

**THE EFFECT OF SAFETY AND HEALTHY WORKING ENVIRONMENT  
AND PRODUCTION OF EMPLOYEES**

**CASE STUDY: ROOFING UGANDA LIMITED**

**BY**

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**DECLARATION**

I SSenyonga Farida declare that to the best of my knowledge this work has never been presented any where for any award of a degree.

Signed.....

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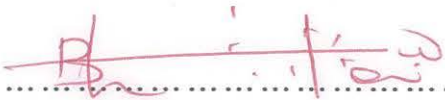
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## APPROVAL

This report has been prepared and moderated through profound commitment of the supervisor and the student has submitted it for exam

with his approval as the supervisor.

Signed:.....

**MR. Bariruno John Baptist**

**(SUPERVISOR)**

Date:.....23/07/09.....

## DEDICATION

This work is dedicated to my family members especially my mother Mrs.SSENYONGA ZAINA and above all my best friend ALLEN BRIGHT.

## ACKNOWLEDGEMENT

My heartfelt thanks go to my supervisor for sparing his time to give me the necessary guidance on this study and my parents who have been able to pay my tuition throughout my studies.

Special thanks go to MRS.SSENYONGA ZAINA of Ndejje for the close attention to any step that I took in the struggle to finalize this work.

I am generally grateful to everyone who has helped me in one way or the other to produce this work successfully.

## LIST OF ABBREVIATIONS

OSHA	Occupational Safety and Health Administration
NSSF	National Social Security Fund

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## ABSTRACT

The study was concerned with the effect of safe and healthy working environment and productivity of employees. The problem was that many organizations continue to perform below standards as regards productivity and this can be attributed to unsatisfactory safe and healthy working environment. The study was intended to address these objectives:

- To identify the safety issues at work.
- To establish the impact of the organization's environment on employee performance.
- To show the relationship between safety and healthy working environment on the production of employees.

The researcher basically used a descriptive and analytical research design, in order to determine the effect of safety and healthy working environment and production of employees. Data was obtained from secondary sources like Text books, Journals, Newspapers, Articles and reports.



## CHAPTER ONE

### 1.0 Introduction

This chapter contains the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, and scope of the study, significance of the study and structure of the report.

### 1.1 Background to the Study

FLIPPO (1984), observed that the modern safety movement is believed to have started around 1912 with the first cooperative safety congress and the organization of the National safety council. Just prior to this time in 1906, the Massachusetts Board of health and started the industrial health movement by appointing health officers to inspect factories, workshops, schools and tenements. The early movement was interested primarily in acquainting the general public with the fact that there existed in business a high incidence of industrially caused accidents and diseases. Occupational (work place) health refers to the status of the working population (free from illness or ailments) in relation to work and working condition at the work place. For many years, occupational health issues at work place have been associated with formal and large scale

production sites such as factories and in other industries in urban centers. **Balunywa (2006).**

Occupation safety on the other hand is the pre occupation measure. Thus, all activities involved in the development and implementation of programmes for safety promotion, prevention measures, and hazards, and risks identification at workplace so as to maximize occupational health risks to which employees may be exposed. Therefore, safety in relation to manufacturing company means a process through which adequate facilities and arrangements for protection of employees, visitors and any other persons who may be adversely affected by working operations at the factory. **Cole (2000)**

In matters of health, safety and welfare at work, the majority of the ground rules are laid down by statutory regulation in one form or another. It's important to recognize however, legal obligations usually aim at setting maximum standards. Organizations that are genuinely concerned to protect their employees will accept the spirit and not just the letter of the requirements on health, safety and welfare. This means that much of the provision in practice goes well beyond legal requirements in such organizations. **Robens (1972).**

## 1.2 Statement of the Problem

The focus of this study was to ascertain the impact of safety on production of employees. Although injury and fatality rates in many industrial sectors have declined significantly in the twenty three years since the occupational safety and health administration (OSHA) came into being, this has not been the case in manufacturing industry.

Balunywa (2006) quoted that, manufacturing is the Uganda's largest industry and one that has consistently registered high rates of work place accidents. OSHA has had little success in reducing injuries and fatalities among factory workers, despite the fact that it channels a largest portion of resources into the enforcement of health and safety standards on the firm.

Manufacturing workers are exposed to a wider variety of hazards and face a greater risk of work related injury or fatality than employees in any industry BFLIPPO (1984). In 1992, according to the most recent annual bureau of labour statistics data, the lost work day case rate for the manufacturing industry was 5.7 per 100 full time workers, the highest of any major economic sector (Cole, 2000).

### **1.3 Purpose of the Study**

The main purpose of the study is to develop ways of how labour can increase production in the manufacturing firms through a safer and a healthier working environment.

### **1.4 Research Objectives**

- To identify the safety issues at work.
- To establish the impact of the organization's environment on employee performance.
- To show the relationship between safety and healthy working environment on the production of employees.

### **1.5 Research Questions**

- What are the safety issues at work?
- What is the impact of organization's environment on employee output?
- Is there any relationship between safety and healthy working environment and employee production?

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

The study was mainly focused on safety issues at work, healthy issues at work and organization's environment. This is because this is a wide area of study in that the researcher can't focus on all the elements/variables.

## **1.7 Significance of the Study**

- The study will add to the already existing literature and where the researchers in the area of human resource will find it useful in their study.
- Business will be able to use the information to design comprehensive policies and procedures on safety and health issues.
- The findings will help the human resource managers and other stakeholders in understanding the importance of safety issues at work and health.
- It will help government parastatals in understanding the effect of safety and healthy working environment and employee productivity hence come up with proper decisions.

## **1.8 Structure of the Report**

**Chapter one**, it covers the background to the study, the statement of the problem, purpose of the study, research objectives, and research questions, scope of the study and significance of the study. **Chapter two** looks at the description of how the study was conducted. It includes research design, sources of data, data collection methods, data processing and analysis, data presentation and limitations of the study. **Chapter three**, this contains the review of the

related literature about the study variables. Chapter four, this chapter entails the presentation and the discussion of the findings under study. Chapter five, this chapter talks about the summary conclusion, the recommendations and identifies areas for further study.

## **CHAPTER TWO**

### **RESEARCH METHODOLOGY**

#### **2.1 Introduction**

This chapter provides a description of how the study was conducted. It includes the research design sources of data, data collection methods data processing and analysis, data presentation and limitations of the study

#### **2.2 Research Design**

This research aims at studying safety and health on employee production. The study was conducted using descriptive research design. This is because the study involved qualitative data that was collected from already published literature for the purpose of making a valid conclusion.

#### **2.3 Sources of Data**

The data was gathered from secondary sources that are already gathered reports, business journals, business magazines internet, text books, company publications, brochures among others.

#### **2.4 Data Collection Methods**

The researcher used surfing and down loads by visiting the website which basically helped her to obtain secondary data. The researcher also read books, journals, magazines, newspapers while collecting data and recording of the findings.

#### **2.5 Data Processing and Analysis**

Qualitative data was written and work edited to ensure accuracy and consistence in information got from published literature. Data was then entered in a computer using Microsoft Word and findings were then presented in a report form bringing up clearly the effects of the organization's environment on employee performance.

#### **2.6 Data Presentation**

Data was collected, sorted and presented in accordance with the research variables.

#### **2.7 Limitations of the Study**

The researcher encountered the following limitations during the study:

- Limited financial resources. The costs of surfing the net, typing and drafting the report were high.



- Limited time, time to do the research was limited due to the scope of the topic and also other course units needed to be attended to.
- Insufficient / limited literature. Reading materials on the relevant topic in the library was hard since the literature was not readily available.

In conclusion therefore, empirical findings of the study reveal that safety and healthy issues are important to the productivity of an organization.

## CHAPTER THREE

### LITERATURE REVIEW

#### 3.1 Introduction

This section reviews the existing literature on occupational safety and health issues and its impact on employee performance. Enormous academicians and researchers have developed theories as regards to occupational safety and health. This chapter highlights the definitions, safety hazards and the environmental forces/ impact and the relationship between occupation safety and health and employee production.

#### 3.2 Definitions

##### 3.2.1 Occupation Safety and Health

Leonergan,(2003) observed that occupational safety and health is not only the physical environment of work, but work systems and procedures, preventive and disciplinary measures, equipment and machinery, managerial awareness and values and the general culture of the organization in regards to safety and health issues

Schuler, (1996) defined occupational safety and health as a physiological and psychological conditions of a work force

that result from the environment provided by the organization. If an organization takes effective safety and health measures, fewer of its employees will have short or long-term ill effects as a result of being employed at that organization.

Physiological / physical conditions include occupational diseases and accidents such as actual loss of life or limb, repetitive motion injuries, pain, carple tunnel syndrome, cardiovascular diseases, various forms of cancer such as lung cancer and leukemia, emphysema and arthritis.

Psychological conditions result from organizational stress and a low working quality life. These encompass dissatisfaction, apathy, withdrawal, projection, tunnel vision, forgetfulness, inner confusion about roles and duties, mistrust of others among others.

### **Occupational Health**

**Jackson, (1997)** defined occupational health as that which is concerned with the effects of the working environment on workers.

It investigates substances, conditions and processes which may be hazardous to health. For example toxic substances (such as lead oxide, asbestos or radiation).

### 3.3 Safety Issues at Work

Schuler, (1996) observed that traditionally hazards in the physical environment have received greater attention. Increasingly however, both OSHA and companies themselves admit that socio psychological condition greatly affects health and safety, and they are doing something about it. For example “at Hoffman- LaRoche, Inc, the Nutley, New Jersey based subsidiary of the Swiss Pharmaceutical concern, employees receive after hours instruction in a variety of stress management methods. They include meditation, breathing exercises, and a technique called **dot stopping**. A form of bio feedback, the technique teaches employees to control their stress by recalling a wonderful moment and focusing on the feelings and sensations they had then.” Today, efforts to improve safety and health are not complete without a strategy for reducing psychological work related stress.

#### **Occupational accidents:**

Certain s organizations and departments within organizations, tend to have higher occupational accidents rates than others. Several characteristics can explain this difference.

### **Organizational qualities**

Accident rates are very substantially by industry. For example firms in the construction and manufacturing industries have higher incident rates than do firms in services, finance, insurance and real estates. But some high risk firms are taking steps to beat the odds. According to Donald Brush, vice president and general manager at the Barden Corporation, Danbury, Connecticut.

#### **3.3.1 The UnSafe Employees**

Some experts point to the employees as the pivotal cause of accidents. Accidents depend on behavior of the person, the degree of hazards in the work environment, and pure chance. The degree to which a person contributes to an accident can be an indication of the individual's proneness to accidents. No set of personal characteristics always contribute to accidents.

#### **3.3.2 The Violent employee.**

Work place violence is growing rapidly, and employers are being held responsible. Homicide is the biggest cause of death in the work place today although it may be difficult to identify the violent employees before the fact employers are argued to be on the look out for some common signs. These are

described in the future “Positioning for the 21<sup>st</sup> century: The violent employee—warning signs.”

According to **Tabaire October 2003** more than 1000 young women who were on strike at a local textile factory were fired. The strike had disrupted the operations of the company, leading to “irresistible damage” to its operation(s). The girls had been protesting low pay, poor working conditions and reports that some were sacked.

### **3.3.3 Occupational groups at risk.**

Miners, construction and transportation workers, blue collar and low level supervisory personnel in manufacturing industries experience the majority of both occupational diseases and injuries. The causes of these include the following:

- Too much noise
- Interior air pollutants such as cigarette smoke and chemical fumes for example the copy machine
- Un comfortable chairs
- Poor office design
- Office technology such as video display terminals.

**Organizational stress:**

Prevalent forms of organization stress include “the four Ss”, Organizational change, work pacing, the physical environment, stress prone employees, and job burnouts. The Ss. Common stressors for many employees include the supervisors, salary security and safety. Petty work rules and relentless pressure for more production are major stressors that employees associate with supervisors. Both deny worker needs to control the work situation and to be recognized and accepted. Salary is a stressor when it is perceived as being distributed unfairly. Any blue collar workers feel they are underpaid relative to their white collar counterparts.

Employees experience stress when they are not sure whether they will have their jobs next month, next week or even tomorrow. For many employees, lack of job security is even more stressful than lack of safety at least, with an unsafe job, they know the risks, whereas with an unsecure job, they are in a continued state of uncertainly.

Organizational change: changes made but the organization usually involve something important and re-accompanied by uncertainty. Many changes are made without official warning. People become concerned about whether the change

will affect them, perhaps the displacing them or by causing them to be transferred. The result is that many employees suffer stress symptoms.

Work pacing: work pacing may be controlled by machines or people. Machine pacing gives control over the speed of operation and of the work output to something that the individual. Employees pacing gives the control to the individual. The effects of machine pacing are severe and many include:

Musoke and Ssejoba, reported that the police had arrested a man who was supposed to be controlling the lift that crushed five people to death at Aya's Hilton Hotel construction in Kampala.

Ssali reported that alterations of the project design without approval inadequate site supervision and the use of unqualified staff of Roko construction limited was responsible for the disaster that killed seven workers and many injured while building the NSSF building in Kampala.

Physical environment: Although office information is a way to improve productivity, it has stress related drawbacks. For



example inability to move a chair, or even to hang pictures in a work area in an effort to personalize it.

Job burnout: It includes attitudinal and emotional reactions that a person goes through as a result of job-related experiences. Consequences may include; burned out staff members may perform more poorly on the job compared to their counterparts who are still “fired up” deterioration of ones relationship with core culture, negative impact on the quality of one’s work life and deterioration of quality of ones home life and lastly health related problems.

E. Jackson, (1997) observed that safety is issued at work includes accidents which are obviously dangerous to people in offices and equipments. These are many hazards to be found in modern working environment. The costs of accidents on the work place include time lost by injured employees, disruptions to operations and work flows among others.

### **3.4 Organization Environment Impact on Employee Performance**

Balunywa (2006) defined the environment as the givens or factors prevalent in a place. It is the factors which affect and

impact on an organization and these may include internal and external.

Financial position: It is usually the over all soundness of the organization measured by the ability of the organization to pay its creditors, generate profits for owners, ability to make profits, ability to borrow and serving well.

Quality of management, to be able to achieve organizational goals, management needs to take decisions. Good decisions result into success and poor decisions result into failure. The quality of management is thus an important determinant of the internal organization's environment.

Human resources, they describe the organizational culture related to the aspect of management are the characteristics, behavior and motivation of workers.

- Nature of the economic system, in a capitalist system where market forces of demand and supply are the key determinants of production and consumption decisions, profit is the guiding force. A business that does not make profits will perish. In socialist economies, since social welfare is the primary objective, losses can always be

covered by the government and business managers are not worried about economic performance.

- Structure of the economy, the nature of the occupation distribution of labour force, the composition of trade and capital formation propositions describe the economy.
- Impact of the government regulations, it affects business through controls on prices and wages, commercial and monetary policies. Business has got to be able to understand these policies and their economic impact.
- Economic cycles, are ups and downs in an economy. Ups are period of an increased economic activity with growth, increased demand, rising prices incomes and employment levels. The downs are declines or slumps periods or economic down turns.

### **3.5 The relationship between a safe and healthy working environment and production of the employees.**

According to Schuler, a low working quality life is manifested for manifested for many workers, a low working life is associated with work place conditions that fail to satisfy important preferences and interests such as a sense of responsibility, desire for empowerment and job involvement, challenges, meaningfulness, self control, recognition, achievement, fairness or justice security and certainty.

Organizational structures that contribute to low quality of life include:

- Job with low levels of task significance, variety, identity, autonomy and feedback.
- Minimal involvement of employees in decision making and a great deal of one way communication with employees.
- Pay systems not based on performance, based on performance that is not defectively measure or under employee control.
- Supervisors, job descriptions and organizational policies that fail covey to the employee what is expected and what is rewarded.
- Human resource policies and practices that are discriminatory and of law validity.
- Temporary employment condition, where employees are dismissed at will (employ rights do not exist).
- Corporate cultures that is not supportive to employee empowerment and job involvement.

Although these conditions tend to create feelings of poor work life for one individual may not do so for another individual, because differences in preferences, interests and perceptions of uncertainty in the environment.

According to Lonergan, 2003 employees should reduce the severity and frequency of accidents in the following ways:

- Developing an awareness of safety issues among staff.
- Developing employees' consultations and involvement on health issues.
- Implementing the appropriate industry code of practice.
- Ensuring that all workers are trained in safe working practices where equipments or working methods have been changed.

**CHAPTER FOUR**  
**PRESENTATION, DISCUSSION AND ANALYSIS OF THE**  
**FINDINGS.**

**4.0 Introduction**

This chapter presents discussion and analysis of the findings from the literature reviewed by the researcher. The decision of the findings follows the order of the objectives which were;

- To identify the safety issues at work.
- To establish the impact of organization's environment on employee performance.
- To show the relationship between safety and healthy working environment on production of employees.

**4.1 Findings on the safety issues at work**

Lonergan (2003) argued that safety at work is one of the approaches used to manage employee productivity. In this work systems and procedures, preventive and disciplinary measures, equipment and machinery, managerial among others and values, culture of the organization among other should be emphasized so as to increase productivity in organizations.

Safety issues at work was also spoken out by E. Jackson (1997) which is far the most frequently encountered problem

is safety and health departments of different organizations. This involves a firm experiencing high costs of accidents disruptions to operations.

However this may result into cost sales because the firm may not be able to respond in a timely manner to organization's operations and performance, Core (2000).

Schuler (1996) argued on safety where an organization could physically hold purchase items to cater for employees' safety but ownership of such items is left with supplies. This is done to help the firm to have relatively immediate access to items to meet demand and is return poor conditions at work, unsafe employee, violent employees' organizational stress; stress managerial methods will be improved.

The researcher found out that safety issues at work take various ways such as through preventive and disciplinary measures, which have to undergo a clear analysis of the productivity capacities so as to increase employees.

To a certain extent the researcher agrees with other kinds of safety issues at work being used through to a smaller extent he

criticizes stress management methods as it's not commonly applicable

#### **4.2 Findings on the organization's environment on the employee performance.**

Balunywa (2006) pointed out that by emphasizing improved or safe environment, this has an impact on employee performance and this eliminates bad acts like theft and pilferage and thus improved financial position, quality of management, favorable economic cycles, structure of the economy, nature of economic system are obtained.

The researcher established that organization's environment impacts a lot on the employees' performance and is at the center stage in many business firms. Basing on the findings the researcher isolated Quality of management and financial position as the best impacts on employees performance with the fact that most business firms are in business majorly because of those two.

#### **4.3 Findings on the relationship between safety and healthy working environment on production of employees.**

Schuler (1996) asserted that a safe and healthy working environment potentially improves productivity of employees.



Without safe and healthy working environment many organization will continue to decline in productivity when more of the employees' complaints are not addressed.

Lonergan (2003) also pointed out that reduction in frequency of accidents at the work place by ensuring use of proper safety and healthy measures will entirely increase the employees working conditions hence increased output.

Also Banlunywa (2006) agreed that the more and more organizations from time to time have discovered that there is a direct link between the productivity of employees and availability of safe and health working conditions.

The researcher established that there is a positive relationship between safety and healthy issues and employees productivity. And this was shown by the research evidence which showed improved provision of safety and healthy preventive measures, improved productivity of employees, improved coordination of activities, easy decision making and knowledge of what is happening in the different departments.

In conclusion therefore, various organizations have started on their journey of improving safety and healthy working environment due to the successful factors.

This is exemplified in increased performance, quality of output, profitability and coordination among others. However, it would be un fair for one to entirely digest the available literature because achieving safety and healthy working environment is very costly to attain.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION.

#### 5.0 Introduction.

This chapter presents the summary, conclusion and recommendations. The summary focuses on the findings in relation to the objectives of the study intended to achieve. This was followed by a conclusion based on the findings lastly recommendations to the safety and healthy working environment on employees productivity.

#### 5.1 Summary of the findings on the safety issues at work.

As regards the safety issues at work several factors are availed. As a researcher I have noted that different organizations share different safety issues at work namely; Equipment and machinery, preventive and disciplinary measures, managerial awareness and values, culture of the organization, work systems and procedures. Therefore the information on safety issues provided in manufacturing firms may not necessarily be for service firms although there is some similarity.

**5.2 Summary on the findings on the impact of the organization's environment on the employee performance.**

The environmental impact on the employee performance may be financial or other metrics used to keep an organization define and evaluate how successful it is in terms of making progress towards its long term organizational goals. An overview is summarized as economic cycles, structure of the economy, and quality of management, nature of the economic system and impact of government regulations.

**5.3 Summary on the findings on the relationship between safety and healthy working environment and employee production.**

A safe and healthy working environment potentially improves Productivity of employees. Use of proper safety and healthy measures will entirely increase the employees working conditions hence increased output.

There is a direct link between safety and healthy issues and employee productivity. Encouragement of the use of safety measures so as to increase productivity for instance buying safety gumboots, helmets, head gears, ear muffs, protective gaggles, rain coats, gloves, safety shoes, reflector jackets. Demarcation of parking lots for instance cars parking, safety

cards, and safety warning for instance “wear safety glasses, reflector jackets” among others.

#### **5.4 Conclusion**

The researcher concluded that given the absence of safety and healthy issues that is to say: the existence of safety and healthy issues among all employees in the organization, the organizational culture, quality of management were not conforming to standards. This therefore calls for effective and efficient safety and healthy issues to be recommended in use. There is need for contained improvement in productivity of employees through metrics such as use of reflector jackets, safety glasses, head gears, ear muffs among others. Safety and healthy issues and productivity of employees go hand in hand for better organizational productivity and so there is a relationship between safety and healthy issues on employee productivity.

#### **5.5 Recommendations**

In reference to the conclusion the researcher makes the following conclusions below:

Organizations should have a clear policy on safety and healthy issues since it is the driver of all the other factors that contribute to employees’ performance. The nature of safety

and healthy issues to be used should be known by all participants in the organizations.

The researcher recommends that the various stake holders in a given organization should be in position to disseminate safety and healthy issues and there after give a feedback. This is because delayed use of safety and healthy issues has affected the productivity of employees of most organizations.

Top management should ensure that safety and healthy issues are monitored tightly to find out the various loopholes and find solutions accordingly.

The researcher recommends that in order to realize employee productivity team work should be encouraged as this will motivate team players.

## **5.6 Areas for further Research**

Basing on the study the following areas were identified for further Study.

1. The effect of safety and healthy issues on employee productivity and how these affect the entire organization.
2. The contribution of employee productivity to the entire organizational performance.

3. Safety issues in public organizations.

4. Safety issues and their impact on contemporary activities in the organizations.

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