

**WORKPLACE HEALTH AND SAFETY PRACTICES IN RELATION TO
EMPLOYEE WORK PERFORMANCE IN TANZANIA: A CASE STUDY OF GEITA
GOLD MINING LIMITED**

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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 titled: **“Workplace Health and Safety Practices in Relation to Employee Work Performance in Tanzania: – A Case Study of Geita Gold Mining Limited”** in partial fulfilment for the requirement of the Degree of Master of Human Resources Management of The Open University of Tanzania.

.....
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.....
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DECLARATION

I, **Salma Omary Mhina**, do hereby declare that this dissertation 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 or any other degree award.

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Signature

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Date

DEDICATION

This work is dedicated to God Almighty for His great love in guiding during the writing of my dissertation. In addition, I am dedicating this work to my lovely children, Jasmine and Justice, and to my lovely mother Mwajuma Idd Killo, for their support.

ABSTRACT

The study examined the workplace health and safety practices in relation to employee performance in Tanzania, using Geita Gold Mining Limited as a case study organization. Four specific objectives guided the study; firstly, to examine how health and safety measures influence employee work performance, secondly, examine the effects of health and safety programs on employee work performance, thirdly, determine the most common unsafe practices that may affect employee work performance and fourthly, assess the attitude of management on health and safety practices on influencing employee work performance. The study was hinged on Maslow hierarchy of needs and Goal-Freedom Alertness Theories in explaining how safety practices is related to employee performance in Tanzania mining sector. The study employed mixed research methods and it was informed by explanatory design. The study sample involved 361 participants. Data were collected based on interviews and questionnaires. Quantitative data were supported by Statistical Package for Social Sciences (SPSS) tool; and regression analysis results showed that HSM ($\beta=.275$, $p .000$), HSP ($\beta=.337$, $p=.002$), UP ($\beta=.317.000$), AM ($\beta=-.135$, $p- .003$). Thus, it was established that there was positive significant relationship between research variables simply because the P-Value was less than 0.05 in all the research variables. Thus, it was concluded that working environment which lack health and safety to workers may lead to accidents and lower workers morale and hence performance. Workplace health and safety practices which jeopardize occupation health and safety of the employee should be discouraged by taking serious precautions and insist on proper health and safety practices by both workers and management. The study recommends that occupational health and safety should be the number one priority to any organization or company with an intention to maximize work performance to increase organization's profit. It also recommends for further studies on workplace health and safety practices in relation to employee work performance which will involve large number of companies or organizations.

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LIST OF ACRONYMS

GGML	-	Geita Gold Mining Limited
H & S	-	Health and Safety
ILO	-	International Labour Organization
OHS	-	Occupational Health and Safety
OSHA	-	Occupational Health and Safety Authority
PPE	-	Personal Protective Equipment
SPSS	-	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

This chapter explains the general description of the study, regarding the workplace health and Safety practices in relation to the employee work performance. The chapter begins with the background of the study, followed by the statement of the research problem, and then shows the research objectives and questions. It concludes by explaining the significance of the study.

1.2 Background of the Study

Organizations have the moral and legal obligations to ensure there is safe and healthy working environments with the intent of ensuring their employees total-well-being. The provision of any form of health as well as safety program varies in accordance with the size and the location of an organization, the type of employees and the nature of work being performed. Occupational health is in this case driven towards improving the working conditions within an organization's environment (Dyck, 2015) Occupational health and safety is a process of ensuring that people stay safe and healthy in the workplace to increase workers capacity to perform.

The workplace has become an integral part to the viability of business for employers, labour union, the society as well as the government. The quality of the workplace environment has an impact on the level of employees' motivation and performance. Hundreds and millions of people throughout the world are employed today in conditions

that strain ill health as well as unsafe and the need to provide a safe and healthy work environment for employees has long been the responsibility of management and the companies, though the companies still have difficulties in providing a safe and healthy environment (Kaltah et al., 2021). This is because Health and Safety measures, which protect employees from hazards in the workplace conflict with managements; objective of containing production cost.

However, effective safety practices, improve the performance of the employees and the organization, by reducing costs associated with accidents, disabilities, absenteeism, or illness and legal action to the organization. There are also indirect costs associated with work-related accidents that cause negative effect on morale of the employees due to accidents which often leads to possible reduction in the quality of work. Health and Safety standard is very important in the manufacturing sector since a lot of employees have lost their lives whilst others have sustained various degrees of injuries through accidents. Although knowledge and experience are important parts of safe work and prevention of accidents, employees' aptitude and approach to work is also essential for ensuring a healthier working environment. Improving employee performance through health and safety practices is important as it leads to the organization effectiveness (Rizky & Ardian, 2019).

Weak implementation of the safety practices creates safety hazards, physical, chemical, mechanical, biological, and psychological threats that negatively impact the employees and cause their yield to go down. Once the employees' efficiency is reduced, the

performance of the organization gets affected automatically as for example, psychological hazards which cause mental stress decrease productivity because its employees are exposed to hazards ranging from the use of chemicals, complex plant and equipment, working tools, heat and temperature, odor, noise, waste materials produced during operation, unguarded machinery, inadequate working space, facilities such as fire precautions etc. sometimes these employees work under stress and pressure through the literature (Pawirosumarto, Sarjana, & Muchtar, 2017).

Setiawan and Astutik (2022) present that work performance of the employees working in unsafe environment conditions such as excessive hot/cold, chemical smell, noise, bad lighting, vibration, and dust decrease the concentration of the employees towards work, lead to their lower performance such as low productivity, poor quality, physical and emotional stress. For employees working in a healthy work environment who always believe that their demands related with job are not excessive do not have to sacrifice their lives, have positive psychological feelings with their jobs and perceive positive emotion, and skills between work and their life and such employees perform well on the job. Gamal, Taneo and Halim (2018) assert that the healthy and safe employees are more productive leading to increased investment in the safety practices to reduce accidents, which in turn lead to further productivity gains. The genuine productivity gains can be realized by those organizations which invest in high performance health and safety practices. Hence, the organizational management is to recognize that there is a need to have a positive attitude towards health and safety practices and the organization is required to move on towards implementing the best health and safety practices instead of

simply attaining minimum legal compliance (Diamantidis & Chatzoglou 2018). The OSHA inspection done at GGM on the 13th November 2014, revealed that there are unsafe workplace practices which can cause injuries and illness to employees if not controlled. The inspection found out no mandatory safety signs at the entrance of the warehouse and other workstation within the mines, they also found out that workers were doing welding work without welding sheets in the welding bay.

Again, poor housekeeping was observed in the welding bay and planning office in the Engineering primary and secondary workshop, in the sag mill area one fire extinguisher was overcharged and it was not hanging on its proper handle. In this context GGM safety management team should have internal assessment of their workplace health and safety programs which will ensure the wellbeing of their employees.

As Health and Safety standards play a vital role in working environment to reduce levels of occupational accidents and diseases, it relies on the cooperation of both employers and employees to ensure a “self-generating effort” between those who create the risks and those who work with them (Leigh & Robbins, 2004). It is therefore important for organizations to treat every employee’s complaint seriously and to ensure that they feel safe and healthy. The study will base upon the Workplace Health and Safety Practices in Relation to Employee Work Performance in Tanzania a case study of Geita Gold Mine in Tanzania.

1.3 Statement of the Problem

Workplace accidents and hazards are among the trending concerns in the mineral and mineral related sector, which have created fear and stress among its employees (Budur & Poturak, 2021). Productivity and workers' morale have gone down which has effect on the services delivery. Accidents and hazards occur every year. According to ILO Annual Report, (2023) more than 250 million work-related accidents occur every year and hazards cause over 160 million workers to fall ill annually.

The report further estimates that more than 1.2 million workers die as a result of occupational accidents and diseases (ILO Annual report, 2023). United States recorded a preliminary of 4,405 fatal work injuries in mines (ILO, 2023) compared with 4,628 reported work injuries in 2012, resulting in an estimated 80 million production days lost for that year and almost 60 million days in future years. Lyatuu et al. (2021) reveal that GGM is one among the gold mining companies with the mortality burden of mining workers, despite the major efforts that are being taken to ensure that there is safety in the mining communities. It is further revealed that mortality risks in these mines are related to injuries. Whereas mining workers having over twice the mortality risks, this is to show that low work morale, quality, quantity of work and absenteeism may increase in fear of accidents, injuries, deaths, and general decline of degree of physical, mental, and social well-being of workers at the workplace (Asbari, Hidayat, & Purwanto, 2021).

Although Management and employees are making efforts to ensure safety in the workplace, accidents at the workplace keep on increasing which indicate that work

environment is still unsafe. It is in this vein that the study has chosen to examine the effect of health and safety standards on the organizations' productivity i.e. employees performance in Geita Gold Mine and how it can boost higher performance of employees and make recommendation on the health and safety of employees in the organization, Having such a program at the companies will ensure a safe environment where accidents and illnesses will be minimized, and where such incidents was handled properly.

1.4 Objectives of the Study

1.4.1 General Objective

The study examined workplace health and safety practices in relation to employee performance in Tanzania, using Geita Gold Mining Limited as a case study organization.

1.4.2 Specific Objectives

Specifically, the study was guided by the following objectives:

- i. To examine how health and safety measures influence employee work performance.
- ii. To examine the effects of health and safety programs on employee work performance.
- iii. To determine the most common unsafe practices that may affect employee work performance.
- iv. To assess the attitude of management on health and safety practices on influencing employee work performance.

1.5 Research Questions

This study was guided by the following research questions

- i. How do health and safety measures influence employee work performance?
- ii. What are the effects of health and safety programs on employee work performance?
- iii. What are the most common unsafe practices that may affect employee work performance?
- iv. How does the attitude of management on health and safety practices influence employee work performance?

1.6 Significance of the Study

The study presents the current position in Tanzania with regard to the research topic using Geita Gold Mine as a case study. Thereafter, policy makers may use the findings to make any positive reviews in the existing polices. The guidelines can be helpful not only to H & S implementers but also to the Government and the public

1.6.1 Scope of the Study

Pulè, Sarantou, and Vella (2021) define the scope as how widespread the study was, the scope for this study considers content and coverage of the areas of the study. The study based on two themes health and safety practices against employee performance. It was

also focus on subthemes in conceptual framework and capture the assumption of the theory keeping focus to objective of the study.

1.7 Limitations and Delimitation of the Study

In conducting this study, the researcher may encounter numerous limitations such as financial constraints and time limit Pulè, Sarantou, and Vella, (2021) define limitations as potential weaknesses that are out of researcher's control. Financial constrains was handled by using money wisely to cover the study. In case time may not be enough the researcher plans to collect data at the same time so that all the information is obtained on time.

1.8 Organization of the Study

This study is organized into five chapters. Chapter one introduced the study with regard to background of the study, statement of the problem, objectives of the study, research questions, significance of the study, limitations of the study, and delimitations of the study, scope of the study, and organization of the study. Chapter two reviewed related literature in health and safety practices in mine workplaces in relation to employees' performance. Chapter three presented research methodology. Chapter four presented study findings. Chapter five presented discussions, conclusion, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter captures the theoretical review that explains the theories related to the study. It also contains other factors that affect economic growth. The chapter then discusses empirical literature where local and international studies are assessed. Conceptual framework is then discussed and a summary of literature review concludes the chapter.

2.2 Definition of Key Terms

For the purpose of this study, the following terms are defined as follows:-

2.2.1 Safety

Scholars have different meaning regarding safety. Luoch (2015) defines safety as the challenge which concerns people and organizations working together to prevent and stop both the risks and experience of abuse or neglect, while at the same time making sure that the adult's wellbeing is promoted including, where appropriate, having regard to their views, wishes, feelings and beliefs in deciding on any action. Safety and security needs include such things as an individual's need for protection from physical harm, as well as the need for emotional well-being, job and financial security, and overall health (Clarke, 2006). In the context of the study safeguarding means protecting a workers' health in mines, wellbeing, and human rights; enabling them to live free from harm, abuse, and neglect. It is an integral part of providing high-quality health care that can improve the performance of the employees at workplace.

2.2.2 Employee Performance

In the literature, employee work performance is a work achieved by a person in carrying out the tasks assigned to him based on his/her skills, experience, and sincerity and time. In this study, the variables of work performance, i.e., job quality, job quantity/productivity, and work attitude and work interest of employees. Hence, Employee performance can be a supporting factor of company performance of whose employee performance can be affected by several factors. Employees can have optimal performance if they feel safe, have good working environment, and have discipline.

2.3 Theoretical Literature Review

This study is guided by Maslow hierarchy of needs and Goal-Freedom Alertness Theories in explaining how safety practices is related to employee performance in Tanzania mining sector.

2.3.1 Maslow hierarchy of needs

The need for safety was acknowledged as a basic human need by Abraham Maslow in his theory of 'hierarchy of needs'. The theory views safety needs as those which represent the second tier in Maslow's hierarchy. Among other needs advocated by Maslow in his theory, is employment security, resources, family while the most important ones are security of body and of health being (Bayram, Unğan, & Ardiç, 2017).

Being secured at workplace by employer, according to Maslow, is to feel safe and secure and is a primal need that we all face, which must be met before one can face other higher levels of needs. The theory insists on employers to protect their employees so that they

become committed, and morale motivated in order to perform the job that is to live free from harm, abuse and neglect safety at workplace (Clarke, 2006). Safety is regarded as an integral part of providing high-quality health care that can improve the performance of the employees at the workplace. It is important to note that when safety needs are not met by employers, posttraumatic stress may occur to employees, and this can affect ones performance and the general productivity of the company.

According to this theory, individuals who do not feel safe at the workplace may experience depression or anxiety. It is also argued that poor health and safety at the workplace can have a massive impact on the production unit; not only it can destroy industry and financial cost but it should be noted that severely injured workers are always costly to the company. This means that health and safety of workers from any harm or psychological touchers is important for effective workers performance.

2.3.2 Goal-freedom Alertness Theory

The Goal-Freedom Alertness Theory was developed by Kerr (1950) and it states that safe work performance is the result of psychologically rewarding work environment. Under this theory, accidents are viewed as low-quality work behaviour occurring in an unrewarding psychological climate. This contributes to a lower level of alertness. According to the theory, a rewarding psychological climate is one where workers are encouraged to participate, set sustainable goals and choose methods or safety programmes to attain those safety and health goals. They must be allowed to participate in raising and solving problems. Goal-Freedom Alertness Theory essentially states that management

should let workers have well defined goals and freedom to pursue those goals. The result is a higher level of alertness and focus on the tasks at hand. The theory suggests that managers and supervisors should try and make work more rewarding for workers. They may use a variety of managerial techniques including positive reinforcements, goal setting participative management and clear work assignments. Heinrich et al. (1980) supports the theory by stating workers will be safe in a positive work environment. They argue that safe performance is compromised by a climate that diverts the attention of workers. They confirm that hazards divert the workers attention during work hours and thus the diversion increases susceptibility to injury. Heinrich et al. (1980) suggests that managers and supervisors can actively work to alleviate hazards in the work environment. Reaction of workers to unsafe conditions depends on the fact that whether the worker identifies the unsafe condition.

2.4 Empirical Literature Review

2.4.1 External Studies

Buniya et al. (2021) did a study in Iraq based on the construction industries' unsafe conditions require increased efforts to improve safety performance to prevent and reduce accident rates. Safety performance in the Iraq construction was found notoriously poor. The analysis found that elements can be grouped into four interrelated dimensions: management commitment and employee involvement, worksite analysis, hazard prevention and control systems, and safety and health training. World Health Organization (2013) estimates that over 160 million of new cases of work-related illnesses occur every year. International Labour Organization estimates that 2.2 million workers die every year

as a result of work-related ill-health and injury, 350 thousand of these deaths are due to accidents and the rest due to occupational illness and accidents. On top of these International Labour Organization estimates that there are 264 million non-fatal accidents occur each year that result in more than three (3) days absence from work and 160million people suffer from work-related diseases. In economic terms, the ILO has estimated that 4 percent of the world's annual GDP is lost as a consequence of occupational diseases and accidents (ILO, 2023). In past one year slightly more than three (3) million US workers suffered from occupational injuries and illnesses resulting from accidents at work number of fatal accidents. This statistic results in an incidence rate of 3.3 cases per 100 equivalents to full time workers (ILO, 2023).

Moreover, in the United Kingdom 2 million people are reported to be suffering from illness believed to be caused or made worse by their current or past work. UK overall performance is better than many other European countries such as Germany, France, Italy, Spain, and Poland in the key areas of injuries, fatalities, and self-reported work-related ill-health (British Safety Council, 2014).

2.4.2 African Studies; Safety and Employee Performance

A study by Gbadago et al. (2017) focused on the impact of occupational health and safety measures on employee performance at the South Tongu District Hospital. The aim of that study was to find out the level of employee awareness of the OHS Policy of the Ghana Health Service, determine whether the OHS Policy has been implemented in the organizational setup, identify the kinds of hazards that employees face due to the nature of

their work, identify the challenges faced in the implementation of OHS measures by management and finally to examine the impact of the OHS measures on employee performance. The study uses both stratified and simple random sampling methods to sample 116 employees of the Hospital including 5 management members. Questionnaires were administered and observation was carried out. However, only 88 questionnaires were retrieved and analyzed using the SPSS software and results were displayed on tables.

The study found out that the level of employee awareness of OHS Policy was 79.5 percent. The measures were seen to have been implemented adequately. Workers faced numerous hazards such as safety hazards, mechanical hazards, biological hazards, ergonomic, physical hazards and psychological hazards. Management was found to be constrained financially in the implementation and maintenance of OHS measures. The OHS measures of the hospital were also found out to impact the performance of staff. Based on the findings of the study, it is recommended that management should look for alternative sources of funds to implement the OHS Policy thoroughly.

Another related study was done by Opoku et al. (2020) and it concerns organizational safety culture and how it may be applied to reduce employee accidents in the mining industry in Ghana. A sample of 340 managerial workers of three mining companies in the Tarkwa Nsuaem Municipality was selected using the simple random sampling technique. Data for the study was gathered using a survey questionnaire. The Structural Equation Modeling analysis technique was performed to establish the relationship between safety culture and each of the five dimensions of workplace safety (work safety, management

safety practices, safety programmes, supervisor safety and co-worker safety). It was found that safety culture is a significant positive predictor of work safety ($R^2 = 0.039$), management safety practices ($R^2 = 0.272$), safety programmes ($R^2 = 0.159$), co-worker safety ($R^2 = 0.225$) and supervisor safety ($R^2 = 0.199$).

The study concluded that workplace safety can be improved by enhancing the safety culture in the mining industry in Ghana. The study recommended that in order to curb the incidence and occurrence of accidents and injuries in the mining industry in Ghana, Human Resource (HR) managers should lay more emphasis on ways that would enhance the safety culture of all employees in the industry. In view of the literatures, it is important that organizations need to care of employee safety in order that they can increase their performance.

A study done in Rwanda by Umugwaneza et al. (2019) was based on the effect of workplace safety and health practices on employee commitment and performance in steel manufacturing companies in Rwanda. That study intended to establish the effects of workplace safety and health practices on the employees' commitment and performance in Steel manufacturing companies in Rwanda. The target population of this study was 533 people, who comprised of Managers, Supervisors and employees. A simple random sampling technique was used to select a sample size of 229 respondents from the target population. The data was collected using questionnaires, interview guide and personal observation. The Statistical Package for Social Science (SPSS) software, version 21.0, was used to process data while descriptive statistics such as the means, modes, standard

deviation, variances and inferential statistics were used to analyze the data. The findings of the study indicate that most workers are aware of the dangers of occupational health and safety in the workplace. Also, the study found that although employees are aware of the occupational health and safety concerns, they neglect to put on the Personal Protective Equipment saying that it is too hot. The study concludes that occupational health and safety significantly affects employee commitment and performance. This study recommends that management should ensure the workers and provide them with personal protective equipment to minimize workplace injuries and accident as well as regular education and training on occupational health and safety concerns to prevent workplace injuries, hence, promote productivity.

As noted in a study done in Kenya by Oluoch (2015) on effect of occupational safety and health programs on employee performance. The study adopted Descriptive Research Design in form of Survey where data was collected from the population by the use of primary source for the purposes of establishing the effects of occupational health and safety programs on employee performance at Kenya Power and Lighting Company.

A structured questionnaire was used to collect data. A Five point Likert scale was used to determine the degree to which various programs are being used by departments in the company. To present and analyze the data collected by the researcher through the use questionnaires in finding out the facts in support of the statement of problem, the researcher analyzed and report the information in form of pie charts, bar graphs, percentages, continuous prose and through use of Statistical Package for Social Sciences

(SPSS). Regression analysis was used to establish the effects of occupational safety and health to employee performance. The findings of the study established that occupational safety and health programs have a positive relationship with employee performance at Kenya Power Company. The findings also indicated that there is a strong relationship between health and safety programs and employee performance. The study concludes that health and safety programs have a positive effect on employee performance. This is to say in developing countries the issue of Occupational health and safety practices has been ignored by most countries and organizations. The ILO reported that 63,900 work deaths occurred in the 54 African countries and that an estimated 1,560,000 disabling work injuries occurred.

The fundamental perspective on why majority of African countries and organizations struggle to foster an effective occupational health and safety workplace is that most employers put greater emphasis on productivity and profitability while compromising health and safety standards, procedures, policies and programs. In Kenya the status of occupational safety and health situation/conditions is an issue of growing concern by the employers, government, managers, industrialists, workers and other stakeholders. Health and safety have not been given increasing emphasis by managers, employers, employees, trade unions, employers' associations and other stakeholders in recent years (Nyakang'o, 2009). The above understanding coupled with the fact that at the core of every business is man whose output is partially dependent on his/her state of health, an appreciation of the concept of occupational health and safety becomes imperative to the success of any organization. A study by Lyatuu et al. (2021) which was conducted in two multinational

gold mine companies namely Geita Gold Mine (GGM) and Bulyanhulu Gold Mine (BGM) reported that mining communities had high mortality risks and most of them are non-HIV infections related whereas mining workers had twice mortality risks.

According to Kitula (2006) on his study done at Geita Gold Mine, he pointed open pit mining activities potentially generated enormous quantities of waste for each gram of gold recovered, there is a potential waste material produced amounting to 1 ton of ore disposed into the environment. The wastes contain toxic elements and minerals which may interact with water to generate contaminated fluids that can pollute soils, rivers and large water bodies like Lake Victoria which can affect people around those areas.

2.5 Conceptual Framework

Orodho (2009) defines conceptual framework as a model representing the relationship between variables in the study. Safety practices and safety awareness are independent variables while implementation strategies are intermediate variables. When the company increases the capacity to implement health and safety policy employee performance becomes better and the opposite is true. In the study employee performance is expected to be measured by quantity of gold, quality work, level of commitment and their satisfaction level as reflected in the conceptual framework.

(i) Unsafe Work Place Practices

Unsafe work practices are actions, intended or not, that could result in accidents, injuries, or even death to the worker/s in the workplace. In order to protect workers from being harmed while at work, employers must comply with the Occupational Safety and Health

Administration (OSHA) law and regulations. Some of these regulations include: providing the worker with a safe place to work. However, workplace accidents, and other types of incidents, do not happen because of the present hazards in the surroundings alone. In fact, anyone, no matter how skilled or trained, can commit safety mistakes in the workplace. Common unsafe practices include; Overtime: It is a common practice for employers to require employees to work overtime. However, this practice can cause many problems, including excessive fatigue. It takes a lot of effort to stay awake during long hours of work. If employees work too much overtime, they will get tired and the chances of accidents occurring will increase.

Lack of proper personal protective equipment (PPE): PPE is used to protect employees from injuries. However, there are some employers who do not provide proper PPE to their employees. This practice puts the employee's life at risk. For instance, in a construction site, workers usually use hard hats, goggles, gloves, and other protective gear. Sometimes, employers do not provide these items for their employees. Instead, they force them to work without proper PPE. This practice can lead to severe injuries or death.

Unqualified personnel working with dangerous tools: Using dangerous tools can be risky. If the assigned workers are not trained properly, they may injure themselves or others. Poor lighting conditions: Sometimes, employers fail to provide proper lighting conditions for their employees. This practice puts the employees' health at risk. For example, if the work area has poor lighting conditions, it may make your eyes tired and your vision may become blurry. This can lead to accidents. Improper workstation

layout: Well-designed workstations can improve the performance and productivity of employees. A poor layout of controls and equipment, however, can lead to confusion if they are not properly positioned.

Ignoring safety symbols or signs: Safety signs are placed to inform workers and visitors of the present hazards. Ignoring these reminders can cause both minor and major injuries. **Poorly maintained equipment:** Equipment used in the workplace can be prone to fail if they are not maintained properly or routinely checked.

Poor training and poor supervision: Errors or failures are not committed by workers alone. Even the managerial staff can fail. Everyone needs proper training on the processes, procedures, or steps they must comply with. **Not using proper equipment, tools, or machinery:** Some tasks need specific equipment or tools to properly execute them. Using tools intended for a specific use for other purposes is dangerous. **Excessive workloads on a single person:** There are instances wherein employers tend to give tasks that keep on piling up to a particular employee. This could result in overtime, fatigue, or rushing.

(ii) Health and Safety Programs

Work place health and safety programs refers to an organized written action plan to identify and control hazards, define safety responsibilities this will depend on the nature of the organization and respond to emergencies that result in the prevention of accidents and occupational diseases. It involve creation of safety policy, establishment of joint health and safety committee, establish and record regular work place inspection,

incident/injury investigation, hazards identification system, Written work procedure, orientation training and supervision, maintain records and statistics, monitoring for implementation and effectiveness.

(iii) Health and Safety Measures

This involve all initiative intended to avoid accidents/injury at work place. It involve identifying health and safety requirements, materials and equipment for health and safety measures, dealing with accidents and emergencies, and Incident reporting.

(iv) Attitude of the Management

Attitude in tells a persons' positive or negative evaluation about performing a particular behaviour. If the individual (manager) has a positive attitude towards health and safety at work place will ensure effective monitoring and implementation of the safety policy of the company. If the person has negative attitude about health and safety practices at work place, the person will be reluctant in implantiing and monitoring work place health and safety practices.

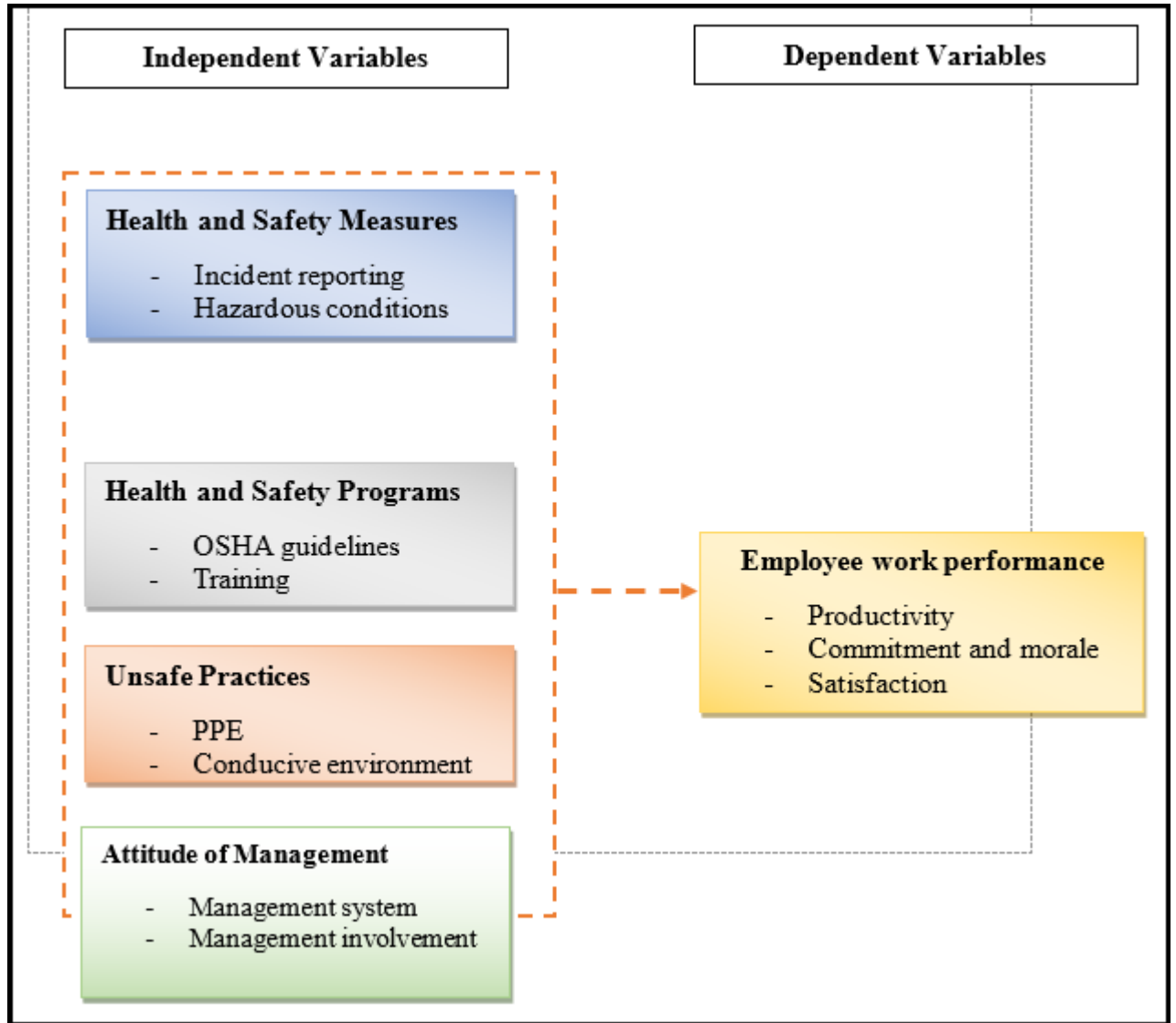


Figure 2.1: Conceptual Framework of the Study

Source: Researchers' Current Study (2022)

2.6 Research Gap

Much about health and safety in workplace is acknowledged by many of the authors in literature, however little is known on employee performance as related to health and safety practices in Tanzania since existing literature on the subject matter is scarce.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that will be used in the study. It consists of research approaches, research design, study area, sample size and sampling techniques, data collection, reliability, and validity of the instruments.

3.2 Research Philosophy

The researcher views the world through a certain lens called a research paradigm. The world research paradigms are classified into three blocks namely; positivism, constructivism/transformative and pragmatism. It can also be described as a collection of principles that the researcher used to direct his or her research (Cohen et al., 2018). This study uses a pragmatism paradigm to inform its design. The actions, situations and consequence-and-effect relationships between variables, were investigated focusing on the nature of the problem by using multiple methods to understand the problem.

3.3 Research Approach

This is a plan and procedure that consists of the steps of broad assumptions to detailed methods of data collection, analysis, and interpretation depending on the nature of research problem being addressed (Ihuah, 2015). These world views are merged to form three approaches namely quantitative, qualitative, and mixed methods. The quantitative approach includes positivism world view, the qualitative approach includes constructivism and a transformative world view, and mixed method approach corresponds

to pragmatism. This study employed the use of mixed research methods based on pragmatism view in order to get mixed data using concurrent methods. According to Ihuah (2015) mixed methods provide strengths that offset the weaknesses of both quantitative and qualitative research. The term concurrent indicates that both qualitative and quantitative data are being collected at the same time (Creswell, 2018). This method enabled the researcher to collect, analyse, and integrate the obtained data.

3.4 Research Design

It is the researcher's plan of inquiry that provide specific direction for the procedures in a research study (Creswell, 2018). The present study used explanatory design based on inductive and deductive method; inductive is associated with quantitative research, at the same time as deductive approach is linked with qualitative data in which a questionnaire acted as the primary instrument to collect data in order to gain understanding of the phenomenon in its natural setting. The design is considered the most appropriate because it has been used in many studies related to students, discipline and qualitative and quantitative data can be collected at once (Ball & Forzani, 2009; Barbette et al., 2005).

3.5 Study Area

The study was carried out in Geita region, particularly in Geita Gold Mining Company Limited in Tanzania. Geita Gold Mining company is a giant multinational gold mining company operating in Tanzania. Report show that Geita Gold Mining company is one of the mining companies with mortality burden of mining workers despite its efforts to ensure safety in mining communities (Lyatuu et al., 2021). For that reason, it also

experiences deaths resulting from accidents to its employees which call for research to see if deaths may relate to implementation of safety programme at workplace.

3.6 Target Population

Cooper and Sanders (2003) define target population as the total collection of subjects that a researcher wishes to make inferences and draw conclusion. The study targets 6416 employees in the company as sourced from Human Resource Department at GGM. These employees have experiences with safety related cases occurring at GGM and hence can provide relevant information.

3.7 Sample and Sampling Techniques

According to Kerr and Morgan (1974) the ever – increasing need for a representative statistical sample in empirical research has created the demand for an effective method of determining sample size. To address the existing gap Kerr and Morgan (1974) come up with a table for determining sample size for a given population for easy reference. According to the table a sample of 361 was suitable for a population of 6416 GGML employees. The table was constructed using the below formula for determining sample size.

$$s = \frac{x^2 NP(1-P)}{e^2}$$

$$s = \frac{x^2 NP(1-P)}{e^2 (N-1) + x^2 P(1-P)}$$

Whereby:

s = required sample size.

x^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N = the population size

P = the population proportion (assumed to be .50 since this would provide the maximum sample size)

e = the degree of accuracy expressed as a proportion (.05).

3.8 Sampling Procedures

The administrative staff was sampled automatically and included in the study for interview. Other employees were selected conveniently because of the nature of the job. Those who happened to be near the researcher were picked for the study.

3.8.1 Purposive Sampling

All administrative staff were selected purposively to participate in the study. It is because these participants have knowledge and experience of all what happen in the company. Apart from that these employees were selected due to their positions of which there are information which is only known by them and not any other person can speak of, for example heads of rescue section has information which other department cannot provide.

3.8.2 Convenience Sampling

The study employed a convenient sampling. Convenience sampling is a type of non-probability sampling that involves the sample being drawn from that part of the population that is close to hand. This type of sampling is most useful when dealing with a large

sample size within a limited timeframe (Sedgwick, 2013). As convenience samples provided accurate correlations. Some argue that correlation research was accurate enough with convenience samples since the study is not of proportions of the target audience but of the relationship between variables.

3.9. Response Rate

This is the number of respondents and participants which the researcher obtained during the main data collection process. The results obtained in this aspect was summarized and presented in Table 3.1 as follows.

Table 3.1: Response Rate

Category	Frequency	Percent
Intended Sample Size	361	100
Available Sample Size	359	99.4

Source; Field Data (2022)

Table 3.1 shows that the intended sample size was 361 respondents however 359 was obtained in which 354 responded to questionnaires while 5 participated to an interview. Thus, the response rated for this study was 99.4 percent, according to Babbie, (2015) the adequate response rate for the purpose of data analysis is 60 percent and Cooper and Schindler (2003) recommended on the response rate of 70 percent for data analysis.

3.10 Demographic Characteristics of the Respondents

This subsection presents the findings in respect to the socio – economic characteristics of the respondents who participated in this study, the social economic characteristics involved in this study were such as age, gender, education level, occupation as well as working experience as presented in table 3.2 below.

Table 3.2: Demographic Characteristics of the Respondents

Character	Category	Frequency	Percent
Gender	Male	243	68.6
	Female	111	31.4
Age	20 – 29	171	48.3
	30 -39	95	26.8
	40 – 49	61	17.2
	50+	27	7.6
Level of Education	High School	132	37.3
	Diploma	69	19.5
	Bachelor’s Degree	72	20.3
	Postgraduate Diploma	81	22.9
Working Experience	Less than 3 Years	117	33.1
	More than 3 Years	237	66.9
Department	Top Level Management	45	12.7
	Middle Level Management	71	20.1
	Low Level Management	117	33.1
	Employee	121	34.2

Source; Field Data (2022)

3.10.1 Gender of the Respondents

Table 3.2 revealed that 243 (68.6%) of the respondents were male while 111 (31.4%) of the respondents were female. These results show that male respondents effectively participated in this study compared to female respondents. Their participation was differentiated by almost 37.2 percent of the total response. The determination of gender was based on the reason that the researcher wanted respondents from both male and female gender could have equal change of participation in the data collection process.

3.10.2 Age of the Respondents

It was shown in Table 3.2 that 171 (48.3%) of the respondents who participated in this study had the age of between 20 – 29 years, in the same vein 95 (26.8%) of the respondents who participated in this study had the age of between 30 – 39 years. Not only that but also 61 (17.2%) of the respondents were aged between 40 – 49 years and lastly 27 (7.6%) of the respondents who participated in this study were aged 50 years and above. Thus, it was revealed that the researcher had different respondents basing on their ages and this helped the researcher to well matured respondents who could assist the researcher to have well-reasoned opinions.

3.10.3 Level of Education

From Table 3.2 it was noted that 132 (37.3%) of the respondents who participated in this study had high school level of education, 69 (19.5%) of the respondents had diploma level of education. On the other hand, 72 (20.3%) of the respondents had bachelor degrees while 81 (22.9%) of the respondents had post graduate diplomas.

3.10.4 Working Experience

On the experience of the respondents, it was noted that 117 (33.1%) of the respondents had a working experience of less than 3 years, while 237 (66.9%) of the respondents had the experience of more than 3 years. Thus, it can be established that the study had respondents who are well experienced with how managements deal with workplace health and safety issues in order to improve performance in companies, this could enhance collection of valuable information from the well experienced respondents.

3.10.5 Working Department

Table 3.2 shows that 45 (12.7%) of the respondents were from the Top-Level Management, also it was noted that 71 (20.1%) of the respondents were from the Middle Level Management cadre. Moreover, it was observed that 117 (33.1%) of the respondents were Low Level Management and lastly 121 (34.2%) of the respondents were normal employees. Thus, it can be established that the study was a cross cutting one because it ensures that the participants were from different levels such management to employees so as to have mixed opinion in relation to the study being conducted.

3.11 Sources of Data

There are two main sources to collect relevant data, namely empirical and theoretical. Empirical data are Primary data collected by a researcher from first-hand sources (Bryman, 2012). Theoretical data refers to secondary data, which was collected by researcher from existing literature.

3.11.1 Primary Data

According to Bryman (2012) Primary data refer to records of facts collected by a researcher from first-hand sources using methods like questionnaire and observation and so on. Primary data for this study was collected based on interview, questionnaire, and documentary review.

3.11.2 Secondary Data

In narrow sense secondary data refer to data collected from accessible literature in books, journals and so on. The study needed to use secondary data existing in literature. These are ready published records on the performance of GGM and implementation of safety and health policy at the mine.

3.12 Methods of Data Collection

According to Creswell and Creswell (2018) in describing the mixed paradigm research referred to the formulation of the instrument for data collection. The instrument employed both qualitative and quantitative paradigm instrumentation. The two paradigm instruments are mixed for a better understanding of the study.

3.12.1 Questionnaire

A questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents (Brace, 2018). The survey questionnaire according to Brace (2018) need to distribute by means of hands or online google form. For this study questionnaires will be distributed by means of hands by a researcher to employees who will be around the researcher. A Likert scale a five-point scale of

opinions, namely, strongly agrees, agree, don't know, disagree, and strongly disagree will be used. The technique is most appropriate due to that, it offers large amounts of information to the researcher at point in time.

3.12.2 Documentary Review

In the study, the documentary analysis was applied in seeking to review published dissertations, articles, and books related to safety and the performance of employees in GGM Company. The researcher used health and safety documents to analyze its implementation. Whenever performance records for GGM employee which were available in document it was also be accessed.

3.12.3 Interview

The semi-structured interview with some of the administrative staff at GGM was interviewed on health and safety of workers against their performance in the mine. In the semi-structured interview, the participants were subjected to the questions already formulated before the interview. The interview questions was used for the reason that they are more open-ended to allow for the respondents' views and additional experiences not captured in the questionnaire to be heard.

3.13 Validity and Reliability

Validity of Instruments is the ability of a test instrument to measure what it was supposed to measure (Heale, & Twycross, 2015). To ensure validity of data collection methods used, the items in the questionnaire were subjected to face and content validity while the interview guide were validated through the use of credibility check. The researcher was

expected to use two experts to modify them and give suggestions which was implemented, and necessary changes were accommodated. Thorough Pilot Testing of Instruments, the pilot study is being done by a researcher before data collection to check for correctness of the answers may produce the same results after the study. Pilot testing involves trying out the research instruments on a small number of samples (Kombo & Tromp, 2006). After formulating the questionnaire and the interview guided, they were tested in north Mara mines which are also implementing safety policy.

Concerning Reliability of Instruments, Best and Kahn (2006) define reliability of test instruments the ability of the instrument to measure consistently the result of what it is supposed to measure. The researcher uses triangulation as a way of ensuring the credibility, conformability, and transferability of the targeted research. With use of questionnaires, interviews, observation and documentary review. Golafshani (2003) support this idea that, studies that use one method of data collection are vulnerable to errors of the particular method. This means that the weakness of one method was compensated by another.

3.14 Data Analysis and Processing

Descriptive analysis techniques were used for quantitative data while sentiment analysis was for qualitative data will be thematic. Quantitative data were supported by Statistical Package for Social Sciences (SPSS) tool; thematically organizations of the conversations through the interview was categorized into themes.

Regression model developed basing general equation of regressions as follows;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \quad .eq1$$

$$EWP = \beta_0 + \beta_1 HSP + \beta_2 HSM + \beta_3 UP + \beta_4 AM + \varepsilon \quad eq2$$

Where by Y=Financial performance

β_0 =Constant

β_1 , β_2 and β_3 are Beta coefficient of determination.

E=error term

EWP Employee Work Performance

HSM Health and Safety Measures

HSP Health and Safety Program

UP Unsafe Practices

AM Attitude of Management

3.15 Ethical Consideration

Ethics are the norms for conduct that distinguish between rights and wrong (Harriss, & Atkinson, 2017). The study put much consideration of ethical issues. Before data collection the researcher asked for an introductory letter from postgraduate studies and company Director for the purpose of seeking informed consent to participate in the study. Participants were informed of the importance of the study and their rights to agree or disagree. Finally, the researcher avoided discrimination throughout the study; also adhered

to the highest possible standards that guide by making sure that the entire work is scientifically, scholarly, and professionally done with high integrity.

3.16 Chapter Summary

This chapter has been comprised of the introduction, research design, area of the study, target population, sampling procedures and sample size, development and description of research instrument, data collection procedures and data analysis and the summary.

CHAPTER FOUR

FINDINGS

4.1 Introduction

This chapter presents the research findings in relation to the workplace health and safety practices in relation to employee performance in Tanzania. The study was conducted at Geita Gold Mining Ltd, where data was collected through questionnaire and interviews. The researcher was guided by the specific research objective in the data collection analysis. Also, the findings obtained was presented through frequency distribution Tables showing frequency and per cents. The study used statistical analysis such as descriptive statistics showing mean and standard deviation inferential statistics and regression analysis

4.2 Influence of Health and Safety Measures on Employee Work Performance

The respondents were asked about the influence of health safety measures used at GGM to enhance employees work performance. In responding to this aspect, they were required to used 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agreed, 5 = Strongly Agreed, the results obtained in this aspect was summarized and presented in Table 4.1

Table 4.1: Influence of Health and Safety Measures on Employee Work Performance

Influence of Health and Safety Measures on Employee Work Performance	1	2	3	4	5
	F (%)	F (%)	F (%)	F (%)	F (%)
Health and safety are important aspects of productivity at workplace	76(21.5)	33(9.3)	0	142(40.1)	103(29.1)
Health and safety influence employee morale	32(9.0)	27(7.6)	18(5.1)	165(46.6)	112(31.6)
Injury, accidents, and illness are reported and communicated at workplace	24(6.8)	43(12.1)	14(4.0)	135(38.1)	138(39.0)
Hazardous conditions are reported to management so they can take quick corrective action	22(6.2)	47(13.3)	13(3.7)	126(35.6)	146(41.2)

Source; Field Data (2022)

4.2.1 Health and Safety are Important Aspects of Productivity at Workplace

Table 4.1 shows that that 103 (29.1%) of the respondents who participated in this study strongly agreed as well as 142 (40.1%) of the respondents agreed that Health and safety are important aspects of productivity at workplace. On the other hand, 76 (21.5%) percent of the respondents strongly and 33 (9.3%) of the respondents disagreed that Health and safety are important aspects of productivity at workplace. Thus, it can be established that 69.2 percent of the respondents who participated in this study agreed that Health and safety are important aspects of productivity at workplace.

4.2.2 Health and Safety Influence Employee Morale

Table 4.1 also shows that 112 (31.6%) of the respondents strongly agreed and 165 (46.6%) of the respondents agreed that health and safety aspects influence employee morale, in the same consideration 32 (9.0%) of the respondents strongly disagreed and 27 (7.6%) of the respondents disagreed that health and safety influence employee morale, while 18 (5.1%) of the respondents remained neutral on the fact that health and safety influence employee morale. Thus, it was established that most of the respondents who participated in this study agreed for about 77.2 percent of the respondents who participated in this study.

4.2.3 Injury, Accidents, and Illness are Reported and Communicated at Workplace

Table 4.1 shows that 138 (39.0%) of the respondents strongly agreed and 135 (38.1%) of the respondents agreed that Injury, accidents, and illness are reported and communicated at workplace. On the other hand, 24 (6.8%) of the respondents strongly disagreed and 43 (12.1%) of the respondents disagreed that Injury, accidents, and illness are reported and communicated at workplace, lastly there were 14 (4.0%) of the respondents who were uncertain, thus it can be observed that 79.1 percent of the respondents who participated in this study agreed that Injury, accidents, and illness are reported and communicated at workplace.

4.2.4 Hazardous Conditions are Reported to Management for Quick Action

Table 4.1 shows that 46 (41.2%) of the respondents strongly agree and 126 (35.6%) of the respondents agreed that Hazardous conditions are reported to management so they can

take quick corrective action. On the other hand, 22 (6.2%) of the respondents strongly disagreed while 47 (13.3%) of the respondents disagreed that hazardous conditions are reported to management so they can take quick corrective action. However, there were only 13 (3.7%) of the respondents who were uncertain. Thus, it can be established that most of the respondents who participated in this study agreed for about 76.8 percent of the respondents agreed that hazardous conditions are reported to management so they can take quick corrective action.

From these findings it can be established that most of the respondents who participated in this study have agreed that health and safety measures influence generally on employee work performance. During an interview conducted in this aspect it was noted that health and safety measures on employee work performance as noted from the participants that;

“.....here at GGM we have specialized department responsible for ensuring employment safety, we employ certain measure such as seminars, training as well as general reminders to ensure that Injuries, accidents, and illness are reported and communicated at workplace... [Participant No 1, 2022].

It was also observed from another interviewee that

“..... we also ensure that hazardous conditions are reported to management so they can take quick corrective action, all these are being done just to make our people be in safe and secured work place, in real sense safety of our people is the first priority to us in ensuring that employees performs highly everyday....”[Participant No. 5, 2022].

Thus, from these results it can be agreed that health and safety measures have positively influenced employee work performance at GGM Ltd. These findings affirm the results

obtained in the study conducted by Gbadago et al. (2017) who examined the impact of occupational health and safety measures on employee performance at the South Tongu District Hospital, and find out the level of employee awareness of the OHS Policy of the Ghana Health Service, determine whether the OHS Policy has been implemented in the organizational setup, identify the kinds of hazards that employees face due to the nature of their work.

Similarly, in the study conducted by Opoku et al. (2020) on organizational safety culture and how it may be applied to reduce employee accidents in the mining industry in Ghana, it was concluded that workplace safety can be improved by enhancing the safety culture in the mining industry in Ghana. Lastly in the study conducted by Umugwaneza et al. (2019) based on the effect of workplace safety and health practices on employee commitment and performance in steel manufacturing companies in Rwanda, it was indicated that most workers are aware of the dangers of occupational health and safety in the workplace. Additionally, the study found that although employees are aware of the occupational health and safety concerns, they neglect to put on the personal protective equipment claiming that it is too hot.

4.3 Effects of Health and Safety Programmes on Employee Work Performance

The respondents in this study were asked about effects of health and safety programs on employee work performance. In responding to this aspect, they were required to use 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agreed, 5 = Strongly Agreed, the results obtained in this aspect was summarized and presented in Table 4.2

Table 4.2: Effects of Health and Safety Programmes on Employee Work Performance

The effects of health and safety programmes on employee work performance	1 F (%)	2 F (%)	3 F (%)	4 F (%)	5 F (%)
The company conduct regular inspection at workplace as per OSHA guidelines.	0	76(21.5)	33(9.3)	142(40.1)	103(29.1)
Employees are oriented and trained on the company health and safety programs.	22(6.2)	19(5.4)	20(5.6)	174(49.2)	119(33.6)
Employees are aware of the company hazard identification system.	30(8.5)	29(8.2)	6(1.7)	131(37.0)	158(44.6)
Health and safety incidents are investigated to find the root causes and take action.	37(10.5)	18(5.1)	2(0.6)	123(34.7)	174(49.2)

Source; Field Data (2022)

4.3.1 Conduct Regular Inspection at Workplace as per OSHA Guidelines

Table 4.2 shows that 103 (29.1%) of the respondents strongly agreed and 142 (40.1%) of the respondents agreed that the company conduct regular inspection at workplace as per OSHA guidelines. On the other hand, 76 (21.5%) of the respondents disagreed that the company conduct regular inspection at workplace as per OSHA guidelines, while 33 (9.3%) of the respondents were uncertain on the fact that the company conduct regular inspection at workplace as per OSHA guidelines. From these findings it was noted that 9.2

percent of the respondents agreed that the company conduct regular inspection at workplace as per OSHA guidelines.

4.3.2 Employees are Oriented and Trained on Health and Safety Programs

Table 4.2 provides that 119 (33.6%) of the respondents strongly agreed and 174 (49.2%) of the respondents agreed that employees are oriented and trained on the company health and safety programs. In the same 22 (6.2%) of the respondents strongly disagreed, while 19 (5.4%) of the respondent disagreed that employees are oriented and trained on the company health and safety programs, and only 20 (5.6%) of the respondents remained neutral on the fact that employees are oriented and trained on the company health and safety programs. Thus, from these findings it can be shown that 82.8 percent of the respondents who participated in this study agreed that employees are oriented and trained on the company health and safety programs.

4.3.3 Employees are Aware of the Company Hazard Identification System

Table 4.2 revealed that 158 (44.6%) of the respondents strongly agreed and also 131 (37.0%) of the respondents agreed that employees are aware of the company hazard identification system. On the other hand, 30 (8.5%) of the respondents strongly disagreed as well as 29 (8.2%) of the respondents disagreed that employees are aware of the company hazard identification system. However, there were 6 (1.7%) of the respondents who were uncertain. Thus, it can be established in general that 81.6 percent of the respondents agreed that employees are aware of the company hazard identification system.

4.3.4 Health and Safety Incidents are Investigated Actions are Taken

It was noted from Table 4.2 that 174 (49.2%) of the respondents strongly agreed and 123 (34.7%) of the respondents agreed that Health and safety incidents are investigated to find the root causes and take action. On the other hand, 37 (10.5%) of the respondents strongly disagreed and 18 (5.1%) of the respondents disagreed that that health and safety incidents are investigated to find the root causes and take action. However, there were 2 (0.6%) of the respondents who were uncertain. Thus, it can be established in general that 83.9 percent of the respondents who participated in this study agreed that health and safety incidents are investigated to find the root causes and take action.

During an interview conducted to various participants various views were obtained in relation to the effects of health and safety programmes on employee work performance. For instance, it was noted that;

“..... Here we have a number of departments, sections and units thus to ensure organization safety and health for the employees we have a program of conduct regular inspection at workplace as per OSHA guidelines and take necessary measure to make people responsible in case of any non-observance.....[Participant No.4 2022].

Another participant said that

“.....sometime we conduct interview to the employee to see their response of how OSHA programs are being implemented, also we determine the ability of the employees to respond to the hazard and emergency situation in the daily

responsibilities and this help to improve working condition....[Participant No, 2 2022].

From an interview it was also noted that

“despite the fact that we do all steps and procedure related to safety and security but we also ensure that health and safety incidents are investigated to find the root causes and take action.....[Participant No. 1, 2022].

Therefore, the general results obtained suggest that health and safety programs have a positive influence on the employee work performance. These results support the findings obtained in the study conducted by Lyatuu et al. (2021) which was conducted in two multinational gold mine companies, namely Geita Gold Mine (GGM) and Bulyanhulu Gold Mine (BGM), which reported that mining communities had high mortality risks and most of them are non-HIV infections related whereas mining workers had twice mortality risks. In the same consideration Kitula (2006), on his study done at Geita Gold Mine, pointed that open pit mining activities potentially generated enormous quantities of waste for each gram of gold recovered, there is a potential waste material produced amounting to 1 ton of ore disposed into the environment. According to the findings of the research, the factors may be classified into four categories that are all interconnected with one another. These categories include management commitment and employee participation, workplace analysis, hazard prevention and control systems, and safety and health training.

4.4 Determination of the Most Unsafe Health and Safety Practices

In this study the respondents were asked about the determinants of the most unsafe health and safety practices that affect employee work performance. In responding to this questionnaire were required to 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agreed, 5 = Strongly Agreed, the results obtained in this aspect was summarized and presented in Table 4.3 as follows.

Table 4.3: Determination of the most Unsafe Health and Safety Practices

Determination of the most unsafe health and safety practices that may affect employee work performance	1 F (%)	2 F (%)	3 F (%)	4 F (%)	5 F (%)
Employees are aware of unsafe practices at workplace.	10(2.8)	65(18.4)	26(7.3)	139(39.3)	114(32.2)
The company provide appropriate personal protective equipment to every employee.	16(4.5)	47(13.3)	21(5.9)	148(41.8)	122(34.5)
The company ensure all employees work on conducive environment.	14(4.0)	54(15.3)	21(5.9)	138(39.0)	127(35.9)
The company has developed programs to manage employees' fatigue and stress at workplace.	38(10.7)	27(7.6)	10(2.8)	143(40.4)	136(38.4)

Source; Field Data (2022)

4.4.1 Employees are aware of Unsafe Practices at Workplace

From Table 4.3 it was shown that 114 (32.2%) of the respondents strongly agreed and 139 (39.3%) of the respondents agreed that employees are aware of unsafe practices at workplace. On the other hand, 10 (2.8%) of the respondents strongly disagreed as well as 65 (18.4%) of the respondents disagreed that employees are aware of unsafe practices at workplace. Lastly 26 (7.3%) of the respondents were uncertain on the fact that employees are aware of unsafe practices at workplace. Thus, it can be generally revealed that 71.5 percent of the respondents who participated in this study agree that employees are aware of unsafe practices at workplace.

4.4.2 Company Provide Appropriate Personal Protective Equipment

Furthermore, Table 4.3, shows that 122 (34.5%) of the respondents strongly agreed and 148 (41.8%) of the respondents agreed that the company provide appropriate personal protective equipment to every employee. However, 16 (4.5%) of the respondents strongly disagreed and 47 (13.3%) of the respondents disagreed that the company provide appropriate personal protective equipment to every employee, while 21(5.9%) of the respondents remained neutral on the fact that the company provide appropriate personal protective equipment to every employee.

4.4.3 The Company Ensure All Employees Work on Conducive Environment

The results obtained shows that 127 (35.9%) of the respondents strongly agreed and 138(39.0%) of the respondents agreed that the company ensure all employees work on conducive environment. In the same vein, 14 (4.0%) of the respondents strongly disagreed

and 54 (15.3%) of the respondents disagreed that the company ensure all employees work on conducive environment, it was also revealed that 21 (5.9%) of the respondents who participated in this study remained uncertain on the fact that the company ensure all employees work on conducive environment. Thus, the general finding of this study shows that 74.9 percent of the agreed with the fact that the company ensure all employees work on conducive environment.

4.4.4 Developed Programs to Manage Employees' Fatigue and Stress at Workplace

The findings of this study show that 136 (38.4%) of the respondents agreed that the company has developed programs to manage employees' fatigue and stress at workplace, and this was also agreed by 143 (40.4%) respondents who participated in this study. While 38 (10.7) percent of the respondents strongly disagreed and also 27 (7.6%) of the respondents disagreed that the company has developed programs to manage employees' fatigue and stress at workplace, lastly 10 (2.8%) of the respondents remained neutral on the fact that the company has developed programs to manage employees' fatigue and stress at workplace. The general observation from these findings was that 78.8 percent of the respondents who participated in this study agreed that the company has developed programs to manage employees' fatigue and stress at workplace.

From an interview conducted with different participants there were different views and ideas obtained from them about the determination of the most unsafe health and safety practices that may affect employee work performance.

“.....Geita Gold Mine Ltd has different measures and strategies which can be used to ensure effective performance of the its employees and on of the is that employees are aware of unsafe practices at workplace, and so they are able to adjust themselves when corresponding to certain situation. Also we have a requirement here which requires employees to have their personal protective equipment to every employee, every time when they are in work schedule.....[Participant No. 3, 2022].

Also, it was noted from another participant that;

“..... as member of the management we are responsible to a higher extent to ensure that the working environment are supportive and conducive to our people. It should know that employees are the engine of the company so treating them with humility makes them more comfortable and produce very high noticeable results. Thus, Geita Gold Mine has developed programs to manage employees’ fatigue and stress at workplace to make them have time rests and relax so they can gain more energy.....[Participant No.1, 2022].

The results like these were also found in the study conducted by Dyck (2015) who opined that occupational health is in this case driven towards improving the working conditions within an organization’s environment Occupational health and safety is a process of ensuring that people stay safe and healthy in the workplace to increase workers capacity to perform. It was noted that from Kalteh et al. (2021) that hundreds and millions of people throughout the world are employed today in conditions that strain ill health as well as

unsafe and the need to provide a safe and healthy work environment for employees has long been the responsibility of management and the companies, though the companies still have difficulties in providing a safe and healthy environment.

Lastly, Rizky and Ardian (2019) it was observed that although knowledge and experience are important parts of safe work and prevention of accidents, employees aptitude and approach to work is also essential for ensuring a healthier working environment. Improving employee performance through health and safety practices is important as it leads to the organization effectiveness

4.5 Attitude of Management on Health and Safety Practices on Influencing Employee Work Performance

In this subsection the respondents were asked about the attitude of the management on health and safety practices on influencing employees work performance. In responding to this question, they were required to used 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agreed, 5 = Strongly Agreed, as presented in Table 4.4

Table 4.4: Attitude of Management on Health and Safety Practices on Influencing Employee Work Performance

Attitude of management on health and safety practices on influencing employee work performance	1 F (%)	2 F (%)	3 F (%)	4 F (%)	5 F (%)
The company has strong health and safety management system in place.	23(6.5)	61(17.2)	18(5.1)	134(37.9)	118(33.3)
Employees' health and safety are top priority to management.	31(8.8)	28(7.9)	10(2.8)	143(40.4)	142(40.1)
Management conducts regular meeting and communicate health and safety issues to employees.	22(6.2)	47(13.3)	15(4.2)	136(38.4)	134(37.9)
Management allows employees involvement in all elements of health and safety.	38(10.7)	27(7.6)	8(2.3)	131(37.0)	150(42.4)

Source; Field Data (2022)

4.5.1 Company has Strong Health and Safety Management System in Place

According to Table 4.4 it was shown that 118 (33.3%) of the respondents strongly agreed that the company has strong health and safety management system in place, while 134

(37.9%) of the respondents agreed that the company has strong health and safety management system in place. On the other hand, 23 (6.5%) of the respondents strongly disagreed that the company has strong health and safety management system in place as well as 61 (17.2%) of the respondents who disagreed that the company has strong health and safety management system in place. Lastly the results obtained in this study shows that 18 (5.1%) of the respondents remained uncertain on the fact that the company has strong health and safety management system in place. Thus, it can be established from the general observation that 71.2 percent of the respondents who participated in this study agreed that the company has strong health and safety management system in place.

4.5.2 Employees' Health and Safety are Top Priority to Management

From Table 4.4 it was also noted from the findings that 142 (40.1%) of the respondent strongly agreed that employees' health and safety are top priority to management. In the same vein 143 (40.4%) of the respondents agreed that employees' health and safety are top priority to management. on the other hand, strongly disagreed and 31 (8.8%) of the respondents and 28 (7.9%) of the respondents disagreed that also strongly disagreed that employees' health and safety are top priority to management. Lastly it was shown that 10(2.8%) of the respondents who participated in this study remained uncertain on the fact that also strongly disagreed that employees' health and safety are top priority to management. The general findings of this study revealed that most of the respondents agreed for about 80.5 percent the employees' health and safety are top priority to management.

4.5.3 Management Conducts Regular Meeting and Communicate Health and Safety issues to Employees

From the result obtained it was shown that 134 (37.9%) of the respondents strongly agreed and 136 (38.4%) of the respondents agreed that management conducts regular meeting and communicate health and safety issues to employees. On the other hand, 22 (6.2%) of the respondents who participated in this study strongly disagreed and 47 (13.3%) of the respondents disagreed that management conducts regular meeting and communicate health and safety issues to employees. However, it was noted that 15 (4.2%) of the respondents remained uncertain that management conducts regular meeting and communicate health and safety issues to employees. Thus, it was noted that 76.3 percent of the respondents agreed that management conducts regular meeting and communicate health and safety issues to employees.

4.5.4 Management Allows Employees Involvement in all Elements of Health and Safety

Finally, it was shown that 150 (42.4%) of the respondents strongly agreed and 131 (37.0%) of the respondents agreed that management allows employees involvement in all elements of health and safety. On the other hand, 38 (10.7%) strongly disagreed and 27 (7.6%) of the respondents disagreed that management allows employees involvement in all elements of health and safety. However, there were only 8 (2.3%) of the respondents who were uncertain with the fact that management allows employees involvement in all elements of health and safety. Therefore, it can be established that 79.4 percent of the respondents who participated in this study agreed that management allows employees involvement in all elements of health and safety.

During an interview with participants it was noted that attitude of management on health and safety practices on influencing employee work performance as provided by one participant that;

“.....in my perception I think that this company has strong health and safety management system in place, because it is able to address it challenges in the very primary stage and give strong measure which help much to rescue situation. Also, it was there are issues which are important but employees’ health and safety are top priority to management.

Another participant provided that;

“..... in order to implement their roles effectively the management conducts regular meeting and communicate health and safety issues to employees, but also management allows employees involvement in all elements of health and safety. Thus, through these practices it makes see that the management of the company is committed to the health and safety of its people..... [Participant No.3, 2022]

4.6 Relationship between Work Health, Safety Practices and Employee’s Performance

In this subsection the research presents the research findings based on the descriptive statistics, inferential statistics and regression analysis to examine the relationship between the research variables used in this study. The independent variables were health and safety measures, health and safety programs unsafe practices and attitude of the management while the dependent variable was employee work performance.

4.6.1 Descriptive Statistics

This subsection presents the results basing on the minimum values, maximum values, mean values and standard deviation. The results for this aspect was summarized and presented in Table 4.5 as follows.

Table 4.5: Descriptive Statistics

	N	Min	Max	Mean	Std. Deviation
EWP	354	1	5	4.07	1.280
HSM	354	1	5	3.74	1.264
HSP	354	1	5	3.95	1.239
UP	354	1	5	3.88	1.226
AM	354	1	5	3.93	1.310
Valid N (listwise)	354				

Source; Field Data (2022)

According to Table 4.5 it was noted that EWP as the dependent variable had [Min = 1, Max = 5, Mean = 4.07 and SD = 1.280]. In the same vein HSM had [Min = 1, Max = 5, Mean = 3.74 and SD = 1.264]. On the other hand, HSP [Min = 1, Max = 5, Mean = 3.95 and SD = 1.239]. Not only that but also UP [Min = 1, Max = 5, Mean = 3.88 and SD = 1.226], lastly AM [Min = 1, Max = 5, Mean = 3.93 and SD = 1.210]. The results obtained shows high mean and standard deviation for all variable which means there is a related relationship between independent variables and dependent variable.

4.6.2 Correlation Analysis

The researcher performed the Pearson correlation, the Pearson correlation coefficient is an inferential statistic, meaning that it can be used to test statistically hypothesis. Specifically, it tests whether there is a significant relationship between variables. The results obtained were shown in Table 4.6

Table 4.6: Correlation Analysis

EWP	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	354				
HSM	Pearson Correlation	.023	1			
	Sig. (2-tailed)	.002				
	N	354	354			
HSP	Pearson Correlation	.409**	.162**	1		
	Sig. (2-tailed)	.000	.000			
	N	354	354	354		
UP	Pearson Correlation	.209**	.142**	.464**	1	
	Sig. (2-tailed)	.000	.000	.003		
	N	354	354	354	354	
AM	Pearson Correlation	.373**	.327**	.298**	.229**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	354	354	354	354	354
**. Correlation is significant at the 0.01 level (2-tailed).						

Source; Field Data (2022)

The result presented in Table 4.6 depicted that there was a significant relationship between research variables of about 0.01 and more specifically it was noted that EWP ($r(354) > 1$, $p < 0.001$), also it was shown that HSM was found to have a correlation of ($r(354) > .023$, $p < .002$), on the other hand HSP was found to have a correlation of ($r(354) > .162$, $p < .003$). it was also noted that UP had ($r(354) > .464$, $p < .003$), while AM had a correlation of ($r(354) > .229$, $p < .000$). Thus, it was established that the research variable in this study a positively correlation because all of them had the p – value less than 0.05

4.6.3 Normality Test

This assumption aims to check whether variables are normally distributed to allow easy prediction of values (Osborne & Waters, 2002). That when normality test is violated may result to uneven validity and reliability of estimates. In this test Skewness – Kurtosis test was employed to test normal distribution of the data as suggested by Pallant (2010) as result shown in Table 4.9 below;

Table 4.7: Normality Test

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
EWP	-1.480	.130	.988	.359
HSM	-.803	.130	-.578	.359
HSP	-1.273	.130	.565	.359
UP	-1.031	.130	-.048	.359
AM	-1.224	.130	.263	.359
Valid N (listwise)				

Source; Field Data (2022)

The results obtained from 4.7 shows that in assessing normal distribution of the researcher variable the values of Skewness – Kurtosis was used and the average results shows that the acceptable range for Skewness – kurtosis test ± 3.13 . These results are positively supported by Tabachnick and Fidell (2007), who contended that the Skewness - Kurtosis should be ± 3.13 .

4.6.4 Homoscedasticity Test

This test assumes equal variance of errors exists among independent variable thus provide wide room to assume consistency spread of errors among variables (Stevens, 2009). Scatter plot of standardized residuals versus predicted values was plotted to check whether Homoscedasticity was satisfied as suggested by Stevens (2009) as figure 4.10 shows below.

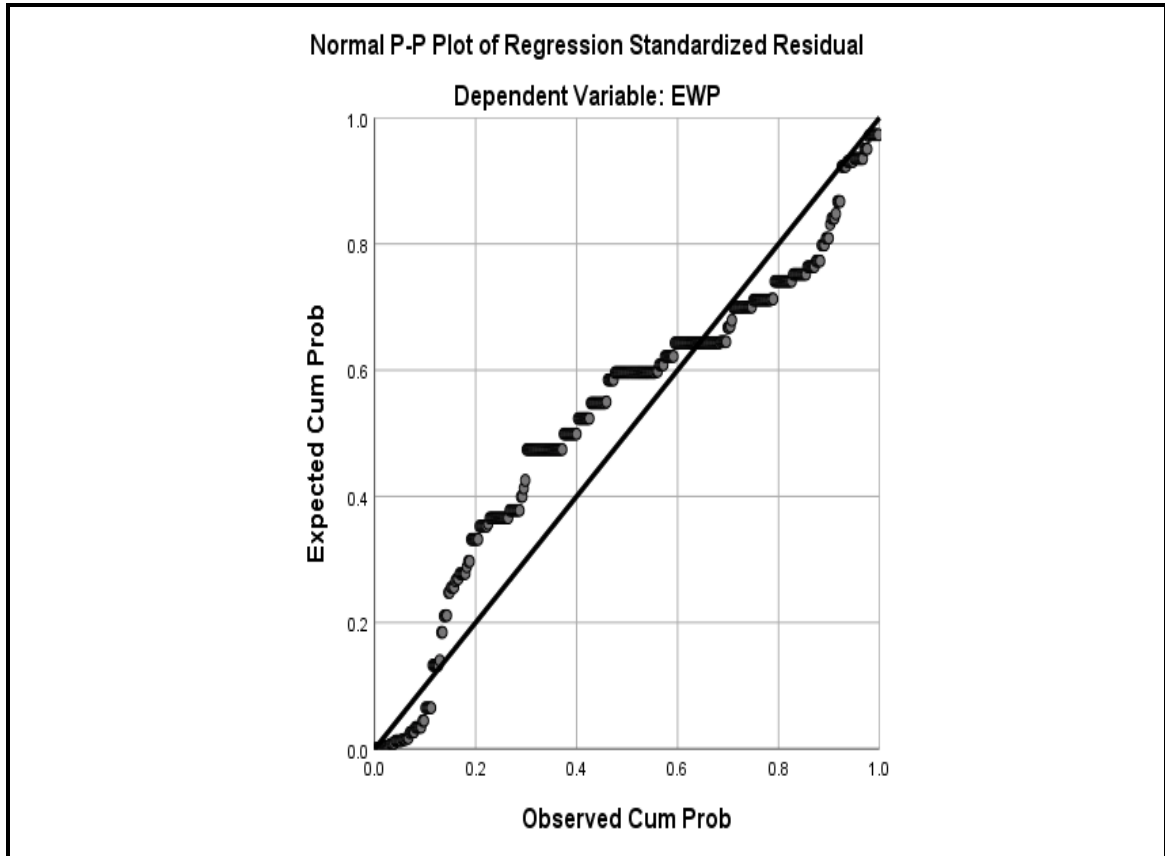


Figure 4.1: Homoscedasticity Results

Source: Field Data (2022)

From figure 4.1 it was noted that Homoscedasticity test was statistically satisfied as scatter plot depicts random scatter of residuals around horizontal line (line). Osborne and Waters (2002) claims that Homoscedasticity can be examined when there is random scatter residual around the horizontal line.

4.6.5 Autocorrelations Test

It intends to test independent of errors among variables (Stevens, 2009). When this assumption is violated Type I and Type II errors are likely to affect the results (Osborne &

Waters, 2002). Durbin – Watson test was conducted to check whether autocorrelations exists between the independent and dependent variables as shown below.

Table 4.8: Autocorrelation

Model	R	R Square	Adjusted R Square	R	Std. Error of the Estimate	Durbin-Watson
1	.503 ^c	.353	.346		3.111	2.663

Source; Field Data (2022)

The test shows the existence of autocorrelation which is low among the variables as Durbin – Watson coefficient was within an acceptable range (2.663). According to Field (2009), Durbin - Watson coefficient below 1.5 or above 2.5 may raise a concern.

4.6.6 Multicollinearity Test

This assumption intends to measure whether variables are uncorrelated. Keith (2006) recommends that there should be low correlation among independent variables to allow clear examination of significance effects of each dependent variable predictor. VIF and tolerance were calculated to determine level of Collinearity.

Table 4.9: Multicollinearity Test

	B	Tolerance	VIF
(Constant)	2.398		
EWP	.423	1.000	1.000
HSP	.338	.911	1.097
HSP	.348	.907	1.103
UP	.309	.831	1.203
HSM	-.137	.888	1.126

Source; Field Data (2022)

From Table 4.9 it was shown that VIF and tolerance rate independent variable had low multicollinearity as their coefficients were within the acceptable value range (Table 4.4). Stevens (2009) claims low VIF and high tolerance rate suggests for low Collinearity. According to Keith (2006), tolerance ranges from 0 to 10 while VIF ranges between 1 and 10.

4.6.7 Multiple Linear Regressions Analysis

Following satisfaction of the assumptions, multiples analysis was conducted to determines the relationship between independent variables and dependent variable as depicted on Table 4.9 based on regression model. Regression model developed basing general equation of regressions as follows;

$$\text{EWP} = \beta_0 + \beta_1 \text{HSP} + \beta_2 \text{HSM} + \beta_3 \text{UP} + \beta_4 \text{AM} + \varepsilon \quad \text{.eq3}$$

Table 4.10: Multiple Regression Coefficient

Model	Unstandardized Coefficients		Standardized	T	Sig.
	B	Std. Error	Coefficients Beta		
1 (Constant)	2.398	.208		11.526	.000
HSM	.269	.048	.275	5.637	.000
HSP	.348	.050	.337	6.940	.002
UP	.309	.050	.317	6.252	.000
AM	-.137	.050	-.135	-2.759	.003

Source; Field Data (2022)

From Table 4.10 it was noted that HSM ($\beta=.275$, $p=.000$), HSP ($\beta=.337$, $p=.002$), UP ($\beta=.317$, $p=.000$), AM ($\beta=-.135$, $p=.003$). Thus, it was established that there was positive significant relationship between research variables simply because the P-Value was less than 0.05 in all research variables.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary, conclusion and recommendations of the study developed from the findings obtained in the previous chapter. The chapter is organized into four sections; section one presents summary of the study, section two presents summary of the study findings based on objectives, section three presents conclusion of the study and the fourth section presents recommendations.

5.2 Summary of the Study

The study aimed at examining workplace health and safety practices in relation to employee performance in Tanzania, using Geita Gold Mining. It was governed by four objectives firstly to examine how health and safety measures influence employee work performance, secondly to examine the effects of health and safety programs on employee work performance thirdly to determine the most common unsafe practices that may affect employee work performance fourthly to assess the attitude of management on health and safety practices on influencing employee work performance. The study reviewed various literatures pertaining to occupational health and safety, work performance, practices of occupational health and safety globally, Sub Saharan Africa and Tanzania.

The study was hinged on Maslow's' theory of hierarchy of needs. Mixed Method Research Approach and explanatory research design was employed to attain the research purpose. A total of 361 participants were involved in the study. Purposive and

convenience sampling was used to obtain the sample of the study. Data collection involved the use of questionnaires, interview and documentary review. Quantitative data were analysed descriptively to get frequencies and percentages using SPSS version 22 and Qualitative data were analysed through content analysis.

5.3 Summary of Major Findings

5.3.1 Effects of Health and Safety Measures on Employee Work Performance

In respect to the first research objective, data collected through questionnaires showed that there was a high frequency and percentage for the respondents 69.2 percent of the respondents who participated in this study agreed that health and safety are important aspects of productivity at workplace. With regard to whether health and safety aspects influence employee morale, about 77.2 percent of the respondents agreed that they do. It was further observed that 79.1 percent of the respondents who participated in this study agreed that Injury, accidents, and illness are reported and communicated at workplace, while 76.8 percent of the respondents agreed that hazardous conditions are reported to management so they can take quick corrective action.

The results obtained through interview also depicted a high level of agreement from the participants who reported that GGM has a specialized department which is responsible for ensuring employees safety. GGM takes certain measures such as seminars, training as well as general reminders to ensure that Injuries, accidents, and illness are reported and communicated at workplace. Other participants had an opinion that it was true that hazardous conditions are reported to the management so they can take quick corrective

action. The results obtained through descriptive statistics successfully showed that HSM had [Min = 1, Max = 5, Mean = 3.74 and SD = 1.264]. The results of the mean and standard deviation were very high which that there was positive relationship between the research variables. Also basing on the correlation analysis it was revealed that HSM was found to have a correlation of ($r(354) > .023$, $p < .002$), the level of significance between variable was .002 which was less than 0.05, on the side of the regression analysis it was shown that HSM ($\beta = .275$, $p .000$), in which the p-value was also found to be less than 0.05.

5.3.2 Effects of Health and Safety Programs on Employee Work Performance

In this objective the main concern was to examine whether health and safety programs have influence on the employee performance. Basing on the results obtained through questionnaires it was noted that that 69.2 percent of the respondents agreed that the company conducts regular inspection at workplace as per OSHA guidelines. It was also noted 82.8 percent of the respondents who participated in this study agreed that employees are oriented and trained on the company health and safety programs. On the other hand, 81.6 percent of the respondents agreed that employees are aware of the company hazard identification system. Furthermore, it was shown that 83.9 percent of the respondents who participated in this study agreed that health and safety incidents are investigated to find out the root causes and take action.

In addition, based on the findings obtained through interviews with a variety of participants, it was noticed that there are effects of health and safety programmes on the

work performance of employees. This is the reason why the company has a programme in place to conduct regular inspections at the workplace in accordance with OSHA guidelines and to take the necessary measures to hold people accountable in the event that any of these guidelines are violated. This is done in order to guarantee the safety and health of the organization and its workforce.

From the analysis based on the descriptive statistics it was observed that HSP [Min = 1, Max = 5, Mean = 3.95 and SD = 1.239], the findings showed higher mean and standard which can be interpreted as the presence of positive relationship between the variables. On the side of correlation analysis it was noted that HSP was found to have a correlation of ($r = 0.354$), $p < .003$, the results show that p-values was less than 0.05, in the same vein the result obtained through regression analysis showed that HSP ($\beta = 0.337$, $p = 0.002$), which also depicted a less p-value than 0.05.

5.3.3 Most Common Unsafe Practices that may Affect Employee Work Performance

In this section the research aimed at establishing the relationship between common unsafe practices and employees work performance. It was found from the result obtained through questionnaires that 71.5 percent of the respondents who participated in this study agree that employees are aware of unsafe practices at workplace, while 21(5.9) percent of the respondents remained neutral. It was also observed that 74.9 percent of respondents agreed with the fact that the company ensures that all employees work on a conducive environment, and 78.8 percent of the respondents who participated in this study agreed that the company has developed programmes to manage employees' fatigue and stress

while they are at work. Both of these results were found to be significant. The results obtained through interviews show that Geita Gold Mine Ltd has different measures and strategies which can be used to ensure effective performance of its employees and one of the measures is that employees are made aware of unsafe practices at workplace. In addition, there are requirements for employees to have their personal protective equipment to every employee, every time when they are in work schedule.

On the descriptive statistics it was noted that UP [Min = 1, Max = 5, Mean = 3.88 and SD = 1.226], the results show higher mean and standard deviation which means that there was a positive relationship between variables. On the other hand, the findings obtained from correlation analysis it was also noted that UP had ($r(354) > .464$, $p < .003$), and the p-value was found to be less than 0.05, on the side of the regression analysis it was noted that UP ($\beta = .317$, $p = .000$), thus since the results from correlation analysis and regression analysis provided a p-value less than 0.05 it means that there was positive relationship between most common unsafe practices and the employees work performance.

5.3.4 Attitude of Management on Health and Safety Practices on Influencing Employee Work Performance

From the results obtained through questionnaires on the determinants of the attitude of the management it can be established from the general observation that 71.2 percent of the respondents who participated in this study agreed that the company has a strong health and safety management system in place, while 80.5 percent the employees' health and safety are top priority to management. On the other hand, 76.3 percent of the respondents agreed that management conducts regular meetings and communicate health and safety

issues to employees. It was revealed that 79.4 percent of the respondents who participated in this study agreed that management allows employees involvement in all elements of health and safety. Based on participant interview data, we know that the company has a robust health and safety management system in place, which means that it is able to address its challenges at an early stage and provide strong measures that help much to rescue the situation, and this has a positive effect on employee work performance.

On the side of the descriptive statistics it was noted that AM [Min = 1, Max = 5, Mean = 3.93 and SD = 1.210], the determinant also had high mean value and standard deviation hence establishes that there is a positive relationship between variables. On the side of the correlation analysis it was noted that AM had a correlation of ($r(354) > .229$ $p < .000$), this shows a level of significance which was less than 0.05 meaning that the relationship between variable positive and significant, the result obtained through correlation analysis also showed that AM ($\beta = -.135$, $p = .003$), this means that there was a positive and significant relationship between attitude of management on health and safety practices on influencing employee work performance.

5.4 Conclusion

Basing on the findings of the study, working environment which lack health and safety to workers may lead to poor performance of the employees hence loss and collapse of the company or organization. Therefore, companies or organizations with the objectives of ensuring maximum profit in their production or service delivery should ensure that occupational health and safety is their foremost priority. Environment which jeopardize

occupational health and safety should be highly discouraged through cultivation of precaution culture to all employees. The management should ensure effective implementation of the occupational health and safety practices towards creating better working environment for the organization.

5.5 Recommendations

5.5.1 Recommendations for Actions

Occupational health and safety is a core element for ensuring organization or company's prosperity, it should be a priority to every management team when setting strategic plans or objectives of their company or organization. The respective safety and health implementing institution should adopt measures in order to ensure that relevant policies and regulation are fully implemented in the companies' activities, such measures should also have feedback mechanisms that would promote effective and efficient monitoring of the policy. OSHA should make regular auditing to companies or organizations so as to ensure adherence to the conditions and regulations regarding workplace health and safety.

5.5.2 Recommendations for Further Study

Patently, the findings of the present study have vividly revealed that workplace health and safety has a great contribution towards employee work performance in Tanzania, Taking into account on these findings, there is a need of conducting further research on this area.

The recommended areas for further studies are;

- i. The current study was confined only to GGM Company in Geita Town Council, Geita region. Another study which will involve large number

of companies or organization and different research methods can be done.

- ii.** Further research should be conducted on the challenges facing the adoption and implementation of the occupational safety and health in the private companies

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APPENDIX I
QUESTIONNAIRE

Close and Open- Ended Questionnaire

Dear Respondent;

I, Salma Omary Mhina, a student at The Open University of Tanzania, am conducting research on “Workplace Health and Safety Practices in relation to Employee Work Performance in Tanzania: Case study of Geita Gold Mining Limited”. The study is conducted in partial fulfilment for the requirement for the Master of Master of Human Resources Management degree. This questionnaire contains a set of questions, which you are kindly requested to reply in order for me to accomplish this study. The information collected will be used for academic purposes only while the participant will be accorded with due confidentiality. Please take part in this study by completing this questionnaire according to the given instructions.

I shall appreciate in receiving your completed questionnaire through bellow-given email.

Thank you in advance for your assistance.

Cell: +255 754 654 978

E-mail address: salma.mhina@AngloGoldAshanti.com

SECTION A: RESPONDENT INFORMATION

Kindly insert tick (√) as in the space provided

i. Gender: Male Female

ii. Age: 20-29 30-39 40-49 50+

iii. Level of education

High School

Diploma

Bachelor's degree

Postgraduate diploma

Master's degree

PhD degree

iv. How long have you been with Geita Gold Mining Limited?

Less than 3 years

More than 3 years, (please specifyyears)

v. Which department/section are you working with?

.....

vi. What category do you fall at GGML?

a) Top Level Management

b) Middle Level Management

c) Low

d) Other (Specify)

Section B: Question based on objectives

Directions: Please indicate your choice by putting a tick (√) as appropriate in the table given below:

Scale: (1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree)

Section B.1: Examination of how health and safety measures influence employee work performance

	Strong disagree	Disagree	Uncertain	Agree	Strongly agree
	1	2	3	4	5
1) Health and safety are important aspects of productivity at workplace.					
2) Health and safety influence employee morale.					
3) Injury, accidents, and illness are reported and communicated at workplace.					
4) Hazardous conditions are reported to management so they can take quick corrective action					

5) Do you think health and safety measures influence employee work performance? If yes, give details

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Section B.2: Examination of the effects of health and safety programmes on employee work performance

	Strong disagree	Disagree	Uncertain	Agree	Strongly agree
	1	2	3	4	5
6) The company conduct regular inspection at workplace as per OSHA guidelines.					
7) Employees are oriented and trained on the company health and safety programs.					
8) Employees are aware of the company hazard identification system.					
9) Health and safety incidents are investigated to find the root causes and take action.					

10) Do you think health and safety programs affect employee work performance? If yes, give details

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Section B.3: Determination of the most unsafe health and safety practices that may affect employee work performance

	Strong disagree	Disagree	Uncertain	Agree	Strongly agree
	1	2	3	4	5
11) Employees are aware of unsafe practices at workplace.					

12)The company provide appropriate personal protective equipment to every employee.					
13)The company ensure all employees work on conducive environment.					
14)The company has developed programs to manage employees' fatigue and stress at workplace.					

15) What are the most common unsafe practices that may affect employee work performance?

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Section B.4: Assessment on the attitude of management on health and safety practices on influencing employee work performance

	Strong disagree	Disagree	Uncertain	Agree	Strongly agree
	1	2	3	4	5
16)The company has strong health and safety management system in place.					
17)Employees' health and safety are top priority to management.					
18)Management conducts regular meeting and communicate health and safety issues to employees.					
19)Management allows employees involvement in all elements of health and safety.					

20)Do you think management attitude on health and safety practices have influence on employee work performance? If yes, provide detail.

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APPENDIX II**DOCUMENTS FOR REVIEW**

S/No	Documents Reviewed	Information
i	Performance Records	Satisfaction level
ii	Health and safety records	Implementation of H&S policy
iii	Productivity	Amount produced by employee

APPENDIX III

INTERVIEW TO MANAGEMENT OF THE MINES

- (i) How is health and safety implemented at GGM?

- (ii) It is possible there are some challenges hinder effective handling of health and safety issues. How this statement is true?

APPENDIX IV: RESEARCH CLEARANCE LETTER

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THE OPEN UNIVERSITY OF TANZANIA
DIRECTORATE OF POSTGRADUATE STUDIES

P.O. Box 23409
 Dar es Salaam, Tanzania
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Tel: 255-22-2668992/2668445
 ext.2101
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 E-mail: dpgs@out.ac.tz

Our Ref: PG201608483

5th September 2022

Managing Director,
 Geita Gold Mining Limited,
 P.O.Box 532,
 GEITA.

RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you Ms. **MHINA, Salma Omary**, Reg No: **PG201608483** pursuing **Master of Human Resource Management (MHRM)**. We here by grant this clearance to conduct a research titled "**Workplace Health and Safety Practices in Relation to Employee Work Performance in Tanzania: A Case Study of Geita Gold Mining Limited**" She will collect her data at your office from 6th September 2022 to 6th October 2022.

In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours,
THE OPEN UNIVERSITY OF TANZANIA


 Prof. Magreth S. Bushesha
DIRECTOR OF POSTGRADUATE STUDIES.



