

**THE IMPACT OF OCCUPATIONAL HEALTH PRACTICES ON  
EMPLOYEES' PERFORMANCE IN PRIVATE ORGANIZATIONS:  
A CASE OF TANGANYIKA PLANTING COMPANY IN KILIMANJARO**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
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**2024**

**CERTIFICATION**

The undersigned certifies to have read and at this moment recommends for acceptance by The Open University of Tanzania a dissertation entitled: ***“The Impact of Occupational Health Practices on Employees’ Performance in Private Organizations: A Case of Tanganyika Planting Company in Kilimanjaro”***, in partial fulfilment of the requirements for the degree of Master of Human Resource Management of the Open University of Tanzania.

.....

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.....

Date

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.....

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.....

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**DEDICATION**

My mother Juliana Elisamehe Mziray and my late father are the two people to whom I dedicate this work. This work is also dedicated to my wonderful children, Patric Patrick Semiono and Juliana Patrick Semiono, and my wonderful spouse, Patrick Cletus Semiono.

## **ACKNOWLEDGEMENTS**

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## ABSTRACT

This study examined the impact of occupational health and safety practices on employee performance in Tanzania's private organizations. The study was conducted in Moshi Region focusing on *the* Tanganyika planting company in Kilimanjaro. Three objectives guided this study which are to; determine the effect of reduced workplace injuries, reduction in stress and the effect of compliance with workplace regulations on employees' performance in the Tanganyika planting company in Kilimanjaro. The study adopted a positivism paradigm, quantitative approach and descriptive cross-sectional research design. The population of the study was 217 employees from Tanganyika Planting Company and a sample size was 68 respondents were randomly selected. The data analysis tool was Statistical Package for Social Science (SPSS) while the data analysis technique adopted was the regression analysis technique. The findings show that reduced workplace injuries were positive and significantly related to employee performance. The findings show that compliance with work regulation was positive but insignificantly related to employee performance. The findings show that reduction of stress levels was positive and significantly related to employee performance. It was concluded that reduction of workplace-related injuries and reduction of stress levels amongst employees is the most effective healthy safety a company can take to improve employee performance. This study recommends that compliance with work regulation should be given attention to bring positive and significant impact on employee performance.

**Keywords:** *Occupational health practices, workplace injuries, stress, compliance employees' performance.*

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**LIST OF ABBREVIATIONS**

CWR	-	Compliance with workplace regulations
OSHA	-	Occupational Safety and Health Authority
RS	-	Reduction in stress
RWI	-	Reduced workplace injuries
SPSS	-	Statistical Package for Social Science
URT	-	United Republic of Tanzania

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Chapter Overview**

This chapter provides an overview of the study, outlining its history, stating the problem, outlining its general and specific goals, and raising questions about how occupational health and safety policies affect workers' performance in Tanzanian private enterprises. The chapter also outlines the study's constraints and scope.

#### **1.2 Background of the Study**

Employee health and safety within an organization is an important asset within the organization since the performance of the organization depends on a healthy worker and safer working environment. According to the World Health Organization (2019), biological, chemical, and physical agents are the primary cause of occupational health hazards, which are increasingly widespread around the world and expose between 30% and 50% of workers. According to the International Labour Organization (ILO), approximately three million workers die each year due to work-related accidents and diseases. The ILO's (2023) report highlights that 2.6 million of these deaths are attributed to work-related diseases, with the most common being circulatory diseases, malignant neoplasms (cancers), and respiratory conditions. Additionally, 330,000 workers die annually from work-related accidents.

The ILO also notes that these fatalities are unevenly distributed, with male workers facing significantly higher risks compared to female workers. This data reflects the ongoing challenges in ensuring safe and healthy working conditions globally.

America and Europe placed workers on physical and psychological hazards since industrial owners emphasized production without good working environments. Poor working environments enticed people to insist on the respect of workers through occupational health matters. For example, in Great Britain, Luddism and Chartism are remembered since they fought for worker's rights including occupational health safety. In Greece and Egypt where slaves, prisoners and criminals were not valued despite being important. Agricola (1494-1555) and Paracelsus (1493 - 1541). Agricola and Paracelsus insisted on improving worker's health and social status in mines.

The occupational health and safety legislation in Tanzania originated from the Factories Ordinance CAP 297 formulated in 1950 and became effective in January 1952, the cap emphasized the protection of workers' health in factories. However, it was determined that the 1950 laws were insufficient, and the Occupational Health and Safety Act took its place in 2003. Among other things, the Occupational Health and Safety Act of 2003 included several requirements that required workplace adherence to occupational health and safety issues. At the moment, Tanzania's occupational health and safety is governed by the Occupational Safety and Health Authority (OSHA), which carries out its operations by the National Occupational Health and Safety Policy, 2010, the Occupational Health and Safety Act, 2003, and other related legislation. URT (2009) shows that from 2013 and 2014 in Tanzania Mainland, the number of accidents reported at workplaces was about 1,692 and 1,889 respectively. In the same years, a total of 668.5 million Tanzania shillings were used to compensate occupational accident victims. Thus, huge amounts of money, human

loss and suffering could be reduced through different means such as the implementation of occupational safety health in the working environment. Assey, (2019); Chande, (2019); Kessy and Raymond, (2021); Senso, (2017); and Simon, (2020); agreed that occupational health and safety at the workplace in Tanzania is valued but not effectively implemented due to different factors. Simon (2020) noted that several Tanzanian organizations struggle to implement effective occupational health and safety practices because of several issues, including low workplace compliance, a lack of leadership commitment, an ineffective policy regarding occupational health and safety, a failure to provide audit reports to employees, and a lack of funding for health and safety measures.

As a result, Kessy and Raymond (2021) advise that education and training are crucial for raising awareness of occupational safety and health among employers and employees. Because one can assess the efficacy of occupational safety and health in private organizations by looking at these practices, it is necessary to examine occupational safety and health policies. This idea came with the premise that you can have sound acts, regulations and bodies which insist on the existence of a safe and healthy working environment but a problem comes of practices to be demonstrated to achieve occupational safety and health intended. The study would be guided by the theory of job safety.

### **1.3 Statement of the Problem**

Several legal instruments, such as the Industrial and Consumer Chemicals Act No. 3 of 2003 and the Occupational Health and Safety Act No. 5 of 2003, have been used

in Tanzania to enforce occupational health and safety regulations. According to Kessy and Raymond (2021), workplace safety and health conditions can lower workplace mishaps, injuries, damages, and work-related illnesses that can leave workers dead or disabled. Unsafe workplaces continue to be a threat to workers' health in Tanzania, where work-related accidents, hazards, and illnesses result in workers' disabilities or deaths, despite the great priority placed on occupational health through various legislation efforts (Senso, 2017). It is better to take actions rather than dealing with effects of lack or poor implementation of occupational safety health. If precautions are taken early, costs for handling the effects of poor safety and a healthy working environment can be used for other things (URT, 2019).

The essence of doing this study lies in three reasons. Firstly, many studies were done on occupational safety and health in Tanzania, but few looked at occupational safety and health practices, many of them tended to get a general picture of occupational safety and health forgetting that a holistic picture comes from diverse practices. A study on the relationship between occupational health and safety and organizational productivity by Assey (2019), a study on the legal and policy challenges of implementing occupational safety and health by Chande (2019), a study on the roles of occupational health and safety in reducing workplace hazards by Kessy and Raymond (2021), and a study on managerial aspects in occupational health and safety by Nkolimwa et al. (2019) are some examples of studies on obtaining a holistic picture. It is necessary to investigate workplace occupational safety and health practices because these practices reflect the policies and procedures designed to implement occupational safety and health within the business (Tabitha, 2018).

Abdelwahab et al, (2019) show that workers in sugar factories get occupational accidents and hazards, but there are few studies on occupational safety health in sugar industries in Tanzania. The Sugar Board of Tanzania in 2009 shows that sugar industries in Tanzania are important to the economy of Tanzania such as the creation of direct employment for about 14 000 people. Thus, occupational safety and health are important to enable workers to perform their duties properly. Hence, there is a need to conduct this study since in sugar industries workers are affected by chronic infections which reduce the productivity of workers and the organization at large.

Most studies on occupational health and safety tend to focus on public sector organizations or larger multinational corporations. There is a lack of research on how occupational health practices specifically impact the performance of employees in smaller, private organizations like TPC, which operates in a unique industry setting. The specific environmental and cultural context of the Kilimanjaro region, where TPC is located, might influence how occupational health practices are implemented and perceived. This context, including local regulations, employee demographics, and economic factors, is often overlooked in global studies. The lack of contextual research specific to regions like Kilimanjaro creates a gap in understanding the direct correlation between health practices and performance outcomes.

While studies have acknowledged the importance of occupational health in general, there is a gap in empirical data that directly links specific health practices (e.g., ergonomic interventions, mental health support, etc.) to measurable employee performance indicators like productivity, absenteeism, and job satisfaction in private

companies. As occupational health standards evolve, particularly post-pandemic, private organizations like TPC may face new challenges. The gap lies in understanding how modern health practices such as remote health services or mental health programs are integrated and whether they effectively enhance employee performance in such industrial settings. Most research provides short-term analyses of the benefits of occupational health practices. There is a lack of longitudinal studies examining the sustained impact of these practices on employee performance over time in private agricultural companies like TPC. Therefore, this study focused on filling those gaps as stated above focusing on the impact of occupational health practices on employees' performance in private organizations a case of Tanganyika planting company in Kilimanjaro.

## **1.4 Research Objectives**

### **1.4.1 General Objective**

The main objective of this study is to examine the impact of occupational health and safety practices on employee performance in Tanzania's private organizations.

### **1.4.2 Specific objectives**

- i. To determine the effect of reduced workplace injuries on employees' performance in the Tanganyika planting company in Kilimanjaro.
- ii. To determine the effect of compliance with workplace regulations on employees' performance in the Tanganyika planting company in Kilimanjaro.
- iii. To determine the effect of reduction in stress on employees' performance in the Tanganyika planting company in Kilimanjaro.

### **1.5 Research Hypothesis**

- i. H<sub>1</sub>: Reduced workplace injuries have a significant impact on employees' performance in the Tanganyika planting company in Kilimanjaro.
- ii. H<sub>0</sub>: Reduced workplace injuries have an insignificant impact on employees' performance in the Tanganyika planting company in Kilimanjaro?..
- iii. H<sub>1</sub>: Reduction in stress level has a significant impact on employees' performance in the Tanganyika planting company in Kilimanjaro.
- iv. H<sub>0</sub>: Reduction in stress level has an insignificant impact on employees' performance in the Tanganyika planting company in Kilimanjaro.
- v. H<sub>1</sub>: Compliance with workplace regulations has a significant impact on employees' performance in the Tanganyika planting company in Kilimanjaro.
- vi. H<sub>0</sub>: Compliance with workplace regulations has an insignificant impact on employees' performance in the Tanganyika planting company in Kilimanjaro.

### **1.6 Significance of the Study**

Firstly, it will add knowledge in terms of occupational safety health and its relevant practices. Secondly, the study will be a factor in developing positive awareness attitudes and perceptions on creating a safe and healthy working environment. Different stakeholders will learn that creating a safe healthy working environment is not a duty of management only but also of employees. Moreover, the study will be a source of other research since the study will not cover all issues regarding occupational safety and health. In addition, the study will give information to policymakers on how to strengthen occupational safety and health matters in both public and private organizations.

### **1.7 Scope of the Study**

The study was conducted in the Kilimanjaro region focusing on the employees of Tanganyika private organisation whose total was 68. The study focused on the effect of reduced workplace injuries, the effect of compliance with workplace regulations and the effect of stress reduction. The study intended to find out whether reduced workplace injuries, reduced stress levels and compliance with rules and regulations have significant or insignificant effects on employees' job performance.

### **1.8 Organisation of the Study**

The study is divided into five chapters, the first of which presents the study's background, problem statement, aims, research hypothesis, significance, and limitations. Second, the presentation of the literature review is covered in chapter two. Here, relevant material from earlier investigations as well as the theories directing the investigation are explored. The conceptual framework and the research gap are further illustrated in this chapter. The research approach is presented in the third chapter of the study. The research methodology is presented in this chapter and covers the following topics: study area, population, sample, sampling technique, research design, research philosophy approach, and research. The chapter also covers data analysis, validity and reliability, data collection techniques, and ethical considerations. The data findings, conclusion, and advice are presented in the fourth and fifth chapters, respectively.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

The topic of this chapter is literature reviews. It includes an overview of pertinent literature and aids in identifying research gaps. The chapter is broken up into several areas, such as theoretical and definition of important concepts.

#### **2.2 Definition of Concepts**

##### **2.2.1 Occupational Safety and Health**

Different definitions exist for the phrase occupational safety and health. Anbessie (2019) defines occupational safety and health as a multidisciplinary field that addresses the welfare, health, and safety of workers. According to this study, occupational health is a field of public health that aims to support and uphold the greatest level of workers' physical, mental, and social well-being across all professions. Occupational Safety and Health (OSH) is a multidisciplinary discipline that is concerned with the welfare, health, and safety of people at work. This definition of OSH is given in this study.

##### **2.2.2 Health**

Ashraf (2011) defines health as a condition of social, mental, and physical well-being rather than only the absence of illness or disability. However, in this study, health protection refers to recognizing and averting workplace risks that may result in disease or harm. This entails offering instruction and training on workplace health and safety as well as making certain that employees have access to safe working environments, tools, and processes.

### **2.2.3 Safety**

According to Biswas (2016), safety is the condition of not being in danger or injury. Safety in the workplace refers to safeguarding employees against disease, injury, or physical harm while they are at work. It entails recognizing and managing potentially harmful workplace dangers, such as devices, machinery, chemicals, and ambient circumstances. In this study, the terms "safety" and "health" are closely associated because both deal with safeguarding the physical and mental well-being of employees.

## **2.3. Theoretical Framework of the Study**

### **2.3.1. Theory of Job Safety**

Workplace safety theory was created by Irwin and Slavich (2017). The core claim of the theory is that worker interactions with the environment, materials, equipment, and machines, as well as economic considerations like productivity, all play a role in job safety. The ideal work environment would not be harmful, not unduly demanding. Financial considerations dictate that the maximum level of output must be reached.

Additionally, the theory contends that job safety needs to begin from the planning stage and continue through all of the stages of production. As a result, among other reasons, to assess the results and provide feedback, rules for job safety must be specified before work starts and adhered to throughout the work cycle.

The responsibility of supervision to safeguard the health and safety of those engaged in the industrial process should also be included in planning. During the production process, things and people interact. (This use of the term "object" in a broader meaning is demonstrated by the cliché "people-(machine)-environment system").

This includes all surrounding objects as well as technical work tools, machinery, and materials. Examples of these include flooring, stairs, electrical current, gas, dust, atmosphere, and so forth.)

The concept states that there are three well-established interactions between workers and their surroundings. The environment in which employees work is objective and well-suited to them. The workplace does not meet the arbitrary wants of the employees. The worker's interaction with the intended working environment is completely disrupted, causing a disruption that hinders productivity and either harms the environment or people.

The theory applies to labour-saving strategies, worker safety and well-being, and the dependability of the system's objective elements, including machinery. It also indicates that there are no problems, injuries, near-misses (potential incidents), or deficiencies. This has led to an improvement in productivity. Furthermore, the operation might not be properly organized, the supplies or equipment might not be suitable for the job, or the individual might not be competent. Consequently, the worker inadvertently puts in too much or too little work. Equipment and other goal system components could cease to function properly.

## **2.4 Empirical Literature Review**

Occupational health and safety is maintained in the workplace through a variety of approaches. These procedures vary depending on several variables, including the goals of the business, the legal and medical environment, the makeup of the workforce, and the types of workplace accidents and risks that have occurred.

#### **2.4.1 Effect of Reduced Workplace Injuries on Employees' Performance**

The study by Abdelwahab (2019) in France produced some intriguing findings with a sample size of 87 employees, a mixed strategy, and a consequential research design. The results of the study demonstrated that employee commitment and performance are highly impacted by occupational health and safety. To reduce accidents and injuries at work, this study advises management to insure employees and provide them with personal protective equipment. To fulfil the current study goal, the study did not specifically address how fewer workplace injuries would affect workers' performance.

Furthermore, Ahmad and Nawaz's (2016) study in Singapore sought to determine how workplace health and safety policies affected workers' dedication and output in Singapore's steel manufacturing enterprises. The study's target population consisted of 533 individuals, including supervisors, managers, and workers. A sample size of 229 respondents was chosen at random from the target group using a straightforward random selection procedure. Utilizing interview guides, questionnaires, and firsthand observation, the data was gathered. Data were processed using the Statistical Package for Social Science (SPSS) software, version 21.0, and were analyzed using inferential statistics and descriptive statistics like means, modes, standard deviations, and variances. The study's conclusions show that the majority of employees are aware of the risks to their health and safety at work. The survey also discovered that, despite being aware of the risks to their health and safety at work, employees fail to wear personal protective equipment because they believe it is too hot. However, the focus of the current study was on how employees' performance was affected by fewer workplace injuries.

According to a study conducted in Malaysia by Biswas et al. (2016), 2.4 million workers die annually as a result of unsafe or unhygienic working conditions, and nearly a million people get injuries at work. Workplace health and safety is a major issue that both the public and the government are concerned about. Laws requiring employers to provide a safe and healthy workplace for their workers are becoming more onerous.

The productivity of employees is affected by their exposure to violence, accidents, and workplace dangers, as demonstrated by Durai et al. (2019) from India. The result further establishes a clear correlation between output and workplace health and safety procedures. Therefore, businesses need to continuously train their staff to increase production. This study has demonstrated the impact of violence, accidents, and workplace dangers on productivity. However, the current study focuses on how employee performance is affected by fewer work-related injuries.

The aforementioned study was supported by a 2016 study by Ahmad, Sattar, and Nawaz, which demonstrated the substantial impact of health and safety on worker performance and confirmed the negative effects of inadequate or nonexistent health and safety management on worker productivity. Nonetheless, the review's primary goal is to demonstrate how fewer work-related injuries affect workers' productivity.

In Kenya, Kivunja (2018) carried out research on the building industry's role in socioeconomic growth. Using a descriptive research methodology based on a quantitative approach, this study selected 120 individuals from a total of 200 workers in the industry. The data were analyzed using means, standard deviations, and multiple standard regression. The study's findings demonstrated that, despite certain difficulties, such as a high frequency of workplace illnesses and accidents that result

in worker fatalities and/or negatively impact employee and organizational performance. According to the study, OHS regulations in the building industry had a positive, statistically significant impact on worker performance and were closely aligned with global best practices. Nonetheless, the goal of the current study was to determine how employee performance was affected by fewer injuries.

Research from Tanzania by Chande (2019), Fatima (2017), and Hosea (2020) confirmed that an employee's performance, satisfaction, health, and social relationships are all positively correlated with safety and health at work. However, there isn't enough empirical data in Tanzania to determine the impact of fewer work-related injuries on employee performance in the Tanganyika planting company on Kilimanjaro.

#### **2.4.2 Effect of Compliance with Workplace Regulations on Employees' Performance.**

Numerous research on the impact of observing workplace norms on workers' performance has been carried out. A study on the degree of workplace implementation of occupational safety and health rules was carried out by Kessy and Raymond in 2021. A sample of 112 workers was selected from 2,169 registered workplaces in Nairobi for the study. Regression and descriptive analysis were used to examine the data. 90% of respondents, according to the study's findings, were generally aware that workplace safety and health existed. The study's conclusions centred on the awareness. Nonetheless, the current study's goal is to determine how employees' performance is affected by workplace regulations' compliance.

Compliance education, according to Kivunja (2018), helps businesses safeguard themselves by ensuring that staff members are knowledgeable on pertinent laws, rules, and industry standards. This information improves employee performance by lowering the possibility of expensive penalties or lawsuits brought about by employees' negligence or noncompliance.

According to a 2017 ethics study conducted in Singapore by Maguire and Delahunt, employee role identity may be influenced by compliance programs, which in turn may have an impact on the psychological health of the organization. Top managers might use several approaches when implementing compliance and ethics programs. As said, various compliance orientations and programs yield varying results in terms of employee reactions. The study also demonstrated how the ethics and compliance program fosters a feeling of shared accountability and appears to be in place to support staff members in successfully doing their jobs.

According to a Market al. (2020) survey-based study, the majority of compliance initiatives are probably designed to meet the needs of external stakeholders. As per their assertion, the primary objective of these programs is probably not to ensure ethical operations of the firm or to comply with the law, but rather to safeguard the reputation of upper management in the event of a controversy. It is crucial to remember that the goal of these programs, regardless of the kind of orientation that is implemented, is often to provide order and a certain level of predictability inside a company.

Organizational psychology is changing as a result of compliance programs and their orientations, according to a Maro (2016) study conducted in Egypt. Exchange theory and perceived exchange theory demonstrate how compliance initiatives can influence

employees' perceptions of their identities, positions, and the firm as a whole. The study also revealed that generally speaking, compliance initiatives are linked to a variety of employee behaviour outcomes, such as increased ethical consciousness and a decline in unethical behaviour inside a company. Additionally, Maro (2016) appropriately created a compliance program that motivates staff members to report unethical behaviour and to abstain from it. Effective management and strong values are important factors that affect an organization's compliance program's effectiveness.

The most recent study conducted in Kenya by Massao (2021) used a sample of 300 workers from cottage enterprises and a descriptive research approach. The results demonstrated that compliance initiatives can also motivate staff members to be technical and analytical. Compliance programs sometimes concentrate on enforcing compliance and penalizing noncompliance. The results also demonstrated that, in these situations, employees would refrain from non-compliance out of fear of punishment rather than a sense of loyalty to the company. This can be advantageous in that it guarantees a minimal amount of non-compliance. The preceding study's findings indicated that psychological factors play a role in compliance; yet, the goal of the current investigation is to ascertain how compliance affects workers' productivity within the company.

#### **2.4.3 Effect of Reduction in Stress on Employees' Performance**

The impact of stress reduction on employee performance has been the subject of numerous research. According to a study by Uzoamaka and Chizoba (2022) from Mumbai, India, stress-related symptoms including headaches, high blood

pressure, and trouble sleeping take a toll and even people with good attendance start missing more and more work. The productivity of the company is impacted by this. The study also offered several other ways that stress levels could impact a company's output. These include declining peer relationships, staff turnover, and tardiness. All of these lead to a rise in employee turnover, with reliable individuals becoming tardy since stress and worry frequently disrupt sleep, making it harder to wake up in the morning. Peer relationships getting worse and a lack of communication between them may eventually affect the efficiency of the business. The present study examines the impact of lower stress levels on worker performance, as opposed to Uzoamaka and Chizoba's (2022) study, which focused on the relationship between stress and productivity in businesses. Similar conclusions were drawn from studies conducted in Kenya by Simiyu, Manini, and Aliata (2020) on 250 employees of sugar firms using a descriptive methodology. All of these factors combined demonstrated how stress affects work quality by interfering with weariness, personality changes, social disengagement, and a decline in enthusiasm. All of which have the potential to greatly affect your business's productivity. Their results were in line with those of Nkolimwa, Jani, and Dominic (2019), who demonstrated that worker productivity at Tanzania's Twiga Cement Company decreased by 2% between 2021 and 2023—a notable decline when compared to the previous 70 years. The findings indicated that the private Cement Company was experiencing more stress. The effect of lower stress levels on public office employees' performance, however, is the main emphasis of the current study.

Another study by Nyambura and Simon (2019), both from Uganda, assessed any racial and sexual disparities in the relationship between workplace stress and productivity among workers from worksites taking part in a WorkWell KS Well-Being session. The research employed a cross-sectional, multi-site study design, utilizing Pearson correlation analysis to assess the relationship between productivity scores and stress. T-tests assessed racial and sexual disparities in scores. The findings of their investigation indicated a substantial inverse link ( $r = -0.35$ ,  $p < 0.001$ ) between the PSS and HWQ scores; productivity seemed to decline with increasing stress. The study is pertinent to the ongoing investigation, which aims to demonstrate how lower stress levels affect worker performance.

In their research, Mwangi and Waiganjo (2017) looked at the connection between bank workers' job performance and job stress in Pakistan's banking industry. The findings of their study demonstrated that job stress considerably lowered an individual's performance, and they recommended that businesses foster a supportive culture inside the workplace.

Jani, Dominic, and Nkolimwa (2019) Differential link between role-based performance and challenge and hindrance stressors is proposed. Support from the organization was supposed to control those interactions. The authors discovered a negative link between hindrance stressors and role-based performance and a positive relationship between challenge stressors and role-based performance in a sample of 215 employees from 61 state agency locations. The association between challenge stressors and role-based performance was mitigated by

organizational support, whereas the relationship between hindrance stressors and role-based performance was not modified.

To investigate the effects of work-related stress on employee performance and job satisfaction, Massao (2016) carried out research. For this survey, a sample of 150 workers from Nigeria's bank sector was employed. The findings indicate that Nigerian bankers experience significant stress due to all of these stressors, which has a detrimental effect on their performance. The results of this study corroborate those of a related study on Pakistan's banking industry by Usman Basher and Muhammad Ismail, which demonstrated that job stress considerably lowers an individual's performance.

According to Fatima and Shahid (2017), front-line employees at a shared service centre in Pakistan need to have their work-related stress and job performance closely examined. The study's conceptual framework was founded on the notion of job performance and the Job Stress model, which includes role ambiguity, role conflict, insufficient resources, and workload. Through the use of convenience sampling, 113 front-line employees from different departments inside a shared service centre were chosen to participate as respondents. The study's conclusions showed a substantial relationship between job stress and job performance.

Nkolimw, Jani, and Dominic (2019) investigated the association between job stress and organizational climate and job performance. They concluded that there was a modest degree of correlation, with a negative correlation between job stress and performance and a positive correlation between organizational climate and job performance. This indicates that job performance will increase with an

improvement in the organizational climate and decrease with an increase in job stress.

According to a study by Mohamed (2021), stress is a widespread and universal obstacle to employee productivity and organization; it is a fact of life in the modern workplace. The study also revealed that stress is a problem for staff members who work in various areas. Therefore, stress is linked to several negative outcomes, including poor work quality and error rates, high staff turnover, and absenteeism brought on by mental health issues like anxiety, emotional disorders, work-life balance, depression, and other conditions like frequent headaches, obesity, and cardiac arrests. Stress also affects organizational performance. On the other hand, the current study concentrates on public offices and aims to observe the impact of lower stress levels.

## **2.5 Research Gap**

Different reviewed literature show that occupational safety health matters entice many researchers because of its importance. However, occupational safety and health can be easily identified by different practices that are demonstrated at a given organization as far as occupational safety and health is concerned. Studies reviewed in Tanzania show that to some extent there is awareness and knowledge towards the importance of occupational safety health practices though there are some challenges that hinder the effective impact of effective utilization of occupational at work workplace (Hosea, 2020).

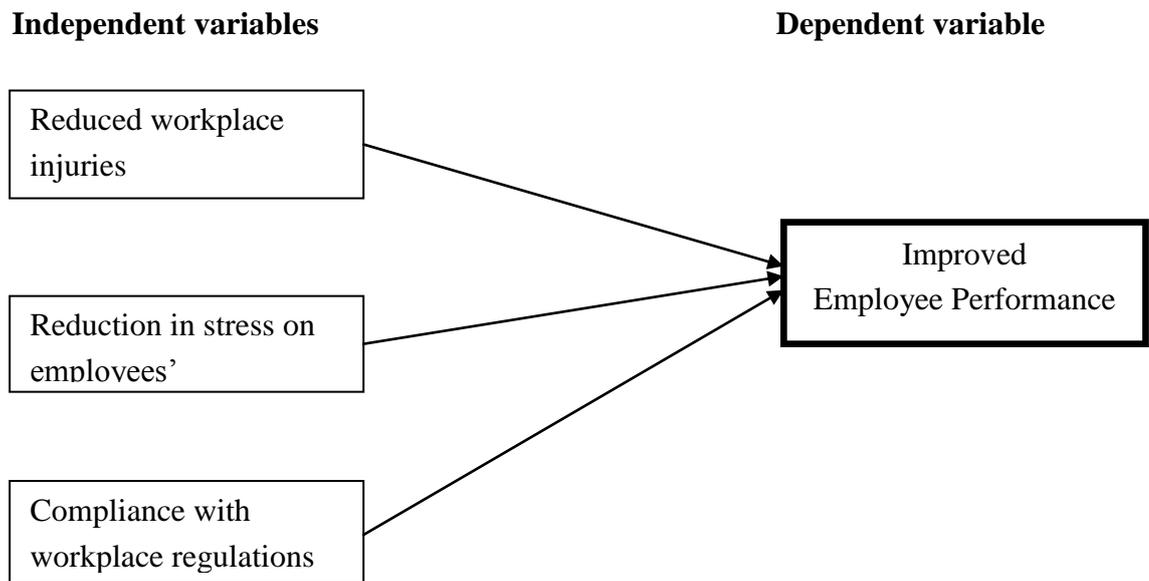
This study is encouraged by the assumption that occupational health safety at workplaces is recognized by different practices demonstrated either directly or

indirectly within a given organization. The reviewed literature about Tanzania shows that few studies studied occupational health safety practices Kessy and Raymond (2021), Nyambura and Simon (2019) and Hosea (2020)

There is a need to examine occupational safety and health practices at the workplace since specific practices are a reflection of policies and procedures created to implement occupational safety health in the organization (Tabitha, 2018). Despite many studies from other parts of the world and Tanzania showing that workers in sugar factories experience different occupational accidents and hazards Abdelwahab et al., 2019, few studies studied the implementation of occupational safety health in sugar industries in Tanzania.

## **2.6 Conceptual Framework**

This study created a conceptual framework to illustrate how occupational health and safety procedures affect workers' productivity in Tanzanian private enterprises. Three variables—the independent, dependent, and extraneous variables—are used in the visual representation of this conceptual framework. The impact of workplace health and safety procedures on workers' productivity is an independent variable. If various occupational health and safety procedures are followed, it is possible to see an impact on how personnel carry out their tasks. The result of occupational health and safety procedures is the second variable. Furthermore, when occupational health and safety procedures are successfully implemented, employee enthusiasm and morale increase, which helps employees perform at a high level.



**Figure 2:1 Conceptual Framework**

**Source:** Researcher's (2023)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

A systematic attempt or set of processes to be used by the researcher when carrying out a scientific investigation is known as research methodology. The researcher's constant goal is to accurately describe and explain the things he has seen. It is sometimes referred to as a conceptual framework for research, serving as a guide for data collecting, measurement, and analysis (Kothari, 2004). The research design, study area, research approach, sample size, data collection strategies, data analysis techniques, instrument validity and reliability, and ethical considerations were all covered in this chapter's explanation of the research methodology.

#### **3.2 Research Philosophy**

The study adopted a positivist paradigm. The positivism paradigm is a perspective or thinking of shared beliefs that inform the meaning or interpretation of research (Kothari, 2000). The paradigm considers society to be shaping individuals; it believes in the fact that society can influence individuals. The study's choice of paradigm is due to its ontological meaning, which focuses on approaches preferred by the researcher in conducting the research. The Positivism paradigm prefers the use of quantitative methods, which include social surveys, official statistics and questionnaires; mainly structured questionnaires. Additionally, the paradigm has been adopted since it supports official statistics, which have good representativeness and reliability.

### **3.3 Research Approach**

The study used a quantitative approach. According to Creswell (2011), the study uses an approach since the study has three entirely quantitative objectives. The quantitative approach is important, as it leaves no room for data manipulation. Furthermore, it shows the strength of the effect which one independent variable has over the other variable. Above that, a quantitative variable shows the relationship between the variable as well as the extent to which improvement of one unit of independent variable would have over the dependent variable.

### **3.4 Research Design**

The study used the descriptive cross-sectional research design. This is because the design combines both qualitative and quantitative approaches to get an depth understanding of the topic under investigation. This approach is relevant in this study since the researcher intends to get perceptions, experiences and opinions, about occupational safety and health practices at work. This approach was used in developing objectives, research tools, presentation, analysis and interpretation.

### **3.5 Study Area**

The Tanganyika Planting Company in Kilimanjaro is a study area. Has been selected in the premises that sugar industries involve activities which demand occupational safety and health practices (Ashraf, 2011). Tanzania Planting Company started to operate in the 1930s though it was registered in Denmark. The company was registered in Tanzania as TPC on 29th June 1973 and the shareholders remained the same as in Denmark which owns 75% of shares of Tanzania Planting Company, the Government of Tanzania owns 25% of the shares. Tanzania Planting Company has 1,850 permanent employees, 1000 contract/seasonal employees and 16 noncitizen

employees. In addition, about 1000 people are outsourced for various activities in the company (Maro, 2016). In addition, the study area is run by using labour laws and legal regulations which insist on adherence to occupational health and safety practices at workplaces, thus, data was obtained since management adheres to labour laws and other legal regulations as far as occupational health and safety practices are concerned.

### **3.6 Study Population**

A population, as defined by Best et al. (1998), is a collection of people who the researcher is interested in because they share one or more characteristics. From this wider group of individuals, the sample is drawn. The Tanganyika Planting Company employees, totalling 217 including the management personnel, comprise the study's population. The target population involved employees from the following departments Health and waste management (21), Personnel and administration (12), Human Resources (10), Procurement (10), Finance (8) and Planning and economics statistics (4). Other departments include Works (32), Community Development Social Welfare and Cooperatives (10), ICT (10) Manufacturing and Production (72) and Equipments and Maintenance (28). See Table 3.1

**Table 3.1 Population of the Study**

<b>Departments</b>	<b>Population</b>
Health and waste management	21
Personnel and Administration	12
Human Resources	10
Procurement	10
Finance	8
Planning and economics statistics	4
Works	32
Community Development and Social Welfare	10
ICT	10
Manufacturing and production	42
Equipment and Maintenance	28
<b>Total</b>	<b>217</b>

**Source:** Field Data (2023).

### **3.7 Sample Size and Sampling Procedures**

#### **3.7.1 Sample Size**

The sample of this study was 68 participants. These include ten (10) employees from Health and waste management, six (06) Personnel and administration, five (05) from Human Resources, five (05) from Procurement, four (04) from Finance, two (2) from Planning and economics statistics, ten (10) from Works department. Other employees were from other departments such as five (5) Community Development and Social Welfare, five (5) ICT and ten (10) manufacturing and production. Finally, yet importantly, six (6) employees were obtained from the equipment and maintenance department. The sample composition and its structure are indicated in table 3.2. 31.3% of the study population is represented by the sample size. The Yamane (1967) Formula was utilized to determine the study's sample size. The sample accurately reflects the total population. Kothari (2004) states that a sample is considered representative if it comprises at least 10% of the total.

The sample size of 68 respondents was obtained from the formula.

Formula,  $n = N / (1 + N(e)^2)$

Where;  $n$  = sample size estimate

$N$  = Population size or Sampling frame

$e$  = Error of reduction is 0.1

So that;

$N = 217$

$e$  = Confidence Interval 90% which is 10% = 0.1 standard error

$n$  = sample size

$n = 217 / (1 + 217 (0.1)^2)$ .

$n = 217 / (1 + 217 (0.01))$ .

$n = 217 / 1 + 2.17$

$n = 217 / 3.17$

$n = 68$

**Table 3.2: Summary of the Sample Composition for the Study Respondents**

<b>Departments</b>	<b>Population</b>	<b>Sampling Simple Random Sampling (SRS)</b>	<b>Sample</b>
Health and waste management	21	SRS	10
Personnel and Administration	12	SRS	06
Human Resources	10	SRS	05
Procurement	10	SRS	05
Finance	8	SRS	04
Planning and economics statistics	4	SRS	02
Works	32	SRS	10
Social welfare	10	SRS	05
ICT	10	SRS	05
Manufacturing and production	42	SRS	10
Equipment and Maintenance	28	SRS	06
<b>Total</b>	<b>217</b>	<b>SRS</b>	<b>68</b>

**Source:** Field Data (2023)

### 3.7.2 Sampling Procedures

It's a selection process where each person in the population has an equal chance of being selected (Charles, 2001). A basic random sample strategy was used in this study. During data collection, a small number of employees will be chosen at random to represent the others. Simple random sampling made it possible to select respondents at random, giving every member of the population an equal chance to provide data for the study.

The respondents were chosen using a simple random selection from various departments and units. A list of the population from each department was provided and respondents were chosen using sequence numbers from a random number table. Simple random sampling has been adopted since it objectively represents the population, which means it minimizes the chances for biases.

### **3.8 Data Collection Methods and Instruments**

#### **3.8.1 Structured Questionnaires**

Self-completion questionnaires with both closed- and open-ended questions were employed in this investigation. According to Walliman (2006), self-completion questionnaires are useful for gathering data because they allow for flexibility, are inexpensive and easy to administer, and can gather a large amount of data quickly.

#### **3.9 Data Processing**

Self-completion questionnaires with both closed- and open-ended questions were employed in this investigation. According to Walliman (2006), self-completion questionnaires are useful for gathering data because they allow for flexibility, are inexpensive and easy to administer, and can gather a large amount of data quickly.

#### **3.10 Data Analysis**

Since this study had quantitative data, quantitative data was analyzed with the aid of Statistical Packages for Social Sciences (SPSS), version 22 for the computation of descriptive statistics.

The package version was preferred because it has more user-friendly features than the previous version (analysis directives on the toolbar). The data set was subjected to a regression analysis. The data was analyzed using the Pearson Product Moment to determine the correlation coefficient ( $C_e$ ) and coefficient of determination ( $R$ ) of the data set (for each determinant of employee's performance). Summarized and visually appealing tables were used to present the findings. The choice of regression analysis techniques aimed at finding or identifying which specific variable had an impact on

employee performance in Tanzania, i.e. which variables have a stronger effect and which ones are to be ignored.

The study results on the impact of occupational health and safety practices on employee performance in Tanzania private organizations were presented using the regression formula as described below:

The regression equation is here under study:

The Impact of Occupational Health and Safety (OHS) = (RWI + RS + CWR.....i)

$$OHSP = \alpha + \beta_1 RWI + \beta_2 RS + \beta_3 CWR$$

Where; Employee performance in Tanzania private organizations = is measured by Few injuries in the workplace,

While:

RWI	-	Reduced workplace injuries
RS	-	Reduction in stress
CWR	-	Compliance with workplace regulations

In addition,  $e$  is a stochastic error

NB: The statistical tests of significance that were carried out to determine the  $p$ -value which was derived from the SPSS regression model.

**Whereby;**

Y = Dependent variables

$\beta_0 + \beta_1 + \beta_2 + \beta_3 +$  = Coefficients

$X_1 + X_2 + X_3 +$  = explanatory variables

In addition,  $e$  is a stochastic error

### 3.11 Validity

Validity of the research instruments was maintained in various ways as follows, the researcher consulted some experts for verifying the quality of interview guide questions and questionnaires. The researcher got the opportunity to make some improvements according to the observations from experts to be consulted. Also, questionnaires were pre-tested in Mtibwa Sugar Company and identified areas for improvements before the actual data collection exercise.

### 3.12 Reliability

The degree of consistency in test results is known as reliability (Kombo and Trump, 2006). As a measure of internal consistency, Cronbach's alpha was employed to determine the reliability of this data. Nunnally (1967) stated that a test scale with a 0.7 Cronbach's alpha ( $\alpha$ ) cutoff is regarded as a reliable scale, which is what we employed. Furthermore, Miller et al. (2002) said that to keep variables on a reasonable scale, a minimum Cronbach's alpha of 0.7 or above is required.

**Table 3.3: Cronbach's Alpha**

	<b>Item-Total Statistics</b>				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
RWI	8.4213	8.378	.306	.202	.909
RS	9.1941	6.859	.719	.778	.716
CAR	8.4669	6.362	.712	.584	.715
EJP	9.0971	6.484	.851	.821	.656

**N = 68**

**NOTES:** EJP = Employees' Performance, RWI = Reduced Workplace Injuries, RS = Reduction In Stress, CWR = Compliance With Workplace

**Source:** Data Analysis, 2024.

### **3.13 Ethical Considerations**

Research ethics involved obtaining the necessary clearance and permits from the Open University of Tanzania. The letter introduced the researcher to the President's Office of Regional Administration and Local Government, the Kilimanjaro regional office, the Moshi Urban District Council and the Tanganyika Planting Company.

The permit ensured the confidentiality of the respondents is well stated. This study ensured that all participants' responses and personal information were kept confidential and private, and were used for research purposes. Participants were informed about the measures taken to protect their privacy and confidentiality, and their consent was obtained before they were included in the study. All personal information was stored securely and only authorized personnel had access to them.

## **CHAPTER FOUR**

### **RESEARCH FINDINGS ANALYSIS AND DISCUSSION**

#### **4.1 Overview**

This chapter presents and discusses the research findings about the effects of occupational health and safety measures on workers' performance in Tanzanian private firms. Three particular goals were sought, namely: (i) To find out how workers at Kilimanjaro's Tanganyika planting enterprise function when there are fewer workplace accidents. (ii) To ascertain how employee performance at the Kilimanjaro Tanganyika Planting Company is impacted by adherence to workplace regulations. (iii) To ascertain how staff members at the Tanganyika planting company in Kilimanjaro function in response to stress reduction. Section 4.2 describes the characteristics of the sample, and Section 4.3, which is based on indicators, describes the descriptive research variables. Section 4.4 displays the study constructs' reliability and correlation. The results of the regression are shown in Section 4.5; the ranking of the water technology employed is shown in Section 4.6; and the commentary is offered in Section 4.7.

#### **4.2 Sample Description**

Three demographic factors came into play: the respondents' age, gender, and degree of education (Table 4.1). The vast majority of responders were female. Men lag by over 47%, with women making up over half of the group. Age groups 41 to 50 made up the majority of respondents, accounting for over 40% of all participants. The age group of 40 to 49, which made up more than half of all participants, came next. The

age group with the lowest score, which made up 1/7th of all participants, was 20 to 29. This group was followed by the oldest and middle-aged groups.

**Table 4.1 Sample Description**

S/N		Frequency	%
<b>1</b>	<b>Age</b>		
	20 – 29	9	13.2
	30 - 39	12	17.6
	40 – 49	36	52.9
	50 and Above	11	16.2
<b>2</b>	<b>Education Level</b>		
	Certificate	10	14.7
	Diploma	36	52.9
	Bachelor	14	20.6
	Masters	8	11.8
<b>3</b>	<b>Gender</b>		
	Males	32	47.1
	Female	36	52.9

**Source:** Field Data (2024)

### 4.3 Descriptive Statistics Results

There were three independent variables examined. The analysis of the descriptive included the minimum, maximum, mean, and standard deviations. Employee performance was the dependent variable, while the independent factors under analysis were fewer workplace injuries, adherence to workplace policies, and a decrease in stress.

#### 4.3.1 Descriptive Statistics Results for the Effect of Reduced Workplace Injuries on Employees' Performance.

Analysis was done on six factors. The analysis of the descriptive included the minimum, maximum, mean, and standard deviations. The information provided by the occupational health surveillance, the committee of employees, and the

surveillance itself were the independent factors examined. Enhanced effectiveness and output as a result of fewer workers missing time due to illness or accidents. Employee performance served as the dependent variable, and assistance was provided by a committee of employees, surveillance, and security.

To determine how fewer workplace injuries would affect workers' performance, descriptive statistics (mean, standard deviation, minimum, and maximum scores) were calculated (Table 4.2). The information provided by occupational health surveillance ( $M = 2.505882$ ,  $S.D. = 1.0130319$ ), followed by employee committees and surveillance, improved productivity and efficiency because fewer workers missed work due to illness or injury ( $M = 2.550000$ ,  $SD = 0.9781951$ ). The surveillance security function was the dependent variable, and employee performance was the dependent variable ( $M = 2.432353$ ,  $SD = 0.9970765$ ). The improved efficiency and production resulting from fewer employees missing work due to illness or injury were stated as ( $M = 3.1630$ ,  $SD = 1.28273$ ).

**Table 4.2: Descriptive Statistics Results for the Effect of Reduced Workplace Injuries on Employees' Performance.**

	Min	Max	Mean	Std. Dev
Information about where, how, and why employees become unwell or are injured at work is provided by occupational health surveillance.	1.0000	5.0000	2.505882E0	1.0130319
Employee committees and surveillance can lower the likelihood of mishaps or injuries by identifying and minimizing hazards.	1.0000	5.0000	2.617647E0	.9765827
Employee committee and monitoring Enhanced effectiveness and output as a result of fewer workers missing time due to illness or accidents.	1.0000	5.0000	2.455882E0	.9990118

Employee relations and morale are enhanced by employee committees and surveillance (a safer workplace equates to a less stressful workplace).	1.0000	5.0000	2.550000E0	.9781951
When workers feel comfortable at work, their production levels rise. These days, video monitoring is crucial to security.	1.0000	5.000	2.432353E0	.9970765
<b>N = 68</b>				

**Source:** Data Analysis, 2024

#### **4.3.2 Descriptive Statistics Results for the Effect of Compliance with Workplace Regulations on Employees' Performance.**

Analysis was done on six factors. The analysis of the descriptive included the minimum, maximum, mean, and standard deviations. The wellness programs' ability to lower workplace health risks and illnesses among employees was one of the independent variables under analysis. The company's wellness program reduces illness and injuries in the workplace. The increase in workers' productivity and decrease in absenteeism rate. Observed reduction of morbidity and work-related injuries. The health and safety programmes try to discover the causes of accidents and aim at reducing the accidents. The dependent variable was employees' performance.

The influence of workplace regulations compliance on employees' performance was measured using descriptive statistics (mean, standard deviation, minimum, and maximum scores) (Table 4.3). The findings demonstrate that wellness initiatives lower workplace health risks and illnesses for employees (M = 2.505882, S.D. = 1.0130319), with the company's wellness initiative lowering workplace illnesses and injuries (M = 2.629412E0, SD = 0.9215592). The increase in workers' productivity

and decrease in absenteeism rate was described as ( $M = 2.558824$ ,  $SD = 1.0042054$ ) followed by Observed reduction of morbidity and work-related injuries ( $M = 2.508824$ ,  $SD = 1.0551558$ ). The health and safety programmes try to discover the causes of accidents were described as ( $M = 2.023529$ ,  $SD = .6811136$ ) last but not least, the reduction of the accidents is described as ( $M = 2.023529E0$ ,  $SD = 0.6811136$ ).

**Table 4.3: Descriptive Statistics for the Effect of Compliance with Workplace Regulations on Employees' Performance.**

	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Dev</b>
Wellness programs reduce employees' health hazards and illness in the workplace	1.0000	5.0000	2.505882E0	1.0130319
The company has a wellness program which has been reducing illness and injuries in the workplace.	1.0000	5.000	2.629412E0	.9215592
The program has increased workers' productivity	1.0000	5.000	2.558824E0	1.0042054
The absenteeism rate has decreased accident severity as a result of health and safety programs in the organisation	1.0000	5.000	2.494118E0	.9987877
The positive impact of occupational health programs and services locally may be observed in reducing morbidity and work-related injuries.	1.0000	5.000	2.508824E0	1.0551558
The health and safety programmes try to discover the causes of accidents and aim at reducing accidents	1.0000	5.000	2.023529E0	.6811136
<b>N = 68</b>				

**Source:** Data Analysis, 2024

### 4.3.3 Descriptive Statistics Results for the Effect of Reduction in Stress on Employees' Performance.

Analysis was done on four factors. The analysis of the descriptive included the minimum, maximum, mean, and standard deviations. The developed workplace health and safety policy measures and components were the independent variables under analysis. There are documented health and safety guidelines, indicating that upper management is worried about workers' safety. Regular and methodical health and safety inspections are conducted. Inspections for health and safety are crucial in guaranteeing worker safety. The performance of the staff was the dependent variable. The impact of a decrease in stress on workers' performance was assessed using descriptive statistics (mean, standard deviation, minimum, and maximum scores) (Table 4.4). The findings indicate that written health and safety policies, which show that top management is concerned about the protection of employees, come after the development of occupational health and safety policy measures and components ( $M = 2.350000$ ,  $S.D. = 1.0511543$ ). Regular and methodical health and safety inspections were reported to be conducted as ( $M = 2.129412$ ,  $SD = 9474331$ ). Finally, but just as importantly, health and safety inspections are crucial to guaranteeing worker safety, as shown by the following: ( $M = 2.458824$ ,  $SD = .8293560$ ).

**Table 4.4: Descriptive Statistics for the Effect of Reduction in Stress on Employees' Performance.**

	Min	Max	Mean	Std. Dev
The occupational health and safety policy measures and components are developed.	1.0000	5.000	2.350000	1.0511543

There are written health and safety policies which demonstrate that top management is concerned about the protection of employees	1.0000	5.000	2.30000	1.0924435
Health and safety inspections are carried out on a regular and systematic basis.	1.0000	5.000	2.129412	.9474331
Health and safety inspections play an important role in ensuring the safety of the employees.	1.0000	5.000	2.458824	.8293560

N = 68

Source: Data Analysis, 2024.

#### 4.3.4 Descriptive Statistics Results for the influence of health safety on Employees' Performance.

Four variables were analysed. The descriptive included Minimum, maximum, mean and standard deviations were analyzed. The independent variables analyzed were; Reduced workplace injuries improve employees' job performance. Compliance with workplace regulations improves employees' job performance, reduced workplace stress improves employee job performance, and Health policy towards occupational safety improves employees' performance in private organizations in Tanzania. The dependent variable was employees' performance. Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the influence of health safety policy on employees' performance (Table 4.5). The results show that the reduced workplace injuries improve employees' job performance (M = 2.5324, S.D. = 1.01840) followed by compliance with workplace regulations (M = 3.2596, SD = 1.13615). Reduced workplace stress improves employee job performance (M = 2.0676, SD = .50028) last but not Health policy towards occupational safety improves employees' performance in private organizations in Tanzania shown by (M = 2.5324, SD = 1.01840).

**Table 4.5: Descriptive Statistics Results for the influence of health safety on employee performance.**

	Min	Max	Mean	Std. Dev
Reduced workplace injuries improve employees' job performance	1.00	5.000	2.5324	1.01840
Compliance with workplace regulations improves employees' job performance	1.50	5.000	3.2596	1.13615
Reduced workplace stress improves employee job performance	1.00	5.000	2.0676	.50028
Health policy towards occupational safety improves employees' performance in private organizations in Tanzania	1.00	5.000	2.5324	1.01840

N = 68

Source: Data Analysis, 2024

#### 4.4 Variable Descriptive Statistics, Reliability and Correlation Analysis Results

For the independent variables, descriptive statistics were calculated, and each one received a moderate effect score. The cut-off points proposed in Albdour & Altaraweh (2014) were used to calculate the effect of fewer workplace injuries on independent variable means scores, which were then converted to 7-point rating levels. The results (Table 4.6) showed that the mean score for decreased workplace injuries was moderate ( $M = 2.552941E0$ ,  $S.D = .9816931$ ). The mean score for adhering to workplace regulations was also moderate ( $M = 3.115441E0$ ,  $SD = 1.1099367$ ); the mean score for reducing employee stress was moderate ( $M = 3.5554$ ,  $SD = .35849$ ); and the mean score for mechanized pumps was moderate ( $2.361765E0$ ,  $SD = .9558975$ ). Employee performance is the dependent variable. The mean ratings for sustainability were found to be moderate ( $M = 2.642647E0$ ,  $SD = .9584372$ ). The correlations between pairs of the independent variables' dimensions were found to be between .003 and .167 using Cohen's (1988) cut-off for correlation, which indicates a

low but significant correlation. It was discovered that there was a substantial positive correlation between employee job performance and fewer workplace injuries ( $r = .368^{**}$ ,  $p < .01$ ). The employees' performance and adherence to workplace regulations were shown to be strongly positively associated ( $r = .756^{**}$ ,  $p < .001$ ). The performance of the employees was found to be significantly positively connected with stress reduction ( $r = .868^{**}$ ,  $p < .05$ ). A scale test for reliability analysis was used to evaluate the measurement scales' internal consistency. All of the variables that were examined for dependability have strong internal consistency, according to Cronbach's alphas in the diagonal (Table 4.6). Decreased workplace stress (.716), decreased workplace injuries (.909), adherence to workplace rules (.715), and last but not least, improved job performance (.656) of employees.

**Table 4.6: Variable Descriptive Statistics, Reliability and Correlation Analysis Results**

		RWI			
RWI	Pearson Correlation	1			
RS	Pearson Correlation	.194	1		
CAR	Pearson Correlation	.286*	.707**	1	
EJP	Pearson Correlation	.368**	.868**	.756**	1
*. Correlation is significant at the 0.05 level (2-tailed).					
**. Correlation is significant at the 0.01 level (2-tailed).					

**N = 68**

**NOTES:** EJP = Employees' Performance, RWI = Reduced Workplace Injuries, RS = Reduction In Stress, CWR = Compliance With Workplace

**Source:** Data Analysis, 2024.

#### 4.5 Multiple Regression Analysis

The effect of occupational health and safety procedures (independent variables) on workers' performance in Tanzanian private enterprises (dependent variable) was calculated using multiple regression analysis. The findings are shown in Tables 4.7–4.8. gives a synopsis of the model, with the R<sup>2</sup> statistics (which are 821) being the item of interest. This indicates that 82.1% of the variance in employee performance in Tanzanian private firms may be attributed to occupational health and safety standards.

**Table 4.7 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.906 <sup>a</sup>	.821	.813	.42678

a. Predictors: (Constant), CWR, RWI, RS  
N = 68

**NOTES:** EJP = Employees' Performance, RWI = Reduced Workplace Injuries, RS = Reduction In Stress, CWR = Compliance With Workplace

**Source:** Data Analysis, 2024.

The findings of the analysis of variance (ANOVA) are shown in Table 4.8. It also goes by the name of model fit outcomes. The F-statistics and related sig. Value is interesting in this table. The F-statistic is  $F 98.028 = p < 0.001$ , according to the results. The findings support the acceptance of the model's hypothesis, which states that occupational health and safety standards have an impact on workers' performance in Tanzanian private firms. As a result, they propose that the model's

ability to forecast how well employees will perform in Tanzanian private companies is highly correlated with workplace safety and health procedures.

**Table 4.8 ANOVA Results**

<b>Model</b>		<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1	Regression	53.564	3	17.855	98.028	.000 <sup>a</sup>
	Residual	11.657	64	.182		
	Total	65.221	67			

a. Predictors: (Constant), CWR, RWI, RS

b. Dependent Variable: EJP

**N = 68**

**NOTES:** EJP = Employees' Performance, RWI = Reduced Workplace Injuries, RS = Reduction In Stress, CWR = Compliance With Workplace

**Source:** Data Analysis, 2024.

The variables' significance, as indicated by the ANOVA table above, is 000, and the analysis's findings indicate that the model provides the best fit for the data.

The findings about the regression model's coefficients are shown in Table 4.9. The results of the calculations demonstrate that employee performance is positively predicted by the influence of workplace health and safety procedures. Employee performance was favourably and statistically significantly correlated with fewer workplace injuries ( $b = .147^{***}$ ,  $p < .001$ ). The performance of employees was favourably and statistically significantly correlated with their adherence to workplace regulations ( $b = .203^{**}$ ,  $p < .01$ ). Employee performance was favourably and statistically significantly correlated with a stress reduction ( $b = .649^{***}$ ,  $p < .001$ ).

Statistics on multicollinearity Tolerance values ranged from 918 to 477 in Table 4.9, and variance inflation factors (VIFs) from 1.089 to 2.097. These numbers imply that

multicollinearity among the independent variables is not suspected. According to Field (2005), if tolerance figures are less than 0.10 or if VIF data are 10.0 or greater, multicollinearity should be suspected.

**Table 4.9 Multicollineality Statistics**

Model		Collinearity Statistics	
		Tolerance	VIF
1	RWI	.918	1.089
	RS	.500	2.001
	CAR	.477	2.097

a. Dependent Variable: EJP

**N = 68**

**NOTES:** EJP = Employees' Performance, RWI = Reduced Workplace Injuries, RS = Reduction In Stress, CWR = Compliance With Workplace

**Source:** Data Analysis, 2024.

**Table 4.10 Regression Model Results**

Model		Coefficients				
		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
1	(Constant)	-.161	.197		-.817	.417
	RWI	.147	.047	.171	3.101	.003
	RS	.649	.072	.670	8.963	.000
	CAR	.203	.066	.234	3.052	.003

a. Dependent Variable: EJP

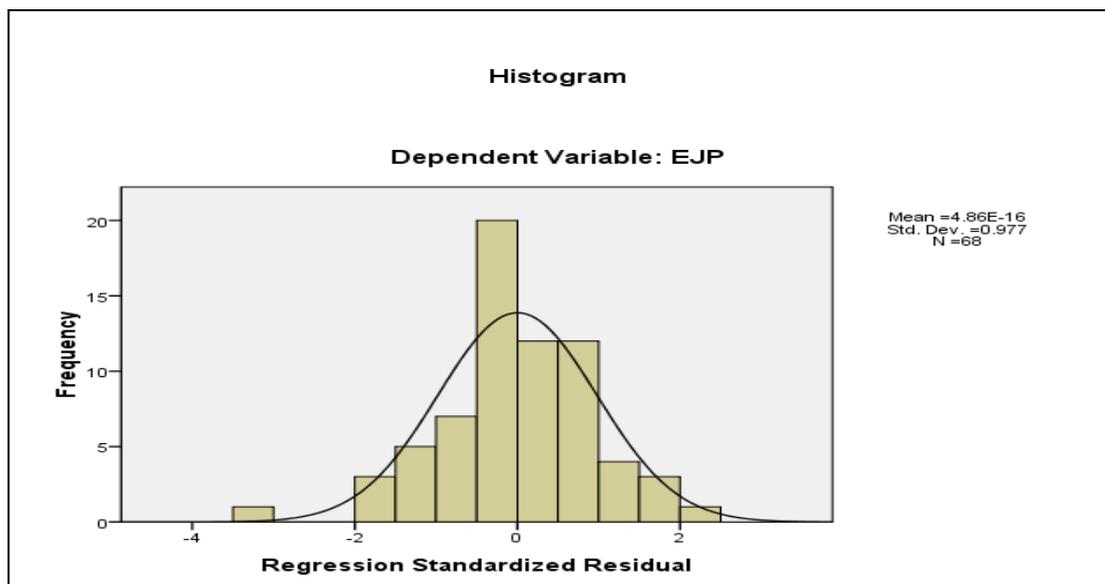
**N = 68**

**NOTES:** EJP = Employees' Performance, RWI = Reduced Workplace Injuries, RS = Reduction In Stress, CWR = Compliance With Workplace

**Source:** Data Analysis, 2024.

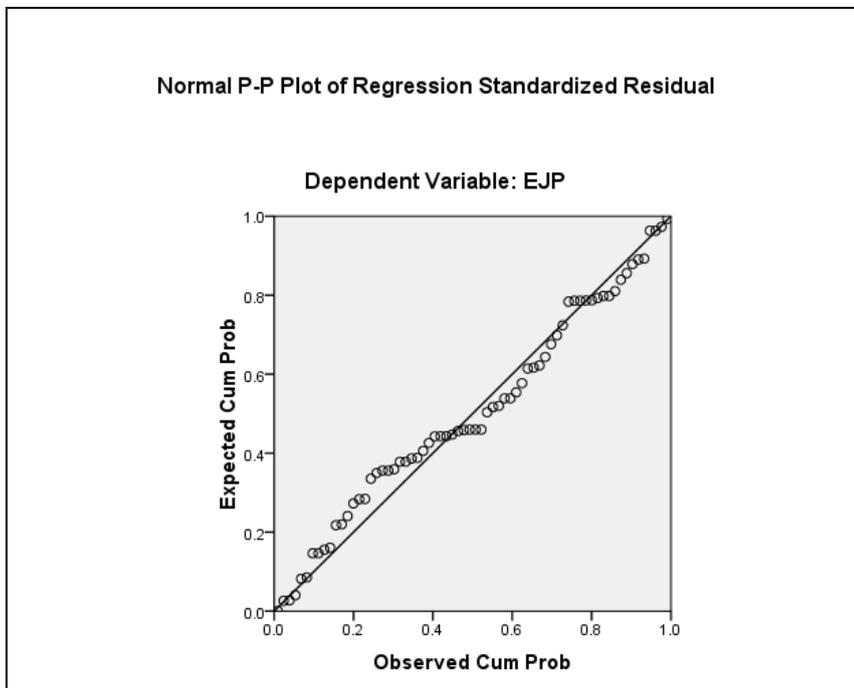
#### 4.6 Outliers, Normality, Linearity and Homoscedasticity Regression Assumptions Testing Results for Ethics.

The histogram's bell-shaped curve (figure 4.1) represents the residuals' distribution. The residuals' mean and standard deviation are both near zero, indicating a normal distribution. Furthermore, as Figure 4.2 illustrates, residuals plot along the diagonal line. Provide proof that there are no outliers. Thus, there isn't much of a deviation from the norm. There are no residual values outside of the  $|3|$  threshold, as shown by the histogram (Figure 4.1), demonstrating the absence of outliers. Tabachnick and Fidell (2007) state that any value outside the threshold of  $|3|$  is an abnormality. Figure 4.3's diagonal dots are accelerated down the diagonal line, suggesting that the data is linear and lacks outlier evidence. In Figure 4.3, the case residuals are distributed in a rectangle pattern around zero (0), suggesting homoscedasticity (equality of variance). Thus, there's no cause for concern regarding heteroscedasticity (unequal variation in the data).



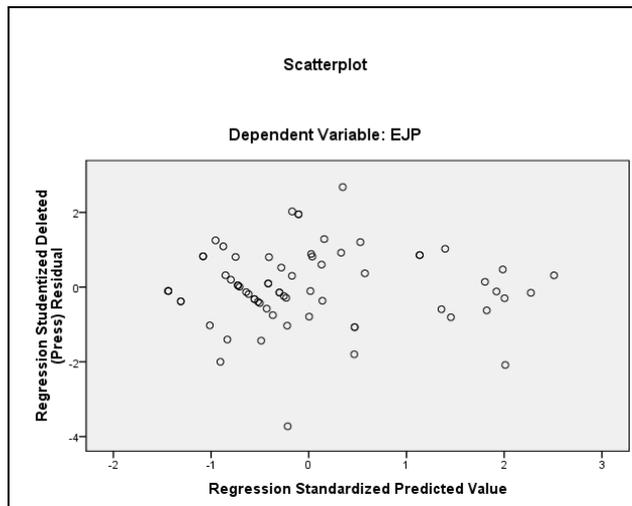
**Figure 4.1: Histogram**

Source: Data Analysis (2024).



**Figure 4.2: Normal P-Plots for the Standardized Residual Variables**

Source: Data Analysis (2024).



**Figure 4.3: Scatter plot for the Standardized residual for Variables**

**Source:** Data Analysis (2022).

#### **4.7 Discussion of the Findings**

Examining the effect of occupational health and safety procedures on workers' performance was the aim of the study. While keeping the study objectives front and centre, the commentary elucidates the information derived from the data analysis and contrasts or compares the current findings with what has been found in earlier, pertinent investigations. The contribution of each finding is presented. This leads to a thorough comprehension of the analysis of how occupational health and safety practices affect workers' performance in Tanzanian private enterprises.

##### **4.7.1 Effect of Reduced Work Place Injuries on Employees' Performance**

Employee performance at the Tanganyika planting company in Kilimanjaro is positively and significantly correlated with fewer work-related injuries, as demonstrated by the regression result in Table 4.10. The P-value test for the effect of fewer workplace injuries is 003, and the coefficient of effect is 147. This indicates

that the Tanganyika planting enterprise in Kilimanjaro and Tanzanian training personnel perform significantly better when there are fewer workplace injuries. In this study, a lower workplace is defined as a decrease in the number and severity of injuries during a given time frame.

The performance of employees was found to be statistically positively and significantly correlated with fewer workplace injuries. Abdelwahab (2019), who discovered that workplace health and safety has a substantial impact on employee commitment and performance, supports the findings. He did a great job of discussing the impact of lowering workplace injuries, but he did not adequately address the kind of injuries that would cause employees' job performance to drop. Furthermore, Ahmad and Nawaz (2016) found that the majority of employees are aware of the risks to occupational health and safety at work. The survey also discovered that even though workers are aware of the risks to their health and safety at work, they often forget to wear personal protective equipment because they think it's too hot. Based on past experiences, employees often report discomfort when donning security gear, which might lead to a higher risk of injury. This is one of the primary causes of the global health precaution movement, which has raised worker performance by lowering the likelihood of workplace accidents. Around 2.4 million workers die annually as a result of unsafe or unhygienic working conditions, according to Biswas et al. (2016), who also estimated that one million people get injuries at work. Workplace health and safety is a major issue that both the public and the government are concerned about. Laws requiring employers to provide a safe and healthy workplace for their workers are becoming more onerous.

Furthermore, research from India's Durai et al. (2019) demonstrates how productivity is impacted by workers' exposure to violence, accidents, and workplace hazards. Nonetheless, the study demonstrates a clear connection between worker productivity and workplace health and safety procedures, which include lowering the likelihood of accidents. Consequently, to increase productivity, businesses must continually train their staff on how to minimize work-related injuries.

#### **4.7.2 Effect of Compliance with Workplace Regulations on Employees' Performance.**

Furthermore, the results in Table 4.10 show that the effect of stress reduction had a positive and strong significant effect on employee performance in Tanganyika Planting company in Kilimanjaro. This is shown by the P-value test which stood at 0.000 while its coefficient value stood at 0.257. This means that reduction in stress on employees has a significant influence on employee performance in Tanganyika Planting company in Kilimanjaro, in this study, is measured by improved social interaction, less conflict amongst themselves, fair distributions of workload, deadline meetings and prompt feedback.

A decrease in the number of employee safety and injury reports is a sign that workplace standards are being followed. Regarding adherence to workplace rules, the findings indicated that employee performance at the Tanganyika Planting Company in Kilimanjaro was negatively and statistically insignificantly impacted by it. This indicates that employee performance at the Tanganyika Planting Company in Kilimanjaro is not significantly impacted by adherence to workplace norms. It also

suggests that employee performance would not be impacted by a unit move that complies with organizational rules and regulations.

The performance of employees was found to be statistically positively and significantly correlated with their compliance with workplace regulations. The findings are corroborated by Kessy and Raymond's (2021) research, which revealed that 90% of respondents were generally aware that occupational safety and health existed. He did a fantastic job of explaining how awareness of workplace regulations improves employee job performance. However, he did not address the question of whether employees were complying with workplace regulations despite their extensive knowledge of the consequences of not doing so. Furthermore, Kivunja (2018) found that by guaranteeing staff members are knowledgeable about pertinent laws, rules, and industry standards, compliance education helps firms safeguard themselves. This information improves employee performance by lowering the possibility of expensive penalties or lawsuits brought about by employees' negligence or noncompliance. The survey also discovered that even while workers are aware of the risks to their workplace health and safety, they often disregard the laws and regulations. Experience has shown that most workers view and handle situations as routine, and as a result, noncompliance accounts for the majority of workplace injuries. This is one of the primary reasons that ongoing safety education and training are included in all work organizations across the globe. Maguire and Delahunt (2017) believe that compliance programs have the potential to impact employee role identification, which in turn may have an impact on the organization's psychology. Top managers might use several approaches when implementing compliance and ethics programs. As said, various compliance orientations and

programs yield varying results in terms of employee reactions. The study also demonstrated how the ethics and compliance program fosters a feeling of shared accountability and appears to be in place to support staff members in successfully doing their jobs.

These results run counter to those of Kivunja (2018), who found that compliance education protects firms by ensuring that staff members are knowledgeable about pertinent laws, rules, and industry standards. This information improves employee performance by lowering the possibility of expensive penalties or lawsuits brought about by employees' negligence or noncompliance.

#### **4.7.3 The Effect of Reduction in Stress on Employees' Performance.**

As for compliance with workplace regulations, the results in Table 4.10 show that stress reduction has a positive and statistically significant effect on employee performance in Tanganyika Planting company in Kilimanjaro. Its P-value test stood at .000 while its coefficient value stood at .649. This means that stress reduction has a significant influence on employee performance in Tanganyika Planting Company in Kilimanjaro. Reduction in Stress, in this study, is measured by improved social interaction, less conflict among themselves, fair distributions of workload, deadline meetings and prompt feedback. The study results discovered that the effect of reduction in stress amongst employees has a significant and positive relationship with improving employees' performance in the Tanganyika planting company in Kilimanjaro.

The findings above imply that a unit change in stress reduction effort would have a 0.257 significant change in employee aspect of performance. It also means that, if

there is a unit change in any of the following less conflict amongst themselves, fair distributions of workload, deadline meetings and prompt feedback. Then there would be a 0.25 significant improvement in employees' performance.

These results are related to a panel study conducted by Biswas (2016) with 230 employees in Poland. The study found that job stress increases an employee's risk of mistakes, subpar work performance, mental health problems, burnout, and conflict at work. Untreated job stress costs firms money in increased absenteeism, disengagement, and attrition rates. Reduced stress, according to Chande (2019), can boost morale, promote greater concentration and productivity, decrease workplace accidents, reduce the number of sick days, and enhance physical health (such as lowered blood pressure and a stronger immune system). All of these elements may also contribute to lower employee turnover for an employer.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter provides a summary of all findings to summarize the overall findings and methodology used in the study more straightforwardly and understandably. The part also includes a conclusion and recommendations for further research.

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

The study's main objective of the study was to examine the impact of occupational health and safety practices on employee performance in Tanzania private

organizations in the Tanganyika planting company in Kilimanjaro: The research had three specific objectives which are to determine the effect of reduced workplace injuries on employees' performance in the Tanganyika planting company in Kilimanjaro. To determine the effect of reduction in stress on employees' performance in the Tanganyika planting company in Kilimanjaro. To determine the effect of compliance with workplace regulations on employees' performance in the Tanganyika planting company in Kilimanjaro.

The study adopted a positivism paradigm and a quantitative research approach because the data collected were in the form of numerical. Furthermore, the study adopted a descriptive cross-sectional research design while the sample size employed was covering 68 respondents who were selected using simple random and purposive sampling techniques. The study also used primary data sources and data were collected using both questionnaires. Data was analysed using the SPSS package; from which descriptive statistics showing frequencies and percentages were obtained as well as the regression, analysis. Background information of the respondents involved in the study included their age and education level of the respondents. Reliability and validity tests showed the study was valid and reliable but also the study observed all the ethical considerations. It was thus seen that the majority of the employees had more than 35 years hence with good working experience, while on the level of education, the majority were found to be degree holders.

### **5.2.1 The Effect of Reduced Workplace Injuries on Employees' Performance**

Research on the effect of reduced workplace injuries on employees' performance reveals that fewer injuries lead to enhanced productivity, increased morale, and lower absenteeism. When organizations implement effective safety protocols and injury

prevention programs, employees are less likely to take time off due to accidents, which improves overall work efficiency. Furthermore, a safer work environment fosters trust and satisfaction, leading to higher engagement and commitment from employees. Reduced workplace injuries also decrease healthcare costs for companies and enhance their reputation, making it easier to attract and retain talent. Ultimately, minimizing injuries has a direct positive impact on both individual performance and organizational outcomes.

### **5.2.2 The Effect of Reduction in Stress on Employees' Performance**

Research on the effect of stress reduction on employees' performance consistently demonstrates that decreasing workplace stress leads to improvements in productivity, job satisfaction, and overall performance. Employees who experience less stress tend to have higher levels of engagement, creativity, and problem-solving abilities, as well as reduced absenteeism and turnover rates. Stress reduction initiatives such as wellness programs, flexible working arrangements, and mental health support can foster a positive work environment that enhances both individual and organizational outcomes. Studies also show that addressing chronic stress can improve long-term health outcomes for employees, further contributing to their sustained performance

### **5.2.3 The Effect of Compliance with Workplace Regulations on Employees' Performance.**

Studies on the effect of compliance with workplace regulations on employees' performance indicate that adherence to safety, health, and operational regulations significantly boosts productivity, job satisfaction, and overall organizational efficiency. Compliance ensures a structured, predictable, and safe working

environment, reducing the likelihood of accidents, legal issues, and operational disruptions. Employees working in such regulated environments experience less stress and uncertainty, which enhances focus, motivation, and morale. Moreover, organizations that strictly enforce regulations often see reduced turnover and absenteeism, as employees feel protected and valued, thus improving both individual and collective performance

### **5.3 Conclusion**

The conclusion on the effect of reduced workplace injuries on employees' performance highlights that creating a safer work environment not only prevents accidents but also leads to significant improvements in employee productivity, morale, and engagement. When injuries are minimized, employees feel more secure and valued, which reduces absenteeism and turnover rates, while boosting focus and efficiency. Additionally, companies that prioritize injury prevention tend to benefit from lower healthcare costs and a stronger organizational reputation, further enhancing overall performance. Therefore, investing in safety measures is crucial for both individual well-being and long-term organizational success.

The conclusion on the effect of reducing stress on employees' performance underscores that managing and lowering stress levels significantly enhances workplace productivity and employee well-being. Reduced stress leads to higher job satisfaction, improved focus, and better decision-making, as employees are more engaged and less prone to burnout. Organizations that implement stress-reduction strategies, such as promoting work-life balance, providing mental health resources, and fostering supportive work environments, see notable improvements in both

individual and organizational outcomes. Ultimately, stress reduction contributes to a healthier workforce, reduced absenteeism, and a more efficient, motivated team.

The conclusion on the effect of compliance with workplace regulations on employees' performance emphasizes that adherence to safety and operational standards fosters a more productive and motivated workforce. Compliance not only minimizes risks and accidents but also cultivates a culture of safety that enhances employee morale and job satisfaction. When employees feel protected and their rights upheld, they are likely to exhibit higher levels of engagement, commitment, and productivity. Additionally, organizations that prioritize compliance benefit from reduced turnover and absenteeism, ultimately leading to improved overall performance and a positive workplace environment. Thus, ensuring compliance is crucial for both employee welfare and organizational success.

## **5.4 Recommendations**

### **5.4.1 Effect of Reduced Workplace Injuries on Employee Performance**

To effectively reduce workplace injuries and improve employee performance, organizations should adopt several key strategies. First, they should conduct regular safety training sessions to educate employees about potential hazards and proper safety practices, fostering a culture of awareness and responsibility. Implementing routine safety audits and risk assessments will help identify and mitigate potential dangers proactively. Engaging employees in safety initiatives not only empowers them but also encourages open communication about unsafe conditions. Additionally, investing in ergonomic solutions can reduce physical strain and prevent injuries. Lastly, promoting a workplace culture that prioritizes safety through strong leadership commitment and recognition of safe practices can enhance morale and overall productivity. By following these recommendations, companies can create safer work environments that support employee well-being and performance.

### **5.4.2 Effect of Compliance with Work Regulation on Employee Performance**

To enhance employee performance through compliance with workplace regulations, organizations should focus on several key recommendations. First, they should ensure that all employees receive comprehensive training on relevant regulations and their importance, which fosters a better understanding of compliance expectations. Implementing clear and accessible policies regarding health and safety, anti-discrimination, and other regulations will help create a structured work environment where employees know their rights and responsibilities. Regular audits and assessments should be conducted to monitor compliance and identify areas for improvement, reinforcing accountability. Additionally, organizations should

encourage open communication channels where employees feel comfortable reporting violations or suggesting improvements. Finally, recognizing and rewarding compliance efforts can motivate employees to adhere to regulations and contribute to a positive organizational culture. By prioritizing these strategies, organizations can create a safer, more efficient workplace that enhances overall employee performance.

#### **5.4.3 Effect of Reduction of Stress Level on Employee Performance**

To effectively reduce stress levels and improve employee performance, organizations should implement a variety of supportive strategies. First, they should promote work-life balance by offering flexible work arrangements and encouraging employees to take regular breaks to recharge. Providing access to mental health resources, such as counselling services and stress management workshops, can also empower employees to manage stress more effectively. Additionally, fostering a positive work environment through team-building activities and open communication can enhance employee relationships and reduce workplace tensions. Managers should be trained to recognize signs of stress and support their teams by creating a culture of understanding and empathy. Lastly, recognizing and rewarding employee achievements can boost morale and motivation, further mitigating stress. By integrating these recommendations, organizations can cultivate a healthier work atmosphere that enhances overall employee performance.

#### **5.4.4 Implications**

Work-related safety measures are of great importance in sustainability of the industries or organisations. When employees are injured the performance in the organisation decreases, but also the organisation incurs huge costs related to

insurance. The findings also imply that health and safety practices should be emphasized in the overall performance and profits of the organisation.

#### **5.4.5 Recommendations for Further Studies**

Despite the compliance with rules and regulations to show relevance to employee performance, the study showed the opposite of it. Hence, forth, there is a need to conduct a much more detailed study, focusing on the actuality of the responses.

The study used a sample size of about 68 respondents which is not enough to represent all the private organizations, Hence a much wider study ought to be done covering a much larger area and sample size.

The study analysis techniques are based on regression which intends to show the effect or relationship of the two variables. Hence a much more exploratory study ought to be done such that, the 44% unexplained answers from the regression summary model can be accommodated.

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## APPENDICES

### APPENDIX I

#### QUESTIONNAIRE FOR EMPLOYEES

##### **Introduction**

My name is Bahati Elisamehe Mziray, The intention of this questionnaire is to collect information about “the impact of occupational health and safety practices on employees’ performance in private organizations in Tanzania”. Your information will be important and essential to achieving the goals of this study's research since it is being done only for academic purposes. Information given is anonymous and confidential with great assurance. I kindly ask for your help and voluntary participation in order to make this project succeed.

##### **RESPONDENT PERSONAL INFORMATION**

**(Please circle the appropriate answer)**

1.	Sex	a. Male b. Female
2.	Age	a. Between 20-29 b. Between 30-39 c. Between 40-49 d. 50 and above
4.	Highest level of education attained	a. Secondary school b. Certificate in any other training c. Diploma d. First degree/advanced diploma e. Masters degrees and above

A. HOW THE FOLLOWING DO, REDUCED WORKPLACE INJURIES MAKE YOU FEEL SATISFIED OR DISSATISFIED WITH ITS EFFECT ON EMPLOYEES’ PERFORMANCE IN ORGANIZATIONS. PLEASE USE TICK (√) TO INDICATE YOUR POSITION IN THE COLUMN PROVIDED.

**1=Very Dissatisfied 2=Somewhat Dissatisfied 3=Dissatisfied 4=Neutral**

**5=Satisfied 6=Somewhat Satisfied 7=Very Satisfied**

S/N	Item	1	2	3	4	5	6	7
1	Information about where, how, and why employees become unwell or are injured at work is provided by occupational health surveillance.							
2	Employee committees and surveillance can lower the likelihood of mishaps or injuries by identifying and minimizing hazards.							
3	Employee committee and monitoring Enhanced effectiveness and output as a result of fewer workers missing time due to illness or accidents.							
4	Employee relations and morale are enhanced by employee committees and surveillance (a safer workplace equates to a less stressful workplace).							
5	When workers feel comfortable at work, their production levels rise. These days, video monitoring is crucial to security.							
6	People who are qualified, trained, and experienced conduct surveillance.							

**A. THE EFFECT OF THE EFFECT OF COMPLIANCE WITH WORKPLACE REGULATIONS ON EMPLOYEES' PERFORMANCE.**

**1=Very Dissatisfied 2=Somewhat Dissatisfied 3=Dissatisfied 4=Neutral**

**5=Satisfied 6=Somewhat Satisfied 7=Very Satisfied**

S / N	Item	1	2	3	4	5	6	7
1	Wellness initiatives lessen the risks to workers' health and illnesses at work.							
2	Because of the company's wellness program, there are fewer illnesses and accidents at work.							
3	Employee productivity has grown as a result of the program.							
4	Local occupational health programs and services have a positive effect on lowering morbidity and work-related injuries.							
5	The positive impact of occupational health program and							

	service locally may be observed in reducing morbidity and work-related injuries.							
6	The goal of the health and safety programs is to lower the number of accidents by attempting to identify their causes.							
7	Programs for occupational health and safety also include all the individuals and initiatives that are directly or indirectly responsible for ensuring a safe workplace.							
8	Programs for occupational health and safety also include all the individuals and initiatives that are directly or indirectly responsible for ensuring a safe workplace.							

**B. THE EFFECT OF EFFECT OF REDUCTION IN STRESS ON EMPLOYEES' PERFORMANCE IN WORK PLACE ORGANISATION.**

**1=Very Dissatisfied 2=Somewhat Dissatisfied 3=Dissatisfied 4=Neutral  
5=Satisfied 6=Somewhat Satisfied 7=Very Satisfied.**

S/N	Item	1	2	3	4	5	6	7
1	Wellness initiatives lessen the risks to workers' health and illnesses at work.							
2	There are written health and safety policies which demonstrate that top management is concerned about the protection of organizations employees from hazards at work and indicate how protection will be.							
3	Health and safety inspections are carried out in a regular and systematic basis by line managers and supervisors with the advice of health safety specialists							
4	Health and safety inspections play an important role in ensuring safety of the employees.							

**INFLUENCE OF HEALTH SAFETY ON EMPLOYEES' PERFORMANCE IN PRIVATE ORGANIZATIONS IN TANZANIA**

S/N	Item	1	2	3	4	5	6	7
1	Reduced workplace injuries improve employees' performance							
2	Compliance with workplace regulations							

	improves employees performance							
3	Reduction in stress improves employees performance							
4	Health policy towards occupational safety improves employees' performance in private organizations in Tanzania							

**Thanks for your cooperation**