# ORGANIZATIONAL HEALTH & HEALTH AND EMPLOYEE EFFICIENCY IN GAPCO UGANDA LIMITED

A Research

Report Presented to the

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In Partial Fulfillment of the Requirements for the

Bachelors Degree of Human Resource Management

BY

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## DECLARATION

"This thesis is my original work and has never been presented for a degree or any other academic award in any university or institution of learning".

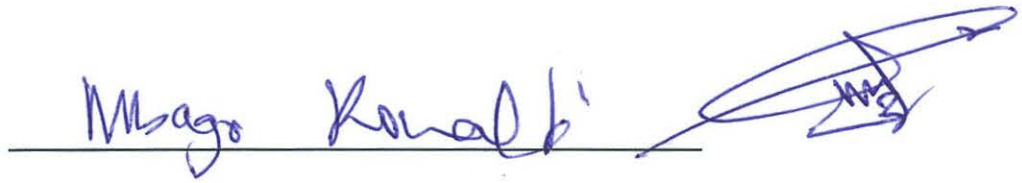
_____

Name and signature of the candidate

Date_____

**APPROVAL HEET**

"I confirm that the work reported in this thesis was carried out by the candidate under my supervision".



Name and signature of supervisor

08/03/2015

Date

## DEDICATION

I would like to dedicate this thesis to my parents. They have been supporting me morally, financially, academically, technically and have always been encouraging me to work hard in order to accomplish this book on my own. May the Lord God bless them abundantly.

**ACKNOWLEDGEMENT**

First of all I give glory back to God for having helped and guided me to accomplish this work in the scheduled time. I owe gratitude to my wonderful husband for his constant financial and moral support.

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# CHAPTER ONE

# INTRODUCTION

## Background of the study

Health and safety of the employees is an important aspect of a company's smooth and successful functioning. It is a decisive factor in organizational effectiveness. It ensures an accident-free industrial environment. Companies must attach the same importance towards achieving high OH&S performance as they do to the other key objectives of their business activities. This is because, proper attention to the safety and welfare of the employees can yield valuable returns to a company by improving employee morale, reducing absenteeism and enhancing productivity, minimizing potential of work-related injuries and illnesses and increasing the quality of manufactured products and/ or rendered services (OSHA, 2004).

In India, health and safety is enforced through state agencies for instance the government of India through the ministry of health came up with health and safety policy revealed through acts and articles a case to the point Articles i.e. 24, 39(e and f) and 42 and its basic mission is reduce risks of occupational diseases and casualty to persons employed in mines (OSHA, 2004).

Considering West Africa and most preferably Nigeria, Literature has it that the health care system of Nigeria is relatively poor and currently undergoing significant reorganization since the Bamako Initiative was implemented in 1987. The World Health Organization (WHO) 2000 report ranked Nigeria's health care system 187 out of 191. The country has one of the lowest life expectancy rate in the world, 20% of the children population die before reaching the age of 5. It is estimated that the Nigerian Ministry of Health spend roughly 70% of its budget in urban regions where only 30% of the population lives. One of the major issues the government is committed to solve is the continuous migration of health professionals specifically to North American and European countries. In 2005, about 2,500 Nigerian doctors leaved for the US and 1,600 for the UK. Retaining these expensive and highly trained health professionals has been one of the

goals of the government. This "brain drain" has worsened the current health care system of the country. The Nigerian government establihed the National Health Insurance Scheme in 1999 which covers government employees, the private sector, children under the age of 5, permanently disabled persons, and prison inmates. In 2004, the Obasanjo administration further gave legislative authority to the said scheme through helpful amendments. In 1989, the Nigerian government passed a law to create a helpful list of essential drugs in the country limiting the manufacturing and importing of sub-standard and fake drugs. Mental health service in Nigeria is provided by 8 regional psychiatric centers and medical schools and psychiatric departments of 12 major universities. There are also a few general hospitals that offer mental health servicing (WHO report, 2000)

In Kenya, the status of occupational health and safety conditions is an issue of growing importance to the industrialists, practioners, the Government and consumers. Occupational, health and safety issues are anchored in the ministry of Labour, department of Occupational Health and Safety. The ministry of Labour reports that more than half of the industrial accidents and injuries in Kenya go unreported which is unlawful for both minor and fatal accident a meant to be reported for record and planning purposes. Most of the reported accidents are those Most of the reported accidents are those seeking compensation under the Workman's Compensation Act (Nyakang'o, 2007).

In Uganda, especially in manufacturing and mining industry there has been occasional accidents associated with incurving and poisonous fumes, which killed about 200 people in Kasese mines between 1998 and 2002, Bunyaruguru in 1996 complete devastation of Mines office building as a result of electric fault but no death or injuries occurred. Many industrial accidents are associated with gas leakages and electrical faults (Bana, 2006). In Gapco Uganda, health and safety is the number one human resource concern that the company has almost given the first priority for it deals with dangerous substances that can easily compromise the lives of both employees and existence of the organization. Various safety policies have been drafted; safety and health precautions plus

gadgets have been installed in place purposely to ensure a hazard free work place environment. Despite all the colorful efforts made by the firm, industrial accidents still occur a case to the point the firm has experienced number of accidents at work place which includes GFI staff, Global Fluid International (fuel marker dosing) fallen from the tank to the ground, he was injured and ruhed to hospital on 24.02.2011, the battery for the truck melted on top of a loaded tanker inside Gapco terminal which occurred on 22.12.2010 not only that another incident was a burning waste cotton thrown into tank farm from Gapco neighborhood – rear gate at 23h00 on 08.11.2010. The fire was contained by security guards while it was still small. Though the firm has not yet fallen a culprit of fatal accidents and other safety related issues it is better for it to come up with other proactive health and safety programs and integrates them in the already existing one. The researcher looks at rigorous and massive sensitization programs for both internal and external stakeholders to be one of the major successful factors that Gapco need to capitalize on for it is likely to sweep away the ignorance that the researcher anticipates to be the cause of most industrial accident issues in the firm.

**Statement of the problem**

The efficiency of employees at work entirely depends on their mental, social and physical health for a stressed, injured, sick and problem oriented staff cannot effectively perform and yield results as expected by the organization. Staff health and safety issues are caused by industrial accidents that live employees with permanent health problems ranging from minor to fatal which at the end of the day do not compromise only individual efficiency but even organization performance. Industrial accident cost the company's financial resources, fixed and current assets without forgetting its image (Komban, 1994). Most oil companies where Gapco is a member don't consider the issue of occupation health and safety programmes for the employees simply because they think it is costly and would divert them from achieving their primary goal (profit maximization) but they ignore the fact that the program is a means through which their end results can be attained. In Gapco Uganda, efforts have been

made to promote health and safety of employees by installing health and safety gadgets and gears in place, drafting safety policies and precautions, organizing health safety training workshops and conducting rigorous risk assessment and monitoring the implementation of safety and health policies among other. Regardless of all the fore mentioned efforts staff efficiency problems manifested in low productivity, accident proneness, employee stress, absenteeism, high labour turn over, low staff morale and motivation among others still characterize the firm. The researcher wonders whether there is any linkage between health and safety on employees' efficiency. It is on this note that he finds it urgent to undertake a study in this area in order to ascertain the real cause (s) that impact on staff efficiency in Gapco Uganda limited so that appropriate policies, strategies and programs be rolled out and subjected under rigorous implementation in order to discard the problem and promote both employees efficiency and organizational success.

**Purpose of the study**

The purpose of this study was to establish whether there is a significant relationship between occupational health and safety and employees' efficiency in Gapco Uganda limited. The study was basically explore how occupational health and safety policies and acts influence employees' efficiency in terms of staff productivity, absenteeism, stress management, turnover among others.

**Objectives of the study**

i. To determine the demographic characteristics of respondents in terms of age, gender, level of education, experience, position and type of employment.
ii. To determine the level of the occupation health & safety in Gapco Uganda limited Kampala
iii. To determine the level of employees efficiency in Gapco Uganda limited Kampala
iv. To establish the relationship between occupational health and safety on employees efficiency in Gapco Uganda limited Kampala

## Research questions

i. What are the demographic characteristics of respondents in terms of age, gender, level of education, experience, position and type of employment?
ii. What is the level of the occupation health & safety in Gapco Uganda limited Kampala?
iii. What is the level of employee's efficiency in Gapco Uganda limited Kampala?
iv. Is there any relationship between occupational health and safety on employee's efficiency in Gapco Uganda limited Kampala?

## Scope of the study

The scope of the study basically looked at areas that the study limited its self to and they are categorized as follows;

Geographical scope; The study was carried out in Gapco and its outlets that are situated in Kampala the capital city of Uganda.

Content scope; The study sought to determine the level of occupational health and safety, the level of employees efficiency and the relationship that exist between occupational health and safety on employee efficiency in Gapco Uganda limited Kampala.

Time scope; The was conducted in the period that ranges from August 2015-March 2015 and it cover a historical trend that ranges from 2003 up to date.

Theoretical scope; the study was guided by Functional theory of labour welfare, which implies that welfare facilities are provided to make the workers more efficient. If workers are fed properly, clothed adequately and treat and if the conditions of their work are congenial/friendly they will work efficiently. Welfare work is a means of securing, preserving and increasing the efficiency of labour.

## Significance of the study

The study is likely to be of great significance to the following parties as indicated below

Policy makers; The study is likely to assist policy maker in drafting policies about occupational health and safety which Gapco employees often follow when designing and implementing safety and health programmes.

Future researcher; Others future researcher whose area of study is in line with this are likely to use it when reviewing their literature and designing their methodology.

Decision makers; the findings from this study are likely to help decision on all levels in formulating by-laws for effective implementation of health and safety programmes.

Organization its self (Gapco Uganda); the company is likely to benefit from this study by inferring an approach from it which they can adopt to improve efficiency of workers hence increased productivity

Government; The government is likely to use it when reviewing and amending various occupational health and safety acts.

Competitors; The competitors are the ones in the same industry; these companies are likely to take the study as a sample when formulating and implementing Occupational and Health Programmes.

Customers; The customers are likely to benefit from this study as awareness will be granted to Gapco Petrol Stations employees and other customers on Occupational and Health programmes.

**Operational definition of key terms**

**Health and Safety**; Health and Safety are the related terms which normally are used together, that a person or a worker is said to be healthy, if he or he is free from illness, injury, and mental problems that can impair his or her performance capability. However, the borderline between a healthy and unhealthy person is subjective and thus open to interpretation. So, for purposes of this study, one would define a person's health to be his or her well-being.

**Safety**; It is defined as relative freedom from or protection against hazards at the place of work. A person or a worker is said to be safe, if he or he is free from physical harm. The main purposes of employee safety programmes, is to prevent work-related injuries and accidents. The main focus of employee health and safety programmes is to enable the safe interaction between people and their work environment.

**Occupational health and safety**; Occupational health and safety encompasses the social, mental and physical well-being of workers that is the whole person.

**Employee's efficiency**; It is a complex measurable parameter which characterizes an output produced by efforts and by achievements of an employee

**Productivity;** is that which people can produce with the least effort. Productivity is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labor, materials, machines etc.) into goods and services

**Office Design:** The arrangement of workspace so that work can be performed in the most efficient way

**Work Environment:** Circumstances, influences, stresses, and competitive, cultural, demographic, economic, natural, political, regulatory, and technological factors (called environmental factors) that effect the survival, operations, and growth of an organization.

# CHAPTER TWO

# LITERATURE REVIEW

## Introduction

This study will focus on literature related to occupation health and safety on employee efficiency in Gapco Uganda limited Uganda. The chapter will focus on concept, opinions/ideas of other authors or experts, Theoretical perspective and related studies on the two study variables.

## Concepts, opinions/ideas of other authors/experts

### Level of occupational health and safety

Occupational safety and health (OSH) is concerned with protecting the safety, health and welfare of people engaged in work or employment (Arthur and Graziano, 2001). The goal of occupational safety and health programs is to foster a safe and healthy work environment. The primary objective of Occupational Safety and Health is to ensure creation and maintenance of ideal work environments which are free from occupational hazards that may cause injuries or illness to all employees in work environment (Barta and Kiene, 2005). This will be achieved by promoting occupational health and safety (OHS) practices in order to reduce accidents and occupational diseases, and ultimately achieve better productivity. Inadequate provision of OHS services leads to high rates of accidents and injuries which are a burden to the working population. This demonstrates the importance of developing strategies to control their occurrence. Hence, the need for an efficient and effective institution to improve OHS service delivery at all levels is therefore clear. Organizations need to plan, operate, and act with employee safety and health in mind. While organization's Occupational Safety and health program need to reflect the nature of the workplace and operations, the program its self need to meet or exceed the requirements of the Workers Compensation Act, Occupational Health and Safety Regulation, and collective agreements; responsibilities for safety and health need to be clearly assigned at each level within the organization, pro-active measures

need to be taken to identify workplace hazards and risks in order to implement prevention measures and reduce or eliminate associated employee injury or illness; and employees need to be actively consulted and involved on issues that impact their workplace safety and health.

Organizations can ensure hazard free working environment by designing health policies and programmes from where reference can be made during implementation and evaluation. However Organization's occupation safety and health program need to incorporate size and complexity of the firm's operations when it's being designed.

Policy Statement; The human resource department of any firm considers its employees to be its most valuable assets and undertakes to safeguard them through providing and maintaining, as far as reasonably practical, a working environment that is safe and without risk to the health of its employees. In ensuring a safe and healthy working environment all employees of the firm have to work closely together with the employer in minimizing any risk that might jeopardize the health and safety of employees of the Department. A policy statement describes the organization's commitment to a safe and healthy workplace, and will include principles that seek continual improvement in OSH program performance. The policy statement describes the key responsibilities of the organization's executive, supervisors, and employees. The policy will be communicated throughout the organization and regularly reinforced by all levels of management. The policy stipulates that firms should continuously improve the occupational health, safety and environmental performance by developing and improving programs and procedures to ensure compliance with all applicable laws and regulations, ensuring that personnel are properly trained and provided with appropriate safety and emergency equipment, where applicable, taking appropriate action to correct hazards or conditions that endanger health, safety and the environment considering safety and environmental factors in all operating decisions including planning and acquisition, engaging in sound re-use and recycling practices and exploring feasible opportunities to minimize the

amount and toxicity of waste generated and using energy efficiently throughout all operations, encouraging personal accountability and emphasizing compliance with standards and conformance with Departmental policies and best practices during employee training and in performance reviews, communicating our desire to continuously improve our performance and fostering the expectation that every employee will follow this policy and report any environmental, health, or safety concern to management and monitoring progress through periodic evaluations (Behling,1998). Assessment of Risks and Hazards; Organizations will identify hazards, assess risks, and implement control measures on a proactive basis (rather than a reactive basis). The measures will vary from simple to complex, depending on the nature of the workplace, work environment, and work processes. Incident Reporting and Investigation; Unsafe working conditions must be identified before they result in an accident or injury. Employees need to be aware that they are responsible for reporting unsafe conditions and hazards. The primary goal is to prevent accidents from occurring. However, if an accident or incident does occur, the manager must ensure it is investigated to determine the underlying causes and to take corrective action. Written Safe Work Procedures; written safe work procedures need to be availed to all employees in Gapco Uganda limited. These procedures will cover the proper operation of machinery and equipment and any other work processes or operations that could present a hazard if they are not followed. Education and Training; All managers will ensure that their employees receive an orientation on the organization's occupational safety and health program and workplace specific safe work practices. In addition, education and training will be provided to ensure that employees know the working procedures for doing their job safely. On-going safety training will be provided as new programs, procedures, and equipment are introduced to the workplace. Joint Occupational Safety and Health (JOSH) Committees; Joint OSH committees will be establihed consistent with the provisions of the collective agreements, Workers Compensation Act and the Occupational Health and Safety Regulation. The committees will actively promote workplace safety and support the involvement of employees in workplace OSH

programs. Monitoring and Control of Hazardous Materials and Substances; Organizations will monitor, control, and ensure the safe use, storage and disposal of hazardous materials and substances, consistent with the requirements of Workplace Hazardous Materials Information System (WHMIS) regulations. Exposure Control; Organizations will determine if there is a risk of occupational exposure to hazardous or bio-hazardous substances, including blood borne pathogens, at the workplace. For those employees at risk of exposure, organizations must develop an exposure control plan and where required, a health monitoring plan appropriate to the risks. Emergency Planning and Response; Organization worksites need to plan for emergencies that might occur, including having a plan of action for response and evacuation of the workplace. In most cases, the plans will include response to a fire, but may also include, based on a risk assessment, response to power failures, threats (including bomb threats), earthquake, flooding, or spills of hazardous chemicals. Occupational First Aid; Organizations will ensure that first aid services are available and consistent with the requirements of the Occupational Health and Safety Regulation, which requires that employees be provided with prompt, easily accessible, and appropriate first aid treatment. Maintenance of Records and Statistics; Records and statistics of occupational safety and health activity will be maintained by organizations, including records of safe work procedures, safety training, inspections, and investigation reports. These records and statistics will assist in identifying trends, unusual conditions, and problem areas, and play an important role in identifying the underlying causes of workplace injuries and occupational diseases. OSH Management Practice and Program Review; Regular workplace management meetings will be held to review safety and health activities, including the results of risk assessments, inspections, and investigations. Management will also undertake regular meetings and communications with employees and with the Joint Occupational Safety and Health (OSH) Committee on safety issues or concerns that may arise. Organizations will regularly review their OSH program. The review schedule will be based on program needs as well as the complexity of the operating

environment. Reviews should measure OSH program effectiveness, assess performance against targets, identify opportunities for improvement, and recognize successes and individual contributions.

In this study, OSH will focus on work place design, industrial accidents and safety.

**Design of work place environment;** It is the quality of the employee's workplace environment that most impacts on the level of employee's motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and, ultimately, how long they stay in the job. An employee's workplace environment is a key determinant of their level of productivity. How well the workplace engages an employee impacts their level of motivation to perform. This then influences that employee's: Error rate, Level of innovation, Collaboration with other employees, Absenteeism and, ultimately, how long they stay in the job. In any workplace, consistent employee absenteeism can be a potential problem. Consistent absenteeism can be a result of a combination of many factors: Lack of incentives, including employee insurance and performance bonuses or recognition, can cause employees to become apathetic and lose motivation. No performance or attendance policies mean that employees don't have to take responsibility for their own actions, including absenteeism and productivity. Unproductive working conditions can arise from any number of factors, including workers who are negative or disruptive. Unproductive working conditions can also result from a failure to equip employees with the right tools, training, software and supplies. Any of these may lead to stress and a noticeable slowdown in productivity, which affects a company's bottom line. Money is not a sufficient motivator in encouraging the superior workplace performance required in today's competitive business environment. Managers and supervisors will need to be comfortable with working with the whole gamut of workplace factors that influence employee motivation. Health concerns, naturally, are a big drain on an

employee's ability to be productive, and companies know it. At the Strategic Human Resource Management Conference and Exposition last June in Washington, D.C., a survey showed that 85 percent of U.S. employers said they were interested in services to increase employee productivity, minimize absences and enhance the health of their employees (Nowier, 2009). It should be noted that properly Workplace design may promote organizational success by creating environments that support work quantity, quality, and style, while improving turnover and absentee rates (Becker, 1981). When an office is configured to maximize employee interaction then collaboration becomes an integral part of every workday. Office designs based on setting up work areas wherever they are needed in the building can raise satisfaction while boosting density. Multi-purpose spaces, central placed common areas are examples of strategic office designs. Improperly designed work will cause stress. Work-related stress is the root cause of a significant degree of mental ill health. Stress can manifest itself in absenteeism, reduced productivity, and increased staff turnover. Excessive stress can lead to fatigue, impaired judgment and decision-making and the onset of both mental and physical health problems. For more information on this aspect of mental health, see our fact heet on dealing with workplace stress. Stress tops the list of employee complaints and is a major cause of many attendant health issues. It's proven that a high-stress environment, whether personal or work-related, creates significant health risks. Hypertension, or high blood pressure, is one such problem and may increase the incidence of heart attacks. Stress in the workplace is a leading cause of employee health issues and absenteeism. This can arise for any number of reasons, including a too-rigid or too-lax work environment. Worries about job security are on the rise in today's volatile market, which may be another cause of employee stress (Barry and Stewart, 1997).

Employee comfort is also a key result area from properly designed work place. Temperature and humidity can have a significant impact on how alert or tired somebody might feel. This, in turn, can have a dramatic effect on the performance of a worker. In hot environments, it is not uncommon for staff to

become irritable and less efficient. It can be very easy for employers to underestimate the importance of general day-to-day comfort. A lot of emphasis has been placed in recent years on issues such as maximum working hours, ergonomically designed offices, etc., but the overall comfort of the working conditions of employees can sometimes be overlooked (Arthur, 2001).

**Industrial accidents and safety;** The industrial accident looks at 'an occurrence which infects with orderly progress of work in an industrial establishment'. An accident at work is defined as an external, sudden, unexpected, unintended, during the execution of work or arising out of it, which may lead to an industrial injury and /or fatality and /or material and /or environmental damages. The accident is a preceding "event" while the resulting damage, be it injury, fatality, material or environmental damages are all consequences of this event (Gupta, 2008). The nature of accident may be varying from industry to industry. Such accidents may result into: disablement – Partially, Temporarily, Totally and death. The industrial accidents are unexpected. There are certain reasons due to which the accidents take place. Industrial accidents occur due to unsafe conditions (Work related causes) which include defective plants, tools, material and buildings which also may be termed as technical cause. Thus unsafe conditions covers Improper guarded equipments, defective equipments, Hazardous arrangement or procedure of machines and equipments at work place, Unsafe storage, overloading, Wrong or faulty layout, wrong locations. Improper Illumination, Improper ventilation air charge, impure air sources. Unsafe acts that result from lack of knowledge or skills on the part of employees in an organization like operating without authority, failure in handling and operating the equipments, operating or working of unsafe speed, motion either too speed or too low, using unsafe procedure in loading , placing, mixing combining and other issues like lack of training and alcoholic conditions, very Long hours of works and unsatisfactory behavior of supervisor may all lead to accidents at the work and outside work place (Armstrong, 2008).

Employee safety should be a primary concern of all organizations. As employees are a valuable company asset, safety measures are important to the well-being of employees and company. Workplace accidents can damage company morale, causing apprehension and sadness (Barta and Kiene, 2005). While some industries and jobs have greater risks associated with them than others, accidents can happen almost anywhere. Whether it is operating machinery, changing a light bulb or walking down a flight of stairs, an accident is possible. Using common sense and safety training can reduce the likelihood of an employee getting hurt (Burke and Witt, 2002). This not only avoids employee injury, but also loss in morale from unfortunate occurrences. When an employee is injured on the job, this can cause sadness in co-workers, supervisors and company friends. It can also create fear. Depending on the circumstances, employees may be apprehensive of situations surrounding the accident. A worker may be hesitant to operate a piece of equipment involved with an accident. A faulty elevator may cause co-workers to take the stairs. All of these actions relate to fear caused by a workplace accident. Fear and sadness are both damaging to employee morale (Caligiuri, 2000). Many organizations require safety training. This becomes especially necessary for jobs that involve the use of heavy machinery, hazardous materials or other high-risk situations. Following safety protocols, including the use of proper safety equipment or protective gear, is very important. Some jobs, like that of a police officer, rely on equipment like Kevlar vests to protect and save employee lives. Employee safety reduces the likelihood of injury and its damaging effects on employee efficiency (Cable and Judge, 1994). The company department often addressing issues relating to workplace accidents and employee morale is the Human Resources department. It is charged with employee assistance and reducing company risk relating to the human resources element. To reduce workplace hazards and make employees feel safe (thereby keeping morale high), Human Resources often implements safety-training programs. The department also provides sexual harassment and other educational classes. To combat grief and apprehension related to workplace accidents, Human Resources can hold private meetings with

employees. In these meetings they will listen to employee concerns. They may recommend outside counseling services for employees suffering from grief or other emotional issues. Many employers offer Employee Assistance Programs (EAP) through third parties. These programs offer counseling services related to emotional well-being, legal advice and financial assistance. Employee assistance provided through Human Resources and third parties can help reassure employees the organization is concerned about their well-being. This has an effect on keeping company morale positive. A worker who suffers an accident should receive medical attention immediately. Human Resources and his supervisor or manager should be notified of this occurrence. For a co-worker who is troubled by a workplace accident, he should be encouraged to talk to her manager or to Human Resources (Caligiuri, 2000). Human Resources managers should have company procedures on what to do in the event of an accident. In addition to medical assistance, a worker's compensation claim may need to be filed. This usually requires that specific information be furnihed to the company's worker's compensation insurance carrier. Implementing safety programs that educate employees and hold high safety standards will reduce accidents and show that the company holds safety as one of its highest concerns. This will reduce liability issues and send the message to employees that their safety is of utmost concern, thereby keeping morale high. Every employee has a right to workplace safety. The government body responsible for protecting and enforcing this right is the Occupational Safety and Health Administration (OSHA). OSHA works to prevent workers from being seriously harmed or killed at work. They require employee working conditions to be free of known dangers. OSHA also provides information, training and assistance to employers and employees. If an employee believes his workplace is not safe, he can file a complaint with OSHA and request an inspection. By following OSHA workplace standards regarding employee safety and health concerns, employers can reduce accidents and negative employee efficiency (Frye, 2001).

Healthy and safe workplaces are fundamental to achieving productive work and high quality working lives. According to Gupta (2008) health and safety impact

on productivity by generating a number of potential benefits for instance fewer injuries mean that more people keep working, designing safety into business is a source of increased innovation, improved quality and improved efficiencies, safe workplaces enhance corporate reputations and improve staff recruitment and retention. Health and safety is seen as an essential ingredient to achieving world class performance, rather than a narrow issue about legal compliance in businesses today. Businesses that understand the direct and indirect costs of health and safety initiatives, better understand the full cost burden of illness and injury within their firms. They are also better able to measure the value of health and safety prevention strategies and the effect on their firm's productivity. Health, safety and productivity require a team approach. Workplace performance is impacted by the way employers and staff share positive values, attitudes and behaviors. To improve productivity significantly through health and safety programmes, businesses should take a whole-of-business approach to health and safety, including employee attitudes and workplace culture, combine formal business targets with indicators on the welfare and development of staff, use a wide range of health and safety improvement programmes, rather than narrow prevention measures, include technical incident innovations and organizational improvements as part of their health and safety programme, measure, design and evaluate initiatives to demonstrate a return on investment, 'Health and safety needs to be 'on everyone's agenda' (i.e., leadership, managers, and staff). Health and safety should be a standard component of every decision; a standard agenda item; and on the agenda of every project (Chuck, 2003).

Poor health and safety leads to poor productivity Examples of poor workplace health and safety practices that lead to poor productivity include unhealthy physical and/or mental stress, too few breaks, badly designed or outdated equipment, poor lighting or ventilation, uncomfortable seating, poor supervision, poor job design and lack of worker participation 'It is rare to find an organization

with high levels health and safety and low productivity. But you can find it the other way (Chuck, 2003). Health and safety is part of the way productive businesses run. Businesses that already acknowledge the links between safe and healthy workplaces and productivity enjoy a number of common success factors for example a high quality working environment, good levels of co-operation between management and employees, a work organization that gives employees challenges, responsibilities and job autonomy, the development of new working methods and equipment to improve working postures, decreasing the strain of physical work, allowing creative solutions for specific safety and health problems, a thorough analysis of the different production costs that can be directly or indirectly related to health and safety hazards (costs of incidents, loss of productivity and quality), 'There is a definite link between productivity and safety. They are both equally the result of good management and good leadership. Safety is not a trade-off for productivity. The two go hand in hand (Bach, 1996).

**Level of employee efficiency**

Employee efficiency refers to the ability to accomplish a job with a minimum expenditure of time and effort (Chuck, 2003). Healthy and safe workplaces are fundamental to achieving productive work and high quality working lives. Health and safety is an essential ingredient to achieving world class employee efficiency. Businesses that understand the direct and indirect costs of health and safety initiatives, better understand the full cost burden of illness and injury within their firms. They are also better able to measure the value of health and safety prevention strategies and the effect on their firm's efficiency (Burke and Witt, 2002). To staff efficiency significantly through health and safety programmes, petroleum companies like Gapco Uganda limited need to take a whole-of-business approach to health and safety, including employee attitudes and workplace culture, combine formal business targets with indicators on the welfare and development of staff, use a wide range of health and safety improvement programmes, rather than narrow prevention measures, include technical incident innovations and organizational improvements as part of their

health and safety programme and measure, design and evaluate initiatives to demonstrate a return on investment. Remember Health and safety needs to be 'on everyone's agenda' (that is to say, leadership, managers, and staff). Health and safety should be a standard component of every decision; a standard agenda item; and on the agenda of every project. In this study, employee efficiency will focus on staff morale and satisfaction, productivity and labour turnover as major correlates of occupational health and safety in Gapco Uganda limited.

**Morale and satisfaction;** Studies by Aswathappa (2008), company depends upon its employees for everything from production of goods to the accounting of finances. When employees are happy, they perform these jobs more efficiently, which increases the success of your business as well as your profits. Safe workers are confident workers who feel good about their jobs because they believe the employer cares enough to provide them optimal protection for the job. Employees who do not feel they are safe often work more slowly, which affects process efficiency and the number of parts made. However, poor employee morale can have the opposite effect on your business, dropping productivity and increasing turnover rates. When running a business, you should consistently monitor your employee's morale, both for employee health, as well as the health of the company. An easy way to monitor your employee's morale is through an employee satisfaction survey. These surveys should be anonymous, and should ask very specific questions such as "Are you content and fulfilled in your position?" "Do you feel there is room to grow in your job?" "How likely are you to stay with the company?" The survey should also provide a space for the employee to provide suggestions, or to provide you with information that may not have been specifically asked in the survey. Performing periodic performance interviews with your employees can also help you gauge the overall employee satisfaction. These interviews provide you with a chance to tell your employee the things he is doing well and the things he needs to work on, as well as give the employee the chance to have input on ways to improve the company to increase employee satisfaction and productivity (Cable and Judge, 1994).

**Productivity;** Measuring the overall productivity of the company's workforce on a monthly basis, and over an extended period of time, gives manager a wide range of months to compare how well the firm employees are performing. Employees who are satisfied at work often perform better, increasing your company's overall productivity. If the managers begin to see a noticeable drop in the firm's production numbers, this may be a sign that employee efficiency is low and need to examine ways to increase overall satisfaction in the workplace (Burke and Witt, 2002). There is now a recognition that safer and healthier workplaces translate into increased productivity, more job satisfaction and stronger bottom-line results. There are four factors that explain the link between productivity and employees' overall health and safety (Brandt-Rauf , 2001): The need for more innovative ways to reduce the high rates of workplace injury and illness, the pressure to reduce the social and economic costs of injury and illness, particularly compensation costs, the need to improve labour productivity without employees needing to work longer hours and/or taking on more work and The need to offer good working conditions as an enticement to recruit and retain skilled workers in a tight labour market. The current set up in most petroleum industries is such that workers have to perform strenuous tasks and work longer hours in order to increase productivity. This may result in work related stress and muscular-skeletal disorders (Oxenburg et al., 2004). For instance, workers manually load long trucks using their shoulders, necks and heads. They also work longer than their normal eight hours up to twelve hours with a benefit of overtime money at the end of the month. Twelve hours are too long because of factory heavy work. According to McCunney (2001), the primary beneficial impact of occupational health and safety on productivity is reduced absenteeism. McCunney demonstrates that the health risks and failure of employees to participate in fitness and health promotion programmes are associated with higher rates of employee absenteeism. There is need for much emphasis on the employer's participation in ensuring that OHS programmes and policies are existent. If these OHS practices are set, it is more likely that the worker participates in order to preserve his/her life. However, absenteeism may be

encountered but may be completely neither unjustified on medical grounds nor attributable to unsafe conditions or hazardous events in the workplace. It is difficult to demonstrate conclusively the extent to which business prosperity benefits from good health and safety or on the contrary, to say that prosperous businesses have good health and safety because they are able to afford it (Health and Safety Executive, 2006). However, based on available evidence, the Occupational Health and Safety Reports argue that there is clearly a vicious circle in that a healthy and happy workforce is more productive, leading to increased investment in health and safety to reduce accidents, which in turn leads to further productivity gains. The Health and Safety Executive (2006) further explains that genuine productivity gains can be realized by those businesses that invest in high performance health and safety practices. However, the Health and Safety Executive (2006) also recognizes that there need to be a positive attitude by many organizations if they are to move on from simply attaining minimum legal compliance toward implementing the best practice of OHS. For those organizations that make the transition, the rewards are well worth the effort. In other words, when an organization is committed to OHS best practice and implements it in a properly managed manner, the result is a win-win situation that benefits both the workforce and the organization for which they work. There is need for a workplace improvement in terms of occupational health and safety for the benefit of the employer and the employee in order to increase productivity. According to Koopman et al. (2002), presenteeism is a common concept amongst the workforce. Presenteeism is one of the major results of poor OHS practices. Some infections and illnesses are not reported to the industrial nurse. Some workers are also reluctant to seek medical attention. These workers come to work as if everything is normal but in actual fact their health and fitness is poor. This concept should be eliminated in order to increase productivity.

**Turnover Rate;** company's employee turnover rate is another good gauge for how satisfied employees are in the workplace with health and safety programmes. A relatively low turnover rate can signify that your employees are happy and that you are doing the right things to keep morale high. However, a

high turnover rate can be a sign that employee satisfaction is low, forcing many to move on to better paying jobs, or jobs in a better work environment (Bing and Lounsbury, 2000).

**Absence Rate;** How often your employees are absent from work can also be a sign of poor employee efficiency. When employees enjoy their job, absence rates go down. However, if an employee does not enjoy her job, he may be more opt to take extra time off or to call into work sick more often, even if he is not sick. Absent workers reduce your productivity, which can cost your business money (Behling, 1998). Employee absenteeism is a major burden to a workplace and employers. When employees miss work, they are unable to collaborate with work teams and to complete tasks and assignments. The costs of missed work and opportunities affect a company's bottom line. Many companies offer wellness programs to encourage good health among employees. However, other critical factors influence absenteeism in a workplace. Personal illness and injury are among the leading causes of workplace absenteeism. Erie County Department of Health educator Kimberly Beers cites a Wellness Councils of America study showing that workplace stress causes illness and injury for 36 percent of workers. This contributes to the $300 billion spent annually on absenteeism in the United States (Frye, 2001). Many companies offer wellness programs and health training for employees to proactively combat the impact of illness on absenteeism. Additionally, workplaces that pose significant safety risks for employees should make safety training and safety standards priorities to reduce the number of injuries on the job. Companies that employ a significant number of parents have higher risks of absenteeism since parents have childcare responsibilities to consider. Along with personal illness, family illness or problems are the most common causes of absenteeism, according to Bright Horizons Family Solutions. Parents that rely on childcare providers face a burden when a provider is sick or not in operation on a given work day. Some parents struggle to find a backup option and must miss work. Bright Horizons notes that some employers offer a type of subsidized backup care program for employees in a bind so they can get to work. General working conditions are a common

influence on workplace absenteeism. In his Employer-Employee.com article "How to Deal with Employee Absenteeism," Gary Vikesland, a licensed psychologist with Pathways Psychological Services in Golden Valley, Minnesota, points out that stressful relationships with co-workers are typically a more-specific cause of absenteeism. He notes that stress occurs in horizontal relationships with colleagues as well as in superior-subordinate relationships. Employees may miss work to avoid dealing with fear, anger or other stresses associated with a co-worker. Vineland (2006) adds that companies that promote an atmosphere of acceptance and offer internal conflict resolution processes typically have less problems with absenteeism. Regarding the manager-employee relationship, Vikesland indicates that authoritarian management styles influence high levels of workplace absenteeism. Managers that are controlling, bossy, micro-managing and who do not value input from employees often cause increased stress for their employees. Employees may feel overwhelmed by impossible goals, rigid or poor communication, and the general burden of having little ability to make decisions and work with autonomy. Some employees miss work just to avoid dealing with a manager. However, actual physical and emotional illnesses can occur if the associated stress is too high. Companies can offer management training and coaching to help prevent these issues. Not all influences on workplace absenteeism are negative. Companies often do proactive and positive things to reduce workplace absenteeism, thus saving themselves money. Some companies offer incentives to employees for achieving certain health levels or maintaining certain standards of attendance and performance. Offering attendance incentives may have expenses, but the costs are probably modest compared to the expense of significant missed work days. Just tracking attendance can have positive effects on absenteeism as employees are more aware that their presence is important Vineland (2006).

**Theoretical perspective**

The study will be guided by functional theory of labour welfare which is sometimes called the efficiency theory. According to this approach, welfare work

is used as a means to secure, preserve and develop the efficiency and productivity of labour, it is obvious that if an employer takes good care of his workers, they will tend to become more efficient and will thereby step up production. This theory is a reflection of contemporary support for labour welfare. It can work well if both the parties have an identical aim in view; that is, higher production through better welfare. And this will encourage labour's participation in welfare programmes. The theory suggests the state of well being and implies wholesomeness of the human being. The theory advocates a desirable state of existence involving the mental, physical, moral and emotional factor of a person. Adequate levels of earnings, safe and humane conditions of work and access to some minimum social security benefits are the major qualitative dimensions of employment which enhance quality of life of workers and their productivity (Aswathappa, 2008). The theory urges Organizations to provide welfare facilities to their employees to keep their motivation and efficiency levels high.

**Related studies**

Studies by Aswathappa (2008) indicate that Occupational safety and health (OSH) is good for business as well as being a legal and social obligation. Enterprises appreciate that OSH prevents people from being harmed or made ill through work, but it is also an essential part of a successful business. Occupational safety and health helps demonstrate that a business is socially responsible, protects and enhances brand image and brand value, helps maximize the productivity of workers, enhances employees' commitment to the business, builds a more competent, healthier workforce, reduces business costs and disruption, enables enterprises to meet customers' OSH expectations, and n encourages the workforce to stay longer in active life. Every enterprise can enjoy significant benefits by investing in OSH. Simple improvements can increase competitiveness, profitability and the motivation of employees. The implementation of an OSH management system provides an effective framework to prevent or minimize accidents and ill health. Although the principles of good OSH apply to every organization, the commercial drivers can be very different for

large and small organizations. Good companies have long recognized the importance of their image and reputation. 'Companies with their eye on their "triple-bottom-line" outperform their less fastidious peers on the stock market.' The Economist Large organizations are expected to demonstrate ever-higher standards of corporate governance and greater transparency in reporting practices. The combination of operating in a market- driven economy alongside a society that is more aware of risks means that many enterprises now realize the significant gains that can be made from integrating OSH performance into their wider business model. These include: n improvements in the image, brand value and reputation of the enterprise, n delivering on corporate social responsibility (CSR) commitments, n maintaining and promoting investor confidence, and n developing positive stakeholder engagement. 'The board recognizes that both the group's corporate performance and its value to stakeholders are affected by its occupational health and safety performance. It therefore requires the managing directors and all employees to demonstrate a positive approach to health and safety issues.

Employees are important assets in the organization. Organization growths largely depend upon employee growth. According to Davis (2008) employees' efficiency can be improved by creating friendly environment where employees can communicate freely with their boss or supervisors, administering Welfare activities to employees for example through arranging some picnic or movie show or any entertainment program for employees once in month, giving fair reward for their work, praise their good work by their superior , arrange some training program which can help them to develop their skill or knowledge for doing a particular job, Compensation or Bonus and Medical, school, residence facility for their family. Daft (2000) has it that you cannot put a price or value on the factors that drive staff performance. This is because most people remain with an employer because of the quality and satisfaction derived from a rewarding and balanced workplace. He thus agitates that employees efficiency can be facilitated through Motivation in that every staff member is unique; therefore the motivation to perform better will be different for each person. Identify the

motivator for each staff member and provide opportunities that encourage their interest and performance. Setting Goals is considered by Chuck (2003) to be the key factor toward ensuring staff efficiency. Firm need to make sure that they have a vision that clearly stipulates for how they want to operate now and in the future. The vision is also meant to be properly communicated to staff so that they are directing their energies toward a common goal. They will feel like they are a part of the practice and this will enhance performance. Chandan (2001) considers Praise to be among factors that can arouse staff efficiency. He asserts that managers need to take advantage of big and small opportunities to praise their staff for work well done. An employer's recognition of their staff performance means a lot when it comes to the aspect of nurturing result oriented staff. Chandan further agitated for the issue of providing staff with prompt feedback for it makes them feel respected and valued by the organization thereby arousing their efficiency. Craig and Butel (1996) recommend open door policy as a key driving force to employee efficiency. Management should be available as a resource to its staff. They should feel comfortable to approach managers with questions and concerns and not feel as if they are imposing on manager's time. They should be able to depend upon managers for guidance and as a model of what excellent performance is all about.

Studies show that health and wellness programs in the workplace are beneficial to workers. Research released in December 2010 in the "Harvard Business Review" reveals that effective employee wellness programs increase productivity and morale while lowering costs. An analysis of Highmark Inc.'s wellness programs during a four-year period showed that the corporation saved more than $1 million in health care costs as a result of the program, according to a study published in February 2008 in the "Journal of Occupational and Environmental Medicine." Successful employee wellness programs require more than just a discount on gym membership. Qualified health professionals must be involved in planning, implementing and evaluating strategies to improve workers' health. Goals must be realistic and take into account the willingness of

employees to participate in a particular program. Each year, the American Heart Association recognizes employers who have developed effective wellness programs. Criteria for the fit-friendly companies include fostering a healthy culture in the workplace, offering nutritious food options and supporting fitness activities. Companies with the best programs see a return on investment as health care costs are reduced (Omaha, 2010).

The study conducted by (David and Kathryn, 1998) on staff health and safety indicates that an employee health and wellness program offers measures to support the health of workers. This includes providing health screenings, immunization clinics and physicals. Both government agencies and a growing number of private companies have started health and wellness programs that are more expansive. Providing health education materials and holding health fairs are used to expose employees to vital information. Employers may also offer intervention programs to help workers stop unhealthy behaviors. Preventing health problems has become a major focus as employers seek to limit health care costs and absenteeism.

Studies Armstrong (2008) indicate that it is only through occupational health and safety that a firm can increase morale of employees but also setting up an employee-recognition program can go a long way toward boosting morale. Announce the goal and the reward employees will receive for achieving it. For example, if a sales team establihes 10 new accounts in one week, you will throw a lunchtime pizza party the following Monday. You can provide a small bonus or movie tickets for exemplary performance. Try putting the names of top performers in the company newsletter. Offer an opportunity to have lunch with the company president if the employee reaches a certain goal. Whatever forms of recognition you decide on, be sure to provide them in a timely manner, or you will hurt job morale. Leaving recognition apart, employees efficiency can also be aroused by organizing training for staff because it empowers employees to perform their jobs at the highest levels possible. Use mentoring, seminars, formal education and certification courses to help employees build job skills,

increase confidence and improve individual performance. As individuals perform better, the company performs better and becomes more profitable. When employees move up in the company, always provide the training necessary for the employee to succeed in the new position. With increased knowledge and skills, employees feel more confident and have more positive attitudes.

Studies by Nowier (2009) indicate that employee health and morale are often interrelated when it comes to productivity in the workplace. Unhealthy, ill, stressed employees will miss more days of work than their healthy counterparts, which can have a negative effect on morale and overall workplace performance. Many factors contribute to poor employee performance, including stress and a lack of communication. While business owners and corporate managers can find ways to boost worker morale, employees should also take some measures to discover methods of stress relief. Some professional environments are naturally stressful; it is particularly important for employees in these environments understand how to understand and manage stress.

Our working environment affects our sense of well-being, health and motivation to go in to work at all. It is both an employer's responsibility, and in her interest, to ensure that employees work in a positive atmosphere because conditions at work can either maximize or minimize productivity and cause or prevent stress and fatigue. Poor seating, ventilation and lighting are detrimental to everyone's health. Interior designer Victor Nikiforov of Trio notes that color is also important and that light tones are best; that pale green is good for calming nerves, and that blue is soporific. He says that, ideally, a workplace should have a gym, a masseur and a lounge, because people are not robots and should be given the opportunity to rest in pleasant surroundings. This seems a good idea, because contemporary businesses are often idea-driven and employees need spaces where they can relax, be creative, share ideas and think privately when necessary. Elena Klimenko, in charge of HR at Accenture, said her company has project rooms where staff can work in groups if necessary, that offices have large windows and that the furniture is ergonomically designed. He mentioned

that a corporate designer even came to Moscow to ensure the office met company standards, and added that as a result of good office design, staff is generally pleased to be back in the office on returning from meetings. In conclusion, given that we spend more waking hours in the office than in our own apartments, it seems essential that offices become a home away from home and even something better— most of us cannot afford private gyms! As employers explore ways to improve the health, wellness and productivity of the workforce, incentives have emerged as an attractive tool (Armstrong, 2006).

Studies by Muchemedzi and Charamba (2006) relate occupational health as a science concerned with health in its relation to work or working environment. According to Oxenburgh et al. (2004), the health and safety of all employees is closely linked to the company's productivity in all workplaces. In most cases, occupational health safety (OHS) is largely measured by negative outcomes such as workplace injury and illness but these measures have a shortfall, for instance, a low incidence of injury does not necessarily mean that adequate safety systems and controls are in place (Health and Safety Executives, 2006). At some petroleum industries, attention is mainly on negative outcomes. As long as there are no serious accidents, occupational health and safety policies and practices are not carried out fully. As a result, threats to employees' safety are not eliminated in time because accident-prone areas are not recognized and taken care of before accidents occur Muchemedzi and Charamba (2006) explain that accidents do not arise from a single cause but from a combination of factors which act simultaneously. A potentially unsafe situation does not cause an accident until someone is exposed to it. Accidents are caused by the results of unsafe acts or practices (the human element that results from poor attitudes, physical conditions and lack of knowledge or skills to enable one to work safely). They are also caused by the result of unsafe conditions of equipment or materials. Koopman (2001) states that accidents bring pain and suffering to the worker and his family. When it results in permanent disability, the consequences are disastrous for both the victim and the company. The victim loses his earning capacity and ability to enjoy a normal active life, and the society and company

are deprived of his/her skill and contribution to production. The 1969 Frank Bird Accident Ratio study on causes of accidents found out that 88% of accidents are caused by unsafe acts of persons, 10% are caused by unsafe mechanical or physical conditions and the remaining 2% are unpreventable. Muchemedzi and Charamba (2006) analyzed the above statistics and establihed that the majority of accidents (98%) do not just happen. instead,

People who perform unsafe acts and create unsafe conditions cause them and therefore accidents are preventable. A local National Social Security Association (NSSA) bulletin establihed that most food factories do not abide by set OHS regulations. Most accidents are so minor that they have no visible injury or damage. Taking care of these minor problems results in a reduction or elimination of the major ones.

# CHAPTER THREE

# METHODOLOGY

## Research design

The researcher employed descriptive cross sectional survey and correlation research designs in the study. Descriptive correlation research design assisted the researcher in describing and explaining conditions of the present by using many subjects to fully describe the phenomenon and also in establishing the relationship between two research variables in the study context.

## Research population

The research population was characterized by employees in top, middle and lower management level in Gapco Uganda Limited as summarized in the table below.

Table 1: Categories of Respondents.

| Number | Categories | Accessible population | Sample size |
|---|---|---|---|
| 1 | Top management level | 25 | 23 |
| 2 | Middle management level | 60 | 52 |
| 3 | Lower management level | 65 | 56 |
| | Total | 150 | 131 |

Source: Payroll, March, 2012

## Sample Size

The sample was comprise of 131 respondents from top, middle and lower management levels. The researcher obtained this sample size after employing Sloven's formula of:

$$n = \frac{N}{1 + N (e)2}$$

Where n= Sample Size, N= accessible population and e= Level of significance at 0.05.

**Sampling procedure**

The researcher used stratified random and purposive sampling techniques to collect data from various categories of the survey population. A stratified random sampling technique was adopted because it enables the researcher to achieve the desired representation from various sub groups in the population which was almost reproduced in the sample. Purposive sampling technique allowed the researcher to use respondents that have the required information with respect to his study objectives.

**Research Instrument**

Only closed ended questions with likert scale were given to the cross section of respondents which in turn facilitated effective data gathering. The researcher adopted this type of questionnaires because questions asked in it are easy to complete, analyze quantitatively and responses obtained through the use of this kind of questionnaire can be compared easily to different items hence made it easy for the researcher to detect a trend just by glancing at the responses.

**Validity and Reliability of the Instrument**

To establish validity and reliability of the questionnaire, the researcher used expert judgment method. The experts looked at the relevance of questions in view of the problem, objectives, research questions, hypothesis, theoretical frame work and literature. They also evaluated the clarity of wording of the questions/items which the researcher seriously took into consideration and made the necessary adjustments. This made the instrument more relevant, specific

and logically arranged. The content validity index (CVI) was calculated from the formula below;

CVI=n/N

Where CVI= Content Validity Index, N= Total number of items in the questionnaire, n= number of relevant items in the questionnaire. It happened that the researcher got CVI greater than 0.7 the research instrument was declared valid. In addition, a pre - test will be conducted in order to improve on the reliability of the questionnaire. Furthermore, retest method was used in which the same test were given to same selected few people after a period of time. This convinced the researcher beyond doubt that the instruments used are reliable.

**Research Procedures**

Upon accomplishment of defending and acceptance of the research proposal, the researcher obtained an introductory letter from the Collee of Economics and management of Kampala International University, seeking for permission from the human resource department to allow him to get access to study sites and also access all employees that were his respondents.

Due to the nature work and busy schedule of some prospected respondents, the researcher scheduled appointment for such respondents. The researcher availed himself to give necessary explanation on some question as and when need arose. Then the researcher carried out a pilot study before the actual research in order to check feasibility of the research, so that the research design could be improved or adjusted where necessary to avoid wasting time. The researcher also used secondary data by reviewing available relevant text books, journal articles, periodicals, manuals dissertations, and publications and also visited the website of Gapco Uganda limited for more secondary data.

After two week, primary data was collected through questionnaires which respondents returned back to the researcher to allow him go head and analyze it Completed self-administered questionnaires (SAQs) were coded, edited,

categorized and entered in a Statistical Package for Social Scientists (SPSS) for data processing and analysis.

**Data analysis**

After data has been collected from the field, the researcher went ahead and analyzed it qualitatively and statistically. Frequencies and percentage distributions were used to analyze data on the respondent's profile. Means were used to analyze data on the level of occupational health and safety and the level of employees' efficiency in Gapco Uganda limited.

The following mean ranges were used to arrive at the mean of the Individual indicators and interpretation:

| Mean Range | Interpretation |
|---|---|
| 1.00 - 1.75 | Very low |
| 1.76 - 2.50 | Low |
| 2.51 - 3.25 | Moderate |
| 3.26 - 4.00 | High |

Pearson's linear correlation coefficient and regression analysis was used to establish whether there is any significant relationship between occupational health and safety and employee efficiency in Gapco Uganda limited Kampala

**Ethical Considerations**

Throughout this research study, the researcher avoided everything that would cause discredit on him. He did this to comply to various ethical principles, for instance the principle of voluntary participation that requires people not to be coerced into participating in research was adhered to where by participants were induced to participate into the study willingly and enthusiastically without necessarily being forced by the researcher. Informed consent; where by prospective research participants were fully informed about the procedures and risks involved in research. Confidentiality; where the researcher made sure that

information obtained from the respondents is kept secretly and this was even guaranteed by not even allowing them to show their identity for stance on the filled questionnaires.

**Limitations of the Study**

Some respondents may voluntarily refuse to respond to some questions fearing that management may victimize them. However this was minimized by the researcher via cultivating and instilling a sense of trust in the minds of respondents and assuring them confidentiality.

Difficulty in accessing the respondents due to their busy schedules; however the researcher used multiple skills like call backs, re arranging appointments and extensive mappings.

Extraneous variables which would be beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study are likely also to challenge researcher her study.

Instrumentation: The research instruments on occupational health and safety and employee efficiency was not standardized but a validity and reliability test was done to produce a credible measurement of the research variables.

Testing: The use of research assistants would bring about inconsistency in the administration of the questionnaires in terms of time of administration, understanding of the items in the questionnaires and explanations given to the respondents. To minimize this threat, the research assistants were oriented and briefed on the procedures to be done in data collection.

# CHAPTER FOUR

# PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

## Profile of the Respondents

In this study, respondents were described according to gender, age, level of education, type of employment and years of service. In each case, respondents were asked to state their respective profile information in order to enable the researcher classify and compare them accordingly. The researcher employed a closed ended questionnaire in ascertaining information about their personal profiles and analyzed their responses using frequencies and percentage distributions as summarized in table 2 below.

**TABLE 2**

**Profile of the respondents.**

| Main category | Sub category | Frequency | Percentage |
|---|---|---|---|
| Gender | Male | 97 | 74 |
| | Female | 34 | 26 |
| | Total | 131 | 100 |
| Age | 20-25 | 48 | 37 |
| | 26-29 | 72 | 55 |
| | 30-35 | 07 | 05 |
| | 36-39 | 3 | 02 |
| | 40 and above | 1 | 01 |
| | Total | 131 | 100 |
| Level of Education | Diploma | 95 | 72 |

| | | | |
|---|---|---|---|
| | Degree | 25 | 19 |
| | Masters | 10 | 08 |
| | PhD | 01 | 01 |
| | Total | 131 | 100 |
| Type of employment | Permanent | 83 | 63.4 |
| | Contract | 20 | 15.2 |
| | Probation | 28 | 21.4 |
| | Total | 131 | 100 |
| Years of Service | 1-2 | 67 | 51 |
| | 3-4 | 42 | 32 |
| | 5-6 | 19 | 14 |
| | 7-8 | 03 | 02 |
| | Others | - | - |
| | Total | 131 | 100 |

Results in table 2 reveals that majority of the respondents were male that is to say 97 (or 74%) and minority respondents were females 34 (or 26%). These two figures therefore justify gender imbalance and discrimination in the employment process of Gapco Uganda limited.

Pertaining age, 72 (or 55%) respondents were in the age bracket of 26-29, 48(or 37%) in the age bracket of 20-25, 07 (or 5.0%) in the age bracket of 30-35, 03 (2.0%) in the age bracket of 36-39 and 01 (0r 1.0%) respondent was above 40 years of age. It can therefore be deduced that though all age categories were represented, the youth respondents almost monopolized the study. This is true

because the Gapco is found of employing youth who have just accomplihed their studies to serve as pump attendants due to the fact that this kind of job requires energetic and cheap staff.

Regarding level of education, Diploma respondents were the majority with 95 (or 72%), followed by Degree holders 25 (or 19 %), 10 (or 8%) were masters holders and 1 (or 2.3%) respondent had a PhD. Results reveals high degree of professionalism in Gapco Uganda limited since all levels of education were represented which is a rare case in such kind of jobs for they are risky, dirty and always neglected for fresh graduates and school drop outs.

Concerning type of employment, permanent employees dominated the sample with 83 (or 63.4%), followed by contracted employees with 20 (or 15.2%) and lastly 28 (or 21.4%) respondents were on probation.

Concerning experience 67 (or 51%) respondents had served for a period of 1-2 years, 42 (or 32%) had served for a period of 3-4 years, 19 (or 14%) had worked for a period of 5-6 years and 5 (or 2%) had served for 7-8 year. These results indicate high turnover in Gapco rate due to few respondents who had served for a period of 5-8 years and to make matters worse none had served for a period beyond eight years.

**Level occupational Health and Safety in Gapco Uganda Limited-Kampala**

In this study, the independent variable was about occupational health and safety in Gapco Uganda limited –Kampala and it was explored to establish the existing level of health and safety in the same firm for which the researcher was interested in finding out how satisfactorily employees find health and safety practices are and the level at which the stand when compared with other human resource practices in Gapco Uganda limited. occupational health and safety was conceptualized into three aspects namely; i) design of the work place environment; ii) industrial accidents; and iii) industrial accidents. All three industrial health and safety practices were measured using quantitative questions

in the questionnaire, with each question having four points answer range, where 1= strongly disagree ; 2 = disagree; 3=agree; and 4 = strongly agree. Employees were required to rate how satisfactory each item by showing the extent to which they agree with each. In doing this each respondent was directed to tick a number corresponding to his or her own best opinion, perception and thinking. Their responses were analyzed using SPSS and summarized using means, as indicated in table 3 below;

**TABLE 3**

**Level of Occupational health and safety in Gapco Uganda limited - Kampala**

| **Design of the work place environment** | Mean | Interpretation | Rank |
|---|---|---|---|
| Working environment is sufficiently tolerant and conducive for me to work | 3.88 | High | 1 |
| Working and recreation hours are balanced. | 3.86 | High | 2 |
| The ground is always clean and dry | 3.83 | Moderate | 3 |
| The offices and all places in this company are properly laid out | 3.71 | Moderate | 4 |
| The facility arrangement in this company stresses me | 3.54 | Low | 5 |
| Offices are properly ventilated in Gapco | 3.43 | Low | 6 |
| There is hazardous arrangement of machinery in this firm | 2.30 | Very low | 7 |
| There is faulty layout of equipment in Gapco. | 2.11 | Very low | 8 |
| Poor job design characterize this place | 1.19 | Very low | 9 |
| Employee comfort is lacking in this company | 1.01 | Very low | 10 |

| | | | |
|---|---|---|---|
| **Average mean** | **2.89** | **Moderate** | |
| **Industrial accidents(accidents in Gapco occur due to)** | | | |
| Defective machinery and equipment | 3.01 | Moderate | 1 |
| Un serviced machinery | 2.90 | Moderate | 2 |
| Improperly guarded equipment | 2.65 | Moderate | 3 |
| Overloading vehicles with fuel | 2.61 | Moderate | 4 |
| Lack of knowledge/skills about accident prevention | 2.61 | Moderate | 5 |
| Operating equipment without authority | 2.34 | Moderate | 6 |
| Working under the influence of alcohol and drugs | 2.33 | Moderate | 7 |
| **Average mean** | **2.26** | **Low** | |
| **Industrial safety** | | | |
| Adequate safety and protective gears like gloves are availed to employee in Gapco | 3.89 | High | 1 |
| There are adequate and appropriate fire extinguihers in our company | 3.43 | High | 2 |
| The preventive measures are taken against the explosion. | 3.05 | Moderate | 3 |
| Workers are entitled to compensation after genuine accidents | 2.65 | Moderate | 4 |
| The protective tools and materials (mask and the gloves etc) are utilized in case the chemicals are used | 2.58 | Moderate | 5 |
| Safety education and training is the order of the day here | 2.47 | Moderate | 6 |

| | | | |
|---|---|---|---|
| Safety standards are set for employees in Gapco | 2.46 | Moderate | 7 |
| Safety in Gapco takes a team based approach | 2.43 | Moderate | 8 |
| There is enough supervision on the utilizations of the safety gadgets by the top authorities | 2.41 | Moderate | 9 |
| Safety warning posters are adequate. | 2.40 | Moderate | 10 |
| The instruction manuals of the safety and accidents are always followed | 2.39 | Moderate | 11 |
| The personnel know how to use the fire extinguishing tubes and where they are. | 2.33 | Moderate | 12 |
| The humidity and the temperature of the working environment are appropriate. | 2.33 | Moderate | 12 |
| Safety policies are not properly followed and implemented in Gapco | 2.31 | Moderate | 13 |
| The protective garments appropriate for the work are worn. | 2.30 | Moderate | 14 |
| Regular maintenance of the tools, materials and equipments is done. | 2.29 | Moderate | 15 |
| There is no accident and health insurance in Gapco | 2.83 | Moderate | 16 |
| **Average mean** | **2.48** | Moderate | |
| Grand average mean | **2.54** | Moderate | |

**Key:**

**Rating Scale**

| Answer Range | Response mode | Interpretation |
|---|---|---|
| 1.00-1.75 | strongly disagree | very low |
| 1.76-2.50 | Disagree | Low |
| 2.51-3.25 | Agree | Moderate |
| 3.26-4.00 | strongly agree | High |

Table 3 results indicate that two items on design of the work place environment were rated high (with means ranging from 3.88 to 3.86), all of which fall under strongly agree on the answer range. The most highly rated aspects of work place design fall in the question of tolerant and conducive work place environment (mean=3.88) followed by questions of balanced recreational and working hours (mean=3.54). This study finding implies comfort that majority employees enjoy in Gapco work stations and is in line with Author, (2000) assertion who had it that the key result area from properly designed work place is employee comfort. The question of Gapco grounds being clean and dry was rated high with (mean=3.83) where as layout of company offices and other premises was also rated high with (mean=3.71) and it indeed coincides with Becker (1981) who had it that properly Workplace design may promote organizational success by creating environments that support work quantity, quality, and style, while improving turnover and absentee rates. The aspect facility arrangement being a stressor was ranked high with (mean=3.54) and this finding is in agreement with Nowier, 2009 who asserts that improperly designed work causes stress. Office ventilation was rated high with the (mean =3.43). However hazardous arrangement of machinery, faulty layout of equipment, job design and lack of employee comfort were all ranked very low with mean values ranging from(1.01- 2.25) implying adequate arrangement of machinery, proper layout of machinery, effective job design and employee comfort respectively. To get an over view on how employees rated Design of work place environment a mean for all the ten aspects on this aspect was computed and turned out to be

2.89 and this indicates that there is moderate design of the work place environment implying that a lot need to be done in areas of work place ergonomics in order to arouse employees comfort in Gapco.

Concerning the aspect of industrial accidents, all aspects on it were rated moderate indicating that on moderate industrial accidents in Gapco are caused by Defective machinery and equipment, Un serviced machinery, Improperly guarded equipment, Overloading vehicles with fuel, Lack of knowledge/skills about accident prevention, Operating equipment without authority, Working under the influence of alcohol and drugs. The mean values of all causes of industrial accidents in Gapco range from (3.40-3.99) which are all equivalent to strongly agree on the answer range. To get overall picture on rate of industrial accidents in Gapco an average mean value of respondents opinion was computed and it turned to be 2.26 implying moderate rates of accidents in Gapco Uganda- Kampala. These results indicate that various industrial precautions and strategies need to be put in place in order mitigate causes of industrial accidents for they compromise the reputation and customer base of Gapco.

Regarding industrial, only two items were rated high and the rest moderate. The most highly rated aspects here were on adequate safety and protective gears like gloves that are availed to employees during work (mean=3.89) and adequate fire extinguihers in Gapco work stations (mean=3.43). The moderate rated aspect fall under the question of preventive measures taken against explosions and employee entitlements regarding genuine accident compensation (with means ranging from 3.05-2.65) which equivalent to agree on the answer range. Other moderate rated items lie in the question of Safety education and training being the order of the day Gapco, Safety standards set for employees, Safety taking a team based approach, supervision on the utilizations of the safety gadgets by the top authorities, Safety warning posters, instruction manuals on safety and accidents, personnel know how on fire extinguishing tubes, the humidity and the temperature of the working environment are appropriate, following of Safety policies and implementation,

the protective garments appropriate for the work being worn, Regular maintenance of the tools, materials and equipments is done and accident and health insurance in Gapco (all having means ranging from 2.400-2.83) equivalent to strongly agree on the answer range. On the overall, industrial safety in Gapco is moderate (average mean=2.48), implying that Gapco on average, looks at the safety of its staff to be an imperative factor. The results obtained do not satisfy chuck (2002) point of view that asserts that health, safety require a team approach and needs to be 'on everyone's agenda. In Gapco there is moderate level of team work when it comes to matters pertaining health and safety justified by (mean=2.43) equivalent to agree on the answer range.

To get a summary picture on the level of existing occupational health and safety in Gapco Uganda- Kampala, an overall mean index (grand average mean) for all the three aspects was computed, which turned out to have a mean of 2.54, which confirms that occupational health and safety in Gapco has been given a moderate attention indicating a room for improvement in ensuring hazardous and accident free work place conducive for employees to work and discharge the assigned duties as expected.

**Level of employee efficiency in Gapco Uganda limited - Kampala**

The dependent variable in this study was employee efficiency, broken down into four aspects (including employee morale and job satisfaction, labour turnover, productivity and absenteeism). All the four aspects on employee efficiency were measured using qualitative questions in the questionnaire and each question had an answer scale ranging between one to four; where 1 = strongly disagree; 2 = Disagree; 3 =agree; 4 = strongly agree. Each Employee in Gapco Uganda limited - Kampala was required to rate their efficiency on each of the items by ticking the relevant number in the corresponding box in the table. Their responses were analyzed using SPSS and summarized using descriptive statistics showing means as indicated in table 4;

**Table 4**

**Level of employee efficiency in Gapco Uganda limited- Kampala**

| **Employee morale and job satisfaction (This is how I feel about my job)** | **Mean** | **Interpretation** | **Rank** |
|---|---|---|---|
| The working conditions are good and safe | 3.44 | High | 1 |
| My job does not stress me | 3.42 | High | 2 |
| The design of my job makes me more satisfied | 3.21 | Moderate | 3 |
| My job is hazard free | 3.11 | Moderate | 4 |
| I like my job because it gives me a sense of accomplishment | 3.00 | Moderate | 5 |
| I get support and team work from my co – workers | 3.00 | Moderate | 5 |
| Organization views employees as assets | 2.98 | Moderate | 6 |
| There is work life balance in Gapco | 2.79 | Moderate | 7 |
| Management has created an open and comfortable work environment | 2.79 | Moderate | 7 |
| Insurance schemes provided by the organization helps in promoting employee morale and satisfaction | 2.72 | Moderate | 8 |
| I am satisfied with health and insurance scheme provided by the organization | 2.61 | Moderate | 9 |
| **Average Mean** | **2.76** | Moderate | |

| | | | |
|---|---|---|---|
| **Labour turnover (labour turnover is low in Gapco due to)** | | | 1 |
| Hazard free working environment | 3.00 | Moderate | 2 |
| Employees have medical insurance | 2.86 | Moderate | 3 |
| Due care given to employees health | 2.77 | Low | 4 |
| Low workload/stress | 2.61 | Moderate | 4 |
| Flexibility of working hour | 2.61 | Moderate | 4 |
| Properly designed jobs | 2.61 | Moderate | 4 |
| Welfare fare facilities offered to me and co-workers | 2.53 | Moderate | 5 |
| **Average mean** | **2.71** | Moderate | |
| **Productivity (I am productive at work due to)** | | | |
| My innovation and creativity | 3.14 | Moderate | 1 |
| Low accidents record | 2.96 | Moderate | 2 |
| Proper usage of equipments | 2.86 | Moderate | 3 |
| I follow safety procedures | 2.68 | Moderate | 4 |
| I meet deadlines in time | 2.68 | Moderate | 4 |
| I experience minimal stress | 2.65 | Moderate | 5 |
| Participate in safety and health training programmes | 2.61 | Moderate | 6 |
| The company offers safety training courses | 2.59 | Moderate | 7 |

| | | | |
|---|---|---|---|
| to us | | | |
| I am happy and excited about my work | 2.41 | Low | 8 |
| **Average Mean** | **2.73** | **Moderate** | |
| **Absenteeism** | | | |
| Personal illness and injury are among the leading causes of absenteeism in Gapco | 3.12 | Moderate | 1 |
| The company cares about my welfare | 2.58 | Moderate | 2 |
| I have a lot of child care responsibilities | 2.56 | Moderate | 3 |
| The general working conditions are not friendly | 2.55 | Moderate | 4 |
| Accidents have increased absenteeism rate in Gapco | 2.53 | Moderate | 5 |
| I absent myself at work sometimes to avoid my manager | 2.53 | Moderate | 6 |
| **Average Mean** | **2.65** | **Moderate** | |
| **Grand Average mean** | **2.71** | **Moderate** | |

**Key:**

**Rating Scale**

| **Answer Range** | **Response mode** | **Interpretation** |
|---|---|---|
| 1.00-1.75 | strongly disagree | very low |
| 1.76-2.50 | Disagree | Low |
| 2.51-3.25 | Agree | Moderate |
| 3.26-4.00 | strongly agree | High |

The means in Table 4 indicate that respondents rated employee efficiency in Gapco differently on different aspects. For example on employee morale and job satisfaction, employees revealed that their efficiency is attributed to high morale and job satisfaction derived from good and safe working conditions and stress free jobs. This is justified by the highest mean values that range from 3.44 -3.42. Employee divulged that they derive average morale and satisfaction from their job due to moderate level of hazards at work (mean=3.11), sense of accomplishment obtained from the job (mean=3.00), moderate support and team work received from co-workers (mean=3.00), perception of employees as asset (mean=2.98), moderate work life balance, open and comfortable work environment (mean=2.79) and average insurance schemes provided by the organizations to employees. On the overall employees efficiency in Gapco was rated moderate considering the mean for all the ten aspects (mean=2.76). This implies that employees derive moderate level of morale and satisfaction from their jobs and this explain why they not best and efficient performers.

Regarding labour turnover a component that was employed to measure efficiency among Gapco workers, the study revealed that labour turnover at moderate is low due to hazard free working environment (mean=3.00), availability of medical insurance (mean=2.86), due care given to employee health, low work load/stress, flexible working hours and properly designed jobs all with (mean=2.61) and lastly moderate level of welfare facilities was also found to be responsible for the low level of labour turnover in Gapco Uganda limited –Kampala with a mean value of 2.53 equivalent to agree on the four point likert scale. On overall, results revealed that the moderate employee efficiency in Gapco Uganda limited –Kampala is partly attributed to the computed moderate level of labour turnover (mean=2.71) equivalent to agree on the answer range.

On the aspect of productivity, employees' productivity at work was found moderate on eight aspects and low on one aspect. The moderate level of employee productivity is attributed to innovation and creativity of employees

proper usage of equipment, following of safety procedures and meeting of deadlines in time (mean=2.68), minimal stress (2.65), participation in safety and health training programmes (mean=2.61) safety training courses offered by the company (mean=2.59) and lastly respondents reported that their productivity is sometimes low due to low excitement and happiness the derive from the work they do (mean=2.11). The overall mean (2.73) on productivity also came out as moderate, implying that a lot need to be done in areas of welfare, health and safety in order to comfort employees and boost their productivity for it is the corner stone for any successful firm.

Concerning absenteeism, was also found to be moderate in Gapco to average level personal illness and injuries among employees (mean=3.12), employees welfare (2.58), low child care responsibilities (mean=2.56), unfriendly general working conditions (mean=2.55), moderate accidents and conflicts between employees and managers (mean=2.53). The overall mean (2.65) on absenteeism also came out as moderate, implying that there are insufficient health and safety policies meant to neutralize absenteeism like flexi-time and industrial accident policies

To get a final picture on the level of employee's efficiency in Gapco, the researcher computed an overall Grand average mean for all aspects in Table, which came out to be 2.71, which confirms that employees' performance in Gapco Uganda Kampala stands at a moderate level.

**Relationship between Occupational health and safety and Employee Efficiency in Gapco Uganda limited – Kampala.**

The fourth objective in this study was to establish whether there is a significant relationship between occupational health and safety and employee efficiency in Gapco Uganda limited Kampala for which it was hypothesized that there is no significant relationship between occupational health and safety and employee efficiency in Gapco Uganda limited Kampala. To achieve this last objective and to test this null hypothesis, the researcher correlated the means for all aspects of occupational health and safety and those on employee

efficiency using the Pearson's Linear Correlation Coefficient, as indicated in table 5 below.

**Table 5**

**Pearson's Linear Correlation Coefficient Test results for Occupational health and safety and Employee Efficiency in Gapco Uganda limited – Kampala.**

| Variables Correlated | r-value | Sig-Value | Interpretation | Decision on Ho |
|---|---|---|---|---|
| Occupational health and safety Vs. employees efficiency | 0.910 | 0.001 | Positive and Significant | Rejected |

**Level of significance at 0.05**

The results in Table 5 indicate that occupational health and safety is significantly correlated with employee efficiency in Gapco Uganda limited Kampala (r=0.910; Sig=0.001). Results also indicate that occupational health and safety is positively correlated with employee efficiency in Gapco Uganda-Kampala (r-values>0). This implies that an improvement occupational health and safety significantly improves employees' efficiency by 91% as per this study. Basing on these results, the stated null hypothesis is rejected at a 0.05 level of significance.

To get a clear picture on how each aspect of occupation health and safety affects employee efficiency, the employee efficiency index was regressed against all the three aspects on occupational health and safety, results of which are indicated in table 6 below;

**Table 6**

**Regression Analysis between the employee efficiency Index and Aspects of occupational health and safety**

| Variables Regressed | Adjusted $R^2$ | F-value | Sig. | Interpretation | Decision on Ho |
|---|---|---|---|---|---|
| Occupational health and safety Vs. employees efficiency | 0.911 | 2.386 | 0.000 | Significant effect | Rejected |
| **Coefficients** | **Beta** | **T** | **Sig.** | | |
| (Constant) | | -18.803 | .000 | Significant | Rejected |
| Design of the work place environment | 0.635 | -5.412 | .001 | Significant | Rejected |
| Industrial accidents | -0.834 | 17.140 | .000 | Significant | Rejected |
| Industrial safety | 0.974 | 63.646 | .000 | Significant | Rejected |

**Level of significance at 0.05**

The Linear regression results in Table 6 above indicate that all the three aspects on occupational health and safety together significantly affects employee efficiency (F=2.386, sig. =0.000). The results indicate that all the three aspects of occupational health and safety included in the regression model contribute over 91% towards variations in employee efficiency in Gapco Uganda limited – Uganda (Adjusted $R^2$ =0.911). The coefficients section of this table indicates the extent to which each of the three occupational health and safety aspects affect employee efficiency and this is indicated by Beta values. For example, of all the three aspects of occupational health and safety, industrial safety has the biggest impact/influence with a beta value of 0.974, suggesting that industrial safety

contribute over 97% towards variations in employee efficiency. This is followed by industrial accidents (Beta= -0.834 and lastly design of the work place environment (Beta=0.635). Further still, results from the regression model indicate any industrial accident in Gapco influence negatively the efficiency of employees by over 83% (Beta=-0.834). Results from regression model implies that various proactive initiatives need to be taken to control industrial accidents and if possible boost industrial safety in Gapco for industrial accidents cost a lot employees efficiency in addition to various related minuses caused by them.

# CHAPTER FIVE

# FINDINGS, CONLUSIONS AND RECOMMENDATIONS

## Introduction

This chapter focuses on the findings, conclusions and recommendations following the study objectives and study hypothesis. The areas for further research are also are also deliberated on here.

## Findings

The study was done with the main purpose of establishing whether there is any significant relationship between occupational health and safety and employees' efficiency in Gapco limited- Kampala. It was directed by four specific research objectives that were set to determine the respondents profile in terms of gender, age category, level of education, type of employment and length of service, the level of occupational health and safety in Gapco Uganda limited – Kampala, the level of employees' efficiency in Gapco Uganda limited –Kampala and to establish whether there is any significant relationship between occupational health and safety and employees' efficiency in Gapco Uganda limited –Kampala.

With reference from data analysis which was done with aid SPSS's descriptive statistics it was found out that the level of occupation health and safety in Gapco Uganda limited – Kampala stands at moderate level (mean=2.54) due to average work place design (mean=2.89), moderate level of industrial accidents (mean=2.26) and modest level of industrial safety (mean=2.48). Results also indicated that employee efficiency in the same firm is moderate for all the aspects of employee efficiency included in this study, such as; employee morale and job satisfaction (mean=2.76), labour turnover (mean=2.71), productivity(mean=2.73), and absenteeism (mean=2.65).

Results from Pearson's Linear Correlation Coefficient test revealed it clear that there is a significant relationship between occupational health, safety and employee efficiency in Gapco Uganda limited – Kampala. The two significantly and positively correlate with one another at (r = 0.910, sig. = 0.001) implying that any improvement made in areas of occupational health and safety increases efficiency of Gapco employees by over 91%. Regression analysis results indicated that of all the three aspects of occupational health and safety considered in this study, industrial safety has the biggest impact/influence on employees' efficiency when compared with the rest of the aspects (Beta=0.974). On the overall, all the three aspects on occupational health and safety were found responsible for over 91% towards variations in the employee efficiency in Gapco Uganda limited - Kampala.

**Conclusions**

In this section, the researcher gives conclusion to the study findings in relation to the study objectives and the tested null hypothesis.

**The level of occupational health and safety in Gapco Uganda limited - Kampala**

The first objective was set to determine the level of occupational health and safety in Gapco Uganda limited – Kampala and it was found out that the level of occupational health and safety in Gapco Uganda limited – Kampala position its self at a moderate level. The main attributes of this level are imbedded in modest design of the work place environment characterized by tolerant and conducive working environment, work life balance, clean and dry ground stations, properly laid out offices and company premises, proper facility lay out, average industrial accidents and industrial safety facilitated by current employee welfare programmes and policies in the firm.

**The level of employee efficiency in Gapco Uganda limited – Kampala**

This objective of the study was set to determine the level of employee efficiency in Gapco Uganda limited – Kampala and it was found out that the overall level of employee efficiency in Gapco Uganda limited – Kampala stand at moderate level (mean=2.71) due to moderate employee morale and job satisfaction, productivity, labour turnover and absenteeism flexibility. The fact that the overall picture reveals moderate level of employee efficiency it implies a lot need to be done in order to in areas of health and safety perhaps by initiating programmes oriented towards improper initiation, implementation and boosting the already existing industrial safety and welfare programmes which would in turn nurture, stabilize, induce and compel Gapco staff to work efficiently and effectively.

**The relationship between occupational health and safety and employee efficiency in Gapco Uganda limited - Kampala.**

The last objective was set seeking for whether there is any significant relationship between occupational health and safety and employee efficiency in Gapco Uganda limited – Kampala for which it was hypothesized there is no significant relationship between occupational health and safety and employee efficiency in Gapco Uganda limited - Kampala. Basing on the findings, the null hypothesis is rejected leading to a conclusion that occupational health and safety positively and significantly influence employee efficiency in Gapco Uganda limited – Kampala. The rationale for this is even revealed by the computed significant value that is less than 0.05 for example (r=0.697, sig=0.001). Ironically the same finding is supported by the Linear regression test results which suggests that all occupational health and safety activities influence employees' efficiency in Gapco Uganda limited –Kampala by (F=2.316, sig. =0.000). The same results also indicate that all the three aspect on occupational health and safety included in the regression model contribute over 91% towards variations in employees efficiency In Gapco Uganda limited – Kampala (Adjusted $R^2$ =0.950). Furthermore it was found out that of the occupational health and safety activities

in Gapco Uganda limited –Kampala, Industrial safety has the biggest influence with a beta value of 0.974, suggesting that industrial safety contribute alone over 97% towards variations in employees' efficiency. This is followed by industrial accidents that reduce the efficiency of employees by over 83% if any accident occur (Beta=0.834) and lastly design of the work place environment (Beta=0.635).

**Recommendations**

This section the researcher came up with recommendations farfetched from the findings and conclusion of his study. They are made following the research objectives and relevant hypotheses;

Gapco should put in place formal safety policies and procedures in place. The safety coordinators should create a company handbook that lists out the steps that must take place in order to prevent accidents in the work place. Include instructions such as how to store dangerous and toxic items and where certain product should be stowed to ensure safe storage and retrieval. Further still someone in charge of safety of employees should be appointed. Discuss the current safety policies with this safety coordinator, and work on a plan to make sure that they are adhered to. Confirm that every person in Gapco person is aware of all the responsibilities associated to safety. Safety coordinators should express their support to each and every personnel in the company and arrange to meet them if possible on a regular basis to discuss concerns and solutions to further accident prevention interventions.

Health and safety should take a team based approach. Gapco management should embrace the fact that workforce is an important mechanism to change and therefore must not be discounted by the management team. The workforce can be instrumental at all levels in implementing health and safety as part of a cultural change to existing working practices. Occupational health and safety should integrate in each and every ones agenda in the routine operations of the company.

Gapco should communicate its safety expectations to staff and monitor endeavourer to monitor compliance The company should let its staff know on a regular basis that safety is a major concern for the success of Gapco business and this can be either be done verbally safety or coordinators could reiterate their expectations in memos or post safety information throughout company facility.

Gapco should embrace the fact that managing health and safety is key to its success and therefore proactive approach to improving health and safety, should be incorporated in the firms system including looking at ways to better identify and control hazards before they cause an incident, injury, illness or disease. This can be done through regular risk assessments, safety and accident investigations, and training for all scenarios that pose a risk for accidents.

Gapco should consider an effective Occupational Health and Safety training for employees, supervisors and managers an essential ingredient to improving health and safety and as a way of minimizing accidents emanating from employees ignorance of their health and business related risks. It improves skills, knowledge, productivity, morale and in-house Occupational Health and Safety capacities to help identify hazards and risks and identify appropriate control measures to reduce workplace incidents. Gapco should consider this imperative due to the fact that Occupational Health and Safety Act and Regulations require employers to provide such training to employees as is necessary to enable the employees to perform their work in a manner that is safe and without risks to health. This training can be undertaken by supervisors and managers and can easily arouse competency in work force if could take an integrated approach and consider areas like the nature of likely hazards faced in oil companies, the processes used for hazard identification, risk assessment and risk control, the need for and proper use of measures to control risk, safety procedures, the use, fit, testing and storage of personal protective equipment, first aid, licenses for high risk work, specific risks, hazards and industries, specific training for supervisors and managers is also available among others

Gapco as a business firm should consider it as a fact that all accidents in the workplace no matter how minor should not be tolerated. Apart from the impact on the employee and the workforce as a whole it is well documented that every accident carries a cost to the business. Proactive accident reduction has got a whole cycle benefits to business operations and investment in identifying and managing accidents is seen as the first base for improving health and safety. Gapco for it to achieve the target reduction requirements it has set strict accident reduction targets for those categories that are showing the highest number of accidents. It is evident that meeting general accident reduction targets would influence the number of injuries reported annually. Furthermore, Gapco should make sure that safety equipments are regularly maintained and checked before they are used, Make sure floor surfaces are in good condition and are properly maintained, ensure that passageways are kept clear of obstacles, clean any spillages on wet floors immediately, isolate the area to prevent anyone walking through it and never leave the area unattended, Provide slip-resistant mats where needed such as at doorways and at food preparation areas, Slips and falls are a common cause of accidents and claims, and simple housekeeping can often prevent injuries, keep stairways clear of materials, Provide sturdy handrails and a slip-resistant surface on stairs, provide adequate lighting, particularly for work stations and staircases, ensure electrical, heating and water supplies should be checked on a frequent basis. Ensure that electrical wiring is modern, is reviewed regularly by a qualified electrician and that sockets are not overloaded and make sure that the premises and all equipment are regularly inspected to ensure proper hygiene.

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# APPENDIX: A

## TIME FRAME

| NO. | ACTIVITIES | JAN 2012 | FEB 2012 | APRIL 2011 | MAY 2012 | JUNE 2012 | JULY 2012 | AUG 2012 |
|---|---|---|---|---|---|---|---|---|
| 1. | Topic Identification | | | | | | | |
| 2. | Preparation of Proposal | | | | | | | |
| 3. | Proposal Writing | | | | | | | |
| 4. | Data Collection | | | | | | | |
| 5. | Data Analysis & Interpretation | | | | | | | |
| 6. | Submission of the Draft report to the supervisor | | | | | | | |
| 7. | Report Submission to the fuculty | | | | | | | |

# APPENDIX: B

# RESEARCH BUDGET

| **Particulars** | **Cost (ug Shs )** |
|---|---|
| Stationery (papers and computer) | 820, 000 |
| Transport (Fuel and garage) | 1,800, 000 |
| Research assistants fee | 1,900,000 |
| Typesetting Printing and binding | 1,600, 000 |
| Miscellaneous and other sundry expenses | 700, 000 |
| **Total** | **6.820.000** |

## APPENDIX C: INFORMED CONSENT

I am giving my consent to be part of the research study of Mr. Waiswa Charles that focused on occupational health and safety on employee efficiency.

I shall be assured of privacy and confidentiality and I will be given the option to refuse participation or withdrawal my participation at any time.

I have been informed that the research is voluntary and that the results that will be given to me if I requested for it.

Initial: .....

Date: .....

## APPENDIX D: RESEARCH INSTRUMENT

Dear Sir/Madam,

Greetings!

I am a candidate for Bachelors of Human resource Management at Kampala international University with a study on occupational health and safety on employee efficiency As I pursue to complete this academic requirement, may I request your assistance by being part of this study? Kindly provide the most appropriate information as indicated in the questionnaires and if possible please do not leave any item unanswered. Any data from you shall be for academic purposes only and will be kept with utmost confidentiality.

May I retrieve the questionnaires **TWO** week after you received them? Thank you for your co-operation.

Yours Faithfully.

Signature_____

**FACE HEET**

Code No.____ Date Received

Respondent_____

**PART A: DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS**

**Gende**r (please Tick):

(1) Male _____

(2) Female ____

Age

20-25_____

26-29_____

30-35_____

36-39_____

40 and above_____

**Level of Education**

(1) Diploma_____

(2) Degree_____

(3) Masters_____

(4) PhD_____

**Type of employment**

(1) Permanent_____

(2) Contract_____

(3) Probation_____

**Length of service (in years)**

(1-2)_____

(3-4)_____

(5-6)_____

(7-8)_____

## PART B: QUESTIONNAIRE TO DETERMINE THE LEVEL OF OCCUPATIONAL HEALTH AND SAFETY IN GAPCO KAMPALA UGANDA.

Direction: Please respond to the options and kindly be guided with the scoring system below. Please Tick your rating in the space provided.

| Score | response mode | Description | legend |
|---|---|---|---|
| 4 | Strongly Agree | You agree with no doubt at all | SA |
| 3 | Agree | you agree with some doubt | A |
| 2 | Disagree | you disagree with some doubt | D |
| 1 | Strongly Disagree | You disagree with no doubt at all | SD |

| (a) | **Design of the work place environment** | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| 1 | Working environment is sufficiently tolerant and conducive for me to work | | | | |
| 2 | Working and recreation hours are balanced. | | | | |
| 3 | The ground is always clean and dry | | | | |
| 4 | The offices and all places in this company are properly laid out | | | | |
| 5 | The facility arrangement in this company stresses me | | | | |
| 6 | Employee comfort is lacking in this company | | | | |
| 7 | There is hazardous arrangement of machinery in this firm | | | | |
| 8 | There is faulty layout of equipment in Gapco. | | | | |
| 9 | Poor job design characterize this place | | | | |
| 10 | Offices are properly ventilated in Gapco | | | | |
| (b) | **Industrial accidents (accidents in Gapco occur due to)** | | | | |
| 11 | Defective machinery and equipment | | | | |
| 12 | Un serviced machinery | | | | |
| 13 | Improperly guarded equipment | | | | |
| 14 | Overloading vehicles with fuel | | | | |

| | | | | | |
|---|---|---|---|---|---|
| 15 | Lack of knowledge/skills about accident prevention | | | | |
| 16 | Operating equipment without authority | | | | |
| 17 | Working under the influence of alcohol and drugs | | | | |
| (c) | **Industrial safety** | | | | |
| 18 | Adequate safety and protective gears like gloves are availed to employee in Gapco | | | | |
| 19 | There are adequate and appropriate fire extinguihers in our company | | | | |
| 20 | Safety policies are not properly followed and implemented in Gapco | | | | |
| 21 | Workers are entitled to compensation after genuine accidents | | | | |
| 22 | There is no accident and health insurance in Gapco | | | | |
| 23 | Safety education and training is the order of the day here | | | | |
| 24 | Safety standards are set for employees in Gapco | | | | |
| 25 | Safety in Gapco takes a team based approach | | | | |
| 26 | There is enough supervision on the utilizations of the safety gadgets by the top authorities | | | | |
| 27 | Safety warning posters are adequate. | | | | |
| 28 | The instruction manuals of the safety and accidents are always followed | | | | |
| 29 | The personnel know how to use the fire extinguishing tubes and where they are. | | | | |
| 30 | The humidity and the temperature of the working environment are appropriate. | | | | |
| 31 | The preventive measures are taken against the explosion. | | | | |
| 32 | The protective garments appropriate for the work are worn. | | | | |
| 33 | Regular maintenance of the tools, materials and equipments is done. | | | | |
| 34 | The protective tools and materials (mask and the gloves etc) are utilized in case the chemicals are used | | | | |

## PART C: QUESTIONNAIRE TO DETERMINE THE LEVEL OF EMPLOYEE EFFICIENCY IN GAPCO KAMPALA UGANDA.

| (a) | **Employee morale and job satisfaction** (This is how I feel about my job) | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|
| 1 | The working conditions are good and safe | | | | |
| 2 | My job does not stress me | | | | |
| 3 | The design of my job makes me more satisfied | | | | |
| 4 | My job is hazard free | | | | |
| 5 | I like my job because it gives me a sense of accomplishment | | | | |
| 6 | I get support and team work from my co – workers | | | | |
| 7 | Organization views employees as assets | | | | |
| 8 | There is work life balance in Gapco | | | | |
| 9 | Management has created an open and comfortable work environment | | | | |
| 10 | Insurance schemes provided by the organization helps in promoting employee morale and satisfaction | | | | |
| 11 | I am satisfied with health and insurance scheme provided by the organization | | | | |
| (b) | **Labour turnover (labour turnover is low in Gapco due to)** | | | | |
| 12 | Hazard free working environment | | | | |
| 13 | Employees have medical insurance | | | | |
| 14 | Due care given to employees health | | | | |
| 15 | Low workload/stress | | | | |
| 16 | Flexibility of working hour | | | | |
| 17 | Properly designed jobs | | | | |
| 18 | Welfare fare facilities offered to me and co-workers | | | | |
| (c) | **Productivity (I am productive at work due to)** | | | | |
| 19 | My innovation and creativity | | | | |
| 20 | Low accidents record | | | | |
| 21 | Proper usage of equipments | | | | |
| 22 | I follow safety procedures | | | | |
| 23 | I meet deadlines in time | | | | |
| 24 | I experience minimal stress | | | | |
| 25 | Participate in safety and health training programmes | | | | |
| 26 | The company offers safety training courses to us | | | | |
| 27 | I am happy and excited about my work | | | | |
| (d) | **Absenteeism** | | | | |
| 28 | Personal illness and injury are among the leading causes of absenteeism in Gapco | | | | |
| 29 | The company cares about my welfare | | | | |
| 30 | I have a lot of child care responsibilities | | | | |
| 31 | The general working conditions are not friendly | | | | |
| 32 | Accidents have increased absenteeism rate in Gapco | | | | |

| | | | | | |
|---|---|---|---|---|---|
| 33 | I absent myself at work sometimes to avoid my manager | | | | |

THANK YOU VERY MUCH FOR GIVING ME YOUR PRECIOUS TIME.