

**AN ASSESSMENT ON THE OUTCOMES OF EFFECTIVE OCCUPATIONAL
HEALTH AND SAFETY TOWARDS ORGANISATIONAL PERFORMANCE:
A CASE OF SKYWARD CONSTRUCTION COMPANY**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by The Open University of Tanzania a dissertation entitled: ***“The Assessment on the Impact of Delaying Road Construction Projects in Zanzibar: A Case Study of Urban West Region Unguja”*** in partial fulfillment of the requirements for the Degree of Master of Business Management of the Open University of Tanzania.

.....

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.....

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I, **Hosea Simon**, do hereby declare that this research report is my own original work and that it has not been presented and will not be presented to any other University/Institute for a similar award or any other award.

.....

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.....

Date

DEDICATION

This work is dedicated to my parents, Staphord Mwasamya, Late John Mwambungu and Neema Simon Santubwa for their wonderful life upbringing that I now enjoy.

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Firstly, I would like to thank the almighty God who guided me during the whole period of my study. There are many people whom I would like to thank for their inputs into this dissertation. I would like to thank my Supervisor, Dr. Salum Soud for his assistance and guidance.

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ABSTRACT

The Government of Tanzania formed a policy on Occupational health and safety 2009 as well as regulations that are Occupational Health and Safety Act no 5 of 2003, but still the occupational health and safety among workers in construction industry in Tanzania is still in danger. Health and safety practices, programs and procedures are key components for organizational success and survival. For many organizations, link between health and safety programs and organizational performance has become a key challenge, and so firms need to incorporate health and safety practices if they want the organization's survival. The general objective of this study was to assess on the outcomes of effective occupational health and safety on the organization performance, at Skyward Construction Company Limited in Iringa Municipal. The study targeted a population of 60 employees of Skyward Construction Company limited, from which a sample of 49 respondents was drawn. This included the site managers, supervisors and site workers. The researcher employed a case study research design and thus Skyward Construction Company limited was a case study in the research. And the sample techniques applied in the study were stratified sampling as well as purposive sampling. Under the study data collection method applied was primary data collection method as well as secondary, under which the tools used on collection of data were questionnaires and interviews. The data gathered was analyzed by way of quantitative under which tables were used, and also by way of qualitative method as explanation were provided to the data gathered. The study recommends the following; the presence of effective company policy, allocate enough funds on OHS, training and use of new equipment, conduct training to new staff. The government of Tanzania should conduct proper audits. The management of Skyward Construction Company should show support, commitment and facilitate all health and safety programs in the organization.

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LIST OF ABBREVIATIONS

| | |
|------|--|
| CMA | Commission for Mediation and Arbitration |
| CRB | Contractors Registration Board |
| ILO | International Labor Organization |
| LC | Labor Court |
| NAO | National Audit Office |
| OHS | Occupational Health and Safety |
| OSHA | Occupational Safety and Health Authority |
| PMT | Protection motivation theory |
| PPE | Personal Protective Equipments |
| WHO | World Health Organization |

CHAPTER ONE

INTRODUCTION

1.1 Background of the Problem

Health and safety management is concerned with protecting employees and other people affected by what the company or organization produces and does against the hazards arising from their employment or their links with the company (Armstrong, 2009).

About 6,300 people die every day, more than 2.3 million deaths per year occur and 317 million accidents occur on the job annually due to poor health and safety policies at work (ILO, 2003). Many of these result in significant human losses, loss in productivity and an economic burden not only on the victim but on the nation at large. Globally, 4 percent of Gross Domestic Product (GDP) is lost as a result of poor health and safety measures at work which is just the direct cost associated with unsafe and unhealthy work environment. Indirect cost is empirically believed to be about two to three times the direct cost associated with these unsafe and healthy work practices which could raise the global percentage of GDP lost (ILO, 2003).

The International Labor Organization (2003) defines occupational health and safety (OHS) as the outcome of adequate protection of a worker from sickness, injury and disease arising from work. The ILO embraces the idea that workers' points of view need to be heeded and given equal status with those of other stakeholders in the workplace in ensuring sound business development. Health and safety in the workplace is essential for ensuring that people are not harmed during work, and that

pain, suffering and loss of life are avoided. Ensuring that people are not injured can extend the productive working lives of citizens and contribute to economic growth and prosperity.

The percentage of all workers in the world with access to occupational health services is estimated to range from 10 to 20%. In 2003 and 2004, the numbers of accidents¹ reported in Tanzania mainland were 1,692 and 1,889 respectively and a total amount of TZS 668.5 million were used to compensate occupational accident victims.

Construction industry plays a significant role in economic development. However, the construction industry is known for its dangerous physical working conditions and high accident risks. It is one of the most hazardous occupational settings worldwide as work in construction is very harsh and has among the 3D occupations: dirty, difficult and dangerous.

Occupational Health and Safety is concerned with health and safety in relation to work, working environment, working tools, machines, working stations and the workers. Its key functions include the assessment, prevention and control of hazards in the working environment, accidents, occupational diseases, injuries and any other related damages attributable to the work place. Whenever any person carries out any duty the first thing they think of is success in completing the undertaking. This success includes completing the work without hurting or injuring oneself. If any tools are involved, it further includes also not damaging the working tools. As such one can easily conclude that the issue of safety is inherently an important part of the working conditions for every human being.

The concept of working safely without being hampered by occupational diseases, accidents and injuries is what brought about the notion of ‘Occupational Health and Safety (OHS) (URT, OSHA Act, 2003). The occupational safety and health authority has been entrusted to ensure that all working places in country comply with safety and health in workplaces. In this world, in order to improve productivity, among other things, health and safety of all workers need to be considered of high priority. In order to achieve this, a joint effort between the Government, private sectors, Employers, Employees and the general public is needed. Since independence in 1961, occupational health and safety standards in Tanzania were provided for by the Factories Ordinance Cap 297 of 1950. The government through the Public Service Reform Programme (PSRP) established Occupational Safety and Health Authority under the Executive Agency Act No. 30 of 1997. Occupational Safety and Health Agency was officially launched on 31st August, 2001. It has been set up with the aim of improving the health and wellbeing of workers, and of workplaces. This will be achieved by promoting occupational safety and health (OSH) practices in order to prevent occupational injuries and diseases, and ultimately achieve better output.

The Tanzania working population is exposed to several new stress factors as a consequence of globalization including the fast growing of construction and industrial sectors. In addition to the well-known traditional hazards, new problems of information technology, nanotechnology and manufactured nonmaterial, biological risks and biotechnology, chemical risks, new organization of work and psychological stress are encountered by workers, managers and the experts. All these problems require new strategies; new approaches and new competencies. OSHA can help by developing different approaches for ensuring prevention or minimization of such

occupational hazards. In most developing countries, including Tanzania, safety consideration in the construction project delivery is not given a priority or concentration. The current approach is that safety interventions occur in response to specific, often major accidents or injury. The reactive management approach used for safety management is contrary to the proactive management approach used in other aspects such as quality, productivity and the like (Lema, 2006). The problem developed from day to day in Africa countries such as Tanzania, this study will be concentrated on an assessment on the effectiveness occupational health and safety towards organization performance, a case study of Skywards Construction Company Limited in Iringa Region.

1.2 Statement of the Research Problem

There has been tremendous increase of accidents and injuries of workers in the construction/building sector in Tanzania, where fatal injuries were reported about 36 from total number of employees 151,690 as the highest rate than other sector, (NAO 2013).

The Government of Tanzania established the Occupational Safety and Health Authority (OSHA) under the Ministry of Labor, Employment, Youth and People with Disability and charged it with the responsibility of ensuring safe and healthy working conditions in all workplaces, by setting and enforcing laws and standards that will be observed by employers in every workplace. Also the Government established the Labor Court (LC) which is the Division of the High Court of Tanzania, the Employment and Labor Relations Act No. 6 of 2004, the Commission for Mediation and Arbitration (CMA) and the Registrar of Trade Unions.

Despite these initiatives, the occupational safety and health in Tanzania is still a serious problem and the Tanzanians workers in construction sectors are daily affected. Organizations' that support a safe, secure and healthy workplace will motivate their employees and this helps to attain set goals and objectives in the organization. Employees want organization's that focus on health and safety training, wellness programs, workplace-violence protection, disaster recovery programs, harassment training and policies and managing diversity training.

The environment of a firm also plays a pivotal role in motivating, attracting and retaining top performers. Top performers want to work in environments, which they can relate to, get along with and be challenged by their co-workers. Health and safety of employees at the workplace is a strategic component of any business survival.

Organizations have to ensure that the necessary rules and regulation measures are in place in order to avoid injuries, fatalities and loss of life and thus improve the overall organizational performance. Based on the above facts, this study needs to make an assessment on the outcomes of effective occupational health and safety towards organizational performance for sustainable organization performance.

1.3 Objectives of the Study

1.3.1 General Objective

To assess the outcomes of effective occupational health and safety towards organizational performance at skyward construction company limited in Iringa municipal.

1.3.2 Specific Objectives

- (i) To identify health and safety training program on the contribution of the organization performance.
- (ii) To evaluate health and safety audit in relation to health and safety in the institution performance.
- (iii) To evaluate the occupational health and safety policy towards the completion of work in the organization performance.
- (iv) To demonstrate management commitment on health and safety toward organization performance.
- (v) To analyze the provision of personal protective equipment (PPE) toward employee working morale in the organization.

1.4 Research Questions

1.4.1 General Research Question

What are the outcomes of effective occupational health and safety towards organizational performance?

1.4.2 Specific Research Questions

- (i) What are the contribution of health and safety training on organizational performance?
- (ii) Which factors for health and safety audit contribute to organization performance?
- (iii) How health and safety policy content leads to organization performance?

- (iv) How management commitment on health and safety is leads to completion of work in the organization performance.
- (v) How is provision of personal protective equipments contributed on the employee working morale in connection to organization performance?

1.5 Significance of the Study

The significance of this study is to provide the basis for awareness to the community, employers and employees in the construction industry and the formulation of an effective health and safety policy, which addresses specific health and safety needs that will ultimately boost the performance of the work force in Tanzania. The study could also serve as a reference material for safety managers and workers in construction industry, and policy makers on health and safety policies.

1.6 Scope of the Study

The study delimited in Skywards Construction Company Limited in Iringa municipal. The study picked respondents from all departments and employees within the organization's premises in Iringa where construction activities in this company are on progress. The study confined to assess the outcomes of effective occupational health and safety on organization performance, the study identified health and safety training programs on the contribution of the organization performance, hence, evaluated health and safety audit in relation to the institution performance, then, evaluated the occupational health and safety policy towards the completion of work in the organization performance, also, the study demonstrates management commitment on health and safety toward organization performance, mover, the study analyzed the

provision of personal protective equipment (PPE) toward employee working morale in the organization performance. The sampling method which used in the study are purposive and stratified sampling to the respondents who are site engineers, supervisors, masons or craftsmen, workers and stakeholders from OSHA and CRB in order to get in-depth information. However, the collection of data has been done through interview and questionnaire method.

1.7 Organization of the Study

The study organized into five chapters. Chapter one takes care of background of the problem, which is directly followed by statement of the research problem, objectives of the study (general and specific objectives), and research questions (general and specific research questions), then significance of the study, scope of the study and organization of the study.

Chapter two deals with literature review and its introduction, followed by conceptual definitions, theoretical literature review, empirical literature review (Tanzania, Africa and worldwide), research gap, conceptual framework and theoretical framework.

Chapter three include research methodology which covers research design, area of the study, population of the study, sampling design and sample size, methods of data collection (secondary data and primary data), data collection tools, reliability and validity of data, data analysis.

The fourth chapter analyzes data and discussion of the findings of the study, aiming at understanding the reality; it passes through the facts, according to the response of each research question. And the fifth chapter includes conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discussed on conceptual definitions, followed by theoretical literature review, empirical literature review (Tanzania, Africa and worldwide), research gap, conceptual framework and theoretical framework. The aim was to have a wide understanding on how other authors look on the study.

2.2 Conceptual Definition

According to International Labor Organization (2008), Occupational health and safety is generally defined as the science of the anticipation, recognition, evaluation and control of hazards arising in or from the workplace that could impair the health and well-being of workers, taking into account the possible impact on the surrounding communities and the general environment. Safety is relative freedom from or protection against hazards at the place of work (Ngirwa 2005). In its broadest sense, it should aim at: The promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations; The prevention among workers of adverse effects on health caused by their working conditions; The protection of workers in their employment from risks resulting from factors adverse to health; The placing and maintenance of workers in an occupational environment adapted to physical and mental needs; The adaptation of work to humans. Occupational health can be defined as a science concerned with health in its relation to work or working environment (Muchemedzi and Charamba 2006).

Also, in other words, occupational health and safety encompasses the social, mental and physical well-being of workers that is the “whole person”. Occupational health issues are often given less attention than occupational safety issues because the former are generally more difficult to confront. However, when health is addressed, so is safety, because a healthy workplace is by definition also a safe workplace. The converse, though, may not be true a so called safe workplace is not necessarily also a healthy workplace.

The important point to know is that, the issues of both health and safety must be addressed in every workplace. The definition of occupational health and safety given above encompasses both health and safety in their broadest contexts. Employee health and safety is part of employee welfare and organization’s sustainable performance.

The welfare of employees is their general state of well- being, for example their good health and comfort, as well as their stability and prosperity. Thus the function of maintaining employee health and safety should be treated as being part of improving employee welfare and organization performance. Employee welfare was historically used to encompass the employees’ physical working conditions, e.g. facilities related to sanitation, canteens, bars, vending machines, sports clubs, dispensaries, shortening of working hours, and any other initiatives of job satisfaction and improvement of quality of work life in the places of work (Ngirwa, 2005).

Organizational performance is described as an organization’s ability to acquire and utilize its scarce resources and valuables or expeditiously as possible in the pursuit of

its operational goals (Griffin, 2006). Organizational performance also can be defined as an analysis of a company's performance as compared to goals and objectives. Within corporate organizations, there are three primary outcomes analyzed: financial performance, market performance and shareholder value performance (in some cases, production capacity performance may be analyzed).

(<http://www.businessdictionary.com/definition/organizational-performance.html>).

2.3 Theoretical Literature Review

It is known that, Organization performance improvement may be seen by way of intensifying effort towards increasing output level and quality, and to accomplish this target means effort of employees are required in task performance. The effective execution of such employee responsibility to a great extent depends on the level of safety in workplace.

2.3.1 Maslow Hierarchy of Needs Theory

This may be realized through one of the motivational theory founded by Abraham Maslow on his theory of hierarchy of needs. According to David and Stephene (2008) Maslow separated the five needs into higher and lower levels. Physiological and safety needs were described as lower-order needs and love, esteem and self actualization as higher-order needs. The differentiation between the two orders was made on the premise that higher-order needs are satisfied internally, where as lower-order needs are predominantly satisfied externally (by such things as pleasant working conditions).

Therefore, Maslow divided human needs into his main categories according to importance; first need is Physiological needs where this need includes basic things

such as food and water. And as soon physiological needs are reasonably satisfied Maslow say's, safety need emerge. Now individuals use energy to satisfy the need for safety which has also a direct bearing to survival. Maslow shows, once a person feels safe in control of possible threat can offer maximum contribution in organization performance. Then, the theory emphasize on the importance of safety to employees as a satisfying and motivational factor, because if employees are motivated, automatically will offer maximum contribution in company's performance in terms of quality work and timely completion of work.

2.3.2 Value-expectancy Models

Value-expectancy models are theories, which based on the premise that people estimate the seriousness of risks, evaluate the costs and benefits of various actions, and then choose a course of action that will maximize the expected outcome (Cleary, 1987). Weinstein (1993) argues that value-expectancy models have four characteristics in common: (a) that motivation for self- protective behavior arises from the anticipation of negative consequences and the desire to minimize these outcomes, (b) that the impact of an anticipated negative outcome on motivation depends on beliefs about the likelihood that this outcome will occur, (c) that motivation to act arises from the expectation that the action will reduce the likelihood or severity of harm, and (d) that the expected benefits of a particular action must be weighed against the expected costs of taking the action.

Value-expectancy models have taken a variety of forms which are Health Belief Model (Becker, 1974); and Protection Motivation Theory (Rogers, 1983) which are

discussed in the study showing emphasis on minimizing threats on people's health and safety for better outcome in the organization performance. These models are each different to some extent, but they all emphasize the individual's threat-related beliefs or perceptions.

2.3.2.1 The Health Belief Model

The health belief model (HBM) is a model developed to explain and predict health-related behaviors. The health belief model suggests that people's beliefs about health problems, perceived benefits of action and barriers to action and self-efficacy explain engagement (or lack of engagement) in health-promoting behavior. A stimulus, or cue to action, must also be present in order to trigger the health-promoting behavior (Becker, 1974).

The health belief model has been used to develop effective interventions to change health-related behaviors by targeting various aspects of the model's key constructs. Interventions based on the health belief model may aim to increase perceived susceptibility to and perceived seriousness of a health condition by providing education and training about prevalence and incidence of disease, individualized estimates of risk, and information about the consequences of disease which are medical, financial, and social consequences. Interventions may also aim to alter the cost-benefit analysis of engaging in a health-promoting behavior (i.e., increasing perceived benefits and decreasing perceived barriers) by providing information about the efficacy of various behaviors to reduce risk of disease, changing physical activity and identifying common perceived barriers (Becker, 1974).

Furthermore, Interventions may also aim to boost self-efficacy by providing training in specific health-promoting behaviors interventions based on the health belief model may provide clues to action to remind and encourage individuals to engage in health-promoting behaviors which will result into a healthy work force for the better organization performance.

2.3.2.2 Protection Motivation Theory

Rogers (1983) in protection motivation theory proposes that people protect **themselves** based on four factors: the perceived severity of a threatening event, the perceived probability of the occurrence, or vulnerability, the efficacy of the recommended preventive behavior, and the perceived self efficacy. Protection motivation stems from both the threat appraisal and the coping appraisal. The threat appraisal assesses the severity of the situation and examines how serious the situation is. The coping appraisal is how one responds to the situation.

The coping appraisal consists of both efficacy and self-efficacy. Efficacy is the individual's expectancy that carrying out recommendations can remove the threat. Self-efficacy is the belief in one's ability to execute the recommended courses of action successfully. PMT is one model that explains why people engage in unhealthy practices and offers suggestions for changing those behaviors. It is educational and motivational theory that insists on primary prevention by taking measures to combat the risk of developing a health problem (e.g., wearing protective gears). Also a Secondary prevention by taking steps to prevent a condition from becoming worse. (e.g., daily training and reminding employees on wearing protective gears). Therefore, protection motivation theory is mainly used when discussing health issues and how

people react when diagnosed with health related illnesses so as to have healthy workforce for organization performance.

2.4 Empirical Literature Review

The empirical literature review on the outcome of occupational health and safety in organizational performance will be worldwide, in Africa and in Tanzania as national level. Here demonstrated how different authors say about the study on respective areas.

2.4.1 Empirical Literature Review Worldwide

Yoon et al (2013) conducted the study to investigate the current status of the occupational health and safety management system (OHSMS) in the construction industry and the effect of occupational health and safety management system on accident rates in South Korea's construction industry. Differences of awareness levels on safety issues among site general managers and occupational health and safety (OHS) managers are identified through surveys in the study.

The study shows that the accident rate decreased by 67% and the fatal accident rate decreased by 10.3% during the period from 2006 to 2011 due to the implementation of occupational health and safety management system among the top 100 construction companies in South Korea. The study shows that, implementation of occupational health and safety management system in different levels of management results to significantly reduced work-related accident and fatal accident rates which positively foster organizational output.

Mohammadfam et al (2016) conducted the study on the evaluation of the quality of occupational health and safety management based on key performance indicators in certified companies in Iran. The findings indicate that the performance of certified with respect to occupational health and safety management is significantly better than that of noncertified companies. The study supports the argument that occupational health and safety system play an important strategic role to the performance in the work place.

2.4.2 Empirical Literature Review in Africa

The related empirical studies reviewed in relation with the study in Africa are as follows; Katsuro et al (2010) developed a study on the Impact of occupational health and safety on worker productivity: A case study of Zimbabwe food industry. The study sought to asses and explores occupational health and safety (OHS) problems of different work areas and their impact on productivity. The study found out that occupational health and safety related problems negatively affect workers' productive capacity in the food industry resulting in reduced worker output.

Billhah et al (2018) developed a study on the effect of occupational safety and health on organizational performance a case of Nzoia Water in Trans-Nzoia County in Kenya. The study was to investigate how occupational safety and health could be properly observed to improve performance at Nzoia Water Company and its specific objective of the study was to determine the effect of accident reduction on organizational performance. The study revealed that accident reduction enhances organizational growth, survival as well as performance.

According to Akpan (2011) developed a study on effective safety and health management policy for improved performance of organizations in Africa, on his study wanted to show relationship between effective safety and health management policy with improved performance of organizations in Africa and revealed that Effective health and safety management have been discovered to have positive correlation with increased organizational performance and profitability, as the costs associated with the absence of employees it could be highly minimized due to controlled accidents.

According to Adjoto(2013) developed a study on the “effects of occupational safety and health on labor productivity”, a case of some selected firms in the greater Accra region of Ghana. Findings from the study indicate that health and safety are vital to one’s productivity. The marginal impacts of health and safety on employees’ productivity were 21 and 27 percent respectively. It was also evident that health and safety positively affect one’s attendance, quality, quantity, effort and concentration levels at work.

However, the health of the individual and safety of the organization greatly affect one’s quality of work and attendance respectively among the performance indicators. The study recommends that firms should establish occupational safety and health offices that will ensure the wellbeing of their employees. Secondly health care incentives should cover all categories of workers; this is to offset constraints to health care demand. Finally there should be a system that evaluates monitors and controls risk at work places in order to reduce the decline in productivity associated with any kind of risk.

2.4.3 Empirical Literature Review in Tanzania

The related empirical study reviewed in accordance with the study in Tanzania developed by Greepherson(2013) on the “Impact of the occupational health and safety programs on organization performance”. The study was to assess the impacts of the occupational health and safety programs on organization performance, a case study of Arusha airport authority. The study was centered on examining the management processes that’s shows commitment on health and safety programs, the health and safety management systems within an organization context, the contributions of occupational health and safety programs on performance, and identify the challenges affecting the implementation of health and safety programs at workplace.

The research shows that, there was a greater contribution of occupational health and safety on increase of production, profit to the organization, and satisfaction to the employees. It helps to rise employees awareness and ties together management and employees goals for the betterment of the organization. Also, the study showed that health and safety programs at the work place helps to alleviate diseases, injuries and death related to working condition.

According to Mbilinyi (2015) on the “Analysis of occupational health and safety in construction industry in Tanzania: A case of construction project sites in Dar es Salaam, Kinondoni district”. The study aimed at scrutinizing why road and building construction industries in Tanzania have paid little attention to the issues of health and safety in construction sites in Tanzania, though the author do not showed directly if

the analysis may lead into the organization performance but demonstrated some facts which are automatically have positive impact to the organization performance.

The findings reveal that health and safety issues are very important to be taken as part of construction works. It would be good if the successful implementation of any project depends among others on compliance of health and safety issues in construction sites.

2.5 Research Gap

Most studies like Mbilinyi (2015), Greepherson(2013), Adjotor(2013) and Akpan (2011) have conducted studies on occupational health and safety in construction industry in Tanzania, African as well as world wide but such studies were not done in Iringa municipal specifically in Skywards construction company limited, few studies that were done in related topic were not exhaustive in almost every place; hence still needed to be done so as to gain wide understanding and awareness of the occupational health and safety in construction industry in Tanzania.

Therefore, there is a great need of the study, due to the fact that there are a lot of challenges in construction industry in Tanzania especially in addressed place to assess how effective occupational health and safety have an outcome to organizational performance at skywards Construction Company limited in Iringa municipal.

2.6 Conceptual Framework

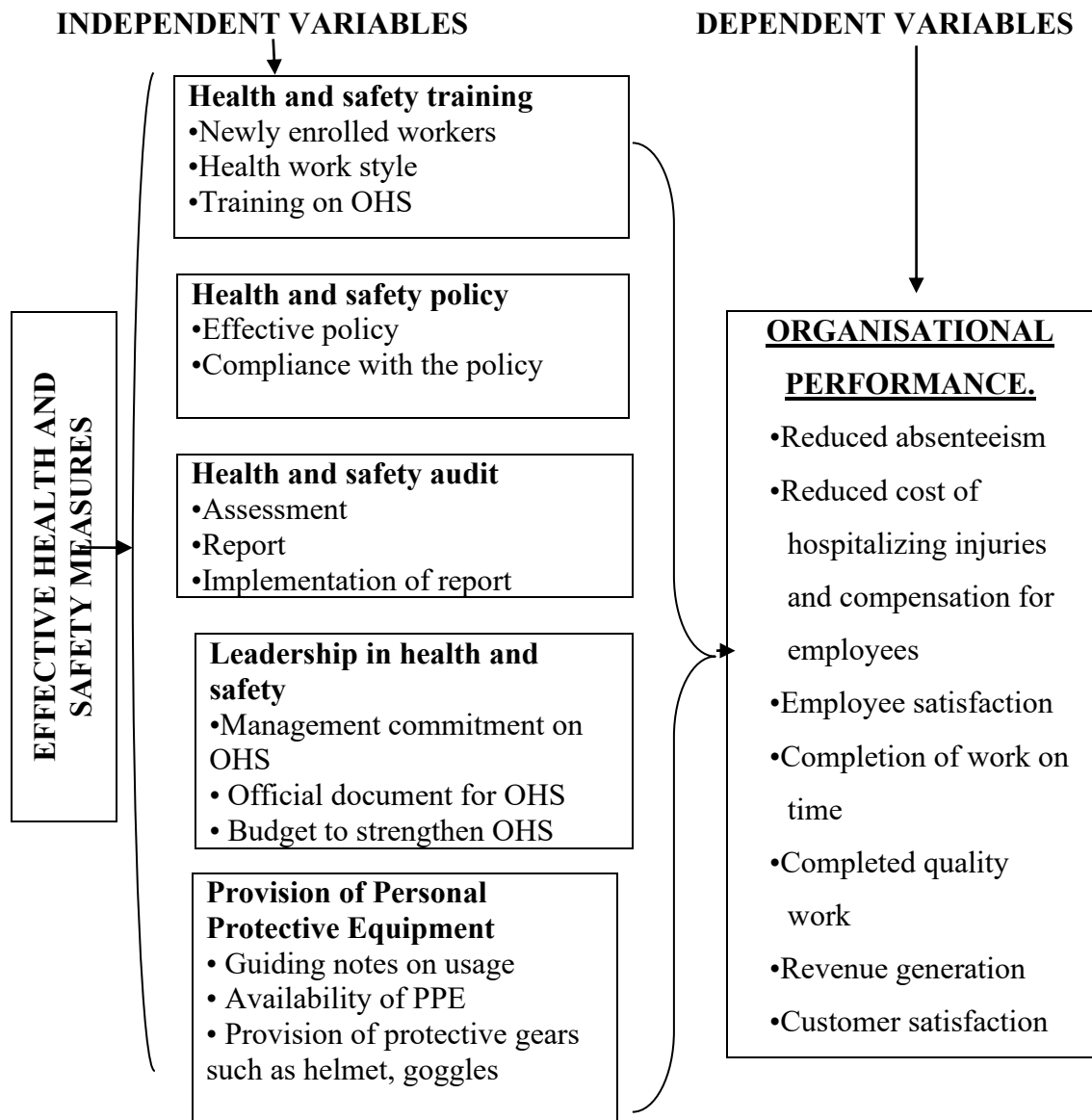


Figure 2.1: Conceptual Framework

Figure 2.1, describes the conceptual framework of the study wherein the effective health and safety measures consists of the inputs which are; provision of protective equipment, management commitment on occupational health and safety, health and safety training, health and safety audit, health and safety policy, where as the process gives outcome which is organization performance through reduced cost of

hospitalizing injuries and compensation, reduced absenteeism, employee satisfaction, completed quality work, completion of work on time, customer satisfaction and revenue generation.

2.7 Theoretical Framework

Theoretical framework of this study provides a scope of the relevant data by focusing on specific viewpoint that the research will take in analyzing and interpreting the data to be gathered. Also facilitate the understanding of concepts and variables.

Effective health and safety measures on construction or building sector which are health and safety training, health and safety audit, health and safety policy, management commitment on health and safety, provision of personal protective equipment(PPE) as independent variables has a direct relationship to organizational performance through its outcomes which are customer satisfaction, completed quality work, revenue generation, completion of work on time, reduced cost of hospitalizing injuries and compensation for employees, reduced absenteeism, as dependant variables. It is expected that if effective occupational health and safety (OHS) measures taken in consideration must lead into organizational performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

One should recognize that, research methodology is an approach through which research is undertaken. In this study of assessing the outcomes of effective occupational health and safety towards organizational performance the research methodology included were, research design, data collection methods and approach, sample and sampling technique, as well as analysis of data.

3.2 Research Design

Research design is defined as the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. As such the design includes an outline of what the researcher has done by writing the hypothesis and its operational implications for the final analysis of data (Kothari, 2004).

Ghauri and Gronhaug (2008) define research design as an overall research problem to relevant and practicable empirical research. It provides a plan or framework for data collection and its analysis. It should be identified that, a research design can be thought of as the structure of research. It is the glue that holds all of the elements in a research project together. Also we can say the conceptual structure within which research is conducted. It constitutes the blueprint for the collection, measurement and

analysis of data. Then, the study used a case study research design with mixed method; the aim is to have a greater understanding of the problem in the study, by assessing the outcomes of effectiveness occupational health and safety toward organizational performance.

3.3 Area of the Study

The study carried out at Skywards Construction Company Limited at Iringa municipal where there are some working activities on progress, though the head quarter office of the company is at Dar es Salaam city. The rationale of choosing this study area is because, it's the best place where can found enough number of respondents, appropriate and reliable information for study as some work sites activities are located there.

3.4 Population of the Study

According to Kothari (2004), Population is a group of persons, objects, or items from which sample are taken for measurement. The study drawn from most members of the chosen working sites with the total number of sixty 60workers who are site engineers, supervisors, masons &craftsmen, casual workers and plus other stakeholders including OSHA and CRB, so as to have a greater diversity of information in the study.

3.5 Sampling Design and Sample Size

The study used purposeful sampling and stratified sampling; at every sub group at least two representatives are to be interviewed. This sub groups included skilled and unskilled workers, engineers, and heads of the work site. This sampling design ensures representation from each sub-groups thus leads to enough information.

3.5.1 Sampling Design

The study used a combination of stratified and purposive sampling. Stratified sampling technique is used to take into account the different categories of employees to be covered and differences in their roles or the levels of responsibilities and then purposeful sampling was applied to draw sample from each group. Kothari (2004) states that if population from which a sample is to be drawn does not constitute homogeneous group, stratified sample is generally applied in order to obtain a representative sample.

This is a case where by the researcher chose those respondents from whom he can learn a great deal about issues of central importance. Patton (2002) explains that purposeful sampling is a method where the researcher selects information-rich cases for study in depth.

Stratified sampling was chosen by a researcher because the nature of the topic as concern cover the entire organization, therefore it's important to ensure that at least one observation is picked from each stratum of population and a representative sample is drawn from each stratum. A researcher divided the population into groups which are; Engineers, supervisors, casual workers, mansions all from the case study organization and few stakeholders from OSHA and CRB.

The advantage of stratified sampling is that if an element in the population varies greatly within the organization, stratified sampling ensures that estimates can be made with equal accuracy in different parts or department of the entity under study (Neville and Sidney 2001). Therefore comparisons of sub sections can be made with equal statistical power.

Purposive sampling was also applied in choosing a sample from each of the stratum. This is a technique where by the sample were chosen because they have particular character which enable detailed exploration and understanding of the central themes which the researcher intend. Patton (2002) states that a hybrid approach of stratified and purposive sampling aims at selecting group that display variation on a particular phenomena but each of which is fairly homogeneous, so that the sub groups can be compared.

3.5.2 Sample Size

A sample size is a segment of the population that is selected for investigation. It is subset of the population, the method of selection may be based on probability or non probability approach (Ghauri, 2008). The sample size of the study consists of forty nine (49) total respondents from the population, which involve respondents from each job category to mention as site engineers, supervisors, workers (casual workers, masons or craftsmen, Painter, Electric technicians, plumbers) and officials from OSHA and CRB. The aim is to ensure adequate representation of the population.

Table 3.1: Shows the Sample Distribution in Construction Sites

| S/N | Respondents from Construction sites | Frequencies (N) | Percentage (%) | Sampling design | Data collection tools |
|-----|--|-----------------|----------------|--------------------------|---------------------------|
| 1 | Site Engineers | 6 | 12 | Stratified and purposive | Questionnaire& Interview |
| 2 | Supervisors | 6 | 12 | Stratified and purposive | Questionnaire &Interview |
| 3 | Casual Workers | 20 | 41 | Stratified and purposive | Questionnaire |
| 4 | Workers(Masons &craftsmen, Painter, Electric technicians, plumbers) | 13 | 27 | Stratified and purposive | Questionnaire |
| 5 | Other stakeholder CRB and OSHA | 4 | 8 | Stratified and purposive | Interview & Questionnaire |
| | Total | 49 | 100 | | |

3.6 Methods of Data Collection

The study used questionnaire and interview methods. Interview method is oral verbal communication where interviewer asks questions (which are aimed to get information required for study) to respondent and the total number of sixteen respondents who are supervisors, site engineers and stakeholders who are OSHA and CRB were interviewed.

In Questionnaire, here questions are mailed to respondents who are expected to read and understand the questions and write down the reply in the space meant for the purpose in the questionnaire itself, the respondents have answered the questions for their own and total number of forty nine respondents have filled the questionnaires who were workers, masons & craftsman, site engineers and supervisors.

3.6.1 Primary Data

The primary data are those which are collected afresh and for the first time, and thus happen to be original in character (Kothari, 2004). Under this study the primary data was collected through interviews and questionnaires directly from the respondents.

3.6.2 Secondary Data

The secondary data, on the other hand, are those which have already been collected by someone else and which have already been passed through the statistical process (Kothari, 2004). And thus under this study secondary data were gathered through the review of the existing documentary sources. Such documentary sources included reports and other sources.

3.7 Data Collection Tools

Research instruments for this study opted was questionnaires, which filled by forty nine respondents who are six site engineers, six supervisors, twenty causal workers, thirteen workers (masons, electric technician, painters, plumbers) and four staffs from OSHA and CRB. Another instrument was interview guide instrument, which is going to be filled by nine respondents who are three site engineers, two supervisors and four stakeholders from OSHA and CRB. These tools were appropriate because of the nature of the study which involved visiting work sites and exploring information from experienced workers at the site.

3.8 Reliability and Validity of Data

Validity and reliability describes how collection of the data or how the conduct of the study brings reliable findings. Therefore, the issues of validity or reliability was addressed by ensuring that question's content in the data collection instruments (interview guide and questionnaire) is directly linked to research objectives.

3.8.1 Reliability of Data

According to Kirk and Miller (1986), Reliability is the degree to which the findings are independent of accidental circumstances of the research. Reliability of the study was through ensuring all the instruments prepared are checked and pre-tested prior to the actual field visit for data collection. This was achieved through pilot study which checked the effectiveness of the instruments in tapping the required information for the study. The intention of pilot study was used to check the effectiveness of the instruments in collecting the required information for the study. Findings from the

pilot alerted the researcher to change some of the items in the instruments prepared where some weaknesses identified. The researcher and informants communicated by using language that was understood by both (researcher and informants) and enabled good delivery of the information.

3.8.2 Validity of Data

According to Kirk and Miller (1986), Validity is briefly defined as the degree to which the findings are interpreted in the correct way. Therefore the researcher got an ample time to refine the instruments by adding, removing and maintaining some items. Also, the validity of the data considered that, the working sites were firstly surveyed before data are collected so as to ensure targeted respondents are available and data was collected to working sites, which are in progress.

3.9 Data Analysis

According to Kothari (1985), Data analysis refers to the computation of certain measures along with patterns of relationship that exist among data group. It involves organization, verification, compilation, coding, and summarization of primary data. Since the study involved qualitative and quantitative approaches, the collected data was analyzed qualitatively and quantitatively. The collected data through interviews and some data from questionnaires were analyzed by using content analysis. All relevant information addressing a particular research questions was reduced and subdivided into different themes. The themes were presented and at times described involving quotations from respondents and informants to support description of the phenomenon. The theme presentation was done by involving other literature linked to

the phenomena. Quantitative data from the questionnaires was analyzed by using statistical package for social sciences (SPSS) software. Computations of percentages and frequencies were used to show the way respondents' view on the assessment of the outcomes of occupational health and safety towards organization performance. Tables were used to summarize the quantified data.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF THE FINDINGS

4.1 Introduction

This chapter deals with presentation, analysis of data and discussion of the results of the study that focused on the assessment on outcomes of effective Occupational Health and Safety on organization performance: a Case Study of Skyward construction company limited at Iringa. The results presented and discussed below covers the objectives of the study which are:

4.2 Response Rate

Targeted population was sixty (60), and the study targeted forty nine (49) respondents whereby all forty nine (49) respondents were supplied with the questionnaires and sixteen (16) respondents were interviewed. All 49 respondents who were issued the questionnaires returned the questionnaires and made it enough and adequate in data analysis. But 16 respondents were able to be interviewed who were aimed at first place, despite that; the researcher was able to make a proper and adequate data analysis.

4.3 Profile of the Respondents

This part present the demographic data of the respondents at Skyward Construction Company limited Iringa. The demographic data were based on the gender, age and their occupations as well as respondents were asked to mention, about how long they have worked at the company. In terms of gender, the majority of the respondents were men more than women as 39 respondents (80%) were men and 10(20%) were women, it is

clear that men are in great number facing safety issues at the working site compared to women who are fewer in number than men, but this did not affect any how the accuracy of the data collected as well as the findings.

Also majority of the respondents were the ones who worked for 1 to 3 years, as the table below shows 33(67%) respondents worked for three years at the company. While 11 (23%) respondents worked between 3 and 4 years at the company. Also respondents 5 (10%) answered that they have worked at the company for 5 years. then the majority of the respondents were the ones who worked between 1 up to 3 years and thus the data collected was more detailed and accurate since respondents were more experienced on how things are being conducted at the working site on issues of Occupational health and safety.

On the other hand majority of the respondents were who aged between 26 and 35 as they were 17(35%) in number, while they were followed by respondents aged under 25 as they were 14(29%) respondents and the ones who aged 36 and 45 were respondents 11 (22%) as well another group was of the respondents who aged between 46-55 as they were 5 in number (10%) and the last group who were few in number were respondents who were above 56 years of age as they were only 2 of them which is (4%). Education level of the respondents, 15 (30%) have primary school education level. Majority of the respondents were 18 (37%) who have secondary education level and the rest 16 respondents which is 33% were of college education. In terms of the units, the researcher tried to involve each group as much as possible by choosing representative from each group as shown in Table 4.1.

Table 4.1: Profile of the Study Respondents

| Respondents | | Frequency (N) | Percentage (%) |
|---------------------|---------------------|----------------------|-----------------------|
| Sex of respondents | Male | 10 | 20 |
| | Female | 39 | 80 |
| | Total | 49 | 100 |
| Age of respondents | Under 25 | 14 | 29 |
| | 26-35 | 17 | 35 |
| | 36-45 | 11 | 22 |
| | 46-55 | 5 | 10 |
| | Above 56 | 2 | 4 |
| | Total | 49 | 100 |
| Duration of service | 1-3 years | 33 | 67 |
| | 3-4 | 11 | 23 |
| | 5years | 5 | 10 |
| | Total | 49 | 100 |
| Education level | Primary education | 15 | 30 |
| | Secondary education | 18 | 37 |
| | College education | 16 | 33 |
| | Total | 49 | 100 |

Source: Field Data

4.4 Company's Policy on Occupational Health and Safety

The study sought to establish the influence of health and safety Policy on the performance of skyward construction company. According to the study findings the table 4.2 shows knowledge of the respondents on existence of company policy on occupational health and safety;

Table 4.2: Existence of Occupational Health and Safety Policy

| Option | No of respondents | Percentage (%) |
|---------------|--------------------------|-----------------------|
| Agree | 9 | 18 |
| Uncertain | 12 | 25 |
| Disagree | 28 | 57 |
| Total | 49 | 100 |

Source: Field Data

From Table 4.2 it is clear that the majority of the respondents had no idea if the company had the policy on issues of occupational health and safety at their workplace as, 28 respondents (57%) denied the existence of the company policy on occupational health and safety while 12 respondents (25%) were not sure if there is a policy or not which means they are not aware. All these shows to how extent the employees at the company has no information on issues which are crucial to their safety at their working site environment. Only 9 respondents (18%) are aware of the company policy on issues of occupational health and safety. And when the respondents were asked how they have come to the knowledge of the company policy, others answered that it was through seminars and others claimed that they were given the policy when they were enrolled in the company and others did not remember how they have come to the knowledge of the company policy on occupational health and safety.

The researcher also interviewed the workers at the company on the existence of the company policy on occupational health and safety. The response from the respondents was that, there is no policy on occupational health and safety at the company.

One of the respondents interviewed by the researcher was of the view that;

“There is no company policy on occupational health and safety, rather the company depend on the instruction from the Ministry of Health as well as on National Policy on Occupational Health and Safety provided in National Health Policy by 2003”.

The respondent goes further and provided that the policy does not say much on occupational health and safety, rather it provides that;

“The Ministry will ensure workers’ protection against hazards as well as mentioned the responsibility of the organization’s management to ensure employees have full information on safety at their working places according to the guidelines given by the Ministry”.

Due to lack of policy the respondents mentioned that the rights and responsibilities were not clear to both employers and employees. But one of the respondents mentioned that instead the company does have “Standard Operation Procedures” which concerns with protection of the working environment and during the working activities. The procedures provide in which way an employee can be in working site and at the same time be safe from accidents or infections, an example is when an employee is on work site so the guidelines provide the procedures to be followed so that employee can be safe.

From the response of the respondents it is clear that the company did not have policy on occupational health and safety, bad enough great number of the respondents does not have clear and specific information on safety issues at the company. Though the requirement is provided under Section 96 of the Occupational Health and Safety Act of Tanzania, Act No 5 of 2003, but still the company did not have any policy on issues of Occupational Health and Safety. Importance of policy is that it sets guidelines on what should be done on issues of occupational health and safety, and since the company lacks policy there are no proper guidelines to make sure that occupational health and safety requirements are fulfilled.

4.4.1 Effectiveness of Company’s Occupational Health and Safety Policy

For all respondents who replied they knew about the company policy on occupational health and safety they were asked about how effective the policy is, on ensuring the safety of the employees, and the following was the response to the question in Table 4.3.

From Table 4.3, it shows that 45% of respondents replied that the policy was not effective in ensuring the safety of the employees and company at large. Only 33%

respondents which are of the population did agree, that the policy on occupational health and safety at the company is effective and assures the safety of the workers, 22% respondent was not sure whether the policy is effective or not.

Table 4.3: Effectiveness of the Company's Occupational Health And Safety Policy

| Option | Frequency | Percentage (%) |
|---------------|------------------|-----------------------|
| Agree | 16 | 33 |
| Don't know | 11 | 22 |
| Disagree | 22 | 45 |
| Total | 49 | 100 |

Source: Field Data

From the response of the respondent it can be observed that, the policy at the company is not well formulated to accommodate all needs and requirements of the workers thus they can be assured with their safety in their working environment .The response from the respondents shows that, even the ones who said they knew about the policy, they do not appreciate the effectiveness of the policy on ensuring their safety at the company during their working sites.

4.4.2 Advantages of Effective Policy on Occupational Health and Safety

Also, when the respondents were asked to name the advantages they derive from effective policy on occupational health and safety the following were their answers;

- (i) Gives proper guidance to both employers and employees on what should be done in order to make everyone safe from the hazard environment they work in.
- (ii) Policies emphasize on the importance of making sure that the working environment is being safe for everyone.

- (iii) Effective policy gives the company workers, rules and regulations to be followed to observe occupational health and safety as well as provide a remedy in case of any breach of the rules.
- (iv) Effective policy provides for assurance of safety working environment for both employer and employee.
- (v) Effective policy will minimize the risk environment that is available at the company and also making sure injuries and accidents are minimized.

This implies that employees are aware on the advantages of policy on occupational health and safety and this knowledge helps to employees to comply with OHS policy in the company.

4.4.3 The Company Compliance with Occupational Health and Safety Policy

In order to have safety issues under control, proper measures and rules of OHS need to be taken in consideration so as to make sure that the company environment is safe for workers. The questionnaire aimed at finding whether the company complies with OHS on ensuring that workers are living in a safe environment, the following is the response from the respondents.

Table 4.4: Company Compliance with Occupational Health and Safety Policy

| Option | No of respondents | Percentage (%) |
|---------------|--------------------------|-----------------------|
| Agree | 17 | 35 |
| Uncertain | 7 | 14 |
| Disagree | 25 | 51 |
| Total | 49 | 100 |

Source: Field Data

From Table 4.4 it is observed that the majority of the respondents that is 25 (51%) were dissatisfied with the compliance of the company in OHS ensuring their safety during work activities, while 17 respondents (35%) were satisfied with the compliance of the company in OHS on making sure that employees are safe in their working environment. On the other hand, 7 respondents (14%) answered that they are not aware if the company complies with OHS measures.

Looking at the answers provided by the respondents, it is very clear that the majority of the workers at the company are not satisfied with the company compliance on OHS. This limits the functions of the workers, and did not allow the workers to completely dedicate themselves on making sure that they are performing their duties in a well-protected environment.

4.5 Training on Health and Safety to Workers by the Company

The study sought to establish the influence of health and safety training on the performance of the organization. The Interview findings indicate that Skyward Construction Company provides trainings to their workers on health and safety.

4.5.1 Provision of Trainings on Health and Safety to Workers by the Company

Company use both internal personnel and outsourced experts from OSHA to train their staff. Out of 49 respondents, 17 respondents which are equal to 35% of respondents reported that they have not been trained while 32 respondents which are equal to 65% respondents reported that they have been trained as shown in the Table 4.5.

Table 4.5: Provision of Trainings on Health and Safety to workers by the Company

| Option | Number of respondents | Percentage (%) |
|--------------|-----------------------|----------------|
| Agree | 32 | 65 |
| Disagree | 17 | 35 |
| Total | 49 | 100 |

Source: Field Data

As the response showed it is clear that the training and education provided by the company did not reach to other workers putting them in a great danger of getting accident when attending their duties. As site engineers and supervisors were the ones who in great number replied that training on occupational health and safety are provided at the company, while many workers, though not all of them denied the existence of trainings at the company. This implies that the company provides training to employees as the majority agreed but the rest disagreed, it is obvious that who disagreed they were highly exposed to accidents as they lacked the knowledge on issues of occupational health and safety. In the interview conducted by the researcher at the company, the respondents they were of the view that;

“Since training is very important, the employees at the company are provided with training on occupational health and safety, normally training is provided by people from the company Quality control team. Trainings are not scheduled properly, but every now and then different people from the company Quality control team come and give out trainings to the employees on how to be safe in the working environment”

4.5.2 Company Educates Employees about a Safe Work-Style and Life Style

Response from the respondents on the question was as follows, 32 (%) respondents agreed that the company educates employees about a safe work-style and life style and 17 (35%) respondents disagreed as shown in Table 4.6.

Table 4.6: Company Educates Employees about a Safe Work-Style and Life Style

| Option | Frequency(N) | Percentage (%) |
|---------------|---------------------|-----------------------|
| Agreed | 32 | 65 |
| Disagreed | 17 | 35 |
| Total | 49 | 100 |

Source: Field Data

This findings indicates that the company emphasis much to educate its employees though this results reminds the company to ensure all employees get access to education on safe work style and life style as few employees disagreed to free them from risks of working hazards.

4.5.3 Training on Occupational Health and Safety to Newly Enrolled Workers

The researcher also was curious about finding out whether the company does provide training for newly enrolled workers, the question aimed at finding out whether newly enrolled are warned on risk environment they are supposed to work within as well as what precautions they should take to protect themselves, the following was the response to the question;

Table 4.7: Training for Newly Enrolled Workers

| Option | Number of respondents | Percentage (%) |
|---------------|------------------------------|-----------------------|
| Agree | 39 | 80 |
| Disagree | 10 | 20 |
| Total | 49 | 100 |

Source: Field Data

Table 4.7 shows that 39 respondents (80%) replied there is training for the newly enrolled workers provided at the company. On the other hand 10 respondents (20%)

disagree when they were asked if the company do provide training to the newly enrolled workers. As the majority of the respondents replied, it is clear that there is training to the newly enrolled workers on occupational health and safety and on how to conduct themselves in their dangerous working environment. This puts the workers aware on the risk of experiencing accidents resulting from occupational hazards surrounding the company. Newly enrolled workers are not in a great danger of experiencing the hazards because they have enough information on what to do on the different circumstances of danger during discharge of their duties.

The danger was also discussed by Beach (1985) who is of the view that, young workers, untrained workers, and workers who are new at the job have substantially higher frequencies of work injuries than older workers, trained workers and more experienced workers. This shows to which extent these new workers and young workers are in a great danger of incurring accidents when performing their activities in working sites.

4.6 Provision of Protective Equipment and Safety Mechanism

Protective equipment is among the requirements that the company is supposed to provide to its employees, the study intended to find out if this requirement has been met by the company to its workers by making sure that they are safe in their working environment and have outcomes to organization performance.

4.6.1 Availability of Enough Protective Equipment at the Company

The study reveals the response of the respondents on the availability of enough protective equipment at the company as follows, 26 respondents (53.1%) replied that there is enough protective equipment at the company, while 23 respondents (46.9%)

were of the view that there is no enough protective equipment at the company. This shows that the company does have protective equipment, but they are not enough as another respondent are not satisfied with the equipment supplied at the company.

Table 4.8: Availability of Enough Protective Equipment at the Company

| Option | Number of respondents | Percentage |
|--------------|-----------------------|------------|
| Agree | 26 | 53 |
| Disagree | 23 | 47 |
| Total | 49 | 100 |

Source: Field Data

When conducting interviews with several respondents on protective equipment the respondents replied that the company was doing its best at making sure that employees are having safety equipment in their working environment. But one of the respondents told the researcher that:

“Most of the equipment provided was gloves and helmet but other equipment like shoes, boots and other important equipment were not enough”.

The other respondent told the researcher that;

“The company ensures that protective equipments are available in all departments, and also during the inspection they do ask what equipment do the departments lacks and thus provide for them”.

4.6.2 Safety Mechanisms to Ensure Health and Safety of the Employees

In the findings 22 (45%) of the respondents reported that the company ensures safety mechanisms on health and safety to employees in working sites and 25(51%) of the respondents disagreed that company did ensure safety mechanisms on health and safety to employees while 2(4%) respondents were uncertain as shown to the Table.

Table 4.9: Safety Mechanisms to Ensure Health and Safety of the Employees

| Option | No of respondents | Percentage (%) |
|---------------|--------------------------|-----------------------|
| Agree | 22 | 45 |
| Don't know | 2 | 4 |
| Disagree | 25 | 51 |
| Total | 49 | 100 |

Source: Field Data

The findings shows that company has pay little attention in the issue concerning safety mechanisms on occupational health and safety in construction sites. The mechanism deployed in construction site seems to be paid little attention.

4.6.3 Guiding notes on protective equipments

In order to make sure that the equipment supplied are properly used, then reminder on how to use such equipment is very important, and thus the researcher was curious to find out if there is guiding notes in the usage of the protective equipment in their units, and the response was shown to the Table 4.10.

Table 4.10: Guiding notes on protective equipments

| Option | No of respondents | Percentage (%) |
|---------------|--------------------------|-----------------------|
| Yes | 14 | 29 |
| No | 35 | 71 |
| Total | 49 | 100 |

Source: Field Data

Table 4.10 shows, majority of the respondents that is 35 of them (71%) replied that there were no such guiding notes in their department, while 14 respondents (29%) replied that there were guiding notes in their units which provide directions on usage of personal

protective equipment. During the interview with different respondents, they informed the researcher that there were guiding notes on usage of equipment such as gloves and helmets, and these guidelines are not provided for some equipments used at the working sites.

From the response of the respondents it can be observed that the company provides guiding notes on some of the equipments and left out some of the equipments without guiding notes. This places workers in a risk situation as they might have protective equipment, but fail to use them properly for their safety.

During the interview, the researcher was informed by one respondent that,

“Normally, if new personal protective equipment is brought at the company, then workers are given instruction on how to utilize such equipment that provided with a short seminar on how to use such equipment”.

4.7 Leadership in OHS and Company’s Commitment

The study sought to establish the influence of leadership and company commitment towards occupational health and safety issues on the performance of skyward construction company Limited.

4.7.1 Company Commitment Towards Health and Safety of Workers

According to study findings, the 20 respondents which is 41% disagreed while 17 respondents which is 35% agreed that the leadership of this organization is committed in ensuring good health and safety practices of workers and 12 respondents which is 24% were not aware if the leadership of the organization is committed in ensuring good health and safety practices of workers or not as shown in the Table 4.11.

Table 4.11: Company Commitment Towards Health and Safety of Workers

| Option | No of respondents | Percentage (%) |
|--------------|-------------------|----------------|
| Agreed | 17 | 35 |
| Uncertain | 12 | 24 |
| Disagree | 20 | 41 |
| Total | 49 | 100 |

Source: Field Data

This result implies that the organization management is not committed on ensuring health and safety to workers which exposes employees into high risk. The researcher also conducted an interview with several respondents towards their views on improvements of health and safety programs and was of the view that,

“In order to improve occupational health and safety, a company needs to have a better policy that instruct everything on rights and responsibilities of employer and employees in the working sites and the company must ensure that there is a fully compliance on the demands of the policy and if happen there is failure to comply then strictly measure must taken”.

4.7.2 Existence of Company’s Policy on Occupational Health and Safety

The study sought to establish the influence of health and safety policy on the performance of skyward construction company. According to the study findings the table 4.11 shows knowledge of the respondents on existence of company policy on occupational health and safety.

Table 4.12: Response on Existence of Official Document that Instruct Occupational Health and Safety

| Option | Number of respondents | Percentage (%) |
|--------------|-----------------------|----------------|
| Yes | 9 | 18 |
| Don’t know | 28 | 57 |
| No | 12 | 25 |
| Total | 49 | 100 |

Source: Field Data

From Table 4.12 it is clear that the majority of the respondents had no idea if the company had the policy on issues of occupational health and safety at their workplace or not, as 28 respondents (57%) they were not aware if there is existence of the company policy on occupational health and safety while 12 respondents (25%) denied the existence of occupational health and safety policy. Only 9(18%) respondents are aware of the company policy on issues of occupational health and safety. This shows to what extent the employees at the company has no information and not aware on issues which are crucial to their safety at their working site environment. This may cause employees not to understand their rights and responsibilities, which could minimize hazards in working sites.

And when the respondents were interviewed, how they have come to the knowledge of the company policy, others answered that

“It was through seminars and sometimes we were given the policy when we were enrolled in the company”.

4.7.3 Budget for Health and Safety

The study sought to establish the influence of allocation of Budget for Health and Safety in relation to performance of the company. According to study findings, 19 (39%) respondents agreed that there is allocation of Budget for Health and Safety in the organization while 30 (61%) respondents disagreed, as shown to the Table 4.13.

Table 4.13: Budget for Health and Safety

| Option | No of respondents | Percentage (%) |
|--------------|-------------------|----------------|
| Agreed | 19 | 39 |
| Disagreed | 30 | 61 |
| Total | 49 | 100 |

Source: Field Data

Respondents mentioned that their company has no enough funds for health and safety of their workers. This indicate that, there is no enough fund which is allocated for buying safety gears, covering training cost and medical bills for their workers who get injured. This minimizes employees' morale and shows how much the organization is not committed on health and safety.

4.8 Health and Safety Audit

The study sought to explore the importance of health and safety audit toward the performance of skyward construction company Limited.

4.8.1 Safety Audit Are Conducted by Safety Advisors, Human Resource

Specialists, Mangers And Employee Representatives

The study findings shows that; 19 respondents which are equal to 39% respondents agreed that health and safety audits are conducted by safety advisors, human resource specialists, mangers and employee representatives while 16 (33%) of respondents were not aware if health and safety audit is conducted or not and 14 (28%) respondents disagreed as shown in the Table 4.14.

Table 4.14: Safety Audit are Conducted by Safety Advisors, Human Resource Specialists, Mangers and Employee Representatives

| Option | Number of respondents | Percentage (%) |
|---------------|------------------------------|-----------------------|
| Agree | 19 | 39 |
| Don't know | 16 | 33 |
| Disagree | 14 | 28 |
| Total | 49 | 100 |

Source: Field Data

This result implies that still, safety audit is not well practiced in the organization since the difference between those who agreed, disagreed and those who are not aware is very minimal. Therefore the company seems to pay little attention on safety audit.

4.8.2 Health and Safety Audit are Conducted Regularly

The response on the question that health and safety audit are conducted regularly 11 respondents which are equal to 22% respondents agreed that health and safety audit are conducted regularly in the organization and 38 respondents which is equal to 78% respondents disagreed as shown to the Table 4.15.

Table 4.15: Health and Safety Audit are Conducted Regularly

| Option | Number of respondents | Percentage |
|--------------|-----------------------|------------|
| Yes | 11 | 22 |
| No | 38 | 78 |
| Total | 49 | 100 |

Source: Field Data

The findings indicate that, the company has no tendency of conducting health and safety audit regularly in the organization which reduces awareness of workers on health and safety issues since the favorable and unfavorable safety environment are not known to employees.

The researcher also conducted an interview with several respondents and one of them was of the view that,

“The company conducting the health and safety audit effectively by making audit and normally conducted internally by “Quality Improvement Team”. The team audits the whole company and sees if there is a favorable or unfavorable safety environment and shares it to employees. The team normally conducted its audit at the company”.

4.8.3 Audit Reports are Shared to all the Employees

According to the study findings, shows the knowledge of the respondents on audit reports whether are shared to all employees or not and the results says 38 respondents which is equal to 78 % disagreed that audit reports are shared to all organization employees and 11(22 %) respondents agreed that the reports are shared as shown in the Table 4.16.

Table 4.16: Audit Reports are Shared to all the Employees

| Option | Frequency | Percentage (%) |
|---------------|------------------|-----------------------|
| Agreed | 11 | 22 |
| Disagreed | 38 | 78 |
| Total | 49 | 100 |

Source: Field Data

These findings imply that the organization hides audit reports available for employees which contain favorable and unfavorable safety environment. Therefore there is a need for the organization to stress on health and safety audits and implementation of recommendations of the health and safety audit in the company as this is very important to healthy workers to organization performance.

4.8.4 Recommendations of the Health and Safety Audit are Implemented to Improve Occupational Health And Safety

The 13 respondents which is equal to 26% agreed that the recommendations of the health and safety audit are implemented to improve occupational health and safety in the organization and 20 respondents which is 41% were not aware if recommendations are implemented, this shows that a large number of respondents didn't witness that

recommendations of the health and safety audit are implemented in the company and the rest 16 respondents which is equal to 33% disagreed as shown in the Table 4.17.

Table 4.17: Recommendations of the health and Safety Audit are Implemented to Improve Occupational Health And Safety

| Option | Number of respondents | Percentage (%) |
|---------------|------------------------------|-----------------------|
| Agree | 13 | 26 |
| Don't know | 20 | 41 |
| Disagree | 16 | 33 |
| Total | 49 | 100 |

Source: Field Data

This shows the company does not effectively comply with OHS practices by failing to implement recommendations of health and safety audit to employees something which may not improve occupation health and safety and affect employees' contribution on organization performance.

4.9 Importance of Occupational Health and Safety to Organization Performance

The study sought to establish the influence of occupational health and safety on the performance of the organization. This research question was intended to gather information on the role of occupational health and safety in improving and increasing efficiency in the company. It aims to explore relationship between effective Occupational health and safety and organization performance. Under the question on importance of Occupational health and Safety on organization performance, 40 (82%) of the respondents said OSH reduces the rate of absenteeism, 43 (88%) of the respondents said OSH increase productivity, 46 (94%) of the respondents said the program increases the profit of organization, while 40 (82%) said the program

increases employees satisfaction and morale. 47 (96%) of the respondents agreed that OHS increases customer satisfaction. And 37 (75%) of the respondents said it reduce rates of staff turnover. 32 (65%) of respondents agreed that OHS reduces spoilage and cost of operation. 48(98%) respondents agreed on completion of work on time as one of the importance of OHS to the organization performance. The table 4.18 shows the response of the respondents.

Table 4.18: Importance of Occupational Health and Safety to Organization Performance

| Importance | Option | Number of respondents | Percentage (%) |
|---|---------------|------------------------------|-----------------------|
| Increase employee satisfaction and morale | Agree | 40 | 82 |
| | Disagree | 9 | 18 |
| | Total | 49 | 100 |
| Completion of work on time | Agree | 48 | 98 |
| | Disagree | 1 | 2 |
| | Total | 49 | 100 |
| Reduces spoilage and cost of operation | Agree | 32 | 65 |
| | Disagree | 17 | 35 |
| | Total | 49 | 100 |
| Reduces staff turnover | Agree | 37 | 75 |
| | Disagree | 12 | 25 |
| | Total | 49 | 100 |
| Increase profit to the organization | Agree | 46 | 94 |
| | Disagree | 3 | 6 |
| | Total | 49 | 100 |
| Reduces rate of absenteeism | Agree | 40 | 82 |
| | Disagree | 9 | 18 |
| | Total | 49 | 100 |
| Customer satisfaction | Agree | 47 | 96 |
| | Disagree | 2 | 4 |
| | Total | 49 | 100 |
| Increase productivity | Agree | 43 | 88 |
| | Disagree | 6 | 12 |
| | Total | 49 | 100 |

Source: Field Data

These findings revealed that the majority respondents agreed that, importance of OHS to organization performance are; reduced the rate of absenteeism, increased productivity, increases the profit of organization, increased employees satisfaction and morale, increases customer satisfaction, reduced rates of staff turnover, reduces spoilage and cost of operation, completion of work on time. This implies that there is a need to implement effective occupational health and safety practices for the organization performance since the majority employees had knowledge on the importance of occupational health and safety to organization performance.

4.9.1 Other Importance of OHS on Organization Performance

According to the response provided by respondents on the question asked by the researcher, 46(94%) respondents each said occupational health and safety eliminates injuries and reckless death related to work and 41(84%) respondents agreed that OHS increase sensitivity at the workplace and rest disagreed in each importance as shown to the Table 4.19.

Table 4.19: Other importance of OHS on organization Performance

| Other importance | Option | Number of respondents | Percentage (%) |
|--|--------------|-----------------------|----------------|
| Increase sensitivity at workplace | Agree | 41 | 84 |
| | Disagree | 8 | 16 |
| | Total | 49 | 100 |
| Eliminates injuries and reckless death related to work | Agree | 46 | 94 |
| | Disagree | 3 | 6 |
| | Total | 49 | 100 |

Source: Field Data

This also implies that there is a need to implement effective occupational health and safety practices for the organization performance since the majority employees had knowledge on the importance of occupational health and safety to organization performance. And respondents when were interviewed on their views towards the improvements of health and safety programs in their company, they of the view that

“The company should provide every personal protective equipment that is needed to employee and the employees who will found not covered with protective equipment strictly measures has to be taken upon him or her”

4.9.2 Workplace Health and Safety is a Base for Achievement of Organization Objectives

Respondents were asked to state if workplace health and safety is a base for achievement of organization objectives and 38 (78%) respondents agreed that workplace health and safety is a base for achievement of organization objective at skyward construction company limited while 6 (12%) of the respondents didn't know and 5 (10%) disagreed that workplace health and safety is a base for achievement of organization objective at company as shown in the table 4.20. This finding indicates that, employees had knowledge on occupational health and safety as the key to achievement of organization goals. This implies that construction companies should put much emphasis on OHS for better performance.

Table 4.20: Workplace Health and Safety is a Base for Achievement of Organization Objectives

| Option | Number of respondents | Percentage (%) |
|---------------|------------------------------|-----------------------|
| Agree | 38 | 78 |
| Don't know | 6 | 12 |
| Disagree | 5 | 10 |
| Total | 49 | 100 |

Source: Field Data

Others through interview were with the view that,

“Workplace health and safety is a base for achievement of organization objectives since the workplace become hazard free zone”.

The researcher also conducted an interview with several respondents on the influence of OHS in the organization performance and one of them was of the view that,

“Occupational health and safety has a very big influence on the organization performance if it is observed effectively since arose the employees morale and motivation because of the assurance on their safety during their working time hence maximum contribution on the organization production”

4.10 Discussion of the findings

The study sought to asses on outcomes of effective Occupational Health and Safety on organization performance in Skyward Construction Company Limited in Iringa. The discussions of the findings are presented in a five point of discussion as follows:

4.10.1 Health and Safety Training on Organizational Performance

Majority employees agreed that they are trained on health and safety training, and also they agreed that the company educates employees about a safe work-style and life style and agreed that there is training for the newly enrolled workers. This implies that the organization has a positive consideration on occupational health and safety training and this may lead to accident reduction which enhances organizational growth, survival as well as performance. The study has a direct relationship with the research developed by Katsuro et al (2010) on the Impact of occupational health and safety on worker productivity: A case study of Zimbabwe food industry. The study sought to asses and explores occupational health and safety (OHS) problems of

different work areas and their impact on productivity. The study found out that occupational health and safety like lack of OHS training problem, negatively affect workers' productive capacity in the industry resulting in reduced worker output.

4.10.2 Health and Safety Audit on Organizational Performance

The respondents were also asked whether “safety audit are conducted by safety advisors, human resource specialists, managers and employee representatives” the study findings shows that; 19 respondents which are equal to 39% respondents agreed that health and safety audits are conducted by safety advisors, human resource specialists, managers and employee representatives while 16 (33%) of respondents were not aware if health and safety audit is conducted or not and 14 (28%) respondents disagreed.

Also 38 respondents which are equal to 78 % disagreed that audit reports are shared to all employees, this means that audit reports are not made available for the employees to read, and 20 respondents which are 41% were not aware if recommendations are implemented, this shows that, a large number of respondents didn't witness that recommendations of the health and safety audit are implemented in the company. This result relates with the study developed by Katsuro et al (2010) on the Impact of occupational health and safety on worker productivity: A case study of Zimbabwe food industry. The study found out that occupational health and safety related problems negatively affect workers' productive capacity in the food industry resulting in reduced worker output. The same health and safety problem which is failure to share audit reports to employees may affect workers' productive capacity because strength and weaknesses on OHS are not shared to employees for improved OHS.

4.10.3 Health and Safety Policy on Organizational Performance

Skyward Construction Company Limited employees disagreed on the existence of organization health and safety policy and also employees replied that the policy is not effective in ensuring the health and safety of the employees and company at large. Majority of the employees disagree the compliance of the company with OHS policy in ensuring employee health and safety during work activities.

The study correlates with study developed by Akpan (2011) on effective safety and health management policy for improved performance of organizations in Africa, on his study wanted to show relationship between effective safety and health management policy with improved performance of organizations in Africa and revealed that Effective health and safety management have been discovered to have positive correlation with increased organizational performance and profitability, as the costs associated with the absence of employees it could be highly minimized due to controlled accidents.

These findings implied that the employees are not aware on any anything in company's policy, something put employees in a risk of accidents which may reduces maximum contribution on organization performance because the company loses direction on what to consider in OHS.

4.10.4 Leadership in OHS on Organizational Performance

Employees of Skyward Construction Company Limited, strongly disagreed that the leadership of this organization is committed in ensuring good health and safety practices of workers, also large number of employees were not aware if there is

existence of the company policy on occupational health and safety and 30 (61%) respondents disagreed that there is allocation of Budget for Health and Safety in the organization. These shows the organization has no commitment on observing OHS measures which may results into poor organization performance. This study relates with the study developed by Greeperson (2013) on the “Impact of the occupational health and safety programs on organization performance”. The study was assessing the impacts of the occupational health and safety programs on organization performance, a case study of Arusha airport authority. The study was centered on examining the management processes that’s commitment on health and safety programs.

4.10.5 Provision of Personal Protective Equipments Towards Organization Performance

Employees of Skyward Construction Company Limited, 26(53.1%) respondents replied that there is enough protective equipment at the company something that motivate employees to offer maximum contribution to organization performance, also replied that there were no such guiding notes in their department that instruct on the usage of personal protective equipments and, while 25(51%) of the respondents disagreed that company did ensure safety mechanisms on health and safety to employees. This shows that the company have protective equipments, but they are not enough as other respondent are not satisfied with the equipment supplied at the company.

This results relates with the study developed by Bilhah et al (2018) on the effect of occupational safety and health on organizational performance a case of Nzoia Water in Trans-Nzoia County in Kenya. The study was to investigate how occupational

safety and health could be properly observed like provision of personal protective equipments to improve performance at Nzoia Water Company. Specific objective of the study was to determine the effect of accident reduction on organizational performance. The study revealed that accident reduction enhances organizational growth, survival as well as performance.

Therefore the company is advised to ensure safety mechanisms and observe provision and usage of personal protective equipment to employees so as to raise morale and satisfaction in order to increase productivity.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary, conclusions from the findings and recommendations made based on specific objectives of the study. Areas for further research are also provided. This chapter covers summary, conclusion and recommendations which the researcher is of the view that can help to make the situation on occupational health and safety in construction industry in a better condition for organizational prosperity.

5.2 Summary of the Key Findings

The study was conducted at Skyward Construction Company Limited in Iringa municipal. In this study, assessment on outcomes of effective Occupational Health and Safety on organization performance in Skyward Construction Company Limited was studied at the organization.

Generally occupational health and safety issues are not only advantageous to the workers and employer only, as it ensures safety to the third parties too. That is why the law requires policy in every organization so that protection of the working environment can be ensured by the top management as guidelines will be set clearly to be followed with all members in the organization.

Looking at the study conducted at Skyward Construction Company Limited in Iringa, it can be observed that there was no policy at the company, which regulates occupational health and safety issues around the company. Due to lack of policy, there

was no promotion of effective occupational health and safety issues around the company and most of the workers had no idea of what occupational health and safety really means which put workers in a dangerous state of incurring accidents in their working environment.

It has been observed that the workers were not even satisfied with organization commitment on observing OHS measures. Occupational health and safety at the company was not given priority as the issue itself requires. The management of the company neglected some safety matter and thus workers were facing dangers when accomplishing their duties.

Trainings and education in occupational health and safety observed to be provided to workers at the company. Majority employees agreed that they are trained on health and safety training, and also they agreed that the company educates employees about a safe work-style and life style and agreed that there is training for the newly enrolled workers. Only a few workers at the company admitted that they had not attended trainings on OHS and merely relying on the knowledge they have been taught at college. And thus, the issue of education and trainings on occupational health and safety is somehow serious at the company.

About personal protective equipments to workers, the majority also replied that there were no such guiding notes in their department that instruct on the usage of personal protective equipments and, while (51%) 25 of the respondents disagreed if the company did ensure safety mechanisms on health and safety to employees, but also the majority respondents replied that there is enough protective equipment at the

company, something that motivate employees to offer maximum contribution to organization performance though personal protective equipment that known to most of the workers are gloves and helmet, workers did not have idea with other protective equipment such as goggles, masks and shoes as well as clothes which are also important for their safety during discharge of duties. Since gloves and helmet are the most personal protective equipment used in almost every activity at the company, then the management has tried and successful has managed to provide enough gloves and helmet at the company.

Results on occupational health and safety audit in the company shows that, majority respondents which are (33%)16 respondents were not aware if health and safety audit is conducted or not, and 20 respondents which are 41% were not aware if recommendations are implemented, this shows that, a large number of respondents didn't witness that recommendations of the health and safety audit are implemented in the company hence there were no clear rights and responsibilities of both the employer and employees known to the workers at the company. As well workers had no proper information on OHS audit at the company.

Also on the issue of importance of OHS to organization performance, the study shows the majority respondents agreed that OHS is important to organization performance in the following aspects; reduces the rate of absenteeism, increase productivity, increases the profit of organization, increases employees satisfaction and morale, increases customer satisfaction, reduce rates of staff turnover, reduces spoilage and cost of operation, completion of work on time.

5.3 Implications of the Findings

The researcher expect this study to be useful in building and construction industry and other many operational workplaces in public and private organizations to improve occupational health and safety for lives of their workforce and people around for better employees performance and organization performance.

Also the findings of this study can be used for policy makers to design the best and enforceable policy to govern as many operational workplaces in Tanzania as possible to improve occupational health and safety to their employees for better achievement of organizational objectives.

5.4 Conclusion

Generally, effective OHS is not effectively practiced in the organization as the study observed that there are low compliance level with occupational health and safety requirements at workplaces among health workers, lack of guiding notes on usage of PPE, lack of leadership commitment, absence of effective company policy, failure to share audit reports to employees, lack of enough budget for health and safety practices in Skyward Construction Company in Iringa and it is evidently that if OHS is effectively practiced the organization would have performed better than it belong now, by observing reduced cost of hospitalizing injuries and compensation, reduced absenteeism, employee satisfaction, completed quality work, completion of work on time, customer satisfaction and revenue generation as witnessed by 78%(38) respondents who agreed that workplace health and safety is a base for achievement of organization objectives.

Therefore the researcher concluded that there is a strong relationship between effective Occupational health and Safety and organization performance as the majority respondents agreed that OHS is important to organization performance as 40 (82%) of the respondents said OSH reduces the rate of absenteeism, 43 (88%) of the respondents said OSH increase productivity, 46 (94%) of the respondents said the program increases the profit of organization, while 40 (82%) said the program increases employees satisfaction and morale. 47 (96%) of the respondents agreed that OHS increases customer satisfaction. And 37 (75%) of the respondents said it reduce rates of staff turnover. 32 (65%) of respondents agreed that OHS reduces spoilage and cost of operation. 48(98%) respondents agreed on completion of work on time.

5.5 Recommendations

Recommendations of the study include the following:

5.5.1 To the Company Management

The management of Skyward Construction Company Limited, should show support, commitment and facilitate all health and safety programs in the organization, through clear and visionary leadership in occupational health and safety programs. Leaders inspire followers and so the managers and supervisors should inspire employees to attend health and safety training and workshops in order to attain knowledge, skills and attitudes for efficient performance.

The management should formulate a proper policy guiding on occupational health and safety issues at the company. The policy should stipulate clearly rights and responsibilities of both employer and employees. The policy should be able to tell

what exactly should be done to make sure that everybody is working in a safe environment as well as the policy should be able to guarantee the safety in the working sites. The policy should be provided in each department and the company should make sure that all employees are aware of the policy presence at the company.

The management of Skyward Construction Company Limited should attend safety meetings, workshops and seminars with their employees in order to show solidarity with their employees on OHS programs thus boosting productivity and the management should also be proactive on matters of OHS by providing solutions to problems on OHS programs thus ensuring maximum employee performance which will lead to organizational productivity.

The management of the Skyward Construction Company Limited and the department of occupational health and safety should come up with a safety design and preventive approach which mainly deals in what should be designed to employees so as not to cause harm to employees. It involves, installing protective gloves for machines and equipment's, safety rules approach, color codes warning in dangerous areas, inspection of the workstations with goal of reducing accidents, and death. Through this approach, performance will be maintained.

The management of Skyward Construction Company Limited should conduct proper training to new staff and efficient orientation programs in the organization, in order to reduce newness anxiety, and foster performance in the workplace.

Trainings and education should be regularly provided to all workers at the company as well as trainings on usage of personal protective equipment should be provided to all

workers and not only some of them. The company should internally supervise trainings and should not depend on external trainings provided by other institutions. The company may reconsider to provide trainings to the newly enrolled workers and thus preventing them from incurring accidents in their activities.

The company can also think of formulating proper policy or enforcement mechanisms, under which workers may be punished when they refused to comply with rules on occupational health and safety at the company. Also the company may think of providing incentives to employees who well adheres to rules of occupational health and safety and thus motivate more workers to comply with the policy established at the company.

Another important thing is, the company must enroll workers who are professionals on OHS matters, and these experts will be responsible for supervising and controlling all issues concerning OHS at the company so as to achieve targeted organizational objectives.

5.5.2 To the Ministry of Infrastructure

The Government of Tanzania through its department of occupational health and safety, should conduct proper audit and inspection to organizations premises to ensure that the working environment is up to standards, there are health and safety policies, provision of equipment and all hazards are assessed and proper mitigation measures are put in place to ensure employees well-being in the organization is catered for through an amicable working environment.

The ministry has to make sure that occupational health and safety regulation and policy are being complied with effectively by the organization by arranging regular intensive inspections. External supervision will effectively ensure the safety of the workers in the working sites, and may be done regularly and penalties should be properly assigned to the employer who does not comply with the policy and regulation's requirements. So the proper enforcement mechanism should be formulated which will ensure effective compliance with occupational health and safety rules, otherwise workers will continue to work in dangerous and hazardous working environment.

Also, as for the government proper policy has to be formulated which in detail expressly the duties of the organization of maintaining occupational health and safety, otherwise the organization cannot have proper guideline on what should be done to make sure all employees are working in a safe environment.

5.5.3 To the Employees at the Company

Since their safety is on the line, employees should know that they are the first people responsible in taking care of their safety when performing the duties at the company. Workers at the company should make sure that they are working in a safe environment and they do not compromise their safety in any way. Also, they should report to proper authorities when one incurs accident when performing their duties at the company. Safe workers ensure safe environment, so they should not depend on the company management to take care of their safety without doing it themselves first.

5.6 Limitations of the study

The study faces the problem of availability of respondents in construction sites which hinder the study to get information on time from the interview and questionnaires. This is because some respondents like site engineers were so mobile in supervising other areas where construction was on progress.

Another limitation was the organization officials and some workers to be reluctant to allow researcher to get some data. There are some staffs and workers in the organization were asking for the return (money) in order to give the researcher some relevant information during data collection. Some respondent's acted reluctantly and or sometimes uncooperative to respond due to various reasons including fear to disclose information believing that the disclosed information may put them into the problem by government authorities.

5.7 Areas for Further Research Studies

The study identified the following areas for further research studies:

- (i) Since compliance with the requirements on OHS matters revealed to be the problem, then there is a need to make a study and find out what causes failure to comply, whether the problem is the law itself or the enforcers.
- (ii) To conduct an intervention study such as training program among worker in construction industry in Iringa Municipality. Training on issues of OHS is very important and is a requirement under the law. The study will be aimed on assessing whether there is enough training program on OHS to workers in construction industry in Iringa Municipality.

- (iii) Conduct a qualitative study to determine the root causes of poor law enforcement among law enforcers.
- (iv) The study was limited to the construction industry in Iringa using Skyward Construction Company Limited as a case study. A similar study could be carried out in other sectors such as energy sector, mining sector.

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APPENDICES

Appendix I; Interview Guide Questions to Supervisors, Site Engineers, CRB and OSHA officers

District:_____Ward:_____Street:_____

Name of the institution: _____

| | |
|---|---|
| 1 | What is your view towards the improvements of health and safety programs in your company? |
| | |
| 2 | Employees are provided training and education on OHS |
| 3 | There is guidance notes on the usage of protective equipment |
| | |
| 4 | Health and safety audit are conducted in the company |
| | |
| 5 | Is there any policy governing the issue of occupational health and safety in the company? |
| | |
| 6 | Is effective occupational health and safety has an influence in organization performance? |

Appendix II: Questionnaire for Site engineers, Stakeholders (OSHA&CRB)and Supervisors

Questionnaire number: _____

District:_____Ward:_____Street:_____

Name of the institution: _____

| S/n | Questions | Responses | C o d e s |
|------------|--|---|-----------------------|
| 1.0 | <u>Background information</u> | | |
| 1.1 | Sex of the respondents | Male Female | 1 2 |
| 1.2 | How old are you? | Age; | |
| 1.3 | What is your education level | Incomplete primary education Primary education Secondary education College education | 1 2 3 4 |
| 1.4 | What is your role in this project? | Answer: | |
| 1.5 | How long your organization has been in construction industry | Answer: | |
| 1.6 | How long have you been working with this company? | Answer: | |
| 1.8 | How many workers do you have in this site? | Answer: | |
| 2.0 | <u>Provision of protective equipments and safety mechanisms</u> | | |

| | | | |
|-----|---|--|-------------|
| 2.1 | Is there any mechanisms applied by this institution to ensure health and safety of the employees? | a. Agree b. Don't know c. Disagree | |
| 2.2 | Guiding notes on protective equipments | Yes No | 1 2 |
| 2.3 | Availability of enough protective equipments at the company | a. Agree b. Disagree | |
| 3.0 | <u>Health and Safety Trainings</u> For the following question, please rate the statements in a scale of 1 to 3. Note that 1 is Agree, 2 is uncertain, 3 is disagree (please circle). | | |
| 3.1 | Provision of training and education programmes on health and safety to workers | 1 2 3 | |
| 3.2 | Provision of training on occupational health and safety to newly enrolled workers | 1 2 3 | |
| 3.3 | Company educates employees about a healthy work-style and life style | 1 2 3 | |
| 4.0 | <u>Leadership on OHS and company's Commitments toward health and safety of workers</u> | | |
| 4.1 | Does this company have an official document that instruct about health and safety of workers? | Yes No I don't know | 1 2 3 |
| 4.2 | Does the company committed towards health and safety of workers | a. Agree b. Don't know c. Disagree | |
| 4.3 | Company have a budget for strengthening health and safety of its workers? | a. Agree b. Disagree | |
| 5.0 | <u>Occupational Health and Safety to Organization performance.</u> | | |
| | For the following question, please rate the statements in a scale of 1 to 3. Note that 1 is Agree, 2 is uncertain, 3 is disagree (please circle). | | |
| | Statements | Scales | |

| | | |
|-----|--|-------------------------------------|
| | | |
| 5.1 | Workplace health and safety is a base for achievement of organizational objectives | 1 2 3 |
| 5.2 | Put tick (✓) to show whether you agree or disagree on the importance of effective occupational health and safety on organization's performance. | |
| a. | Customer satisfaction | [agree ()] [disagree ()] |
| b. | Reduce rate of absenteeism | [agree ()] [disagree ()] |
| c. | Increase productivity | [agree ()] [disagree ()] |
| d. | Increase the profit of the organization | [agree ()] [disagree ()] |
| e. | Increase employee's satisfaction | [agree ()] [disagree ()] |
| f. | Reduces spoilage and cost of operation | [Agree ()] [Disagree ()] |
| h. | Completion of work on time | [Agree ()] [Disagree ()] |
| g. | Reduces staff turnover | [agree()] [disagree ()] |

| | | | |
|------------|--|-------------------------------------|------------------------------|
| | For the following questions, please rate the statements in a scale of 1 to 3. Note that 1 is Agree, 2 is uncertain, 3 is disagree (please circle). | | |
| | Statements | Scales | |
| 6.0 | <u>Health and safety policy</u> | | |
| 6.1 | The company has a health and safety policy in place. | 1 | 2 3 |
| 6.2 | Effectiveness of company's occupational health and safety policy | 1 | 2 3 |
| 6.3 | The company complies with measures put in the company on occupational health and safety policy | 1 | 2 3 |
| 6.4 | Name the advantages of effective policy on occupational health and safety . . | | |
| 7.0 | <u>Health and Safety Audits</u> | | |
| 7.1 | Safety audit are conducted by safety advisors, HR specialists, managers and employee representatives | 1 | 2 3 |
| 7.2 | Health and Safety audits are conducted regularly. | 1 | 2 3 |
| 7.3 | Audit reports are shared to all the employees | 1 | 2 3 |
| 7.4 | Recommendations of the audits are implemented to improve health and safety. | 1 | 2 3 |
| 8.0 | <u>Organization Performance</u> On this table kindly indicate by putting (√) in the blank showing the extent to which performance has improved after the firm's management has put all the health and safety programs in place. How has the following been achieved? | | |
| | Statement | To very large extent (agree) | Not at all (disagree) |
| a. | Eliminate injuries at work places and reckless death related to work | | |
| b. | Increase sensitivity at the work place | | |

**Appendix III: Questionnaire for and Workers (Painters, Electrical technicians,
Plumbers, masons and casual workers)**

Questionnaire number: _____

District: _____ Ward: _____ Street: _____

Name of the institution: _____

| S/n | Questions | Responses | Codes |
|------------|--|---|------------------|
| 1.0 | <u>Background information</u> | | |
| 1.1 | Sex of the respondent | Male Female | 1 2 |
| 1.2 | How old are you? | Age: | |
| 1.3 | What is your education level | Incomplete primary education Primary education Secondary education College education | 1 2 3 4 |
| 1.4 | What is your role in this project? | Answer: | |
| 1.5 | How long have you been working with this company? | Answer: | |
| 2.0 | <u>Leadership on OHS and Company's commitments</u> | | |
| 2.1 | Does the company have an official document that instruct about health and safety of workers | Yes Uncertain No | 1 2 3 |
| 2.2 | Does the company committed towards health and safety of workers | a. Agree b. Don't know c. Disagree | |
| 2.3 | Company have budget for strengthening health and safety of its workers | a. Agree b. Disagree | |
| 3.0 | <u>Provision of protective equipments for protection</u> | | |
| 3.1 | Is there any safety mechanisms applied by this institution to ensure health and safety to the employees? | Agree () Don't know () Disagree () | |

| | | | |
|------------|---|---------------------------|--------|
| 3.2 | Guiding notes on protective equipments | Yes No | 1 2 |
| 3.3 | Availability of enough protective equipments at the company | Agree () Disagree () | |
| 4.0 | <u>Occupational health and safety to organization performance</u> | | |
| | For the following question, please rate the statements in a scale of 1 to 3. Note that 1 is agree, 2 is don't know (uncertain), and 3 is disagree (please circle). | | |
| | Statements | Scales | |
| 4.1 | Workplace health and safety is a base for achievement of organizational objective | 1 2 3 | |
| | To the following importance of OHS to organization performance say you "agree" or you "disagree" by putting tick (✓) in the bracket. | | |
| 4.2a | Customer satisfaction [Agree ()] | [Disagree()] | |
| 4.2b | Reduce rate of absenteeism [Agree ()] | [Disagree()] | |
| 4.2c | Increase of productivity [Agree ()] | [Disagree ()] | |
| 4.2d | Increase profit of the organization [Agree ()] | [Disagree ()] | |
| 4.2e | Increase employees' satisfaction and morale [Agree ()] | [Disagree ()] | |
| 4.2f | Reduce staff turnover [Agree ()] | [Disagree ()] | |
| 4.2g | Reduces spoilage and cost of operation [Agree ()] | [Disagree ()] | |
| 4.2h | Completion of work on time [Agree ()] | [Disagree ()] | |
| | For the following question, please rate the statements in a scale of 1 to 3. Note that 1 is agree, 2 is don't know (uncertain), and 3 is disagree (please circle). | | |
| 5.0 | <u>Health and safety policy</u> | | |
| 5.1 | Effectiveness of the company's occupational health and safety policy. | 1 2 3 | |
| 5.2 | The policy has been made available to all employees for transparency purposes. | 1 2 3 | |
| 5.3 | Name the advantages of effective policy on occupational health and safety . . | | |
| 5.4 | The company compliance with occupational health and safety | 1 2 3 | |

| | | |
|------------|--|---|
| 6.0 | <u>Health and Safety Audits</u> | |
| 6.1 | Safety audit are conducted by safety advisors, HR specialists, managers and employee representatives | 1 2 3 |
| 6.2 | Health and Safety audits are conducted regularly. | 1 2 3 |
| 6.3 | Audit reports are shared to all the employees | 1 2 3 |
| 6.4 | Recommendations of the audits are implemented to improve health and safety. | 1 2 3 |
| 7.0 | <u>Health and Safety Training.</u> | |
| 7.1 | Company educates employees about a healthy work-style and lifestyle. | 1 2 3 |
| 7.2 | Provision of training to new enrolled workers | 1 2 3 |
| 7.3 | Information about safety and health provisions and outcome are shared openly with employees. | 1 2 3 |
| 8.0 | <u>Other Importance Of OHS to Organization Performance.</u> On this table kindly indicate by putting (√) in the blank showing the extent to which performance has improved after the firm's management has put all the above health and safety programs in place. How has the following been achieved? | |
| | Statement | To very large extent Not at all |
| a. | Eliminate injuries reckless death related to work | |
| b. | Increased sensitivity at work place | |

Appendix IV: Introduction Letter

The Open University of Tanzania,
Iringa Regional Centre,
P.O Box 1458,
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Email: drciringa@out.ac.tz
IRINGA - TANZANIA



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IRINGA - TANZANIA

Ref. No. OUT/IRC/S.01/259

1st August, 2019

DIRECTOR
SKYWARD CONSTRUCTION COMPANY LTD
P. O. BOX 38230
DAR ES SALAAM.

Dear Sir/Madam,

RE: INTRODUCTION LETTER FOR MR. HOSEA SIMON

Kindly refer to the above captioned subject.

Mr. Hosea Simon with **Registration No. HD/B/266/T.13** is our bonafide student pursuing Masters of Human Resource Management (MHRM).

I hereby introduce him to you as he is to conduct a Research on **An Assesment on the Outcomes of Effective Occupational Health and Safety Towards Organizational Performance in Iringa Municipal.**

By this letter, I request your good office to give him any necessary support.

Regards,


Dr. Chachage, Bukaza L.
Director of Regional Centre.

DIRECTOR
OPEN UNIVERSITY OF TANZANIA
IRINGA REGIONAL CENTRE
P.O. BOX 1458
IRINGA

The Open University of Tanzania – Iringa Regional Centre