

**EXAMINING FACTORS INFLUENCING HEALTH AND SAFETY  
MANAGEMENT TO WORKPLACE PERFORMANCE: THE CASE OF  
ITILIMA DISTRICT**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
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**2025**

### **CERTIFICATION**

The undersigned certify that he has read and hereby recommend and approve for acceptance by the Open University of Tanzania a dissertation entitled: **“Examining the Factors Influencing Employees’ Health and Safety Management to Workplace Performance: Itilima District Council”**, in partial fulfillment of the requirements for the Degree of Master of Human Resource Management (MHRM).

.....

Prof. Gwahula Raphael

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Date

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## **DEDICATION**

I dedicate this dissertation report to my family members.

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## ABSTRACT

This study aimed at examining factors influencing health and safety management at workplace performance in Itilima District. Probability and Non-probability sampling procedures were used through stratified sampling, simple random sampling and purposeful sampling techniques in order to capture information from 322 respondents. Descriptive survey design was adopted in conducting this study with both quantitative and qualitative research approaches where quantitative approach used as the major approach applied, data were collected using Questionnaires with Observations. Data analysis involved descriptive statistics, regression and multiple linear regression. In the findings, it is indicated that health and safety management at workplace performance in Itilima District is influenced by several factors including; accidents, diseases, competitive stress, culture and technology, economic circumstances due to low income, temperature and humidity, absenteeism and disabilities. Therefore, in this study, it is recommended that, the educational stake holders and the government at large have to take the results of the researcher's findings and apply it as a tool in resolving the factors influencing health and safety at work place for the improvement of workplace performance. Thus, health and safety at work place performance has great influence to the workers performance. Issues like accidents, diseases, competitive stress, culture and technology, economic circumstances due to low income, temperature and humidity, absenteeism and disabilities have to be taken as interventions to be addressed in yielding workplace performance.

**Keywords:** *Health and Safety, Employees' Workplace, Performance, Management, Organization Culture.*

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## LIST OF ABBREVIATIONS

AMCOS	-	Agriculture Marketing Cooperating Societies
AIDS	-	Acquired Immunodeficiency Syndrome
COVID	-	Corona Virus Diseases
EWP	-	Employees' Workplace Performance
GP	-	Government Policy
MoEVT	-	Ministry of Education and Vocational Training
MoFS	-	Ministry of Fund Sources
NBS	-	The National Bureau of Statistics
HIV	-	Human Immunodeficiency Virus
HR	-	Human Resource
HRO	-	Human Resource Officer
DHRO	-	District Human Resource Officer
HRM	-	Human Resource Management
ILO	-	International Labor Organization
MEST	-	Ministry of Education Science and Technology
MHRM	-	Master of Human Resource Management
HSE	-	Health and Safety Executive
HSMS	-	Health and Safety Management Systems
ILO	-	International Labour Organization
NGOs	-	Non-Governmental Organizations
OHS	-	Occupational health and safety
OSHA	-	Occupational Safety and Health Authority
PSRP	-	Public Service Reform Programme

ToP	-	Theory of Performance
UNDP	-	The United Nations Development Policy
URT	-	United Republic of Tanzania
USOE	-	The United States Office of Education
OUT	-	The Open University of Tanzania
DC	-	District Council
DEO	-	District Education Officer



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

In the recent past health and safety at work place has been a major concern in many organizations. Thus, this research focused on the factors workplace health and safety management can influence employees which deal with work related accidents and how to minimize damages and loss to employee's mental and physical facilities. There has been a high rate of accidents related to work reported every year which results to deaths or physical damages(Tawfeeq et al., 2024).

Global studies on health and safety management in the workplace emphasize a cohesive structure that integrates legal frameworks, risk management, cultural influences, employee involvement and technological advancements. ISO 45001 provides a global framework for occupational health and safety management systems (HSMS). It promotes a proactive approach to identifying and mitigating risks and emphasizes worker participation and continuous improvement. Research comparing different countries' regulatory frameworks shows that robust laws, such as those enforced by OSHA in the United States or the Health and Safety Executive (HSE) in the UK, lead to better safety outcomes. For example, a study by Krause & Salomon (2025) discusses the effectiveness of regulatory approaches across different jurisdictions.

A comprehensive review by Küçük et al.( 2024) details various risk management approaches used globally. The International Labour Organization (ILO) highlights

new challenges such as psychosocial risks and the impact of globalization on workplace safety, which require updated risk management strategies. Research consistently shows that strong safety culture within organizations leads to improved safety performance. For instance, studies by Amaliyah et al., (2024) explore the components of safety culture and its impact on safety outcomes.

Global studies such as those by Walters and Nichols (2007), emphasizes the importance of employee involvement in health and safety management. They argue that active worker participation leads to better identification of hazards and more effective control measures. Research shows that continuous safety training significantly reduces the incidence of workplace injuries. For example, a study by El Kholti et al. (2024) on training effectiveness highlights the importance of practical, ongoing training programs.

Studies including those by Lingard and Rowlinson (2005), discuss how organizations use KPIs like incidence rates and near-miss reports to measure and improve their health and safety performance. The COVID – 19 pandemics has brought to light the need for adaptable health and safety management systems. A study by Pacheco et al. (2020) discusses how workplaces globally adapted to new safety challenges during the pandemic. The impact of climatic change on workplace safety is becoming a significant area of study. For instance, research by Schulte et al. (2009) examines how extreme weather conditions pose new risks, particularly in outdoor and high-risk industries. Increasing attention is being paid to mental health within the workplace safety framework. A study by Harvey et al. (2017) highlights the importance of

addressing stress and mental well-being as part of comprehensive health and safety management. The use of digital tools such as wearable technology and AL in workplace safety management is on the rise. A study by Riaz et al. (2020) explores the potential of these technologies to enhance safety monitoring and incident prevention. While automation can reduce certain safety risks, it also introduces new hazards. Research by Susskind (2020) discusses how automation affects workplace safety and the need for updated safety protocols.

The role of organizations like the ILO and WHO in promoting global health and safety standards is crucial. A report by the ILO (2019) outlines how international collaboration leads to the development of best practices that can be adapted to local contexts. Global conferences and professional networks are instrumental in sharing the latest research and innovations in health and safety management. These platforms facilitate knowledge exchange and the dissemination of effective practices. Investment in safety prevention will lead to a significant decrease in occupational accidents and diseases which will also help to save lives prevent enormous human suffering and financial resources through employee absenteeism.

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 (Manikandan, 2017). Safety and health working environment not only contribute to increased population in an efficient way but also creates confidence to both workers and the general public at

large, Shain (2016). Occupational health and safety are the 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 (OSHA, 2021).

The quality of the workplace environment has an impact on the level of employees' motivation and performance. How well employees engage with the organization, especially the immediate environment influences to a great extent their error rate, level of innovation and collaboration with other employees as well as absenteeism and ultimately affect the number of years they stay on the job. Health and safety standards instituted by organizations is aimed at the promotion and maintenance of the highest degree of physical, mental, social wellbeing of workers in all sectors that have an impact on the health of employees.

According to Hughes (2015), health is the protection of the body and mind of people from illness resulting from work. He also defined safety as a protection of people from physical injury. Hughes (2015), however explained health and safety as, the welfare of people at work that is, the protection of facilities to maintain the health and well-being of individuals at the workplace.

Safety hazards according to Fonkeng (2018), are those aspects of the work environment that have the potential of immediately causing violent harm to an employee whilst health hazards slowly and cumulatively lead to deterioration of an employee's health.

In the globalized world, the relative edge of developing countries such as Ghana lies with the cost of labour. Labour cost has become an important consideration in product and service development as most firms aim to maximize productivity from their workforce and equipment. Fonkeng (2018), it is argued that health and safe working conditions improve productivity and will thus, help developing countries become competitive in the globalized world economy and that is why many organizations are making efforts to ensure that health and safety is managed at the work place effectively. Productivity is also a ratio that measures how well an organization put resources into goods and services.

Work environment can be seen as the circumstances, influences, stress, competitive, cultural, demographic, economic regulator and technological factors that affect the survival, operations and growth of an organization. The goal of organizations in instituting health and safety programs is to foster a safe and risk-free work environment for the employees and the stakeholders at large to ensure efficiency of personnel and the end result to maximize productivity. Productivity has been an essential contributor to corporate success due to the fact that occupational health and safety has a direct translation of it into cost savings and profitability. Unsatisfactory work environments can have an adverse effect on worker motivation that tends to make minimal effort towards work there by lowering performance (HSE, 2020).

To understand the theoretical background and frameworks that ground the study, it is important to consider the intersection of theories from operations management, occupational health and safety as well as organizational behavior. Systems theory,

particularly in the context of operations management view an organization as a complex system made up of interrelated and interdependent parts.

The health and safety management system (HSMS) within an organization is a subsystem that needs to be aligned with overall organizational goals. In the study of the factors influencing health and safety management, systems theory helps to understand how various elements such as policies, procedures, culture and individual behaviors interact to influence health and safety outcomes.

The theory supports a holistic approach to managing safety, recognizing that changes in one part of the system can have wide spread effects (Senge, 1990). Risk management frameworks, including those outlined by international standards like ISO 31000, provide a structured approach to identifying, assessing and controlling risks in an organization. These frameworks are directly relevant to health and safety management as they provide the tools and processes necessary for identifying potential hazards, assessing the risks associated with these hazards and implementing controls to mitigate them.

They also emphasize the continuous monitoring and review risk, which is essential for maintaining a safe working environment (Hopkin, 2018). Behavioral theory focuses on the behaviors of individuals within the workplace and how these behaviors impact safety. The theory posits that safety performance is largely influenced by actions and decisions of individuals, which are in turn shaped by organizational culture, training and leadership. This theory is crucial for

understanding how employee behavior can influence the effectiveness of health and safety management practices. It emphasizes the need for behavioral interventions, training and development of safety culture where safe behaviors are encouraged and reinforced (Geller, 2001).

Contingency theory suggests that there is no one-size-fits-all approach to management; instead, the best approach depends on the specific circumstances of an organization, including its environment, size, structure and technology. In health and safety management, contingency theory supports the idea that different organizations may require different health and safety strategies based on their unique contexts. For instance, what works for manufacturing firm may not be suitable for a service-based organization. This theory helps in tailoring health and safety programs to fit specific organizational needs (Donaldson, 2001).

Various OHS theories provide insights into the principles and practices that lead to safer workplaces. These include Heinrich Accident Pyramid which suggests that many minor incidents often precede a major accident and the Swiss Cheese Model which visualizes how layers of defense can be breached, leading to an accident. These theories are directly relevant to the study as they form the foundation of understanding the causation of workplace accidents and the importance of multiple layers of safety interventions. They underscore the need for a comprehensive approach to health and safety management that addresses both direct and indirect factors influencing safety outcomes (Reason, 1990). Workplace health and safety raises the question of economic costs. The economic cost of occupational health and

safety to the organization is double-edged. Health and safety measures which protect employees from the hazards of the workplace can conflict with management's objective of containing production costs.

Effective health and safety policies can improve the performance of employees and the organization, by reducing costs associated with accidents, disabilities, absenteeism, or illness, replacement employee, a wage cost for the time spent by human resource manager personnel recruiting, selecting and training the new employee and, in less typical cases, the cost associated with loss of revenue on orders cancelled or lost if the accident causes a net long-term reduction on sales as well as the negative effect on morale the quality of work (Rousseau, 1998).

Overall, the costs of most work-related accidents or illnesses to workers and their families and to employers are very high. On a national scale, the estimated costs of occupational accidents and illnesses can be as high as three to four per cent of a country's gross national product. It is therefore important for organizations to treat every employee's complaint seriously and to ensure that they feel safe and healthy.

A healthy and safe work environment helps to reduce costs and improve organizational effectiveness. If work-related illness and accidents can be transposed on to the balance sheet, the organization can apply the same management effort and creativity to designing and maintaining a healthy and safe workplace as managers customarily apply to other facets of the business. As Robbins (2004), stated accident prevention can be integrated into the overall economic activity of the firm.



High-Reliability Organization (HRO) theory focuses on organizations that operate in complex, high-risk environments and yet maintain a lower-than-expected accident rate. Thus, organizations aiming to enhance their health and safety management, HRO theory provides framework for developing a safety culture that emphasizes vigilance, learning from near misses and maintaining robust safety systems(Lehto & Cook, 2012).

In the context of the research on Health and Safety Management, these theoretical backgrounds provide a foundation for understanding how various organizational, behavioral and environmental factors can influence the effectiveness of health and safety. Organizations of the recent have developed programs to protect their members against unhealthy and unsafe conditions. These programs are based on individual workers and their behavior at work and also the facilities they use at the work place. All these are looked upon to ensure health and safety. Due to increased cases of accident in work places, therefore, employees, consumers and other stakeholders who are affected by the products of the company should be protected against hazards arising from their links with the company(Barakat & Hassan, 2019). The link between variables such as diseases, accidents, stress, disabilities and employees' performance and operations theory are significant because these factors directly influence the efficiency, productivity and overall success of organizational operations.

Disease outbreaks can drastically reduce the available workforce, leading to delays and reduced productivity. Operations theory highlights the importance of capacity

management which involves understanding and optimizing workforce availability to maintain operational efficiency. According to Neely et al. (2005), workforce health is critical to maintain consistent operational performance, as absenteeism due to illness can severely disrupt operations. Accidents in the workplace can halt operations, damage assets, and cause injuries, leading to significant operational disruptions. Operations theory emphasizes the importance of risk management and the implementation of safety protocols to prevent such incidents. As noted by Hallowell and Gambatese (2009), effective safety management is integral to reducing operational risks and ensuring continuous, efficient operations.

High stress levels can lead to burnout, reducing cognitive performance and overall productivity. Operations theory incorporates human resource management principles, emphasizing the need to manage workload and create a supportive work environment to mitigate stress. According to Mustika et al., (2022), stress negatively impacts employee performance, leading to inefficiencies in operations. Also, stressful work environment can increase turnover rates and lead to operational inefficiencies. In summary, these variables; diseases, accidents, stress, disabilities and employees' performance are crucial to operations theory as they influence how operations are structured, managed and optimized to achieve desired outcomes.

## **1.2 Statement of the Research Problem**

Royal society for prevention of Accidents (2008) stated that despite the fact that there are health and safety policies, strategies and programmes which have been designed in order to protect the employees from hazards arising from their

employment duties, accidents are still an alarming issue in workplace premises. These are especially experienced during duty time. It has been noted that both the employer and his employees play central role toward diseases and accidents affecting employees' performance occurring in the organization. According to McKee et al., (2016) every 15 seconds, one dies from a work-related accident or disease and 153 workers incur work-related accident (ILO, 1996-2016a).

As per ILO report (2011), in 2008, 2.02 million deaths were caused by work-induced diseases and 321,000 deaths from work-related accidents, this is more than 6300 work-induced deaths per day (ILO, 2011) In 2003 and 2004, the accidents reported in Tanzania mainland as per MoLE, (naot,2013) were 1,692 and 1,889 respectively and a total amount of TZS 668.5 million were used to compensate occupational accident victims. No wonder only severe work-induced injuries or illness are usually jotted down to the exclusion of so called minor un-compensable injuries (Matiko & Naidoo, 2011).

In Itilima District as part of Tanzania where the study is conducted the same characteristics exist. For instance, in the year 2021, the reported number of accidents for employees was 102 where 67 was for teachers, 12 for health employees and 23 for the rest employees. Other concerns in the area are poor economics and disabilities of employees resulting to poor health and safety for employees. The result of inadequate safety equipment, unreliable temperature and humidity, not providing the right safety standards and resources for employees causes poor performance in any organization. According to Abun et al. (2021) more attention should be paid to

identifying and dealing with the working environment because when employees have negative perceptions of their environment they sometimes suffer from chronic stress including stress caused by competition, culture and technology. Zou (2020) stated that working environment means those processes, systems, structures, tools or conditions in the workplace that impact favourably or unfavourably individual performance.

Therefore, an effective and efficient use of the human resource will translate into the overall effectiveness and efficiency of the organization. Although, many organizations accept the human resource as an important resource, they fail to realize safe and healthy environment that will promote their optimum utilization (Animashaun, 2014). Therefore, every effort should be made by management and employees in order to avoid occupational accidents from occurring. This has necessitated this study to examine the factors influencing employees' health and safety management to workplace performance.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The general objective of the study is to examine the factors influencing employees' health and safety management to workplace performance.

#### **1.3.2 Specific Objectives**

- i. To identify the ways that diseases and accidents causing absenteeism affect employees' health and safety management towards workplace performance

- ii. To determine the extent to which economics and disabilities affect health and safety measures at workplace performance
- iii. To find out how Temperature and humidity influence employees' health and safety management towards workplace performance
- iv. To investigate the link between Competitive Stress and Culture and Technology to employees' health and safety towards employees' working place performance.

## **1.4 Research Questions**

### **1.4.1 The main Research Question**

What is the influence of employees' health and safety management to workplace performance in Itilima District?

### **1.4.2 The Specific Research Questions**

- i. What are the ways that diseases and accidents affect employees' health and safety management towards workplace performance?
- ii. How do economics and disabilities affect health and safety measures at workplace performance?
- iii. To which extent do Temperature and humidity influence employees' health and safety management towards workplace performance?
- iv. What are the link between Competitive Stress and Culture and Technology to employees' health and safety towards employees' working place performance?

## **1.5 Significance of the Study**

The study is significant to the current and future Human Resource Managers as it will be used to guide them in the evaluation of existing health and safety

programmes in their organizations to make sure that there are ways that diseases and accidents affecting employee's safety and health management.

The government may adopt this research in its policy creation on issues of the effects of economics and disabilities measures at its offices. The management of both public and private would benefit in terms of identifying proper methods to be applied so as to improve and maintain temperature and humidity that influence employees' health and safety standards in the work place.

Moreover, with this study, detailed employment laws and legislation will be created covering this area. All organizations that employ five or more people must have a written safety policy which sets out: Who is responsible for workplace health and safety, arrangements that have been made for health and safety so as to enable the health and safety policy to be communicated to all employees. Therefore, the study will help employees to be trained and provided with clear information about risks and the steps to take in dealing with them. However, the study would be significant to the researchers and scholars as it will add on the growing body of knowledge in the health and safety programs in the employees' working places. It will also be helpful to every employer to carry out a risk assessment and then take health and safety measures in line with this assessment.

### **1.6 Scope of the Study**

The study examined the ways employees' health and safety management influence work place performance in Itilima District that is allocated in Simiyu region.

Specifically, the study intended to identify the ways that diseases and accidents affect employees' health and safety management towards workplace performance, to determine the extent to which economics and disabilities affect health and safety measures at workplace performance, to find out how Temperature and humidity influence employees' health and safety management towards workplace performance as well as to investigate the link between Competitive Stress and Culture and Technology to employees' health and safety towards employees' working place performance.

The study applied operations theory as an anchor theory. The justification for the usage of this theory is that it incorporates the main variables considered in the study (diseases, accidents, stress due to work competition, disabilities and employees' performance). However, the time frame expected for this study was from January to November 2024.

### **1.7 Organization of the Study**

The study is organized into five chapters, chapter one that covered background of the study, statement of the research problem and objectives of the study, it also covered research questions, significance of the study, scope and assumptions of the study.

Chapter two focused on the conceptual definitions, theoretical analysis and empirical analysis of related studies according to specific research objectives. It also presented the research gap identified, conceptual framework, and theoretical frame work, statement of hypothesis and summary of the literature review.

Chapter three, focused on methods which were used to conduct the research. The chapter covered research philosophy, research design and area of the study, study population, sample size, sampling techniques and data collection tools and data analysis techniques.

Chapter four presented the findings of the study based on the specific objectives of the study. It comprised demographic characteristics analysis, specific objectives analysis, with presentation through the use of frequency tables, charts and graphs.

Chapter five provided the last part of the research report; it covered conclusion and recommendations for actions and for further research. It started with the summary of the findings followed by conclusion and recommendations for actions and ended with areas for further studies.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter presents the conceptual definitions, theoretical analysis and empirical analysis of related studies according to specific research objectives which are to examine the ways employees' health and safety management influence work place performance, to determine the extent that economics affect health and safety measures at workplace performance and to find out how environment influences health and safety management towards work place performance. It also presents the research gap identified, conceptual framework, and theoretical frame work, statement of hypothesis and summary of the literature review.

#### **2.2 Conceptual Definitions**

##### **2.2.1 Management**

Management refers to the systematic process of planning, organizing, leading, and controlling resources (including human, financial, and material) to achieve organizational goals efficiently and effectively. It involves decision-making, delegation, and coordination of tasks to enhance productivity. This is the process of planning, organizing, leading and controlling the efforts of organization members and using all other organizational resources to achieve stated organizational goals (James A. E. 2021).

##### **2.2.2 Performance**

Performance is the measurable outcome of an individual, team, or organization in relation to predefined goals, standards, or benchmarks. It can be assessed using key

performance indicators (KPIs), productivity metrics, or qualitative evaluations in areas such as efficiency, quality, and effectiveness. It's an accomplishment to get a target, it can also be a measure of how far and how much is realized or gained in a business. Either, performance is the act of doing something such as your job (Cambridge Dictionary, 2022).

### **2.2.3 Organization Culture**

Organizational culture refers to the shared values, beliefs, norms, and practices that shape the behavior and interactions of employees within a company. It can be measured through employee engagement surveys, workplace behavior assessments, and cultural alignment evaluations.

It is the way or method through which activities are done in an organization (Kielbasa B. et al. 2021). This includes clan culture that emphasizes collaboration across teams and a horizontal structure, athocracy culture that allows individuals to share ideas and market culture which focuses on financial success.

### **2.2.4 Employee Data**

Employee data includes all recorded information about an employee, such as personal details, job role, performance metrics, attendance records, compensation, and training history. It is typically managed through Human Resource Information Systems (HRIS) and used for decision-making related to HR policies, workforce planning, and compliance. Employee data refers to all information collected by your company about its employees. This includes the number of employees, age, race or

gender, their working time and wages, overtime, training and production (Fallon N. 2022).

### **2.2.5 Health and Safety**

Occupational health and safety (OHS) relates to health, safety, and welfare issues in the workplace. OHS includes the laws, standards, and programs that are aimed at making the workplace better for workers, along with co-workers, family members, customers, and other stakeholders. Improving a company's occupational health and safety standards ensures good business, a better brand image, and higher employee morale (OSHA,2021).

Occupational health and safety are concerned with addressing many types of workplace hazards, such as: Chemicals, Physical hazards, biological agents, psychological fallout, Ergonomic issues and Accidents. Occupational health and safety standards are in place to mandate the removal, reduction, or replacement of job site hazards. OHS programs should also include material that helps minimize the effects of the hazards. Employers and company management are obliged to provide a safe working environment for all of their employees (OHS,2018).

## **2.3 Theoretical Literature Review**

### **2.3.1 Operations Theory**

The Operation Theory of Performance was formulated by Don Elger, a professor at the University of Idaho, in 2006. It was designed as a practical framework to help individuals and organizations analyze, measure, and improve performance. The

theory integrates concepts from learning science, psychology, and organizational behavior, making it a multidisciplinary approach to performance enhancement.

The core idea behind its development was to identify key factors that influence performance levels and provide a systematic way to improve them. By recognizing elements such as identity, effort, knowledge, skills, context, and personal factors, Elger's theory helps in structuring effective performance improvement strategies. Elger's ToP emphasizes that performance is not just about talent or effort but a combination of several factors. The theory outlines six main components that influence performance:

Level of Identity, the way individuals or organizations perceive themselves in relation to their roles. Knowledge and Skills, the level of expertise and ability a person or group possesses. Level of Effort, the intensity and commitment put into improving performance. Context, eexternal influences such as resources, environment, and support systems. Personal Factors, emotional, motivational, and psychological elements that impact performance. Fixed and Variable Factors, some performance factors can be changed (skills, effort), while others are fixed (biological constraints).

By understanding these factors, organizations and individuals can design strategies to maximize performance potential. The Theory of Performance is highly applicable in various disciplines, including: In Education, it helps educators understand how students learn and perform, eencourages better teaching strategies that adapt to

different learning needs and assists students in identifying factors that affect their academic performance. In business and management, it is used to enhance employee productivity and efficiency. It helps in leadership development by identifying key areas for skill improvement, also, it supports organizations in performance evaluation and continuous improvement. In sports and athletics, it provides a framework for training athletes to optimize their performance. In this field it helps coaches and trainers adjust training programs based on performance factors. However, it highlights the importance of mental and emotional preparedness in sports.

Moreover, in personal development it encourages individuals to self-assess and improve their performance in different areas. Helps in career growth, skill development, and confidence-building as well as guides people in setting realistic personal and professional goals.

While ToP provides a comprehensive framework for performance improvement, there are some limitations; the model may be too general and require context-specific adjustments for different industries. It does not deeply explore external challenges (e.g., economic conditions, workplace politics) that might impact performance. The balance between effort and contextual factors needs further exploration, as effort alone may not always guarantee performance improvement.

However, despite these limitations, the Theory of Performance remains highly relevant across various domains due to its flexibility and practical approach. The Theory of Performance (ToP) by Don Elger (2006) provides a structured and

practical approach to understanding and improving human performance. Originating from the field of learning and development, it integrates key aspects such as identity, effort, knowledge, and external factors to offer a holistic framework for performance enhancement.

Its broad applicability in education, business, sports, and personal development makes it a valuable tool for individuals and organizations striving for continuous improvement. While some challenges exist in its practical implementation, the theory remains a foundational guide for analysing and optimizing performance in various settings higher performance levels. Its broad applicability makes it a valuable framework in education, business, and personal development. Employees must comply with company procedures and arrangements for health and safety. Every employer must carry out a risk assessment and then take health and safety measures in line with this assessment. Competent individuals must be given responsibility for health and safety arrangements. Emergency procedures must be set out. The health and safety of employees in the work place is a major concern for employers and employees.

Detailed employment laws and legislation have been created covering this area. All organizations that employ five or more people must have a written safety policy which sets out: Who is responsible for workplace health and safety, and/or arrangements that have been made for health and safety. This policy must be communicated to all employees. Employees must be trained and provided with clear information about risks and the steps to take in dealing with them; Frick (2004).

The major variables of this theory in this study are diseases, accidents, stress due to work competition and disabilities. As far as Health and safety at workplace is concerned, failure to take care employees about health and safety diseases, accidents, stress and disabilities are inevitable, thus the study is relevant to the theory. Among the strengths of this theory, operations management theory builds unity among employees and helps to make decision as it involves boosting the motivation and hence control the production process and business operations through achieving overall organizational goal(investopedia.com,2017). The major weakness of this theory might be overworking for employees resulting to competitive stress among the workers.

However, the other weaknesses include; existence of less understanding on demographic because of the lack of quality experience of employees as it carries risk with it as it holds a lesser adopted approach including; improving operational performance, increasing efficiency in operations and production. Most of the employees lack the proper understanding on how to take risks and cope with the working place challenges that may harm their health and safety resulting to poor operational efficiency in employees' performance.

Multi – level dependence as large amount of the success of implementing operations management procedures requires coordination between different components of the organization. Another weakness is of humans tending to be mistake-prone (human error). This would affect the maximization of resources involved in managing how raw materials and labor are used to create final goods and services. For example, if

the employees do mistake on how to run their daily activities then, the organization would produce low goods and services, hence poor performance.

In order to mitigate these weaknesses, it is important to ensure that there is effective plan that is carried properly, operations management is coordinating various areas effectively for instance in operations, marketing, finances, accounting, engineering, information and human resources. Other strategies to overcome the weaknesses and challenges include among others; lowering costs, improving quality and reducing product cycle-time as well as minimizing risks, accidents at work through improving safety and health management at workplace so as to yield workplace productivity. For the purpose of this study, operations theory is used as an anchor theory. The justification for the usage of this theory is that it incorporates the main variables considered in the study (diseases, accidents, stress due to work competition, disabilities and employees' performance).

### **2.3.2 Factors Influencing Health and Safety**

#### **2.3.2.1 Government Regulations**

Health and Safety Act (1974) sets out minimum health and safety standards in the workplace. Employers are required by law to prepare keep-to-date and post a copy of the Act in the premises. The occupation Safety and Health Act was anchored on the “internal responsibility system” which means employers and employees share a common responsibility for keeping the workplace safe and workers health. The Occupational Health and Safety Act (1993) requires the employer to bring about maintain as far as a reasonably practicable a work which is safe and without risk to



the health and safety of the worker. This means that the employer must ensure that the workplace is free of harmful substances such as chemicals, articles, equipment, processes that may cause injuries, ill health and diseases. Where it is not possible the employer should inform workers on those dangers, how they may be prevented and provides other protective measures for a safe workplace.

A strategy for work place health and safety in Great Britain (2010) was designed to see health and safety as a cornerstone of the civilized society and with that, to achieve a record of workplace health and safety that leads to the world. Britain's record was already recommendable, with fatal accidents reduced by over two thirds since the introduction of the Land mark Health and Safety at work (1974). The Management of Health and Safety at work Regulations (1999). Place duties on employers to asses and manage risk to their employees and any other arising from work activities.

#### **2.3.2.2 Legal Duties and Obligations around Health and Safety Policies**

How this is carried out should be included in the policy, with or without a written policy all employers have a duty of care to protect their employees and others from arising from work activities. Also, as an employee you have a common law of duty of care. This means that you must exercise a reasonable skill and care in your relationship with your employer and colleagues.

In addition, the health and safety (consultation with the employee) regulation (1996) require you as an employee to take reasonable care for the health and safety of

yourself and other people at work. This extends to cooperating to enable the employee to fulfill a legal duty. Health and safety at work Act (1974) states that you must prepare your own statement as manager and bring it out to the attention of your employee.

The policy should be reviewed as often as necessary. Legally the policy only requires you to address the health and safety matters relating to employees, but in many organizations, it is good idea to have a policy that considers the safety of others who might be affected by your activities such as volunteers' contractors and the general public. The management of health and safety at work regulations (1999) place duties on employers to assess and manage risks to their employees and others arising from work activities. You must not interfere with or obstruct anything provided; it is in the interest health and safety at work. An employee who is in breach of his/her duties under the health and safety at work (1974) may be liable to pay a fine on conviction. The study may be also be dismissed from employment for being in breach of contractual duty to carry out proper care and skill, provided the employee was properly instructed about the safety measures and had made aware that the interference would lead to dismissal.

#### **2.3.2.3 Health and Safety Training**

FejohJ., (2016) and Ian (2009) health and safety training is a key part of the preventive programme. It should start as part of the induction course. It should also take place following a transfer to a new job or change in the working methods. Safety training spells out the rules and provides information on potential hazards and

how to avoid them. One of the ways in which employers meet legal obligations is to impart healthy and safety is through training.

The systematic review by the institute for work and health concluded workplace training and education have a positive impact on the health and safety of workers. There was, however insufficient evidence that training on its own reduced injuries rates. Research points to the elevated risk of occupational injury among workers who are new to their jobs and in firms that are newly established. There are over one million injuries at work every year in the United Kingdom and many of these are totally preventable. Preventing accidents and ill health caused by work can be greatly reduced by the use of effective health and safety training. Herlina et al., (2024) this is compounded if they do not have foundation health and safety knowledge or an awareness of job hazards, if they lack the ability to learn safe-work procedures, or if they do not know about other prevention measures before starting work.

Imperial college London (2010) as an employer you need to make sure that all staff is trained well enough to be able to work safely. The supervisors to provide in-house training should be competent and experienced in the type of work or operation on which the training is to be given and they may need additional training in the specific hazards at the process and how you expect the risks to be controlled.

Korea Safety Culture Society et al. (2024) Ontario's all the employees should be given induction training when they first start work. This should cover basic health and safety procedure including the arrangement for first Aid, fire, evacuation and any

company rules. If at all there is a promotion or demotion from one department to another then careful consideration should be given to them.

As a supervisor you need to satisfy yourself that they have understood any training that they have been given. The challenge set for most trainers within an office environment is that they will more often than not have to attempt to get the health and safety message across a minimal budget. Formal training can be very expensive but often the right message can be provided through the effective use of high quality and cost-effective materials such as videos, booklets and posters.

Health and safety at work Act (1974) the regulation requires all the employers to provide information, instructions, training and supervision so that their employees work in health and safe conditions. The employer should provide refresher training; this is because if the employees are not using their skills regularly then their competence will decline. To avoid this periodic refresher training should be given.

#### **2.3.2.4 Health and Safety Inspections**

The environment which includes such hazards as noise, vibration, lighting, and temperature and ventilation equipment includes materials, tools and apparatus for producing a product or service. The process involves how the worker interacts with the other elements in a serious task or operation. Health inspections are designed to examine a specific area of the organization that is operational department or a manufacturing process in order to locate and define any faults in the system, equipment plant or machines or any operational errors that might be a danger to the

health or source of accidents. Every inspection must examine who, what, where, when and how during the inspection, the inspection must pay particular transformation to items most likely to develop state of unhealthy conditions such as stress, wear, impact, vibration, heat correction chemical reaction or misuse.

Effective occupation health and safety inspections is vital for promoting national legislation and good practice on safety and level at the organization level making decent work reality. Inspectors thus need a sound technical and legal knowledge as well as a good a communication and other skills to promote compliance with the law as well as effective and efficient organization supporting their work. Labor inspection convention (2005). Through regular preventive and reactive visits, the inspectors should be able to give sound advice taking enforcement action where necessary to reduce accidents and ill health at work and promote sound occupational health and safety management system. In partnership with other inspectors also frequently participate in educational, training and awareness raising activities to increase understanding of occupational health and safety risks at work and how they may effectively be managed and controlled.

The global challenges of labor inspection (2005) however in the world of work today resources for inspection services are often under significant pressure and inspectors face challenges of promoting compliance with the law in all economic sectors. In particular their impact in the growing informal economy can be minimal. The implementation of the international labor standards by government and their social partner is vital here thus gives high priority to the need to strengthen and modernize inspection services and to highlight the need for sufficient resources for inspection.

The declaration of social for fair globalization (2008) also calls for effective labor inspection to help promote the decent at work agenda. Work place inspections help to prevent injuries and illnesses through critical examination of the workplace. Regular workplace, inspection identify and record hazards for corrective action. Joint occupational health and safety committees can help to plan, conduct report and monitor inspections. Thus, Regular workplace inspections are important part of the overall occupational health and safety programmed. Health and safety inspections should be carried out on a regular and systematic basis by line managers and supervisions with the advice and help at the health and safety advisers.

### **2.3.3 Ways that Diseases and Accidents Affect Employees' health and Safety Management**

The employer or supervisors acting as the representatives are legally responsible for the safety and health of the workforce at workplace. 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(Günaydın et al., 2024).

Safety and health working environment not only contribute to increased population in an efficient way but also creates confidence to both workers and the general public at large (Shain, 2016). The common goal remains to identify hazardous materials, conditions and practices at workplace; assist employers and workers in reducing or eliminating the risks. With the goal to ensure that employees work effectively,

occupational health and safety targets employers and employees. Occupational health and safety cooperation experts promote workplace conditions. Occupational safety professionals are concerned about all workplace hazards with emphasis on prevention of workplace fatalities and traumatic injuries. Industrial hygienists are a source of special expertise to identify and control hazards associated with acute or chronic exposure to chemical, physical and biological agents. Occupational medicine physicians and occupational health nurses are distinguished by providing clinical care programs aimed at health protection and promotion of disease prevention.

The services provided include health screening and surveillance programs; diagnosis, prevention and treatment of work-related injury and illness; pre-placement and periodic return-to-work examinations; independent medical examinations; impairment evaluations; disability and case management; drug testing; behavioral and emotional counseling to avoid effects on job performance. Such simple improvements can increase competitiveness, profitability and motivates the workforce (JLI, 2019).

#### **2.3.4 The Effect of Economics and Disabilities on Health and Safety Measures**

Economics most often focus on physical job features such as tool or work station dimensions, heavy lifting, awkward body postures and repetitive tasks. Health and Safety Executive, (2019 / 2020). 1.6 million Workers suffering from a work-related illness and 2,369 deaths due to poor economic resources that could help them to get quality treatment. Occupational Economics attempt to improve the fit between the workplace and the work environment through the optimized designed of jobs and

work system (Krause & Salomon, 2025). Ergonomics continue to emerge as one of the priority workplace issues addressed by employers today. In the recent benchmarking study, it was found that participants between 24 percent and 70 percent of injuries are due to poor ergonomic condition. The bottom line is that ergonomics in the workplace is an issue companies must address. This may be driven by the need to prevent injuries, to reduce musculoskeletal disorders, improve productivity and retain employees. Physical disabilities caused either by injuries or other factors may also hinder employees' performance especially if there is insufficient health and safety management at work place.

### **2.3.5 Influence of Temperature and Humidity on Employees' Health and Safety Management**

Complaints about air conditions and heating in offices are common. It is either too hot or too cold. However, both the employer and the person who "manages or controls" a workplace have a duty of care under the Occupational Health and Safety Act (2004) to provide as far as practicable, a working environment that is safe and without risk to health and therefore should be doing something about unsatisfactory air conditioning or heating.

The employer also has the duty to monitor conditions at the workplace. Temperatures vary drastically throughout the day. It is not only temperatures that affect how people feel, but also the humidity levels and air movement. There are no regulations specifying standards for minimum temperature in the working place, humidity or air flow in Lake Victoria. The Code of Workplace Amenities and Environment Act



(2001) workplace buildings need to be capable of maintaining a temperature that are too high or too low can contribute to fatigue, heat illness and cold related medical condition.

### **2.3.6 The link between Competitive Stress and Culture and Technology to Employees' Health and Safety Management**

Due to high competition and Technology as well as culture between or among two or more organizations if not industries or firms, workers intend to work hard as forced by the manager although no increase of the wages. This would result in stress among workers called competitive stress because the stress has simply caused by competition. Therefore, this stress can hinder health and safety of the workers (Ünal et al., 2021). A poor health and safety record appear to be associated with low morale and downsizing.

Particular features of internal organization culture would impact on work place health and safety. An example is the culture of small businesses which tend to have fewer formal approaches to management, and employee relationship closer. The external features such as certificate schemes and customer demand all influence health and safety requirements. Health and Safety executive (2019), Safety culture distinguishes a workplace that excels in health and safety. Market segmentation involves the division of the total market into relatively homogeneous segments.

Animashaun (2014) developed after the Safety; Welfare at Work Act 2005 argued that the different segments would respond to different types of government

intervention. The segmentation of the work place health and safety market is influenced by the context in which the segments operate. The context would be internal such as, the wider organization context or external such as, the impact of competitive market. The intent and ability to develop workplace health and safety is strongly linked to internal organization and industrial relations practice.

## **2.4 Empirical Analysis of related studies**

### **2.4.1 General Studies**

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 (Buhai et al., 2017). Safety and health working environment not only contribute to increased population in an efficient way but also creates confidence to both workers and the general public at large (Amaliyah et al., 2024).

Occupational health and safety are 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 (OSHA, 2021). The quality of the workplace environment has an impact on the level of employees' motivation and performance. How well employees engage with the organization, especially the immediate environment influences to a great extent their error rate, level of innovation and collaboration with other employees as well as absenteeism and ultimately affect the

number of years they stay on the job. Health and safety standards instituted by organizations is aimed at the promotion and maintenance of the highest degree of physical, mental, social wellbeing of workers in all sectors that have an impact on the health of employees.

According to Lehto & Cook (2012), health is the protection of the body and mind of people from illness resulting from work. He also defined safety as a protection of people from physical injury. Lehto & Cook (2012), however explained health and safety as, the welfare of people at work that is, the protection of facilities to maintain the health and well-being of individuals at the workplace.

Safety hazards according to Fonkeng (2018), are those aspects of the work environment that have the potential of immediately causing violent harm to an employee whilst health hazards slowly and cumulatively lead to deterioration of an employee's health.

#### **2.4.2 Studies in African Countries**

In the globalized world, the relative edge of developing countries such as Ghana lies with the cost of labour. Labour cost has become an important consideration in product and service development as most firms aim to maximize productivity from their workforce and equipment. Akpan (2011), it is argued that health and safe working conditions improve productivity and will thus, help developing countries become competitive in the globalized world economy and that is why many organizations are making efforts to ensure that health and safety is managed at the

work place effectively. Productivity is what people can produce at a given period with the least effort and resources. It is also a ratio that measures how well an organization put resources into goods and services. Work environment can be seen as the circumstances, influences, stress, competitive, cultural, demographic, economic regulator and technological factors that affect the survival, operations and growth of an organization.

#### **2.4.3 Empirical studies in Tanzania**

The enforcement of occupational health and safety is currently undertaken by OSHA. It is accomplished through the following activities; workplace legislation, statutory inspections, risk assessment, training and information on workplace and safety, scrutiny and approval of workplace drawings/ plans. Other activities include; diagnosis of occupational diseases; occupational health surveillance, work environment monitoring, investigation of accidents; authorization of private OHS Providers.

Weakness in the institutional framework for managing the services both at enterprise and national levels has hindered effective implementation of programmes. At the moment there is no national body to coordinate occupational health and safety programmes by the different stakeholders. Moreover, lack of workers' participation at enterprise level is one of the shortcomings in the planning and implementation of OHS programmes at workplaces. The endorsement of work-related health and safety at the working place and national level faces a number of drawbacks in Tanzania today. The drawbacks to be addressed by the National Policy include; poor work

environment in the informal sector, inadequate OHS training and skills development, lack of financial commitment by social partners to enhance occupational safety and health activities, fast technological development and globalization, inadequate OHS information and inadequate programmes to address cross cutting and sectoral issues like gender, HIV and AIDS, migrant workers, disabled people and people living in abject poverty.

## **2.5 Research Gap Identified**

In spite of the fact that the numerous numbers of studies have been established worldwide relating to occupational Health and safety management, researchers are mainly concerned with addressing one fundamental research question on how can we establish a healthy and safe workplace free of accidents and hazards. As per reviewed literatures, some studies have tried to examine severe risk factors and emerging issues in OSH realm, (Schulte, 2006) and asserted how to improve counteractive measures, nurture safety-related behaviors like using PPE, how H&S management impacts organizations and their staffs, and how safety management practices affect safety behaviors (Haslam et al., 2008; Vredenburg, 2002; Vinodkumar & Bhasi, 2010).

However, Yaremko et al. (2021) examined the necessity creating a safe and healthy workplace for improving performance. Other studies were about the negative consequences from working for a firm that implements strong safety and health policies (Korea Safety Culture Society et al., 2024). Moreover, the rest studies were about factors influencing Organizations rely on employees as collaborators and

community members, according to Günaydın et al. (2024) The research on the contribution of creation of a safe and healthy work environment and the removal of all risks from an organization was also conducted (Ayalew & Demissie, 2020). Others were about fines for non-compliance, health insurance premiums, and payments for unproductive labour (Classen et al., 2020; Occupational Safety and Health Act (OSHA), 2004).

Many studies done found that they gain from having healthy workers as some companies have been willing to invest in creating wellness programmes and facilities for this aim (Venkataraman, 2008). The approaches mostly used in the researched studies were either qualitative or quantitative approach. This study used both approaches to get more detailed information on the study as it involves large sample size or many respondents. From the above literatures, it is discussed much upon the impact and the importance of occupational health and safety in workplace performance. But they have not detailed about the ways employees' health and safety management can influence workplace performance and how to ensure economical resources to employees to tackle health accidents and challenges at large. Thus, there is a great need of conducting research on the ways employees' health and safety management can influence workplace performance, specifically in understanding the effectiveness of particular safety interventions.

However, there is no study of the same title done in Simiyu region especially at Itilima District, this gap of this study is significant in the specific area because the area faces many challenges that appear to influence the employees' workplace

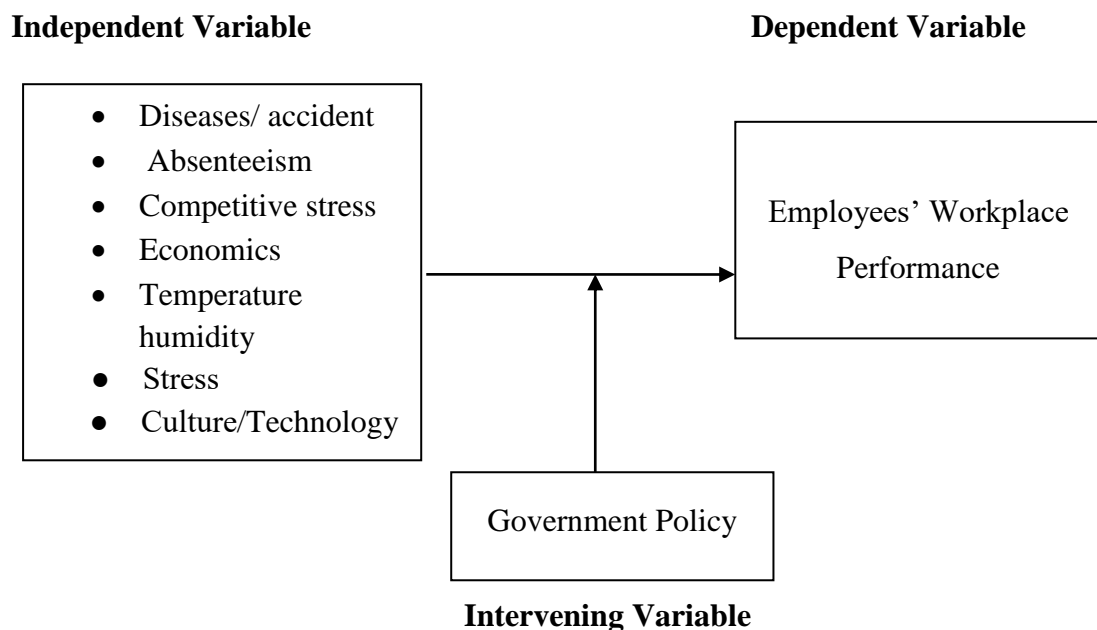
performance. For example, local conditions of most of employees in the researched area not free from accidents, poor infrastructures and working environment, diseases, long working hours because of few workers causing stress, among others as the district is still young or new. So, this is how it can differ from those studied in other studies. Therefore, there is a need to explore how these measures impact specific types of workplaces. Thus, this study emanates from the thirst of the researcher to examine the ways employees' health and safety management can influence workplace performance to go parallel with the advancement of Science and Technology in Simiyu region specifically at Itilima District.

Specifically the study intended to identify the ways that diseases and accidents affect employees' health and safety management towards workplace performance, to determine the extent to which economics and disabilities affect health and safety measures at workplace performance, to find out how Temperature and humidity influence employees' health and safety management towards workplace performance as well as to investigate the link between Competitive Stress and Culture and Technology to employees' health and safety towards employees' working place performance.

## **2.6 Conceptual Framework**

In light of the review of literature and discussion presented above, more research is required into assessing the ways employees' health and safety management can influence employees' workplace performance. A provisional framework has been developed, and is now presented, that may be used as the basis for such an

investigation (Figure 2.1) below. This is an analytical tool with several variations and contexts. It is used to make conceptual distinctions and organize ideas. Strong conceptual frameworks capture something real and do this in a way that is easy to remember and apply. This study used independent variables which are Diseases or Accidents causing absenteeism, Economics, Disabilities, Stress, Competitive, Culture and Technology and Temperature and Humidity and a dependent variable which is Employees' workplace performance. Government Policy is used as the intervening variable between the independent variables and the dependent variable.



**Figure 2.1: Conceptual Framework**

**Source:** Researcher (2021)

## 2.7 Theoretical Framework

As indicated in Figure 2.1 in the conceptual framework the two variables are interrelated and there is no way they can be separated. Dependent variables are



variables that researcher measured in order to establish change or impact created on them. The dependent variables include Diseases causing absenteeism, Accidents, Economics, Disabilities, Competitive Stress, Culture and Technology and Temperature and Humidity and a dependent variable which is Employees' workplace performance. Government Policy is used as the intervening variable between the independent variables and the dependent variable. These variables Employee Health and Safety, Economics and Environment are the one that will affect the employees' workplace performance such as adaptive performance, task performance and contextual performance.

Employee welfare programs are used to respond to employees' emotional, physical and personal problems, this is established in a liaison relationship with social service counseling agency by the employer. Health and safety; it is the duty of every employer to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all his employees. The overall benefit of a health and safety representative is that they provide proactive systematic ways for dealing with issues, rather than a reactive approach dealing with them as they arise. Health and safety training is a key part of the preventive programme and it spells out the rules and provides information on potential hazards and how to avoid them (OSHA, 2021).

## **2.8 Summary of Literature Review**

This chapter mainly focused on overview and explaining the main research terms their meaning that is management, employee performance, organization culture, employee data as well as health and safety. The chapter also tried to explain about

the theory of operations as related to the study, employee's welfare programs, health and safety history, factors influencing health and safety and ended with the study variables. Also, within empirical analysis of relevant studies the research has tried to show the different studies which are relevant to this study from general studies in Africa and in Tanzania. Not only that the research has given narration upon conceptual framework, theoretical framework and statement of hypothesis. But also, on the third chapter presents the following research strategies, survey population, area of research or survey, sampling design and procedure, variables and measures procedures, methods of data collection, data collection and analysis, expected result of study, research activity or schedule, work plan, estimated research budget.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter focuses on methods which were used to conduct the research. The chapter covered research philosophy, research design and area of the study, study population, sample size, sampling techniques and data collection tools and data analysis techniques.

#### **3.2 Research Philosophy**

Research Philosophy is a basic set of beliefs that guide action. It offers a framework comprising an accepted set of theories, methods and ways of defining phenomena. However, research Philosophy entails the perceptions from the group of researchers on what constitutes good research (Saunders et al., 2019). There are three main research philosophy namely; positivism (realism), interpretivism and pragmatism. Studies adopt positivism approach are often designed as quantitative research uses existent theory to test the newly developed hypothesis with a large sample and confirm the generalization of the theory.

For the efficient measurement, the idea of the research needs to be optimised. Pragmatism philosophy focuses on practical or logical response of addressing the problem and therefore, it suits in the mixed research approaches; qualitative and quantitative researches (Saunders et al., 2019). In this study pragmatism was applied as it involves both qualitative and quantitative and large sample size of the employees of the Itilima District Council.

### **3.3 Research Design**

Descriptive survey design was adopted in conducting this study. Descriptive survey design is appropriate because it involves collecting data in order to answer questions concerning the current status of the subjects under study (Bryman, 2008) argues that descriptive methods are widely used to obtain data useful in evaluating present practices and in providing basis for decision making. Descriptive survey research design presents an opportunity to fuse both quantitative and qualitative data.

#### **3.3.1 Research Approach**

This study used both quantitative and qualitative approach so that the overall strength of a study is greater than either qualitative or quantitative research for addressing the research questions or objectives viewed as dependent and independent variables (Diseases, Economics, Disabilities, Competitive Stress and Temperature and Humidity as well as Employees' workplace performance resp.). However, quantitative approach enabled the use of questionnaires for primary data collection (Mander, 2022).

### **3.4 Study Area**

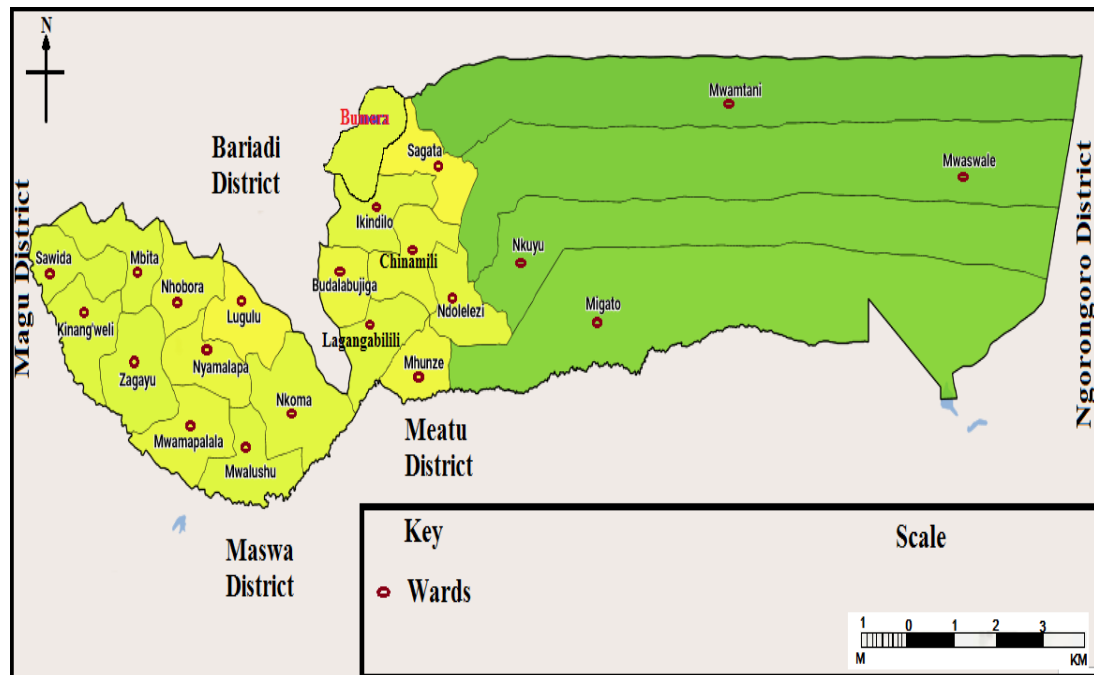
The study was conducted at Itilima District in Simiyu Region. The researcher chose this area because there are few studies of the same title done in the area with a continuation of unsafe working environment indicating that the problem has not yet addressed in the area especially at Itilima District, where many challenges appear relating to employees' health and safety management to influence the employees' workplace performance including numbers of accidents, unsafe working environment

as it is a new district cut from Bariadi District insufficient intensives provided to workers.

Arbnor& Bjerke (2008) say that, the researcher choosing a study area should be able to say "yes" to each of the following questions: Is the study needed in that area? Meaning if the problem exists, do data and methods of collection exists and applicable? Can the researcher do it in the available time? Does the researcher have knowledge of and interest in the study area?

Therefore, the researcher chose Itilima as the study area because there is a need to conduct this study in the area to obtain respondents' the ways employees' health and safety management can influence workplace performance. Also, the researcher can manage to conduct the study in the time frame allocated, the researcher has knowledge and interest in the study area as well as no enough data obtained on the problem in the area.

Itilima District is the district found in central part of Simiyu Region which means, it divides the Region in two parts. It is bordered by Bariadi District in the North and Maswa as well as Meatu Districts in the South. In its East and West is bordered by Kwimba District and Manyara Region respectively. The district is found in the coordinates 2° 49' 17" South of the Equator and 34° 23'43" East of the Greenwich Meridian. The researcher will use this district as the case study because it is less research in Tanzania concerning the same study.



**Figure 3.1: The map of Itilima District**

**Source:** National Bureau of Statistics (2012)

### 3.5 Target Population

Research population is the total set of observations from which a sample is drawn (Adeniyi et al., 2014). However, a sample is a small group of respondents drawn from a population that the researcher is interested in gaining target information. The target population for this study was comprised of 1288 employees at Itilima as the major agents of workplace performance. The composition of the population comprised; Statisticians, Legal officers, Human Resource Officers, Planning Officers, Educational Officers, Community Development Officers, Teachers, Accountants Officers, Nurses and Record management assistants and Engineers. In this study the population concerned was consulted to give out their opinions respectively.

### **3.6 Sampling Techniques**

Sampling is a process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho and Kombo, 2002). Probability sampling procedure was used through stratified sampling and simple random sampling techniques in order to capture information from a variety of respondents including Statisticians, Legal officers, Human Resource Officers, Planning Officers, Educational Officers, Community Development Officers and Engineers.

Also, probability sampling procedure employed stratified sampling and simple random sampling technique to get the response from heterogeneous respondents to Teachers, Accountants Officers, Nurses and Record management assistants. In total 322 respondents expected were obtained as the sample size from the total population of about 1288 employees in the district of which 19 were Ward Education officers, 19 Ward Executive officers, 23 Village Executive officers, 2 Engineers, 1 Adult Educational Officers, 5 Technicians, 1 Legal officer, 5 Accountants Officers, 3 Planning Officers, 2 Environmental Officers, 4 Human Resource Officers, 5 Community Development Officers, 10 Education officers( Including DAOs and SLOs), 186 Teachers, 8 Record management assistants, 2 AMCOS Officers, 1 Forestry and Wildlife conservation Officers, 4 Health officers and 22 Nurses.

#### **3.6.1 Sample Size**

A sample size is the number of participants or elements that have been selected from the target population of the study (Herman, 2016). The sample size was based on

Roscoe's (1975) rule of thumb for estimating sample size in four times the standard deviation in statistical distributions was considered. That means:

If,  $1=100\%$

What is  $1/4$  of a total population?

$$1 = 1288$$

$$1/4 = q$$

Which is:  $1 \times q = 1/4 \times 1288 =$

$$q = 322$$

Therefore, 322 respondents were the sample size.

**Table 3.1: Sampling Frame to the Study**

<b>Sampling technique</b>	<b>Frequency</b>
Purposive sample (top management staffs)	<b>123</b>
Random sample (normal staff)	<b>199</b>

### **3.7 Methods of Data Collection**

The researcher used questionnaires and observations to gather the primary data and documentary review for secondary data. The researcher used questionnaires through drop and pick method because they are easy to administer and collect a lot of information over a very short period of time and the information is easily described in writing (Wacker, 1985). This was preferred because it was more convenient both to the researcher and the respondents as it allows them to respond to the questionnaire items.

#### **3.7.1 Questionnaires**

This is a data collection method which almost always involves asking a given subject to respond to a set of oral or written questions (Debois, 2019). This is a



systematically prepared form or document with a set of questions deliberately designed to elicit responses from respondents or research informants for the purpose of collecting data or information. Questionnaires serve four basic purposes: to collect the appropriate data, make data comparable and amenable to analysis, minimizes bias in formulating and asking question, and to make questions engaging and varied. In this study a form of inquiry document, which contains a systematically compiled and well-organized series of questions intended to elicit the information which provided insight into the nature of the problem under study. The questionnaires were distributed to the respondents. Closed and open-end questions were prepared to guide the researcher so as to enable respondents to provide exact responses as per the research study. Using both open and closed types of questions ensures a balanced, reliable, and insightful research outcome. It combines the efficiency of structured data with the depth of qualitative insights, leading to stronger and more meaningful findings.

### **3.7.2 Observations**

Observation in research involves looking and listening very carefully. The information obtained relates to what is currently happening (Raiyani, 2012). Observation allows the researcher to study people in their natural setting without their behavior being interacted by the presence of a researcher. Therefore, the researcher observed the events and working place daily routine to see the health and safety management to employees' performance during data collecting era. The observation method helps collect objective, real-time data on both human behaviors and healthcare facility conditions, contributing to quality improvement, workers

satisfaction, and policy development in working place; workers reporting time and workers engagement or compliance with workplace treatment. Also, response time to emergencies like handling critical patients or accidents. In normal working environment the researcher observed if the working environment and availability of working tools were conducive or not for health affairs.

### **3.8 Validation of Data Collection Tools**

Validity is an important aspect of an effective research. If research tools aren't valid may affect the effectiveness of a research. Therefore, validity of data collecting tool is very important for both quantitative and qualitative research (Cohen, 2007). Data collection tools validation involves determining the quality of data collecting tools or procedures that is able to measure what it is supposed to be measured (Kombo and Tromp, 2006). The experts in the area of study helped in improving the instruments. The experts' feedback in form of recommendations to the researcher was incorporated in the final instruments. This was done randomly to colleagues of the researcher.

The purpose of piloting the instruments was to test the appropriateness of the items to the respondents in order to improve the instruments and enhance the validity of the instruments. The researcher made use of the supervising experts to ensure proper guidance is given on the piloting of the instruments. Denscombe (1998) comments that, there is no research tool that is adequate in itself in collecting and validation of data. The study used more than one research instrument with expectation that one tool could complement the other.

### 3.9 Variables and Measurement Procedures

Health and safety Management was measured by the Items; diseases, absenteeism, competitive stress, economics, temperature and humidity, accidents and disability stand as independent variables using five Likert scale ranging from 1(Strongly disagree) to 5 (Strongly agree). Employees' workplace performance was measured by time, running costs in respect to the productivity (self-evaluation and feedback from subordinates) using a five-point Likert scale ranging from 1(Strongly disagree) to 5 (Strongly agree).

**Table 3.2: Variables and Measurement**

Variables	No.	Code	Sub Variables	Source	Type of Scale
Diseases	2	DIW	DIW1: Employees' sufferings DIW2: Good health	Lema (2016)	Nominal & Ordinal
Absenteeism	2	WPA	WPA1: Poor health WPA2: Absence of safety	Weber (2013)	Interval
Competitive stress.	2	CS	CS1: Organization stress CS2: Stress, culture, technology	Lema (2016)	Ordinal
Economics	2	OE	OE1: Occupation economics OE2: Good income	Abdulrahman (2016)	Ordinal
Temperature and humidity	2	TH	TH1: Unconductive temperature TH2: Workplace performance	Lema (2016)	Ordinal
Employees' workplace Performance	1	EWP	EWP1: Productivity	Abdulrahman (2016)	Ratio/Ordinal

**Source:** Diocles (2022)

### 3.10 Data Presentation Analysis

Kombo et al., (2006) refers data analysis to the examination of data. Data analysis involves uncovering, extracting important variables, detecting any variances and testing underlying assumptions. The whole process of data presentation and data analysis began by editing data so as to ensure there is accuracy, uniformity and consistency of all the questions. Interpretation and arrangement of data in tables was followed so as to fit the particular statistical tests and analysis aimed by this study. Statistical variables of the econometric model were analyzed using multiple regression modelling technique. The objectives were analyzed using descriptive statistics and multiple regression. Demographic data such as gender, age, educational level, working experience were analyzed using descriptive statistics where frequencies, percentages, and means were employed. The data was presented through frequency tables, charts and graphs.

### Econometric model

#### Multiple Linear Regression Analysis

Multiple linear regression is modeling technique used to determine simultaneous relationship of several independent variables and one continuous variable (Eberly, 2007). It is used to predict the values of outcome variable Y, provided set of independent variables ( $x_1, x_2, \dots$ ) (Tranmer & Elliot, 2008). Researcher used this technique to examine the relationship between employees' health and safety management and employees' performance. Before running the analysis, assumptions of multiple regressions were tested.

Regression Equation:

*From*

$$Y = \alpha + x_1\beta_1 + x_2\beta_2 + \dots x_n\beta_n + \varepsilon$$

*Then,*

$$y = \alpha + HS\beta_1 + EC\beta_2 + \varepsilon$$

*Where,*

*Y = Employee performance*

*HS= Health and Safety Management*

*EC= Employee Conformability*

*$\alpha$  = Constant*

*$\varepsilon$  = Standard Error*

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSIONS

#### 4.1 Chapter Overview

This chapter presented the findings and discussions of the study based on the specific objectives of study. It comprises demographic characteristics analysis, specific objectives analysis with presentation through the use of frequency tables, charts and graphs. The chapter also included the assumption analysis of regression.

#### 4.2 Demographic Characteristics

The study sought to summarise socio-demographic characteristics of the participants. Characteristics which were considered included gender, age, working experience, and level of education as represented below;

**Table 4.1: Demographic Statistics**

Variable	Category	Frequency	Percentage
Gender	Female	185	58
	Male	137	42
Age	30yrs-Less	58	18.01
	31-35yrs	175	54.34
	36-45yrs	76	23.6
	46-above	13	4.03
Education Level	College	161	50
	Undergraduate	155	48
	Postgraduate	6	2.0
Working experience	1-5 years	94	29.19
	6-10years	120	37.26
	11-above	108	33.54

**Source:** Field Data (2021)

#### **4.2.1 Gender Information on the Respondents**

From the findings of the study, it is clear that most of the respondents interviewed were male workers. From the response 185 (58%) of the respondents are male while 137(42%) are female. The findings also showed that the information collected was not biased in terms of gender composition thus the data collected was perceived to reflect ideas from the mixed gender composition.

#### **4.2.2 Age of the Respondents**

Age is an important variable in a given Tanzanian social situation which is variably affected by any social or economic phenomenon, to establish the ages of workers, they were asked to indicate their ages. The researcher intended to extract information on the years of working experience. The respondents were provided with questionnaires item which required them to state number of years they have worked in the organization. In finding out the working experience therefore, the researcher grouped the respondents in groups of five years serving as workers. The results are 94 respondents (29%) have served for a period of 1-5years, 120 respondents (37%) have served between 6-10 years and 108 respondents (34%) have served for a period of 11 years and above.

#### **4.2.3 Respondents Educational Level**

Respondents were further asked to indicate their highest level of education. The study findings in this are such that, 2% of the respondents are postgraduates' holders, 48% of the respondents had bachelor's degree and it was also found that 45% of the respondents are diploma qualification holders while 5% of respondents were

certificate holders. The findings of the study indicate that majority of the respondents are degree graduates and therefore have qualified to work efficiently as indicated in figure 4.3 below:

### **4.3 Ways that Diseases and Accidents Affect Employees' Health And Safety**

#### **4.3.1 The extent Diseases or Illness Affect Health and Safety**

Disease is a state of the body rather than injury to be incapable of performing normal activities. In this variable the result indicated that 320(99.37%) of respondents required to respond if good health and safety can influence workplace performance positively agreed while 02(0.63%) disagreed.

#### **4.3.2 Perception of Workers on Accidents**

The respondents were required to respond if most organization's performance is influenced by accidents at workplace and no medical recover is provided.

The findings indicated that 297 (92.23%) agreed, 23 (7.14) disagreed while the remainder 2 (0.62) were neutral.

**Table 4.2: Descriptive Statistics Showing Employees Perception on Accidents**

<b>Scale</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Disagree	6	1.86%
Disagree	17	5.27%
Neutral	2	0.62%
Agree	254	78.88%
Strongly Agree	43	0.13%
Total	322	100.00%



### 4.3.3 Perception of workers or Respondents on Absenteeism

Absenteeism is a practice of regularly staying away from work or school without good reason. It is mostly caused by low job motivation. Results indicate that, 300(93.16%) agreed that poor health for workers can cause absenteeism as a result of poor work place performance. Also, absence of safety at work place affects employees' work place performance. 9(2.79%) disagreed, and 13(4.03%) remained neutral.

**Table 4.3: Descriptive Statistics Showing Employees Perception on Absenteeism**

Scale	Frequency	Percent
Strongly Disagree	2	0.62
Disagree	1	0.31
Neutral	0	0.00
Agree	204	63.35
Strongly Agree	115	35.71
<b>Total</b>	<b>322</b>	<b>100.00</b>

Noted earlier in this chapter, the findings obtained in this study indicate that diseases and accidents affect employees' health and safety management to workplace performance in different ways. This finding resembled to what was found by Manikandan (2017) and Shain M. (2016). Safety and health working environment not only contribute to increased population in an efficient way but also creates confidence to both workers and the general public at large.

## 4.4 The Effect of Economics and Disabilities on Health and Safety Measures

### 4.4.1 Perception of Workers on Economics

Economics as used in the study refers to the availability of good income for employees to enable them to work effectively. The respondents were required to state

whether occupational economics attempted to improve the fit between the workplace and the work environment. They were also asked to respond if the availability of good income could help employees to improve health and safety in an organization as a result of good workplace performance. The findings indicated that about 99.06% of the respondents agreed that economics has great effect on workers performance. The result was as indicated in table 4.5 below;

**Table 4.4: Descriptive Statistics Showing Employees Perception on Economics**

Scale	Frequency	Percent
Strongly Disagree	2	0.62
Disagree	1	0.31
Neutral	0	0.00
Agree	204	63.35
Strongly Agree	115	35.71
<b>Total</b>	<b>322</b>	<b>100.00</b>

#### 4.4.2 Perception of Workers on Disabilities

With this variable, the respondents were required to respond on employees' disability for workers towards workplace performance or production. They were asked to agree or disagrees if injuries in workplace may cause disabilities among workers to affect workplace performance negatively. The results showed as indicated in the table 4.4 below:

**Table 4.5: Descriptive Statistics Showing Employees Perception on Disabilities**

Scale	Frequency	Percent
Strongly Disagree	3	0.93
Disagree	4	1.24
Neutral	0	0.00
Agree	250	77.63
Strongly Agree	65	20.18
<b>Total</b>	<b>322</b>	<b>100.00</b>

Basing on the findings, occupational economics attempt to improve the fit between the workplace and the work environment. Again, availability of good income for employees helps to improve health and safety in an organization as a result of good workplace performance. Moreover, employees' disability for workers can decrease workplace performance or production. Injuries in workplace are the main causative agent of disabilities among workers that affects workplace performance. Like what was found from the empirical studies, Amelia Bucur, (2017), it was stated that; occupational economics attempt to improve the fit between the workplace and the work environment through the optimized designed of jobs and work system.

#### **4.5 Influence of Temperature and Humidity on Employees' Health and Safety**

##### **4.5.1 Perception of workers on Temperature and Humidity**

The respondents were required to respond if workers can enjoy working in the institution with un-conducive temperature and humidity at workplace. The following was the result from the respondents (table 4.5).It is indicated that; 245(76.08%) agreed that workplace performance will be poor for poor working environment caused by air condition leaving 71 (22%) who disagreed and the rest 6 (1.86%) remained neutral.

**Table 4.6: Descriptive Statistics Showing Employees Perception on Temperature and Humidity**

<b>Scale</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Disagree	12	3.72%
Disagree	59	18.32%
Neutral	6	1.86%
Agree	158	49.06%
Strongly Agree	87	27.01%
<b>Total</b>	<b>322</b>	<b>100.00%</b>

From the findings as detailed above, if temperature and humidity at workplace are not conducive, workers cannot enjoy working in the institution which results in poor workplace performance due to poor working environment caused by air condition. However, in the results of the respondents' response, it is indicated that most of the respondents agreed that workplace performance will be poor for poor working environment caused by air condition leaving few who disagreed and the rest who remained neutral.

The study agreed as it was reported by the Occupational Health and Safety Act (2004) that, a working environment that is safe and without risk to health and therefore should be doing something about unsatisfactory air conditioning or heating may enhance working performance in workplace. Celine Fonkeng, (2018), it is argued that health and safe working conditions improve productivity and was thus, helped developing countries become competitive in the globalized world economy and that is why many organizations are making efforts to ensure that health and safety is managed at the work place effectively.

#### **4.6 The link between Competitive Stress and Culture and Technology**

The study aimed at finding the perception of workers on the relationship between competitive stress and culture and Technology towards employees' working place performance. The perception on workers on competitive was examined by descriptive statistics.

##### **4.6.1 Perception of Workers on Competitive**

Competitive: Due to high competition and Technology as well as culture between or

among two or more organizations if not industries or firms, workers intend to work hard as forced by the manager although no increase of the wages. This result in stress among workers called competitive stress because the stress has simply caused by competition. The result indicated that; 300(93%) of the respondents agreed while the rest 9(2.79) disagreed and 13(4.03%) remained neutral.

**Table 4.7: Descriptive Statistics Showing Workers' Perception on Competitive**

<b>Scale</b>	<b>Frequency</b>	<b>Percent</b>
Strongly Disagree	1	0.31
Disagree	8	2.79
Neutral	13	4.03
Agree	250	77.63
Strongly Agree	50	15.52
<b>Total</b>	<b>322</b>	<b>100.00</b>

According to the respondents involved in the study as previously detailed in this chapter; it was indicated that workplace performance was poor for poor working environment caused by air condition. This is the same as what was found by JLI. (2019) that stress can hinder health and safety of the workers and Donovan (2020) developed after the Safety; Welfare at Work Act 2005 argued that the different segments responded to different types of government intervention. The segmentation of the work place health and safety market is influenced by the context in which the segments operate. The context would be internal such as, the wider organization context or external such as, the impact of competitive market.

## **4.7 Assumption of Multiple Regression**

### **4.7.1 Linearity Assumption**

This assumption involves the relationship between dependent variables should be

linear. Pearson correlation was used to check this assumption. The results show that, employees' performance has significant positive linear relationship with the independent variables ( $P < .000$ ). Also, relationship between the variables were positive that is, diseases,  $r(322) = .46$ , absenteeism,  $r(322) = .58$ , competitive stress,  $r(322) = .67$ , economics,  $r(322) = .66$ , Temperature and humidity,  $r(322) = .53$  as demonstrated in table 4.7

**Table 4.8: Correlation Test for Linearity Assumption of Multiple Regression**

	Diseases	Absenteeism	Competitive Stress	Economics	Temp & humidity	Employees' Performance
Diseases	1					
	322					
Absenteeism	.730**	1				
	.000					
	322	322				
Competitive Stress	-.116	.073	1			
	.141	.354				
	322	322	322			
Economics	.132	.220**	.775**	1		
	.093	.005	.000			
	322	322	322	322		
Temperature & humidity	.066	.096	.616**	.872**	1	
	.402	.223	.000	.000		
	322	322	322	322	322	
Employees' Performance	.460**	.580**	.671**	.661**	.531**	1
	.000	.000	.000	.000	.000	
	N 322	322	322	322	322	322

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### 4.7.2 Normality of Residual Assumption

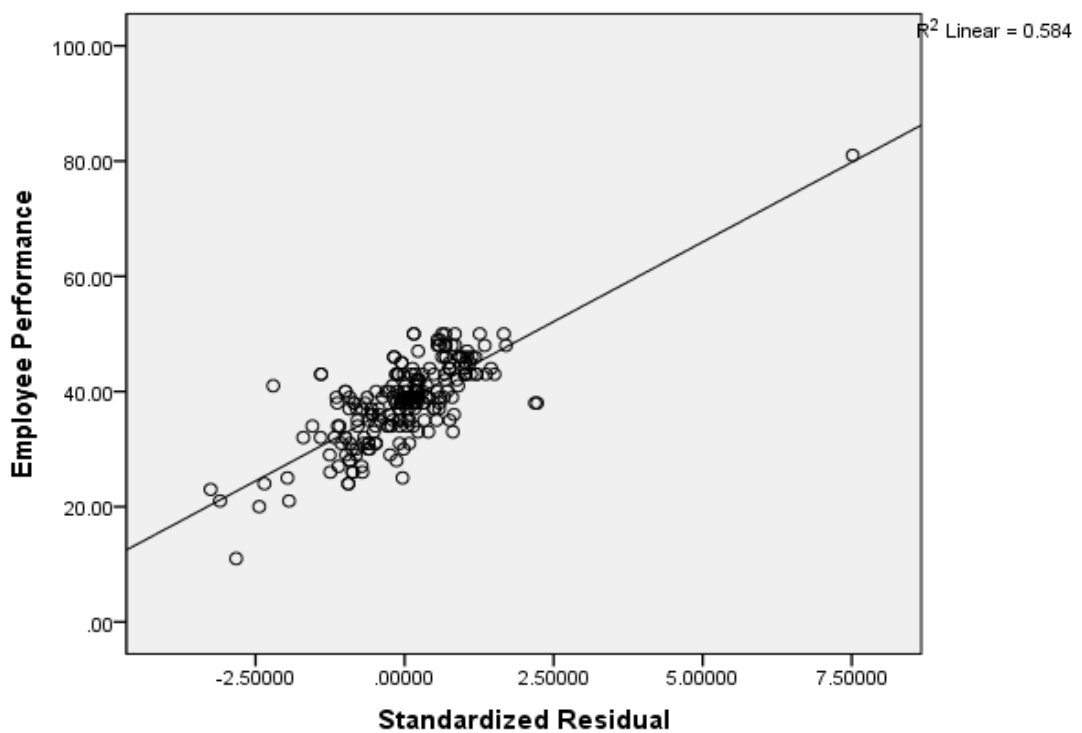
This assumption needs the independent variables errors to be normally distributed. Skewness and Kurtosis were employed to test normality. It was found that all variables errors were normally distributed as per rule of thumb. The rule of thumb for Skewness – Kurtosis is  $\pm 2.58$  as indicated in Table 4.8 below;

**Table 4.9: Skewness and Kurtosis Coefficients Showing Normality Assumption**

Variable	N	Skewness		Kurtosis	
		Statistic	Std. Error	Statistic	Std. Error
Diseases	322	<b>-.722</b>	.191	<b>.126</b>	.379
Absenteeism	322	<b>-1.273</b>	.191	<b>2.019</b>	.379
Competitive Stress	322	<b>-.545</b>	.191	<b>-.130</b>	.379
Economics	322	<b>.455</b>	.191	<b>-.843</b>	.379
Temperature & Humidity	322	<b>.263</b>	.191	<b>-1.266</b>	.379

#### 4.7.3 Homoscedasticity Assumption

In this assumption test, it is assumed that, there are the same variance of errors between independent variables. As suggested by Stevens (2009), scatterplot was used to determine homoscedasticity presence showing spontaneous dispersion of error as shown in figure 4.9 below:

**Figure 4.1: Homoscedasticity Assumption**

#### 4.7.4 Absence of Multicollinearity Assumption

In order to test this assumption, the variance inflation factor VIF and tolerance rate were determined. The results on table 4.10 below show VIF and tolerance conform to the thumb rule which means extremely low collinearity between independent variables. Stevens (2009) suggest that low VIF and large tolerance indicates presence of low multicollinearity. Tolerance rate coefficient ranges between 0 and 1 whereas VIF ranges between 1 and 10.

**Table 4.10: Multicollinearity Assumption**

Variable	Tolerance	VIF
(Constant)		
Diseases	.715	3.536
Absenteeism	.862	3.212
Competitive Stress	.734	4.112
Economics	.887	5.341
Temperature and humidity	.928	2.774

#### 4.8 Multiple Regression Analysis

Taylor, M. (2018) have defined regression analysis as statistical method that assist in data analysis to establish the level of relationships between the given variables; the aim is to see how independent and dependent variable influence one another.

**Table 4.11 Regression Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.924 <sup>a</sup>	.854	.839	.444	.854	56.857	4	39	.000



Multiple regression was used to identify the ways that diseases, economics, absenteeism, Competitive Stress and Temperature and humidity management influence employees' health and safety. Preliminary analysis was conducted to ensure no violation of assumptions of linearity, normality, homoscedasticity and multicollinearity.

R score from table 4.11 is 0.924 which signifies there been a strong association of independent and dependent variable and it is near to one. R Square value is 0.854 = 85.4%, indicating that, Employees 'workplace Performance is described by 83.9% of independent factors. The other 3.9% of dependent variable is described by factors not included in this case. The results also show that, employees' performance has significant relationship with the independent variables ( $P < .000$ ) as seen in table 4.11.

Furthermore, regression coefficients on Table 4.12 suggest that, all variables were significant predictors ( $p < .000$ ) of the model. One unit increase of disease management explains 1.4 increase in employee' performance. Increase in one unit of Absenteeism management suggest 1.6 unit increase of employee' performance. Also, one unit increase of cognitive stress management explains 3.3 unit increase in performance of employees. In addition, single unit increase in occupational economics and temperature and humidity management for 1 and 0.6 unit increase in employee performance respectively.

**Table 4.12: Regressions Coefficients**

Variable	Unstandardized Coefficients		Standardized Coefficients		Sig.
	$\beta$	Std. Error	Beta	t	
(Constant)	7.624	1.023		7.641	.000
Diseases	1.438	.271	.342	5.214	.000
Absenteeism	1.611	.462	.327	4.852	.000
Competitive Stress	3.312	.340	.832	10.728	.000
Occupational Economics	.968	.527	.314	2.120	.000
Temperature and Humidity	.647	.433	.181	2.114	.000

Based on Table 4.12, the following regression model equation was developed;

From,

$$Y = \alpha + X_1\beta_1 + x_2\beta_2 + \dots X_n\beta_n + \varepsilon$$

Then,

$$Y = \alpha + DIW\beta_1 + WPA\beta_2 + CS\beta_3 + OE\beta_4 + TH\beta_5 + \varepsilon$$

Hence,

$$Y = 7.6 + 1.4DIW + 1.6WPA + 3.3CS + 0.9OE + T0.6H + \varepsilon$$

Where,

Y = Employees' performance

DIW = Diseases in workplace

WPA = Workplace absenteeism

CS = Competitive Stress

OE = Occupational Economics

TH = Temperature and Humidity

$\alpha$  = Constant

$\varepsilon$  = Standard error

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Chapter Overview**

This chapter provides the last part of the research report; it covers conclusion and recommendations for actions and for further research. It starts with the summary of the findings followed by conclusion and recommendations for actions and ends with areas for further studies.

#### **5.2 Summary of the Findings**

This study intended to examine the factors influencing employees' health and safety management to workplace performance. The objectives of the study were; to identify the ways that diseases and accidents affect employees' health and safety management towards workplace performance, to determine the extent to which economics and disabilities affect health and safety measures at workplace performance, to find out how Temperature and humidity influence employees' health and safety management towards workplace performance and to investigate the link between Competitive Stress and Culture and Technology to employees' health and safety towards employees' working place performance.

The first objective revealed that, 320(99.37%) of respondents required to respond if good health and safety can influence workplace performance positively agreed while 02(0.63%) disagreed. 300(93.16%) agreed that poor health for workers can cause absenteeism as a result of poor work place performance. Also, absence of safety at work place affects employees' work place performance. 9(2.79%) disagreed, and

13(4.03%) remained neutral. The second objective indicated that, about 319(99.06%) of the respondents agreed that economics has great effect on workers performance and only 3(0.04%) disagreed.

The third objective verified from the findings that, 245(76.08%) agreed that workplace performance will be poor for poor working environment caused by air condition leaving 71 (22%) who disagreed and the rest 6 (1.86%) remained neutral.

The last objective revealed that, 300(93%) of the respondents agreed while the rest 9(2.79) disagreed and 13(4.03%) remained neutral on the response about stress caused by organizations' competition.

### **5.3 Conclusion of the Study**

This study aims at examining the factors influencing employees' health and safety management to workplace performance. The findings revealed that health and safety at work place performance has great influence to the workers performance. Basing on the objectives discussed in chapter four earlier; the first objective revealed that, good health and safety can influence workplace performance positively, poor health for workers can cause absenteeism as a result of poor work place performance. Also, absence of safety at work place affects employees' work place performance. The second objective indicated that, economics has great effect on workers performance. The third objective verified from the findings that workplace performance will be poor for poor working environment caused by air condition. The last objective revealed that stress caused by organizations' competition.

#### **5.4 Recommendation of the Study**

For immediate effect, the study recommends that workers should work in healthy and safe environment so as to improve work place performance. This is because that health and safety at work place performance has great influence to the workers' performance.

In this study, it is recommended that, the organization's policy and leadership should take measure on all the elements influencing workers' health and safety at work place including; Diseases or illness, Accidents, Economics, Disabilities, Competitive Stress, Culture and Technology and Temperature and Humidity to Employees' workplace performance.

Moreover, the government of the united Republic of Tanzania should put more effort on the policy about insisting workers health and safety at their working place something very important for workplace performance improvement in the organizations. This action together with other government efforts, will help the nation to step forward in development.

#### **5.5 Areas for Further Studies**

This study was carried out at Itilima District a part of Simiyu Region. Findings of this study therefore cannot be generalized to other districts as regard to the nature of the study area. Further studies are required to be conducted in other districts in Simiyu region and in other regions of Tanzania as whole. Again, this study was limited by unwilling of some respondents to give the appropriate information

because of the confidentiality of the operations which they think may be revealed out. The researcher also faced the challenge of inadequate information due to technical secrets which they think would disclose the public. However, about this, the respondents were explained that the information they provided would be confidential and used for research purposes and not for any other reasons. However, the respondents were assured to provide adequate information because of the importance of the information they provided.

As it was found in the findings, employees' workplace performance is much influenced by health and safety in workplace, therefore further studies are needed to examine the factors influencing employees' health and safety management to workplace performance. Moreover, this research study has been conducted in one district where the researcher was familiar with, leaving other parts of Tanzania; therefore, further studies are required to be conducted in the other parts of Tanzania.

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## APPENDICES

### Appendix: I Questionnaire for Respondents

#### Objective: -

The questionnaire intended to collect information on the examination of the factors influencing employees' health and safety management to workplace performance.

This is purely an academic work conducted in partial fulfilment of Master's Degree in Human Resources Management (HRM) of The Open University of Tanzania.

All answers in this work remain as a confidential

#### INTRODUCTION

#### SECTION A: GENERAL INFORMATION

1. Please enter the name of your institution or Category

.....

2. Tick your sex

Male ( )

Female ( )

3. What is your age?

4. Tick one box only

30 or less

☐

31 – 35

☐

36 – 45

☐

46 – 55

☐

5. Tick your educational level

i. Certificate ( )

ii. Diploma ( )

iii. Bachelor ( )

iv. Postgraduate ( )

6. For how many years have you working in your department?.....(Number of years)

## SECTION B

The following items examine the factors influencing employees' health and safety management to workplace performance. Please indicate your agreement or disagreement with the following statements by **ticking (√)** your response using scale.

1. **Strongly disagree**

2. **Disagree**

3. **Neutral**

4. **Agree**

5. **Strongly agree**

Variables	1	2	3	4	5
<b>1 Diseases or illness</b>					
Health and safety in workplace cannot be properly managed due to employees' sufferings from various diseases like COVIC 19					
Good health and safety influence work place performance positively.					

Variables	1	2	3	4	5
<b>2 Absenteeism</b>					
Poor health for workers can cause absenteeism as a result of poor work place performance.					
Absence of safety at work place affects employees' workplace performance.					

Variables	1	2	3	4	5
<b>3 Competitive</b>					
Organizational competition in production causes harassment of workers that result to poor health and absence of safety.					

Stress, culture and technology due to competitive firm or organization influence work place performance.

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Variables	1	2	3	4	5
<b>4 Economics</b>					
Occupational Economics attempt to improve the fit between the workplace and the work environment.					
Availability of good income for employees helps to improve health and safety in an organisation as a result of good workplace performance.					
Variables	1	2	3	4	5
<b>5 Temperature humidity</b>					
If temperature and humidity at work place are not conducive, workers can enjoy working in the institution.					
Workplace performance will be poor for poor working environment caused by air condition.					

---

Variables	1	2	3	4	5
<b>6 Accidents</b>					
Most organization performance is influenced by accidents at workplace.					
Workers are always faced with accidents at work place. Does employer in the organization provide medical cover to the workers get accidents?					

---

Variables	1	2	3	4	5
<b>7 Disabilities</b>					
Employees' disability for workers can decrease work place performance or production.					
Injuries in workplace may cause disabilities among workers. Is this affect workplace performance negatively?					

**Thank you for your cooperation**

# Appendix iv: Data Collection Permit Letter

The Open University of  
Tanzania  
Simiyu Regional Centre,  
Maliasili Building,  
P.O. Box 269  
Tel. No. 028 - 2700123  
SIMIYU, TANZANIA.



Chuo Kikuu Huria cha Tanzania  
Kituo cha Mkoa wa Simiyu  
Jengo la Maliasili,  
S.L.P 269,  
Simu Na. 028 - 2700123  
SIMIYU, TANZANIA.

REF NO OUT/SMY/FLF/21/1  
DISTRICT EXECUTIVE DIRECTOR,  
P.O.BOX 308  
ITILIMA-SIMIYU  
C.C

9<sup>th</sup> SEPTEMBER 2021

DISTRICT HUMAN RESOURCES MANAGER,  
P.O.BOX 308  
ITILIMA

Dear Sir/Madam

RE: REQUEST FOR DATA COLLECTION PERMIT

Reference is made to the captioned above.

I am writing to introduce Ms. GRACE V GOMEGBWA who is the bonafide student of the Open University of Tanzania, with registration number PG201902148 pursuing Master of Human Resources Management (MHRM). Students are required to conduct research as a pre-requisite before they graduate. Therefore the above named student is doing his research titled "THE INFLUENCE OF EMPLOYEES' HEALTH AND SAFETY MANAGEMENT TO WORK PLACE PERFORMANCE AND CASE OF ITILIMA DISTRICT". For this reason she aims to collect her data within the locality of Itilima District for about one Month from 13 September 2021 to 13 October 2021

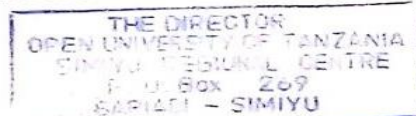
With this letter please, accord her with any assistance possible.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA

RAPHAEL J. MOKOKI

DIRECTOR-SIMIYU REGIONAL CENTRE.





UNITED REPUBLIC OF TANZANIA  
PRESIDENT'S OFFICE  
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT  
ITILIMA DISTRICT COUNCIL



*In reply please quote:*

Ref. No. AK.26/425/02/73

Date: 08/11/2021

Director,  
Open University of Tanzania,  
Simiyu Regional Center,  
P.O. BOX 269,  
BARIADI - SIMIYU.

**RE: REQUEST FOR PERMISSION TO UNDERTAKE RESEARCH**

Reference is made to your letter dated on 26<sup>th</sup> October, 2021 that requested the opportunity for the student named **GRACE GOMEGWA** who is taking Master of Human Resource Management (MHRM) at the Open University of Tanzania – Simiyu Regional Center to conduct a Research to our office.

2. Kindly be informed that your request has been accepted and your student have to report at **Head of Human Resource Officer** before placed to his/ her Area of specialization.
3. Student should also get informed that, the Council will not incur any cost, while taking that Practical Training.
4. With much regards

A.O. Rusasa

For District Executive Director,  
ITILIMA DISTRICT COUNCIL.

**FOR DISTRICT EXECUTIVE  
ITILIMA.**

Copy: District Executive Director,  
P.O.Box 308,

ITILIMA

- File note