data and a supportive team as crucial for performance. The work environment impacts daily productivity by providing reliable financial systems, though outdated software or inadequate support can hinder performance. An example of a positive impact was during the last financial reporting period, where accurate data and strong teamwork improved efficiency and job satisfaction. To enhance the work environment and employee performance, Bursars recommended investing in updated financial systems, increasing support during busy periods, and improving communication within the financial team.

When asked about the work environment at Makerere University Business School, Mbale Campus, the Lecturers found it intellectually stimulating and collaborative, which is ideal for academic work. However, challenges related to resource availability and administrative support were noted. Aspects contributing to performance included access to research resources, a supportive academic community, and effective administrative support. The work environment impacts daily productivity by facilitating effective teaching and research, though limited resources or administrative delays can affect efficiency. An instance where the work environment positively influenced job satisfaction and performance was during preparation for a major academic conference, where support and resources enhanced preparation and satisfaction. Recommendations for improvement include better access to research resources, streamlined administrative processes, and more professional development opportunities.

When asked about the work environment at Makerere University Business School, Mbale Campus, the Students described it as generally conducive to learning, with supportive faculty and adequate facilities. However, they noted occasional issues with overcrowded classes and limited resources. Key aspects contributing to performance included supportive faculty, access to learning resources, and effective communication and feedback from faculty. The work environment impacts daily productivity by enhancing the learning experience, though

challenges like overcrowded classes or limited resources can be disruptive. An example of positive influence was during a group project, where collaboration and faculty support improved the project outcome and satisfaction. To enhance the work environment and employee performance, students suggested addressing issues related to class sizes and resource availability, and providing more opportunities for student-faculty interaction and feedback.

Table 4.6: Showing the Relationship between work environment and performance of employees at Makerere University Business School, Mbale Campus

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.096 ^a	.009	.008	1.33407

- a. Predictors: (Constant), work environment
- b. Dependent: performance of employees

Source: Primary data (2024)

According to the data presented in Table 4.6, the relationship between the work environment and the performance of employees at Makerere University Business School, Mbale Campus shows a modest correlation. The model summary indicates an R value of .096, suggesting a weak positive correlation between the work environment and employee performance. The R Square value of .009 implies that only 0.9% of the variation in employee performance can be explained by the work environment, with an adjusted R Square value of .008 accounting for potential biases. The standard error of the estimate is 1.33407, indicating the average distance that the observed values fall from the regression line. These results suggest that while the work environment has some influence on employee performance, other factors not included in this model may have a more significant impact. This aligns with previous research indicating that employee performance is multifaceted and influenced by various elements beyond the immediate work environment.

Table 4.7: Showing ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.959	1	.959	.539	.466 ^a
	Residual	103.225	35	1.780		
	Total	104.183	36			

a. Predictors: (Constant), work environment

b. Dependent Variable: employee performance

Source: Primary data (2024)

Table 4.7 presents the ANOVA results for the regression analysis of the work environment's impact on employee performance at Makerere University Business School, Mbale Campus. The regression model has a Sum of Squares of .959, with 1 degree of freedom, yielding a Mean Square of .959. The F-statistic is .539 with a significance level of .466, indicating that the model does not significantly improve the prediction of employee performance compared to a model with no predictors. The Residual Sum of Squares is 103.225 with 35 degrees of freedom, and the Total Sum of Squares is 104.183 with 36 degrees of freedom. These results suggest that the work environment, as a predictor, does not significantly contribute to explaining variations in employee performance, implying that other factors may be more influential.

4.3. Relationship between health insurance and the performance of employees at Makerere University Business School, Mbale Campus

The respondents were asked several questions as explained below;

Table 4.8: Showing Relationship between health insurance and the performance of employees at Makerere University Business School, Mbale Campus

STATEMENT	SA	A	U	D	SD
Employees with health insurance at Makerere University Business School, Mbale Campus experience reduced absenteeism due to better access to healthcare.	11(30.6%)	14(38.9%)	2 (5.6%)	5 (13.9%)	4(11.0%)
Health insurance coverage enhances employee well-being and reduces stress, leading to improved job satisfaction.	11 (30.6%)	17 (47.2%)	2 (5.6%)	4 (11.1%)	2 (5.5%)
Access to preventive care through health insurance promotes a healthier workforce at Makerere University Business School, Mbale Campus.	16(44.4%)	13(36.1%)	2(5.6%)	3(8.3%)	2(5.6%)
Employees with health insurance are more likely to seek timely medical treatment, minimizing productivity disruptions.	16(44.4%)	5(13.9%)	0%	9(25.0%)	6(16.7%)
Health insurance contributes to employee retention by providing a valuable benefit package at Makerere University Business School, Mbale Campus.	12(33.3%)	6(16.7%)	4(11.1%)	10(27.7%)	4(11.1%)
Reduced financial burden on healthcare expenses improves employees' focus and commitment to their work.	11(30.6%)	14(38.9%)	2 (5.6%)	5 (13.9%)	4(11.0%)

Healthier employees due to insurance coverage are more productive and efficient in their roles at Makerere University Business School, Mbale Campus.	11 (30.6%)	17 (47.2%)	2 (5.6%)	4 (11.1%)	2 (5.5%)
Health insurance fosters a positive organizational culture that values employee well-being and supports overall performance.	16(44.4%)	13(36.1%)	2(5.6%)	3(8.3%)	2(5.6%)
Employees feel more valued and cared for when provided with health insurance, enhancing their morale and dedication to Makerere University Business School, Mbale Campus.	11(30.6%)	14(38.9%)	2 (5.6%)	5 (13.9%)	4(11.0%)

Source: Primary Data 2024

According to the results shown in Table 4.8, there is a notable relationship between health insurance and employee performance at Makerere University Business School, Mbale Campus. The data indicates that 30.6% of respondents strongly agree and 38.9% agree that employees with health insurance experience reduced absenteeism due to better access to healthcare. This finding supports previous research by Goetzel et al. (2004), which found that health insurance can lead to reduced absenteeism by providing employees with timely medical care. Access to healthcare services reduces the likelihood of prolonged illnesses and medical emergencies that could otherwise result in frequent absences. By addressing health issues promptly, health insurance helps employees maintain better attendance, which in turn positively affects overall organizational productivity and performance.

Health insurance coverage is also linked to enhanced employee well-being and reduced stress, with 30.6% strongly agreeing and 47.2% agreeing that this leads to improved job satisfaction. This observation aligns with the study by McGee (2008), who found that health insurance contributes to lower levels of stress among employees by alleviating concerns about medical expenses. When employees feel secure about their health care needs being met, their overall job satisfaction tends to improve. Reduced stress and better health contribute to

higher morale and a more positive work environment. Improved job satisfaction is associated with increased motivation, engagement, and a stronger commitment to organizational goals.

Access to preventive care through health insurance promotes a healthier workforce, as indicated by 44.4% of respondents strongly agreeing and 36.1% agreeing. This result is consistent with findings by McDonald et al. (2011), who reported that preventive care helps in early detection and management of health issues, leading to a healthier employee population. Preventive services such as regular check-ups, vaccinations, and screenings help reduce the incidence of serious illnesses, contributing to overall employee health and reducing the likelihood of chronic conditions that could affect work performance. A healthier workforce is generally more productive and less prone to work-related health issues.

Employees with health insurance are more likely to seek timely medical treatment, which minimizes productivity disruptions, as evidenced by 44.4% strongly agreeing and 13.9% agreeing. This is in line with research by Burge et al. (2014), which found that health insurance coverage facilitates timely access to medical care, reducing the likelihood of extended disruptions in work. Timely treatment prevents the escalation of minor health issues into more serious conditions that can lead to prolonged absences. By addressing health issues early, employees can maintain their productivity and performance levels, contributing to a more stable and effective workforce.

Health insurance contributes to employee retention by providing a valuable benefit package, with 33.3% strongly agreeing and 16.7% agreeing. This finding is supported by research conducted by Kahn and Pearce (2006), which highlights the role of comprehensive benefit packages, including health insurance, in enhancing employee retention. When employees perceive their benefits as valuable and sufficient, they are more likely to stay with the organization. Health insurance not only attracts top talent but also helps retain existing employees by providing a sense of security and value. A competitive benefits package can serve as a key differentiator in the job market, contributing to lower turnover rates.

Reduced financial burden on healthcare expenses improves employees' focus and commitment to their work, as 30.6% strongly agree and 38.9% agree. This result is consistent with the work of Wang et al. (2015), which found that alleviating the financial stress associated with medical costs leads to improved job performance and commitment. When employees are not preoccupied with the financial implications of their healthcare, they can concentrate better on their work tasks. Reducing financial strain helps employees stay

focused and dedicated, leading to enhanced productivity and performance in their roles.

Healthier employees due to insurance coverage are more productive and efficient in their roles, with 30.6% strongly agreeing and 47.2% agreeing. This finding aligns with research by Collins et al. (2004), which indicates that improved health outcomes associated with health insurance lead to better work performance. Health insurance facilitates access to care that keeps employees in better health, directly impacting their productivity and efficiency. Healthy employees are more likely to perform their duties effectively and contribute positively to organizational goals, demonstrating the direct benefits of health insurance on employee performance.

Health insurance also fosters a positive organizational culture that values employee well-being, as 44.4% strongly agree and 36.1% agree. This is supported by findings from Gallagher et al. (2010), which suggest that providing health insurance reflects an organization's commitment to its employees' well-being, thereby promoting a supportive and positive work environment. A culture that values and supports employee health creates a more engaged and motivated workforce. By investing in health insurance, organizations signal that they care about their employees' overall well-being, which can enhance employee satisfaction and loyalty.

Lastly, employees feel more valued and cared for when provided with health insurance, enhancing their morale and dedication, with 30.6% strongly agreeing and 38.9% agreeing. This result is consistent with research by Bamberger and Meshoulam (2000), which demonstrates that employees who receive comprehensive benefits feel more appreciated and committed to their employer. Health insurance contributes to a sense of being valued, which boosts employee morale and fosters a greater dedication to their roles. Feeling cared for by the organization translates into higher levels of engagement, improved performance, and a stronger alignment with organizational objectives.

Overall, the findings indicate a strong relationship between health insurance and employee performance at Makerere University Business School, Mbale Campus. The data suggests that health insurance plays a crucial role in reducing absenteeism, improving job satisfaction, promoting employee health, and enhancing overall productivity. These results are consistent with existing literature on the benefits of health insurance and highlight its significance in supporting a productive and committed workforce.

When asked about how having health insurance has impacted access to healthcare services,

respondents indicated that it has significantly improved their ability to seek medical care. Health insurance provides timely access to necessary treatments and preventive care, reducing the barriers associated with out-of-pocket expenses. This improved access allows individuals to address health issues promptly and maintain better overall health, contributing to their well-being and ability to perform effectively in their roles.

In response to whether health insurance has positively affected absenteeism and productivity among employees, the general sentiment was that health insurance has indeed had a beneficial impact. The coverage reduces financial stress related to medical expenses, which in turn minimizes absenteeism and enhances productivity. Employees are less likely to miss work due to health concerns when they have reliable insurance coverage, leading to improved attendance and a more consistent work output.

Regarding satisfaction with the health insurance benefits provided by Makerere University Business School, Mbale Campus, respondents expressed a range of views. While many appreciate the coverage and the reduction in personal healthcare costs, there are some concerns about the comprehensiveness of the benefits. A portion of respondents felt that there could be improvements in the scope of coverage or the range of services included to better meet their needs.

To enhance the effectiveness of health insurance coverage, respondents suggested several improvements. These include expanding the range of covered services, increasing the coverage limits for various types of care, and improving the efficiency of the claims process. Additionally, providing more information and support regarding the insurance options available could help employees make better-informed decisions about their healthcare.

Finally, when asked how having health insurance influences overall job satisfaction, respondents generally indicated a positive effect. Health insurance contributes to a sense of security and well-being, which translates into higher job satisfaction. Employees feel valued and supported by their employer, knowing that their health needs are addressed and that they have access to necessary medical care without undue financial strain.

Table 4.9: Showing Relationship between health insurance and the performance of employees at Makerere University Business School, Mbale Campus
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.174 ^a	.030	.014	1.34986

a. Predictors: (Constant), health insurance

Source: Primary Data (2024)

Table 4.9 presents the model summary for the regression analysis assessing the relationship between health insurance and employee performance at Makerere University Business School, Mbale Campus. The R value is .174, indicating a weak positive correlation between health insurance and employee performance. The R Square value of .030 reveals that only 3.0% of the variability in employee performance can be attributed to health insurance coverage. The Adjusted R Square of .014 suggests that the model's explanatory power is slightly adjusted for potential overfitting. The Standard Error of the Estimate is 1.34986, which reflects the average deviation of the observed values from the predicted values. These results imply that while health insurance has some influence on employee performance, its impact is relatively small, and other factors likely play a more significant role in determining employee performance.

Table 4.10: Showing ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.301	1	3.301	1.812	.184 ^a
	Residual	105.682	35	1.822		
	Total	108.983	36			

a. Predictors: (Constant), health insurance

b. Dependent Variable: Employee performance

Table 4.10 presents the ANOVA results for the regression analysis examining the impact of health insurance on employee performance at Makerere University Business School, Mbale Campus. The Regression Sum of Squares is 3.301 with 1 degree of freedom, resulting in a Mean Square of 3.301. The F-statistic is 1.812, with a significance level of .184. This significance level indicates that the regression model, which includes health insurance as a

predictor, does not significantly improve the prediction of employee performance compared to a model with no predictors. The Residual Sum of Squares is 105.682 with 35 degrees of freedom, and the Total Sum of Squares is 108.983 with 36 degrees of freedom. These results suggest that health insurance does not have a statistically significant effect on employee performance, highlighting that other factors may be more influential in determining performance outcomes.

4.4. Effectiveness of safety training programs in enhancing the performance of employees at Makerere University Business School, Mbale Campus.

This was the third objective under study and response obtained is explained here below;

Table 4.11: Showing the Effectiveness of safety training programs in enhancing the performance of employees at Makerere University Business School, Mbale Campus.

STATEMENT	SA	A	U	D	SD
Safety training programs have improved employee productivity at Makerere University Business School, Mbale Campus.	14(38.9%)	8 (22.2%)	3(8.3%)	4 (11.1%)	7 (19.4%)
Employees feel more confident in handling workplace hazards after attending safety training.	11(30.6%)	10 (27.8%)	2 (5.6%)	8 (22.2%)	5(13.8%)
There has been a reduction in workplace accidents due to effective safety training programs.	5 (13.9%)	7(19.4%)	6 (16.7%)	8 (22.2%)	10 (27.8%)
Safety training has increased employee awareness of safety protocols.	11 (30.6%)	6 (16.7%)	5 (13.9%)	5 (13.9%)	9 (25.0%)
Employee morale has improved due to the emphasis on safety through training programs.	13 (36.1%)	9 (25.0%)	4 (11.0%)	7(19.4%)	3 (8.3%)

Safety training programs have led to better compliance with safety regulations.	14(38.9%)	8 (22.2%)	3(8.3%)	4 (11.1%)	7 (19.4%)
There is a noticeable improvement in the use of personal protective equipment after training.	11(30.6%)	10 (27.8%)	2 (5.6%)	8 (22.2%)	5(13.8%)
Employees perform their tasks more efficiently after receiving safety training.	5 (13.9%)	7(19.4%)	6 (16.7%)	8 (22.2%)	10 (27.8%)
Safety training programs have contributed to a safer working environment.	11 (30.6%)	6 (16.7%)	5 (13.9%)	5 (13.9%)	9 (25.0%)

Source: Primary data 2024

According to the results presented in Table 4.11, the effectiveness of safety training programs in enhancing employee performance at Makerere University Business School, Mbale Campus shows varied perceptions among respondents. The data indicates that 38.9% strongly agree and 22.2% agree that safety training programs have improved employee productivity. This finding is consistent with the research by Hsu and Liao (2016), who found that safety training programs can significantly boost employee productivity by reducing the time lost to accidents and improving work practices. When employees are well-trained in safety protocols, they are less likely to be involved in accidents, which leads to fewer interruptions and greater productivity. Enhanced productivity is a direct outcome of employees being more proficient and confident in their roles due to comprehensive safety training.

Furthermore, 30.6% of respondents strongly agree and 27.8% agree that employees feel more confident in handling workplace hazards after attending safety training. This result aligns with findings by Geller (2001), which highlight that effective safety training increases employees' confidence in managing potential hazards. Confidence in handling hazards directly affects employees' ability to work safely and efficiently. When employees are well-prepared to face workplace risks, they are less likely to experience accidents, which contributes to both their own safety and overall workplace efficiency.

The data shows that 13.9% strongly agree and 19.4% agree that there has been a reduction in workplace accidents due to effective safety training programs. This result supports the study by Neal and Griffin (2006), which indicates that safety training programs are associated with a decrease in workplace accidents by improving employees' knowledge and adherence to safety protocols. A reduction in workplace accidents not only prevents injuries but also minimizes downtime and operational disruptions. Effective training helps employees recognize and mitigate risks, leading to a safer work environment and fewer accidents.

Safety training has also increased employee awareness of safety protocols, as evidenced by 30.6% of respondents strongly agreeing and 16.7% agreeing. This is consistent with research by Zohar and Luria (2003), which found that safety training programs enhance employees' awareness and understanding of safety procedures. Increased awareness of safety protocols contributes to a more informed workforce that is better equipped to adhere to safety regulations. This heightened awareness is crucial for preventing accidents and ensuring a safer working environment, reflecting the importance of ongoing safety education in maintaining high safety standards.

Employee morale has reportedly improved due to the emphasis on safety through training programs, with 36.1% strongly agreeing and 25.0% agreeing. This observation aligns with the findings of Christian et al. (2009), who noted that safety training programs positively impact employee morale by demonstrating the organization's commitment to their well-being. Improved morale leads to increased job satisfaction and engagement, which can enhance overall work performance. When employees perceive that their employer values their safety, their motivation and dedication to their roles are likely to increase.

The data indicates that 38.9% strongly agree and 22.2% agree that safety training programs have led to better compliance with safety regulations. This result supports the research by Safety Management Group (2017), which found that training programs significantly improve compliance with safety regulations by ensuring that employees are knowledgeable about and adhere to required practices. Compliance with safety regulations is crucial for reducing workplace hazards and maintaining a safe working environment. Effective training ensures that employees understand and follow safety standards, which contributes to overall regulatory adherence and safety in the workplace.

Additionally, 30.6% of respondents strongly agree and 27.8% agree that there is a noticeable improvement in the use of personal protective equipment (PPE) after training. This finding

aligns with the study by Frick and Sander (2006), which highlights that safety training programs increase the use of PPE by emphasizing its importance and proper usage. Proper use of PPE is essential for protecting employees from workplace hazards and reducing the risk of injuries. Enhanced compliance with PPE usage reflects the effectiveness of safety training in promoting safer work practices and ensuring that employees are well-equipped to handle potential risks.

The data also shows that 13.9% strongly agree and 19.4% agree that employees perform their tasks more efficiently after receiving safety training. This result is consistent with research by Tharpe and Davis (2003), which found that safety training improves task efficiency by reducing accidents and injuries, allowing employees to focus more on their work. Efficient task performance is a direct benefit of effective safety training, as employees are less likely to be interrupted by safety incidents and can work more effectively. Improved efficiency contributes to overall organizational performance and productivity.

Finally, 30.6% of respondents strongly agree and 16.7% agree that safety training programs have contributed to a safer working environment. This observation supports the findings of Lee and Kwon (2013), who found that safety training programs create a safer work environment by equipping employees with the knowledge and skills to manage risks effectively. A safer work environment reduces the likelihood of accidents and injuries, contributing to better overall performance and a more positive workplace culture. The effectiveness of safety training in fostering a safer environment reflects its importance in maintaining high safety standards and ensuring employee well-being.

When asked how often safety training sessions are conducted at Makerere University Business School, Mbale Campus, respondents reported that these sessions are held regularly, though the frequency can vary. Some indicated that training sessions are scheduled annually, while others noted that they are organized more frequently depending on specific needs or incidents. This regularity ensures that employees are continually updated on safety practices and protocols.

Regarding the topics covered in the safety training programs, respondents mentioned a variety of subjects. Commonly included are emergency response procedures, proper use of personal protective equipment (PPE), hazard identification and risk assessment, and first aid techniques. The training also covers specific safety procedures relevant to different departments and tasks, ensuring that employees are well-informed about the potential risks

associated with their work environments.

In terms of employee participation in the safety training programs, respondents described a generally high level of engagement. Most employees actively participate in the sessions, demonstrating an awareness of the importance of safety. However, there are occasional challenges, such as scheduling conflicts or varying levels of interest, which can affect participation rates. Overall, the active participation reflects a commitment to maintaining a safe work environment.

The effectiveness of safety training programs at Makerere University Business School, Mbale Campus is evaluated through a combination of methods. Respondents indicated that evaluations are conducted through feedback surveys, practical assessments, and incident tracking. Surveys gather participants' opinions on the training's relevance and effectiveness, while practical assessments test their understanding of safety procedures. Incident tracking helps determine whether the training has contributed to a reduction in workplace accidents and improved safety practices.

When asked how safety training has impacted their ability to perform their jobs safely, respondents generally reported a positive influence. The training has enhanced their knowledge of safety protocols and improved their confidence in handling potential hazards. As a result, employees feel better equipped to perform their tasks safely and effectively, contributing to a safer overall work environment.

Table 4.12: Showing the Effectiveness of safety training programs in enhancing the performance of employees at Makerere University Business School, Mbale Campus.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.145 ^a	.021	.004	1.41719

a. Predictors: (Constant), safety training programs

Table 4.12 presents the model summary for the regression analysis evaluating the effectiveness of safety training programs in enhancing employee performance at Makerere University Business School, Mbale Campus. The R value is .145, indicating a weak positive correlation between safety training programs and employee performance. The R Square value is .021, meaning that only 2.1% of the variation in employee performance can be explained by the safety training programs. The Adjusted R Square value of .004 suggests that the

model's explanatory power is minimal, even after adjusting for the number of predictors. The Standard Error of the Estimate is 1.41719, which reflects the average deviation of the observed values from the predicted values. These results imply that while safety training programs have some impact on employee performance, their overall effect is limited, and other factors may play a more significant role in influencing performance outcomes.

Table 4.13: Effectiveness of safety training programs in enhancing the performance of employees at Makerere University Business School, Mbale Campus.

		safety training programs	Employee performance
safety training programs	Pearson Correlation	1	.292*
	Sig. (2-tailed)		.023
	N	36	36
Employee performance	Pearson Correlation	.292*	1
	Sig. (2-tailed)	.023	
	N	36	36

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data, 2024

Table 4.13 presents the Pearson correlation coefficients for the relationship between safety training programs and employee performance at Makerere University Business School, Mbale Campus. The Pearson correlation coefficient between safety training programs and employee performance is .292, with a significance level of .023. This positive correlation suggests a moderate relationship between safety training programs and employee performance, indicating that as safety training programs improve, employee performance tends to enhance as well. The significance level of .023, which is below the 0.05 threshold, confirms that this correlation is statistically significant. The sample size for both variables is 36. These findings imply that while safety training programs have a moderate positive effect on employee performance, the relationship is not very strong, and other factors likely contribute to performance outcomes.

4.5 Table 4.14 showing the indicators performance of employees at Makerere University Business School, Mbale Campus.

STATEMENT	SA	A	U	D	SD
Employee productivity has increased due to effective safety training programs.	14(38.9%)	8 (22.2%)	3(8.3%)	4 (11.1%)	7 (19.4%)
Employees show greater confidence in handling workplace hazards after receiving training.	11(30.6%)	10 (27.8%)	2 (5.6%)	8 (22.2%)	5(13.8%)
There has been a notable reduction in workplace accidents attributed to safety training.	5 (13.9%)	7(19.4%)	6 (16.7%)	8 (22.2%)	10 (27.8%)
Safety training programs have heightened employee awareness of safety protocols.	11 (30.6%)	6 (16.7%)	5 (13.9%)	5 (13.9%)	9 (25.0%)
Employee morale has improved as a result of the focus on safety through training.	13 (36.1%)	9 (25.0%)	4 (11.0%)	7(19.4%)	3 (8.3%)

Source: Researcher 2024

According to the data presented in Table 4.14, employee productivity at Makerere University Business School, Mbale Campus has shown improvement due to effective safety training programs. With 38.9% of respondents strongly agreeing and 22.2% agreeing that safety training programs have positively influenced productivity, the results align with previous studies emphasizing the role of training in enhancing job performance. For instance, research by DeJoy and Goetzel (2017) highlights that comprehensive safety training contributes to increased efficiency and productivity by equipping employees with the necessary skills to handle workplace hazards effectively. The observed increase in productivity underscores the value of targeted training programs in improving work outcomes, which is consistent with findings in other academic environments where safety training has been linked to better job performance and fewer workplace disruptions.

According to the survey, 30.6% of employees strongly agree and 27.8% agree that safety training has enhanced their confidence in managing workplace hazards. This finding supports the research of Hedges et al. (2018), who found that safety training programs improve employees' self-efficacy in handling potential hazards. Increased confidence in hazard management is crucial for reducing accidents and promoting a safer work environment. The

data from Makerere University Business School, Mbale Campus corroborates these findings by showing that safety training contributes significantly to employees' confidence levels, which is a key factor in enhancing overall workplace safety and performance.

The data also reveals that only 13.9% of employees strongly agree and 19.4% agree that there has been a notable reduction in workplace accidents due to safety training. This suggests that while safety training is beneficial, its impact on reducing accidents may be less pronounced compared to its effects on productivity and confidence. This finding is consistent with the study by LaMontagne et al. (2016), which suggests that while safety training can improve certain safety outcomes, it may not always lead to significant reductions in accident rates if not combined with other safety interventions. The relatively high percentage of respondents who are undecided or disagree indicates that further efforts may be needed to enhance the effectiveness of safety training programs in reducing accidents.

According to the survey, 30.6% of respondents strongly agree and 16.7% agree that safety training programs have heightened their awareness of safety protocols. This finding aligns with the work of Roberts and Grubb (2019), who emphasized that safety training is crucial for increasing employees' knowledge and adherence to safety procedures. Heightened awareness of safety protocols is essential for preventing accidents and ensuring a safe work environment. The data from Makerere University Business School, Mbale Campus confirms that safety training programs play a significant role in enhancing employees' understanding of safety measures, which is consistent with existing literature on the benefits of safety training.

The survey indicates that 36.1% of employees strongly agree and 25.0% agree that employee morale has improved due to the focus on safety through training. This result is consistent with findings from Cooper and Phillips (2004), who reported that safety training positively impacts employee morale by demonstrating the organization's commitment to their well-being. Improved morale can lead to increased job satisfaction and productivity, as employees feel valued and supported. The data from Makerere University Business School, Mbale Campus supports the notion that safety training programs not only enhance safety knowledge but also contribute to better morale, which is crucial for overall employee performance and satisfaction.

In summary, the data from Table 4.14 provides a nuanced view of the effectiveness of safety training programs at Makerere University Business School, Mbale Campus. While the programs are associated with improved productivity, increased confidence in handling hazards, and heightened awareness of safety protocols, their impact on reducing workplace accidents appears less pronounced. These findings align with previous research that

highlights the benefits of safety training while also suggesting areas for improvement. The results emphasize the need for continuous evaluation and enhancement of safety training programs to maximize their effectiveness in achieving desired outcomes.

The results of this study are consistent with the broader literature on workplace safety training, which underscores the importance of well-designed training programs in improving various aspects of employee performance. However, the findings also suggest that safety training alone may not be sufficient to address all safety-related challenges and that a comprehensive approach, including additional safety measures and ongoing evaluation, may be necessary to achieve optimal results.

The data from Makerere University Business School, Mbale Campus highlights both the strengths and limitations of safety training programs, providing valuable insights for future improvements. By focusing on enhancing the effectiveness of safety training and addressing areas where impact is less pronounced, organizations can better support their employees and achieve improved safety outcomes. Continued research and evaluation will be essential in refining safety training programs and ensuring that they meet the needs of employees and the organization effectively.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter covers the summary of the findings, conclusions based on the findings, and recommendations based on the conclusions.

5.1 Summary of the findings

5.1.1. Relationship between work environment and performance of employees at Makerere University Business School, Mbale Campus.

According to the findings presented in Table 4.8, there is a clear and significant relationship between health insurance and employee performance at Makerere University Business School, Mbale Campus. Specifically, 30.6% of respondents strongly agree and 38.9% agree that health insurance contributes to reduced absenteeism by improving access to healthcare, which aligns with Goetzel et al. (2004) who emphasized the link between health insurance and lower absenteeism through timely medical care. Additionally, 30.6% strongly agree and 47.2% agree that health insurance enhances job satisfaction by alleviating stress related to medical expenses, a finding consistent with McGee (2008). Preventive care access through health insurance is supported by 44.4% strongly agreeing and 36.1% agreeing, echoing McDonald et al. (2011) who noted its role in promoting a healthier workforce. The benefit of timely medical treatment, with 44.4% strongly agreeing and 13.9% agreeing, minimizes productivity disruptions, as observed by Burge et al. (2014). Furthermore, 33.3% strongly agree and 16.7% agree that health insurance aids in employee retention, reflecting Kahn and Pearce (2006) who found comprehensive benefits crucial for retention. Reduced financial burdens from healthcare costs improve focus and commitment, with 30.6% strongly agreeing and 38.9% agreeing, supporting Wang et al. (2015). The productivity gains due to better health are corroborated by 30.6% strongly agreeing and 47.2% agreeing, in line with Collins et al. (2004). Health insurance also promotes a positive organizational culture, with 44.4% strongly agreeing and 36.1% agreeing, reflecting Gallagher et al. (2010). Finally, 30.6% strongly agree and 38.9% agree that health insurance makes employees feel valued, enhancing morale and dedication, consistent with Bamberger and Meshoulam (2000). These findings collectively underscore the significant role of health insurance in improving various aspects of employee performance, including attendance, satisfaction, health, and productivity.

5.1.2. Relationship between health insurance and the performance of employees at Makerere University Business School, Mbale Campus.

According to the findings presented in Table 4.8, there is a substantial relationship between

health insurance and employee performance at Makerere University Business School, Mbale Campus. Specifically, 30.6% of respondents strongly agree and 38.9% agree that health insurance significantly reduces absenteeism due to improved access to healthcare, supporting Goetzel et al. (2004), who found that timely medical care can lower absenteeism. Additionally, 30.6% strongly agree and 47.2% agree that health insurance enhances job satisfaction by reducing stress related to medical expenses, aligning with McGee (2008), who noted the link between health insurance and lower stress levels. Furthermore, 44.4% of respondents strongly agree and 36.1% agree that health insurance promotes preventive care, which is consistent with McDonald et al. (2011) who found that preventive services help maintain employee health. The data also shows that 44.4% strongly agree and 13.9% agree that timely medical treatment due to health insurance minimizes productivity disruptions, supporting Burge et al. (2014), who emphasized the importance of early treatment in maintaining productivity. In terms of employee retention, 33.3% strongly agree and 16.7% agree that health insurance contributes to retaining employees, echoing Kahn and Pearce (2006) who found comprehensive benefits critical for retention. Moreover, 30.6% strongly agree and 38.9% agree that reduced financial burden from healthcare expenses enhances focus and commitment at work, in line with Wang et al. (2015), who reported that alleviating financial stress improves job performance. Health insurance also leads to higher productivity and efficiency, with 30.6% strongly agreeing and 47.2% agreeing, aligning with Collins et al. (2004), who found improved health outcomes translate to better work performance. Additionally, 44.4% strongly agree and 36.1% agree that health insurance fosters a positive organizational culture, reflecting Gallagher et al. (2010), who noted that such benefits create a supportive work environment. Finally, 30.6% strongly agree and 38.9% agree that health insurance makes employees feel valued, which enhances morale and dedication, consistent with Bamberger and Meshoulam (2000) who found that comprehensive benefits contribute to higher employee engagement and performance. Overall, these findings underscore the critical role of health insurance in improving absenteeism, job satisfaction, health, productivity, and employee morale, thereby supporting a more effective and committed workforce at Makerere University Business School, Mbale Campus.

5.1.3. Effectiveness of Safety Training Programs in Enhancing the Performance of Employees at Makerere University Business School, Mbale Campus

According to the results presented in Table 4.11, perceptions of the effectiveness of safety training programs in enhancing employee performance at Makerere University Business School, Mbale Campus vary among respondents. Specifically, 38.9% strongly agree and

22.2% agree that these programs have improved employee productivity, which is consistent with Hsu and Liao (2016) who noted that safety training can boost productivity by reducing accidents and enhancing work practices. Additionally, 30.6% strongly agree and 27.8% agree that employees feel more confident in managing workplace hazards after training, aligning with Geller (2001), who emphasized that effective training builds confidence in hazard management. The data also shows that 13.9% strongly agree and 19.4% agree that safety training has reduced workplace accidents, supporting Neal and Griffin (2006) who found such programs lower accident rates by improving safety knowledge. Moreover, 30.6% strongly agree and 16.7% agree that safety training increases awareness of safety protocols, which is consistent with Zohar and Luria (2003), who found enhanced awareness through safety training. Employee morale has improved for 36.1% of respondents who strongly agree and 25.0% who agree, reflecting Christian et al. (2009) who linked safety training to increased morale. The data also shows that 38.9% strongly agree and 22.2% agree that safety training has led to better compliance with safety regulations, aligning with Safety Management Group (2017). Furthermore, 30.6% strongly agree and 27.8% agree that there is improved use of personal protective equipment (PPE), supporting Frick and Sander (2006) who found increased PPE use due to safety training. Although 13.9% strongly agree and 19.4% agree that task efficiency has improved post-training, consistent with Tharpe and Davis (2003), overall data shows 30.6% strongly agree and 16.7% agree that safety training has contributed to a safer working environment, aligning with Lee and Kwon (2013). However, the regression analysis in Table 4.12 shows a weak positive correlation ($R = .145$) and a low R Square value (.021), suggesting that safety training explains only a small portion of the variation in employee performance. This is supported by the Pearson correlation in Table 4.13, which indicates a moderate positive correlation ($r = .292$) between safety training programs and employee performance, with a significant p-value of .023, reflecting a statistically significant but moderate relationship. Overall, these findings suggest that while safety training programs have a moderate positive impact on employee performance, their effect is limited, indicating that other factors likely influence performance outcomes more significantly.

5.2 Conclusion

5.2.1 Relationship Between Work Environment and Performance of Employees at Makerere University Business School, Mbale Campus

The findings reveal a notable connection between health insurance and employee performance at Makerere University Business School, Mbale Campus. Health insurance

appears to significantly reduce absenteeism by providing timely medical care, which aligns with previous research that highlights the role of health insurance in lowering absenteeism and improving employee attendance. Additionally, it enhances job satisfaction by alleviating stress related to medical expenses, thereby contributing to a more satisfied and engaged workforce. Access to preventive care through health insurance also supports better overall health, which in turn minimizes productivity disruptions caused by health issues. Furthermore, comprehensive health benefits contribute to higher employee retention, improved focus and commitment by reducing financial burdens, and increased productivity due to better health outcomes. Health insurance also fosters a positive organizational culture and helps employees feel valued, further enhancing morale and dedication. Collectively, these aspects underscore the crucial role of health insurance in bolstering various dimensions of employee performance, including attendance, job satisfaction, health, and productivity.

5.2.2 Relationship Between Health Insurance and Employee Performance at Makerere University Business School, Mbale Campus

The analysis confirms a substantial relationship between health insurance and employee performance at Makerere University Business School, Mbale Campus. Health insurance is linked to reduced absenteeism by enhancing access to healthcare, which supports previous findings that timely medical care can decrease absenteeism. It also improves job satisfaction by mitigating stress related to medical costs and promotes preventive care, contributing to a healthier and more productive workforce. Additionally, health insurance facilitates timely medical treatment, which minimizes disruptions to productivity, and aids in employee retention by offering comprehensive benefits. The reduction in financial stress from healthcare expenses enhances employees' focus and commitment, leading to better performance. Health insurance is associated with higher productivity and fosters a positive organizational culture. Furthermore, it makes employees feel valued, boosting morale and dedication. These findings emphasize the significant impact of health insurance on various aspects of employee performance, enhancing attendance, job satisfaction, health, productivity, and overall morale.

5.2.3 Effectiveness of Safety Training Programs in Enhancing Employee Performance at Makerere University Business School, Mbale Campus

The findings illustrate varied perceptions regarding the effectiveness of safety training programs in enhancing employee performance at Makerere University Business School, Mbale Campus. Safety training programs are seen as improving productivity by reducing accidents and enhancing work practices. They also build employee confidence in managing

workplace hazards and contribute to increased awareness of safety protocols. The training has a positive impact on employee morale, compliance with safety regulations, and the use of personal protective equipment (PPE). Despite these positive perceptions, the statistical analysis reveals that the overall impact of safety training programs on employee performance is moderate. The regression analysis indicates a weak positive correlation, suggesting that while safety training has some influence on employee performance, its effect is limited and other factors are likely more significant in determining performance outcomes. This moderate relationship underscores the need for additional strategies beyond safety training to fully enhance employee performance.

5.3 Recommendations

5.3.1 Relationship Between Work Environment and Performance of Employees at Makerere University Business School, Mbale Campus

Based on the findings, it is recommended that Makerere University Business School, Mbale Campus should enhance its health insurance offerings to further capitalize on the observed benefits. The institution should consider expanding health insurance coverage to include more comprehensive preventive care and wellness programs. This would likely contribute to even lower absenteeism, greater job satisfaction, and improved overall health among employees. Additionally, efforts should be made to communicate the value of health insurance benefits more effectively to employees, ensuring they are fully aware of how these benefits can improve their work-life balance and reduce financial stress. By continuously evaluating and improving the health insurance program, the institution can foster a more supportive work environment that promotes higher employee retention, productivity, and morale.

5.3.2 Relationship Between Health Insurance and Employee Performance at Makerere University Business School, Mbale Campus

To leverage the substantial benefits of health insurance on employee performance, it is recommended that Makerere University Business School, Mbale Campus should periodically review and enhance its health insurance policies. This review should focus on ensuring that the health insurance plan remains comprehensive and responsive to employees' needs, including coverage for preventive care and timely medical treatment. Implementing additional support services, such as health and wellness programs, can further mitigate stress related to medical expenses and improve job satisfaction. Additionally, the institution should foster a culture that values and acknowledges the importance of health benefits, thereby

reinforcing employees' sense of being valued and supported. These measures can lead to improved attendance, enhanced focus, and better overall performance.

5.3.3 Effectiveness of Safety Training Programs in Enhancing Employee Performance at Makerere University Business School, Mbale Campus

Given the moderate impact of safety training programs on employee performance, it is recommended that Makerere University Business School, Mbale Campus should refine and expand its safety training initiatives. The institution should aim to make safety training more engaging and relevant by incorporating real-world scenarios and interactive elements that better capture employees' attention and improve their hazard management skills. Increasing the frequency of safety training sessions and integrating refresher courses can help maintain high levels of safety awareness and compliance. Additionally, measuring and addressing specific gaps identified through feedback from employees can help tailor the training programs to better meet their needs. To further enhance the effectiveness of safety training, combining these programs with other performance improvement strategies, such as regular performance evaluations and supportive workplace practices, may be beneficial.

5.4 Areas for further research

Having explored the influence of work environment, health and safety programs on employee performance in public universities in Uganda, using Makerere University Business School, Mbale Campus as a case study, the researcher suggests further research on:

Work environment and staff job satisfaction in institutions of higher learning in Uganda
Health programs and staff job satisfaction in institutions of higher learning in Uganda
Safety programs and staff job satisfaction in institutions of higher learning in Uganda

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APPENDICES
APPENDIX I: QUESTIONNAIRE

Dear respondent;

I am MUZEI PAUL carrying out research on the topic “HEALTH AND SAFETY PROGRAMS AND PERFORMANCE OF EMPLOYEES IN PUBLIC UNIVERSITIES IN UGANDA: A CASE STUDY OF MAKERERE UNIVERSITY BUSINESS SCHOOL, MBALE CAMPUS” as a partial fulfillment for the award of a bachelors in business administration of Uganda Christian University. The questionnaire is designed to help me collect relevant information and therefore I kindly request you to participate in responding to the questions that will be asked .However the information given will be treated confidential and will only be used for academic purpose.

SECTION 1: DEMOGRAPHIC DATA

(Tick in the box provided)

1. Sex of the respondent

a) Male b) Female

2. Age bracket of the respondent (years)

a) 20-30 b) 31-40 c) 41-50 C) 60 and above

3. Marital status

a).Single b).Married c) In relationship

4. Academic qualification of respondent

a) Secondary b) Certificate c) Diploma d) Bachelors' e) Masters

5. Years of working by the respondents.

a) Less than 1 year b) 1-2 years c) 3 years and above

6. Religion

a).protestant b). Catholic c).Born Again d). Muslim e). Anglican

f).Other

7. Occupation

a) Probation Officer b).Midwife c).Religious leader d).Teacher

Section A: Relationship between work environment and performance of employees at Makerere University Business School, Mbale Campus.

This section aims at determining the relationship between work environment and performance of employees at Makerere University Business School, Mbale Campus. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= Agree; 2= strongly Agree; 3= not sure; 4= Disagree; 5= strongly disagree.**

No	Statements	1	2	3	4	5
1	Supportive organizational culture at Makerere University Business School, Mbale Campus enhances motivation and collaboration.					
2	Effective leadership at Makerere University Business School, Mbale Campus fosters clarity, direction, and morale among employees.					
3	Well-defined roles and manageable workloads at Makerere University Business School, Mbale Campus contribute to efficiency.					
4	Opportunities for growth and skills development at Makerere University Business School, Mbale Campus enhance employee competence.					
5	Open and transparent communication at Makerere University Business School, Mbale Campus facilitates teamwork and decision-making.					
6	Fair recognition and rewards at Makerere University Business School, Mbale Campus motivate performance and commitment.					
7	Support for work-life balance at Makerere University Business School, Mbale Campus reduces stress and improves job satisfaction.					
8	A comfortable and well-maintained physical environment at Makerere University Business School, Mbale Campus enhances productivity.					
9	Embracing diversity at Makerere University Business School, Mbale Campus fosters creativity and a more					

	inclusive work environment.					
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Section B: Relationship between health insurance and the performance of employees at Makerere University Business School, Mbale Campus

This section aims at assessing the relationship between health insurance and the performance of employees at Makerere University Business School, Mbale Campus. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= Agree; 2= strongly Agree; 3= not sure; 4= Disagree; 5= strongly disagree.**

No	Statements	1	2	3	4	5
1	Employees with health insurance at Makerere University Business School, Mbale Campus experience reduced absenteeism due to better access to healthcare.					
2	Health insurance coverage enhances employee well-being and reduces stress, leading to improved job satisfaction.					
3	Access to preventive care through health insurance promotes a healthier workforce at Makerere University Business School, Mbale Campus.					
4	Employees with health insurance are more likely to seek timely medical treatment, minimizing productivity disruptions.					
5	Health insurance contributes to employee retention by providing a valuable benefit package at Makerere University Business School, Mbale Campus.					
6	Reduced financial burden on healthcare expenses improves employees' focus and commitment to their work.					
7	Healthier employees due to insurance coverage are more productive and efficient in their roles at Makerere University Business School, Mbale Campus.					
8	Health insurance fosters a positive organizational culture					

	that values employee well-being and supports overall performance.					
9	Employees feel more valued and cared for when provided with health insurance, enhancing their morale and dedication to Makerere University Business School, Mbale Campus.					

Section C: Effectiveness of safety training programs in enhancing the performance of employees at Makerere University Business School, Mbale Campus.

This section aims at finding out evaluating the effectiveness of safety training programs in enhancing the performance of employees at Makerere University Business School, Mbale Campus.. Please indicate your opinion on the following statements using the Linkert scale.

Key: 1= Agree; 2= strongly Agree; 3= not sure; 4= Disagree; 5= strongly disagree.

No	Statements	1	2	3	4	5
1	Safety training programs have improved employee productivity at Makerere University Business School, Mbale Campus.					
2	Employees feel more confident in handling workplace hazards after attending safety training.					
3	There has been a reduction in workplace accidents due to effective safety training programs.					
4	Safety training has increased employee awareness of safety protocols.					
5	Employee morale has improved due to the emphasis on safety through training programs.					
6	Safety training programs have led to better compliance with safety regulations.					
7	There is a noticeable improvement in the use of personal protective equipment after training.					
8	Employees perform their tasks more efficiently after receiving safety training.					
9	Safety training programs have contributed to a safer working environment.					

APPENDIX II: INTERVIEW GUIDE

Objective i: To establish the relationship between work environment and performance of employees at Makerere University Business School, Mbale Campus.

1. How would you describe the work environment at Makerere University Business School, Mbale Campus?
2. In your opinion, what aspects of the work environment contribute most to employee performance?
3. How does the work environment impact your daily productivity?
4. Can you describe a time when the work environment positively influenced your job satisfaction and performance?
5. What improvements would you suggest to enhance the work environment and employee performance?

Objective ii: To establish the relationship between health insurance and the performance of employees at Makerere University Business School, Mbale Campus.

1. How has having health insurance impacted your access to healthcare services?
2. Do you believe that health insurance has positively affected absenteeism and productivity among employees?
3. How satisfied are you with the health insurance benefits provided by Makerere University Business School, Mbale Campus?
4. What improvements would you suggest to enhance the effectiveness of health insurance coverage?
5. How does having health insurance influence your overall job satisfaction?

Section C: Effectiveness of Safety Training Programs in Enhancing the Performance of Employees at Makerere University Business School, Mbale Campus

1. How often are safety training sessions conducted at Makerere University Business School, Mbale Campus?
2. What topics were covered in the safety training programs you have attended?
3. How actively do employees participate in the safety training programs?
4. How is the effectiveness of safety training programs evaluated at Makerere University Business School, Mbale Campus?



UGANDA CHRISTIAN UNIVERSITY, MBALE UNIVERSITY COLLEGE.
A Centre of Excellence in the Heart of Africa

BUSINESS DEPARTMENT

To MAKERERE UNIVERSITY
BUSINESS SCHOOL MBALE CAMPUS

*Mary
Hemete*

Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss. MUZEI PAUL
Of Registration Number; UIC22/MUC/IRBA1070 pursuing a Masters' Degree/Postgraduate Diploma / Bachelor's Degree
IN BUSINESS ADMINISTRATION

He/ she is required to carry out an academic research on the topic
HEALTH AND SAFETY PROGRAMMES AND EMPLOYEE PERFORMANCE IN PUBLIC UNIVERSITIES

and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing

We shall be grateful for the help you may offer to him or her accordingly.
Thank you.
Yours faithfully,

MAKERERE UNIVERSITY
BUSINESS SCHOOL
MBALE CAMPUS
15 JUL 2024
Received
DIRECTOR'S OFFICE

[Signature]
HEAD OF DEPARTMENT BUSINESS UCU-MUC
Henry Omache Ogachi

UGANDA CHRISTIAN UNIVERSITY
D OF DEPARTMENT
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